



# CITY OF SANTA ANA

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August 28, 2018

Honorable Charles Margines  
Presiding Judge of the Superior Court of California  
700 Civic Center Drive West  
Santa Ana, CA 92701

### **RE: Response to Grand Jury Report, "Where There's Will, There's a Way: Housing Orange County's Chronically Homeless"**

Dear Judge Margines:

In accordance with Penal Code 933.05 (a) and (b), please find the City of Santa Ana's response to the subject report, findings, and recommendations of 2017-2018 Orange County Grand Jury report entitled, "Where There's Will, There's A Way: Housing Orange County's Chronically Homeless."

Should you have any questions regarding this response, please contact the City of Santa Ana City Manager's Office at 714-647-5200.

Sincerely,

Miguel A. Pulido  
Mayor

**CITY ATTORNEY**  
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**CITY MANAGER**  
Raul Godinez II

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**CITY OF SANTA ANA RESPONSE TO 2017-2018 GRAND JURY REPORT:  
"WHERE THERE'S WILL, THERE'S A WAY- HOUSING ORANGE COUNTY'S  
CHRONICALLY HOMELESS"**

**Summary:**

In accordance with Penal Code 933.05 (a) and (b), please find the City of Santa Ana response to the subject report, findings, and recommendations of 2017-2018 Orange County Grand Jury report entitled, "Where There's Will, There's A Way: Housing Orange County's Chronically Homeless."

**FINDINGS**

(F1, F2, F4, F6, F7, F8, F9, F10)

**F1.** Homelessness in Orange County is a regional problem requiring Regional approaches and solutions.

**Response:** The City of Santa Ana agrees with the above finding.

**F2.** The lack of a regional plan designating specific development goals for Permanent Supportive Housing contributes to an insufficient number of available units to house the chronically homeless.

**Response:** The City of Santa Ana agrees with the above finding.

**F4.** Cities' reluctance to provide sites for Permanent Supportive Housing development has contributed to the overcrowded emergency shelters and an increased unsheltered homeless population.

**Response:** The City of Santa Ana disagrees partially with the above finding. With 210 Permanent Supportive Housing (PSH) units in four housing development projects, the City of Santa Ana is a leading city in Orange County in the development of Permanent Supportive Housing.

Earlier this year, on February 5, 2018, the City of Santa Ana, in collaboration with Community Development Partners and the non-profit service provider Mercy House, hosted and celebrated the Grand Opening of "The Orchard", a 71-unit Permanent Supportive Housing development that converted a motel into permanent dwelling

spaces for the chronically homeless. Additionally, the “Depot at Santiago” had its Grand Opening on June 14, 2018 hosted by C & C Development celebrating the development of 69 affordable housing units, with eight Permanent Supportive Housing units provided by the Santa Ana Housing Authority. Furthermore, the City of Santa Ana has two additional Permanent Supportive Housing projects in the pipeline titled; Aqua Housing and Santa Ana Veterans Village.

The City of Santa Ana has invested over \$28.6 million in HOME funding and Project Based Vouchers from the City’s Housing Authority for the development of Permanent Supportive Housing as detailed in the following chart:

Projects	PSH Units	Amount of Funds
The Orchard (71 Project-Based Vouchers & HOME Program Funds)	71	\$7.89M + \$1.2M
The Depot at Santiago (8 Project-Based Vouchers)	8	\$700K
Santa Ana Veterans Village (75 Project- Based Vouchers & HOME Program Funds)	75	\$11.46M & \$350K
Aqua Housing (56 Project-Based Vouchers)	56	\$7M
<b>Total</b>	<b>210</b>	<b>\$28.6 Million</b>

While the City of Santa Ana is not a member of the Association of California Cities Orange County (ACC-OC), City staff continue to collaborate with ACC-OC, the County, and other Cities on efforts to create 2,700 additional Permanent Supportive Housing units across the county.

Thus, the City of Santa Ana has not been reluctant in the provision of sites for Permanent Supportive Housing. However, the City of Santa Ana agrees on the regional nature of homelessness and the need to create 2,700 units of Permanent Supportive Housing proportionally across all 34 cities and unincorporated county areas by population.

**F6.** Service Planning Area meetings have successfully brought together city, county, and non-profit entities to share information on homeless issues, but have not fostered decision-making or action.

**Response:** The City of Santa Ana agrees with the above finding.

**F7.** NIMBYISM has impeded the creation of housing for the homeless, including Permanent Supportive Housing, in the County of Orange.

**Response:** The City of Santa Ana agrees with the above finding.

**F8.** Orange County cities and the County have engaged in blaming and finger pointing, hampering the collaborative efforts needed to site, finance, and maintain Permanent Supportive Housing.

**Response:** The City of Santa Ana disagrees partially with the above finding. As referenced in Response F4, the City of Santa Ana is a leading city in Orange County in the development of Permanent Supportive Housing. As such, the City of Santa Ana has fostered collaborative relationships to move forward projects through partnerships with the County's Coordinated Entry System, non-profit service providers and many affordable housing developers.

Although the City of Santa Ana is not a member of the Association of California Cities-Orange County (ACCOC), the City of Santa Ana does participate in the open ACC-OC Homelessness Regional Task Force. As part of the Homelessness Regional Task Force, the City of Santa Ana participates in the countywide coalition of Orange County cities, the County of Orange, service providers, advocates, faith-based organizations, civic organizations, businesses, non-profits and individuals working to end homelessness.

**F9.** Cities have taken a silo approach to developing Permanent Supportive Housing, resulting in inefficient leveraging and pooling of funds across municipal borders.

**Response:** The City of Santa Ana agrees with the above finding.

**F10.** There is no established, independent leadership body in the County empowered to address regional homeless issues in an effective manner.

**Response:** The City of Santa Ana disagrees partially with the above finding. The City of Santa Ana participates in the Orange County Continuum of Care Board (CoC), a nonprofit-public partnership that helps ensure comprehensive, regional coordination of efforts and resources to reduce the number of homeless and persons at risk of homelessness throughout Orange County. This group is comprised of agency leaders that serve as a regional convener of the year-round CoC planning process and as a catalyst for the involvement of the public and private agencies that make-up the regional Homeless System of Care.

The Orange County Board of Supervisors created a new Commission to End Homelessness in January 2018 and will be seating members from City leadership and other diverse backgrounds in August 2018. The new Commission will enhance regional leadership; promote the integration of services throughout the community, and initiate new strategies for the regional implementation of the System of Care throughout the three different Service Planning Areas.

**Recommendations**  
(R1, R2, R4, R6, R7, R8, R9)

**R1.** Orange County cities and the County should develop a Permanent Housing development plan, and should consider a plan structure similar to the proposal put forth by Association of California Cities-Orange County, that proportionally allocates sites among the cities. (F1, F2, F4, F7, F8)

**Response:** The recommendation has not yet been implemented but is expected to be implemented in the future. On June 12, 2018, the Orange County Board of Supervisors approved a Housing Funding Strategy that establishes strategic opportunities to meet the 2,700 housing unit goal established in partnership with the ACC-OC. The County and the ACC-OC will provide future updates to Cities on the development of the Housing Finance Trust as part of AB 448. The City of Santa Ana will continue to collaborate with the County.

**R2.** Each Service Planning Area should identify sites for Permanent Supportive Housing proportional to the allocation suggested in the Association of California Cities-Orange County Proposal. (F1, F4,)

**Response:** The recommendation has not yet been implemented but is expected to be implemented in the future. While the City of Santa Ana has participated in the Service Planning Area meetings to discuss Central Service Planning Area's regions capacity and resources, specific sites for Permanent Supportive Housing proportional to the allocation suggested by the ACC-OC has not yet been determined. The City of Santa Ana will continue to collaborate with the Central Service Planning Area Cities and the County.

Although the City of Santa Ana is not a member of the ACC-OC, Santa Ana has met approximately 73% (210 units completed or in the development pipeline) of the proportional share of Permanent Supportive Housing units proposed by the ACC-OC (Reference F4 diagram above).

**R4.** Cities should ensure decision-makers fully participate in their region's Service Planning Area meetings. (F1, F6, F8, F9)

**Response:** The recommendation has been implemented. The City of Santa Ana has participated in the Central Service Planning Area meetings. In a series of monthly meetings in April, May and June of 2018 at the Orange County City Manager's Association (OCCMA), the City of Santa Ana took on a leadership role in working with the other Central Cities. As such, the City of Santa Ana in collaboration with the Central Service Planning Area (SPA) developed an Executive Summary and Central SPA inventory of housing and supportive services resources in addition to the current Point-In-Time Count for each Central City. Santa Ana City Manager, Raul Godinez II, Deputy City Manager, Robert Cortez, and the Homeless Services Manager, Hafsa Kaka, attended these meetings.

**R6.** Cities should collaborate with, and leverage the work done by, United Way on their “United to End Homelessness” public awareness campaign. (F7)

**Response:** The recommendation has been implemented. The City of Santa Ana has been involved with the Orange County United Way “United to End Homelessness,” public awareness campaign, since its launch in February 28, 2018 kick off convening at UC Irvine attended by Mayor Pro Tem Michelle Martinez, and City staff from the Housing Division and the Homeless Services Division. Additionally, Housing Division Manager Judson Brown, sits on the “United to End Homelessness,” Leadership Council on the implementation of strategic alignment of housing resources as a Public Housing Authority representative.

**R7.** To streamline shelter and Permanent Supportive housing development, the County and its cities should establish a decision-making body, such as a Joint Powers Authority, that is empowered to identify and allocate sites and pool funding associated with housing and supportive services for the homeless. (F1, F3, F4, F7, F8, F9, F10)

**Response:** The recommendation has not yet been implemented but is expected to be implemented in the future. On June 12, 2018, the Orange County Board of Supervisors approved a Housing Funding Strategy that establishes strategic opportunities to meet the 2,700 housing unit goal established in partnership with the ACC-OC. The County and the ACC-OC will provide updates to Cities on the development of the Housing Finance Trust as part of AB 448.

On August 28, 2018, the Orange County Board of Supervisors appointed members of the Commission to End Homelessness. This includes representatives from the Central Service Planning Area, including the City of Santa Ana Deputy City Manager. The Commission is expected to convene in October 2018.

**R8.** Such a decision-making body should develop a comprehensive, regional housing business plan that identifies both the number of Permanent Supportive Housing units needed as well as the associated costs of renovating existing units or building new ones. (F1, F2, F3, F4, F8, F9, F10)

**Response:** The recommendation has not yet been implemented but is expected to be implemented in the future. On June 12, 2018, the Orange County Board of Supervisors approved a Housing Funding Strategy that establishes strategic opportunities to meet the 2,700 housing unit goal established in partnership with the ACC-OC. The County and the ACC-OC will provide updates to cities on the development of the Housing Finance Trust as part of AB 448.

On August 28, 2018, the Orange County Board of Supervisors appointed members of the Commission to End Homelessness. This includes representatives from the Central Service Planning Area, including the City of Santa Ana Deputy City Manager. The Commission is expected to convene in October 2018.

**R9.** Such a decision-making body should propose a plan for securing local, supplemental sources of funding for both Permanent Supportive housing development and associated support services. (F1, F3, F8, F9, F10)

**Response:** The recommendation has not yet been implemented but is expected to be implemented in the future. On June 12, 2018, the Orange County Board of Supervisors approved a Housing Funding Strategy that establishes strategic opportunities to meet the 2,700 housing unit goal established in partnership with the ACC-OC. The County and the ACC-OC will provide updates to Cities on the development of the Housing Finance Trust as part of AB 448.

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