

COUNTY ADMINISTRATIVE OFFICE

HOMELESSNESS STRATEGIES & INITIATIVES

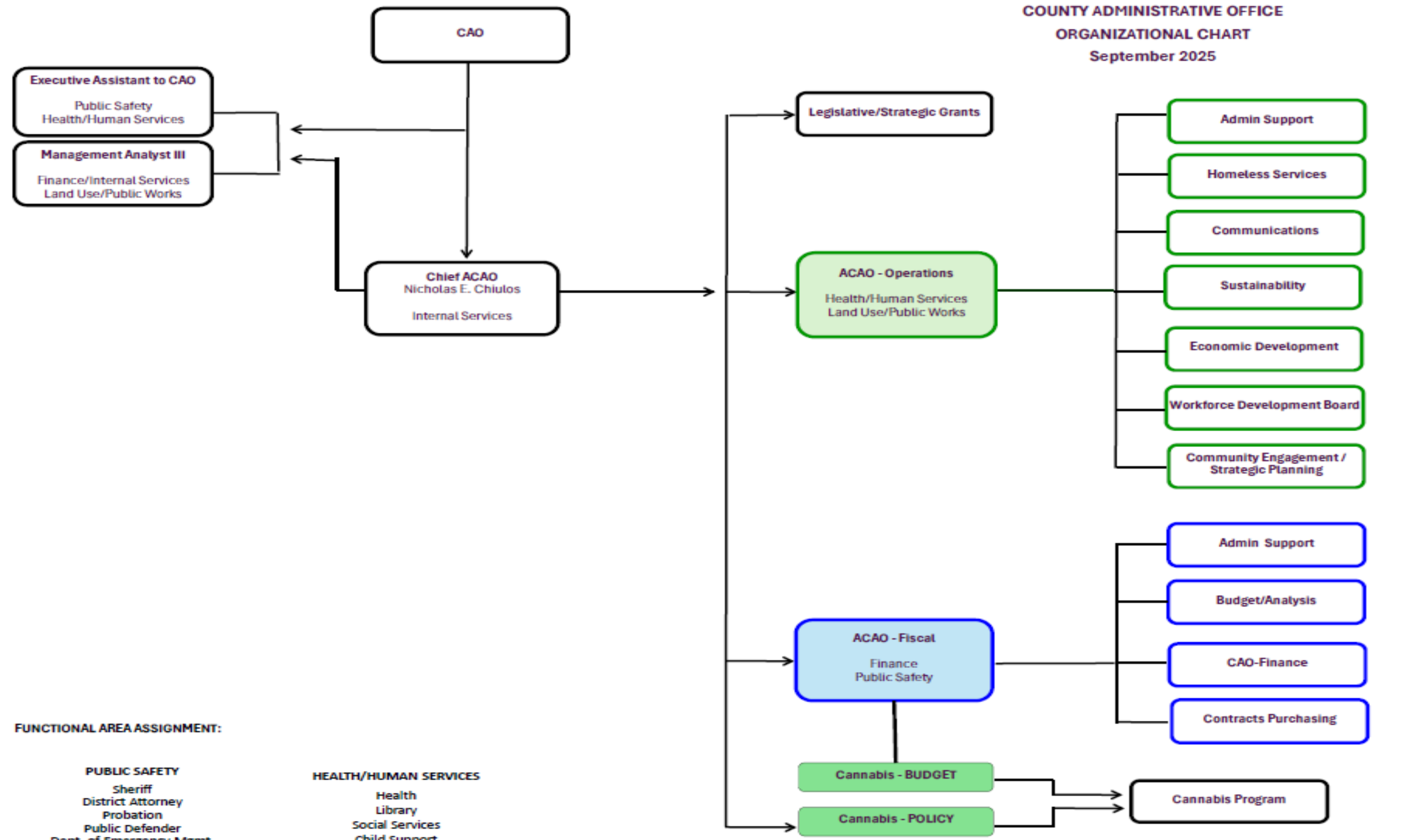
Health, Housing, Homelessness &
Human Services Committee

Presented by
Roxanne V. Wilson
County Homeless Services Director



CAO's ORGANIZATIONAL CHART

COUNTY ADMINISTRATIVE OFFICE ORGANIZATIONAL CHART September 2025



FUNCTIONAL AREA ASSIGNMENT:

PUBLIC SAFETY
Sheriff
District Attorney
Probation
Public Defender
Dept. of Emergency Mgmt.
Emergency Communications

FINANCE
Auditor-Controller
Assessor-Clerk-Recorder
Treasurer-Tax Collector

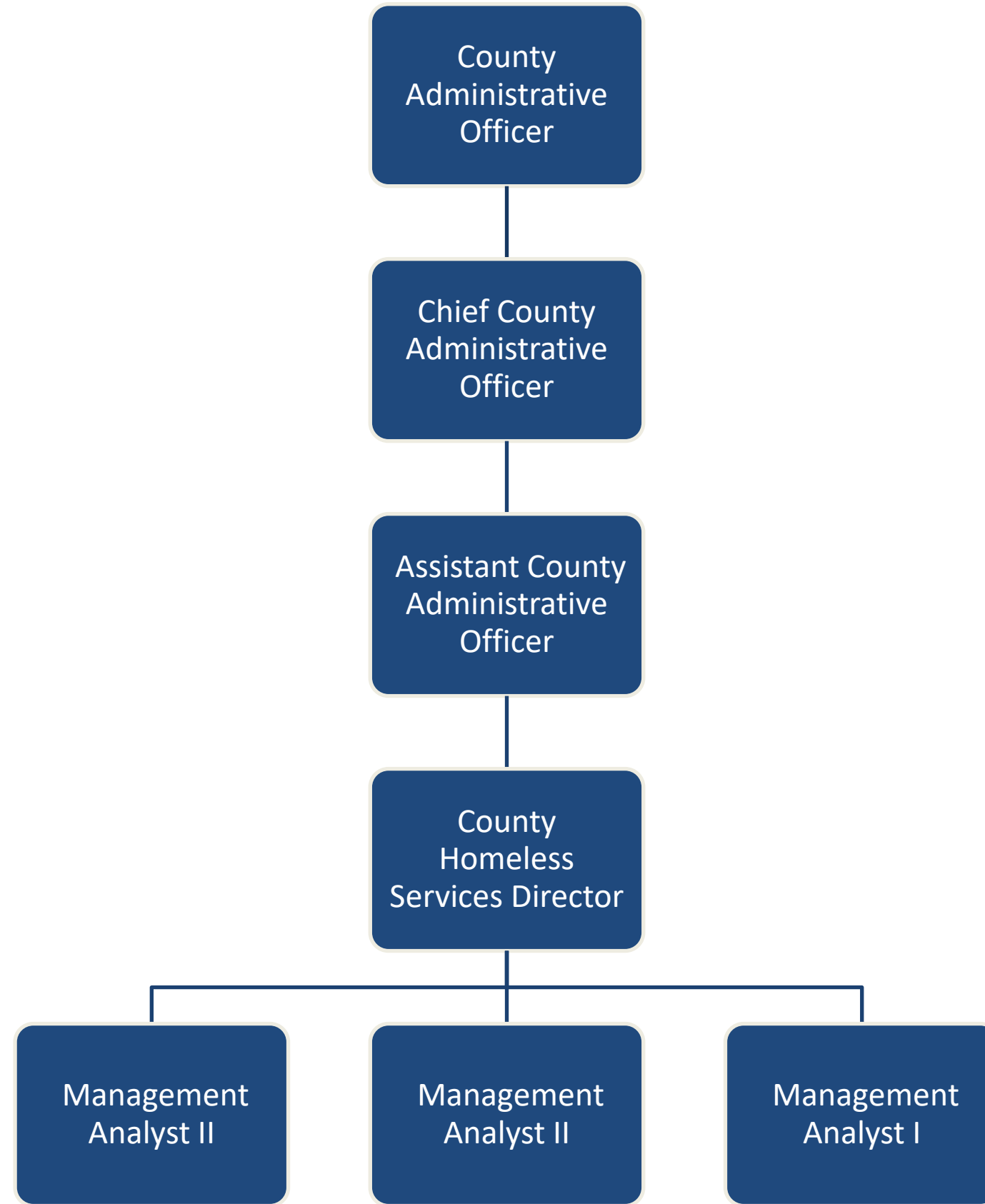
INTERNAL
Human Resources
Civil Rights Office
County Counsel
Clerk of the Board
Information Technology

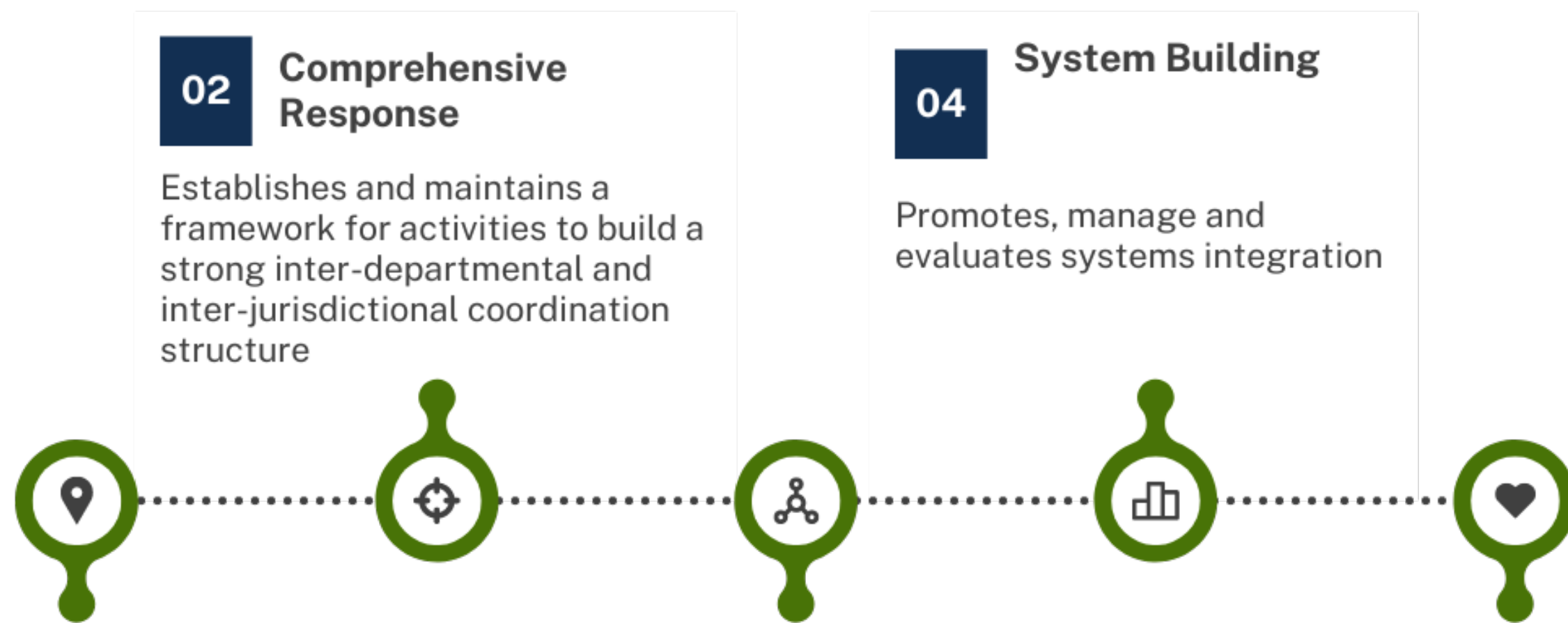
HEALTH/HUMAN SERVICES
Health
Library
Social Services
Child Support
Natividad Medical Center
Military and Veterans
Elections

LAND USE/PUBLIC WORKS
Housing & Community Development
Public Works, Facilities & Parks
Water Resources Agency
Ag Commissioners
Cooperative Extension

FISCAL - COMMITTEE ASSIGNMENTS
Budget Committee
Capital Improvement Committee
Legislative Committee

OPERATIONS - COMMITTEE ASSIGNMENTS
Alternative Energy & Environment
Cannabis Committee
Economic Development Committee
Health, Housing & Human Services Committee
Homelessness Committee
Workforce Development Board





01 Planning & Implementation

Plans, directs, coordinates, implements and evaluates the goals and Countywide strategic plan

02 Comprehensive Response

Establishes and maintains a framework for activities to build a strong inter-departmental and inter-jurisdictional coordination structure

03 Policy & Oversight

Develops and aligns policies

04

System Building

Promotes, manage and evaluates systems integration

05

Partnerships & Alliances

Promotes collaboration among State and local public agencies, non-profits, homeless advocacy groups, educational institutions, businesses, community groups and County departments

County of Monterey
Board of Supervisors

Housing, Homelessness
and Human Services
Committee
(4H Committee)

*Lead Me Home
Leadership Council*



State Department of Housing and Community Development Funding

- \$6,441,326.33 – King City Encampment Resolution Project
- \$7,986,354.26 – Pajaro River Encampment Resolution Project
- \$4,726,963.60 – Soledad Encampment Resolution Project

Department of State Hospitals Funding

- \$500,000 – Stepping Up Initiative Project



ENCAMPMENT RESOLUTION - SALINAS RIVER (KING CITY)

Project Description: Temporarily relocate individuals encamped along the Salinas River to motel rooms and convert a separate motel into permanent supportive housing for the former encampment occupants.

Contracted Partners: City of King, Housing Authority of the County of Monterey, Step Up Monterey County, Coalition of Homeless Services Providers

Status: Encampment is closed, and all people have been relocated indoors.

Total cost:

\$6,441,326.33 - State Encampment Resolution Funding

\$5,178,680.21 - CCAH Contribution

\$2,100,00.00 - State HCD

\$389,662.00 - King City Contribution

\$465,056.95 - CoC Contribution

\$1,341,600.00 - Project-based vouchers

\$450,000.00 - CalAIM Community Supports/ECM

\$420,000.00 - King City Waived Permit Fees

\$16,779,595.66



ENCAMPMENT RESOLUTION – PAJARO RIVER (WATSONVILLE)

Project Description: Temporarily relocate individuals encamped along the Pajaro River to a tiny village of modular units to work on permanently resolving their homelessness. This 24-hour, 34-bed, non-congregate, low-barrier navigation center will provide housing-focused case management and wraparound services to steward program participants on a pathway to healthy, sustainable housing.

Contracted Partners: Coalition of Homeless Services Providers/Community Action Board, Dignity Moves (MOU with County of Santa Cruz)

Status: Encampment is active, working on pulling the building permit.

Total cost:

\$7,986,354 - State Encampment Resolution Funding

\$476,000 - CoC Contribution

\$250,000 - County of Santa Cruz Contribution

\$450,000 - CalAIM Community Supports/ECM



ENCAMPMENT RESOLUTION - SALINAS RIVER (SOLEDAD)

Project Description: Strategically relocate individuals encamped along the Salinas River to temporary living facilities (modular units/motel rooms) and work on permanently resolving their homelessness. Program participants will be offered supportive services with housing navigation to help connect them to permanent, stable housing.

Contracted Partners: City of Soledad, Coalition of Homeless Services Providers, Step Up Monterey County

Status: Encampment slated to close in May 2025 with all people relocated indoors.

Total cost: \$4,726,963.50 funded in total by State Encampment Resolution Funding.



Goals of the Initiative

- Improve cross-system collaboration
- Reduce jail bookings for people with behavioral health needs
- Reduce average length of stay in jail
- Increase connections to treatment and reduce recidivism

Steering Committee

- County Administrative Office
- District Attorney's Office
- Health Dept (Admin & Behavioral Health Bureau)
- Sheriff's Office
- Superior Courts
- Probation
- Public Defenders
- Military & Veteran Affairs

In April 2019, the Board of Supervisors passed a Stepping Up resolution, joining a national movement to reduce the number of people in jail who have mental illness and co-occurring substance use disorder.

In 2023, CAO-HSI took on the leadership of the Stepping Up Initiative, organizing monthly steering committee meetings, conducting research, and facilitating coordination efforts.

Awarded \$500k in planning grant funds for Planning from Department of State Hospitals.



Encampment Response Policy

1

- Response to Governor Newsom's request for Counties to develop Encampment Policies & Procedures
- Response to Supreme Court Ruling on City of Grants Pass v. Johnson
- Provides a guideline to prioritize limited resources
- The Policy was approved by the Board of Supervisors on January 28, 2025

Board Resolution

2

- Prepared a Resolution for the Board's consideration that commits the County to best practices when addressing homelessness and continual efforts of expansion and evaluation of services.
- Resolution was passed and adopted on January 28th, 2025

Public Complaint Interface

3

- Streamlines complaints and funnels through County of Monterey's UConnect Application
- Logs information on encampment complaints, interactions with outreach providers and encampment photos.
- Allows communication between our division and citizen who submitted encampment complaint.

ENCAMPMENT RESPONSE

CAO-HSI is developing scopes of work for two strategic plans.

CalAIM Implementation may be offered through the CalAIM TA Marketplace.

CalAIM Implementation

- Make recommendations on how County departments can leverage services with CalAIM Enhanced Care Management and Community Supports
- Increase collaboration between Departments
- Determine if and how the County can assist the service provider network with CalAIM-related homelessness initiatives

Countywide Strategic Plan

- Assess County investments into homeless programs
- Evaluate performance of County-funded or County-owned homeless programs
- Service Gaps Analysis & System Mapping
- Evaluate County's interdepartmental and inter-agency response to homelessness
- Recommend priorities, new initiatives, and needed policies



Monitoring and Evaluations Committee

- Launched: October 25, 2024
- Members: County Administrative Office, Department of Social Services, City of Salinas Community Development, persons with lived experience, and a service provider.

Key Responsibilities

- Recommend performance targets for adoption or revision by the Leadership Council
- Recommend project monitoring protocols, including addressing poor performers and ensure protocols are implemented
- Evaluates and reports performance of federal and state- funded projects
- Ensure the HMIS is operated in compliance with HUD and State requirements

Objectives

- Develop a standard monitoring plan for State funded homeless programs.
- Develop a strong feedback system for people experiencing homelessness to inform policy makers of ways to improve system performance.
- Standardize contract language between funding administrators to create a comprehensive and consistent voice.
- Partner with direct service providers to identify ways to improve the system performance.
- Provide an annual report to the Leadership Council on key findings and recommendations throughout following years to improve system performance.



Achievements

- Identified inconsistencies in contract language between several State funded projects within the CoC by all three main funders.
- Developed three contract exhibits that clearly define expectations surrounding HMIS, CARS, and the State of CA's Housing First Law.
- Developed a proposed Regional Grievance Policy.
- Hosted focus groups with service providers and people with lived experience through outside contractor.

In Process

- Distribution and analysis of a regional quality of services survey. (Target: Spring 2025)
- The development of State Contract Monitoring Policies and Procedures. (Target: Summer 2025)

Future Projects

- Development of a Housing First toolkit and training schedule. (Target: Fall 2025)
- System Performance Report (Target: Fall 2025)



	CAO-DIVISION OF HOMELESSNESS STRATEGIES AND INITIATIVES (CAO-HSI)	Entity (Contract with)	Contract Description	Contract Start Date	Contract End Date	Funding Amount	Funding Source
#							
1	Encampment Resolution Funding Grant Agreement #1	State Housing and Community Development	Grant Agreement for Pajaro River ERF	8/7/2023	3/31/2027	\$ 7,986,354.26	ERF Pajaro
2	Encampment Resolution Funding Grant Agreement #2	State Housing and Community Development	Grant Agreement for King City ERF	10/7/2024	4/15/2029	\$ 6,441,326.33	ERF King City
3	Encampment Resolution Funding Grant Agreement #3	State Housing and Community Development	Grant Agreement for Soledad ERF	10/7/2024	4/15/2029	\$ 4,726,963.50	ERF Soledad
4	Department of State Hospitals Grant Agreement	Department of State Hospitals	Grant Agreement for Stepping Up Workgroup Initiative	7/1/2023	6/30/2028	\$ 500,000.00	DSH
	Total Grants: \$ 19,654,644.09						
5	Pajaro River Encampment Resolution Project	DignityMoves, Inc.	Development Management Agreement to build a 34-bed low barrier navigation center interim housing at Westview Presbyterian Church in Watsonville, California	4/23/2024	6/30/2026	\$ 5,034,591.00	ERF Pajaro
6	Pajaro River Encampment Resolution Project	Coalition of Homeless Services Providers	Services and Operations Delivery	4/23/2024	6/30/2026	\$ 2,571,460.00	ERF Pajaro
7	King City Encampment Resolution Project	Housing Authority of County of Monterey	Renovations of Days Inn Motel	2/25/2025	6/30/2027	\$ 5,285,597.00	ERF King City
8	King City Encampment Resolution Project	City of King	Interim Sheltering & Rental Assistance	7/1/2024	8/11/2025	\$ 561,000.00	ERF King City
9	King City Encampment Resolution Project	Coalition of Homeless Services Providers	Systems Support (Amendment no. 1)	6/1/2025	6/30/2027	\$ 381,600.00	ERF King City & Soledad
10	Soledad Encampment Resolution Project	City of Soledad	Development of Interim Shelter	1/7/2025	6/30/2027	\$ 2,148,332.00	ERF Soledad
11	Soledad Encampment Resolution Project	City of Soledad	Motel Vouchers & Street Outreach Program	7/1/2024	6/30/2027	\$ 542,756.00	ERF Soledad
12	Soledad Encampment Resolution Project	Step Up on Second Street, Inc.	Interim Shelter Services	1/7/2025	6/30/2027	\$ 1,817,182.40	ERF Soledad
13	Monitoring and Evaluations Initiative	Ede Coligney, Consulting	Consulting Services	11/1/2024	6/30/2025	\$ 49,950.00	DSH
14	Lead Me Home Summit 2025	Coalition of Homeless Services Providers	County Sponsorship for Annual Conference on Homelessness provided by CHSP	12/10/2024	12/10/2024	\$ 10,000.00	General Funds
	Total Contracted Amount: \$ 18,402,468.40						



That concludes our presentation.

HomelessServices@countyofmonterey.gov

THANK YOU

