

# COUNTY ADMINISTRATIVE OFFICE HOMELESSNESS STRATEGIES & INITIATIVES DIVISION

ACCOMPLISHMENTS AND INITIATIVES  
2022-2024

Presented by  
**Roxanne V. Wilson**  
County Homeless Services Director  
County of Monterey

-In response to the 2017 Point-in-Time Count, where the State of California reached its peak of people experiencing homelessness, Governor Brown initiated the State's unprecedented investments into local homelessness response systems which were continued and expanded under Governor Newsom



Starting in 2019, State legislators introduced and passed several bills that overhauled the housing, mental health, and homelessness systems



On October 29, 2021, Supervisor Alejo submitted Referral No. 2021.23 which sought to create a new management position of Director of Homeless Strategies and Solutions whose function would be to develop, coordinate and implement strategies to address homelessness in Monterey County.



On February 1, 2022, the Board of Supervisors approved the amendment to Personnel Policies and Practices Resolution (PPPR) No. 98-394 Appendix A and B to create the classification of County Homeless Services Director.



On July 18, 2022, the County Homeless Services Director started her employment and effectively launched the development of the Homelessness Strategies and Initiatives Division of the County Administrative Office (CAO-HSI).

# HISTORY







# Meet the Team



**Roxanne V. Wilson**  
Homeless Services Director



**Sarah Federico**  
Management Analyst II  
*Grants and Contracts Management*



**Cindy Joerger**  
Management Analyst II  
*Strategic Planning, CalAIM  
Implementation*



**Dania Valdez**  
Management Analyst I  
*Communications, Contracts and  
Grant Support*



# CAPITAL PROJECTS







## 118 FIRST STREET, WATSONVILLE

In partnership with the County of Santa Cruz, Pajaro Regional Flood Management Agency, and Westview Presbyterian Church, the County of Monterey pursued and was awarded \$8 million in Encampment Resolution Funding to serve people living unsheltered along the Pajaro River within the jurisdictional boundaries of the City of Watsonville and Counties of Monterey and Santa Cruz. 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.

***Status:** Site development funding has been secured. Final plans for the site are under development. Anticipated opening – late 2024/early 2025.*





## 990 LOS COCHES, SOLEDAD

In partnership with the City of Soledad, the County of Monterey pursued and was awarded over \$4 million in Encampment Resolution Funding to resolve an encampment that spans over city jurisdiction and unincorporated areas of the county along the Salinas River. The proposed project includes the development of a 24-hour 12-unit, **14-bed non-congregate, low-barrier navigation center** on city-owned property. Program participants will be offered supportive services with housing navigation to help connect them to permanent, stable housing.

**Status:** *Site development funding has been secured. Final plans for the site are under development. Anticipated opening – Early 2025*



## (TBD) King City

Local News

### Monterey County secures \$11M in state grants to combat homelessness in King City and Soledad

Funding aims to transition homeless individuals into stable housing

BY STAFF REPORT - April 24, 2024



In collaboration with the City of King and the Housing Authority of the County of Monterey, the County pursued and was awarded over \$6 million in Encampment Resolution Funding to serve people who were living unsheltered along the Salinas River and were further displaced by the King City Fire. Individuals have been temporarily placed in motels while the partners work to identify a location to develop the **largest Permanent Supportive Housing project** in South County. This single project is intended to address the vast majority of chronic homelessness in the City, and other partners, including the Central California Alliance for Health and the Coalition of Homeless Services Providers have joined forces to help this project come to fruition.

**Status:** *Funding is secured. Site identification is in progress.*





## 425 BENITO STREET, SOLEDAD

In partnership with the Housing Authority of the County of Monterey and the City of Soledad, CAO-HSI and County Housing and Community Development identified funding sources to establish the very first Drop-In Center in South County for transition-aged youth (18-24) who are at-risk or currently experiencing homelessness. This project will provide wrap-around case management, service navigation, and rapid re-housing services. County DSS provided initial start-up operational and services funds using HHAP Youth Set-Aside.

***Status:*** Funding has been secured. Anticipated opening – fall 2024







## (TBD) SOLEDAD

In 2021, the County was awarded \$2 million in federal earmark funding to establish a homeless campus for transition-aged youth, ages 18-24. CAO-HSI, County HCD, City of Soledad, and Housing Authority of the County of Monterey partnered to acquire **four townhouses** that will serve as **permanent supportive housing** for **pregnant and parenting youth with a preference for youth aging out of foster care**. County DSS provided initial start-up operational and services funds using HHAP Youth Set-Aside.

***Status:** Funding has been secured. Acquisition terms are being negotiated. Request for contract approval on September 17, 2024. Anticipated opening – fall 2024*

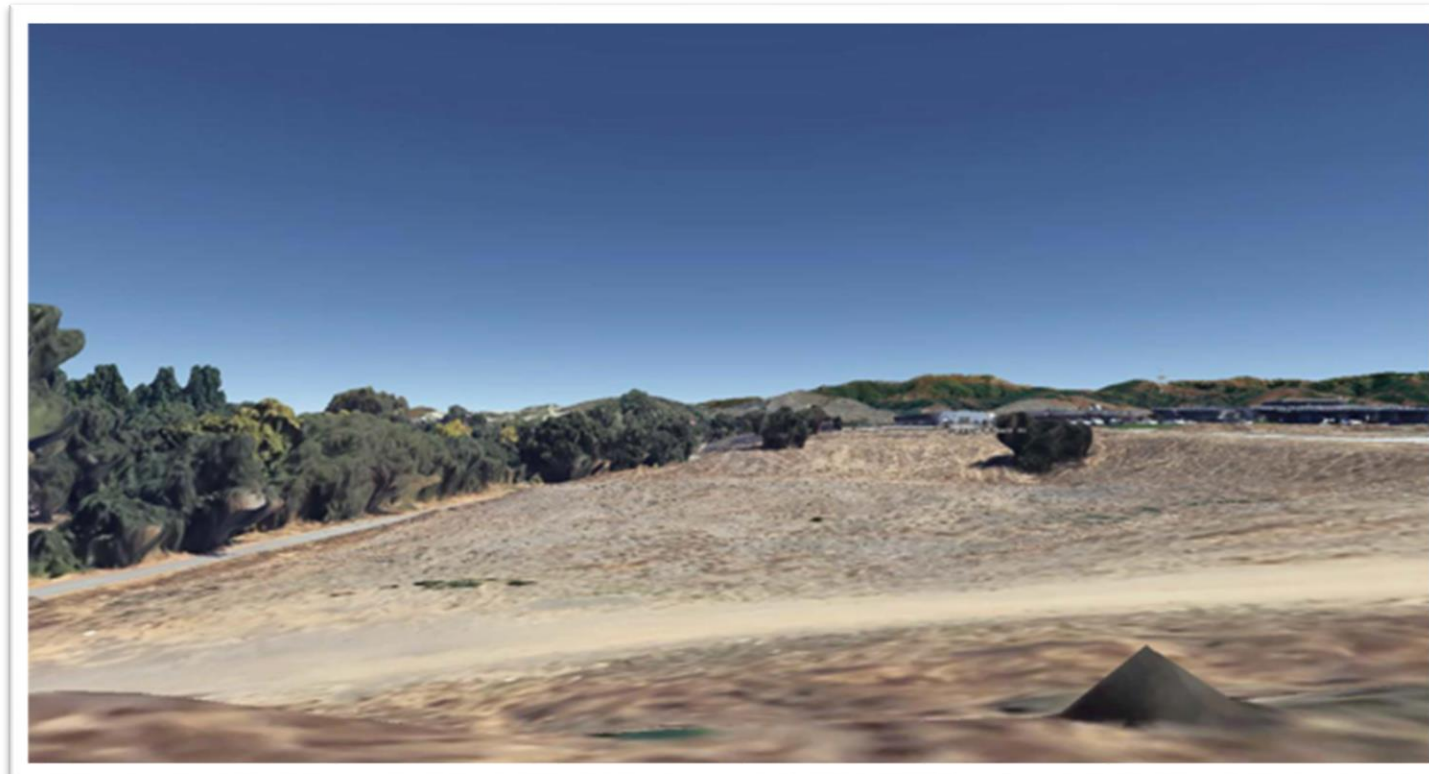


## E. LAUREL YARD

The County of Monterey Departments of Health, Social Services, and County Administrative Office have partnered to deliver a 10–12-unit, non-congregate, recuperative care program. Program participants will be offered medical care and housing-focused case management to resolve their housing and health instabilities simultaneously. The benefits of these types of programs are:

- 28% average reduction in hospital stays for chronically homeless individuals
- Reduction of health care costs of \$36,579 per person per year
- Estimated savings of \$18,000-\$48,000 per patient stay

**Status:** *Funding has been secured. Project plans in development. Anticipated opening – summer 2025*



# **POLICIES, EVALUATION, PLANNING**





1

### Encampment Response Policy

- 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

2

### Board Resolution

- Preparing 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.

3

### Public Complaint Interface

- Streamlines complaints and funnels through one source
- Logs historical information on encampment complaints and interactions

Upon support of the Homelessness Committee and approval of the Board of Supervisors, the anticipated launch timeframe is February 2025



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.

## 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



**CAO-HSI is in the process of 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



## **Standardization of a Contract Monitoring Policy & Procedure for State-funded homeless programs**

Start date: November 01, 2024

### Components of this activity include:

- Initial Assessment
- Collaboration with the CoC and DSS to align policies and procedures to reduce administrative burden on CBOs
- Gap Analysis (misalignment with regulatory or programmatic requirements)
- Development of Monitoring Criteria
- Development of Monitoring Process
- Assignment of Roles and Responsibilities
- Development of comprehensive monitoring policy and standardization of tools, templates, forms, checklists, etc.
- Training to managers and support staff





# **COLLABORATIONS & COMMUNICATIONS**





## **MONTEREY COUNTY INTERDEPARTMENTAL COMMITTEE ON HOMELESSNESS**

Regularly scheduled monthly meetings to enhance coordination.

### **County Administrative Office**

- Homeless Strategies & Initiatives

### **Health Department**

- Admin
- Behavioral Health
- Environmental Health
- Public Health
- IT

### **Natividad Medical Center**

### **Public Works**

### **Workforce Development Board**

### **Military and Veteran Affairs**

### **Social Services**

- CAP
- Admin
- CWES
- Aging and Adult Services
- Community Benefits
- Family & Children Services

### **Libraries**

### **Emergency Management**

### **Sheriff's Office**



## INCREASING AWARENESS & COMMUNICATIONS

### Website Development (In progress)

- Project Pipeline
- Interactive user interface that recommends services based on a person's situation and explains how to access those programs
- Encampment Intervention Request page
- Homelessness Data

- Speaker at the following events:
  - National Alliance to End Homelessness Conference
  - Solving Homelessness: A Community Conversation
  - Foster Youth & Homeless Youth Summit
  - Lead Me Home Summit
- Presented to State of CA Budget Subcommittee to showcase our successes with State funding and advocate for future rounds of HHAP
- Scheduled to speak at County Health Executives Association of California
- Co-facilitated countywide survey to receive community input on which interventions the County should invest in. This included:
  - 2 traditional Community Input Sessions
  - 1 session at the Lead Me Home Summit
  - 1 session at the SHARE Center



- i. Member of California's Interagency Council on Homelessness' inaugural Advisory Committee
- ii. Member of the Lead Me Home Leadership Council
- iii. Convene leaders to assist with relocation efforts of 545 Work Street Clients, resulting in immediate allocation of Homeless Set-Aside Vouchers and increased coordination between several homeless service providers
- iv. Served on the State's committee that informed their assessment of the efficacy of Project Roomkey.
- v. Served during the Pajaro Flood's Response and Recovery phases (March to October)
- vi. Oversaw the final stage of the non-congregate shelter and rehoused where 97% of the population was rehoused before it permanently closed one-year post-disaster
- vii. Member of the California Executive Leadership Program's inaugural cohort (other Counties represented are Alameda, Riverside, Los Angeles, Sacramento, and San Diego, along with the City of San Jose)





**That concludes our presentation.**  
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**THANK YOU**

