Sonoma County Continuum of Care (CoC) Board
Agenda for October 27, 2021
1:00pm-5:00pm

Public Zoom Link: https://sonomacounty.zoom.us/j/93786645534?pwd=QTlmWnViSjdOc3BNSWtEQnBkbldldz09

	Agenda Item	Packet Item	Presenter	Time
	Welcome, Roll Call and Introductions		Board Chair	1:00pm
1.	**Consent Calendar** (ACTION ITEM): • Approve Agenda • Approve Minutes from 9/22 • Approve Minutes from 10/7 • Approve endorsement of Regional Impact Council's Regional Action Plan goal of reducing unsheltered homelessness by 75% in the 9 Bay Area counties • Approve Recommended Homeless Management Information System (HMIS) Policies and Procedures and Sonoma County Homeless Management Information System (HMIS) Lead Evaluation Plan	○ 10/27 Agenda ○ 9/22 DRAFT Minutes ○ 10/7 DRAFT Minutes ○ Regional Action Plan ○ DRAFT Homeless Management Information System (HMIS) Policies and Procedures ○ Sonoma County Homeless Management Information System (HMIS) Lead Evaluation Plan	Board Chair	1:05pm
2.	**Standing Committee Reports & Actions** Coordinated Entry Advisory (CEA) Committee: • Coordinated Entry (CE) Operator RFP Update • ACTION ITEM – *Approve Shelter Standards Recommendation* Strategic Plan Committee: • ACTION ITEM – *Approve Strategic Planning Consultant Recommendation* Charter & Policy Review Committee: • ACTION ITEMS – *Approve Recommended Charter Revisions*	○ Coordinated Entry Operator RFP Update/Executive Summary ○ DRAFT Shelter Standards ○ Strategic Planning Consultant Recommendation - Executive Summary ○ Memo: Charter Changes re: Board Elections	Committee Representatives	1:15pm

	Agenda Item	Packet Item	Presenter	Time
	Lived Experience Advisory & Planning Board	o 10-16 Draft of Election-related Sections o DRAFT Membership Application o Recommended Charter Revisions Presentation		
3.	**5-Minute Break**			2:40pm
4.	**Board direction on 2022 Consolidated Notice of Funding Availability (NOFA)** ACTION ITEM with Recusals	o 2022 Consolidated NOFA Process	CDC Staff	2:45pm
5.	**Supportive Services Funding Framework for Project Homekey 2 & 3** ACTION ITEM – *Approve Supportive Services Funding Framework*	o Supportive Services Funding Framework	CDC Staff	3:15pm
6.	**Staff Report** -County Safe Parking RFP Update -Lived Experience and Youth Advisory Board Stipends Update -Homeless Emergency Solutions Grant – COVID 19 (ESG-CV) Workgroup Update	o County Safe Parking Summary of NOFA Responses o Memo RE: Stipends	Dave Kiff, Interim Executive Director, CDC	3:55pm
7.	**Word from the Street**		Ludmilla Bade	4:10pm
8.	**Review Agenda for November 17 CoC Board Meeting**	o DRAFT 11/17 Agenda	Board Chair	4:15pm
9.	**Board Member Questions & Comments**		Board Members	4:20pm
10.	**Public Comment on non-agendized items**			4:25pm

PUBLIC COMMENT:

Public Comment may be made via email or during the live zoom meeting. To submit an emailed public comment to the Board email Madison.Murray@sonoma-county.org. Please provide your name, the agenda number(s) on which you wish to speak, and your comment. These comments will be emailed to all Board members. Public comment during the meeting can be made live by joining the Zoom meeting using the

above provided information. Available time for comments is determined by the Board Chair based on agenda scheduling demands and total number of speakers.

Sonoma County Continuum of Care Board Meeting
Meeting Minutes

September 22, 2021
1:00 -5:00 pm Pacific Time – Meeting held by Zoom

Recording of Meeting

1. **Welcome and Introductions (0:07)**
   - Ben Leroi, Continuum of Care (CoC) Board chair, called the meeting to order at 1:00 pm. Ben Leroi went over the agenda, clarified Zoom rules around public comment and Brown Act guidelines.
   - Roll Call was taken:
     - *Present: Supervisor Chris Coursey; Kelli Kuykendall, proxy for Tom Schwedhelm, City of Santa Rosa; Kevin McDonnell, City of Petaluma; Jennielynn Holmes, Catholic Charities of the Diocese of Santa Rosa; Chuck Fernandez, Committee on the Shelterless; Ben Leroi, Santa Rosa Community Health; Angela Struckmann, Sonoma County Human Services; Margaret Sluyk, Reach For Home; Alena Wall, Kaiser Permanente; Stephen Sotomayor, City of Healdsburg Services; Cheyenne McConnell, Youth Community Member; Don Schwartz, City of Rohnert Park; Tanya Carvajal, proxy for Lisa Fatu, Social Advocates for Youth; Bill Carter, Sonoma County Health Services*
     - *Absent: Ludmilla Bade*

2. **Agenda and Minutes Approval (00:09-00:26)**
   - Dave Kiff, Interim Executive Director of Sonoma County Community Development Commission (SCCDC), suggests moving item 2 to another meeting.

Ludmilla Bade arrived at this time.

Public Comment:
Adrienne Lauby

Kevin McDonnell motioned to approve the agenda with removal of item 2, suggested changes to the minutes by Don Schwartz and Ludmilla Bade, and the Continuum of Care quarterly membership meeting agenda changes; Bill Carter seconded.

Ayes: Ben Leroi, Jennielynn Holmes, Kelli Kuykendall, Kevin McDonnell, Chuck Fernandez, Ludmilla Bade, Don Schwartz, Chris Coursey, Angela Struckmann, Alena Wall, Margaret Sluyk, Stephen Sotomayor, Bill Carter, Tanya Carvajal, Cheyenne McConnell
Noes: None
Abstain: None
Absent: None

3. **ESG-CV Ad Hoc Recommendations (00:26-2:05)**

   Michael Gause and Stephen Sotomayor presented on the ESG-CV Ad Hoc group recommendations. The Ad Hoc committee consisted of Stephen Sotomayor, Don Schwartz, Angela Struckmann, and Ludmilla Bade. Don Schwartz served as temporary chair. Board reviewed the executive summary and brought up additional questions of eligibility. Staff will continue to report to the board on FY 2021 Continuum of Care Competition. Margaret Sluyk suggests an Ad Hoc to determine what projects are out there, available funding, coordinated entry policy relation to Project Homekey, and report to the board. Ludmilla Bade made a motion to approve $85,000 to SAVS to provide funding for land acquisition. This motion did not receive a second.

   Public Comment:
   Adrienne Lauby

   Margaret Sluyk
   Gail Simons
   Gerry La Londe Berg

   Stephen Sotomayor motioned to approve the Ad Hoc recommendations with the following changes: move the $22,005 to the reallocation from Rapid Rehousing to Emergency Shelter, approval of the following projects with no changes: Social Advocates for Youth RRH ($183,706), TLC Child Services RRH ($100,508), Catholic Charities RRH ($538,370), Catholic Charities Family Support Center ($174,032), Catholic Charities Sam Jones Hall ($174,342), Social Advocates for Youth Dream Center ($169,544), and West County Community Services Temp Shelter ($36,814).

   The SAVS RRH Project proposal for $217,759 is contingent on receiving state approval of the project descriptions; The SAVS Emergency Shelter proposal for $368,000 approval is contingent upon the Continuum of Care Board receiving evidence of the following: site control and approval, working with district supervisor and community engagement.

   The City of Santa Rosa Sam Jones Hall project is to receive $521,881 pending the reallocation approval.

   COTS is to receive the recommended amount of $11,000 plus the $22,005 unallocated total for a total of $33,005.

   Bill Carter seconded.

   Ayes: Kevin McDonnell, Ludmilla Bade, Don Schwartz, Chris Coursey, Angela Struckmann, Alena Wall, Stephen Sotomayor, Bill Carter, Cheyenne McConnell
   Noes: None
   Abstain: None
   Absent: None

Recused: Ben Leroi, Jennielynn Holmes, Kelli Kuykendall, Chuck Fernandez, Margaret Sluyk, Tanya Carvajal

Public Comment:
Gregory Fearon
Teddie Pierce
Rachel Averbuck

4. **Five Minute Break (2:06-2:11)**

5. **Report on Fiscal Year 2020-2021 Unspent Funds (2:12-2:42)**

   Chuck Mottern, Homeless Services Funding Coordinator, presented on the reimbursement process. Local Homeless Services Funding Agreements have an eligible spending period from July 1- June 30 and are required to turn in the final reimbursement by July 10th. Some funds may be eligible to roll over into the next fiscal year, but local and Continuum of Care Program funds are not eligible beyond the end of the fiscal year. Below, please find a chart of the unspent funds in Fiscal Year 20-21.

   Public Comment:
   Gregory Fearon
   Teddie Pierce
   Gerry La Londe Berg

6. **Staff Report (2:42-2:50)**

   SCCDC's Interim Executive Director Dave Kiff and Ending Homelessness Manager Michael Gause presented the 2021 Notice of Funding Opportunity (NOFO) Competition update, the Request for Proposal for CoC Legal Services, and an update on the resource cards. Dave Kiff provided an update on the Emergency Rental Assistance Program, also run by the Sonoma County Community Development Commission. Board also followed up on the planning for a 2022 Homeless Point-in-Time count.

   Public Comment:

   None at this time.

7. **Word From the Street (2:51-2:57)**

   Ludmilla Bade provided an update on unhoused community members who live in RV's. Ludmilla reported a list of different skills of individuals experiencing homelessness in the community related to employment, stressing the importance of providing housing. Ludmilla is certain that they would be able to maintain employment without the stress of being unhoused. Getting a safe space is critical so they can channel their energy into their skills.

8. **Standing Committee Updates (2:57-4:19)**

   a. **Coordinated Entry Advisory Committee:** Jennielynn Holmes provided an update on the last CEA meeting. The committee will review the Emergency Shelter Standards in the next meeting and hope to bring back to the board soon. The Coordinated Entry System RFP is out and they

are waiting for proposals. An update was provided on the Emergency Housing Vouchers working groups and referrals..

b. **HMIS Data Committee:** Meeting on Monday, September 27, 2021.

c. **Strategic Plan Committee:** Stephen Sotomayor presented on the finalized strategic plan RFP that was released 9/20/21. Board discussed other potential roles for the procured provider.

d. **Lived Experience Advisory Body:** Andrew Akufo presented on the LEAB planning initiatives and the upcoming listening sessions that will provide stipends. The first session is full and second session still has spots open. Listening sessions have been funded. There is an application with the Community Foundation of Sonoma County for ongoing funding.

e. **Youth Action Board:** No report.

f. **Charter & Policy Review Committee:** Don Schwartz presented on the committee's discussion of CoC board composition. They are looking for a potential increase to 17 seats, extended term, and board training. These items will be brought back at a future meeting for Board approval.

Public Comment:
Gerry La Londe Berg
Teddie Pierce
Adrienne Lauby

9. **Review Draft Agenda for October 27, 2021 (4:19-4:21)**
Suggestion to move item number 3 to consent. CoC Board composition and charter will be added to the October 27, 2021 agenda.

10. **Board Member Questions and Comments (4:21-4:22)**

Ludmilla Bade noted some concerns about SAVS contingencies on their ESG-CV submission.

11. **Public Comment on Non-Agendized Items (4:23)**

None at this time.

Meeting Adjourned at 5:24 PM

Sonoma County Continuum of Care Board Meeting
Meeting Minutes

October 7, 2021
1:00 -3:30 pm Pacific Time – Meeting held by Zoom

Recording of Meeting

1. **Welcome and Introductions (0:03)**
   - Ben Leroi, Continuum of Care (CoC) Board chair, called the meeting to order at 1:00 pm. Ben Leroi went over the agenda, clarified Zoom rules around public comment and Brown Act guidelines.
   - Roll Call was taken:
     - *Present: Supervisor Chris Coursey; Tom Schwedhelm, City of Santa Rosa; Jennielynn Holmes, Catholic Charities of the Diocese of Santa Rosa; Chuck Fernandez, Committee on the Shelterless; Ben Leroi, Santa Rosa Community Health; Angela Struckmann, Sonoma County Human Services; Margaret Sluyk, Reach For Home; Alena Wall, Kaiser Permanente; Cheyenne McConnell, Youth Community Member; Don Schwartz, City of Rohnert Park; Lisa Fatu, Social Advocates for Youth; Bill Carter, Sonoma County Health Services*
     - *Absent: Ludmilla Bade, Lived Experience Representative; Stephen Sotomayor, City of Healdsburg Services; Kevin McDonnell, City of Petaluma*

2. **Agenda and Minutes Approval (00:09-00:26)**
   - Staff recommends to make item 4 an action item.

Ludmilla Bade arrived at this time.

Public Comment:
None at this time.

> ***Tom Schwedhelm motioned to approve the agenda with item 4 as an action item; Bill Carter seconded.***
>
> *Ayes: Ben Leroi, Jennielynn Holmes, Tom Schwedhelm, Chuck Fernandez, Ludmilla Bade, Don Schwartz, Chris Coursey, Angela Struckmann, Alena Wall, Margaret Sluyk, Bill Carter, Lisa Fatu, Cheyenne McConnell*
> *Noes: None*
> *Abstain: None*
> *Absent: Kevin McDonnell, Stephen Sotomayor*

3. ESG-CV Ad Hoc Recommendations (00:08-00:50)

Michael Gause, Ending Homelessness Program Manager and Karissa White, Continuum of Care Coordinator, presented on the Fiscal Year 2021 CoC Competition Evaluation. The Ad Hoc comprised of Ludmilla Bade, Tom Schwedhelm, Angela Struckmann, and Kevin McDonnell met to recommend rankings. This annual competition provides direct HUD funds to grantees and has categories for renewal projects and new projects. Staff is looking for the board to confirm rankings so that they can be publically posted and the full application will be submitted by November 16, 2021.

Stephen Sotomayor arrived at this time.

Recusals:
Lisa Fatu
Jennielynn Holmes
Margaret Sluyk
Ben Leroi
Chuck Fernandez

Tom Schwedhelm served as interim chair.

Public Comment:
Gregory Fearon
Judy

Chris Coursey motioned to accept staff recommendation on the CoC Competition Evaluation; Alena Wall second

Ayes: Ludmilla Bade, Don Schwartz, Chris Coursey, Angela Struckmann, Alena Wall, Stephen Sotomayor, Bill Carter, Cheyenne McConnell, Tom Schwedhelm,
Noes: None
Abstain: None
Absent: Kevin McDonnell
Recused: Ben Leroi, Jennielynn Holmes, Chuck Fernandez, Margaret Sluyk, Lisa Fatu

4. Coordinated Entry Policy and Project Homekey Update (:50-:59)

Michael Gause, Ending Homelessness Team Manager, and Dave Kiff, Interim Executive Director, provided an update on Project Homekey and the Coordinated Entry Policy. There is a community effort to help fund Project Homekey supportive services. Staff is looking for future approval from the Board of Supervisors and the Continuum of Care board to adopt a funding framework for supportive services from HHAP, Measure O, and local revenues.

Public Comment:
None at this time

5. Homeless Housing and Assistance Program (HHAP 3) Standard Discussion (1:00- 1:16)

Michael Gause, Ending Homelessness Manager, presented on this funding source. The HHAP can be done in a couple of ways. Board and County can apply separately or can apply together. Staff is looking for a recommendation from the board on applying together or separately. A binding resolution would come later.

Public Comment:
Gregory Fearon
Adrienne Lauby

Chris Coursey motioned to accept that the Continuum of Care and the County submit a joint application for HHAP 3 funds and CoC as the administrative entity; Tom Schwedhelm seconded.

Ayes: Ludmilla Bade, Don Schwartz, Chris Coursey, Angela Struckmann, Alena Wall, Stephen Sotomayor, Bill Carter, Cheyenne McConnell, Tom Schwedhelm, Ben Leroi, Jennielynn Holmes, Chuck Fernandez, Margaret Sluyk, Lisa Fatu
Noes: None
Abstain: None
Absent: Kevin McDonnell

6. **Public Comment on Non-Agendized Items (1:17-1:20)**

Edward Campagnola

Meeting Adjourned at 2:20 PM

RIC
REGIONAL IMPACT COUNCIL

REGIONAL ACTION PLAN

A Call to Action from the Regional Impact Council

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Cover page photo source: Eden Housing

EMERGENCY STATEMENT

A PROBLEM WE CAN SOLVE

The Bay Area's homelessness crisis is a chronic problem, arguably the region's greatest and most serious challenge. The scale and complexity of this challenge is undeniably daunting. As a region we have fought to solve this crisis for decades, to limited avail. However, the problem can and will be solved. We need a new approach to homelessness, marked by new levels of regional cooperation. The Regional Impact Council (RIC) envisions a Bay Area that is united and coordinated against homelessness: a Bay Area that is organized to seamlessly share best practices, data systems, advocacy efforts, and resources. In the Bay Area we envision homelessness is a rare, brief, and non-recurring situation for those who experience it. In this future vision, we have closed racial and economic disparities and created an equitable, stable, and prosperous region. The path to this future will not be easy. It will require action and commitment from all levels of government and community. The RIC believes that we can and must do the work to make this vision real. The first step is to acknowledge that homelessness is an emergency requiring immediate action.

A REGION IN CRISIS

The longstanding homelessness crisis in the Bay Area— described by a global expert as "systemic cruelty"[1]— is particularly tragic because the crisis expanded during an economic boom in the wealthiest region in North America. In 2020, the homelessness crisis further deepened as a result of the COVID-19 pandemic: without sizable, coordinated action and investment, it will continue to destabilize our region as time, and the pandemic, goes on.

In our nine-county Bay Area today, **more than 35,000[2] of our neighbors, a population larger than many of the region's suburban cities and towns,** lack housing or even the prospect of securing it - despite many working full-time. Seniors, people with disabilities and many people working demanding jobs live out of their vehicles, in tents, and in other situations not fit for human habitation because they simply cannot afford housing in the region that they call home. For some, this problem continues for generations. Many "essential" workers (e.g., home health aides, grocery store clerks, cleaning staff at medical facilities) are literally homeless, with tens of thousands more of these workers at-risk of becoming homeless. In particular, extremely low income (ELI) renters face significant housing insecurity: 50% receive neither housing subsidies nor rent protection, and another 34% have controlled rents which are still unaffordable without subsidy.

Doing nothing to address the Bay Area homelessness crisis is enormously costly, in economic as well as moral terms. Many of these costs to our society are in plain sight, and many are hidden. Confronted by human suffering on a daily basis, residents and businesses are leaving the region. In a recent Silicon Valley Leadership survey, 47% of respondents said that they had considered leaving the region as a result of the homelessness situation. As a result of the impacts that homelessness has on individuals and the community as a whole, the indirect costs of homelessness on healthcare, criminal justice, and social services are nearly $2 billion annually, based on estimates using real costs from Santa Clara county. We must think holistically as a region about our response to this crisis, and

[1] Leilani Farha, United Nations Special Rapporteur, 2018.
[2] Given the lack of PIT count in 2021, we created an estimate of the total unsheltered homelessness in the Bay Area. If we apply the unsheltered homelessness growth rate from 2017-2019 in the Bay Area (~17%) to the unsheltered population in 2019, we estimate unsheltered homelessness to be ~30K. However, given the known impacts of COVID-19 on shelter capacity in the Bay Area and early evidence supporting a growth in homelessness, we estimated that unsheltered homelessness is likely closer to 35K in the Bay Area.

recognize that the investment required to address unsheltered homelessness is small compared to the long-term social and economic costs of our current course.
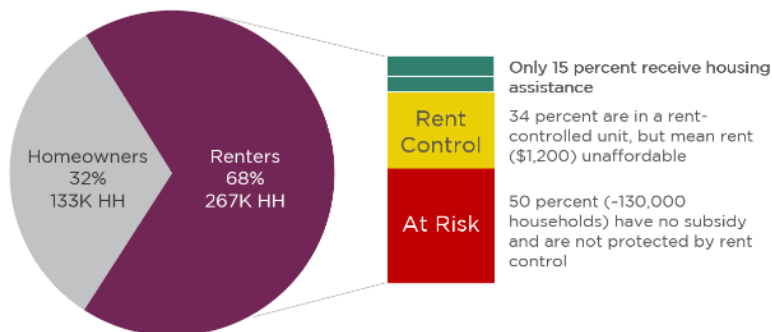

Figure 1: Breakdown of ELI Renter Households; Source: Terner Center for Housing Innovation

COVID-19 has made the region's limited supply of congregate shelter unusable due to its primarily communal living arrangements, placing our most vulnerable neighbors at heightened risk of exposure. Housing is healthcare, a fact further underscored by the COVID pandemic. A person is unable to "shelter in place" when there is an inadequate supply of shelter and housing. The homelessness and COVID crises disproportionately harm Black, brown and Indigenous people of color (BIPOC). For example, African Americans comprise only 6% of San Francisco's general population but make up 37% of the city's homeless population. As these groups are also more vulnerable to becoming seriously ill or dying from COVID-19, the current situation puts our region's low-income BIPOC population at 'double jeopardy' of becoming homeless and gravely ill as COVID cases surge across California and job losses continue to mount, disproportionately for BIPOC communities.

In our region of unparalleled ingenuity, creativity, and affluence for many, a failure to address the **homelessness crisis – a crisis that existed years before the COVID pandemic**, will weaken our communities, drive people and business away from the region, exacerbate existing labor market instabilities, and altogether undermine the prospects for a vibrant, prosperous future for the Bay Area.

Homelessness is no longer a challenge faced by a handful of Bay Area cities, it's a regional crisis. Similar to our pandemic response, we must act together as a region. We must lift up what works. We've witnessed communities rapidly and creatively providing interim and permanent housing options for unsheltered households in response to the COVID-19 outbreak. We know given the will and coordinated action displayed by County Public Health Directors in response to the pandemic, that rapid and meaningful regional action is possible, and we must harness that momentum to fix our systems—systems that are clearly broken and that have failed to stop the tidal wave of people who have had no option but to live on the streets.

WE, THE UNDERSIGNED MEMBERS OF THE REGIONAL IMPACT COUNCIL (RIC), URGE IMMEDIATE ACTION. THE BAY AREA'S EPIDEMIC OF UNSHELTERED HOMELESSNESS MUST BE ADDRESSED AS AN EMERGENCY.

WE CALL UPON THE STATE OF CALIFORNIA, OUR CITIES AND COUNTIES, THE REGION'S BUSINESS AND PHILANTHROPIC COMMUNITIES, AND OUR FEDERAL PARTNERS TO ACT WITH UNPRECEDENTED URGENCY AND COORDINATED ACTION, AS IF LIVES ARE AT STAKE – BECAUSE THEY ARE.

SIGNATURES

RIC Statement of Emergency Signatories	
Name	*Signature*
Andreas Cluver (Secretary-Treasurer, Alameda County Building Trades Council)	
David Chiu (California State Assembly member)	
Diana Reddy (City Councilmember, Redwood City)	
Erin Connor (Manager, Cisco Crisis Response)	
Hydra Mendoza (Chief of Strategic Relationships, Salesforce)	

Signatures in progress

THE UNDERSIGNED MEMBERS OF THE REGIONAL IMPACT COUNCIL CALL FOR THE FOLLOWING EMERGENCY ACTIONS:

ADDRESS THE UNSHELTERED CRISIS

We must accelerate work to bring 75% of the unsheltered indoors by 2024 by improving existing systems & investing in the **1-2-4 system flow model,** described below (see the sidebar on page 9 for details):

(1) Fund the interim housing needed to bring unsheltered people indoors immediately and ensure that those who were temporarily housed during COVID-19 have a safe permanent housing option

(2) Fund 2 housing solutions for every interim housing unit added to the homelessness system

(4) Fund 4 preventative interventions for every interim housing unit added to the homelessness system

To deliver on this ambitious goal, we will need to improve our existing systems and policies and secure more funding. This model is underpinned by our strategic pillars, which will guide our implementation of the 1-2-4 system flow model

Strategic Pillars

HOUSE AND STABILIZE
Address the region's unsheltered homelessness crisis by ensuring that our lowest income residents have safe, secure housing and the services needed to heal

PREVENT
Prevent homelessness for those most at risk to stop the inflow

THRIVE
Address the stark income/living cost disparity for lower income workers in the Bay Area. Focus on employment, economic security, and social mobility

System Flow

+1x **+1 interim housing unit**

+2x **+2 housing solution units**
(e.g., flexible subsidies, supportive housing, and any housing solution)

+4x **+4 prevention interventions**

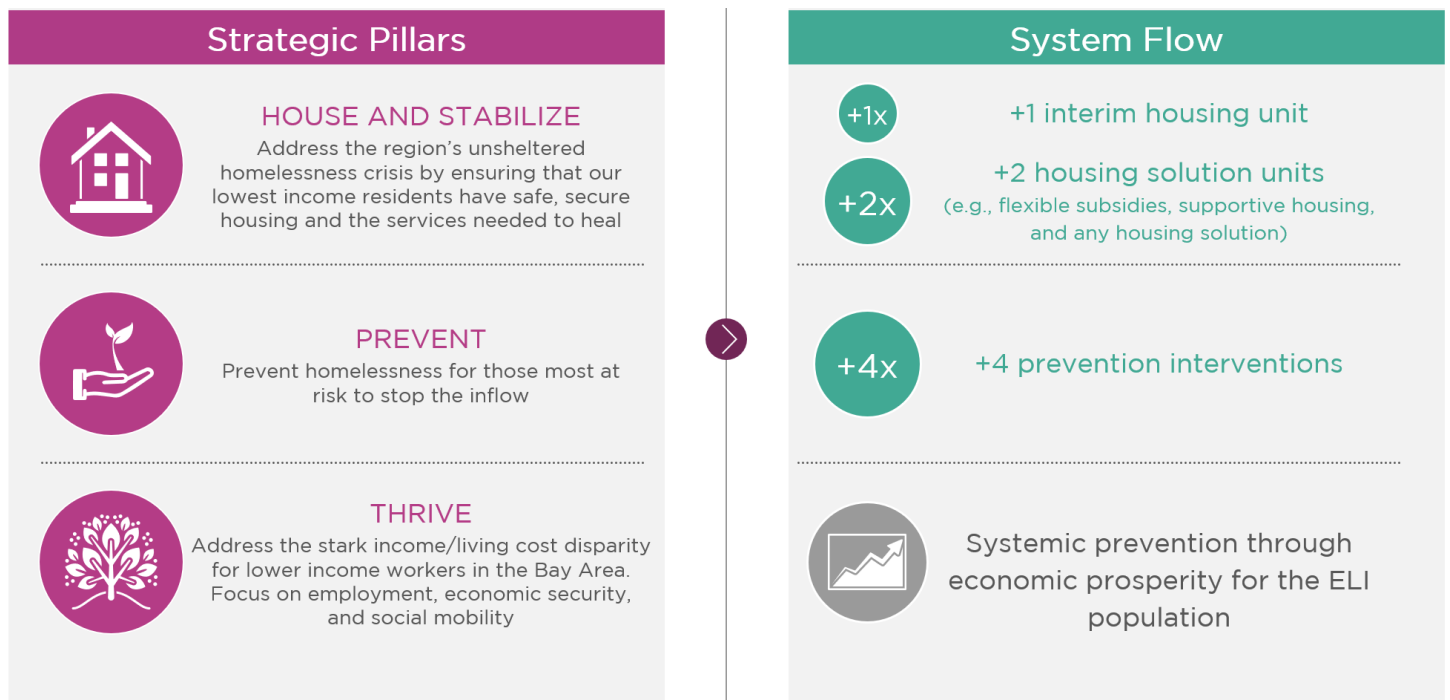Systemic prevention through economic prosperity for the ELI population

Figure 2: RIC strategic pillars underpins the 1-2-4 system flow model

LEAD WITH RACIAL EQUITY

This plan and its proposed actions - including the priorities for implementation outlined below - must be grounded in closing racial disparities - currently reflected by the disproportionately high percentage of Black, brown, and Indigenous peoples who are homeless or at-risk of becoming homeless. In particular:

- The **State of California** should establish standards and best practices for measuring current racial equity levels and for demonstrating progress; the **State** should increase accountability for outcomes by tying funding to demonstrated progress toward closing racial disparities.
- **Private and philanthropic partners** should actively prioritize funding interventions targeted to BIPOC experiencing homelessness or at risk of becoming homeless.
- **All Counties** should operationalize equity-based prioritization schemes, service provision, and rental assistance programs in the most vulnerable communities. Geographic targeting based on area deprivation index, high rates of poverty, lack of home ownership, high rates of eviction, rental burden, zip codes or some combination could be considered as possible ways to operationalize prioritized services.

CALL FOR FEDERAL PARTNERSHIP

These actions will require expanded Federal funding and partnership. The $1.9 trillion Biden-Harris Administration "American Rescue Act" coronavirus relief package was a positive first step. We call upon Congress to act immediately on the following:

- Pass the Biden-Harris "American Jobs Plan," an approximately $2 trillion infrastructure and recovery package that includes $213 billion "to produce, preserve, and retrofit more than two million affordable and sustainable places to live
- Provide HUD-Housing Choice Vouchers to every eligible household, prioritizing people who are experiencing or are at-risk of homelessness. Currently, only 1 out of 4 eligible households receive a Housing Choice Vouchers
- **Allocate $44 billion annually** to the Housing Trust Fund to help states and localities, which responded quickly and creatively to move individuals experiencing homelessness into non-congregate settings, to now acquire and convert available properties, including hotels, motels, and other opportunity sites, into permanent housing solutions so that no one is returned to living outdoors
- Invest $70 billion to repair and rehabilitate existing public housing
- Create innovative new funding strategies that facilitate cross-discipline investment and cross-jurisdictional collaboration
- Expand Medicaid funding to include stable housing as part of holistic treatment plans

In addition to these immediate actions, we call on the Federal government, in close coordination with the State, to provide **new funding needed to ensure all local jurisdictions are able to implement plans to house 75% of our unsheltered population by 2024 by implementing a full range of prevention and housing options.**

We commit to working with Congress and the Biden-Harris Administration to identify and develop innovative, **scalable solutions to homelessness and poverty.** We look forward to quickly turning our attention to "Housing as Infrastructure" and working with our California Congressional delegation to achieve the requisite scale of federal investment in affordable housing to truly make homelessness in the United States an experience that is rare and brief, not one that persists for decades.

OPERATIONALIZING THIS WORK

The total 5-year cost of sheltering 75% of the Bay Area's unsheltered population, while investing in the comprehensive system flow outlined by the 1-2-4 framework, is estimated at $6.5 billion, with $1.6 billion needed in 2021. Existing resources can (and are) being used to fund this approach. New resources may be required in jurisdictions where current plans are not consistent with the 1-2-4 approach; that is, where resources are insufficient to fund prevention, interim housing, and permanent housing solutions simultaneously and at scale.

- **The State of California should condition existing and new funds on implementing the three-pronged 1-2-4 framework**, starting with a pilot project in the Bay Area in 2021
- **The State should provide expanded technical assistance** to local jurisdictions, to enable seamless implementation of the 1-2-4 framework in our region
- **Local jurisdictions will be provided with assistance** from All Home that recognizes the unique local circumstances as they work to activate the 1-2-4 framework. All Home will also provide support for inter-jurisdictional coordination within and between the region's counties
- **If new funds are required**, this coalition will work to raise the necessary resources from the state and federal governments

Our funding estimates reflect the cost of adding intervention capacity in a 1:2:4 ratio across interim housing, permanent housing solutions, and homelessness prevention interventions over time. Based on our high-level analysis, approximately $6.5 billion in total investment is required over 5 years, split roughly evenly between capital and operating costs. The cost estimates are designed using Bay Area (9-county) averages, and assume limited interim capacity is available to shelter the currently 35,000 unhoused individuals living in the region. We put forward the estimate with an understanding that the number of unsheltered people— and the costs to serve them— will continue to grow until we significantly reduce the inflow of individuals and households to homelessness.

PRIORITIES FOR IMPLEMENTATION

We have identified eight priorities for focus as we implement this work, expanded on in the Additional Detail section:

House & Stabilize

Strategic Priority #1: Secure Shelter-In-Place (SIP) housing locations

Strategic Priority #2: Streamline State funds and applications for housing and homeless services

Strategic Priority #3: Prioritize extremely low income (ELI) households for housing resources

Strategic Priority #4: Extend covenants of affordability to preserve affordable housing supply and fund ELI tenancy

Prevent

Strategic Priority #5: Extend eviction moratoriums

Strategic Priority #6: Accelerate cash payments to people impacted by COVID-19

Strategic Priority #7: Provide targeted rental assistance to those impacted by COVID-19, who are most vulnerable to homelessness

Strategic Priority #8: Accelerate targeted, data-informed regional homelessness prevention model

THE COMPREHENSIVE 1-2-4 FRAMEWORK

To ensure we can realize on our ambitions to reduce unsheltered homelessness, we need a model to operationalize across the Bay Area. The model outlined below will enable the region to move expeditiously toward disrupting homelessness and reducing the current level of unsheltered homelessness by 75% before 2024. We call for actions that accelerate progress toward this goal, which includes an interim target of housing 30% of today's unsheltered population in 2021.
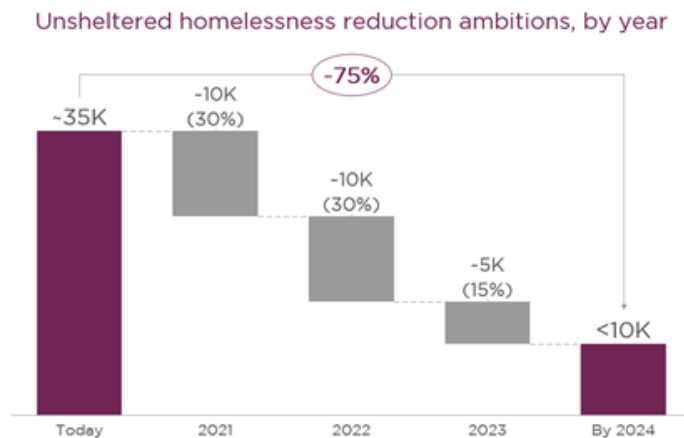

Figure 3: Unsheltered homelessness reduction ambitions by year, '21- '24

Successfully housing the unsheltered population and bringing them to a permanent exit from homelessness requires designing and investing commensurately in an expansion of permanent affordable housing or housing subsidy options to create "system flow," which is the movement of people off the streets and into stable housing (in particular, housing with requisite, needs-based services attached). A comprehensive "system flow" includes:

- homelessness prevention,
- interim housing options (as needed),
- supportive housing,
- and a broad set of flexible subsidies or deeply affordable housing options for those who do not need permanent supportive housing.

We propose a flow that calls for capacity additions in the following ratio: 1 additional interim housing unit, 2 permanent housing solutions, and 4 prevention interventions. This model will add the capacity necessary to address the crisis in the near term.
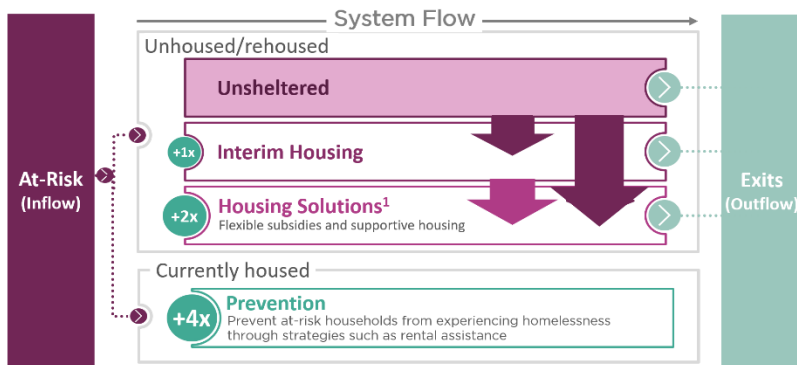
1-2-4 FRAMEWORK

Before the current pandemic conditions, several Bay Area counties were already exhibiting dramatic increases in their unsheltered homeless PIT counts from 2017-2019. Continuing on that trajectory is unacceptable. Our communities must do better at providing the dignity of a safe housing option, interim or permanent, for those who are living outdoors. The 1-2-4 Framework is an acknowledgement that an effective and sustainable plan to do better requires investment in multiple strategies at once – homelessness prevention, interim or emergency housing, permanent deeply affordable or permanent supportive housing, and housing subsidies. It is not enough to simply provide emergency shelter if there are (a) insufficient long-term housing options ("exits") to provide outflow, and (b) insufficient focus on reducing inflow.

We live in a region with a large population of highly rent-burdened low-income households, who lack access to an available supply of more affordable housing. We will never break the cycle of unsheltered homelessness without a significant investment in homelessness prevention (short-term interventions to assist households experiencing a crisis that may cause them to lose housing).

"1-2-4" is not a prescription or a one-size-fits-all solution. It's a ratio that illustrates proportionate investment in three strategies simultaneously. In order to reduce unsheltered homelessness rapidly, most cities or counties will need to frontload investment into interim housing options, such as leasing or purchasing motels, tiny homes, mobile homes or other temporary housing options.

The RIC workgroups have established a high-level cost assessment of the resources required to meet our goal of sheltering 75% of unsheltered people by 2024. We put forward the estimate with an understanding that the number of unsheltered people will continue to grow until we significantly reduce the inflow and increase the outflow, or exits. The estimate draws on cost and flow assumptions triangulated from various county-level sources and are taken as Bay Area (9-county) averages. These estimates reflect the cost of adding intervention capacity in a 1:2:4 ratio across interim shelter, permanent housing solutions, and homelessness prevention interventions over time. Based on these assumptions and analyses, approximately $6.5 billion in total investment is required across five years, split roughly evenly between capital and operating costs.

1. Includes Permanent Supportive Housing, rapid re-housing, flexible subsidy pools and shallow subsidies, Section 8, group housing, and any other housing solution
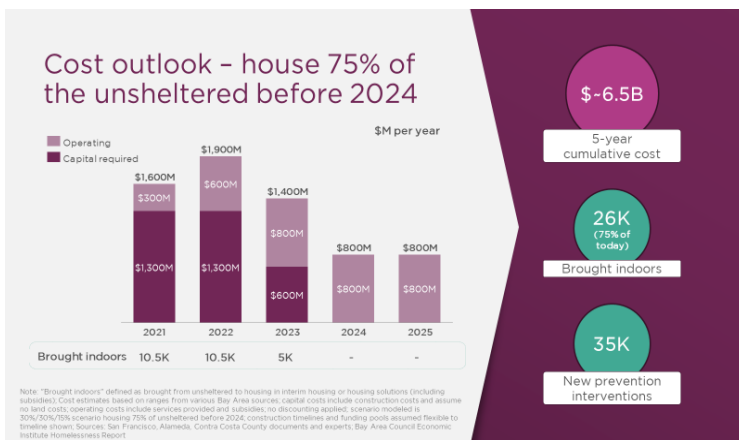
Figure 4: Comprehensive System Flow Model

Figure 5: 1-2-4 Framework Cost Outlook (30%/30%/15% scenario shown)

Our recommendation is that for every unit of interim housing that is created ("1"), two permanent housing options ("2") such as a housing subsidy that can write down the cost of a market rate apartment or a newly acquired or created affordable unit must be planned, so that people don't linger for extended periods of time in interim housing. It is critical that people move from interim to permanent housing quickly, so that the interim options can be made available to others who still remain unhoused. Simultaneously, we recommend that each unit of interim housing should be matched with sufficient homelessness prevention investment to serve four households ("4").

Again, while we are rapidly moving people who are unsheltered either directly to permanent housing, perhaps with a subsidy, or first to interim and then as quickly as possible to permanent housing, the prevention investment will slow down the rate at which people are becoming homeless, and over time reach equilibrium once the correct balance of interim and permanent housing options is available in the community.

Some cities or counties, may need very little investment in interim housing, e.g., if their unsheltered population is relatively small or if they have already made marked investment in emergency housing options. Those communities could choose to focus on rental subsidies and permanent housing to house people quickly and homelessness prevention to stop people from becoming homeless. The bottom line is that each community can right-size the ratio to reach equilibrium, but investing in only one option will not be sufficient to reduce homelessness in any community in the short-term given the high cost of rental housing and the time and cost of construction and acquisition of affordable housing in the Bay Area.

STRATEGIC PILLARS FOR A COMPREHENSIVE RESPONSE

These efforts are grounded in the RIC's strategic pillars: to House and Stabilize, Prevent, and enable the region's most vulnerable populations to Thrive (see figure 2). COVID-19 has only highlighted the urgency and action needed to address this widening gap. The process of convening the RIC has already yielded results, forging connections and building alliances among our members. We will work to identify, recognize, and scale best practices and successful models across the region, and propose bold regional solutions. These priorities work in concert with the 1-2-4 framework to improve the foundations of a healthy, responsive Bay Area homeless services system—one that will continue to evolve after addressing the urgent crisis of more than 35,000 Bay Area residents living outdoors.

PRIORITIES FOR IMPLEMENTATION: HOUSE & STABILIZE

Strategic Priority #1: Secure Shelter-In-Place (SIP) housing locations

Counties across the Bay Area have put in place measures for temporarily housing their at-risk and unhoused populations in Shelter-in-Place (SIP) housing, to provide shelter and safety during the COVID-19 pandemic. There is broad agreement that individuals who found shelter through these programs should remain housed, be entered into Coordinated Entry Systems (CES), and guided first to non-congregate interim and then to permanent housing (in some cases these individuals may go directly from SIP hotels to permanent housing if it is available and situationally appropriate). Some counties have already begun this process, but others lack a plan for these residents to remain housed. In many counties, the lack of interim and permanent housing options will pose a major barrier in achieving this goal, pointing to the need to expand housing voucher availability.

Priority #1 aims to develop a framework for all Bay Area counties that provides a pathway for those who moved indoors during the pandemic to transition from interim housing into a range of suitable permanent housing solutions.

Detailed call to action

- The **State of California** and the region's **Cities and Counties**, with **Federal funding and partnership**, should seek to retain as much of the Shelter-in-Place (SIP) housing (established in response to COVID-19) as possible, to be converted post-pandemic into interim housing for unsheltered individuals/households, while assisting people to transition quickly to permanent housing (Immediate, Ongoing).
- The **State** must recognize that for Project Homekey (acquisition and conversion of hotels to house vulnerable populations) to be successful, bond financing for acquisition and rehabilitation projects is essential. Therefore, we
- **All Home**, in collaboration with regional partners and local jurisdictions, will identify and advocate for funding for housing vouchers or other housing solutions at all levels of government, ensuring funds meet the demand from each county for interim housing options, flexible rental subsidies, and permanent housing solutions needed to prevent people from returning to the streets.
- **Counties** should identify locations or acquisition sites and make plans to implement interim housing options for individuals who cannot move directly into permanent housing, leveraging recent CEQA exemptions for emergency shelters and navigation centers, albeit non-congregate models.

Strategic Priority #2: Streamline State funds & applications for housing & homeless services

Four key state agencies contribute to the State's basic housing efforts, but there is not a well-coordinated plan to effectively use their collective financial resources to support affordable housing acquisition and development. Applicants for state funds for housing and homeless services are overburdened by duplicative application processes with varying timelines, eligibility criteria, and application requirements. The State Auditor commented on this complexity in November 2020, calling for the State to simplify its funding pools and award processes.

Detailed call to action

- The **State of California** should consolidate and streamline all affordable housing funding and application processes, coordinating between the California Debt Limit Allocation Committee (CDLAC), the Tax Credit Allocation Committee (TCAC), the Department of Housing and Community Development (HCD), and the California Housing Finance Authority (CalHFA) to eliminate waste and inefficiencies and to reduce the time needed to access funding (no later than July 2021).
- Existing state programs that fund services for people experiencing homelessness should, where possible, be consolidated into a joint funding pool with a single application process. This process should be jointly administered by California's Departments of Housing and Community Development (HCD) and Social Services (DSS). In cases where consolidation into a single pool is not possible, agencies should align standards and funding processes as much as possible, in coordination with HCD and DSS.
- CDLAC should avoid over-emphasizing cost containment in formulas affecting new construction projects especially through its inclusion in both the tiebreaker and as its own category, as it disadvantages Permanent Supportive Housing (PSH) housing projects, ELI housing projects, and projects located in areas with higher construction costs, such as the Bay Area. While we fully support cost-containment and urge the State to creatively incentivize lower cost construction, this formula disadvantages housing production in parts of the state with some of the highest rates of homelessness.
- The State should revise the opportunity map methodology to ensure that it does not de-prioritize BIPOC communities which tend to be overwhelmingly represented as "low resource" in HCD's opportunity maps, that map high opportunity communities, defined by income, school performance and other factors. While we support the concept of encouraging new development in high opportunity areas, communities that have suffered historic underinvestment should not be left behind as there are longstanding housing needs that must be met.

Strategic Priority #3: Prioritize ELI for housing resources

In its well-intended efforts to serve all Californians, the state's agencies, with increasing momentum, are targeting higher AMI categories, resulting in less funding for housing that is desperately needed to house ELI households. As a state and a region where all housing has been under-produced for decades, we must stop pitting the needs of one income group against another. What we do know is this – our 9-county Bay Area has produced only 9% of the housing units needed for very low income (VLI) households (below 50% AMI) based upon the current Regional Housing Needs Allocation (RHNA). This coalition calls for a reversal of this trend and a prioritization of ELI households (below 30%

AMI) in funding for housing. We support appropriate market reforms to increase production at other affordability levels including expanding the supply of "missing middle" housing.

Detailed call to action

- The **State of California** should ensure that a significant portion of all publicly funded affordable housing projects are inclusive of people with extremely low incomes given that they are at the highest risk of becoming homeless, particularly in the San Francisco Bay Area. The State should reverse its trend emphasizing an average of 60% of AMI in projects using State funds and ensure that at least 20% of new units are reserved for 30% of AMI or below and 20% are reserved for 50% of AMI or below. (Ongoing).
- In particular, **CDLAC** should make new housing construction for extremely (ELI) and very-low income (VLI) households a priority. It should adjust its current stated preference of 60% of AMI and instead require that at least 20% of the units are 30% of AMI or below and 20% are at 50% of AMI or below.
- Within the Homeless Set-Aside (provision of allocated units) - **CDLAC** should require that 25% of total units (minimum of 15) meet the homeless definition, not just the tax credit units.

Strategic Priority #4: Extend covenants of affordability to preserve affordable housing supply and fund ELI tenancy

A significant portion of the Bay Area's affordable housing units are not permanently affordable. Instead these units have covenants, that if not extended, expire and the housing resets to market rate. This phenomenon displaces lower income tenants and puts them at risk of homelessness. Thousands of once affordable units have been lost in the Bay Area because affordable covenants were not renewed.

In addition to the loss of existing affordable housing units, most affordable housing is not designed to be affordable by Bay Area residents with extremely low incomes (below 30% AMI). Given our region's exorbitant housing costs, affordable housing developments typically house tenants with household incomes at higher levels (e.g. a development's tenants have incomes that average 60% AMI). Because their incomes are lower, households at or below 30% of AMI require deeper subsidies. Similarly, formerly homeless individuals or families may have extremely low incomes and may also need supportive services (either short-term or longer-term) to remain housed and successfully thrive after having endured the hardship of being homeless for an extended time.

Detailed call to action

- The **State of California** should, with **Federal funding and partnership**, provide funding to secure affordable housing properties for which covenants of affordability are expiring and provide funding for existing complexes to more deeply subsidize rents and fund supportive services to serve ELI and formerly homeless individuals and families (no later than July 2021).

PRIORITIES FOR IMPLEMENTATION: PREVENT

Strategic Priority #5: Extend eviction protections

In 2020, the COVID-19 crisis devastated the region, with a disproportionate impact on the lowest income individuals and families, particularly BIPOC households. The rent burden – already high –on the low income (< 50% AMI) and extremely low income (<30% AMI) populations was exacerbated by COVID-related job losses and financial hardship this year. To prevent a massive eviction crisis, eviction moratoriums were enacted at the local and state levels, including California's AB 3088 in September 2020. In late January 2021, the California Legislature passed SB 91 to extend the state-wide eviction protection until June 30, 2021. Keeping people in their existing homes is critical to reducing spread of the coronavirus. Research led by Dr. Kathryn Leifheit of UCLA estimates that **our current statewide emergency eviction protection law has already prevented 186,000 COVID-19 cases and 6,000 deaths**, so we recommend minimally that eviction protections remain in place until at least 60 days after the end of the public health emergency is lifted. However, we also know that higher rates of COVID-19 related income and job loss have disproportionately impacted ELI households, particularly African American and Latinx households. These impacts are likely to linger for some time after the pandemic subsides and the economy begins to stabilize. If history is an example, homelessness began to increase three years after the 2008 Great Recession "ended" as unemployment remained stubbornly high for Blacks and Latinos.

Detailed call to action

- **The State extended eviction protections for California's renters and enacted a framework for its rental assistance program with SB 91.** The State Legislature should monitor COVID-19 infection rates and rates of unemployment for the highest impacted groups. If both remain high that should be taken into account before allowing the current state-wide eviction protection to expire on June 30, 2021. The State should also take action to close loopholes in the current eviction protections and prevent landlords from evicting tenants for lease expirations or minor lease violations until the pandemic health emergency ends.
- **The Biden-Harris Administration** acted by Executive Order to direct the Centers for Disease Control (CDC) to extend the national eviction moratorium, which it did until March 31, 2021. The CDC later extended that eviction protection until June 30, 2021. We call on the CDC to further extend and improve the national eviction moratorium. The moratorium must be extended through the duration of the public health emergency, and it should be improved to address the shortcomings that have prevented some renters from making use of its protections. The moratorium should provide an automatic, universal protection to keep more renters throughout the U.S. in their homes and it should apply to all stages of eviction. Federal agencies must also actively enforce its protections. An extension to the CDC order could prove to be vital to Californians if the CA Legislature fails to extend the state-enacted eviction protections beyond June 30, 2021.
- **All Counties** should enact a universal eviction protections that last until at least 60 days after the County lifts its COVID-19 public health emergency (Immediate). Tenants should not be evicted during the pandemic for any reason, except for the protection of health and safety. Evictions for lease expirations, minor lease violations, move-in or Ellis Act evictions, or anything short of personal safety should not be permitted during the pandemic.
- **Counties and cities** should consider imposing fines or penalties on property owners that continue to send Notices to Pay or Quit or 3-Day eviction notices to tenants for non-payment of rent, if the property owner

is knowingly using notices to intimidate or confuse tenants in an effort to encourage them to move out, despite the fact that non-payment of rent is not currently permissible as a grounds for eviction at this time.

Strategic Priority #6: Accelerate cash payments to people impacted by COVID-19

While high-wage workers have experienced a 4.3 percent decrease in employment during the pandemic, low-wage workers have suffered a 26.9 percent decrease, a historically unprecedented divide during a recession. With the pandemic wearing on and economic recovery slow, ELI and minority households are being hit hardest, many with insufficient income to cover their basic needs as a result of pandemic-related job loss. Substantial evidence shows that direct cash assistance is the most effective, responsive, and targeted way to support ELI households and prevent them from becoming homeless. Priority #6 advocates for recurring cash payments and enhanced unemployment benefits for ELI households at the federal level. In the absence of further federal intervention, Priority #6 intends to highlight a path for California to expand and enhance refundable tax credits to provide additional income to ELI households. This priority also acknowledges the major intersection between ELI households and the unbanked population (individuals not served by banks due to financial or identity barriers) in California and aspires to address barriers to households claiming their benefits, so they have the resources needed to weather the pandemic.

Detailed call to action

- RIC Coalition joins income security advocates, in coalition with the Economic Security Project (initiative aimed at bolstering economic security for all Americans), calling for federal recurring cash payments of $2,000 quarterly through 2021 or until the employment rate stabilizes.

- The State of California should approve the Governor's proposed Golden Gate Stimulus of $600 for California residents who qualify for the state Earned Income Tax Credit on their 2019 tax returns.

- Federal government should extend emergency unemployment insurance programs through September 2021 while providing a $600 per week unemployment insurance supplement.

- If the Federal effort described above is unsuccessful, state legislators should pass legislation to extend and expand refundable tax programs to maximize income for ELI households. Refundable tax programs are specifically highlighted because they do not impact household income eligibility for public benefit programs. This may include:

  o Removing the earnings requirement and age parameters for the Child Tax Credit (tax credit for parents with dependent children)

  o Doubling the California Earned Income Tax Credit (refundable cash back credit for qualified low-to-moderate income working Californians) for workers without children

- Address the barriers faced by under- and un-banked populations in accessing benefits by offering no-fee checking accounts or other distribution methods.

Strategic Priority #7: Provide targeted rental assistance to those impacted by COVID-19, who are most vulnerable to homelessness

Priority #7 aims to prevent the impending wave of evictions that could occur when the moratoriums eventually are lifted. We must ensure that the number of people becoming homeless in the Bay Area does not accelerate due to pandemic-related income loss and the inability to keep up with rent. SB 91 averted an immediate crisis by extending eviction protections until June 30, 2021. California also received $2.6 billion in federal rental assistance from the in the form of U.S. Treasury Emergency Rental Assistance Program (ERAP) funds. Counties and cities with populations of >200,000 received roughly $1.1 billion and the State received roughly $1.5 billion. But still, millions of California renters will be burdened by amassed rental arrearages, small claims court judgments and lingering unemployment that will hobble them financially for an extended period of time.

Detailed call to action

- The State of California created a block grant program to distribute its $1.5 billion portion in new COVID-response rental assistance. Although the framework for the State's program is complex, for tenants who have cooperative landlords it offers an opportunity not only to have the program pay the landlord 80% of the rent arrearage, but to have the other 20% forgiven if the landlord wishes to participate. However, for tenants whose landlords refuse to participate, it permits only 25% of their arrearage to be paid. The State has made an effort to prioritize based on equity and to households earning at or below 50% AMI. The recent Biden-Harris "American Rescue Act" package included an additional $30 billion in ERAP funds. We urge the State to improve upon its current framework for rental assistance (enacted in SB 91) to ensure equal outcomes for all tenants and to implement the targeting strategies outlined below.

- The statutory language that authorized the ERAP allocation allows assistance to be provided to households earning up to 80% AMI, but indicates that households at or below 50% of AMI as well as those which have a household member who has been unemployed for 90 days or more should be prioritized. With hundreds of thousands of Californians behind on rent, there will be a gravitational pull to assist people at the full range of allowable income levels. However, in order to prevent a massive surge in homelessness later in 2021-2022, rental assistance must be targeted to those most at risk of homelessness. Local rental assistance programs should prioritize the following:
  - ELI households (<30% AMI)
  - Households with severe rent burden (>50% of income spent on rent)
  - Households or individuals who have had a previous experience of homelessness
  - Census tracts or zip codes with high rates of housing insecurity or homelessness, high rates of eviction, high rates of COVID-19 infection, high rates of poverty and/or a high area deprivation index
  - Hard to reach communities (e.g., those who have language barriers and people who are in informal living arrangements); and
  - Groups that don't have access to other benefit programs (e.g., undocumented immigrants)

- Any new or expanded rental assistance program should include the following elements:
  - Low-barrier flexible cash assistance, including acceptance of self-certifications regarding income, housing and, employment status. Programs should permit payment directly to the household if the

landlord refuses to accept rental payment from the program or fails to respond within the prescribed time period

- o Access to landlord mediation or legal services as needed
- o Effective and culturally relevant outreach:
  - Partner with, and build capacity of, BIPOC led community organizations located in and serving impacted communities while expanding the ecosystem of organizations providing program services
  - Co-design outreach processes with CBOs that serve the hardest hit communities and offer access at common intersections with people at-risk of homelessness including food pantries, schools/day care, housing court, community health clinics, institutional discharging or correctional system release. Coordinate with COVID-19 vaccination outreach efforts to maximize efficiency.
  - Work with community groups representing tenants and people who have experienced homelessness, to inform prioritization and policies.
- Tackle racial disparity
  - o Collect and publicly report disaggregated data on households served by race, ethnicity, and zip code.
  - o Remove barriers that disproportionately impact BIPOC: accept applications by all methods - online, phone, in-person; do not limit assistance to one-time only; be explicit on all materials that information regarding immigration status will not be asked for nor shared at any time during the process.
- Fill gaps caused by ERAP funding constraints with other sources of public (e.g., CDBG-CV or ESG-CV) or private funds to offer more holistic housing stabilization plans to families and individuals.

See "Local Strategies to Protect Tenants and Prevent Homelessness in Bay Area COVID-19 Emergency Rental Assistance Programs (ERAPs)" for more detailed recommendations.

Strategic Priority #8: Accelerate targeted, data-informed regional prevention model

Prior to the pandemic, the Bay Area had the distinction of having more than 35,000 people who were homeless. With massive job and income loss among low wage workers due to the pandemic, many of whom were severely rent-burdened, we can expect that poverty and homelessness will rise in 2021. In 2019, two to three people were becoming homeless for every one person who was successfully assisted to move from homelessness to housing in the Bay Area. We desperately need a regional homelessness prevention system to slow down the rate at which people are becoming homeless; this starts by coordinating resources and services within the region. Priority #8 aims to build upon prevention efforts and infrastructure that already exist and to create a program for coordinated service delivery. All Home has launched a pilot in three cities - Oakland, Fremont and San Francisco - to facilitate a research and data-informed approach that focuses on using new federal ERAP funding to target those who are most vulnerable to homelessness. The pilot is intended to extend into Contra Costa County later in 2021, in advance of full implementation and coverage of all nine Bay Area counties within three years. Ultimately, the goal is to blend public and private funds and bring about a higher degree of coordination among anti-eviction/displacement, rental subsidy, homelessness prevention, diversion, and rapid-rehousing programs in the region.

Detailed call to action

- Since September 2021, All Home in partnership with RIC members and others has embarked on a consensus-building design process to launch its homelessness prevention pilot. In order to maximize the opportunity to align federal ERAP funding with homelessness prevention efforts, All Home accelerated its regional homelessness prevention efforts to launch by April 2021. The pilot is a work in progress to build consistency in best practices for risk assessment and service delivery, using a common data platform and evaluation framework. Initially the regional homelessness prevention program model will include the following services:

  o Financial assistance – flexible cash assistance, rental arrears, rental assistance, security deposit, move-in expenses, reunification or relocation expenses, transportation expenses

  o Eviction prevention/legal assistance

  o Utility assistance

  o Housing problem-solving

  o Landlord mediation and connecting residents to advocacy organizations

  o Linkages to other community resources and public benefit programs

- As the program reaches its full implementation, the following services will also be provided:

  o Assistance with housing search, placement, and stabilization, including limited term rental subsidies and case management

  o Financial counseling

  o Income stabilization through workforce development partnerships

- Implement a three-county pilot regional homelessness prevention system that is rolled out with an eye toward regional expansion to all nine Bay Area counties. The pilot offers the following elements:

  o Emphasis on reducing racial and ethnic disparities among households that are experiencing homelessness for the first time through targeted financial assistance and program design:

    ▪ Targeting resources to racial/ethnic groups facing high rates of homelessness (in the Bay Area, Black, Indigenous, Latinx and Pacific Islander communities) and groups that don't have access to other benefit programs.

    ▪ Meeting non-traditional needs, for instance offering interventions that stabilize support networks or kinship networks, as defined by marginalized communities, to include chosen families.

    ▪ Addressing funding/program gaps that exist for undocumented immigrants.

    ▪ Ensure effective and culturally relevant outreach as described above in Strategic Priority #7.

    ▪ Reducing barriers to long-term success by connecting households to economic mobility programs and eliminating limitations on "one-time only" assistance because an ELI household may encounter one or more periods of economic shock on the way to getting back on their feet.

  o Common program elements as discussed above.

  o New, web-based data platform for applicants and service providers which includes:

    ▪ Online financial assistance application portal

- - Evidence-based risk assessment tool that promotes effective and efficient targeting of services to those who are at highest risk[3] of homelessness.
    - o Back-end service provider module for case management, management approvals and fund disbursements.
    - o Consistency in staff training in housing problem-solving/diversion techniques and learning collaboratives to promote cross- county collaboration and sharing of useful resolution ideas.

- Evaluate program efficacy of the initial three-county level programs and adapt as necessary to expand to the regional scale within three years.

- All Home, in collaboration with regional partners and local jurisdictions, will work to identify and collaborate with a regional entity with the capacity to manage a regional homelessness prevention system for the long-term. In 2020, the Bay Area Housing and Financing Authority (BAHFA) was established by the Association of Bay Area Governments (ABAG) and the Metropolitan Transportation Commission (MTC. BAHFA is positioned to provide a powerful new set of financing and policy tools to improve housing affordability and may be well suited to play this role in the future.

- Combine public and private funding streams to maximize the prevention system's function and flexibility At the federal, state and local levels, there are many programs that support homelessness prevention, each having slightly different eligibility and other requirements – Emergency Solutions Grants (ESG and ESG-CV), Community Development Block Grants (CDBG and CDBG-CV), new U.S. Treasury Emergency Rental Assistance Program (ERAP), State Homeless, Housing, Assistance and Prevention (HHAP), CalWorks Homeless Assistance Program, local tax measure funds that are required to be spent on homelessness prevention. These funding streams should be streamlined so that they can be used more flexibly and holistically to keep people housed. Currently, private and philanthropic funds are used to fill gaps and provide the flexibility for the program to meet each household's needs. The goal of a regional homelessness prevention program is to leverage these funds in the creation of a public-private partnership that weaves together a stronger, more viable safety net that is truly available and capable of preventing a household from becoming homeless or quickly assisting with the resources necessary to find alternative housing, regardless of where one lives in the Bay Area.

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[3] Female Head of Household, pregnancy, child younger than two, history of public assistance, eviction threat, high mobility in last year, history of protective services, high conflict in household, disruptions as a child (e.g. foster care, shelter history as youth), shelter history as an adult, recent shelter application, seeking to reintegrate into community from an institution, high number of shelter applications.

IMPACT METRICS & TRACKING

We have developed a series of impact metrics to track progress against our 8 strategic priorities, while systematically advancing All Home's vision and informing forthcoming work. These metrics will be reviewed on a regular cadence and progress will be shared back to counties, stakeholders, and RIC members.

- **Overall**- Reduce unsheltered homelessness by 75% by 2024, overall homelessness by 75% by 2030
- **System flow**– % of new episodes, PIT count, eviction rate, # of days between shelter and permanent exits
- **Availability**- # of interim housing units, # of permanent housing solution units, # of prevention interventions by 2024 and 2030, utilization rate over time (match of resources available to interventions needed in each category
- **Diversity**- Homelessness population segmentation and population comparison by race/gender/age to reduce disparity
- **Employment**- ELI unemployment rate, income levels
- **Data**- Consistency in format and metrics across region, clear indicators of coordinated efforts among Bay Area counties
- **Revenue**- Match of funding available with needs to implement priorities

Furthermore, we will track stakeholder perceptions of progress through an annual survey to RIC members to measure the extent to which they believe goals are being met. We will also convene counties on a quarterly basis, and other stakeholder groups on an ad hoc basis, to review progress and identify barriers to be mitigated. We will also draw on those with lived experience to understand their perceptions of system efficacy (access to resources, employment opportunities, etc.) and provide real-time tracking.

HomeBase research finds that a regional data sharing system would enhance the ability of jurisdictions and care providers to conduct local planning, measure outcomes and investment impacts, and support care and support coordination. Data enrichment options that allow identifiable client-level data sharing across jurisdictions would have an even greater impact by creating opportunities to coordinate across systems of care—ensuring individuals have continuity without having to restart the process of seeking help every time they transition to a new location.

Therefore, it may be helpful to establish a regional data sharing system utilizing existing research and tools developed by Homebase to enhance the ability of jurisdictions and care providers to conduct local planning, measure outcomes and investment impacts, and support care and support coordination across cities and counties.

Cumulatively, advancement across these metrics will enable the broader social change we are committed to enacting: increasing racial equity, inclusivity of all communities, greater economic and social mobility, shifting our paradigm to recognize ELI people's value, and highlighting regionalism as imperative to driving progress.

INTRODUCTION TO THE REGIONAL IMPACT COUNCIL

LETTER FROM THE CO-CHAIRS

The Regional Impact Council (RIC) convened in 2020, when our members - from across the Bay Area - organized around the belief that homelessness can be rare, brief, and non-recurring for those that experience it. We believe a coordinated regional response is needed to advance system level changes to solve poverty, housing insecurity, racial inequity and homelessness crisis facing our region and state.

The COVID-19 pandemic has exacerbated the already large chasm in economic equality and mobility in the Bay Area, impacting vulnerable communities that are disproportionately Black, brown, Indigenous and low income. As a region our experience of COVID-19 is unequal. For affluent professional workers, the recession's direct economic impact has been minimal. Indeed, the wealth of some in the professional class has gone up since the pandemic. For Black, brown and Indigenous communities and extremely low-income populations, this recession is worse than the Great Financial Crisis of 2008-2010. The true impact of historic unemployment, racial injustice, and the continued economic pressure on small businesses will be an uphill challenge. The magnitude of these changes has forced us to explore systemic solutions previously deemed too bold. We must seek new solutions and advance them more quickly than what the Bay Area's jurisdictions have tried before.

The RIC complements existing efforts around homelessness and housing by bringing together key stakeholders, and policymakers across a diversity of communities and sectors including representatives from the state legislature, local government, non-profit organizations 's the business community and private philanthropy with their collective assets to achieve population-level regional outcomes.

The urgency has never been greater, and we are eager to get to work. We view the Bay Area's regional response to the COVID-19 pandemic as an example of what our region can accomplish when we join together to address a shared challenge. After the current public health crisis, we will remain committed to our goals: house and stabilize those experiencing or at risk of homelessness, prevent future episodes of homelessness, and create economic prosperity across the region so that ELI individuals and families can thrive in the Bay Area.

Derecka Mehrens
Chief Executive Officer,
Working Partnerships USA

Jonathan Fearn
Senior Development Director,
Greystar

Joshua Simon
Chief Executive Officer, East
Bay Asian Location
Development Corporation

Sherilyn Adams
Executive Director
Larkin Street Youth Services

REGIONAL IMPACT COUNCIL MEMBERS

The RIC is a coalition across the nine-county Bay Area. The council includes 85 leaders that work in state and local legislation, direct service provision, affordable housing, labor, economic mobility, racial equity and private sector businesses.
·

Our collective goal: Share, develop and mobilize against regional solutions to House and Stabilize, Prevent, and enable our most vulnerable populations to Thrive.

CO-CHAIRS

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ACKNOWLEDGEMENTS

The Co-Chairs wish to acknowledge the invaluable contributions of everyone that has contributed to developing the Regional Action Plan and that continue to support the Regional Impact Council.

GLOSSARY

AB – 15 - COVID-19 relief: Tenancy: Tenant Stabilization Act of 2021

This bill would extend the definition of "COVID-19 rental debt" as unpaid rent or any other unpaid financial obligation of a tenant that came due between March 1, 2020, and December 31, 2021. The bill would also extend the repeal date of the act to January 1, 2026. The bill would make other conforming changes to align with these extended dates. By extending the repeal date of the act, the bill would expand the crime of perjury and create a state-mandated local program. (CA legislature)

AB – 16 - Tenant, Small Landlord, and Affordable Housing Provider Stabilization Act of 2021

This bill would state the intent of the Legislature to enact the Tenant, Small Landlord, and Affordable Housing Provider Stabilization Act of 2021 to address the long-term financial impacts of the COVID-19 pandemic on renters, small landlords, and affordable housing providers, ensure ongoing housing stability for tenants at risk of eviction, and stabilize rental properties at risk of foreclosure. This bill would include legislative findings and declarations in support of the intended legislation. (CA legislature)

AB – 3088 - Tenancy: rental payment default: Mortgage forbearance: state of emergency: COVID-19

This bill, the Tenant, Homeowner, and Small Landlord Relief and Stabilization Act of 2020, would, among other things, until January 1, 2023, additionally apply those protections to a first lien mortgage or deed of trust that is secured by residential real property that is occupied by a tenant, contains no more than four dwelling units, and meets certain criteria, including that a tenant occupying the property is unable to pay rent due to a reduction in income resulting from the novel coronavirus. (CA legislature)

AMI – Average Monthly Income

Most federal and State housing assistance programs set maximum incomes for eligibility to live in assisted housing, and maximum rents and housing costs that may be charged to eligible residents, usually based on their incomes. HUD's limits are based on surveys of local area median income (AMI)

CA BCSHA – California Business, Consumer Services and Housing Agency

The Business, Consumer Services and Housing Agency assists and educates consumers regarding the licensing, regulation, and enforcement of professionals and businesses in California.

CalHFA – California Housing Finance Agency

Established in 1975, CalHFA was chartered as the state's affordable housing lender. The Agency's Multifamily Division finances affordable rental housing through partnerships with jurisdictions, developers and more, while its Single Family Division provides first mortgage loans and down payment assistance to first-time homebuyers.

CEQA – CEQA – California Env. Quality Act

CEQA, or the California Environmental Quality Act, is a statute that requires state and local agencies to identify the significant environmental impacts of their actions and to avoid or mitigate those impacts, if feasible.

The purpose of CEQA is to: Disclose to the public the significant environmental effects of a proposed discretionary project, through the preparation of an Initial Study (IS), Negative Declaration (ND), or Environmental Impact Report (EIR).

(CA Office of Planning and Research)

CDBG-CV – CARES Relief Community Development Block Grants

Congress provided $5 billion in the CARES Act for the Community Development Block Grant (CDBG) program to states, metropolitan cities, urban counties, and insular areas. (HUD)

CDLAC – California Debt Limit Allocation Committee

CDLAC's programs are used to finance affordable housing developments for low-income Californians, build solid waste disposal and waste recycling facilities, and to finance industrial development projects (CA State Treasurer's Office)

ESG-CV – CARES Relief Emergency Solutions Grants

These special ESG-CV funds are to be used to prevent, prepare for, and respond to the coronavirus pandemic (COVID-19) among individuals and families who are homeless or receiving homeless assistance. The funds will also support additional homeless assistance and homelessness prevention activities to mitigate the impacts of COVID-19. (HUD)

HCD – California Department of Housing and Community Development

The California Department of Housing and Community Development awards loans and grants to public and private housing developers, nonprofit agencies, cities, counties, state and federal partners. This money supports the construction, acquisition, rehabilitation, and preservation of affordable rental and ownership homes, provides permanent supportive housing options as well as stable, safe shelter for those experiencing homelessness. (HCD)

HUD – US Department of Housing and Urban Development

LI, VLI, ELI – Low Income, Very Low Income and Extremely Low Income

Low-income applicants earn less than 80% of the area median

Very low-income applicants earn less than 50% of the area median

Extremely low-income earn less than 30% of the area median

NGO – Non-government Organization

PHA – Public Housing Authority

The U.S. Department of Housing and Urban Development (HUD) administers Federal aid to local housing agencies (HAs) that manage the housing for low-income residents at rents they can afford. HUD furnishes technical and professional assistance in planning, developing and managing these developments. (HUD)

PSH – Permanent Supportive Housing

Permanent Supportive Housing (PSH) is a model that combines low-barrier affordable housing, health care, and supportive services to help individuals and families lead more stable lives. PSH typically targets people who are

homeless or otherwise unstably housed, experience multiple barriers to housing, and are unable to maintain housing stability without supportive services. (National Health Care for the Homeless Center)

TCAC – California Tax Credit Allocation Committee

The California Tax Credit Allocation Committee (CTCAC) administers the federal and state Low-Income Housing Tax Credit Programs. Both programs were created to promote private investment in affordable rental housing for low-income Californians. (CA State Treasurer's Office)

Section 8 / HCV – Section 8 Housing Vouchers

The housing choice voucher program is the federal government's major program for assisting very low-income families, the elderly, and the disabled to afford decent, safe, and sanitary housing in the private market. Since housing assistance is provided on behalf of the family or individual, participants are able to find their own housing, including single-family homes, townhouses and apartments. Expanded rental assistance like the Housing Choice Voucher (HCV) program is a substantial component of any strategy to address the severe housing shortage and instability faced by ELI renters. Seventy-three percent of current HCV recipients are extremely low-income (HUD, 2018).

Sonoma County Continuum of Care Board
Executive Summary

Item: HMIS Policies and Procedures

Date: 10/11/2021

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

Agenda Item Overview

Attached below you will find the proposed revision to the Sonoma County HMIS Policies and Procedures. Modifications include revised language that outlines the recommended HMIS fee structure approved by the HMIS Data Committee on September 27th. The following language will be incorporated into the HMIS Policies & Procedures and the Continuum of Care's Governance Charter once adopted by the CoC Board. The new language reads:

    i.   HMIS fees are based on a two factors and are calculated using a formula that factors in number of user licenses, and data quality error rates. The formula and document used to calculate these fees shall be shared with the Data Committee for review and approval prior to billing.

        1. Fees are assessed annually at the beginning of each fiscal year.
        2. CHOs may attend Data Committee meetings and provide feedback on the proposed HMIS fee formula proposal.

        Example:
        Total fees collected/HMIS match requirement = 25% of CoC HMIS funds. ($81,789 in 2021)

        Participation fees are broken into the following categories, with each provider paying a percentage (%) of each categories total.

        Number of Users - 50% of the total (varies for each provider)
        Data Error Rate - 50% of the total (varies for each provider)

    ii.   Participation fees are charged to CHOs via the HMIS Lead Agency and are billed to each Partner Agency on an annual basis.

Staff Recommendation

The above language has been inserted into the Sonoma County HMIS Policies and Procedures (link); no other changes were made to this document. In addition, this language will be incorporated into the Sonoma County Continuum of Care Governance Charter (link). HMIS Data Committee members have approved the revised HMIS fees calculation by a majority vote on September 27, 2021. It is recommended that the Continuum of Care board accept and approve the revised HMIS Policy and Procedures and the revision to the CoC's Governance Charter HMIS Fees section ratified by the HMIS Data Committee.

Sonoma County Continuum of Care Board
Executive Summary

Item: HMIS Lead Agency Evaluation Plan

Date: 9/27/2021

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

Agenda Item Overview

Attached you will find the Sonoma County HMIS Lead Agency Evaluation Plan. The HMIS Lead Agency Evaluation Plan was created by a consultant, Community Technology Alliance, as a part of the Sonoma County HMIS Capacity Building Grant through HUD. Sonoma County historically did not have a formally approved process to evaluate the HMIS Lead Agency, the consultants reviewed the HUD requirements and created this evaluation plan for Sonoma County HMIS Data Committee. In addition, this document was reviewed by HUD's HMIS Capacity Building Grant technical assistance provider, Abt Associates, and approved on September 29, 2020.

As noted within the document, the HMIS Data Committee will be responsible for an annual evaluation of the HMIS Lead Agency utilizing this evaluation form. Annual evaluations of the HMIS Lead Agency will not begin until the attached document has been approved by the Continuum of Care Board.

Staff Recommendation

Staff recommended the HMIS Data Committee reviewed and provide their feedback on the HMIS Lead Agency Evaluation Plan. Committee members have approved the document, as is with no corrections, by a majority vote on September 27, 2021. It is recommended that the Continuum of Care board accept and approve this document ratified by the HMIS Data Committee.

Evaluation Plan

Sonoma County HMIS Lead agency is responsible for all the roles related to collection and use of data required for completing the Evaluation Plan.

The HMIS Lead agency is to review, approve data quality of the HMIS-generated reports, Privacy Plan, Security Plans and monitoring process.

The Sonoma County Data Committee reviews the Sonoma County Lead HMIS data in six categories: Project Management, System Administration, Training, Helpdesk support, Data analysis and Reporting, and Communication.

Evaluation Plan

The HMIS Lead Evaluation Plan is currently being reviewed within the HMIS Data Committee. Once approved, this document will be brought to the CoC Board for formal adoption. Annual evaluation completed by the HMIS Data Committee will not take place until this plan has been adopted by the CoC Board.

The HMIS Evaluation plan was created while keeping in mind HUD monitoring tools as well as comments from the HUD TA provider.

HMIS System Administrator Checklist was used as a reference in order to create the Evaluation Plan for Sonoma County's CoC.

To comply with the Policy and Procedures an Evaluation Plan must be completed yearly.

Evaluation Plan

THE HMIS EVALUATION PLAN IS BROKEN DOWN INTO 4 SECTIONS

- **System Administration**—verify that the HMIS lead agency providing adequate oversight (provider compliance with policies and procedures), and assistance to providers.

- **Data Analysis and reporting**—HMIS Lead will ensure that providers understand their HMIS program reporting, review and utilize data to accomplish project benchmarks, monitor data quality and timeliness.

- **Training**—HMIS Lead will ensure users have required trainings for HMIS license and ensure surveys are completed for quality improvement.

- **Communication**—HMIS Lead will ensure agencies are notified of any reporting changes and provide annual trainings tracking attendance for users.

Sonoma County Continuum of Care Board
Executive Summary

Item: 2 – Coordinated Entry Operator Request for Proposals (RFP)

Date: October 27, 2021

Staff Contact: Thai Hilton Thai.hilton@sonoma-county.org

On October 1, 2021, a Request for Proposals (RFP) for a new Coordinated Entry System (CES) operator was released on behalf of the Continuum of Care (CoC). We did not receive any responses to the RFP.

On Friday, October 15, 2021, the CDC staff met with Catholic Charities of Santa Rosa as the current operator of the CES. Catholic Charities indicated that their organization would be willing to continue operation of CES through March 31, 2022 and that demands on their staff and time would preclude operating the CES after that.

Catholic Charities also indicated that, to improve efficiency and reduce demand on staff time, they recommend that the CoC board approve the removal of emergency shelter referral through CES immediately (moving to referrals only to housing) as this would alleviate demand on CES staffing which is impacted by shelter referrals.

Also, at the 10-15 meeting, the group discussed options for proceeding with a new CES agency. One option includes having the County of Sonoma take this assignment on within the Department of Health Services and the IMDT (Interdepartmental Multi-Disciplinary Team). At this time, the CDC staff believes that this option may become a recommended path, assuming further study and the appropriate and robust oversight of the Coordinated Entry Advisory Committee (CEA).

CDC staff believe that if the CoC Board empowers the CEA committee to have oversight of the CES operator, there would be an equitable system in place to address any concerns as to transparency and appropriateness of referrals that may arise.

In the weeks ahead, Catholic Charities and CDC staff will continue to meet to explore this and other options, and will report back regularly to the CoC Board, the County Administrator's Office, and the CEA Committee.

Sonoma County Continuum of Care Board
Executive Summary

Item: 2 – Emergency Shelter Standards Recommendation

Date: October 27, 2021

Staff Contact: Thai Hilton Thai.hilton@sonoma-county.org

On October 20, 2021 the Coordinated Entry Advisory Committee (CEA) met to review a draft of the emergency shelter standards. These standards were developed by a working group made up of emergency shelter providers in Sonoma County.

One of the most impactful changes to the shelter standards is a change to the intake process. As approved by this board, shelter referrals will no longer go through the Coordinated Entry System (CES). Shelters will be responsible for managing 75% of their shelter beds on a first come, first served basis. Shelters will be responsible for developing their own policies, procedures and waiting lists for intakes into their shelters. The remaining 25% of the beds will be reserved for vulnerable individuals who will be referred from outreach teams and emergency service providers in the community. These beds will also operate on a first come, first served basis. Emergency service providers will be able to call shelters directly and place clients provided there are available beds.

The CEA committee felt that there needed to be an implementation plan for this change. The CEA committee directed staff to convene a meeting of shelter and outreach providers to discuss and develop an implementation and outreach plan to inform the community of the changes.

The CEA committee recommends approval and adoption of the shelter standards with direction that a group of shelter and outreach providers develop an implementation plan before the shelter policy change is implemented.

SONOMA COUNTY CONTINUUM OF CARE EMERGENCY SHELTER STANDARDS OF CARE

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The CoC Program Interim Rule requires CoCs to establish and follow written standards for providing CoC assistance in consultation with recipients of the Emergency Solutions Grants (ESG) program (24 CFR 578.7(9)). The ESG Program Interim Rule requires the ESG recipient to establish and consistently follow written standards for providing assistance with ESG funds (24 CFR 576.400 (e)). At a minimum, these written standards must include:

• Policies and procedures for evaluating individuals' and families' eligibility for assistance in the CoC and ESG Program;

• Policies and procedures for determining and prioritizing which eligible individuals and families will receive assistance for Street Outreach, Emergency Shelter, Homelessness Prevention (HP), Permanent Supportive Housing (PSH), Transitional Housing (TH), and Rapid Re- Housing (RRH);

• Standards for determining what percentage of rent a program participant must contribute while enrolled in a RRH or HP project.

The County of Sonoma Continuum of Care has adopted the following Standards of Care for Emergency Shelters. Emergency shelters are safety net facilities for people experiencing housing crisis. They provide an entry point into stabilization services leading as quickly as possible to permanent housing. Because participants are in crisis, entry requirements and documentation are minimal and regardless of ability to pay. Programs involve congregate living; therefore, basic community rules ensure a safe and healthy environment in which participants can progress in resolving their housing crisis.

Program Standards serve as a common policy framework and the minimum standards for Sonoma County's Emergency Shelters. All projects funded under the CoC program, Emergency Solutions Grant (ESG) Program, shall apply the following standards consistently for the benefit of all program participants. The CoC strongly encourages projects that do not receive the above-mentioned funds to accept and utilize these standards. These policies have been developed through a working consensus process. While the Emergency Shelter Program standards are not policies and procedures, they may be used as an outline for local agency policies, procedures, and adopted policies should be incorporated into local manuals.

GUIDING PRINCIPLES/PROGRAM ELEMENTS

HOUSING FIRST

On September 29, 2016, Governor Jerry Brown signed Senate Bill 1380, making California a Housing First state. This requirement applies to any program providing housing or housing-based services to people experiencing homelessness or at risk of experiencing homelessness, whether the program was designed to address homeless or not.[1]

The Housing First model is an approach to serving people experiencing homelessness that recognizes a homeless person must first be able to access a decent, safe place to live, that does not limit length of stay (permanent housing), before stabilizing, improving health, reducing harmful behaviors, or increasing income.

Under the Housing First approach, anyone experiencing homelessness should be connected to a permanent home as quickly as possible, and programs should remove barriers to accessing the housing, like requirements for sobriety or absence of criminal history. It is based on the "hierarchy of need:" people must access basic necessities—like a safe place to live and food to eat—before being able to achieve quality of life or pursue personal goals.[2]

PROGRAM ELEMENTS

STABILIZATION AND BASIC ORIENTATION TO PROGRAM:

Shelters should ensure personal contact is made to acclimate new participants to the facility and help them establish a sense of safety. A one-to-one meeting should take place within the first week to build rapport and offer support in resolving housing crises.

HOUSING FOCUSED:

Emergency shelter programs should direct their services to resolving the individual's housing crisis. Participants should be referred to Coordinated Entry within 5 days of entering a shelter program. When able, shelter providers will enroll client into Coordinated Entry. Shelters will offer non-mandatory case management services to clients. Case management is always voluntary and not a requirement of the shelter. A Housing First model case management should create a dialog focused on addressing barriers to housing. Individual activities should be compiled in an Individual Action Plan or equivalent, with review with the case manager. Seasonal shelters generally do not provide case management services due

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[1] *CSH's Implementing Housing First Checklist.* http://www.hcd.ca.gov/policy-research/docs/CouncilMtg-ImplementingHousingFirstChecklist.pptx

[2] *CSH's Housing First.* http://www.hcd.ca.gov/grants-funding/active-funding/docs/Housing-First-Fact-Sheet.pdf

to their operating hours. If able, seasonal shelters will refer clients to CES or other community services.

SERVICES:

With the understanding that each participant's needs are individual, as a system of care the CoC seeks to make the following services available to all shelter participants. These services may be provided by the shelter or the shelter may refer clients to these services if/when they are available. These services are not mandated parts of the shelter program and the acceptance of these services or referrals is up to the client.

i. Health Assessment, establishment of primary care home and health coverage, and access to behavioral health treatment as needed.

ii. Financial education, Money Management & Savings Programs, including tenancy education and credit clean-up.

iii. SSI/SSDI Outreach, Access, and Recovery (SOAR) benefits assistance; a program designed to increase access to Social Security Administration (SSA) disability benefits for eligible individuals who are experiencing or at risk of homelessness and have a mental illness, medical impairment, and/or a co-occurring substance use disorder.

iv. Legal services: record expungement, addressing pending charges, and legal services for those fleeing domestic violence.

v. Other Mainstream resources: i.e. MediCal, Temporary Assistance for Needy Families, Cal Fresh, substance abuse services.

TRAUMA INFORMED CARE

Sonoma County shelters seek to provide a trauma-informed system of care. All shelters should work to bring *Seeking Safety* evidence-based practice into their programs. Trauma-informed services should include case management; onsite integrated health resources; ACEs-based programs; living skills programs focused on communication skills, grief/loss, and well-being.

Shelter operations:

ELIGIBILITY

TARGET GROUPS: This document establishes minimum standards for shelters serving single adults, families with children, Transitional Aged Youth, and other specialized populations. *Individual shelters may establish standards for more specialized practice.*

a. All shelters receiving ESG or CoC funds must serve only clients who meet federal definitions of homelessness (and in limited cases, those "at-risk" of homelessness). Homeless status is verified at intake for all incoming shelter residents. Refer to attached Homeless Definitions chart, page 18.

b. **Documentation**: Please see the chart on page 15 for acceptable forms of documentation. Shelters should make every effort to meet federal standards of documentation. The preference is for 3rd party documentation. 2nd party documentation (observation by a homeless services provider) is acceptable if 3rd party documentation is not available. At a minimum, client self- certification will be accepted. Lack of 3rd party documentation must not prevent an individual or family from being immediately admitted to emergency shelter. Records contained in an HMIS or comparable database used by victim service or legal service providers are acceptable evidence of 3rd party documentation and intake worker observations.

c. **Income Levels**: *There is no fee for using emergency shelter services.* However, all shelter participants will be required to certify their income level. Please see current Sonoma County Community Development Commission guidelines, attached page 20.

ADMISSIONS

POLICIES AND PROCEDURES:

Shelters are required to create policies and procedures for accepting individuals into their shelter programs for those clients not covered in the Unified Shelter Intake Policy below.

SHELTER INTAKE

Shelters must provide access to all individuals who wish to access shelter and they must provide accommodations to those who may not otherwise be able to access shelter. See the Reasonable Accommodation policy on page 13. Providers must actively seek to engage and offer shelter services to those who normally are unable to access shelter services.

Shelter providers will conduct intakes for 75% of their beds on a first come-first served basis. If beds are not available, the shelter will develop a waitlist and contact the client when their name has been reached.

Shelter providers will maintain a minimum of 25% of their beds for vulnerable individuals who may be referred from outreach teams and emergency service providers including community mental health response teams. Shelters will keep a mixture of top and bottom beds available for this set aside. These beds are to be filled on a first come, first served basis.

When an individual expresses interest in shelter, outreach workers or other service providers, will determine which shelter best meets an individual's needs based that client's needs and

preferences. When a shelter option is determined, the shelter will be contacted to check the availability of their set aside beds by calling a designated phone number for the shelter. If a bed is available, the outreach worker will assist the individual in getting to the shelter. If no immediate shelter placements are available, the outreach worker will offer assistance connecting the client to the agency's first come, first serve waitlist and provide the client with information on other options for emergency shelter/services referrals.

Individuals accepted into these set aside beds will be expected to arrive at the shelter during the agencies intake hours of operation as directed by the shelter. If an individual is unable to arrive during the agency's hours of operation, the outreach/emergency services worker will make another inquiry the following day.

Shelter providers will develop affirmative marketing strategies for bringing individuals into the shelter who would not normally choose to be served in a shelter. Shelter providers must have policies and procedures in place to make accommodations to the shelter environment to allow those individuals to access the shelter's services.

REQUIRED INTAKE DOCUMENTS:

The following documents may be required of individuals who are seeking access to emergency shelters however, documents should not constitute a barrier to accessing emergency shelter services. If the participant is unable to produce any of the following documents, the shelter may make a local decision about the necessity of pursuing them.

  a. Personal identification: at least one photo ID is preferred, see attached list for options, page 18.

  b. Documentation of Homelessness or At-Risk status per federal guidelines (page 21).

  c. Income self-declaration

  d. HMIS intake forms

  e. Signed acknowledgment of receiving program rules or requirements.

  f. Signed acknowledgement of receiving any other participant rights and responsibility

  g. Signed acknowledgement of receiving an agency grievance procedure. All clients will be provided a copy of the procedure.

FAMILY SHELTERS

For purposes of admission into a shelter that serves households with children only a family is defined as;

- A head of household with minor child(ren); and

- Any household made up of two or more adults, regardless of sexual orientation, marital status, or gender identity, presenting with minor child(ren)

EXCLUSIONS:

HOUSEHOLDS WITH CHILDREN:

No one under the age of 18 should be allowed to reside in a single-adult shelter. If a household with minors presents for service at a single-adult shelter, shelter staff with refer the family to more appropriate services.

UNACCOMPANIED MINORS:

Unaccompanied minors may only be served with agreement of the legal guardian or appropriate authorities. Basic Center Programs (BCP) projects serving youth who run away from a foster care, child welfare must create a MOU between their programs and child welfare agencies that clarifies roles, responsibilities, and define the provision of services at the time youth enter the shelter. This MOU should also clarify what financial obligations are associated with the provision of services. This requirement is in accordance with ACT Information Memorandum ACYF-CB/FYSB-IM-14-1 issued on November 4, 2014 available at
https://www.rhyttac.net/index.php?option=com_content&;view=article&;id=160:foster-care-youth-in-rhy-programs---information-memorandum&;catid=26:rhy-news&;Itemid=211 BCPs should contact the parents, legal guardians, or other relatives of each youth as soon as feasible, but no later than 71 hours of the youth entering the program

MENTAL HEALTH CRISIS:

If the participant is unstable but not actively violent, they should be immediately referred to Crisis Stabilization Unit (707-576-8181) If safety of self or others is at stake (suicidal, imminent danger to oneself or others), an immediate call should be made to 911.

READMISSION:

People who have been suspended or otherwise exited for egregious behavior may require the approval of the program manager to be readmitted. Agencies will develop their own policies and procedures for determining readmission for individuals who were exited for egregious or dangerous behavior. These policies and procedures will provide individuals an opportunity to appeal these decisions.

SEX OFFENDERS:

Shelter providers will establish policies regarding the admission of sex offenders into their respective shelters considering all funding and local restrictions that may be in place.

MEDICALLY VULNERABLE CLIENTS:

Shelters always seek to screen participants in to their shelter programs. Shelters will make every attempt to serve all who are seeking service however, when a participant's level of care exceeds what can be offered by program staff, or a participant is not able to meet their activities of daily living (ADLs), the client may not be able to access shelter. Agencies will develop their own policies and procedures on how to accommodate medically vulnerable clients or otherwise refer to more appropriate services to help resolve their homelessness.

COORDINATION WITH OTHER PROVIDERS

COORDINATED ENTRY SYSTEM (CES)

Emergency Shelters are considered emergency services and as such must provide access to their shelters and Coordinated Entry without any barriers. This means that all permanent shelters in Sonoma County must operate as Coordinated Entry access points or must provide access to the CES system. Access is defined as providing a pathway to the Coordinated Entry System through direct enrollment and placement or through referral to another CES access point. Individuals who access shelters, must be able to enroll eligible participants directly and into HMIS and the shelter project within 5 business days or make a referral to an access point within the same period of time. If an individual seeking shelter placement should be served by another shelter (e.g. if a youth is attempting to access a family shelter), the access point must immediately refer the individual to a more appropriate shelter. In addition, shelters which operate as CES access points, must also provide a safety assessment to clients who may be fleeing domestic violence, sexual assault, stalking etc. This assessment is not intended to be comprehensive rather to determine if the person is experiencing a domestic violence, stalking, human trafficking situation and to refer that individual, if applicable, to a provider or service that may better serve them. To the extent possible, a shelter representative should attempt to attend the monthly CES case conferences.

STREET OUTREACH

Outreach workers will refer unsheltered persons to into Coordinated Entry as quickly as possible, conducting the VI-SPDAT screening as possible and assisting them to access Coordinated Entry. If clients are interested in emergency shelter, outreach workers will refer clients to shelters and explain shelters' intake process

RAPID RE-HOUSING (RRH) PROVIDERS

Emergency Shelter providers will connect clients with CES so that they can access RRH programs.

PERMANENT SUPPORTIVE HOUSING PROVIDERS:

Shelter providers will work with Coordinated Entry and PSH providers to locate clients and to assist in documentation of chronic homelessness. Additionally, PSH providers will coordinate shelter placement if a person loses PSH assistance. However, prior to exiting a client from a PSH program, providers should coordinate with CES to see if they can facilitate a transfer to another PSH program that would better serve the client.

PARTICIPANT'S RIGHTS AND RESPONSIBILITIES

Shelter operators will develop their own participant rights and responsibilities and provide them to shelter participants upon entry. Additionally, these rights and responsibilities will be posted in common areas of the shelter. These rights will all contain the following:

- The right to be treated with dignity and respect
- The right to privacy within the constraints of a shelter environment.
- The right to reasonable accommodations
- The right to self-determination in participation in case management and services including the right to decline to participate in supportive services.
- The right to confidentiality and to be informed how that information will be used.
- The right to reside in a safe environment that is free from physical and emotional abuse.

The Client responsibilities will be developed by shelter operators but will contain the following:

- Participants are expected to maintain the confidentiality of other shelter participants.
- Participants are expected to follow the guidelines outlined by shelter operators.
- Participants are expected to respect others' right to quiet enjoyment of the premises (to the extent that this is possible in a communal environment), safety, and to help maintain a clean and safe environment.
- Participants are expected to respect the property rights of others.

TIME LIMITS:

Shelters provide a safe temporary housing for individuals experiencing homelessness for up to 180 days within 1 shelter stay. Shelter operators will track the number of days a participant has accessed the shelter to ensure participants are not exceeding 180 days in one stay. Extensions beyond 180 days are possible under limited circumstances. Shelters will develop their own policies and procedures for considering extensions.

EMERGENCY EXITS:

Peaceful enjoyment of the premises: Shelter environments are communal living environments that often strain the ability to maintain a peaceful or quiet environment. To the extent that is possible in a communal shelter, participants will respect others right to the peaceful enjoyment of the premises. Violations of quiet enjoyment of the premises include derogatory language, loud outbursts, use of personal electronic devises to a level that disturbs others and any other action that disrupts others' quiet enjoyment of the premises. These may be treated with verbal or written warnings and support for behavioral change initially but can result in exit from the shelter.

Violations of safety: Shelter participants are expected to maintain a safe physical environment. This includes refraining from bringing dangerous objects/drugs into the shelter environment as well as keeping and using personal belongings or shelter property in a safe manner. Shelter providers can develop policies and procedures for the safe storage of items that may be considered dangerous and are not otherwise permitted in a shelter environment. Violations of safety also includes a failure to maintain a safe environment through neglect of personal health and hygiene, proper use or storage of personal medications or hoarding of belongings to the point that it substantially impacts the safety of other participants and staff. If a participant is unable to maintain the safety of themselves of other, either through dangerous activities or though neglect, participants may be exited from the shelter and a suspension of further services may be imposed depending on the severity of the safety violation. Providers will work with the client to identify any safety related concerns and attempt to resolve the issue, when possible, prior to any decisions pertaining to exit of the participant.

Violence: Verbal and physical violence, including threats of violence, is considered to be an egregious violation of safety. If a participant is engaged in threats or acts of violence, they can be subject to exit and a further suspension of services may be imposed. However, shelter staff are expected to consider any antecedent conditions that may have caused the threats or acts of violence and keep these in mind when imposing a suspension of services.

If an exit is required to ensure safety, the client will be informed of the reason and duration of the exit. Additionally, every effort will be made to connect the participant with more appropriate resources, and to identify a way to ensure the participant's safe transport to alternate services (e.g., detox). Whenever possible, shelter staff will elevate the case to a higher level of care, including case conferences with the Coordinated Entry.

INELIGIBLE CLIENTS:

Clients must meet the eligibility requirements to receive assistance. Clients must meet categories 1,2,3 & 4 of HUD's homeless definitions. Additionally, clients must be able to meet their own activities of daily living. Homeless definitions can be found on page 17.

MEDICATION STORAGE

Shelter providers will establish policies regarding the storage of participants' medication. The policy will address the storage and refrigeration of medication. Shelters will provide locked storage of medications for clients. The shelter provider will not administer or dispense medication. Shelter participants are expected to manage their medications without any assistance from staff. If a participant abuses their medication to the point of endangering themselves or others, they may be exited from the shelter.

GRIEVANCE PROCEDURE

Shelter operators will develop their own policies and procedures for participant grievances. Grievances include: appeals of decisions that impact shelter participants (exits, extensions etc.) and grievances of shelter policies or perceived unfair/unequitable treatment by agency staff. Participants should inform clients about their grievance policy upon intake or orientation. Copies of the grievance policy should be posted in the shelter and staff will make grievance forms available to clients upon request. Clients should be informed of how their grievance will be handled and will be given a timeframe for completion of each step of the process.

REASONABLE ACCOMMODATIONS

The Sonoma County Continuum of Care is committed to providing equal opportunity and reasonable accommodations to participants with disabilities to allow them to better access shelter services. Shelter operators must develop their own reasonable accommodation policies and this policy will be clearly communicated to shelter participants upon entry.

A reasonable accommodation is a change, exception or adjustment to a program, service, building or dwelling unit that will allow a qualified person with a disability to

- Participate fully in a program;
- Take advantage of a service;
- Live in a dwelling

To show that a requested accommodation may be necessary, there must be an identifiable relationship, or nexus, between the requested accommodation and the individual's disability. When a client requires an accessible feature(s), policy modification, or other reasonable accommodation, the program must provide the requested accommodation unless doing so would result in a fundamental alteration in the nature of the program or an undue financial and administrative burden. A fundamental alteration is a modification that is so significant that it alters the essential nature of the program. In such a case, if possible, the program will offer an alternative solution that would not result in fundamental alteration of the program or a financial or administrative burden.

SERVICE ANIMALS

Shelter providers will develop policies and procedures regarding access for individuals with service animals. Shelter providers must admit participants and their service animals regardless of documentation. Shelter providers must not ask what disability necessitates the service animal.

CLIENT FEEDBACK

Shelter providers must develop policies for soliciting and receiving feedback from shelter participants. Feedback can be elicited through exit interviews, surveys, focus groups etc. Shelters will utilize this feedback to assess program performance and inform shelter policies.

LIMITS TO SERVICE (TIME LIMITS) AND EXTENSIONS

Emergency shelter stays are limited to 180 days in a one shelter stay unless an extension is granted by the shelter operator. Extensions are granted on a case by case basis. Shelter operators will develop their own policies and procedures for considering extensions.

There is no limit to the maximum number of times a person can access shelter services with the exception of those whose services have been suspended due to an egregious violation of the rules.

SEASONAL SHELTERS

Seasonal shelters are designed to address the public health risk of cold or wet winter weather to unsheltered people. Shelter operators will input client data into the Homeless Management Information System (HMIS), following all relevant data quality standards, and will refer all participants to appropriate City, County, State, and other local services if able. Seasonal shelters do not offer the same supportive services to individuals that may be found in other shelters. Additionally, seasonal shelters may or may not be able to offer other amenities such as storage and food service depending on their facility and funding.

EMERGENCY PREPAREDNESS/NATURAL DISASTERS

Shelter operators must develop policies and procedures for emergency situations with relation to staff and participant safety and security. These policies and procedures should include plans for the safe evacuation of a shelter participants and staff to alternative locations in the case of a natural disaster. Staff should be trained and well versed on these policies and procedures.

COMMUNICABLE DISEASES

Shelter providers will develop policies and procedures for providing services in an environment of communicable diseases, including policies and procedures for social distancing and screening. Policies will comply with any federal, state and local public health measures. These policies and procedures should be flexible and regularly updated to comply with changing conditions and public health orders.

FACILITY STANDARDS

All Shelters will comply with the ESG Minimum Habitability Standards for Emergency Shelters and Permanent Housing found in 24 CFR § 576.403- Shelter and housing standards. https://files.hudexchange.info/resources/documents/ESG-Emergency-Shelter-and-Permanent-Housing-Standards.pdf

ADMINISTRATION:

RECORD RETENTION AND STORAGE

It is the common practice of Sonoma County homeless service providers to retain paper records for 7 years. The Continuum of Care's preference is that all data be entered into HMIS. HMIS meets all HIPAA, privacy and security requirements, more completely than most paper systems. Private user information can be drawn from the meta-data. Participating providers may scan documents and upload them to HMIS. Under HUD's data standards, the HMIS vendor will be responsible for regular secure storage of data retained beyond the required periods. To the extent possible, providers will move toward such electronic records, with the understanding some agencies will be required to retain paper records for monitoring by their funders

Files containing personal information shall be stored in locked and safe locations to maintain confidentiality. Shelter providers will maintain policies and procedures that detail their agency's retention times and how release information requests are processed.

ELIGIBLE ACTIVITIES

24 CRF § 576.102 states: Subject to the expenditure limit in § 576.100(b), ESG funds may be used for costs of providing essential services to homeless families and individuals in

emergency shelters, renovating buildings to be used as emergency shelter for homeless families and individuals, and operating emergency shelters.

For a complete list of eligible activities please see: 24 CFR § 576.102 https://www.law.cornell.edu/cfr/text/24/576.102

HMIS

Shelter Providers must actively document within the HMIS and do so within accordance with the HMIS Policies and Procedures. Programs are required to document enrollments and exits in HMIS within a 3-5-day period for the purpose of live bed management. More information about HMIS data standards can be found at. https://files.hudexchange.info/resources/documents/HMIS-Data-Standards-Manual.pdf As a requirement from **HUD**, some individuals may not wish to provide their personal identifiable information into the HMIS. An individual or family can refuse to participate in HMIS, and the provider must still offer all the same services to that household. However, some information may be required by projects to determine eligibility for housing or services, or to assess needed services. Therefore, although program participants are not required to participate in HMIS, they will need to provide personal information in order to be determined eligible for particular resources.

Individuals who refuse to provide their information in the HMIS, will be given a unique code within the HMIS, and providers must explain that this may deem them ineligible for certain projects. For more information on how to enroll clients in the HMIS without identifiable information, please use the following link to access this information: https://sonomacounty.ca.gov/CDC/Homeless-Services/Sonoma-County-HMIS (HMIS Forms and Guidelines: How to Anonymously Enter a Client into HMIS)

REPORTING

Programs are required to be timely on any required reporting. If a program is not able to meet the deadline for a required report, the program administration will provide notice of an estimated time from for when reports can be received.

PROGRAM MONITORING

Shelter providers can expect the Sonoma County Community Development Commission to monitor their program annually to ensure adherence to these standards.

RESOURCES

Shelter providers are encouraged to use all of the resources that HUD makes available to providers to better understand program rules and regulations and to better implement programs. Below are resources that can assist providers.

- HUD Exchange: CoC and ESG Virtual Binders:
  https://www.hudexchange.info/homelessness-assistance/coc-esg-virtual-binders/
- HUD Exchange: ESG requirements: https://www.hudexchange.info/programs/esg/esg-requirements/
- CoC interim Rule: https://www.govinfo.gov/content/pkg/CFR-2017-title24-vol3/xml/CFR-2017-title24-vol3-part578.xml

EXHIBITS

HOMELESSNESS DEFINITIONS

Homelessness in Sonoma County is determined by HUD definition. Please click link for a chart:

https://files.hudexchange.info/resources/documents/HomelessDefinition_Recordkeeping RequirementsandCriteria.pdf

ACCEPTABLE FORMS OF IDENTIFICATION

- Valid driver's license or identification card issued by DMV

- Valid driver's license or identification card from the state or country of origin

- Birth Certificate

- United States Passport

- Foreign passport

- Verification of citizenship, alienage, or immigration status

  - Permanent Resident Card or Alien Registration Receipt Card

  - Employment Authorization Document (Card) that contains a photograph

  - Green Card

  - Work Visa

- Certificate of Naturalization or Citizenship

- American Indian Card

- Voter's registration card

- US military card

- Military dependent's ID card

- Social Security Card or Tax ID number

- State Benefits Card

ACKNOWLEDGEMENTS

Sonoma County Continuum of Care Board
Executive Summary

Item: 2 – Standing Committee Reports & Actions - Strategic Plan Committee: Approve Strategic Planning Consultant Recommendation

Date: October 27, 2021

Staff Contact: Alea Tantarelli Alea.Tantarelli@sonoma-county.org

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On September 20, 2021, a Request for Proposals (RFP) for *Facilitation and Preparation of a Homeless Action Plan Leading to Development of a Countywide Strategic Plan on Homelessness* was released on behalf of the Continuum of Care (CoC). Responses were received from four firms: Andrew Hening Consulting; Bischoff Consulting; Health Roads; and Homebase. Proposal submissions can be reviewed here: https://share.sonoma-county.org/link/IHBukoPsqoA/

On October 18, 2021, CDC staff met with a subgroup of the CoC Strategic Planning Committee to review RFP responses and develop a recommendation. The subgroup members present were Tom Schwedhelm, Stephen Sotomayor, and Karen Fies. Tom Bieri was not present, but submitted evaluations and comments to be presented on his behalf at the meeting. After extensive review and discussion, the subgroup recommends moving forward with Homebase.

Criteria used to select an applicant were:

- Qualifications and experience
- Relevant previous projects
- Ability to effectively engage diverse stakeholders
- Clear scope of work
- Proposed budget
- Ability to execute and work within the parameters of Professional Services Agreement.

The subgroup will be asking the Board to approve this recommendation at the October 27, 2021 CoC Board meeting and allow the Strategic Planning Committee to enter a contract with Homebase to begin Strategic Planning services.

October 20, 2021

To: Continuum of Care Board of Directors

From: Don Schwartz, Chair of Charter and Policy Review Committee

Re: Charter Changes re: Board Elections

I'm looking forward to continuing the conversation on changes to the CoC Charter with you at next week's meeting. As you may recall, the Board has provided direction on some key elements in the Charter, including Board composition and voting membership.

The Committee's focus has been on those parts of the Charter related to Board elections, which according to our current Charter should be held by the end of this year – although we could approve a delay if the Board so desires. Along those lines, I would like to draw your attention to the attached materials prior to the Board meeting:

1. 10-16 Draft of Election-related Sections: This document pulls out the parts of the Charter related to elections. One key element is the composition of the Board. At the last Board meeting you provided direction to reduce the number of Board seats from the proposed 17 members to 15 members. We have done so by recommending the deletion of one of three at-large seats and the seat dedicated to a representative from health care.

    A second key element is voting membership. The Board previously approved a requirement that membership be limited to organizations. We have since fleshed out the details, as reflected in the attachment.

2. A draft Membership Application: We are proposing that voting members be required to complete an application. I have attached a draft, which the Charter Committee will review at our meeting next Tuesday, prior to the Board meeting.

3. A draft presentation for next week's Board meeting; please see in particular the slides at the end regarding potential timelines that would allow us to hold the election in December. The key milestones are (1) distributing the application in time for potential members to apply before an election, and (2) completing the changes to the Charter in time for a December election.

Please note that the Charter Committee has not finalized our review of these materials; I'm hoping that this happens at our meeting on Tuesday. I'm asking to include these materials in the Board packet so that you and the public have the opportunity to review them in advance, and will have any changes made on Tuesday available for consideration at Wednesday's Board meeting.

The Committee has been making progress on other parts of the Charter as well, and we can update you and receive further direction at our meeting next week if time allows.

Continuum of Care Membership & Voting Rights

Anyone or any entity committed to the prevention and ending of homeless is welcome in the Continuum of Care; there are participating members and voting members as described below. The Continuum of Care membership is composed of the following to the extent they are within Sonoma County, available to participate, support the mission and goals of the Continuum of Care, and will act in good faith.

i) Nonprofit homeless service providers

ii) Prevention service providers

iii) Victim service providers

iv) Disaster planning and prevention agencies

v) Faith-based organizations

vi) Funders

vii) Governments

viii) Businesses

ix) Advocates

x) Public housing agencies

xi) School districts

xii) Social service providers

xiii) Medical professionals

xiv) Mental health agencies

xv) Hospitals

xvi) Universities

xvii) Affordable housing developers

xviii) Law enforcement

xix) Organizations that serve homeless and formerly homeless veterans

xx) Homeless and formerly homeless persons

Participating Members include any individuals or organizations who participate in and support the Continuum of Care or actively address homelessness in Sonoma County and will honor codes of conduct and confidentiality requirements in use by the Continuum of Care.

Members eligible to vote in elections for the CoC Board are organizations listed in the categories above which have a Sonoma County address. These organizations will be granted voting rights upon receipt of an application for voting rights. Other organizations will be granted voting rights at the discretion of the CoC Board based on material contributions to supporting the goals of the CoC.

The County of Sonoma, all cities and school districts, and any other body reporting to an elected governing board in Sonoma County will be limited to one vote per governing board. Thus, the County and cities, which are also governing bodies for other purposes, shall not have additional votes for those roles. Staff of the Collaborative Applicant, Lead Agency, or HMIS Lead are not eligible to vote.

The CoC Staff will maintain eligibility lists and make them available prior to all elections.

Board Composition and Terms

1) Board Composition: The Board shall have fifteen voting members.

   Nine appointed seats include:

   i.   One representative from the City of Santa Rosa, designated by the City Council.
   ii.   One representative from the City of Petaluma, designated by the City Council.
   iii. One representative from the Sonoma County Board of Supervisors, appointed by that Board.
   iv.   One senior management representative of the Sonoma County Department of Health Services, Human Services, or Probation Department as selected by the County Administrator. The representative may not be in the same Department nor have any reporting relationship to a County Department serving as the Lead Agency.
   v.   One representative from the northern region of the County, including Cloverdale, Healdsburg, and Windsor, selected by the City/Town Councils of those cities or the Sonoma County Mayors and Councilmembers Association.
   vi.   One representative from the Sonoma Valley, including the City of Sonoma, selected by the Sonoma City Council or the Sonoma County Mayors and Councilmembers Association.

vii. One representative from the western region of the County, including Sebastopol, Guerneville, selected by the Sebastopol City Council or the Sonoma County Mayors and Councilmembers Association.

viii. One representative from Rohnert Park and Cotati, selected by the City Councils of those two cities or the Sonoma County Mayors and Councilmembers Association.

ix. One representative of the largest homeless services agency, as measured by total number of shelter, transitional housing and permanent housing beds cataloged in the current CoC Housing Inventory.

All appointing bodies may select an alternate to represent the appointee.

Six elected seats include:

x. One representative of a different homeless services provider, as elected by CoC voting members.

xi. One individual currently experiencing homelessness or who has experienced homelessness within five years prior to the Board election, as elected by the Lived Experience and Planning body if functioning or if not then by the full CoC voting membership.

xii. One individual representing homeless transitional age youth (age 18-24) currently experiencing homelessness or who has experienced homelessness within five years prior to the Board election, as elected by the Youth Action Board if functioning or if not then by the full CoC voting membership.

xiii. One homeless advocate or representative of a homeless advocacy organization.

xiv. Two at large seats as selected by voting CoC members; the candidates need not be members themselves.

Terms for elected members will be two years. An exception will be made for the first election held after adoption of the above composition of the Board, in which case three of the initial terms will be for one year each. The three seats for one-year initial terms will be determined by random selection by staff as overseen by the Board.

Appointing authorities and voting members will be asked to consider these factors in voting for the "at-large" seats:

a. Geographic representation;

b. Homeless sub-population representation;

c. Diversity of representation, including the criminal justice system, housing development or property management, business interests, and private hospitals or health agencies;

d. Representation of the people we serve including communities of color disproportionately affected by homelessness.

Homeless sub-population representation, as stated in 24 CFR 578.5, must be representative of the relevant organizations and projects serving homeless subpopulations

No term limits shall be set for Board membership, and indefinite re-election is permissible.

Board Member Elections

1) **Process:** Elections shall take place annually at the last membership meeting of the calendar year.
   (a) Staff to the CoC Board shall determine a preliminary list of members eligible to vote, based on requirements for voting members. The resulting list of voting members shall be published through the CoC's electronic mailing lists and website.
   (b) Challenges may be made regarding members eligible to vote as well as petitions for CoC Voting Member status.. The CoC Board shall consider voting eligibility for any petitions received, at its meeting immediately prior to annual elections.
   (c) Nominations for open seats shall be solicited for a period of approximately four weeks prior to the annual election. Nomination forms must be received by the Sonoma County Community Development Commission by the close of business seven working days preceding the election. Self-nomination is permissible. The list of candidates and their applications will be published via the CoC website at least three working days before the election.
   (d) Candidates may run for no more than two seats. Should a candidate run for two seats, one of them must be an at-large position.
   (e) Ballots shall be distributed to a representative of voting organizations in person at the meeting or through other means if the election is held virtually or in a hybrid fashion. Once marked, the ballots will be collected by Board members holding appointed seats, and tallied by them.

(f) If an equal number of votes are received a run-off vote will be taken. If a tie vote remains, the Board chair (or proxy) will randomly select the winning candidate.

(g)

CoC staff will announce the winners of the election at the membership meeting, and post the full results as soon as is practical on the CoC's website.

Sonoma County Continuum of Care
Membership Application Form

Please complete this form if you would like to be a member of the Sonoma County Continuum of Care (CoC). Send the completed forms to Karissa White, Continuum of Care Coordinator, Ending Homelessness, Sonoma County Community Development Commission at Karissa.White@sonoma-county.org or 1440 Guerneville Road, Santa Rosa, CA 95403.

Name: **Title:**   **Phone:**

Organization: **E-mail:**

Type of Membership Requested (Please select one):

☐   **General Membership:** The CoC is open to any organization or individual residing or doing business in Sonoma County with an interest in preventing and/or ending homelessness in the community. General members are welcome to attend quarterly Membership Meetings and all public CoC meetings.

☐   **Voting Membership:** In addition to General Membership, Voting Members can vote during CoC Board member elections. Voting membership is open to any organization (nonprofit, business, church, public bodies etc.) with an official address in Sonoma County who wants to participate more thoroughly in the CoC throughout the year. To become a voting member an organization must submit this application. Nonprofit homeless service providers, homeless prevention service providers, victim service providers, disaster planning/prevention agencies, faith-based organizations, homeless service funders, governments, businesses, homeless advocates, public housing agencies, school districts, social service providers, medical organizations, mental health agencies, hospitals, universities, affordable housing developers, law enforcement agencies and organizations that serve homeless/formerly homeless veterans will be granted voting rights upon application. Other organizations will be granted voting rights at the discretion of the CoC Board based on material contributions to supporting the goals of the CoC.

Geographic Area(s) of Interest (Which areas within Sonoma County are you and/or your organization most knowledgeable or interested in vis-à-vis homelessness. e.g. North County, City of Petaluma, All of Sonoma County etc):

Description of Interest (In a few sentences please describe why you are interested in joining the CoC and if there are any specific homeless subpopulations that you and/or your organization possess specialized content knowledge):

Affiliations: The Sonoma County CoC is interested in having representatives from a wide variety of fields, interests, experiences, and professions in the community. Please indicate if you or the agency for which you work falls into one or more of the categories listed below by marking all categories that apply.

Categories	Mark all that apply		Categories	Mark all that apply
Advocate(s)			Legal Aid Services	
Affordable Housing Developer(s)			Local Government Staff | Officials	
Agencies that serve survivors of human trafficking			Local Jail(s) | Department of Corrections & Rehabilitations	
Business			Mental Health Service Organizations	
Department of Human Services			Public Housing Authority	
Disability Services			School Administrators | Homeless Liaisons	
Domestic Violence Service Provider			Street Outreach Team(s)	
Elected Official			Substance Abuse Service Organizations	
EMT/Crisis Response Team(s)			University	
Faith-Based Organization			Utility Companies	
Government Entity			Veterans Organizations	
Homeless or Formerly Homeless Persons			Workforce Development | Employment Service Provider	
Homeless Organization			Youth Advocates	
Hospital(s) & Health Care providers			Youth Homeless Organizations	
Law Enforcement			Other: *Please specify* _____	

Thank you for your interest in being a member of the Sonoma County Continuum of Care, and making a difference in the lives of people who experience homelessness in our community!

Charter and Policy Review Committee Recommendations

October 27, 2021

Don Schwartz

(DRAFT)

Committee Members

Board Members	Other Committee Members
Ben Leroi	Gerry La Londe-Berg
Jennielynn Holmes	Patrick O'Loughlin
Tom Schwedhelm	Kelli Kuykendall
Margaret Sluyk	Asya Sorokurs
Don Schwartz	Christina Rivera

Focus: Election-Related Sections

- Board Composition and Selection

- Membership
  - Prior decision: organizations only
  - Application

Board Composition

- Sept. Direction from Board: Reduce from 17 to 15 positions

- **Committee Recommendations**
    - **Delete One of Three At-large seats**
    - **Delete Health Care seat (5-3 vote)**

- Alternatives
    - Delete Second Provider instead of Health Care
    - Other options: Delete one regional seat, or advocate seat

Proposed Board Composition
Yellow = Changes from September

Current	Sept. Board	Oct. Rec.	Appointed or Elected	Categories
1	1	1	Appointed	Santa Rosa
1	1	1	Appointed	Petaluma
1	1	1	Appointed	Board of Supervisors
2	1	1	Appointed	County Safety Net Departments
1	1	1	Elected	Elect by LEAP
1	1	1	Elected	Elect by YAB
1	1	1	Appointed	Largest Homeless Service Provider
1	1	1	Elected	Second provider
1	0	0	Elected	Funder
0	1	0	Elected	Licensed Health Care Organization
0	4	4	Appointed	Regional seats
1	1	1	Elected	Advocate
4	3	2	Elected	At Large
15	17	15		TOTALS

Board Composition:
Who is eligible for the four regional seats?

- September Board vote
  - City representatives only: 7-4

- **Committee Recommendation**
  - **City or community representatives are eligible for regional seats**

- Alternative: City reps only through 2025: lost 5-2

Board Composition:
Who appoints the regional seats?

- **Committee recommendation:**
  - **Cities appoint**
    - **N. County: Cloverdale/Healdsburg/Windsor collaborate**
    - **Sonoma Valley: Sonoma**
    - **W. County: Sebastopol**
    - **Rohnert Park/Cotati: Two cities collaborate**

- Alternative: County approves City appointments: lost 6-1

Board Composition: Continuity

- Concern: Board turn-over in midst of progress
- **Committee Proposal to hold elections soon and let turnover happen**
  - **Expect significant continuity (50% or more?) to occur**
  - **Committee did not discuss much**
- Options:
  - Delay elections
  - Occupants of two year seats retain them w/new structure
    - Lived Experience/Ludmilla
    - Youth Lived Experience/Cheyenne
    - Advocate/Margaret
    - At-large/Don

Board Composition and Practices

- **Term Limits: Committee recommendation to have no term limits**
  - Alternative: Set limit of four two-year terms: Lost 5-2-1

- Board Chair:
  - Current: Chair limited to representative from entitlement jurisdiction, private funder, or organization not receiving CoC funds
  - **Recommendation: Eliminate limitations as concerns addressed through Conflict of Interest policy (5-3 vote)**

- Board Protocols: Attach changes approved in August re: sharing information with all Board members, meeting notices, etc.

Membership: Voting Rights for Board elections

- Prior Board Direction: Organizations only can vote for Board seats

- **Committee Recommendation**
    - **Any organization consistent with HUD guidelines (next page) is eligible**
        - **Must apply**
        - **No Board discretion if within HUD guidelines**
        - **Local government: one vote per governing board**

    - **Other organizations:**
        - **Must apply**
        - **Voting rights subject to Board approval**

- **Draft Application in Packet**

HUD membership list

Homeless and formerly homeless persons	Organizations that serve homeless/formerly homeless
Non profit homeless service providers	Prevention service providers
Victim service providers	Disaster planning & prevention agencies
Faith-based organizations	Funders
Governments	Businesses
Advocates	Public Housing agencies
School districts	Social service providers
Medical professionals	Mental health agencies
Hospitals	Universities
Law enforcement	Affordable housing developers

Membership: Approval of Charter

- **Recommendation: Charter not subject to approval by Members (6-1 vote)**

Membership: Attendance Requirements

- Currently, members must:
  - Attend 50% of subcommittees and > 50% of membership meetings, or
  - Request voting rights from Board based on "sufficient material contributions to advance the goals for the CoC . . ."

- **Committee Recommendation (7-2 vote):**
  - **Eliminate attendance requirement because:**
    - **Attendance is hard to measure**
    - **Creates administrative burden on staff**
    - **There are other ways to stay informed**
    - **Attendance doesn't mean much**

Membership: Attendance Requirements

- Other perspective: Attendance is a measure of participation, which we want

- Alternatives if Board wants to retain a requirement:
    - Require attendance at 4 meetings/year, of any type (Board, Committee, Membership)
    - Set attendance as expectation but not requirement

Membership and 2021 Vote

- **Committee Recommendation: Waive attendance requirements for 2021 Vote**
  - **Records incomplete**
  - **Too many meetings**
  - **2 out of 134 qualified at last count**

Next Steps: Decision re: Timing of Elections

Option A: Hold Board election in December
- Distribute application for voting membership now
- Finalize election-related sections today or Nov. Board meeting
  - No HUD review needed
- Schedule election for Dec. 15, 16, or 17
- Review/approve other Charter changes in coming months

Option B: Hold election in February (or later?)
- Can still approve changes incrementally
- Or wait to do all at once

Timeline Options

Option A		Option B	
October 27	Approve approach and application	October 27	Board direction on Charter matters
November 17	CoC Board: Approve election-related changes	Nov. 9	Committee meets
	Open Nominations	Nov. 23	Committee meets ???
Dec. 8 (approx.)	Nominations Due	November 17	Board direction
Dec. 13 (approx.)	Nominations Posted	Dec. 14	Committee meets
Dec. 15	CoC Board meeting to approve applications if needed	Dec. 15 or January	Board approves
Dec. 15, 16, or 17	Board election	Feb.	Elections

Other Charter Changes

- Reduce size and complexity by:
  - Replacing extensive background information with concise Preamble
  - Removing most Appendices (unless required by HUD); can keep as policies
  - Consolidating some sections
  - Note: Track Changes very difficult to follow
- Incorporate commitment to Diversity, Equity, Inclusion
- Revise Conflict of Interest Policy
- Will request HUD review where needed

Sonoma County Continuum of Care Board
Staff Report

Item No.   #4 -- Board Direction on 2022 Consolidated NOFA for Local Homeless Programs

Date: October 27, 2021

Staff Contact: Michael Gause, Ending Homelessness Program Manager

Chuck Mottern, Homeless Services Funding Coordinator

Agenda Item Overview

This is an overview of funding scenarios for the FY 2022 Local Homeless Programs NOFA (Notice of Funds Available). Staff seeks direction from the CoC Board on the scope of the proposed NOFA. The annual NOFA, including local sources of funds as well as sources such as State Homelessness Housing Assistance and Prevention (HHAP) funds, was not a competitive process in FY 21-22 due to the COVID-19 pandemic. This year, with increased funds from HHAP-3, staff have identified several scenarios for dissemination of funds in FY 22-23.

Overview and Staff Recommendation

Prior to Fiscal Year 2019-2020, funding for the local homeless service system of care fell under the purview of the Community Development Committee (CD Committee). These funds excluded the annual Continuum of Care (CoC) Competition funds and State Emergency Solution Grants (ESG) funds and contained a total system-wide allocation of just under 2 million dollars.

The Consolidated NOFA, published in December of each year, required submission of project applications in late January and annually resulted in roughly $3 in requests for every $1 available. The SCCCDC staff drafted Staff Reports for each application, and the CD Committee reviewed application materials and staff reports materials to make funding decisions.

In Fiscal Year 2019-2020, a one-time infusion of over $12 million in State-derived Homeless Emergency Aid Program (HEAP) funds and other new allocations grew the annual funding amount to over $14 million. The total pot of dollars used to fund the System of Care is now under the purview of the Continuum of Care Board. In Fiscal Year 2019-2020, this process resulted in the largest response ever with over 70 applications and roughly $30 million in requests.

In 2020, with HEAP funds no longer available and the total available funding reduced significantly from the previous period, a NOFA was not released. Instead, the CoC Board directed staff to continue funding for projects at the highest level possible, at roughly a 30% reduction in funding. In 2021, a similar process followed due to the impact of COVID-19. Additional reductions from the sources used

to fund the annual pot were overcome by an influx of ESG-CV dollars, which allowed funding levels to remain stable for a second period without a competitive process.

In 2022-2023, homeless services contracts total $4,980,912. Approximately $6 million in funding is available through local sources (County General Fund and others), State HHAP-3, and other limited federal sources such as traditional State ES. This amount will likely change and may increase as staff is able to calculate cost savings from HHAP-2 and other sources before the beginning of FY 22-22.

Staff offers three options to the CoC Board for the 2022 NOFA process, all of which will include the release of a NOFA before the end of the calendar year with a due date early in 2022. The options are as follows:

1. Release a NOFA for all eligible sources of funds outside of a $1.1M Homekey-2 reserve and require all projects (new or renewing) to apply for funds through a Consolidated NOFA. This would be a traditional competitive process but would require a large amount of staff work as well as an Evaluation Ad Hoc Committee of the CoC Board.
2. Release a NOFA that includes a limited amount of funds for new projects with a priority on Homekey-2 supportive services, while maintaining level or close to level funding for existing projects.
3. Release a NOFA with across-the-board reductions of 10% for existing projects to free up additional funding for new projects funded primarily by HHAP-3 dollars. Additional savings from a 10% reduction would create more opportunities for innovation while still funding existing projects at a high level.

Options for Fall 2021 Consolidated NOFA for Local Homeless Programs		
Funding Summary	Amount	Notes
Estimated Funds Available for FY 2022-23	$ 6,100,000	Assumes small increase over $6M estimate today w/savings from HHAP-2
Less County-CoC Matched Homekey-2 Reserve	$ 1,100,000	Estimate with 230 new PHK beds, from HHAP-3
Subtotal =	$ 5,000,000	Remaining to allocate
Existing Projects	$ 4,980,912	If all current contracts were maintained "as is"
Option 1: New Start for All Projects NOFA	$ 5,000,000	Put all funding outside of the $1.1M Homekey reserve to the NOFA
Option 2: New Homekey-2 Projects Priority NOFA	$ 1,119,088	Fund all existing projects but issue a NOFA for the remaining funds that prioritizes Project Homekey-2 support
Option 3: Fund existing projects at 90% of today's level, reserve $1.1M for Homekey-2, and issue NOFA for residual amount	$ 498,091	

Staff recommends **Option 3,** as this option provides strong funding for existing projects that are eligible under Local, State, and Federal sources and reserves funds under HHAP-3 for Homekey operations.

We look forward to the Board's discussion and direction on this item.

Sonoma County Continuum of Care Board
Staff Report

Item No.   #5 - Project Homekey-2 Supportive Services Funding Framework

Date: October 27, 2021

Staff Contact: Dave Kiff, Interim Executive Director of the CDC

Agenda Item Overview

This action item asks the CoC Board to consider adopting a Supportive Services Funding Framework for Project Homekey projects across Sonoma County that directs up to $1.1 million each year over the next two years from the CoC's HHAP funds solely for Homekey supportive services. This amount would be matched by another $1.1 million each year from the County of Sonoma's HHAP-3 and -4 funds.

Overview and Staff Recommendation

The California Department of Housing and Community Development (HCD) announced the availability of approximately $1.45 billion in Project Homekey Round #2 (PHK-2) funding statewide. PHK-2 is intended to "sustain and rapidly expand the inventory of housing for people experiencing homelessness or who are at risk of homelessness and who are, thereby, inherently impacted by or at increased risk for medical diseases or conditions due to the COVID-19 pandemic.

PHK-2 is an opportunity for state, regional, and local public entities to develop a broad range of housing types, including but not limited to hotels, motels, hostels, single-family homes and multifamily apartments, adult residential facilities, and manufactured housing, and to convert commercial properties and other existing buildings to Permanent or Interim Housing for persons experiencing homelessness.

Of the $1.45 billion in PHK-2 funds:
- $1.2 billion comes from the American Rescue Plan Act of 2021 (ARPA) and offered for site acquisition and master leasing; and
- $250 million comes from the state's General Fund, is intended to be used either for site acquisition or operating subsidies for Homekey sites.

About sixty-two percent (62%) of PHK-2's total funding is broken down into **geographic regional allocations** as shown in **Table 1**. Sonoma County sits in the Bay Area region, with a regional allocation of $165,312,376 for site acquisition and improvements and another $34,524,079 in funding for site acquisition and operating subsidies. The other 38% of the PHK-2 funding is allocated as shown in

Table 2, with set-asides for the State's discretion, for administrative expense, for tribal projects, and for homeless youth. In other words, a local Sonoma County project for **Transition-Aged Youth** (TAY) may be eligible for funding outside of the regional allocation. Similarly, if our region becomes oversubscribed with projects, a particularly high-scoring project may receive funding from the State's discretionary reserve.

Table 1

Region	PIT Count	Severely Rent-Burdened ELI	CSFRF Allocation	GF Allocation
Los Angeles County	58,936	395,380	$296,715,462	$61,966,491
Bay Area	35,028	196,270	$165,312,376	$34,524,079
Southern CA	15,360	188,835	$101,785,576	$21,257,049
San Joaquin Valley	10,064	100,400	$60,041,459	$12,539,146
San Diego County	8,102	88,470	$50,514,984	$10,549,623
Sacramento Area	8,167	68,640	$45,065,261	$9,411,495
Central Coast	8,157	35,795	$35,671,365	$7,449,660
Balance of State	7,464	30,834	$32,093,517	$6,702,457

Table 2

Category	CSFRF Allocation	GF Allocation
Total Homekey Allocation	**$1,200,000,000**	**$250,000,000**
Total Geographic Allocation	$787,200,000	$164,400,000
Discretionary Reserve at 20%	$196,800,000	$41,100,000
State Administrative at 5%	$60,000,000	$12,000,000
Tribal Set-Aside at 5%	$60,000,000	$12,500,000
Homeless Youth Set-Aside at 8%	$96,000,000	$20,000,000

Operational Support. Another key part of PHK-2 is the opportunity to secure matching funds for operational purposes. For example:

- Three (3) years of local operational support means the State can pledge another two (2) years of operational support; and
- Four (4) years of local support means the State can pledge another three (3) years.
- If a project scores more than 140, the State may consider awarding an operational subsidy of three (3) years without the four-year local match. The application scoring rubric is on Pages 18-21 of the NOFA, linked here.

Operational support, offered via a one-time Capitalized Operational Subsidy Reserve or "COSR" would occur at these levels:

- $1,400/month/unit ($46.67/day/unit) for housing for persons meeting the definition of chronic homelessness; and
- $1,000/month/unit ($33.33/day/unit) for all other units.

We anticipate that Project Homekey Round #3 ("PHK-3") will be released about a year from now, and include generally the same funding amounts and eligibility. The funding framework introduced later in this report is intended to carry through into PHK-3 should the region secure approved projects and capital that result in less than 230 beds via PHK-2.

Sonoma County Efforts. CoC board members will recall that the County of Sonoma was successful in applying for and receiving funding from a smaller (a bit less than $800 million statewide) PHK-1 in 2020, totaling about $15 million locally. These funds were used to purchase and improve the Hotel Azura ($8.8 million) and the Sebastopol Inn ($6.2 million).

In recent months, and in part to prepare for PHK-2, the County, the Community Development Commission (CDC) and the region's nine (9) cities have worked closely to collaborate where we can on viable projects. A goal has been to attempt to identify possible PHK projects across the region, from Petaluma to north county cities, and from West County to the Sonoma Valley.

In addition, County and CDC staff have studied sites in the unincorporated area or in concert with cities or non-profit applicants.

Maintaining PHK-2 Projects. Critical to Homekey's local and statewide success is the establishment of a reliable funding stream to operate and provide the essential supportive services (behavioral health services, substance use disorder treatment, medical care, nutrition, and more) to the residents who live in the new housing. While the State's operational support resources are at about $46/person/day even for the chronically homeless, most local programs run much more than that (often double, up to $100-$105/person/day).

The costs that are included in that **amount per day** include facilities management staff, utilities, meals, laundry, security, property maintenance, some on-site case management, and more. Generally, higher level behavioral health services are not included in the amount as it may not be needed by all residents on a daily basis.

The County Administrator and city officials have discussed collaborating on a way to help local governments in the region support PHK efforts, as all share the goal of improving our supply of supportive and other housing. To this end, staff developed a proposed **Supportive Services Funding Framework and Early Capital Match program** that would be available to all localities in Sonoma County that may be standing up a PHK site.

Table 3 shows the proposed sources of revenue for this Framework for an assumed 230 new PHK-2 beds, providing support at a level of $80/person/day.
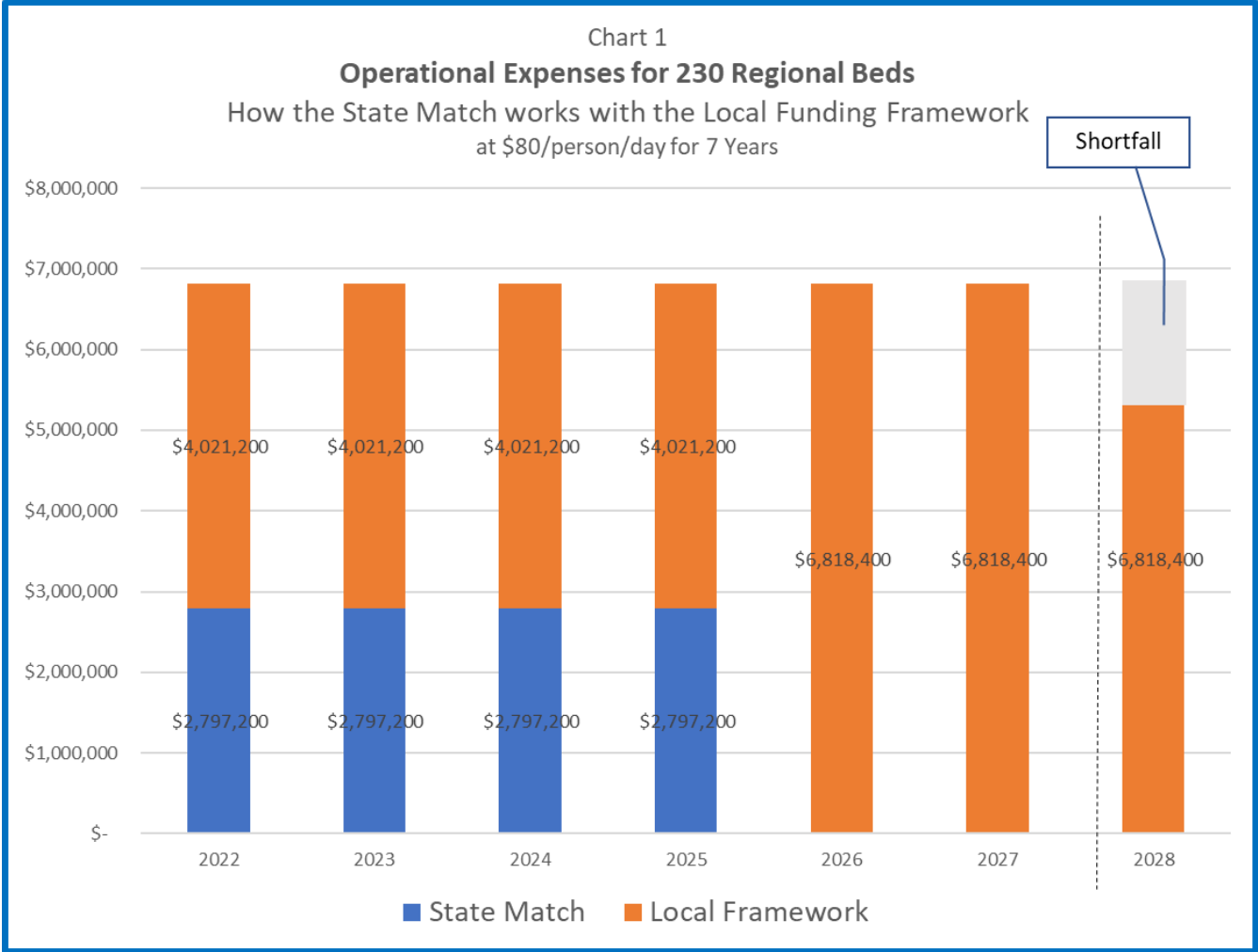
Table 3 Proposed Supportive Services Funding Framework		
Source	**Est Ongoing Revenue (annual)**	**Additional Detail**
HHAP-3, HHAP-4	$ 2,200,000	$2.2M from the $8.5M shared jointly with CoC and County (=$1.1M ea)
Measure O/PSH	$ 500,000	All of the $500K allocation for Permanent Supportive Housing
Housing Vouchers	$ 2,520,000	Assumes 150 Sonoma County Housing Authority vouchers valued at $1,400/mo. These vouchers may not be used in Santa Rosa.
Residual HHAP-1 Funds	$ -	From the HHAP-1 County funds - emergency shelter-oriented
Other Capital Sources	$ -	Other sources may be identified that can be used for the Early Capital Match
Total =	$ 5,220,000	Note: Other local revenues, including General Fund, may be used by the County and cities to contribute to capital costs or operating costs above $80/person/day.

Importantly, the Framework suggests a County – CoC Match Program whereby both the County of Sonoma and the Continuum of Care Board commit to allocating $1.1 million each from their respective HHAP-3 and HHAP-4 funds. Table 4 shows the HHAP allocations for the County and the CoC, including the residual amounts for programs other then PHK-2 supportive services:

Table 4 HHAP Allocations - Rounds 1-4 (4 estimated)				
Jurisdiction	**HHAP-1**	**HHAP-2**	**HHAP-3**	**HHAP-4 (est)**
County of Sonoma	$ 3,220,000	$ 1,472,246	$ 4,122,287	$ 4,122,287
Sonoma CoC	$ 3,476,000	$ 1,644,856	$ 4,416,736	$ 4,416,736
Totals =	$ 6,696,000	$ 3,117,102	$ 8,539,023	$ 8,539,023
If $2.2M reserved for PHK-2 =			$ 6,339,023	$ 6,339,023

The Sonoma County Board of Supervisors is set to vote on this Framework, including the guidance to allocate up to $1.1 million of the County's HHAP-3 and -4 funds to the Framework, on October 26, 2021.

The proposed **local Framework's contributions** combined with eligible **State operational subsidies** under PHK-2 may generate the amount we assume would be needed annually for a seven-year PHK program with 230 new beds. *NOTE: At the end of seven (7) years, a shortfall occurs, as the State's support is no longer part of the revenues. **Chart 1** shows this timeframe.*

Chart 1
Operational Expenses for 230 Regional Beds
How the State Match works with the Local Funding Framework
at $80/person/day for 7 Years

Recommended Action:

Approve a Project Homekey-2 (and if applicable Round 3) Supportive Services Funding Framework that directs the allocation of up to $1.1 million in the CoC's HHAP-3 funds (and another $1.1 million from HHAP-4) that would be allocated by the CoC solely for supportive services funding for Project Homekey-2 (and if applicable PHK-3) operational support.

Sonoma County Continuum of Care Board
Staff Report

Item No.	#6 - Staff Reports – Information Regarding a recent County of Sonoma 24/7 Safe Parking and Indoor/Outdoor Shelter NOFA
Date:	October 27, 2021
Staff Contact:	Dave Kiff, Interim Executive Director of the CDC

Dear CoC Board Members:

Attached is a summary of recent responses to a **Notice of Funding Availability** issued by the County of Sonoma for proposals to use up to $2 million in County discretionary resources to stand up either **24/7 Safe Parking locations or "Indoor/Outdoor" non-congregate shelter sites.**

Proposer	Location	Orientation	Number of Persons Served
City of Santa Rosa	UFO Site -- 55 Stony Point	24-7 Safe Parking	50 vehicles/RVs
City of Petaluma	COTS/Mary Isaac Site - 900 Hopper Street	NCS Transitional Shelter	25 Modular Units (Quickhaven)
County of Sonoma	George's Hideaway	Safe Parking and Indoor/Outdoor Shelter	Up to 20 persons
SAVS 1	Aston Barns Site (Aston and Hendley, SR)	24-7 Safe Parking	27 persons
SAVS 2	Aston Barns Site (Aston and Hendley, SR)	Safe Parking and Indoor/Outdoor Shelter	27 safe parking, 30 modular apartments
Hanna Boys Center	Hanna Boys Center in the Sonoma Valley	three buildings housing 30 TAY youth total (ages 18-24)	30 persons
Homeless Action Sonoma	18820 Sonoma Highway, Uninc Sonoma	NCS Transitional Shelter	22 persons housed

DHS Director Tina Rivera and I have not reviewed the proposals in detail at this time, but will do so soon in preparation for greater consultation with your CoC Board on November 17, 2021, as well as a December 7, 2021 Board of Supervisors item. The amounts requested exceed the $2 million proposed.

This is provided to you as an information item only, but questions and comments are always welcomed.

Sincerely,

Dave Kiff
Interim Executive Director

Sonoma County Continuum of Care Board
Staff Report

Item No.	#6- Staff Reports – Information Regarding the LEAB/YAB Stipend Program
Date:	October 27, 2021
Staff Contact:	Dave Kiff, Interim Executive Director of the CDC

Dear CoC Board Members:

Attached is a document that Adrienne Lauby of SAVS and I submitted to the Community Foundation of Sonoma County for consideration of a grant addressing stipend needs. This is provided to you as an information item only, but questions and comments are always welcomed.

Sincerely,

Dave Kiff
Interim Executive Director

COPY

To: John McGuirk, Community Foundation Sonoma County (CFSC)

From: Dave Kiff, Interim Executive Director
Sonoma County Community Development Commission (SCCDC)

Re: Request for grant assistance to fund stipends for Lived Experience and Youth participants in the Sonoma County Homelessness and Housing Continuum of Care (CoC) Board and related meetings

Date: October 13, 2021

Proposal: This proposal asks for support from the CFSC for a stipend that would fund **purchases of "vanilla" gift cards** to in part compensate persons for the time and effort (and sometimes cover time off of work) who serve on the CoC Board or its subcommittees and who come from, represent and advocate for the interests of:

- Persons with "lived experience" via the Lived Experience Advisory Board (LEAB): and
- Transition-Aged Youth (typically 18-24 years old) via a new Youth Advisory Board (YAB)

Cost: We estimate the annual cost of this proposal is $18,000 per year. If worthy of the Community Foundation's consideration, we respectfully request a sum of **$18,000** to cover all of one year as a pilot program. During Year 1, we will work with the CFSC to evaluate the program and, as appropriate, work towards other sponsorship for future years. The stipends would be provided via generic gift cards, in part to ensure good record keeping, to allow ease of access for use for persons who may face challenges within the banking system, and to avoid implying that the persons receiving them are employees within a payroll system.

	No of Members	Meetings Per Year	Per Meeting Stipend	Est Annual Cost	Estimated Revenues	Notes
Expenses						
LEAB Members	14	8	$ 62.5	$ 7,000		Assumes 2 hour meetings, 30 minute prep
YAB Members	6	8	$ 62.5	$ 3,000		Assumes 2 hour meetings, 30 minute prep
CoC Board Member - LEAB	1	20	$ 100	$ 2,000		Assumes 3 hour meetings, 1 hour prep
CoC Board Member - TAY	1	20	$ 100	$ 2,000		Assumes 3 hour meetings, 1 hour prep
LEAB Meeting Leaders and/or Listening Session Conveners	2	12	$ 100	$ 2,400		Assumes: - 12 meetings (8 of Board, 4 Listening Sessions) - 4 hours of prep/extra responsibility time
YAB Meeting Leaders and/or Listening Session Conveners	2	12	$ 75	$ 1,800		Assumes: - 12 meetings (8 of Board, 4 Listening Sessions) - 3 hours of prep/extra responsibility time
SAVS Administrative Fee				$ 500		
Revenues						
CFSC					$ 18,000	
Other Gift Card Sources					$ 200	
CDC Contribution to Admin Fee					$ 500	
			Totals =	$ 18,700	$ 18,700	

We note as shown above that we have a small contribution of $200 in gift cards that will cover stipends in excess of this $18,000 request from the CFSC.

The Community Development Commission (CDC) will provide SAVS with $500 to implement this program from the CDC's own funds, as well as to offset any purchase costs that would otherwise diminish the value of the gift cards (such as 1-3% charges).

Measuring Success:

The success of this project and program may be measured both qualitatively and quantitatively as follows:

- **Quantitatively.** A successful outcome will be that each LEAB and YAB member attends eighty percent (80%) or more of the scheduled meetings during their term.
- **Qualitatively.** Success here may include a demonstrable effect of persons with lived experience and the youth members on the deliberations and decisions of the CoC Board. For example, at the conclusion of a year's worth of meetings:
  o Do CoC members outside of the LEAB and YAB representatives say that their approaches to issues and final voting decisions were affected by the participation of the LEAB and YAB members to the CoC Board? If a majority say yes, that can be indicative of success.
  o Did CoC Board decision-making include the active discussion and participation of LEAB and YAB members and voices, by actions including but not limited to direct acknowledgement that adjusted motions, work products, new programs and/or funding decisions? If a majority of LEAB and YAB members say that they personally believe that their participation resulted in better decision-making by the CoC Board for LEAB/YAB interests, that can be indicative of success.

Grant Receiver:

The proposed grant receiver/administrator for this proposal will be:

Sonoma Applied Village Services (SAVS)
Tax Identification Number
1275 4th Street, Suite #101, Box 196
Santa Rosa, CA 95404
Key Contact:
Adrienne Lauby, (707) 332-1894 (cell)
adrienne@sonomavillages.org

SAVS will use the grant to acquire the gift cards, then SAVS will provide the gift cards to the CDC where they will be secured, accounted for, and distributed following meeting attendance.

More: The Continuum of Care Board is in most counties (or regions) in the United States, and is intended to be a body that coordinates the effective delivery and monitoring of federal and other funds for housing and homelessness to government agencies, service providers, and more. The Sonoma County CoC Board as fifteen members and meets at least monthly. The CoC Board has multiple subcommittees that address more specific policy efforts. New to the Board's support committees are a planned Lived Experience Advisory Board (LEAB) and a Youth Advisory Board (YAB).

Almost all of the CoC members are paid by their employers (or retired or otherwise) that in large part compensates them for their time at Board meetings and at subcommittee meetings. But this does not apply to our Lived Experience member (one person at this point) nor would it apply to our expected YAB member (if they are seated on the CoC Board). The LEAB and YAB members also are not compensated for any planned participation at the LEAB and YAB subcommittees.

To estimate our budget, we used the assumption of up to fourteen (14) members on the LEAB and up to six (6) members on the YAB. In addition, at least one member of each board would likely attend and participate in the CoC Board meetings. Lastly, up to two leaders of the LEAB and YAB would be called upon to lead/chair the LEAB and YAB meetings and listening sessions, including preparation time and wrap-up efforts. In each category, we assume that an hour's worth of participation is worthy of a $25 stipend.

As to asking the CFSC for this support, one important reason for this is the non-conflicted nature of the CFSC. Other members of the CoC Board – if they were to provide funding for the LEAB or YAB participants – could put the LEAB and YAB members in a position of having a conflict of interest. This is because the LEAB members (and possibly the YAB member(s)) may be in a position to concurrently vote to recommend approval or prioritization of funding streams for which a stipend-funding agency (such as a non-profit in homelessness services) might be an applicant.

Going forward, we would evaluate the stipend program with the CFSC and would work to seek additional private and/or philanthropic (and still non-conflicted) fundraising to continue the stipend program in Years 2 and 3, as the value of the LEAB and YAB boards is better known and established.

Should you have any further questions or need additional details about this proposal, please do not hesitate to ask. We appreciate the Community Foundation's kind consideration of this request - thank you.

# # #

Sonoma County Continuum of Care (CoC) Board
DRAFT Agenda for November 17, 2021
1:00pm-5:00pm Pacific Time

		Agenda Item
		Welcome, Roll Call and Introductions
	1.	Consent Calendar (ACTION ITEM): • Approve Agenda • Approve Minutes from 10/27
	2.	Sonoma County Human Services Department (HSD) presentation: Older Adult Housing Needs
	3.	Staff Report
	4.	Word from the Street
	5.	Standing Committee Reports • Coordinated Entry Advisory (CEA) Committee • Strategic Plan Committee • Charter & Policy Review Committee • Homeless Management Information System (HMIS)/Data Committee • Lived Experience Advisory & Planning Board (LEAP) • Youth Action Board
	6.	Review Agenda for December 15 CoC Board Meeting
	7.	Board Member Questions & Comments
	8.	Public Comment

PUBLIC COMMENT:

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