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HOME SONOMA COUNTY

**SONOMA COUNTY'S HOMELESSNESS RESPONSE SYSTEM:
BASELINE ASSESSMENT REPORT**

Prepared by Focus Strategies

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EXECUTIVE SUMMARY

Home Sonoma County, through its lead agency, the Sonoma County Community Development Commission, has engaged Focus Strategies to assist community leadership and key stakeholders to evaluate, align, and improve the countywide response to the local crisis of homelessness. This Baseline System Assessment is the initial phase in a multi-phased project that will result in recommendations for a regional strategic action plan to meaningfully reduce homelessness across Sonoma County.

This Baseline Assessment draws primarily upon qualitative data to develop an understanding of the current response to homelessness within the region and local priorities, system operations, and services. The assessment is based on a review of local documents, available data, and a thorough stakeholder engagement process, including in-person and by-phone interviews with key stakeholders, community engagement meetings, and focus groups. These data sources informed the strengths and gaps identified in the assessment and will guide the next phases of the work as the project more deeply explores jurisdictional priorities, system and program performance, and the local housing market. Through this process, Focus Strategies will engage community stakeholders to develop an action plan with a shared vision for the system, its governance, and strategic priorities.

It should be noted the information reviewed and findings included in this report were completed prior to the COVID-19 pandemic, which grew in scale in March 2020. Impacts of the pandemic on people experiencing homelessness and the community's corresponding response are not reflected in this Baseline Assessment report.

Assessment Findings

A key purpose of this Baseline Assessment is to determine how Home Sonoma County (including the County, cities, towns, providers, individuals with lived experience of homelessness, funders, and other stakeholders) is responding to the problem of homelessness. The guiding framework for this assessment is the concept of a functional and effective homelessness crisis response system. Experience from jurisdictions around the country, federal policy direction, and research all point to the need for communities to create a coordinated system to end homelessness.

The assessment describes how Home Sonoma County is currently responding to homelessness and presents Focus Strategies' preliminary evaluation of the strengths and



challenges of the current approach. Overall, the Baseline Assessment found that Home Sonoma County has many of the essential system elements in place, including a thoughtful governance structure, Coordinated Entry System policies and procedures, a network of services from crisis response to permanent housing solutions, and active participation by system leaders from diverse stakeholder groups in system planning. This provides a strong foundation for local leaders to build upon.

As Home Sonoma County looks towards strengthening its system, key areas that emerged as underdeveloped or in need of attention include: a need for increased clarity and communication of roles and responsibilities amongst the entities of the governance structure; the development of a set of shared priorities and strategies across system leaders to inform funding and policy decisions; enhanced training and accountability for service providers on Housing First and low barrier approaches; and increased system resources for crisis response and permanent housing solutions.

The assessment findings are organized in five sections: leadership and governance, Coordinated Entry, crisis response services, temporary sheltered solutions (e.g., emergency shelter), and permanent housing solutions.

Next Steps

The Baseline System Assessment completes the first phase of a multi-phase process to develop and produce a strategic action plan for Home Sonoma County. The information from this assessment provides a foundational understanding of the current landscape of responses to homelessness within the region and highlights key findings that will be beneficial to explore and address in upcoming phases of the process.

Figure 1 below provides an overview of the phases and timeline of the strategic action planning process. With Phase One completed, the project will now transition to Phase Two to explore the needs and priorities of the community more deeply at a jurisdictional level, the performance of existing strategies, and local housing market conditions. In addition, the next phases of the process will incorporate emerging regional needs and strategies that have resulted from the impact of the COVID-19 pandemic. More information on Phases Two and Three are also outlined below the Figure.



FIGURE 1. Home Sonoma County's Strategic Action Planning Process



During the second phase of the project, which launched in April 2020, Focus Strategies will conduct a thorough analysis of homelessness response system data to understand how the current network of providers and resources is meeting its goals and the impact of the local housing market on system performance outcomes. We will utilize the Base Year Calculator (BYC) from our System-Wide Analytics and Projections (SWAP) suite of tools to analyze and produce a summary of system and individual project performance. The findings from the analysis will be shared with local stakeholders with opportunities for feedback and refinement of the report. This phase will also include a strategy session (in-person or remote, dependent on the status and impacts of the COVID-19 pandemic) to review system data, housing market analyses, and themes from earlier stakeholder engagements, and to collaboratively develop recommendations for the Strategic Action Plan.

During the final stage, Focus Strategies will produce a Strategic Action Plan report for Home Sonoma County that is based on work completed in the earlier phases of the project. The Strategic Action Plan will define the homelessness crisis response system that Sonoma County is seeking to implement and will lay out implementation steps to get there. The report will highlight recommendations for the governance of the system, drawing from the exploration of jurisdictional priorities conducted in Phase II of the project. Once drafted, Focus Strategies will present key findings and recommendations to regional leadership to inform a finalized report for submission to Home Sonoma County.

Conclusion

This Baseline Assessment identifies some significant strengths in the existing homelessness response in Sonoma County, notably a high degree of adaptability to responding to shifting



needs in the community, a foundation for utilizing data and evaluation to inform decision-making, and a desire to improve overall coordination of efforts towards a shared strategic direction. Focus Strategies has recommended some initial areas for action, based on the information gathered and assessed to date. In the next phases of the project, the process will include a deeper analysis of the community's data and performance, as well as community engagement to develop recommendations and action steps that will inform a coordinated, strategic community response to homelessness.



SONOMA COUNTY HOMELESSNESS RESPONSE SYSTEM: BASELINE ASSESSMENT

I. BACKGROUND AND PURPOSE

In 2019, the Sonoma County Community Development Commission (CDC) engaged Focus Strategies to assist in the development of a regional strategic action plan for Home Sonoma County. The goal of the planning process is to design and implement a systematic, coordinated, regional response to homelessness that will advance the vision of Home Sonoma County to achieve functional zero homelessness¹ using a Housing First model.

The planning process was structured as a three-phase project, of which this Baseline Assessment completes the first phase. During the initial phase, Focus Strategies engaged with Home Sonoma County leadership, homelessness response system service providers and system leaders, and people experiencing homelessness, to better understand local priorities, system operations, and services. Additionally, Focus Strategies reviewed relevant documents and data to assess current strengths and gaps in the existing approach to reducing homelessness. The Baseline Assessment draws primarily on qualitative data sources to describe current efforts to address homelessness in Sonoma County, and identifies strengths, gaps, and challenges of the system as it is in operation today.

In addition to providing a shared understanding of the existing homelessness response system, the Baseline Assessment identifies key areas that will be further explored in the next phases of the project. Future phases will include a deeper dive into program and system performance outcomes and the development of system optimization action steps. The final product will be a regional strategic action plan that will define the homelessness crisis response system Home Sonoma County is seeking, and which will provide recommendations for system leadership to achieve and enhance the system.

II. INFORMATION SOURCES AND METHODOLOGY

As noted above, the purpose of the Baseline Assessment is to determine the strengths and challenges of the current community response to homelessness within Sonoma County, and

¹ Functional zero is reached when the number of individuals experiencing homelessness within a community is less than the average number of homeless individuals being connected with permanent housing each month. In achieving this measure, a community has demonstrated the system and capacity to quickly and efficiently connect people with housing and ensure that homelessness within the community will be rare, brief, and non-recurring (HUD Exchange, 2016).



to begin identifying strategies for improved results. The assessment is focused on understanding the existing homelessness response system, from its governance and infrastructure to the availability and capacity of its network of programs and resources.

To inform the findings and recommendations included in this assessment, information from the following sources was gathered and reviewed:

Interviews

Focus Strategies conducted phone interviews with almost 20 key stakeholders representing different sectors, including local government staff; philanthropic funders; non-profit housing and service providers; advocates, and others; and on-site interviews with people experiencing unsheltered homelessness on the Joe Rodota Trail. A complete list of interviewees and the agencies they represent is included in Appendix A. Interviews with City Managers from each of the nine jurisdictions in Sonoma County will take place during Phase II of the planning process.

Community Engagement

Focus Strategies engaged with system leaders, including members of the Home Sonoma County Leadership Council, its Technical Advisory Committee, and members of the public, at a Leadership Council meeting to discuss the goals and priorities of the strategic action planning process. Additionally, Focus Strategies convened three focus groups to identify current strengths, gaps, and challenges of the homelessness response system: one focus group was held with service providers and two were held with people with lived experience of homelessness. A complete list of meetings facilitated by Focus Strategies is included in Appendix B.

Document Review

Focus Strategies conducted a review of local policy documents, evaluations, reports, and related documents relevant to the homelessness response system. These included documents on system planning, governance, funding and allocations, previous evaluations and analyses, and performance reports. A list of documents reviewed during the Baseline Assessment development process is included in Appendix C.



Data Review

Focus Strategies reviewed available data on homelessness in Sonoma County, including data from the Point-in-Time Count (PIT Count) and Housing Inventory Count (HIC) mandated by the Department of Housing and Urban Development (HUD). The PIT Count provides an unduplicated count of the number of persons experiencing sheltered² and unsheltered³ homelessness on a single night within the Continuum of Care (CoC, HUD's term for a given homeless services planning geography, such as Sonoma County). The HIC is a point-in-time inventory of the projects available within the CoC that provide beds or units dedicated to people experiencing homelessness⁴. Data sources reviewed in this phase are listed in Appendix D.

These data sources will be further analyzed in Phase II of the strategic action planning process when an in-depth quantitative analysis of the performance of the homelessness response system performance will be conducted. The Phase II analysis will utilize Focus Strategies' System Wide Analytics and Projection (SWAP) suite of tools. These tools use local data, including client-level Homeless Management Information System (HMIS) data, to understand what the current system is accomplishing and identify targeted strategies to improve results.

III. COMMUNITY CONTEXT: HOMELESSNESS AND SYSTEM RESPONSES

A. Numbers and Characteristics of People Experiencing Homelessness in Sonoma County

The Department of Housing and Urban Development (HUD) requires that Continuums of Care regularly identify the number of people experiencing sheltered and unsheltered homelessness within their region through a Point-in-Time Count (PIT Count). This is fulfilled through two processes: a count of the number of people experiencing homelessness who are staying in emergency shelter, transitional housing, and Safe Havens on a single night; and, a count of people experiencing unsheltered homelessness (required every other year,

² HUD defines persons experiencing sheltered homelessness as persons (i.e., adults, transition age youth, children, unaccompanied children) staying in an emergency shelter, transitional housing program, or safe haven.

³ HUD defines persons experiencing unsheltered homelessness as persons who are living in a place not designed or ordinarily used as a regular sleeping accommodation for humans. This includes but is not limited to people staying outdoors on the streets, in parks, in parking garages, or in vehicles.

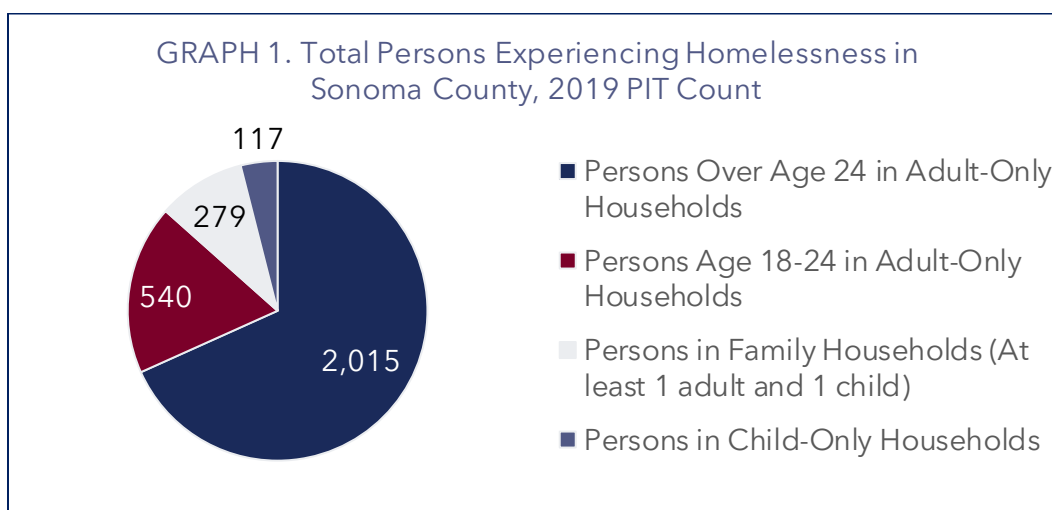
⁴ Per HUD, beds and units in the HIC must be dedicated to serving persons who are homeless: for permanent housing projects, this includes beds that are dedicated to persons who were homeless at entry to the project. Projects in the HIC include: emergency shelters, transitional housing, safe havens, rapid rehousing, permanent supportive housing, and other permanent housing (e.g., set-aside units).



though Sonoma County has elected to conduct a count of people experiencing unsheltered homelessness every year since 2015).

While determining the exact number of people experiencing homelessness in any community at a given point in time can pose challenges (e.g., capacity to survey full geographic regions within a short timeframe, ability to “find” or locate people who may be staying in discreet locations, including vehicles, mobility of people in unsheltered locations), Home Sonoma County has adopted HUD practices and standards to increase reliability of the PIT Count, including utilization of a consistent methodology for a decade. This consistency allows for monitoring and assessing of trends in the population of people experiencing homelessness to inform policymaking and resource need assessments. Additionally, as needs shift within the community, Home Sonoma County has implemented additional analyses into its PIT Count: for example, following the fires in 2017, Home Sonoma County began tracking data on older adults as a specific subpopulation.

The most recent year for which PIT Count data is available for Sonoma County as of the writing of this Baseline Assessment is 2019. The 2019 PIT Count Census⁵ identified 2,951 individuals experiencing homelessness (includes children and adults) within Sonoma County’s population of approximately 500,000 people. Graph 1 provides a breakdown of the 2,951 individuals by household type, with adult-only households further delineated by age category. As can be seen in the Graph, the majority of persons experiencing homelessness in Sonoma County are members of adult-only households, with most over the age of 24.



⁵ Sonoma County conducted its 2019 PIT Count Census on January 25, 2019.



Table 1 below provides a further breakdown of the population of persons experiencing homelessness in Sonoma County by housing situation at the time of the 2019 PIT Count.

TABLE 1. Housing Situation of Persons Experiencing Homelessness, 2019 PIT Count

	Sheltered Homelessness		Unsheltered Homelessness	TOTAL
	Emergency	Transitional		
Number of Persons Over Age 24 in Adult-Only Households	523	177	1,315	2,015
Number of Persons 18-24 in Adult-Only Households	27	10	503	540
Subtotal Adult-Only Households	550	187	1,818	2,555*
Number of Persons in Family Households (At least 1 adult & 1 child)	174	79	26	279**
Number of Persons in Child-Only Households	4	0	113	117***
Total Persons	728	266	1,957	2,951

* Represents 2,258 unique adult-only households.

** Represents 87 unique family households.

*** Represents 115 unique child-only households (households composed of one child, adolescent parents and their child(ren), adolescent siblings, or other child-only configurations)

At the time of the PIT Count, most people experiencing homelessness (66%) were unsheltered, meaning they were either staying on the streets, in vehicles, or in other places not meant for human habitation. Approximately 34% of households were staying in shelters or transitional housing, categorized by HUD as experiences of sheltered homelessness (25% were in emergency shelter and 9% in transitional housing).



TABLE 2. Persons Experiencing Homelessness in Sonoma County,
2019 PIT Count by Subpopulation⁶

	Sheltered	Unsheltered	Total	Percent of Total Population
Persons Experiencing Chronic Homelessness	138	537	675	22.9%
Families with 1+ Household Member Experiencing Chronic Homelessness	15	7	22	0.7%
Veterans	68	142	210	7.1%
Persons with Severe Mental Illness	203	456	659	22.3%
Persons with Chronic Substance Abuse	198	817	1,015	34.4%
Persons Diagnosed with HIV/AIDS	4	56	60	2.0%
Persons with Experiences of Domestic Violence	38	108	146	4.9%

The 2019 PIT Survey⁷ found that 30% of households were experiencing homelessness for the first time: of the households experiencing homelessness for the first time, 44% had been homeless for one year or more. This suggests a significant percentage of people experiencing homelessness within the region have experienced homelessness multiple times, and that almost half of people who become homeless are unable to resolve their housing crisis within a year. Within the population of adults experiencing homelessness, 675 individuals (22.9%) in the 2019 PIT Count were experiencing chronic homelessness.

In interviews and focus groups, multiple community members expressed concern over the need for increased medical and behavioral health service access for people experiencing homelessness, especially for people who are unsheltered. Based on the 2019 PIT Count Census and Survey data, 35% of people experiencing homelessness self-reported having

⁶ Subpopulation categories are not mutually exclusive, so these figures do not sum to the total homeless population. People may be represented in multiple categories.

⁷ Sonoma County conducted its 2019 PIT Count Survey in the weeks that followed January 25, 2019. The survey was conducted with a sample of 520 individuals and families experiencing sheltered and unsheltered homelessness.



psychiatric or emotional health conditions, 25% reported having Post-Traumatic Stress Disorder, and 38% reported substance abuse. It is worth noting that these percentages are often considered to be an underrepresentation of disabling conditions due to the nature of self-report data.

The scale of homelessness varies significantly across Sonoma County, with 61% of people experiencing homelessness residing in Santa Rosa. There are over three times the number of people experiencing homelessness in Santa Rosa (1,803) as in the next highest region of South County (447 from Rohnert Park south). Table 3 outlines the population of people experiencing sheltered and unsheltered homelessness by region across Sonoma County.

TABLE 3. Persons Experiencing Homelessness in Sonoma County, 2019 PIT Count by Region⁸

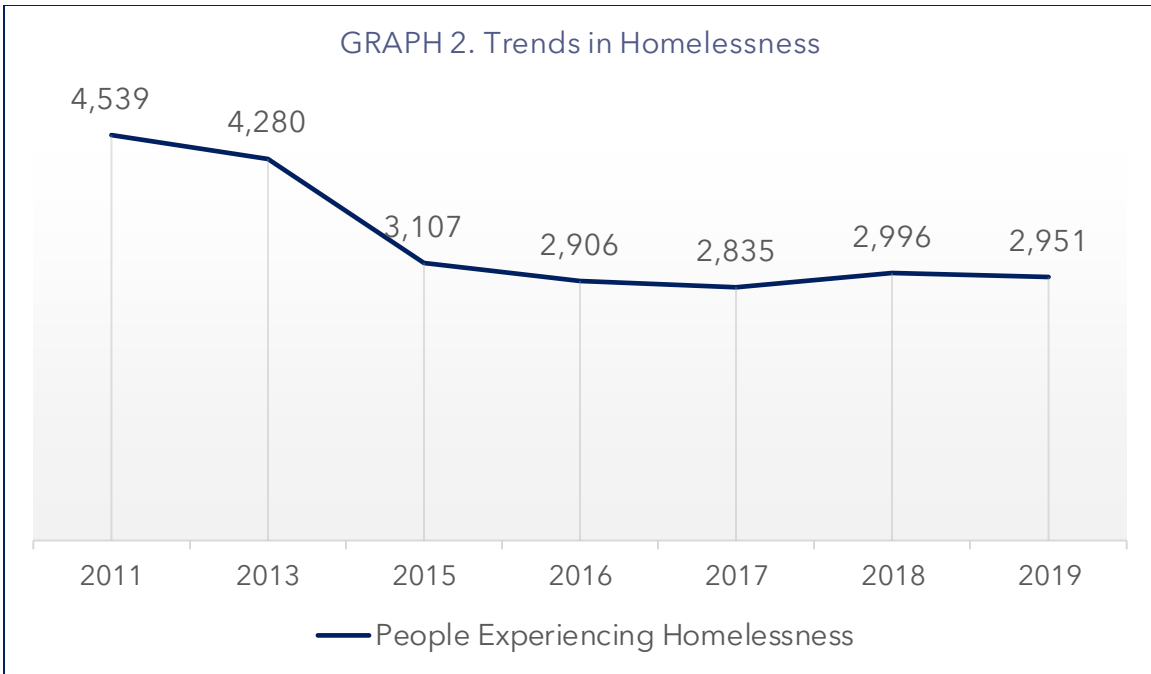
	Sheltered	Unsheltered	TOTAL	Percent of Total (n=2,951)
North County (<i>from Windsor north</i>)	16	232	248	8%
South County (<i>from Rohnert Park south</i>)	142	305	447	15%
West County (<i>from the Laguna de Santa Rosa west, and the North Coast</i>)	41	271	312	11%
Sonoma Valley (<i>from Kenwood east</i>)	40	101	141	5%
Santa Rosa (<i>remaining central areas</i>)	755	1,048	1,803	61%

B. Trends in Homelessness

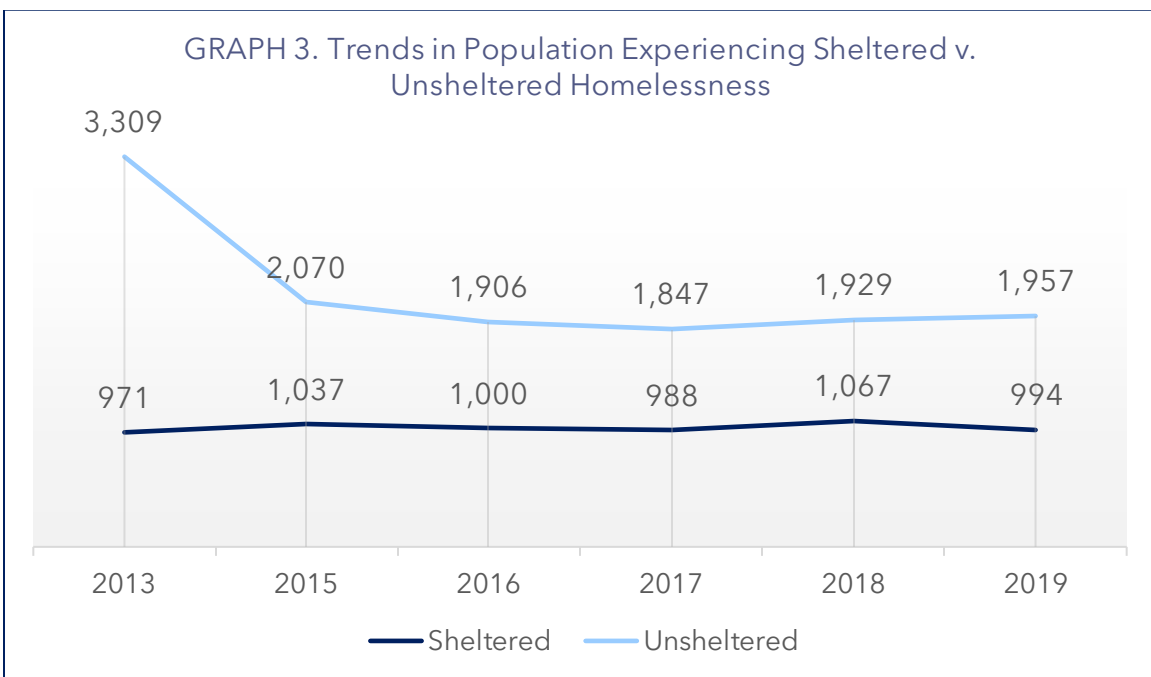
As a region, Sonoma County saw steady decreases in homelessness from 2011 through 2017 (38%), with a minor increase in 2018 (5%), and a decrease again in 2019 (2%). In light of the significant impact of the 2017 wildfires in Sonoma County on housing instability and the loss of structures in the region, the overall downward and plateaued trends of homelessness seem to indicate that Sonoma County is continuing to increase its overall impact on efforts to reduce homelessness. Graph 2 depicts the longitudinal trend of homelessness in the region.

⁸ PIT Count regions are defined by data collected within the US Census tract boundaries in each of five PIT Count deployment regions. There is some overlap with County of Sonoma Supervisorial Districts, but the reader should not assume the PIT Count regions are identical to those districts.





Discussion in focus groups and interviews indicated a perception of increased unsheltered homelessness within the region: as of the 2019 PIT Count, however, it appears that the percentage of people experiencing unsheltered homelessness in comparison to those experiencing sheltered homelessness has remained relatively consistent since 2015. The graph below highlights rates of sheltered and unsheltered homelessness in recent years.



There are some regions within the County that have seen increases in unsheltered homelessness between 2017 and 2019: notably, Santa Rosa (an 8.5% increase from 966 to 1,048 individuals) and South County (a 39% increase from 219 to 305 individuals). Additionally, interviews seem to indicate that there may be increased *visibility* of unsheltered homelessness, perhaps as a result of displacement from the fires or the movement of people who had been staying in encampments in more remote areas into more populated areas of the community (e.g., people who had been staying in encampments along the SMART Train rail route who were instructed to vacate the area and moved into more populated city areas).

Sonoma County has made significant strides in reducing homelessness amongst three population groups: individuals experiencing chronic homelessness, Veterans, and families with children.

- **People Experiencing Chronic Homelessness:** From 2018 to 2019, there was a 10% decrease in the number of people experiencing chronic homelessness.⁹ This is likely attributed to the community's focus on the prioritization of housing resources for people with significant barriers or vulnerability through Coordinated Entry and increases in the amount of permanent supportive housing available.
- **Veterans:** In addition, there has been a substantive decrease in the number of Veterans experiencing homelessness in Sonoma County over the past ten years. While approximately 400 Veterans were experiencing homelessness at the time of the PIT Count in 2011 and 2013, this number dropped to 211 in 2017, and has remained relatively consistent since that time (210 Veterans were homeless during the 2019 PIT Count). This decrease may be attributable to the greater availability of housing assistance dedicated to Veterans experiencing homelessness through the Veterans Administration and HUD programs.
- **Families with Children:** Homelessness amongst families with children has also gone down and remained steady. In 2019, homelessness amongst families was at its lowest point of the past decade, with 87 households (representing 279 family members) included in the PIT count. This was a 16% decrease from the year prior. It should be

⁹ Chronic homelessness is defined as homelessness that: (1) lasts for one year or longer, or has been experienced in at least four episodes totaling twelve months or longer in the past three years; and (2) is experienced by a person who has a disabling condition that impacts their ability to maintain employment or housing (HUD).



noted that the number of families captured does not reflect households living in doubled-up situations, who are reflected in data captured by the education system.

During the same time period, there have been increases in homelessness amongst unaccompanied youth and young adults (also referenced as unaccompanied minors/children and transition age youth) and amongst adults over the age of 65.

- **Unaccompanied Children and Young Adults:** Sonoma County has experienced a 23.5% increase from 532 unaccompanied youth and young adults in 2017 to 657 in 2019. Even prior to the increase in 2019, Sonoma County has ranked among the highest documented populations of homeless youth in the nation for the past decade¹⁰. This trend will be further explored in the next phases of the regional planning process. In addition to young people captured through the PIT Count as experiencing homelessness (whether in shelter or in unsheltered situations), it is worth noting that a significant number of young people in the region stay in precariously housed situations such as couch-surfing arrangements or crowded (e.g., doubled-up) housing out of economic necessity.
- **Older Adults:** In 2019, there was also an increase in the number of older adults (above age 65) experiencing homelessness in Sonoma County, with an 11% increase from 2018. The overall increase is considered to be attributed to the overall population of people aging beyond 65 years in the region. In the 2019 PIT Survey, 13% of older adults identified illness or medical problems as the primary cause of their homelessness: this is significantly higher than the 3% of individuals under age 55 who report the same cause. Sixty-two percent of older adults experiencing homelessness were unsheltered at the time of the PIT Count.

C. Impact of Wildfires

In 2017, the region experienced a devastating series of wildfires, the Sonoma Complex Fire, that destroyed 5,300 housing units. During the fire disaster, more housing was lost in one night than had been built in the prior seven years. Approximately 2,200 low-income renter households were directly displaced by the fires, and over 10,400 people were in precarious housing as a result of displacement or economic impact.

¹⁰ As noted in July 2019 No Place Like Home Plan developed by the Sonoma County Community Development Commission, Department of Health Service, Behavioral Health Division.



In addition to causing a substantial loss of housing units, the region saw an increase in rents for surviving units as demand from displaced renters rose simultaneous to the decrease in available units. Additionally, some owners of rental units returned to or repurposed their properties following the fires, further exacerbating housing market challenges.

When analyzing the housing market in Sonoma County and the experience of homelessness across the region, it is important to account for the significant and long-lasting effects of the 2017 fires. According to a 2019 Community Telephone Survey in which 15% of respondents reported experiencing homelessness, 4% identified the fire(s) as the primary cause of their housing crisis. A direct attributed cause of homelessness, the wildfires have also negatively impacted the availability of vacant units in the region. Through interviews conducted as part of this Baseline Assessment, multiple stakeholders reported that the decrease in available units has made it difficult for people to find and maintain affordable housing, particularly people exiting homelessness.

In 2019, the region again experienced a large-scale fire, the Kincadee fire, which destroyed over 350 additional structures. The effects of this crisis are still being determined: more information is anticipated to be available when the 2020 PIT Count data is released.

D. Homelessness Response System Resources

Sonoma County has developed a broad network of programs that offer services ranging from street-based outreach to temporary shelter and permanent housing for people experiencing homelessness, as well as linkages to supportive services including health and behavioral health care. According to the 2019 Housing Inventory Count (HIC), the network of homelessness service providers in Sonoma County includes 23 organizations that operate 104 programs. The majority, though not all, of the programs operating across the region participate in Coordinated Entry and the Homeless Management Information System (HMIS).

The program types available to address homelessness in Sonoma County include:

Crisis Response Services

- ***Outreach and Engagement:*** These services, provided by both public and non-profit operators, focus on connecting people experiencing unsheltered homelessness with housing and services. Sonoma County programs include a countywide Homeless Outreach Services Team (HOST) and an Integrated Multi-Disciplinary Team (IMDT)



that address behavioral health, medical, and social service needs as well as encampment outreach.

- ***Diversion:*** These conversation-based services, currently integrated as an initial intervention in the Coordinated Entry process, seek to assist households in identifying safe alternative solutions that can resolve homelessness without entry into shelter or more intensive housing resources.
- ***Drop-In Services:*** These programs provide a variety of supports and services, which can include meals, hygiene services (e.g., showers), laundry, storage, and direct or linked access to supports such as case management or behavioral health services. Sonoma County has a number of drop-in service programs across North County, South County, West County, Sonoma Valley, and Santa Rosa. There is a higher concentration of drop-in resources available in Santa Rosa.
- ***Indoor-Outdoor Shelters:*** This program type, which is currently in the pilot development phase in Sonoma County, will include the operation of two or more locations that may include a combination of on-site structures, recreational vehicle (RV) hook-ups, and safe parking. These programs will serve as an entry point into other housing resources available within Sonoma County's Coordinated Entry system.

Temporary Solutions

- ***Emergency Shelters:*** Shelters offer short-term, interim housing resources, with a focus on linkages to services or supports that can resolve a household's housing crisis. Some shelters operate year-round while others operate seasonally in the winter months. In Sonoma County, emergency shelters are available for adults, families with children, transition age youth, unaccompanied children, and victims of domestic violence. The majority of year-round shelter resources are located within Santa Rosa and Petaluma.
- ***Transitional Housing:*** Transitional housing programs, also a temporary housing resource, tend to offer longer lengths of stay (up to 24 months) and can offer more intensive case management services to help households resolve housing crises. Sonoma County's transitional housing resources include designated beds for families with children, young adults, Veterans, and people who are on Probation.

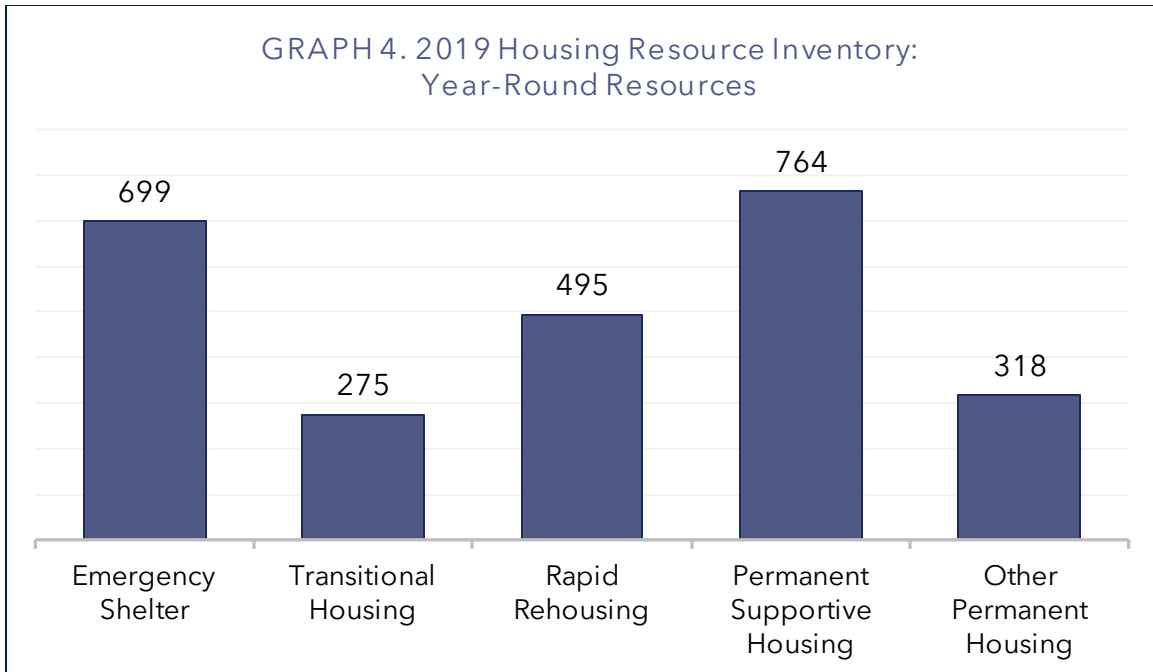


Permanent Housing Solutions

- **Rapid Rehousing:** This program type provides households with case management and short-term rental subsidies to secure housing in the private rental market: in rapid rehousing, households gradually increase contributions to rent payments until they are sustaining their unit on their own. Rapid Rehousing program resources are available for adults, families with children, and Veterans in Sonoma County. In recent years, Sonoma County has significantly increased its Rapid Rehousing capacity (from 280 in the 2018 Housing Inventory Count to 495 in the 2019 Housing Inventory Count).
- **Permanent Supportive Housing:** This permanent housing type provides non-time-limited deeply affordable housing and intensive ongoing support services, with the intention of targeting the resource towards households with the most significant or acute service needs. Single site, shared housing, and scattered site permanent supportive housing programs operate within Sonoma County. Some programs in operation have a specific subpopulation focus (in addition to chronic homelessness eligibility), such as programs for Veterans, individuals with serious mental illness, or people living with HIV/AIDS.
- **Other Permanent Housing:** This resource type describes additional permanent housing resources in the community that are designated for people experiencing homelessness (e.g., set-aside units) but that typically do not include the same level of service provision as permanent supportive housing.

A summary of the beds available for temporary and permanent housing solutions in Sonoma County is provided in Graph 4 below. This Graph reflects resources that were included in the Sonoma County Continuum of Care's 2019 Housing Inventory Count report to HUD, which reflects active bed resources in the last week of January 2019.

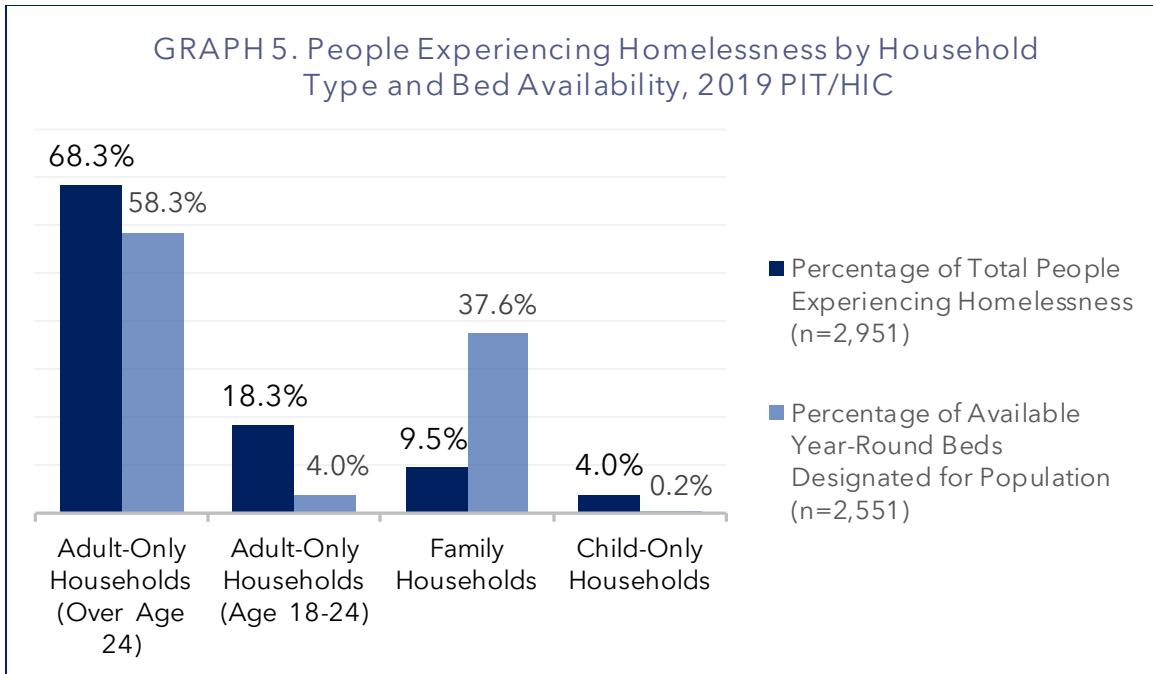




Of the 2,551 year-round emergency shelter, transitional housing, rapid rehousing, permanent supportive and other permanent housing beds available in the region, 959 (37%) are for members of family households with children, and 1,586 (62%) are for members of households without children (i.e., adult-only households). Additionally, there are 6 beds in the County exclusively for unaccompanied children.

As seen in Graph 5, an initial analysis of bed or unit availability in comparison to household type experiencing homelessness shows that while 9.5% of people experiencing homelessness are members of family units with children (see Table 2), 37.6% of the available year-round beds in the region are dedicated to families with children. In the next phase of the strategic action planning process, Focus Strategies will be conducting a quantitative data analysis that will further explore how the availability of resources (total and by program type) align with regional needs.





One of the topics that emerged consistently in focus groups and interviews with stakeholders in Sonoma County was the geographic distribution of resources available within different regions of the County. The next phase of the strategic action planning process will look more closely at the distribution and amount of each resource type available across the region, considering the population distribution of people experiencing homelessness by jurisdiction.

IV. FRAMEWORK FOR ASSESSMENT: A HOMELESSNESS CRISIS RESPONSE SYSTEM

A key purpose of this Baseline Assessment is to determine how Home Sonoma County (including the cities and town, the County, providers, people experiencing homelessness, funders, and other stakeholders) is responding to the problem of homelessness. The guiding framework for this assessment is the concept of a functional and effective homelessness crisis response system. Experience from jurisdictions around the country, federal policy direction, and research all point to the need for communities to create a coordinated system to end homelessness. While individual programs and initiatives may yield results with a subpopulation or group, making progress on the overall size of the homeless population requires a systematic approach.

A system to effectively end homelessness treats a loss of housing as an emergency to be responded to quickly and effectively with a housing solution, targeting resources to this end. To achieve this approach, all resources and programs are aligned around a consistent set of



strategies and work toward shared, measurable objectives. The system's work is shaped by data: continuous analysis shows what is working and where improvement is needed, and leaders and funders of the system hold all stakeholders accountable for results.

Components of Effective Systems

A homelessness crisis response system is composed of three main components: strategies to reduce experiences of literal homelessness; high performing homelessness response system interventions; and permanent housing strategies and resources. Together, these components work to reduce experiences of literal homelessness and improve the "flow" of people from homelessness into housing. Following Figure 1, each of these components is explained in greater depth.

FIGURE 1. Components of Effective Homelessness Response Systems



1. Strategies to Reduce Experiences of Literal Homelessness

Prevention of housing instability and homelessness is a multi-system effort. While there are critical strategies that need to be implemented at the local level to address housing insecurity (e.g., people living in doubled-up housing or people who are couch-surfing), the homelessness response system's most productive role in the effort is to employ strategies that prevent literal homelessness and help people avoid entry into the network of homelessness response programs. Preventing housing loss and preventing homelessness are different goals - many people with housing instability who are evicted or otherwise lose their housing will secure another housing situation on their own and will not become homeless.

For the homelessness response system, it is critical to carefully target prevention resources to those households most likely to experience an episode of homelessness. Examples of strategies to reduce new experiences of literal homelessness and identify alternative housing solutions include: targeted prevention services (financial, legal, and other supports);



diversion or housing problem-solving to help people at greatest risk of homelessness remain housed or move directly to alternative housing; cross-system efforts to reduce the discharge of people from institutions into homelessness; and, the preservation of existing affordable housing.

2. High Performing Homelessness Response System Interventions

Homelessness response systems typically operate an array of programs and interventions designed to meet the needs of people experiencing homelessness – including mobile outreach, drop-in services, emergency shelter, transitional housing, rapid rehousing, and other types of programs and services. The effectiveness of these interventions is measured by how quickly they help people who are experiencing homelessness to secure housing and not return to homelessness. To achieve strong results, homelessness response system interventions should be aligned with evidence-based practices in crisis response and housing solutions. The community's Coordinated Entry System (CES) should also play a key role in facilitating the seamless movement of people from homelessness to housing.

3. Permanent Housing Strategies and Resources

Successfully reducing homelessness requires that a community have an adequate supply of appropriate housing for people to exit to from homelessness. This includes efforts to expand the supply of rental housing that is affordable to people at the lowest income levels through new construction and rehabilitation. It also includes strategies to assist people to access housing that already exists, such as providing either short- or long-term rent subsidies, recruiting landlords to accept subsidies, or providing housing search and navigation services to help people locate and secure housing.

Structural Elements of Effective Systems

In addition to these components, effective homelessness crisis response systems require three key structural elements to support their effectiveness (Figure 2): strong and aligned leadership and governance; adequate and effective planning, policy, data, and evaluation capacity; and, staffing capacity. These structural elements are described in greater depth below.



FIGURE 2. Structural Elements for Effective Homelessness Response Systems



1. Leadership and Governance

The most crucial element of a homelessness crisis response system is a unified governance structure that brings together the community leadership and key system funders, both public and private, within a single entity or coordinated set of entities. This structure must do more than just support collaboration across the different parts of the system. To be effective, the system governance must be empowered to guide system-level planning and decision-making – bringing decision-makers from across jurisdictions within a given planning geography (or CoC) together to develop, adopt, implement, and evaluate a single shared set of strategies and policies, including policies governing how funds are invested.

2. Planning, Policy, Data, and Evaluation Capacity

A homelessness crisis response system must have the infrastructure to support ongoing assessment of performance at both the project and overall system levels. This includes having a robust Homeless Management Information System (HMIS) data system that achieves high participation rates and data quality. Expertise and strong data analysis capacity are also needed so that leadership and key stakeholders can understand regional experiences of homelessness and system performance, and then use this information to shape strategies that will lead to reductions in homelessness.

3. Staffing Capacity

To adequately support system change efforts and implement shared strategies and policies, it is important that homelessness crisis response systems are supported by sufficient capacity at the systems function staffing level. Systems-focused staff, typically situated within the Lead Agency, administer and carry out essential functions of the homelessness response system including but not limited to: monitoring program and system performance; developing policy recommendations for consideration by system governing bodies; conducting analyses



on potential uses of available funds; and, building the training capacity of service providers within the system.

V. ASSESSMENT OF SONOMA COUNTY'S CURRENT HOMELESSNESS RESPONSE SYSTEM

This section describes how Home Sonoma County is currently responding to homelessness and presents Focus Strategies' preliminary assessment of the strengths and challenges of the current approach, which is guided by the framework described above. As noted previously, this initial Baseline Assessment is based on qualitative information, stakeholder input, and readily available data from the Point in Time Count and other sources. Deeper targeted data-gathering and analysis will take place in the next phase of the strategic action planning process, which will allow Focus Strategies to more fully understand and make recommendations related to findings raised in this initial assessment. The Baseline Assessment findings are organized as follows:

- A. Leadership and Governance
- B. Coordinated Entry
- C. Crisis Response
- D. Temporary Sheltered Solutions
- E. Permanent Housing Solutions

A. Leadership and Governance

As noted in Section IV, coordinated and strategic leadership and governance is core to the successful development and implementation of an effective homelessness response system. Efforts to redesign and refine the governance of the community's response to homelessness have been a significant topic of conversation in Sonoma County in recent years. This section briefly describes the recent efforts to redesign the community's leadership structure, the existing governance model, and identified strengths and challenges of the current model.

Background and Description of System Leadership and Governance

From 2017 through 2018, Sonoma County stakeholders engaged in an assessment process to analyze the existing regional leadership structure for homelessness response services and provide recommendations for a new framework for improved governance and decision-making.¹¹ Through this process, it was identified that there were significant regional

¹¹ Analysis was facilitated by HomeBase. The resulting report, *Sonoma County's Homeless System of Care: An Analysis of Policy, Leadership, and Funding Structure*, includes the process findings and recommendations.



challenges in developing and implementing solutions to homelessness, in part due to decentralized resources, confusing and often conflicting processes for obtaining access to resources, a lack of participation by system funders in the decision-making process, and inconsistent indicators for performance measurement success. In addition, fragmentation led to a lack of clear, community-wide vision for how to achieve the most impactful reductions in homelessness and how various community efforts worked together towards change.

As a result, Sonoma County engaged in a year-long participatory process to redesign a system of care that would serve as the HUD-mandated CoC for the region (now branded as Home Sonoma County) with a revised leadership and governance structure¹². The transition from the prior CoC Board to the new governance model took place over six months, with the new Home Sonoma County Leadership Council launching meetings in December 2018.

The goal of the redesigned system is to achieve functional zero homelessness in Sonoma County using a Housing First strategy. The new governance structure, which is tasked with setting a vision, aligning funding, making decisions, and measuring results for reducing homelessness in the region, includes the following groups (described in greater detail below): the Home Sonoma County Leadership Council; a Lead Agency (the Community Development Commission); a Technical Advisory Committee; and, focused Task Groups.

Home Sonoma County Leadership Council

The Leadership Council is the primary decision-making group of Home Sonoma County and serves as the HUD-designated CoC Board. The Leadership Council is currently comprised of nine members, the majority of whom are elected officials from the County's three HUD entitlement jurisdictions (i.e., the City of Santa Rosa, the City of Petaluma, and the "Urban County" representing the remaining seven incorporated jurisdictions and the unincorporated areas of the County). Additional required members include persons with lived experience of homelessness, and subject matter experts elected by the Technical Advisory Committee. The public-private composition of the Leadership Council was intentional, with a goal to both include entities that provide funding to the system and representation by people with lived experience of homelessness.

¹² Process facilitated by BJ Bischoff. The resulting report, *Sonoma County Homeless System of Care Leadership Plan* (2018), provides an overview of the new leadership and governance structure.



Amongst the responsibilities of the Leadership Council are: to set the vision, principles, and policies of Home Sonoma County; to approve, promote, and build system capacity to operate within best practices; to approve and monitor provider and system performance outcomes; to approve submission of Home Sonoma County's response to the annual HUD Notices of Funding Availability (NOFAs); and, to establish funding priorities and align funding and contracting processes.

Lead Agency (Community Development Commission, or CDC)

CDC is serving as the interim Lead Agency for Home Sonoma County, and serves as the Collaborative Applicant for the HUD-defined Continuum of Care as well as the Homeless Management Information System (HMIS) Lead. CDC's responsibilities include but are not limited to: management and oversight of the Coordinated Entry System; coordination of the Point-in-Time (PIT) Count and Housing Inventory Count (HIC); performance monitoring of projects funded with federal and state Continuum of Care and Emergency Solutions Grant program funds; compliance with federal regulations and policy development for HMIS; and conducting of the rating and ranking processes for the annual HUD Continuum of Care Program NOFA.

Additionally, CDC serves in a staff support function for the Leadership Council, the Technical Advisory Committee, and the Task Groups. In this role, the CDC promotes alignment between the governance entities, provides information for the various entities to make sound decisions, and supports implementation of decisions that are made.

Technical Advisory Committee (TAC)

The TAC is a body of community leaders tasked with implementing Home Sonoma County's vision through the provision of recommendations to the Leadership Council and participation in Task Groups. There are currently twenty-five positions on the TAC for decision-makers from Home Sonoma County membership organizations, including but not limited to nonprofit homelessness assistance providers, victim service providers, public housing agencies, social service providers, schools, affordable housing developers, people with lived experience of homelessness, and advocates. The membership of the TAC complies with federal CoC regulations, and applications are approved by the Leadership Council.



Focused Task Groups

There are six standing Task Groups, each focused on a specific aspect of the CoC's federal requirements, as well as ad hoc Task Groups that are established if and as needed. The core Task Groups include: Coordinated Entry and Housing First; Performance Measurement and Data Initiatives, Housing Unit Production and Rapid Rehousing; System Funding; and Emergent Issues. An Ad Hoc (not standing) Evaluation Committee is convened for each funding competition overseen by Home Sonoma County.

Assessment Findings Related to System Leadership and Governance

Strengths: Sonoma County's homelessness response system leadership has demonstrated strength in adaptation and responsiveness. This was particularly notable in the coordinated, cross-system, timely response to the impact of the wildfires on housing instability. Additionally, the system has demonstrated an ability to adapt to shifts in community needs and policy guidance, including the development and implementation of a coordinated entry system as required by HUD and the redesign of the prior governance structure to a new design that would better meet the community's vision.

In designing the new governance structure, the former CoC Board, CDC, and elected representatives of the County Board of Supervisors and the City of Santa Rosa worked with BJ Bischoff Improvement Consulting, to engage a broad array of community stakeholders and understand what was working well in the prior model as well as where gaps and challenges were present. This engagement promoted investment by funding decision-makers and system partners with extensive experience and expertise in service provision.

The redesign itself theoretically addresses many of the concerns that had been identified with the former model: it maps a vision for regional leadership that reduces duplication across decision-making agencies; it reduces fragmentation by engaging funding decisionmakers from multiple jurisdictions at one leadership table; and it encourages the utilization of data and regional systems thinking to inform planning for Home Sonoma County.

With a new governance structure and growing but limited staffing capacity, Home Sonoma County planned for and procured a significant amount of funding in the past 18 months, including over \$12 million in State Homeless Emergency Aid Program (HEAP) funding. These resources provided an opportunity for the Leadership Council, CDC, and the Technical



Advisory Committee to deploy the new structure, while identifying its strengths and areas for refinement.

Challenges: The design of the new structure was well-developed and positively received by a significant number of stakeholders within the community. Some challenges, however, have arisen with its early implementation. It is worth emphasizing that the Home Sonoma County governance structure is still in an early phase of operation, so the challenges below reflect observations of the current phase of implementation, some of which may self-resolve over time.

One of the more pressing challenges that emerged as a theme in the Baseline Assessment was a lack of clarity amongst members of the various entities of Home Sonoma County's governance structure on their roles. This may be partially attributed to the pending adoption of a Governance Charter, which will clearly delineate roles, responsibilities, and expectations for the leadership bodies. Additionally, there was some concern shared as to the composition of the entities themselves and whether input from service providers, cities not currently represented with seats on the Leadership Council, and people with lived experience of homelessness was heard by and adequately considered in decisions made by the Leadership Council.

The development of clear roles and coordination across the bodies has been impacted, in part, by the release of State funding through the HEAP that was allocated to Sonoma County simultaneous with the launch of the Home Sonoma County Leadership Council. The influx of funds, which significantly exceeded other State or Federal funding sources in the region, required quick decision-making and prioritization of regional needs. Input for fund usage priorities was provided to the Leadership Council by CDC and the Technical Advisory Committee; however, each of the entities was learning their new roles and how the roles relate to one another, which for some stakeholders resulted in a sense that the process was not as efficient or transparent as it could have been.

Further, while this strategic action planning process will fill the gap, multiple stakeholders we engaged with noted there was a lack of shared vision and direction for the strategies that would most effectively reduce homelessness in the region. As a result, there was an impression that leadership entities may still operate with fragmentation until a shared purpose and plan is adopted.



Discussions around system funding are exacerbated by what seems to be a tension within funding and resource prioritization decisions. While some stakeholders are interested in seeing a greater distribution of resources based on geographical parity, other stakeholders are interested in seeing decisions based on density of the population of people experiencing homelessness or location of existing services. In addition to a lack of clarity around shared strategy priorities for funding usages across jurisdictions, there is not a current set of shared performance objectives and measurements that decisionmakers across the region are collectively working towards and measuring against. This impacts the ability of the system to make decisions that are informed and driven by data.

A final challenge impacting leadership and governance of the homelessness response system is the current staffing capacity of CDC to fulfill the role and responsibilities asked of a Lead Agency in the newly designed structure. For example, it was noted that additional staff members may be needed to fulfill core responsibilities of supporting the system such as gathering, assessing, and making recommendations to the Leadership Council and TAC based on program performance, effective practices, system priorities, and data-identified gaps. A lack of adequate capacity impacts not only CDC, but their ability to influence strategic decision-making processes for the system.

B. Coordinated Entry

HUD requires that communities implement coordinated entry (also termed coordinated or centralized assessment) with the goal of allocating available housing assistance as effectively as possible and making resources accessible regardless of where or how someone may present within the homelessness response system. Considering the limited resources available to end homelessness in most communities, coordinated entry processes help communities prioritize the resources that are available based on the needs or vulnerabilities of people seeking assistance. The following are some of the qualities of effective coordinated entry processes, as outlined by HUD: prioritizes people with the greatest level of need for available assistance; utilizes low barrier, Housing First, person-centered approaches; ensures fair and equal access to the process; utilizes a standardized access and assessment approach and processes; and utilizes data to inform system and process planning.

Background and Description of Coordinated Entry in Sonoma County



Sonoma County's Coordinated Entry System (CES) is governed by Home Sonoma County, which has developed and adopted Sonoma County CoC Coordinated Entry Policies and Procedures (last updated October 2019), in compliance with HUD. Sonoma County's CES is operated by a service provider (Catholic Charities of the Diocese of Santa Rosa), which is responsible for managing the CES referral process and by name list for prioritization, as well as staffing CE Service Navigators who are able to administer CES assessment tools and provide supportive services to households on the by name list.

CES utilizes a "no wrong door" approach that connects people experiencing homelessness to shelter, transitional housing, rapid rehousing, and permanent supportive housing programs through a Housing First approach. People experiencing homelessness can connect with Sonoma County's CES by visiting one of approximately 25 Access Points that are part of the CES network. These sites are located throughout the County, including in Santa Rosa, Guerneville, Petaluma, Sonoma, Cloverdale, Sebastopol, Healdsburg, and Cloverdale. Some sites provide specialty services for sub-populations, such as programs serving Veterans, youth, and families. People who are not able to visit a site during available operating hours are able to contact CE Service Navigators who can schedule appointments by phone or in-person.

Home Sonoma County utilizes a Diversion pre-screen and the Vulnerability Index - Service Prioritization Decision Assistance Tool (VI-SPDAT) as its CES assessment tools. The community utilizes the screening score from the VI-SPDAT in combination with community-identified vulnerability factors (e.g., disabling conditions, length of time homeless, etc.) from their adopted prioritization matrix to inform prioritization decisions for available resources.

In 2019, CDC engaged in an evaluation of its CES in coordination with Technical Assistance Collaborative¹³. The report highlighted recommendations in the areas of compliance with HUD's Coordinated Entry Notice (HUD CPD 17-01) requirements, the strength of Coordinated Entry infrastructure, and Coordinated Entry processes. The findings below draw from this evaluation, with updates and input as gathered through the community engagement and document review processes.

Assessment Findings Related to Coordinated Entry

¹³ The evaluation process and findings are summarized in *Home Sonoma County Coordinated Entry Evaluation*, a July 2019 report developed by Technical Assistance Collaborative (TAC).



Strengths: The Baseline Assessment identified two core areas of strength in Sonoma County's CES operations: implementation of Diversion and high rates of participation in CES. A Diversion pre-screening tool is a component of CES and intended to be utilized at all access points to determine if alternate safe housing options outside the shelter and CES services can be secured. It is an expectation that access points maintain regular training on Diversion and stay updated on any applicable CES policies, and some agencies have developed supplemental trainings to expand on those offered through CES. Based on the CES Evaluation report, there may be a need for assessing consistent utilization of the tool and continuing to build out training support for providers.

The majority (87%, according to the 2019 Point-in-Time Survey) of people experiencing homelessness in Sonoma County were living in the region prior to becoming homeless. Of those individuals, 50% had lived in the region for a decade or longer. This suggests that people becoming homeless within the region have existing ties to the community and may potentially be connected to personal or community resources that could assist in the resolution of their housing crisis. Considering this, it is particularly beneficial Sonoma County has developed and implemented a Diversion pre-screen tool that is utilized at the front door of entry into CES resources.

An additional area of strength within Home Sonoma County is the successful implementation of expectations for agencies to participate in CES through the embedding of requirements for participation into contracts for programs funded with dollars administered by the CDC. Beyond expectations for participation, the feedback provided through community engagement sessions indicated that most providers are supportive of the intention of CES and felt that it had strengthened coordination of services within the community. While areas for improvement were identified, there was a strong sense expressed that CES had improved the ways in which providers communicated and coordinated.

Challenges: A few of the key themes that emerged through the Baseline Assessment process align with recommendations from the 2019 Sonoma County CES Evaluation report. These priority recommendations include the following:

- *Ongoing consultation with system stakeholders on CES design and improvement:* The CES Evaluation report included suggestions to increase opportunities for system-wide service provider staff feedback on policies and processes of CES. These sentiments were echoed during the Baseline Assessment process. Service providers expressed



concern with a lack of transparency for CES decisions, impacts of specific referral policies such as those for emergency shelter beds, and inconsistent agreement with CES prioritization criteria.

- *Meaningful input opportunities for people with lived experience of homelessness:* As noted in the CES Evaluation report and echoed in the Baseline Assessment process, people experiencing homelessness expressed a desire for increased opportunities for meaningful involvement in CES development and evaluation to improve the delivery of services. While two members of the Leadership Council are in seats specifically for people with experience of homelessness, there were no other organized or formal processes identified that provided people accessing services with opportunities to shift the system's design.
- *Clarity of CES processes:* A challenge raised by multiple service providers related to CES was a perceived gap in timely, clear communication around CES procedures and processes. This observation was also noted in the CES Evaluation, with recommendations to develop detailed procedures and workflows to increase clarity on how CES works and any shifts in policies or procedures.
- *Agreement Around Established Prioritization Criteria and Corresponding Expectations for Service Levels:* Discussion in focus groups and interviews echoed a theme that was also highlighted in the CES Evaluation: a concern as to whether there is local agreement as to the established prioritization criteria for housing resources. In particular, feedback was provided as to the need to more fully account for medical fragility when assessing vulnerability. At the same time, a concern that was voiced by multiple service providers was the inconsistent capacity (staffing levels, training, funding) available to appropriately serve people who may present with higher levels of supportive service needs. This was often voiced as hesitancy around Housing First, but the descriptions provided appeared to be less around the approach and more about needed additional resources to adequately support people with higher service needs, particularly in communal residential settings such as emergency shelters.

C. Crisis Response

Most homelessness response systems of care, particularly those in which there are a significant number of people experiencing unsheltered homelessness, have a range of



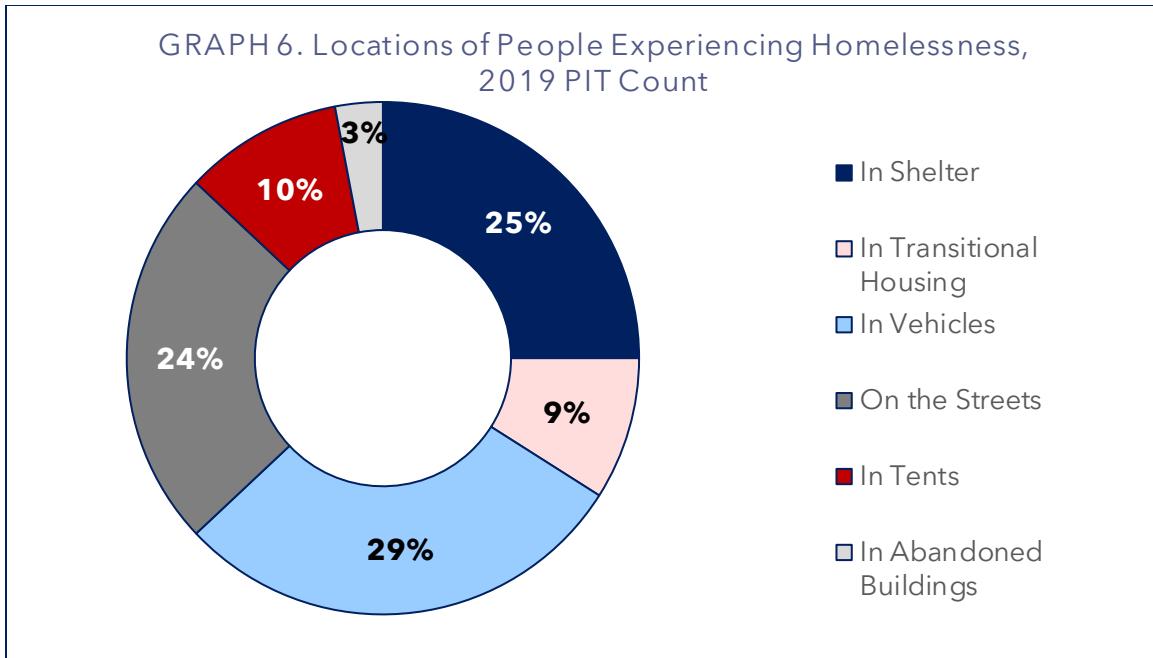
emergency or crisis response interventions that address the immediate needs of people experiencing homelessness. These interventions typically include street-based outreach services to help people living outside or in vehicles make connections to resources and temporary places for people to stay (e.g., shelters) while working towards more permanent solutions. Some communities also offer a range of drop-in or day service programs, whose services can vary significantly from a safe place to be during the day to comprehensive housing resource and support services. In recent years, more communities are offering additional methods of crisis response including “sanctioned encampments” or supportive services on-site at an outdoor location where people experiencing unsheltered homelessness are staying, tiny home or tuff shed structure shelters with on-site services, and safe parking programs where people staying in vehicles are allowed to park and have access to hygiene facilities.

Crisis response services focus on addressing the immediate health and safety needs of people experiencing homelessness, particularly unsheltered homelessness. In high functioning homelessness response system, these services not only meet immediate concerns but are part of an overall systems strategy to reduce homelessness. Services should be low barrier, Housing First-focused, and provide accessible and effective pathways towards housing solutions.

Background and Description of Crisis Response Services in Sonoma County

At the time of the 2019 Point-in-Time (PIT) Count, approximately 66% of the people experiencing homelessness in Sonoma County were unsheltered (staying on the streets, in vehicles, or in other locations not intended for human habitation). The majority of people who were unsheltered resided in Santa Rosa (54%), while 23% of unsheltered residents were in South County communities (Rohnert Park and south). Graph 6 below depicts the locations where people experiencing homelessness were staying at the time of the 2019 PIT Count.





As can be noted in the graph above, of the 66% of people who were experiencing unsheltered homelessness, almost half were residing in vehicles. While there are multiple safe parking programs operating across the region, some community members have advocated that many more are needed to begin to address the scale of the issue, while others expressed concern that spending funds on safe parking would divert resources from longer-term housing solutions.

In recent years, in part potentially correlated with the visibility of multiple encampments in commercial or near residential districts, there has been increased advocacy within the community to respond to the immediate needs of people experiencing unsheltered homelessness. Determining the best approach has been a contentious conversation within the community, with public responses ranging from recommendations to increase sweeps or criminalize encampments, to advocacy for sanctioned encampment spaces where people can stay until enough housing resources are available to provide longer-term solutions.

The Joe Rodota Trail, in particular, has been a strong focus of the ongoing conversation over the past year as to what to do about large-scale encampments as the number of people staying on the Trail had increased to over 250 people at the end of 2019. In December 2019, after months of both service advocacy and complaints from housed neighbors and businesses, the Board of Supervisors declared a Homeless Emergency on the Joe Rodota Trail and then approved a motion for approximately \$12 million to respond to the



encampment on the Joe Rodota Trail. The funds are allocated towards additional housing and shelter options, mental health services, and substance use services. Among the shelter options are two indoor-outdoor shelter programs that will be piloted in the community. The motion coincided with plans to clear the encampment area: in January 2020, a temporary shelter site was opened and individuals staying on the trail were offered linkages to shelter services before the trail closed for cleaning on January 31, 2020.

This section describes initial findings regarding strengths and challenges of Sonoma County's crisis response to homelessness, including outreach, responses to encampments, and support services for people experiencing unsheltered and vehicular homelessness. Shelters, while a type of crisis response service, will be addressed in the next section on Temporary Sheltered Housing.

Assessment Findings Related to Crisis Response Services

Strengths: Sonoma County CDC has made a concerted effort to prioritize resource allocations towards housing solutions, with a focus on increasing program-type interventions that will maximize linkages to permanent housing and improve the system's flow of people from homelessness to housing. The community has also increased dialogue around how it can be responsive to the emergent and public health needs of people experiencing unsheltered homelessness now. This effort has been supported by multiple stakeholders including local advocates and people experiencing homelessness and is leading to increased crisis response services and exploration of the ways in which those services integrate within the broader homelessness response system.

Sonoma County has multiple outreach teams in operation that include public agency and non-profit operated programs, with some tailored towards specific communities or offering specialized services such as street-based medical care. Efforts by multiple entities to provide services at the Joe Rodota Trail provided an opportunity for outreach programs and other service providers in the community to improve cross-agency communications and identify gaps in existing coordination efforts. The capacity of outreach services in the region holds potential for developing coordinated regional and need-based outreach services. Of note, through the ACCESS Sonoma County Initiative, an interdepartmental multi-disciplinary team (IMDT) has been active in outreach services and played a significant role in coordinating services for people staying on the Joe Rodota Trail.



In recognition of the number of people experiencing unsheltered homelessness residing in vehicles, an increasing number of safe parking programs are in operation. These programs provide people staying in their vehicles with a place to park their cars overnight without concern of needing to move due to parking ordinances. In particular, advocates and people with experiences of homelessness voiced support for the presence and expansion of safe parking programs from a health and safety standpoint.

Challenges: There were three primary themes that emerged as areas for increased attention in relation to crisis response integration within the homelessness response system in Sonoma County: challenges determining the appropriate level of resources to devote to crisis response; developing a shared strategy for crisis response; and enhancing regional coordination of efforts.

While data analyses on system flow completed by consultants and internally at CDC have been utilized to inform the prioritization of resources towards permanent housing solutions (in lieu of crisis response or temporary solutions), the number of people experiencing unsheltered homelessness in the region may indicate a need for additional resource allocations towards crisis response. In particular, there continues to be an overall lack of access to bathrooms, showers, safe places to park, mental health services, harm reduction, and substance use services for people experiencing unsheltered homelessness. The lack of these resources was consistently voiced by people with experiences of homelessness in the region, advocacy group members, and service providers.

Multiple stakeholders expressed concern about the lack of strategy that informed policies and funding towards crisis response services. Currently, the County and the City of Santa Rosa have different policies or practices related to enforcement or responses towards encampments, which can result in confusion and resulting movement of people between jurisdictions.

Additionally, because the region has not identified a clear pathway for ways in which crisis response services link to housing solutions, many decisions around crisis response resources seem to take place reactively in response to community pressures. This can result in funding of specific strategies or programs that are not as impactful as alternate options that are better informed by data and collective strategy: multiple stakeholders noted that this concern as it related to decisions for the significant influx of new State funding for homelessness response



through the Homeless Emergency Aid Program (HEAP). With additional funding awarded through the State's Homeless Housing, Assistance and Prevention (HHAP) Program, stakeholders emphasized the need for reliable, available data and clear strategy to utilize the funds as effectively as possible. In thinking towards a more consistent regional response, stakeholders expressed openness but also a desire to retain nimbleness at the local level. This will be further explored in the upcoming Summary of Jurisdictional Priorities.

Related to the development of regional strategies for responding to unsheltered homelessness, there appears to be a lack of robust coordination amongst the multiple outreach teams working within the region, particularly in areas in which there are larger numbers of people staying together such as in encampments. To enhance the system's efficiency and housing focus, it will be important to explore opportunities to identify existing services (e.g., coverage areas, specialties, approaches), develop a shared set of core strategies, reduce duplication, and implement strategies for real-time coordination of mobile outreach.

D. Temporary Sheltered Solutions

Shelters offer short-term, interim housing resources, with a focus on linkages to services or supports that can resolve a household's housing crisis. Some shelters operate year-round while others operate seasonally in the winter months.

Transitional housing programs offer a temporary housing placement with on-site supportive services (usually in a group living environment) for up to two years with the goal of helping people obtain and maintain permanent housing upon exit. In recent years, a wealth of evidence from around the country has demonstrated that this program model tends to be very expensive and does not yield strong results - households tend to have long lengths of stay in programs (meaning continued homelessness during that time) and many do not secure housing upon exit. For this reason, HUD has encouraged communities to evaluate their transitional housing inventory and reduce investments in this approach if programs are underperforming.

As with crisis response services, temporary sheltered solutions not only meet immediate health and safety concerns of people experiencing homelessness but should be part of an overall systems strategy to help as many people exit homelessness as possible, as efficiently



as possible. Temporary sheltered programs should be low barrier, Housing First-focused, and provide accessible and effective pathways towards housing solutions.

Background and Description of Temporary Sheltered Solutions in Sonoma County

In Sonoma County, emergency shelters are available for adults, families with children, transition age youth, unaccompanied children, and victims of domestic violence. The 2019 HIC identified 729 emergency shelter beds within Sonoma County, with most year-round shelter resources located within Santa Rosa and Petaluma. The inventory of emergency shelter beds has been increasing in recent years, up 25% from 581 beds across the region in 2015 to its present capacity.

Sonoma County agencies also operate transitional housing programs for adults, families with children, and Veterans. There were 275 transitional housing beds included in the 2019 HIC, reflecting a 72% decrease from years prior (i.e., 475 beds in 2015 and 331 beds in 2017). This shift is in alignment with HUD's encouragement for communities to transition resources from transitional housing programs to more cost-effective investments.

This section explores the community's existing solutions related to emergency shelter and transitional housing, as they are understood at this phase of the planning process. The next phase of this strategic planning effort will assess if existing resources are adequate in scale to the needs of the community, with attention to the integration of temporary sheltered solutions into the Coordinated Entry System.

Assessment Findings Related to Temporary Sheltered Solutions

Strengths: Based on prior data analyses of the Sonoma County region's homelessness response system flow and housing intervention type allocations¹⁴, system leadership found that the community did not have a lack of shelter beds for the number of people experiencing homelessness. In fact, these analyses concluded that if new resources were preferentially invested in permanent housing, the system could reach a point when reallocation of some shelter resources towards permanent housing solutions (such as rapid rehousing or permanent supportive housing) would improve system flow. Focus Strategies will be looking at this assessment as part of Phase II of this strategic action planning process,

¹⁴ Analysis included in Sonoma County 10-Year Homeless Action Plan (2014) using methodology from Abt Associates. Analysis was updated by CDC in 2018.



and findings related to the current balance of resources will be provided as part of the strategic action plan.

In speaking with community stakeholders, multiple system leaders noted there has been an increase in the number of exits from shelter to permanent housing in recent years. This data will also be explored further in Phase II, with a lens towards housing situations prior to entry, length of stay in programs, and housing situation at exit.

Challenges: Home Sonoma County, in alignment with HUD's Coordinated Entry System (CES) guidance and California statute requirements, has adopted a Housing First approach to its services - including for crisis shelters. While all programs that receive public funding are required to align with Housing First approaches per their contracts, engagements with system leaders and people experiencing homelessness revealed that implementation and support of Housing First strategies are inconsistent across programs.

There seems to be inconsistency with adoption of and adherence to low barrier guidelines within the Housing First approach. Service providers who shared hesitation about the model expressed concern about their capacity (e.g., staffing levels, training, and funding resources) to appropriately serve participants with higher levels of, or unique, service needs. As a result, some providers have continued to implement screening criteria beyond the CES referral process for program entries. Other providers have maintained low barriers to entry but continue to uphold restrictive program participation or behavior guidelines. This inconsistency led to a sense of mistrust for some people seeking services, particularly people with long histories of homelessness or behavioral health needs, who felt it was not worth seeking services they were likely to be denied or restricted from.

An additional concern that arose, particularly amongst some people experiencing homelessness, was the safety and quality level of existing temporary sheltered solutions. Some people expressed concerns such as theft of belongings, fights within programs, or feelings of mistreatment by peers or staff which led to hesitation to seek shelter services. These concerns felt heightened for some people if they were approached by law enforcement and presented with the option to accept shelter or receive a citation and/or be incarcerated.



While crisis response services have increased in light of the number of people experiencing unsheltered homelessness and corresponding public health concerns, elected officials and system leaders have faced challenges enacting solutions because of concerns and opposition from housed community members and businesses. The concerns have been centered around fear of the impacts, on property value and/or safety, of increasing shelter or services within their neighborhoods.

E. Permanent Housing Solutions

To be effective, the homelessness crisis response system needs a supply of housing that is affordable to people experiencing homelessness and strategies to ensure the housing is accessible to people who need it. Accomplishing this requires multiple efforts:

- Robust housing development to consistently add to the inventory of affordable housing through new construction and/or acquisition and rehabilitation of existing units;
- Strategies to expand access to the existing supply of housing such as landlord engagement, housing search services, and financial assistance; and,
- Supportive services or community linkages, based on need, to support retention of housing for people who were experiencing homelessness.

All housing interventions within high functioning homelessness response systems should be designed to help people move from literal homelessness to housing as rapidly as possible. Interventions should be allocated based on need, with individuals with the most significant needs receiving more intensive and longer-term resources. For example, rapid rehousing provides households with short-term rental subsidies and time-limited case management to help them secure a rental unit in the private housing market. At the end of the term of assistance, most households assume payments for 100% of the rent (unless another subsidy is secured). Permanent supportive housing, on the other hand, provides long-term rental subsidies or permanently subsidized housing units coupled with intensive services for people who have the most intensive needs – generally for people who have experienced chronic homelessness.

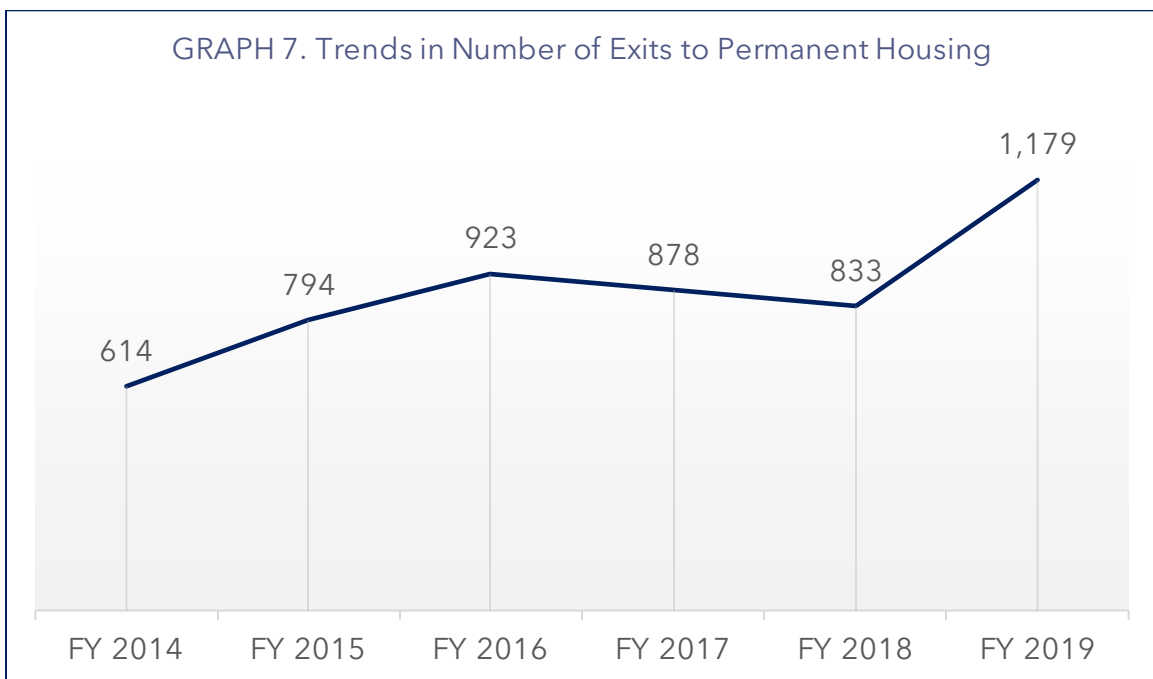
Designing systems to right-size the availability of specific resources and to maximize the prioritization of people with significant needs for higher intensity services (while providing lower intensity supports for people with less significant levels of needs) allows the homelessness response system to appropriately match people with the resources they need



to find and maintain housing, while also increasing the capacity of the system overall to optimize connections to permanent housing.

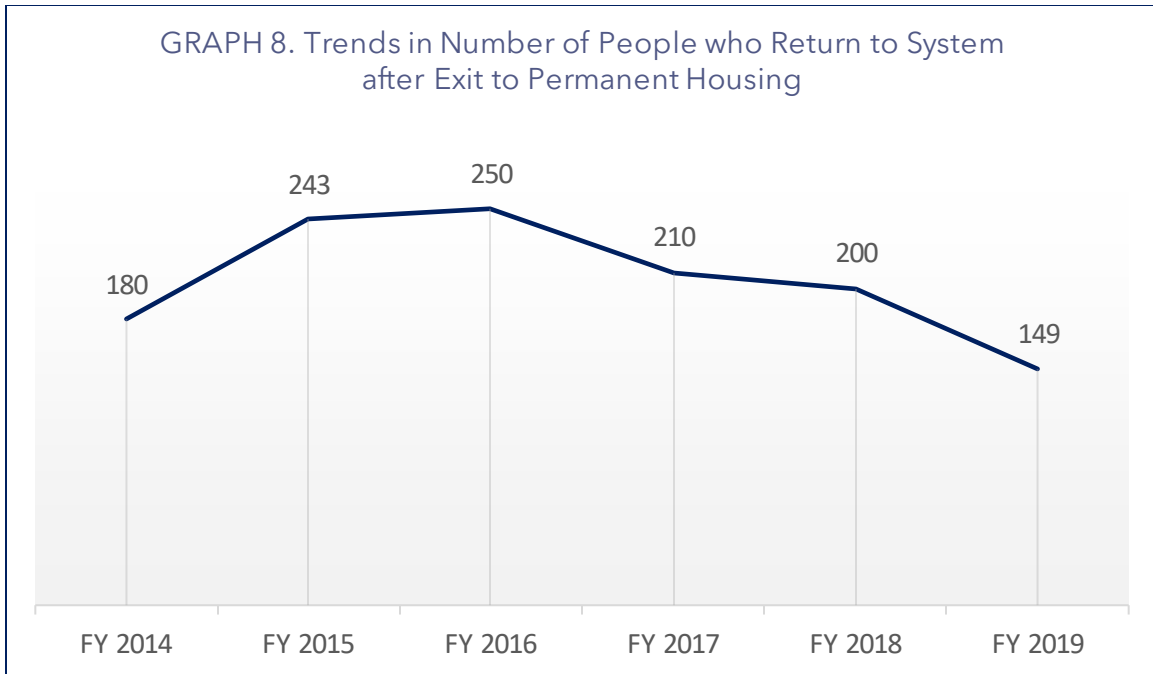
Background and Description of Permanent Housing Solutions in Sonoma County

Sonoma County's permanent housing solutions include rapid rehousing, permanent supportive housing, and other permanent housing resources. In Fiscal Year 2019, Sonoma County saw an increase in the number of people who exited from the homelessness response system resources into permanent housing, as noted in Graph 7 below.



Additionally, since Fiscal Year 2016, Sonoma County has seen a steady decrease in the number of people who returned to the homelessness response system for services after exiting to permanent housing. This trend is noted in Graph 8 below.





Sonoma County has three primary permanent housing interventions within the homelessness response system: rapid rehousing, permanent supportive housing, and other permanent housing. This section explores the community’s existing solutions related to these efforts, as they are understood at this phase of the planning process. The next phase of the strategic planning effort will assess if existing resources are adequate in scale to the needs of the community, as well as an analysis of the housing market conditions in the region.

Assessment Findings Related to Permanent Housing Solutions

Strengths: As noted in previous sections of this report, over a number of years, Home Sonoma County CDC - as the Lead Agency - has made a concerted effort to focus investments into system resources that will maximize housing solutions. This has included data analyses of movement through the homelessness response system (from shelter to prioritization to housing solutions) and exploration of the breakdown of housing resources by type; analyses of CES to identify opportunities for efficiencies; and continued investment in permanent housing programs.

Home Sonoma County has continued to invest in rapid rehousing, a model that has been demonstrated to produce more cost-effective permanent housing outcomes than transitional housing for most populations. Within the rapid rehousing model, the community is exploring



new landlord engagement strategies to improve landlord relationships and optimize utilization of the existing housing stock.

Sonoma County agencies have also continued to invest in permanent supportive housing programs. One program that was mentioned as a promising model in multiple conversations with stakeholders in the community was the Palms Inn. Development of a similar program at the Gold Coin motel is currently underway.

Challenges: A few key themes emerged through the Baseline Assessment process regarding the development and implementation of permanent housing solutions within Sonoma County. These themes include the following:

- *Coordination and Alignment across Housing Authorities:* There are currently two Housing Authorities operating within Sonoma County, the Sonoma County Housing Authority and the City of Santa Rosa Housing Authority, both of which provide services across the region. Multiple stakeholders expressed concern regarding the ways this complicates the delivery of services and consistency of communications and policies, including the prioritization of vouchers set aside for people experiencing homelessness. The complexities of navigating nuances between the Housing Authorities can create barriers in access to services for people experiencing homelessness and the service providers assisting participants through the processes.
- *Consistency of Housing First and Low Barrier Approach Integration:* As with the concerns expressed regarding consistency of Housing First and low barrier approaches within shelter and transitional housing services, there appears to be inconsistency in the policies and approaches implemented within rapid rehousing and permanent supportive housing programs. For these programs, the primary inconsistency is at the referral and intake phase.

As rapid rehousing and permanent supportive housing programs receive referrals through Coordinated Entry, the intention is that programs do not add additional barriers to entry. Feedback provided, however, indicates that some programs screen participants through additional program criteria. A prevalence of referral rejections led to the development of new expectations around referral acceptance. The impact of the policy is unclear at the time of this report; this may benefit from further exploration in the next phases of the strategic planning process.



Through initial conversations, it appears some providers may benefit from additional training and technical assistance on effective and best practices including Housing First, low-barrier services, and person-centered approaches. In light of concerns raised about provider capacity to support participants with higher levels of service need, ratios of staff members to participants and/or service linkages to behavioral or medical health services may also be beneficial to explore.

- *Low Vacancy Rates and Housing Market Availability:* A theme that commonly emerged in interviews with system stakeholders were the challenges posed by the housing market in Sonoma County. As noted in Section III.C., the region's low vacancy and high rent cost challenges were further exacerbated by the 2017 wildfires that destroyed over 2,000 housing units and displaced thousands more as many surviving rental units were repurposed and/or taken off of the rental market. Community members expressed concern about the continued impact of the reduced rental housing market on people's efforts to self-resolve their housing crisis and on efforts to recruit property owner partners for rapid rehousing and permanent supportive housing tenant-based rental assistance programs.
- *Development of New Resources:* As indicated by prior data analyses completed in the region and concern expressed by system stakeholders, the Sonoma County region seems to have a shortage of permanent supportive housing units to meet the community's need. This will be further explored in Phase II of the strategic action planning process to better understand the existing housing market and its gap. In addition to securing the funding needed to develop or obtain additional permanent housing units, system stakeholders expressed concern about the ability to significantly expand the stock of permanent housing programs in light of opposition from housed community members about the potential impacts of housing designated for people who were homeless in their neighborhoods.

VI. IMPLICATIONS OF ASSESSMENT

This assessment identified several strengths of the existing system of care in Sonoma County to prevent and reduce homelessness, as well as areas of challenge or concern. Based on the findings of the Baseline Assessment, Focus Strategies has identified initial recommendations for Home Sonoma County aimed towards advancing regional efforts to operate as a



coordinated system and reduce homelessness. These recommendations, outlined below, will be expanded upon in the upcoming phases of the strategic action planning process.

1. Explore CDC Infrastructure Capacity Needs.

It is suggested Home Sonoma County review and explore the infrastructure capacity needed within CDC to fulfill its role as Lead Agency. To successfully support the Leadership Council and Technical Advisory Committee in making decisions that are informed by data, system performance, and effective practice, staffing capacity is needed within the Lead Agency to prepare and present this information. Staffing capacity is needed to assess needs and gaps of the system, to identify and evaluate options for decisions under consideration, and to present information for the governance bodies to review and take under consideration.

An initial step to advance this effort may include a mapping of the existing roles and responsibilities of CDC as the Lead Agency and a review of staffing models in other similarly sized and situated communities.

2. Coordinate New Crisis Response Services

As described in Crisis Response Services, in December 2019, the Sonoma County Board of Supervisors authorized \$12 million in new funding to develop crisis response services for people who had been experiencing unsheltered homelessness and staying on or near the Joe Rodota Trail. These programs include housing and sheltering options, including two pilot indoor-outdoor shelters, as well as increased mental health and substance use services.

It will be important that a plan is developed and implemented to facilitate strategic coordination and alignment between the new services and applicable Coordinated Entry policies and resources. It is important this occur early in the development and implementation phases, so that people accessing crisis response and temporary housing solutions funded through the County's resolution are also able to link with the resources available through Coordinated Entry including permanent supportive housing.

3. Increase Outreach Coordination

With the significant population of people experiencing unsheltered homelessness across Sonoma County and multiple outreach programs operating in overlapping regions, it is important the community develop a coordinated regional outreach strategy to improve the efficiency and communication between outreach teams and strengthen outcomes. This is



particularly important given the mobile nature of outreach services, which increases the probability of duplication and/or gaps in services across the region.

As a starting point, it would be beneficial for the community to identify the current geographic coverage of each outreach team and look to see if there are significant gaps in regions with unsheltered populations and/or if there is overlap in some regions. It would also be helpful to look at specialized services that may be offered by each team, so the community can develop a plan for connecting teams with specialization in working with specific populations (e.g., teams with behavioral health specialists) to people who are most in need of those services.

Once this baseline information is assessed, a regional strategy should be adopted to coordinate and maximize resources towards identified priority needs and approach. Administering this analysis and coordinating an implementation plan will require dedicated staff time: CDC is likely the best positioned to facilitate this process in their oversight capacity of the system's performance and operations.

4. Improve Alignment with Effective Practices

Home Sonoma County has adopted a Housing First strategy and commitment to operating within best practices. To operationalize this vision, it will be valuable for Home Sonoma County to identify more robust ways to assess the current alignment of programs operating within the Continuum of Care with effective practices and approaches (e.g., Housing First, harm reduction, low-barrier approaches), and to develop and implement a corresponding plan for training and/or revised practice standards that can further support alignment of operations with these practice approaches.

Successful implementation of this recommendation will likely require new resources for staffing at CDC to lead and implement these efforts and/or partnership with the Department of Health System's existing training program.

VII. AREAS TO FURTHER EXPLORE IN STRATEGIC ACTION PLAN

The next phase of the strategic action planning process will build upon and provide opportunity for more in-depth quantitative and qualitative analysis of the findings presented throughout this Baseline Assessment. The following topics have been identified as high priorities to explore further in the next phases of the strategic action planning process:



- Identifying potential strategies to increase alignment of data-informed funding priorities and processes across primary system funders, including the County of Sonoma, cities, and town jurisdictions, and major private funders;
- Exploring the current performance of housing interventions within the system and opportunities for refining or optimizing performance through shifts in system design or investment level;
- Gauging the relative priorities for increased investment in each housing intervention type (e.g., shelter, crisis response services, permanent housing solutions, etc.); and,
- Assessing opportunities to further develop a governance structure that is led by and promotes a region-wide shared set of data-informed priorities and strategies to reduce homelessness.

In addition to the topics above, the next phases of the process will incorporate emerging regional needs and strategies that have resulted from the impact of the COVID-19 pandemic. Additionally, the plan will look towards opportunities to respond to the current crisis in alignment with Home Sonoma County's vision for reducing homelessness to functional zero through Housing First approaches.



APPENDIX A: LIST OF INTERVIEW PARTICIPANTS

Name	Title	Organization	Interview Date
Angela Struckmann	Assistant Director	Sonoma County Human Services Department	November 25, 2019
Barbie Robinson	Director	Sonoma County Department of Health Services	November 15, 2019
BJ Bischoff	Owner and Founder	Bischoff Performance Improvement Consulting	October 31, 2019
Chuck Fernandez	Chief Executive Officer	Committee on the Shelterless	October 28, 2019
Dan Schurman	Community Health Investment Manager	St. Joseph Health	November 26, 2019
David Gouin	Dir. of Housing and Community Services	City of Santa Rosa	November 26, 2019
Debra Sanders	Foster and Homeless Youth Education Services Coordinator	Sonoma County Office of Education	October 25, 2019
Jennielynn Holmes	Senior Director of Shelter and Housing	Catholic Charities	October 31, 2019
Jenny Abramson	Former Homeless and Community Services Manager	Sonoma County Community Development Commission	November 7, 2019
Kalia Mussetter	Mental Health Advocate and System Navigator	Living Bridges	January 16, 2020
Kelli Kuykendall	Housing and Community Serv. Mgr.	City of Santa Rosa	November 26, 2019
Mark Krug	Business Development Manager	Burbank Housing	October 29, 2019
Mary Haynes	Regional Site Director	North Bay Veterans Resource Center	October 28, 2019
Nick Honey	Family, Youth and Children Division Director	Sonoma County Human Services Department	October 31, 2019
Rebekah Sammet	Council Member	HOME Sonoma County Leadership Council	November 8, 2019
Stephen Sotomayor	Housing Administrator	City of Healdsburg	October 30, 2019
Tim Miller	Executive Director	West County Community Services	November 19, 2019
Tom Bieri	Executive Director	Community Support Network	November 20, 2019



Tom Schwedhelm	Mayor	City of Santa Rosa	November 1, 2019
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APPENDIX B: IN-PERSON COMMUNITY ENGAGEMENTS AND FOCUS GROUPS

Location of Meeting	Participants	Meeting Date
Sonoma County Community Development Commission	Adults with Current & Prior Lived Experience of Homelessness	December 12, 2019
Sonoma County Community Development Commission	Service Providers	December 11, 2019
VOICES Youth Center	Youth with Current & Prior Lived Experience of Homelessness	December 12, 2019
Joe Rodota Trail	Adults with Current Lived Experience of Unsheltered Homelessness	December 12, 2019



APPENDIX C: LIST OF DOCUMENTS REVIEWED

To understand the work accomplished, currently in place, and planned in Sonoma County to reduce homelessness, Focus Strategies requested and received the following documents from the CDC. The documents help establish a baseline understanding of homelessness reduction efforts in Sonoma County prior to the launch of the strategic action plan process.

A. System Overview

The following documents relate to system workflow including strategic plans, policy manuals, procedures, reports, surveys, and program materials.

Policy and Procedure Manuals: Outreach and Encampment Documentation and Enforcement Protocols; Coordinated Entry Policies and Procedures; Prevention and Diversion Program Standards; Emergency Shelter Standards; Rapid Rehousing Program Standards; Permanent Supportive Housing Standards

System Performance and Planning Documents: Calculating Homeless Housing Needs; Home Sonoma County Coordinated Entry Evaluation; 2017 System Performance Evaluator; 10-Year Homeless Action Plan

B. Homelessness Governance and Leadership Documents

Focus Strategies has reviewed the following documents relating to responsibilities, inter-entity relations, membership, and desired outcomes related to governance structures in Sonoma County.

Governance Meeting Minutes: Home Sonoma County Leadership Council Meeting Minutes (December 2018 to April 2019)

Governance Policies and Evaluation: Home Sonoma County (Interim) Governance Charter; Homeless System of Care Redesign Plan; Homepage Analysis of Policy, Leadership and Funding Structure

C. Funding and Investment Documents

The following documents highlight funding models and rationale that govern some homelessness investments in Sonoma County.



Funding Applications and Awards: 2019-20 Homeless Services Funds Awarded; 2019 CoC Consolidated Application; 2018 CoC Consolidated Application

Funding Policies: Fiscal Year 2019-20 Home Sonoma County Consolidated Notice of Funding Availability (NOFA) Funding Policies (for federal, state, and local homelessness response services funding)



APPENDIX D: LIST OF DATA REVIEWED

Quantitative information from Sonoma County and other communities was used to provide context and lightly inform our qualitative analysis of the local homelessness crisis response system. The following is a list of data sources to use as part of this assessment report.

Data, Demographics, and Inventory Reports: 2019 Point-in-Time Count data (Homeless Census and Survey Comprehensive Report); 2019 System Dashboard Reports; Coordinated Entry Dashboard Reports; 2019 Housing Inventory Count data

