



SONOMA COUNTY
**HOMELESS
COALITION**

**Sonoma County Homeless Coalition Board
Agenda Report**

Item No: 1 (Consent Calendar)

Subject: July 24, 2024, Sonoma County Homeless Coalition Board Meeting Agenda

Meeting Date: July 24, 2024

Staff Contact: Alea Tantarelli, Alea.Tantarelli@Sonoma-County.org

SUMMARY

This staff report presents the July 24, 2024, Sonoma County Homeless Coalition Board Meeting proposed agenda. The agenda contains all proposed items that will be discussed by the Board. The proposed agenda is attached as Attachment A.

RECOMMENDED ACTION(S)

Approve July 24, 2024, agenda.

ATTACHMENT A
Sonoma County Homeless Coalition
Board Meeting Agenda
July 24, 2024
1:00pm-5:00pm Pacific Time

Public Zoom Link:

<https://sonomacounty.zoom.us/j/97657584390?pwd=bkdNcjFnM2dhcE5GWkZuRE4zUzZjUT09>

Phone: +16694449171 Webinar ID: 976 5758 4390 Passcode: 047199

	Agenda Item	Packet Item	Presenter	Time
	Welcome, Roll Call and Introductions		Board Chair	1:00pm
	<i>Note: Items 1-4 below are proposed for adoption via one motion as the Consent Calendar.</i>	N/A		
1.	7/24/24 Agenda <i>(Consent Calendar)</i>	Draft Agenda	Staff	1:05pm
2.	Minutes from 6/26/24 <i>(Consent Calendar)</i>	Draft Minutes	Staff	
3.	Summary of Follow-ups from the Previous Meeting(s) <i>(Consent Calendar)</i>	Summary of Follow-ups	Staff	
4.	Reports for Standing Committee Updates <i>(Consent Calendar)</i> <ul style="list-style-type: none"> • CEA Committee • Funding & Evaluation Committee • HMIS Committee • Strategic Planning Committee • Lived Experience Advisory & Planning Board (LEAP) 	Staff Report for Standing Committees	Staff	
5.	Racial Equity Workgroup Presentation Potential ACTION ITEM	Staff Report	Staff	1:25pm
6.	Systemic and Institutional Discrimination in the System of Care ACTION ITEM	Staff Report -Letter from Chair & Vice Chair	Board Chair	1:55pm

7.	Service Provider Roundtable (SPR) Update Potential ACTION ITEM		Margaret Sluyk	2:25pm
8.	Word from the LEAP Board Potential ACTION ITEM		Aaron Mello & Chessy Etheridge	2:45pm
9.	10-minute break			2:55pm
10.	ACCESS Sonoma and IMDT Presentation Potential ACTION ITEM	Staff Report	Staff	3:05pm
11.	Dashboard Update Potential ACTION ITEM	Staff Report	Staff	3:50pm
12.	Review Agenda for August Coalition Board Meeting Potential ACTION ITEM <ul style="list-style-type: none"> • Housing Inventory Count • MOU Between SCHC and Lead Agency • Coordinated Entry Updates 	Staff Report for DRAFT Agenda	Board Chair	4:10pm
13.	Board Member Questions & Comments Potential ACTION ITEM		Board Chair	4:30pm
14.	Public Comment on Items not on the Agenda		Board Chair	4:35pm

PUBLIC COMMENT:

Public Comment may be made via email or during the live zoom meeting. To submit an emailed public comment to the Board email Araceli.Rivera@sonoma-county.org . Please provide your name, the agenda number(s) on which you wish to speak, and your comment. These comments will be emailed to all Board members. Public comment during the meeting can be made live by joining the Zoom meeting using the above provided information. Available time for comments is determined by the Board Chair based on agenda scheduling demands and total number of speakers.



**Sonoma County Homeless Coalition
Minutes Staff Report**

Item No: 2 (Consent Calendar)
Subject: Meeting Minutes 6/26//2024

Meeting Date: 7/24/2024

Staff Contact: Kim Holden, Senior Office Assistant, Kim.Holden@sonoma-county.org

SUMMARY

This staff report briefly summarizes the June 26, 2024, Sonoma County Homelessness Coalition Meeting Minutes. The attached meeting minutes contain all items discussed by the Sonoma County Homeless Coalition Board at the June 26, 2024, Sonoma County Homelessness Coalition Meeting.

RECOMMENDED ACTION(S)

Approve Sonoma County Homeless Coalition Minutes from the 6/26/2024 Sonoma County Homeless Coalition Board Meeting.



Sonoma County Homeless Coalition Board

Homeless Coalition Board Meeting Minutes

Wednesday, June 26, 2024

1:00 – 5:00 PM, Pacific Time – Meeting held via Zoom

Zoom Recording:

https://sonomacounty.zoom.us/rec/share/CyoBQHzKx14XOz9UivETKR1q0NIHOF0jaibd_62zubzKMVBxtChHyLwo-iC3KHHM.7PmUkxLi5gcKvGyQ

Passcode: kj&y7*8F

Welcome and Roll Call Introductions (00:06:16 – 00:08:53)

Jennielynn Holmes called the meeting to order at 1:01 pm and went over the Zoom rules regarding public comment and Brown Act guidelines.

Alea Tantarelli proceeded with roll call and introductions from Homeless Coalition Board Members and Lead Agency staff.

Present: Dennis Pocekay, City of Petaluma | Jennielynn Holmes, Catholic Charities | Natalie Rogers, City of Santa Rosa | Ben Leroi, Santa Rosa Community Health | Sean Hamlin, proxy for Chris Coursey, Sonoma County Board of Supervisors | Margaret Sluyk, Reach For Home | Chris Cabral, Committee on the Shelterless (COTs) | Angelica Smith, Tribal Seat | Dot Norton, proxy for Martha Cheever, Community Development Commission | Chessy Etheridge, Sonoma Applied Village Services (SAVS) | Una Glass, City of Sebastopol | Jackie Elward, City of Rohnert Park | Ron Wellander, City of Sonoma | Dannielle Danforth, West County Community Services | Salvina Norris, Sonoma County Indian Health Project (SCHIP) | Aaron Mello, Leap Board

Absent: Chris Coursey, Sonoma County Board of Supervisors | Kristi Lozinto, Member-at-Large | Martha Cheever, Community Development Commission / LEAP | Cheyenne McConnell, TAY Representative

A quorum was present.

1 - 4. Approval of Consent Calendar (00:08:56 – 00:10:52)

- Jennielynn Holmes, CoC Board Chair, presented the consent calendar items:
 1. 6/26/24 meeting agenda
 2. 5/22/24 meeting minutes
 3. Summary of Follow-ups from Previous Meetings
 4. Reports for Standing Committee Updates

- **Public Comment:** None
- **Motion:** Una Glass moves to approve the Consent Calendar. Margaret Sluyk seconds.
Abstentions: Ben Leroi abstains.
Objections: None.
- **Motion passes** with one abstention. The Consent Calendar is approved.

5. Reports from Lead Agency Staff (00:10:54 – 01:08:47)

- **Regional Communications Update:** Andrew Akufo reported that the update is included in the meeting materials packet. Additionally, the format going forward will transition from Zoom meetings to requesting bi-monthly written reports from each regional representative. The submitted reports will be compiled into one document for the Homeless Coalition (HC) Board to read.
- **Annual Administrative Budget for the Sonoma County Homeless Coalition:** Michael Gause presented a rough draft of the Coalition Administrative Budget, “Sonoma County CoC Estimate of Sources and Uses (FY 2024-25).” This is included as Attachment A in the packet of meeting materials, and provides a snapshot of estimated revenue and expenses, including staffing, but not inclusive of costs for the Homelessness Division Director and other administrative support.

Michael Gause will present this draft budget to the HC Board each year, but the charter date specified for the presentation should be changed from May to June or July so that accurate numbers are available for determining budget estimates.

- **Point in Time (PIT) Count:** Michael Gause reported that the full report will be out in July. There appears to be an 11% increase this year, following a 22 % decrease in the previous count. The causes won’t be known until the full report is released, but contributing factors may include a loss of about 100 shelter beds during COVID, reduced funding from the State, the high cost of housing, a decrease in homelessness prevention, as well as the effect of the By-Names List being utilized to locate more of the unsheltered.
- **Subregional Approach:** Michael Gause will ask James Alexander, Program Manager for the Homeless Engagement Access & Resource (HEART) Team and Nohemi Castaneda Martinez, new Program Manager for the Solving Obstacles for Unsheltered Lives (SOUL) Team, to attend the July 24, 2024 HC Board meeting to speak to the activities of their respective teams.

The SOUL Team does case management at the sites, not general outreach, and currently the HEART Team is working full-time at Mickey Zane Place and Eliza’s Village until a new contracted provider is in place to provide site services.

Jennielynn Holmes and Una Glass ask that an agenda item be scheduled for the July 24, 2024 HC Board meeting to explore how the HEART Team will or will not be working within the subregional approach system. Dennis Pocekay agrees and requests that the managers for the HEART and SOUL teams, as well as Supervisor Coursey, attend for the discussion. Michael Gause will check the availability of those anticipated participants for the upcoming meeting. Jennielynn Holmes specifies that she would like the conversation concerning the HEART and SOUL teams to address:

1. How coordination is being implemented,
2. How equitable access is being provided,
3. Whether data is being tracked in two different systems.

A suggestion was expressed that it might be advantageous to have additional members of the Board of Supervisors present for the discussion.

- Update on the Memorandum of Understanding (MOU) between the Homeless Coalition and the Lead Agency: Michael Gause reported that County Counsel is currently reviewing the MOU. Subsequently, an appointment is anticipated to be scheduled in August for the HC Board Chair and Vice-Chair to meet with Department of Health Services Director, Tina Rivera.

When the MOU is brought back to the HC Board, Jennielynn Holmes would like the entities that created the original document to be apprised of any substantive changes.

Public Comment on Item #5: Teddie Pierce, Gregory Fearon

6. Service Provider Update (01:08:50 – 01:11:18)

- Margaret Sluyk reported that the Service Providers had not met since the previous HC Board meeting. They did meet with the Lead Agency last week and had a good session.

A survey is being created to discern what changes the Services Providers group would like to see implemented in the future and topics they would like to have addressed. Several Service Providers have been working together to apply for consideration as either a hub or as the administrator for the new Homeless Prevention Pilot.

- **Public Comment:** None.

7. Coordinated Entry Assessment & Redesign Update: (01:11:30 – 02:09:41)

- Thai Hilton shared a detailed educational slide presentation depicting how referral decisions are made for the Coordinated Entry system, and what tool is utilized in that

process, with thanks to Ben Leroi, Hunter Scott, and the HomeFirst team for their help with the data analysis developed for this Coordinated Entry Assessment and Redesign Update presentation.

Jennielynn Holmes commented that this presentation depicts one of the most thoughtful approaches to prioritization that she has seen throughout the nation. Other HC Board members also appreciated and acknowledged the incredible body of work and thoughtfulness that went into developing this immense project, the collaborative approach, and the great improvements in the assessment tool.

- **Public Comment:** Amy Appleton, Ludmilla Bade, Teddie Pierce, John Baxter, Gregory Fearon, Sasha Brown

8. Word from the LEAP Board (02:09:44 – 02:20:42)

- Chessy Etheridge spoke about the barriers that delinquent child support payments pose to individuals becoming housed. Impacts include the inability to obtain drivers' licenses and passports, negative credit checks, frozen bank assets, seized tax refunds, no proof of employment if working "under the table," strained relationships with their children, and potential jail sentences.

Chessy Etheridge also reported that there are a few debt forgiveness programs in California that can help minimize the amount of repayment, reduce penalties, and provide access to drivers' licenses. She will send links to some of these options to the HC Board.

A suggestion was made that a staff member from the Sonoma County Department of Child Support might be invited to attend a future HC Quarterly Membership Meeting to provide information and respond to questions.

Public Comment: None

9. 10-minute Break: 3:15 – 3:25 PM (02:20:45 – 02:32:22)

10: Continuum of Care (CoC) Renewal Project Evaluation: Approval of Coordinated Entry Scoring Adjustment and Renewal Project Scoring: (02:32:49 – 02:55:37)

- Recusals were initiated for Jennielynn Holmes, Dannielle Danforth, Chris Cabral, Ben Leroi, and Dot Norton (proxy for Martha Cheever)

A quorum remained.

Dennis Pocekay will serve as HC Board Chair for this item, in lieu of the recused Chair, Jennielynn Holmes, as the Vice-Chair, Una Glass, is not currently available.

Karissa White delivered a slide presentation on the CoC Program Renewal Project Evaluation which detailed the circumstances necessitating a scoring adjustment. A more comprehensive explanation is included in today's meeting materials packet.

The recommended action is to remove the scoring measure "Percentage of accepted eligible referrals from Coordinated Entry" completely from the renewal project scoring tool. This would leave a total of 97/97 points possible.

The measure would be reinstated in the next competition scoring tool, once there are twelve months of data to actually measure,

An overview of specific CoC program renewals was also included in the presentation. These are all federally funded Housing and Urban Development (HUD) renewable contracts.

As an outcome of the presentation, three action items are recommended, as indicated in the motion below.

- Vice Chair Una Glass is now available and relieves Dennis Pocekay as Chair for the remainder of this item.
- **Public Comment:** None
- **Motion:** Dennis Pocekay moves to approve the three recommended items in one unit:
 1. Approve FY 2024 Continuum of Care Program Renewal Project Scoring
 2. Approve Corrective Action plans for St. Vincent de Paul Commons and Buckelew Sonoma SCIL Project
 3. Approve the adjusted scoring for the Coordinated Entry Measure

Second: Jackie Elward seconds the motion.

Abstentions or Objections: None.

Motion is approved.

Recused HC Board members returned to the meeting proceedings. Jennielynn Holmes resumed the role of HC Board Chair.

11. Housing Gap Analysis and Long-Term Funding/Investment Plan (02:56:52 – 00:27:56, second recording)

- Michael Gause provided some historical insight into the creation, progress, and complexities of the Long-Term Funding Plan.

Adrian Gonzales, Deputy Chief of Programs, and Dr. David Amaral, Director of Research and Evaluation for All Home, reported on their work in developing data and providing technical assistance for implementation of an app related to Sonoma County’s adoption of the Regional Action Plan in December 2023. The presentation provided an overview of their housing gap analysis and estimates of what is needed to achieve a reduction in unsheltered homelessness in Sonoma County by 75%, and also explained the envisioned long-term funding strategy.

Additional information and All-Home’s slide presentation are available within the meeting materials packet.

Michael Gause suggested that the HC Board may choose to create a small working group to plan next steps in the Funding/Investment Plan based on the Housing Gaps Analysis. Plans for composing such a group may be considered as follow-up at the next HC Board meeting.

- **Public Comment:** John Baxter, Emily Quig, Gregory Fearon, Teddie Pierce, Ludmilla Bade

12. Housing Inventory Count 2024: (00:27:58 – 00:28:05)

- This item will be postponed to a future date due to time constraints.

13. Quarterly Membership Meeting Agenda: (00:28:07 – 0031:00)

- Araceli Rivera shared a slide showing the proposed agenda for the Homeless Coalition Quarterly Membership Meeting, which is scheduled for July 18, 2024.
- Aaron Mello indicated that he or Chessy Etheridge will contact Child Support Services to see if a staff member might attend either the July 18th meeting or at a future date to share information and answer questions from the general membership.
- **Public Comment:** Ludmilla Bade

14. Review Agenda for July Coalition Board Meeting: (00:31:04 – 00:32:03)

- Jennielynn Holmes displayed the draft July 2024 HC Board meeting agenda, and commented that the MOU and subregional approach could be continued discussions, and the Homeless Inventory Count might be included if the data is available in time.

- **Public Comment:** None

15. Board Member Questions and Comments: (00:32:04 – 01:22:55)

- Jennielynn Holmes and Una Glass plan to reach out to Homeless Coalition members and community partners to hear how the Homeless Coalition is being experienced overall and to invite feedback and ideas for improvement, in an effort to gauge how HC activities are meeting the needs of those being served.
- Jackie Elward spoke to concerns outlined in a letter (link below) which was received on June 25, 2024, via Public Comment for CoC Board members from Kirstyne Lange, President, NAACP Santa Rosa – Sonoma County Chapter. <https://share.sonoma-county.org/link/98-LREjkiV/>

Subsequent discussion identified a need for required standardized Diversity, Equity, and Inclusion for any entity receiving funding via the Homeless Coalition Board. Discussion also probed how to effect meaningful changes going forward, from policy, education, and funding perspectives, to curtail instances of bias and racism within the system of care community.

- **Public Comment:** Teddie Pierce, Adrienne Lauby, Amy Appleton

16, Public Comment on Items not on the Agenda: (01:26:18 – 01:32:21)

- **Public Comment:** Teddie Pierce, Gregory Fearon, Adrienne Lauby

Adjournment: 5:45 PM (01:32:50 – 01:33:00)

Sonoma County Homeless Coalition Follow-ups Staff Report

Item No: 3 (Consent Calendar)
Subject: Summary of Follow-ups from the Previous Meeting(s)
Meeting Date: July 24, 2024
Staff Contact: Michael Gause, Michael.Gause@sonoma-county.org

Summary

At the previous meeting, Coalition Board members and others asked for the Lead Agency staff to follow up on specific items. Staff summarized responses to present at the February Sonoma County Homeless Coalition Board meeting.

Recommended Action(s)

Receive and file.

Discussion

At the previous meeting, Coalition Board members and others asked for the Lead Agency staff to follow up on the following questions or comments:

1. Coordinated Entry Assessment and Redesign Q & A:

- How many referrals on average are you able to make weekly in CE meetings?
 - The number of referrals varies from week to week depending on openings. In some weeks there may be very few referrals and in others there are more. In fiscal year 23/24 a total of 513 referrals were sent. On average there were around 42 referrals sent per month, but this does not reflect the variance between months. In the busiest month 72 referrals were sent. In the least busy month only 17 were sent.
- How are providers going to be trained on the new tool?
 - The lead agency and the CE operator will hold trainings with all access points once the new tool is approved.
- Was there an analysis done broken down by specific provider?
 - I assume this question is referring to the analysis of the VI-SPDAT questions. No, we did not break down the analysis by provider. We were not seeking to

understand who may have been not assessing people well rather what vulnerabilities led to people being unable to self-resolve. However, we do monitor access points for compliance with assessment protocols. If deficiencies are identified, the CE operator provides training to the individual.

- How do we define “self-resolving”?
 - When people exit any program that is required to use HMIS, the project must conduct a HUD exit assessment. This assessment, among other things, asks for participants’ exit destination. The options include homeless destinations (shelter, street), institutional destinations (hospital, jail etc.), temporary housing destinations (transitional housing, hotel), other destinations (death, unknown), and housed destinations. For self-resolve, 2 of these exit destinations were used; “rental by client with no on-going subsidy” and “owned by client with no on-going subsidy”
- What is the timeline for implementation?
 - Unknown. There is a great deal of work that needs to be done to develop the assessment and to determine where Rapid re-housing resources will be directed. The assessment could be done by early 2025 but could also be later.
- Will we be reassessing the top people on the by-names list and how will that be messaged if the names change?
 - No one will need to be reassessed. The benefit of using existing data is that we can use historical data to place individuals on the new by names list. If someone’s situation changes, they can be reassessed, but this is not required.

We don’t plan on informing people about where they are on the list for several reasons, 1) the list is dynamic. Someone can move up and down the list daily. Telling someone where they are on the list can give the sometimes-false impression that they will get a referral soon. And 2) in the new model people will be placed into prioritization rings. Everyone in the ring will have equal priority. From there referral decisions will be made by considering client choice, program eligibility for the project requesting referrals, and yet to be determined tie breakers. Because of this system, it is not possible to tell someone where they are on a list because there is no rigid ranking.

2. All Home Presentation & Next Steps:

Lead Agency Staff met with All Home staff on July 8th to plan next steps on the Housing Gaps Analysis and Investment Plan. After this meeting, the Funding and Evaluation Committee authorized a small working group to support All Home staff and Lead Agency staff in developing

a timeline to finish the Investment Plan and Gaps Analysis. This will be brought back to the Coalition Board after approximately 3-4 months of development.

3. Regulatory Guidance Regarding Serving Youth in Shelters:

Lead Agency staff met with representatives of the Federal Family Youth Services Bureau (FYSB) on July 17th 2024. A verbal update will be provided at the Coalition Board meeting. FYSB funded the previous shelter with Social Advocates for Youth that served youth under 18 who were unsheltered.

4. MOU Between Sonoma County Homeless Coalition and the Lead Agency:

As noted previously, the MOU is being reviewed by both County Counsel and County Human Resources. This will be reviewed as previously noted at the August 2024 Coalition Board meeting.

5. Follow up on SHARE Sonoma County Questions:

The Coalition Board requested clarity on issues related to SHARE Sonoma County at the June Board meeting. As there is no formal process for an investigation by the Coalition Board in this matter, an investigation is currently underway by the Department of Health Services Compliance Unit for contract and program compliance as the Department of Health Services has an obligation to the Funding Sources and the County of Sonoma.

We will report out as appropriate and applicable per Counsel to the Coalition Board as the Department of Health Services serves as the Lead Agency for the Coalition Board.

Sonoma County Homeless Coalition Board Committees Staff Report

Item No: 4 (Consent Calendar)
Subject: Reports from the Coalition’s Standing Committees and the LEAP Board
Meeting Date: July 24, 2024
Staff Contact: Michael Gause, Michael.Gause@sonoma-county.org

Summary

This agenda item contains summaries of Standing Committees’ work in the recent month, as well as information from the Lived Experience Advisory Planning Board (LEAP). Committee Chairs were asked to prepare brief summaries for their respective Committee.

Recommended Action(s)

No recommended action

Discussion

1. Funding & Evaluation Committee (F&E):

The Funding and Evaluation Committee completed met in July to discuss the following:

-Formation of a working group to meet with All Home in preparation of a resource and gaps analysis

-Debriefing summary - members added additional thoughts being taken to a single meeting working group:

- Group to do an update review on the NOFA language, scoring tools and process approaches

Topics that came up during the Debriefing conversation included the following:

- Funding priorities for the Spring NOFA – F&E is asking the Coalition Board for direction on priorities. Should we keep PSH at the highest priority (per the Strategic Plan), should only be considering renewal projects and/or should we prioritize ‘new’ projects and at what level?
- Going deeper to expand well performing programs at the potential expense of exiting programs
- Exploration of public comments referring to negative impacts on the homeless system of care

- Cost Per Outcome – several would like to reconsider the calculation of cost per outcome, factoring into the tools
- Reducing the amount of file uploads both the committee and staff deal with
- Several process suggestions were made and will be discussed during the workgroup meeting

-Other items

- Committee requested a schedule of project fund balances ending June 30, 2024 for the August meeting
- A free Ethics training is available for Sonoma County Commission members and would most likely be available for CoC members; committee members were encouraged to take advantage of the training

2. Coordinated Entry Advisory Committee (CEA):

The CEA committee did not meet in July.

3. HMIS Committee:

The HMIS committee did not meet in July.

4. Strategic Planning Committee:

The Strategic Planning Committee passed a motion to ask the SCHC Board to assign the strategic plan action step 3.6 E to the Coordinated Entry Redesign Group and the Coordinated Entry Advisory Committee.

The language of this strategy and action step:

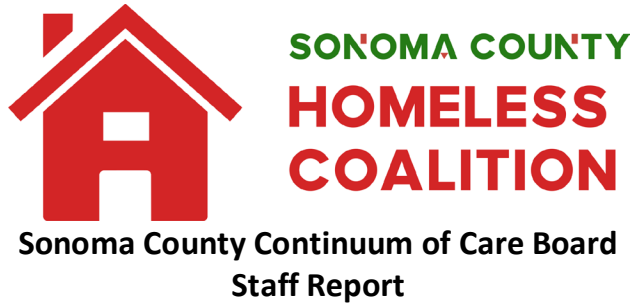
Strategy 3.6: Improve Transparency, Safety, and Effectiveness of the Coordinated Entry System

Action Steps 3.6e: Ensure that the Coordinated Entry process maintains a person-centered approach that involves the respectful consideration of the following factors:

- *Client Choice*
- *Client Needs*
- *Safety Considerations*
- *The Value of Reducing Barriers*
- *Provider Capacity, Expertise, and Competence*

5. Lived Experience Advisory & Planning Board (LEAP):

- Currently made up of 11 board members. 3 new board seats available
- Conducting an election on 7.26.24 to fill open LEAP Board member seats
- Submitted proposal to present during the Lived Experience Conference in San Jose
- Discussing protocol about how to best address grievances and advocacy on behalf of lived experience community members



Item: 5, Racial Equity Workgroup Presentation

Date: July 24, 2024

Staff Contact: Araceli (Chelli) Rivera, Araceli.Rivera@sonoma-county.org

Agenda Item Overview

In this item, staff will provide an update and overview on the Racial Equity Workgroup. In January of 2023, our Homeless Coalition engaged with Technical Assistance (TA) offered by the California Housing and Community Development (CA HCD). TA was provided by Homebase and Racial Equity Partners (REP) Consultants. With one of the focuses being centering racial equity to reduce racial disparities across the homeless system of care, also known as the Homeless Coalition. TA included facilitating the initial convening of a Sonoma County Racial Equity Workgroup.

Recommendation

None. Information only.

**Sonoma County Homeless Coalition Board
Staff Report**

Item No: 6
Subject: Systemic and Institutional Discrimination in the System of Care
Meeting Date: July 24, 2024
Staff Contact: Michael Gause, Michael.Gause@Sonoma-County.org

SUMMARY

This staff report includes a letter from Sonoma County Homeless Coalition (SCHC) Chair, Jennielynn Holmes and Vice Chair, Una Glass that was emailed to the SCHC Board on July 5th, 2024. This letter is included in the agenda packet to provide context for the agenda item discussion.

RECOMMENDED ACTION(S)

None – an informational item only.

Dear Sonoma County Homeless Coalition Board,

We are writing to address the discussion that began around systemic and institutional discrimination at the last Homeless Coalition Board meeting. While there may be some issues discussed that are outside of our chartered responsibilities, there were certainly some that are. Most importantly, we want to hopefully clarify that a key responsibility that we do hold as a board is to ensure that our system is free of bias, discrimination, and racism.

Before we go on, we want to begin by thanking those who brought this forward for conversation, particularly those who shared their firsthand experiences of marginalization and discrimination. Sharing and discussing these traumatizing experiences takes courage and vulnerability, and we do not take that lightly. We sincerely thank you for your bravery and continued dedication and leadership in our community. Your impact and perspective is meaningful and incredibly valued. We wanted to ensure that the board and the community understand that we collectively have a responsibility to turn that conversation in to action. If we do not, we are a part of the problem.

The data is clear, there is an over-representation of people of color in our system of care, and that is not debatable. On a national level both HUD and the National Alliance to End Homelessness have found that homelessness disproportionately affects people of color. One of the most disturbing findings is that people who identify as Black and African-American comprise the largest BIPOC (Black, Indigenous and People of Color) group experiencing sheltered homelessness. They represent 12% of the total U.S. population but 37% of the sheltered homeless population. There are more terrifying disparities with smaller racial groups and that data can be found in the *National Alliance to End Homelessness's Racial Disparities in Homelessness Persist - Data Snapshot*.

When we look locally, the data in Sonoma County is even more alarming. The 2023 Homeless Point in Time Count shows those who identify as Black and African-American comprise 10% of our homeless population, but according to the United States Census Bureau only 2.2% of the Sonoma County population identify as Black or African-American. Additionally, those who identify as American Indian or Alaska Native make up 13% of our homeless population but 2.3% of the Sonoma County total population. ([U.S. Census Bureau QuickFacts: Sonoma County, California](#)).

These disparities are the result of decades of discriminatory practices in housing, criminal justice, employment, education and other systems. It is our responsibility to look at how deep-rooted policy has continued to perpetuate an overrepresentation of people of color in our system.

We have spent a lot of time reflecting on the conversation last week and how we can ensure our system is free of discriminatory practices. We wanted to share some potential ideas in the spirit of transparency.

1. **Creating an initial and ongoing Racial Equity Training program for all Homeless Coalition board members, committee members, and funded agencies.** This is a missing component in our system of care. If we want a system free of discrimination a part of that includes ensuring those who set policy or implement policy/programs have access to training on how we will ensure cultural competency while understanding implicit bias. Additionally, this likely needs to happen through some version of facilitated in-person conversations which could help us with addressing existing work that needs to be done as well as putting in place an ongoing training and education program to which we can hold accountability.
2. **Create a process for reporting potential discrimination.** We do not currently have a process for reporting discrimination. This creates a void where already marginalized populations find another broken part of the system. Similar to the grievance processes we have around access and other items in our system of

care, a culturally competent process for reporting discrimination that provides a path to resolution and recommendations for actions, could help us enhance our system of care.

3. **Elevate and accelerate the work of the Racial Equity Workgroup.** The Racial Equity Workgroup has been doing some wonderful work. In looking at a model we have already built out with the LEAP board, it could be a way to mirror increased involvement with the Racial Equity workgroup having greater input in committees like our Funding and Evaluation Committee or having a voice on policy decisions with the board.
4. **Continue with the Coordinated Entry Assessment and Prioritization Redesign update.** As was presented in the last board meeting, we will be moving away from a prioritization process that disadvantages BIPOC communities.
5. **Homeless Coalition Board Charter Update.** The Charter Ad-hoc is continuing to meet, and it is a unique opportunity to look at updating the charter to create greater clarity around the responsibility of this board to address racial inequities within our system, partner institutions, and our policies. We may also want to create a seat on the Board for a representative from an agency that specializes in advocacy, policy, or service to our BIPOC population.
6. **Anti-Racist Results Based Accountability.** There has been some great work done locally on Anti-Racist Results Based Accountability. It would be helpful for those of us on the board to learn from those local organizations on how they implemented that framework and to see how it could align within our system of care.

In many ways this is a call to action, and a values-based purpose statement that we will not allow our system to perpetuate systemic and institutional racism. This is not about any individual agency or policy. It is how we will work to dismantle any discriminatory practices in our system of care.

Our world is changing around us with Supreme Court rulings, and other potentially discriminatory bureaucratic processes, all of which have potential to perpetuate systemic injustices and disproportionately affect people of color. It is our responsibility to make sure we focus on our community and our system of care to address current inequities as well as work harder and more collaboratively to keep those external influences from continuing to perpetuate unjust policies in our system.

The intent of this letter is also to inform the board regarding these reflection points and where we are. We hope the board takes the time to reflect on how we rid ourselves of any discriminatory practices in our system of care.

This topic will be agendized at the July Board meeting and we look forward to discussing your thoughts. Thank you for your leadership on addressing homelessness in Sonoma County. We look forward to the continued conversation.

Sincerely,

Jennielynn Holmes, Chair of the Sonoma County Homeless Coalition

Una Glass, Vice Chair of the Sonoma County Homeless Coalition



**Sonoma County Continuum of Care Board
Executive Summary**

Item: 10. Access Sonoma and Interdepartmental Multidisciplinary Team (IMDT) Presentation

Date: July 24, 2024

Staff Contact: Michael Gause, Michael.Gause@sonoma-county.org

Agenda Item Overview

In this item, Department of Health Services Director Tina Rivera and staff provide an overview of the ACCESS Sonoma Initiative and IMDT Team (including HEART, SOUL, and other cohorts). T

Recommendation

None. Information only.

Discussion

ACCESS SONOMA INITIATIVE

One of Sonoma County’s strategic priorities set by the Board of Supervisors is to strengthen the County’s Safety Net System by identifying the County’s most vulnerable residents and developing coordinated strategies to improve their well-being, self-sufficiency, and recovery. To address this priority, the Sonoma County Safety Net Departments developed an initiative called Accessing Coordinated Care to Empower Self Sufficiency (ACCESS) Sonoma County. This initiative identifies vulnerable County residents who are experiencing homelessness/housing insecurity, behavioral health, substance use, unemployment, and criminal justice issues, and strives to provide the help they need to improve their self-sufficiency and well-being.

ACCESS Sonoma IMDT

The ACCESS Sonoma IMDT consists of case managers, treatment providers, and support staff who provide case management and related services to Cohorts of vulnerable individuals that are identified by the Safety Net Collaborative. The ACCESS Sonoma IMDT includes both a Core Group of subject matter specialists who meet regularly to support overall goals of the ACCESS Sonoma Initiative and Cohort Assembly Bill (AB) 210 Care Teams that provide case management to specific Cohorts.

AB 210 (Cal. Welf. & Inst. Code § 18999.8) authorizes counties to establish homeless adult and family multidisciplinary teams (MDTs) to facilitate the expedited identification, assessment, and linkage of homeless individuals and families to housing and supportive services within the County. It allows provider agencies to share otherwise confidential information in order to coordinate services, ensure continuity of care, and reduce duplication of services. The Sonoma County AB 210 MDT is part of the ACCESS Sonoma IMDT, and subject to this policy.

The Safety Net Collaborative

In response to the Board’s Safety Net Priority, the Sonoma County Safety Net Departments (referred to as the Safety Net Collaborative) of Health Services, Human Services, Community Development Commission (housing), Probation, District Attorney, Sheriff, the Courts, Child Support Services, Public Defender, Information Systems Department and County Counsel created an innovative initiative – ACCESS Sonoma – to develop strategies to identify and coordinate services for



the most vulnerable residents to improve their access to the services and programs of the safety net and to also move them through it to greater self-sufficiency and improved well-being.

The Safety Net Collaborative Partners are Information Systems Department, County Counsel, Board of Supervisors, and County Administrator's Office.

Members of the Safety Net Collaborative meet monthly to discuss policy development, discharge planning, encampment policy; they make funding decisions, staffing decisions, cohort selections.

The County has partnered with California Policy Lab at University of California, Berkeley, and the Harvard Kennedy School Government Performance Lab to support operational and programmatic outcomes for the program. The California Policy Lab has helped the County identify high-need populations that are receiving services across the Safety Net Departments or potentially are in need of services across the departments.

The Policy Lab analyzes information from the County's mental health, substance use, social services, housing, and criminal justice databases to help identify high need and high utilizers of safety net services and programs as well as inform policy development. The Harvard Government Lab is helping to develop service and program performance standards and to design performance contracting models.

The IMDT Approach and History

Strengthening the County's Safety Net system was identified as a Strategic Priority by the Board of Supervisors in April, 2017. Shortly thereafter, a pilot initiative called **Accessing Coordinated Care and Empowering Self Sufficiency Sonoma County (ACCESS Sonoma County)** was formed. Prior to this initiative, Safety Net departments provided fragmented services to "shared clients" with limited collaboration and no formal, systematic coordination across systems or comprehensive information to effectively collaborate. The ACCESS Sonoma County initiative identifies the most vulnerable residents, often high utilizers of County services across multiple county departments, and provides holistic, wraparound services using an Interdepartmental Multidisciplinary Team (IMDT) approach of care coordination and case management.

At the core of ACCESS Sonoma County initiative's IMDT is the innovative technology of the IBM Connect360 integrated data hub that allows for data sharing. The Connect 360 data hub uses IBM Watson Care Manager technology to present the data and allow for collaborative case management. The roots of this technology emerged shortly after the October 2017 wildfires during a design-thinking session that was facilitated by IBM with County frontline eligibility worker staff, adult protective services staff, clinicians, social workers, probation officers, child support and housing specialists care coordinators from each of the Safety Net Departments. In this session, participants noted a significant strength of the Local Assistance Center (LAC) that opened after the fires was that it was a one-stop-shop with all services residents needed co-located. Service delivery was more efficient because providers could communicate and coordinate with one another in real time. The design thinking participants sought a way to recreate this coordination of services for their most vulnerable clients through the help of technology. The technology developed for ACCESS Sonoma County was built with this ideology and lends itself to two use cases: 1) intensive case management of high needs cohorts through the IMDT, and 2) provision of a 360° view of client information across systems for County departments or other



SONOMA COUNTY HOMELESS COALITION

organizations to improve quality and efficiency of care.

ACCESS Sonoma has a four-pronged approach; an Interdepartmental Multidisciplinary Team staffed by representatives from all of the Safety Net Departments, an Integrated Data Hub/Watson Care Manager developed in partnership with IBM, a system of governance led by the County's Safety Net Collaborative, and partnerships with community-based organizations and academic institutions. The result is coordinated care from across our Safety Net Departments for our most vulnerable residents. Care that is informed and supported by an innovative information and care management system, with strategic direction from the Safety Net Collaborative.

The objectives of ACCESS Sonoma are:

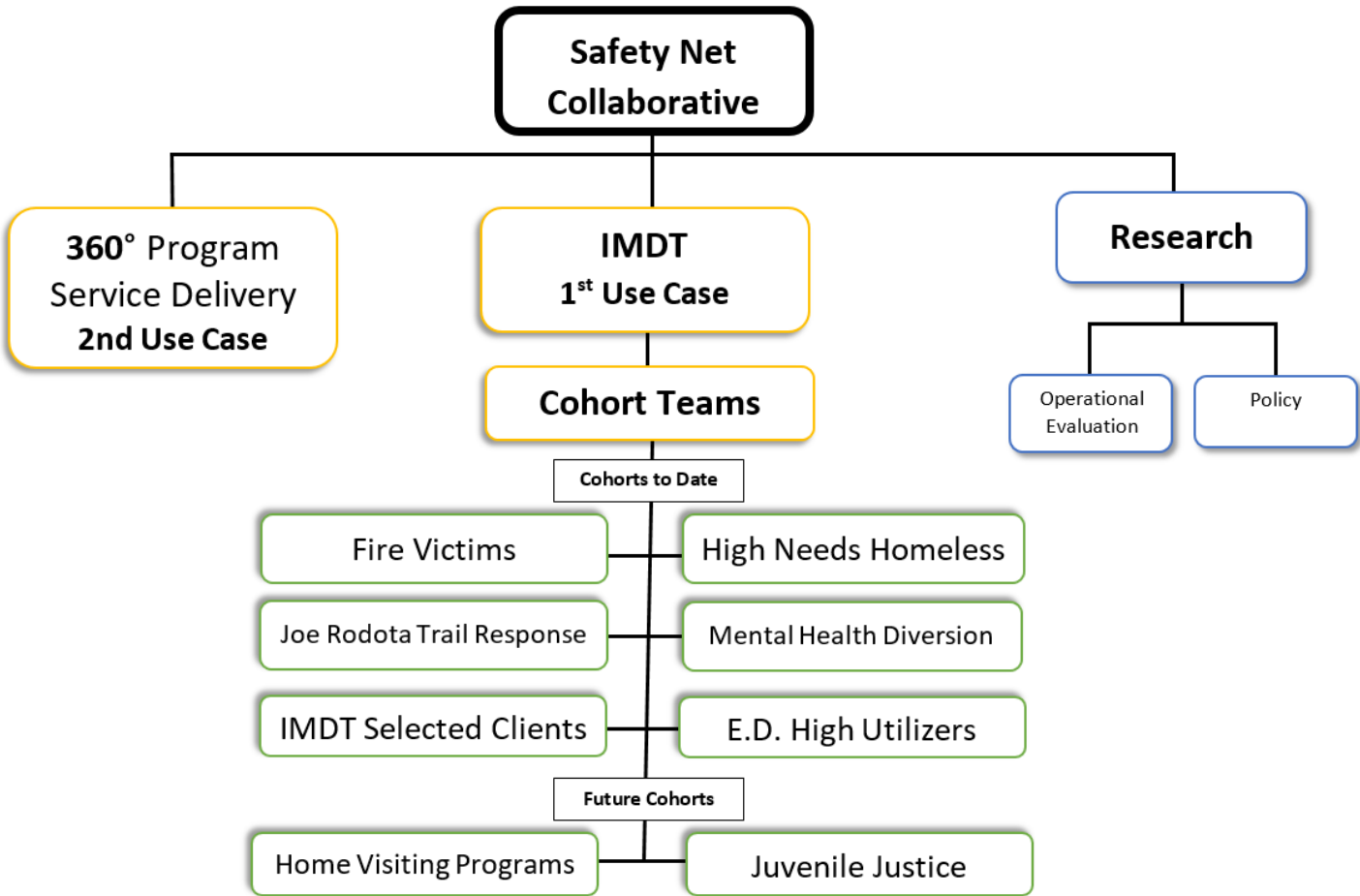
- To improve the health, well-being, sustained recovery, and self-sufficiency of the County's most vulnerable residents
- To develop and implement a plan to coordinate cross-departmental services and reduce duplication of services
- To improve referrals, access, and sustained engagement of clients
- To analyze the County's highest service utilizers and develop strategies/policies for improved efficiencies, better utilization, and better outcomes
- To develop an integrated data sharing system to support care coordination across departments

The IMDT is structured to case manage multiple cohorts simultaneously and is scalable, meaning it serves as the blueprint for how the County case manages various populations in need of collaborative case management. This model allows the addition of different health, social service, and justice system programs and services to meet the needs of the cohort being served. Cohorts have included: 1) Residents who remained in emergency shelters weeks after the October 2017 fires, 2) High needs homeless populations who have complex mental health, physical health or substance use problems and may have involvement with criminal justice system, and 3) High utilizing ED clients. Other cohorts include mental health diversion for individuals involved in the criminal justice system, Public Health Field Nursing clients, and clients in the Juvenile Justice system that can be served by the IMDT.

The ACCESS initiative is governed by the Safety Net Collaborative which consists of the executive leaders of each of the Safety Net departments. The Safety Net Collaborative sets the high-level vision, policy, and prioritizes vulnerable cohorts and target populations for ACCESS Sonoma. The ACCESS Sonoma initiative success is based in the IMDT approach to care delivery and use of enabling technology of the IBM Connect360 integrated data hub that allows for data sharing and the Watson Care Manager technology to allow for collaborative case management. The Safety Net Collaborative has an MOU outlining commitment to this initiative.



ACCESS Sonoma County (Accessing Coordinated Care & Empowering Self-Sufficiency)



The Interdepartmental Multi-Disciplinary Team (“IMDT”) model overcomes the issues of program silos by allowing County Departments, Agencies and Community Service Providers to share information about shared clients. The IMDT consists of frontline staff: clinicians, social workers, Adult Protective Service workers, probation officers, housing specialist and eligibility workers who work to collaboratively coordinate care and goals to address the holistic needs of the vulnerable residents they serve.

The IMDT is structured to case manage multiple cohorts simultaneously and is scalable, meaning it serves as the blueprint for how the County case manages various populations in need of collaborative care management. This model allows the addition of different health, social service, and justice system programs and services to meet the needs of the cohort being served.

Project Homekey Cohort

The Interdepartmental Multi-Disciplinary Team (IMDT) and ACCESS Sonoma Initiative have been a key component in the County's response in addressing homelessness. The IMDT is a care coordination and advisory team of subject matter experts of frontline staff across multiple departments and programs that develops integrated care plans through collaborative planning of individualized goal setting for participants. The IMDT Homekey team discussed here will be a key component of the County's response to the homelessness crisis and a critical addition to the IMDT cohorts, conducting outreach and engagement into services, supporting those on a pathway into, and residing at, the Project Homekey sites.

The proposed Homekey Cohort, consisting of four staff from Health Services, will perform a critical role in supporting the County Project Homekey Participants (Mickey Zane Place, George's Hideaway), as well as at non-County Homekey sites including, but not limited to, Rohnert Park, Petaluma, and Healdsburg. The new Homekey Cohort will combine qualified County expertise with city contacts to approach high-level behavioral health and case management needs via a region-wide team, supporting the County and City Homekey sites. This multidisciplinary intervention will offer collaborative case management, peer support, access to care, and supplementary community services and supports. This wraparound service approach is key to improving health outcomes and housing stability for homeless individuals and families.

The Homekey cohort, similar to HEART and other IMDT cohorts, will include social workers, substance abuse counselors, employment specialists, outreach workers, family coordinators, and others. This cohort will coordinate and liaise with city contacts and community providers. The goal of the cohort will be the development of trusting relationships, active assistance in accessing needed resources and supports, case management, treatment, and other appropriate services for Homekey participants through frequent contacts, a team approach, and a long-term commitment of support as needed. This Homekey team will coordinate the care plans and service goals for Homekey cohort participants. As Homekey focuses on sheltering Sonoma County's vulnerable homeless population, this cohort will engage with those receiving housing at these sites, stabilizing individuals, linking them to vital resources that address their mental health, addictive disorder, employment, food, and benefit needs creating cost efficiencies for larger systems such as emergency rooms and criminal justice systems.

In addition to the Homekey cohort, the Department requested the addition of one full-time equivalent Senior Client Support Specialist to work in close partnership with local jurisdictions in encampment outreach coordination, as well as connect IMDT support at non-County Homekey sites. The Department plans to enter into an MOU with the jurisdictions to confirm the relationship and role this Senior Client Support Specialist position would take, as well as reporting, and other such aspects of the collaborative relationship to support Countywide Homekey programs.

The Project Homekey Cohort is funded by Measure O.

On August 31, 2021, the Board of Supervisors approved staff's recommended action to work with cities, community-based organizations and the Continuum of Care Board on a collaborative county wide approach to supportive housing projects potentially funded by the State of California's Project Homekey 2.0 funds.

Due to the diverse and complicated social service, physical healthcare, and behavioral health needs of Homekey site populations, staff identified a need to add a new team to work with the Interdepartmental Multi-Disciplinary Team (IMDT). The new team was to focus on supporting Homekey participants' cohort. The Homekey team will develop trusting relationships and provide active assistance in accessing needed resources and supports, case management, treatment, and other appropriate services for Project Homekey participants through frequent contacts, a team approach, and a long-term commitment of support. The Board of Supervisor's approved four full-time equivalent position allocations to support implementation of a new IMDT Homekey Cohort. With these requested allocations supporting Homekey cohort, the Department of Health Services will collaborate with Sonoma County cities operating Homekey projects in Sonoma County (i.e., Rohnert Park, Santa Rosa, Petaluma, and Healdsburg). Homekey staff will provide integrated care management to all participants residing at the County and City Homekey sites (Mickey Zane Place, the anticipated future George's Hideaway site, L&M Village, Labath Landing, Caritas Center, Montero Place, and Homeless Action Sonoma PSH).

Also, to support the IMDT's Homeless Encampment Assistance Resource Team (HEART), staff recommended the addition of one full-time equivalent Senior Client Support Specialist allocation. This position was to work to support collaborative outreach in local jurisdictions, as well as support collaborative efforts at non-County Homekey sites to provide IMDT case management services to residents.

In addition, one full-time equivalent Program Planning and Evaluation Analyst (PPEA) was requested to support the critical data and reporting needs of the IMDT, maximizing the Watson Care Manager Database and corresponding COGNOS 360 reporting portal. Similar to the IMDT Expansion team or SOUL, this position is to be embedded within and works across the IMDT. The PPEA is a critical addition to the IMDT, as it commits staffing to oversee data quality, analysis, and reporting for all IMDT cohorts.

The Homekey team was originally presented at a City Managers meeting with positive feedback and discussion. A follow up survey was given to local Homekey site operators with 5 respondents representing Reach for Home, West County Community Services, Committee on the Shelterless, Burbank, and Rohnert Park City. All respondents acknowledged Homekey team benefits, a desire for county providers to "come to them" rather than integrating with county teams, and a need for supporting high behavioral health, physical health, substance use disorders, and a desire for legal assistance.



**SONOMA COUNTY
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**Sonoma County Continuum of Care Board
Executive Summary**

Item: 11. Dashboard Update

Date: July 24, 2024

Staff Contact: Daniel Overbury-Howland, Daniel.Overbury-Howland@sonoma-county.org

Agenda Item Overview

In this item, staff will provide an update of the progress made toward building and publishing a Tableau dashboard displaying core performance metrics to better inform the Sonoma County homeless system of care. In September 2023 the board adopted a set of metrics to explain the system's performance to the public and better use data to support system improvement efforts (see Attachment A). Staff are currently working on the initial Overall CoC/System Performance Measures section of the dashboard and plan to have it built and ready to share a demo during the August meeting.

Recommendation

None. Information only.

Attachment A

Proposed CoC Performance Measures

Performance measures will include data from any HMIS-participating programs. All measures will be disaggregated by race/ethnicity and gender unless specified otherwise. Program-specific performance measures will also be broken out by provider within each project type. For any measure where there are data quality concerns, such as high proportion of missing data, this will be noted in the reporting.

1. Overall CoC/System Performance Measures	What are we measuring	Related metric
1A. Total number of unique households & unique number people served in the homeless system during the 12 months	How much	HUD's SPM #3 and CA HHAP-4's metric I
1B. What is the total number of beds that exist in the CoC system broken down by: - Target Population (chronically homeless, veteran, TAY) - Bed Type (single adult/family/youth) - Project Type (ES, TH, PSH, RRH & OPH)	How much	
1C. What is the median amount of time spent homeless before entering the system, among all who entered the system during the last 12 months	How much	HUD's SPM #1, CA HHAP-4's metric IV, and the Sonoma County CoC Strategic Plan's metric #3
1D. What is the delta (difference) between the <i>system inflow</i> (# of individuals newly homeless or returned to homelessness) and <i>outflow</i> (# individuals exiting homelessness) by month, over the last 12 months	How well	HUD's SPM #3
1E. What is the number and proportion of first-time homeless individuals who entered the HS system during the last 12 months	How well	HUD's SPM #5, CA HHAP-4's metric II
1F. What is the number and percentage of individuals who returned to the homeless system within 2 years* of exiting to permanent housing <small>*Data will be available for a range of time periods; we anticipate that data for this measure will be displayed via an interactive dashboard where the user can select the time frame of interest.</small>	How well/ Better off	HUD's SPM #2, CA HHAP-4's metric V, and SP metric #4
1G. What is the number of households that exited to permanent housing or retained permanent housing in the last 12 months	Better off	HUD's SPM #7, CA HHAP-4's metric III, SP metric #1, #2
1H. What is the number and percent of individuals who increased their earned income (i.e., from employment) during the last 12 months	Better off	HUD's SPM #4, SP metric #5
1I. What is the number and percent of individuals who increased their unearned income (i.e., non-employment cash income) during the last 12 months	Better off	HUD's SPM #4, SP metric #5

Program-Specific Performance Measures

Performance measures will include data from any HMIS-participating programs. All measures will be disaggregated by race/ethnicity and gender unless specified otherwise. These measures below will also be broken out by individual provider within each project type.

2. Rapid Rehousing Performance Measures	What are we measuring	Related metric
2A. How many unique individuals have been housed through Rapid Rehousing services in Sonoma County during the last 12 months	How much	HUD's SPM #3 and CA HHAP-4's metric I
2B. What are the number and percentage of people enrolled in RRH who were housed through RRH in the last 12 months	How well	
2C. What is the number and percentage of individuals who return to homelessness within 2 years after exiting to permanent locations from RRH services <small>*Data will be available for a range of time periods; data for this measure will be displayed via an interactive dashboard where the user can select the time frame of interest.</small>	Better off	HUD's SPM #2, CA HHAP-4's metric V, and SP metric #4
2D. What is the number and percentage of people who exited to permanent housing from the RRH program and retained housing at each year end	Better off	HUD's SPM #7, CA HHAP-4's metric III, SP metric #1, #2
2E. What is the number and percentage of people who increase their earned income (i.e., from employment) while participating in Rapid Re-housing programs, during the last 12 months	How well/ Better off	HUD's SPM #4, SP metric #5
2F. What is the number and percentage of people who increase their unearned income (i.e., non-employment cash income), while participating in Rapid Re-housing programs, during the last 12 months	How well/ Better off	HUD's SPM #4, SP metric #5

3. Emergency Shelter and Interim Housing Performance Measures (ES)	What are we measuring	Related metric
3A. What is the total number of unique individuals who have utilized Emergency Shelter stays during the last 6 months	How much	HUD's SPM #3 and CA HHAP-4's metric I
3B. What is percentage of all individuals who have utilized ES during the last 12 months who are enrolled in Coordinated Entry	How well	
3C. What is the percentage of ES beds utilized, by month, over the last 12 months (i.e., sum of total bed stays divided by sum of possible available bed stays)	How well	
3D. What is the number and percentage of people who had an Emergency Shelter stay of greater than 6 months, among those who exited ES during the last 12 months	How well	
3E. What is the number and percentage of participants exiting ES in the last 12 months who exit to permanent housing	Better off	HUD's SPM #7, CA HHAP-4's metric III, SP metric #1, #2

4. Permanent Supportive Housing (PSH) Performance Measures	What are we measuring	Related metric
4A. What is the number of unduplicated individuals placed into PSH during the last 12 months	How much	HUD's SPM #3 and CA HHAP-4's metric I
4B. What is the median length of time spent homeless, before entry to PSH, among all who accessed PSH during the last 12 months	How well	HUD's SPM #1, CA HHAP-4's metric IV, and the Sonoma County CoC Strategic Plan's metric #3
4C. What is the median amount time between first contact with the HS system and accessing PSH, among all who accessed PSH within the last 12 months	How well	
4D. What is the delta (difference) between the number of chronically homeless individuals on the By Names List and the number of PSH units that exist in the continuum, by month	How well	
4E. What is the number and percentage of people in PSH who retain or obtain permanent housing during the last 12 months	Better off	HUD's SPM #7, CA HHAP-4's metric III, SP metric #1, #2
4F. What is the number and percentage of people in PSH who return to homelessness within 2 years <small>*Data will be available for a range of time periods; data for this measure will be displayed via an interactive dashboard where the user can select the time frame of interest.</small>	Better off	HUD's SPM #2, CA HHAP-4's metric V, and SP metric #4
4G. What is the number and percentage of individuals who increase their earned income among those who leave PSH during the last 12 months	Better off	HUD's SPM #4, SP metric #5
4H. What is the number and percentage of individuals who increase their unearned income (i.e., non-employment cash income) among those who leave PSH during the last 12 months	Better off	HUD's SPM #4, SP metric #5

5. Street Outreach Performance Measures	What are we measuring
Note: these measures have been developed with a new model for street outreach in mind. Some data are not readily available yet but are in development.	
5A. What is the percentage of people engaged in SO who are enrolled in CE, during the last 12 months	How well
5B. What is the percentage of individuals engaged with SO within last 12 months who exit to an indoor location, broken out by temporary housing and permanent housing	Better off
5C. What is the number of unique clients who are assisted with document readiness during the last 12 months <small>*note: the definition and process for tracking 'document readiness' is to be developed. This could be tracked through the BNL.</small>	How much
5D. What is the number of people who are engaging with multiple street outreach programs, at the same time, during the last 12 months	How well
5E. What is the percent of people contacted by SO who have refused services <small>*note: do not have a way currently to document and track refusals, however the BNL in development will capture this.</small>	How well

<p>5F. What is the median length of time from engagement with SO to document readiness *note: the definition and process for tracking 'document readiness' is to be developed. This could be tracked through the BNL.</p>	<p>How well</p>
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<p>6. Prevention Performance Measures Note: Currently the County is considering shifting to a new prevention model, as existing prevention programs are limited and decentralized. Data not readily currently available on existing prevention programs. Measures proposed below would pertain to <i>future</i> prevention programs. Additionally, as the program is further built out, measures may be revised or added accordingly.</p>	<p>What are we measuring</p>	<p>Related metric</p>
<p>6A. What is the number of unique individuals and households served through prevention programs during the last 12 months, broken down by the type of prevention services provided (e.g., utility assistance, case management, etc.)</p>	<p>How much</p>	<p>HUD's SPM #3 and CA HHAP-4's metric I</p>
<p>6B. What is the unique number of individuals & household assessed for prevention during the last 12 months</p>	<p>How much</p>	<p>HUD's SPM #3 and CA HHAP-4's metric I</p>
<p>6C. What is the average subsidy amount provided per household, among those receiving assistance</p>	<p>How much</p>	
<p>6D. What is the median length of time from engagement to assistance, among those receiving assistance during the last 12 months</p>	<p>How well</p>	
<p>6E. What is the number and percentage of people assessed for prevention who were denied assistance, and later entered the HS system</p>	<p>How well</p>	
<p>6F. What is the percentage of individuals who enter homeless service system after receiving HP assistance within 12 & 24 months of receiving assistance, broken out by prevention type (e.g., utility assistance, case management, etc.) Note: Prevention "types" will need to be categorized and tracked under the new prevention model.</p>	<p>Better off</p>	

7. Coordinated Entry Performance Measures Note: CE provider has already developed an evaluation report with detailed performance measures reported out on a quarterly basis, per CES policies and procedures. These measures below reflect a subset of the measures included in the more detailed reporting.	What are we measuring	Related metric
7A. What is the number of individuals assessed during the calendar year <ul style="list-style-type: none"> • Broken out by race/ethnicity, gender, age group • Broken out by TAY, families, individuals • Broken out by prioritization scores 	How much	HUD’s SPM #3 and CA HHAP-4’s metric I
7B. What is the number and percentage of those assessed during the year who are prioritized for housing <ul style="list-style-type: none"> • Broken out by race/ethnicity, gender, age group • Broken out by TAY, families, individuals 	How much	
7C. What is the percentage of individuals enrolled in CE who are referred to housing by acceptance status (accepted or rejected) <ul style="list-style-type: none"> • Broken down by program • Broken by race/ethnicity 	How well	
7D. What is the percentage of clients enrolled in CE who exit to housing during the year <ul style="list-style-type: none"> • Broken out by race/ethnicity, gender, age group • Broken out by TAY, families, individuals 	Better off	
7E. What is the median amount of time it takes for a person to move through the CE system across the following stages: <ul style="list-style-type: none"> • time spent homeless until identification* • from identification to assessment (among those assessed*) • from assessment to housing referral (among those referred) • from referral to housing (among those with a move-in date), broken out by project type *For these stages, data are not currently available. Intend to develop the ability to track through the BNL.	How well	

Proposal for CoC System and Program Performance Measures

What is the purpose for selecting these system and program-level performance measures?

As shared at the CoC Board Meeting in June 2023, Homelessness Services staff have been working on establishing ways to better use data to support system improvement efforts. The proposed performance measures, shown above, will support the CoC and system partners in understanding how well the system, programs (RRH, PSH, ES, SO, Prevention, CE) and individual providers are functioning, by answering these questions: “how much are we doing?”, “how well are we doing it?” and “is anyone better off?”

How were these performance measures selected?

A workgroup of staff from DHS Homelessness Services and Program Planning and Evaluation Analysts with DHS Administration met over several months to review many possible measures that could be used to monitor system and program performance, support program improvement, and be incorporated in future funding competitions. Staff first brainstormed possible performance measures for the overall CoC system and 6 individual programs, considering HUD system performance measures, HHAP-4’s recommended metrics, metrics from the 2023-2027 strategic plan, and beyond. To identify the highest quality and most impactful measures, the team utilized a framework from Results Based Accountability (RBA) to review and collectively rank each measure against three criteria:

- **Communication power:** how well does the measure communicate to a broad audience?
- **Importance power:** how directly relevant is the measure to the work/program?
- **Data power:** to what extent are reliable data readily available?

Those highest ranked measures are the performance measures shared in the tables above. These proposed measures were shared with a workgroup of Service Providers for review over two feedback sessions. Additionally, Committee and Board members who have expressed an interest in developing system-level and program-specific performance measures were engaged, with feedback incorporated into this proposal.

Once performance measures are reviewed and confirmed by the CoC Board, the expectation is that these will not change over time, to allow for monitoring of trends over time.

How will these performance measures be used?

Homelessness Services will utilize RBA’s “Turn the Curve” process for continuous quality improvement, by bringing together stakeholders/providers from each program (RRH, PSH, SO, ES, Prevention, CE) twice a year for a facilitated discussion and review of the performance measures for the respective program. At these twice-yearly meetings, staff and partners will together review trends in the data, discuss reasons for why we might be seeing certain trends including areas where racial or other inequities exist, and highlight successes and barriers/challenges. During these meetings, the group will identify 1-3 proposed strategies to implement to “turn the curve” to support program improvement. Then, at the following meeting, the group will again revisit the data, debrief the program improvement strategies, and consider modifications needed for the next 6 months. These “Turn the Curve” discussions, facilitated by HS staff, will occur on a rotating basis, with one program covered per month.

The purpose of these group meetings is to support continuous program improvement. The spirit of these meetings is intended to be supportive, open, and collaborative, rather than punitive or to single out a particular provider. The intent is to exchange ideas, come up with creative solutions, and engage in honest dialogue about barriers and successes.

10/3/23

If there are specific performance concerns regarding performance of a provider, a parallel CAP process will be in place to address concerns, with one-on-one conversations to occur with the provider.

At present, benchmarks for these measures have not been established. Review of baseline and trend data would be needed prior to setting any benchmarks. This could be completed by the Funding and Evaluation committee in the future once data have been analyzed and reviewed, taking into account guidance such as from the National Alliance to End Homelessness' recommended performance benchmarks.

How will data on performance measures be shared and reported?

Most performance measures proposed are available in HMIS and can be reported on by HS staff, unless otherwise noted in the tables below. Some data will be accessed through the new By Names List (BNL) process which is currently under development and will be incorporated in the performance measures reporting as soon as they are available. HS staff will analyze and report on the performance measures, including trends, to support each "Turn the Curve" discussion with program providers.

The CoC Board will receive updated data on the performance measures, along with the updates from the Turn the Curve discussions with program stakeholders.

Specifics on the reporting format and location are to be determined during the next phase of this process. However, the expectation is that data, including the trends over time, will be available to the CoC board, system stakeholders and the public, likely through an online, interactive dashboard where users can view system and program-level measures, disaggregated and for a range of time periods. Once measures are confirmed, more detailed documentation, including a dictionary of the data definitions will be developed.

How will these performance measures be incorporated in the upcoming 2024-2025 NOFA process?

The NOFA will specify the system-level and program-specific performance measures adopted by the CoC that will be used to monitor system performance and support program improvement. The NOFA will state that applicants are expected to participate in the bi-annual data reviews and program improvement discussions, and that this work should be built into staff time. For existing service providers applying for continued funding, NOFA application scoring will take into account providers' past performance, though specifics on NOFA application scoring are to be determined as the 2024-2025 NOFA is drafted in the weeks ahead.

**Sonoma County Homeless Coalition Board
Agenda Report**

Item No: 12
Subject: August 28, 2024, Homeless Coalition Board Meeting Draft Agenda
Meeting Date: July 24, 2024
Staff Contact: Alea Tantarelli, Alea.Tantarelli@Sonoma-County.org

SUMMARY

This staff report briefly summarizes the August 28, 2024, Sonoma County Homeless Coalition Board Meeting proposed agenda. The draft agenda contains all proposed items that will be discussed by the Board at the August 28, 2024, meeting. The draft agenda is attached as **Attachment A**.

RECOMMENDED ACTION(S)

None – an informational item only.

ATTACHMENT A
Sonoma County Homeless Coalition
Board Meeting Agenda
August 28, 2024
1:00pm-4:30pm Pacific Time

Public Zoom Link:

<https://sonomacounty.zoom.us/j/97657584390?pwd=bkdNcjFnM2dhcE5GWkZuRE4zUzZjUT09>

Phone: +16694449171 Webinar ID: 976 5758 4390 Passcode: 047199

	Agenda Item	Packet Item	Presenter	Time
	Welcome, Roll Call and Introductions		Board Chair	1:00pm
	<i>Note: Items 1-4 below are proposed for adoption via one motion as the Consent Calendar.</i>	N/A		
1.	8/28/24 Agenda <i>(Consent Calendar)</i>	Draft Agenda	Staff	1:05pm
2.	Minutes from 7/24/24 <i>(Consent Calendar)</i>	Draft Minutes	Staff	
3.	Summary of Follow-ups from the Previous Meeting(s) <i>(Consent Calendar)</i>	Summary of Follow-ups	Staff	
4.	Reports for Standing Committee Updates <i>(Consent Calendar)</i> <ul style="list-style-type: none"> • CEA Committee • Funding & Evaluation Committee • HMIS Committee • Strategic Planning Committee • Lived Experience Advisory & Planning Board (LEAP) 	Staff Report for Standing Committees	Staff	
5.	Reports from Lead Agency Staff Potential ACTION ITEM	Staff Report	Staff	1:25pm
6.	Service Provider Roundtable (SPR) Update Potential ACTION ITEM		Margaret Sluyk	2:00pm

7.	Word from the LEAP Board Potential ACTION ITEM		Aaron Mello	2:20pm
8.	MOU Between SCHC and Lead Agency Potential ACTION ITEM		Staff	2:30pm
9.	10-minute break			3:05pm
10.	Housing Inventory County Potential ACTION ITEM	Staff Report	Staff	3:15pm
11.	Review Agenda for September Coalition Board Meeting Potential ACTION ITEM	Staff Report for DRAFT Agenda	Board Chair	4:00pm
12.	Board Member Questions & Comments Potential ACTION ITEM		Board Chair	4:15pm
13.	Public Comment on Items not on the Agenda		Board Chair	4:25pm

PUBLIC COMMENT:

Public Comment may be made via email or during the live zoom meeting. To submit an emailed public comment to the Board email Araceli.Rivera@sonoma-county.org . Please provide your name, the agenda number(s) on which you wish to speak, and your comment. These comments will be emailed to all Board members. Public comment during the meeting can be made live by joining the Zoom meeting using the above provided information. Available time for comments is determined by the Board Chair based on agenda scheduling demands and total number of speakers

ACRONYMS & COMMON TERMS – Updated 11-2-2022

AAF	Annual Adjustment Factor	CTAC	Cities and Towns Advisory Committee
ACC	Annual Contributions Contract	DCSS	Department of Child Services
ADA	Americans with Disabilities Act	DDA	Disposition and Development Agreement
AFFH	Affirmatively Furthering Fair Housing	DHCS	Dept of Health Care Services (State dept)
AHA	Affordable Housing Agreement	DHS	Department of Health Services (County dept)
AHDA	Affordable Housing Development Assistance (Santa Rosa)	DSLCL	Disability Services and Legal Center
AHP	Affordable Housing Program (FHLB)	DST	Downtown Streets Team (Petaluma)
AMI	Area Median Income	EA	Environmental Assessment
APE	Area of Potential Effect	EIR	Environmental Impact Report (State)
ASHC	Affordable Housing and Sustainable	EIS	Environmental Impact Statement (Federal)
BHDC	Burbank Housing Development Corporation	ELI	Extremely Low Income
CalHFA	California Home Finance Agency	ENA	Exclusive Negotiating Agreement
Cal-ICH	CA Interagency Council on Homelessness	EOP	End of Participation
CAPIT	Child Abuse Prevention, Intervention and Treatment Fund	ERAP	Emergency Rental Assistance Program
CAPSC	Community Action Partnership Sonoma County	ESG	Emergency Solutions Grants (formerly Emergency Shelter Grants)
CASp	Certified Access Specialist	ESL	English as a Second Language
CBDO	Community-Based Development Organization	FEMA	Federal Emergency Management Agency
CCC	Center for Community Change	FESG	Federal Emergency Shelter Grants Program
CCOC	Cloverdale Community Outreach Committee	FHA	Federal Housing Administration
CCofSR	Catholic Charities of Santa Rosa	FHANC	Fair Housing Advocates of Northern California
CDBG	Community Development Block Grant	FHIP	Fair Housing Initiatives Program
CDBG-CV	CDBG for Coronavirus Response	FHLB	Federal Home Loan Bank
CDBG-DR	CDBG for Disaster Recovery	FHP	Fair Housing Plan
CDC	Community Development Commission	FMR	Fair Market Rent
CE	Coordinated Entry	FONSI	Finding of No Significant Impact
CEF	California Equity Fund	FSS	Family Self-Sufficiency Program
CEQA	California Environmental Quality Act	FY	Fiscal Year
CFH	County Fund for Housing	FYE	Fiscal Year End
CFR	Code of Federal Regulations	GAO	Government Accounting Office
CHAS	Comprehensive Housing Affordability Strategy	GR	Gross Rent
CHD	California Human Development Corporation	GSE	Government-Sponsored Enterprises
CHDC	California Housing Development Corporation	HAC	Housing Assistance Committee
CHDO	Community Housing Development Organization	HAP	Housing Assistance Plan
CHFA	California Home Finance Agency	HAS	Homeless Action Sonoma
CHRB	Community Housing Resource Board	HCD	Housing and Community Development (State of California)
CHRP-O	California Housing Rehabilitation Program for Owner-Occupied Housing	HCDA	Housing and Community Development Act
CHSC	Community Housing Sonoma County	HCV	Housing Choice Voucher
CIF	Community Investment Funds (FHLB)	HDS	Housing Discrimination Study
CLG	Centro Laboral de Graton (Graton Labor Center)	HEART	Homeless Encampment Access and Resource Team (County)
C of O	Certificate of Occupancy	HEAP	Homeless Emergency Assistance Program
CoC	Continuum of Care	HELP	Housing Enabled by Local Partnerships (funded by CalHFA)
COOP	Continuity of Operations	HERO	Helping Enrich Resource Opportunity
COTS	was “Committee on the Shelterless”	HEROS	HUD Environmental Review Online System
CPI	Child Parent Institute	HHAP	Homeless Housing, Assistance and Prevention
CRI	Community Resources for Independence	HHIP	Homeless Housing Incentive Program
CRLP	Commercial Rehabilitation Loan Program	HHSC	Health and Human Services Committee
CSF	Community Services Fund	HMDA	Home Mortgage Disclosure Act
CSHHP	California Self-Help Housing Program	HMIS	Homeless Management Information System
CSN	Community Support Network	HOME	Home Investment Partnerships Program
		HOPWA	Housing Opportunities for People with AIDS
		HOST	Homeless Outreach Service Team

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HPRP	Housing Prevention Rapid Re-Housing Program	NIMBY	“Not in My Back Yard”
HQS	Housing Quality Standards	NOFA	Notice of Funding Availability
HSD	Human Services Department (County dept)	NOFO	Notice of Funding Opportunity
HUD	US Department of Housing and Urban Development	NOI-RROF	Notice of Intent to Request Release of Funds
HUD/202/811	HUD New Construction for Elderly/Handicapped	NPLH	No Place Like Home
HUD/236	HUD Mortgage Insurance & Interest Reduction Payment for Multi-Family Rental Projects	NSCS	North Sonoma County Services
HUD/8	HUD Section 8 New Construction Program	NSP	Neighborhood Stabilization Program
IG	Inspector General	OMB	Office of Management and Budget
IGR	Independent Group Residence	PASS	Plan for Achieving Self-Support
IIG	Infill and Infrastructure Grant	PBV	Project-Based Voucher
IMD	Institute of Mental Disease	PCC	Program Coordination Committee
IMDT	Interdepartmental Multi-Disciplinary Team	PHA	Public Housing Authority
InRESPONSE	Mental Health Response Team (Santa Rosa)	PHADA	Public Housing Authorities Directors Association
IOLERO	Independent Office of Law Enforcement Review and Outreach (County agency)	PHC	Partnership Health Plan California
IPA	Independent Public Accountant	PHM	Public Housing Manager
JPA	Joint Powers Authority	PHRA	Public Housing Reform Act of 1998
JRT	Joe Rodota Trail	PIC	Public and Indian Housing Information Center
LASC	Legal Aid of Sonoma County	PIH	Public and Indian Housing
LHA	Local Housing Authority	PI	Public Infrastructure (County department)
LI	Low Income	PII	Personal Identifiable Information
LIA	Live-In Aide	PJ	Participating Jurisdiction
LIHF	Low Income Housing Fund (San Francisco-based Fund Source)	PLHA	Permanent Local Housing Allocation
LISC	Local Initiatives Support Corporation	PMSA	Primary Metropolitan Statistical Area Established by the US Census
LMIHAF	Low and Moderate-Income Housing Asset Fund	PPSC	Petaluma People’s Service Center
LSA	Longitudinal Systems Analysis (HMIS)	PRA	Public Records Act
MAI	Member of the Appraisal Institute	PRMD	Permit & Resource Management Department (Sonoma County)
MAR	Monthly Activities Report	PS	Payment Standard
Measure O	¼ Cent Sales tax for housing/homelessness	PSA	Purchase and Sale Agreement
MHP	Multi-Family Housing Project (HCD)	PSH	Permanent Supportive Housing
MITCS	Multi-Family Tenant Characteristics System	PSIF	Preliminary Site Information Form (Part of the RECD Process)
MRBP	Mortgage Revenue Bond Program	PUD	Planned Unit Development
MSA	Metropolitan Statistical Area	QC	Quality Control
MSS	Mobile Supportive Services	QFHO	Qualified Fair Housing Organization
MWBE	Minority and Women’s Business Enterprises	QHWRA	Quality Housing and Work Responsibility Act of 1998
MYFS	Mendocino Youth & Family Services	R&R	Reinvestment and Revitalization Fund
NAHB	National Association of Home Builders	RCAC	Rural Communities Assistance Corporation
NAHRO	National Association of Housing and Redevelopment Officials	RCF	Residential Care Facility
NAMI SC	National Alliance on Mental Illness Sonoma County	RDIP	Rental Development Incentive Program
NAREB	National Association of Real Estate Brokers	REAC	Real Estate Assessment Center (HUD)
NBOP	North Bay Organizing Project	RECDS	Rural Economic Community Development Service
NBVR	North Bay Veterans Resource Center	REFB	Redwood Empire Food Bank
NCCLF	Northern California Community Loan Fund	RFH	Reach for Home
NDP	Neighborhood Development Program	RFP	Request for Proposals
NEPA	National Environmental Policy Act	RFQ	Request for Qualifications
NFHA	National Fair Housing Alliance	RHCP	Rental Housing Construction Program (State of California)
		RRH	Rapid Re-Housing
		RRP	Rental Rehabilitation Program
		RTA	Request for Tenancy Approval

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SAHA	Satellite Affordable Housing Associates
SAMHSA	US Substance Abuse and Mental Health Services Administration
SAVS	Sonoma Applied Village Services
SAY	Social Advocates for Youth
SCPEO	Sonoma County People for Economic Opportunity
SCFBOP	Sonoma County Faith-Based Organizing Project
SCRIMS	Sonoma County Rental Information and Mediation Services
SEMAP	Section 8 Management Assessment Program
SHPO	State Historic Preservation Office
SLE	Sober Living Environment
SMI	Severe Mental Illness
SMSA	Standard Metropolitan Statistical Area
SOS	Sonoma Overnight Support
SPARC	Site Plan and Architectural Review Committee (Petaluma)
SPMs	System Performance Measurements (HMIS)
SRO	Single Room Occupancy
SSA	Social Security Administration
SSI	Supplemental Security Income
Stella M	HUD online tool to assist in homelessness response system effectiveness
Stella P	HUD program using LSAs to show system performance
SVDP	St. Vincent de Paul
TANF	Temporary Assistance for Needy Families
TAT	Threat Assessment Team
TBA	Tenant-Based Assistance
TBRA	Tenant-Based Rental Assistance
TCAC	Tax Credit Allocation Committee
TLC	TLC Child and Family Services
TLR	The Living Room
TOD	Transit-Oriented Development
TOT	Transit Occupancy Tax (Advertising Fund)
TR	Tenant Rent
TTP	Total Tenant Payment
UA	Utility Allowance
UDAG	Urban Development Action Grant
URP	Utility Reimbursement Payment
USDA-RD	United States Department of Agriculture – Rural Development
VAMA	Voluntary Affirmative Marketing Agreements
VASH	Veterans Affairs Supportive Housing (voucher)
VAWA	Violence Against Women Reauthorization Act of 2005
VCA	Voluntary Compliance Agreement
VLI	Very Low Income
VVC	Vietnam Veterans of California
WCCS	West County Community Services
WPC	Whole Person Care
WRS	Women's Recovery Service
YIMBY	Yes in My Backyard