



Santa Cruz County  
Civil Grand Jury

Grand Jury <grandjury@scgrandjury.org>

---

## City of Scotts Valley 2019-2020 Grand Jury Responses

1 message

---

**Tina Friend** <tfriend@scottsvalley.org>

Thu, Sep 17, 2020 at 8:49 AM

To: "grandjury@scgrandjury.org" <grandjury@scgrandjury.org>

Cc: Tracy Ferrara <tferrara@scottsvalley.org>

Members of the Santa Cruz Grand Jury:

Attached please find the approved responses from the Scotts Valley City Council to the following reports:

1. The Tangled Web: Oh, What a Managed Web We Weave . . .
2. Managers of Risk or Victims of Risk: Rocked by the Shocks
3. Homelessness: Big Problem, Little Progress: It's Time to Think Outside The Box
4. Ready? Aim? Fire! Santa Cruz County on the Hot Seat

All reports were approved at the September 16, 2020 Scotts Valley City Council meeting. Note that the "Tangled Web" report previously submitted by September 14, 2020 and is included here for convenience.

Thank you,

Tina Friend

Tina Friend

City Manager

City of Scotts Valley

[tfriend@scottsvalley.org](mailto:tfriend@scottsvalley.org)

(831) 440-5606



---

**4 attachments**

 **1- TangledWeb\_ScottsValleyCityCouncil\_Packet.pdf**  
418K

 **2 - ManagingCityRisks\_ScottsValleyCC\_Packet.pdf**  
484K

 **3 - Homelessness\_ScottsValleyCC\_Packet.pdf**  
462K

 **4 - FireRisks\_ScottsValleyCC\_Packet.pdf**  
428K



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

**Scotts Valley City Council**

**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](mailto: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.

### **Validation**

Date of governing body's response approval: September 16, 2020

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](mailto:grandjury@scgrandjury.org).

## **Findings**

**F1.** The inaccuracy of the HUD PIT Count results in significant numbers of homeless adults and children not being counted and therefore not receiving needed services.

**AGREE**

**PARTIALLY DISAGREE** – explain the disputed portion

**DISAGREE** – explain why

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

Agree. However, this is the HUD count methodology which we are required to utilize. While not ideal, the use of this consistent methodology allows for the ability to track progress over time. Our partners throughout Santa Cruz County have also successfully advocated for changes to the methodology in the past and we intend to support these continued efforts in order to better refine the tool.

**F2.** The lack of coordination between key stakeholders is a significant barrier to the efficient and capable implementation of homelessness solutions.

**AGREE**

**PARTIALLY DISAGREE** – explain the disputed portion

**DISAGREE** – explain why

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

Coordination between key stakeholders exists and should be improved. Work to that effect has been active in Santa Cruz County. Regional coordination exists through the Homeless Action Partnership (HAP) that acts as the HUD mandated Continuum of Care (CoC.) The HAP is a collaboration of the five jurisdictions in Santa Cruz County (the County and the Cities of Santa Cruz, Watsonville, Capitola, and Scotts Valley) along with homeless housing and services providers. However, not everything related to homelessness and addressed in this report is under the jurisdiction of the HAP. There are regional efforts to develop enhanced regional homeless governance options and we are in support of those efforts continuing to move forward.

**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**):

Homelessness is a complex challenge that cannot be solved with simple solutions or a one-size-fits-all approach. Homelessness affects youth, seniors, children aging out of the foster system, families in domestic abuse situations, people affected by rising housing costs, people with drug and alcohol addictions and mental health challenges, migrant workers and a host of other populations subsets. As the drivers of homelessness are multi-variate, solutions must be tailored to solve the underlying causes of each person’s homelessness, which adds up to demand for a deep and complex network of solutions to fully address homelessness.

The City and County leadership have been rigorously engaged in solution and system building to address and prevent homelessness in our County. This includes the HAP (the local HUD CoC), the 2015 “All-In Plan to Address Homelessness” and continuous work since then to craft solutions to rising homelessness in areas of our County. A common fallacy, however, is that this problem is able to be solved locally, only if local leaders were truly committed. As homelessness is a widespread and highly mobile social challenge affecting all corners of our country, a strong national and state commitment to its resolution is necessary. More resources, system changes and supportive legislation from the federal and state are imperative for lasting change.

Another critical aspect of successful solutions is community engagement. The community must understand and support solutions, which include siting of housing and of services for all types of needs. There can be a conflation of all homeless individuals and concerns, which is why enhanced regional governance, accountability and transparency, and early community engagement are critical to all solution building.

**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**):

Elected leaders are responsible for making difficult policy decisions for our community. Difficult policy decisions, by their nature, involve tradeoffs between competing interests. Homeless issues often involve those difficult policy decisions and we agree that siting homeless related services has presented significant challenges in all jurisdictions. While a number of potential homeless programs or projects have not been implemented some have been implemented. Those decisions were made based on policy tradeoffs and competing community interests.

**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**):

The HAP is a federally required CoC for HUD recipients. Many of the homeless issues are outside the scope of the HAP. The ongoing work to develop a countywide governance structure for homelessness related policies is envisioned to strengthen local homelessness response and administration.

**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**):

While there may be parcels of land that could possibly be used to build housing for the homeless, other land use issues such as zoning would have to be considered.

**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**):

Engagement has occurred and resulted in positive developments including the establishment of Downtown Streets Team in the City of Santa Cruz and expansion of that program into areas of the County. This program was spearheaded by the Downtown Santa Cruz business community and was successful because of positive engagement with government officials and City Managers. More engagement is welcomed and encouraged.

**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 are in place with the County and the City of Santa Cruz through state HEAP funds. There is an ongoing effort countywide to expand and develop the project further.

**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 and have been very engaged and partner strongly throughout the region. They have had roles in countywide and city committees and task forces to address the issue of homelessness and have brought solutions to the table that have been utilized including safe parking, temporary shelters, food, hygiene and clothing support in addition to other activities. As future opportunities arise, we welcome continued and increased engagement.

**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**):

**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**):

There are underutilized parcels of land throughout Santa Cruz County not all of which could be used to increase the number of beds and services to support the homeless due to underlying zoning. The County and the City of Santa Cruz have partnered with Housing Matters to explore potential additional uses as well as reconfiguration and expansion of current services in the Coral Street area some of which have already occurred in response to COVID. The City of Scotts Valley has no land use control or regulatory authority over the examples cited in the finding.

## **Recommendations**

**R1.** Santa Cruz County and Cities should coordinate to perform a count of the number of homeless individuals in the County annually, and use that contact opportunity to encourage individuals to enroll in the Smart Path system. (F1)

**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:**

Budget and cost are major considerations for modifying to an annual count. Currently the County and cities participate in the bi-annual census of homeless individuals. This count involves a significant expenditure of limited public resources. This report does not cite any data indicating how performing a count more frequently would result in better information to inform local policy decision making processes. Additionally, as referenced above, utilizing the HUD PIT methodology, while imperfect, is consistent throughout and across jurisdictions which does provide for a consistent tool with which to track progress.

**R2.** The Santa Cruz County Board of Supervisors and City Councils should jointly develop programs, services, and housing equitably distributed throughout each district and city in the County, communicating to the public an itemized list of such and broken down by supervisorial district by July 1, 2021. (F2)

- 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 implement. Planning work on a regional scale is happening on a broad-based engagement process. A 3-year strategic plan is under development and set for adoption in October by the County. A Santa Cruz County 6-month action plan has been adopted and underway through December and a second plan will be implemented in January 2021.

**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:**

Governance work is ongoing. An advisory commission to the Board of Supervisors 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 with a 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 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 6<sup>th</sup> of which, includes standing up a new governance, planning, evaluation, and communications structure.

**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:**

Scotts Valley has no land use control or regulatory authority over the examples cited in the finding. The City of Santa Cruz, County of Santa Cruz, and Housing Matters are working collaboratively to evaluate the programmatic and design needs to increase access to services and shelter on Coral Street and in adjacent private property. These plans include changing traffic patterns and parking requirements on Coral Street while ensuring that current business operations remain viable and life safety requirements are met.

**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 is implemented countywide and utilizes City of Santa Cruz lots and is expanding to County of Santa Cruz lots. Campuses have been engaged, and 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. Cities and County welcome participation in an FBO organized and hosted event should they decide to put one together.

## 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.**