



**Sonoma County Continuum of Care (CoC) Board
Agenda for August 25, 2021
1:00pm-5:00pm Pacific Time**

Public Zoom Link:

<https://sonomacounty.zoom.us/j/93786645534?pwd=QTlmWnViSjdOc3BNSWtEQnBkbldldz09#success>

	Agenda Item	Packet Item	Presenter	Time
	Welcome, Roll Call and Introductions		Board Chair	1:00pm
1.	Consent Calendar (ACTION ITEM): <ul style="list-style-type: none"> • Approve Agenda • Approve minutes from 6/23, 7/21, 7/28 	Agenda, DRAFT Minutes from 6/23, 7/21, 7/28	Board Chair	1:05pm
2.	Nominate and Approve Youth Board Member (ACTION ITEM)		Board Chair	1:10pm
3.	Regional Impact Council's <i>Regional Action Plan</i> Presentation from All Home CA	Regional Action Plan & Executive Summary	Gail Gilman, Chief Strategy Officer & Irving Torres, Director of Community Engagement	1:15pm
4.	Homeless Management Information System (HMIS) Training from Community Technology Alliance	Executive Summary	Javier Celedon, Operations Director, Community Technology Alliance & Emma Go, Programs Manager, Community Technology Alliance	1:45pm
5.	Staff Report <ul style="list-style-type: none"> • CDC/County Housing and Homelessness Funding Information Document Overview • County Counsel Update • Moving Nov/Dec CoC Board meetings to accommodate holiday schedules 	-CDC/County Housing and Homelessness Funding Information (Draft - 8-5-2021) & Executive Summary -ESG-CV Request for Proposals	CDC Staff	2:15pm

	<ul style="list-style-type: none"> Emergency Solutions Grant Coronavirus (Round 2) Program [ESG-CV (Round 2) Funding Update CoC Notice of Funding Availability (NOFA) Update 			
6.	5-Minute Break			3:00pm
7.	Word from the Street		Ludmilla Bade	3:05pm
8.	Report on FY 20-21 Unspent Funds	Unspent Funds from Homeless Services Contracts in FY 2020-2021	Chuck Mottern, Homeless Services Funding Coordinator	3:10pm
9.	Standing Committee Updates <ul style="list-style-type: none"> Coordinated Entry Advisory (CEA) Committee – ACTION ITEM – <i>Approving Request for Proposals (RFP) for Coordinated Entry Operator</i> Strategic Plan Committee Charter & Policy Review Committee – ACTION ITEM – <i>Approving recommended Charter changes</i> Homeless Management Information System (HMIS)/Data Committee Lived Experience Advisory Body Youth Action Board 	<ul style="list-style-type: none"> - CEA Committee Executive Summary -CE Operator RFP <i>when available</i> -Recommended Charter and Policy Changes Memo -Sonoma County CoC Board Charter and Policy Committee Presentation 	Committee Representatives	3:30pm
10.	Review Agenda for September 22 CoC Board Meeting	DRAFT September Agenda	Board Chair	4:15pm
11.	Board Member Questions & Comments		CoC Board	4:25pm
12.	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.



Sonoma County Continuum of Care Board Meeting Meeting Minutes

June 23, 2021

1:00 -5:00 pm Pacific Time – Meeting held by Zoom

[Recording of Continued Meeting](#)

1. Welcome and Introductions (0:00)

- 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: Sean Hamlin, proxy for Supervisor Chris Coursey; 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; Nora Mallonee-Brand, proxy for Bill Carter, Sonoma County Health Services; Margaret Sluyk, Reach For Home; Alena Wall, Kaiser Permanente; Stephen Sotomayor, City of Healdsburg
 - Absent: Ludmilla Bade, Community Member; Don Schwartz, City of Rohnert Park; Lisa Fatu, Social Advocates for Youth;

2. Agenda Approval (2:00)

Agenda Item Number 3 is removed as the Nominated Transitional Aged Youth member is no longer able to serve on the board. If anyone has nominations for the seat please let the board know. Agenda Item Number 5 will also be pushed until next meeting as there is no update at this time.

Ludmilla Bade arrived at this time.

Public Comment:

John Richardson

Kevin McDonnell motioned to approve the agenda; Ludmilla Bade seconded.

Don Schwartz arrived at this time.

Lisa Fatu arrived at this time.

Ayes: Ben Leroi, Jennielynn Holmes, Tom Schwedhelm, Kevin McDonnell, Chuck Fernandez, Ludmilla Bade, Don Schwartz, Lisa Fatu, Sean Hamlin, Angela Struckmann, Nora Mallonee-Brand, Alena Wall, Margaret Sluyk, Stephen Sotomayor

Notes: None

Abstain: None

Absent: None

The motion passed.

3. Approve Minutes from 5/21, 5/26, 6/2 Meetings (7:00)

Tom Schwedhelm motioned to approve Meeting Minutes from 5/21/21, 5/26/21, and 6/2/21; Kevin McDonnell seconded.

5/21/21:

Board Comment:

Ludmilla Bade made one correction.

Ayes: Kevin McDonnell, Don Schwartz, Stephen Sotomayor, Ben Leroi, Jennielynn Holmes, Chuck Fernandez, Margaret Sluyk, Sean Hamlin, Lisa Fatu, Tom Schwedhelm, Angela Struckmann, Ludmilla Bade

Abstain: Nora Mallonee-Brand, proxy and was not in attendance, Alena Wall was not in attendance.

Absent: None

The motion passed.

5/26/21:

Board Comment:

Tom Schwedhelm made one correction.

Ayes: Kevin McDonnell, Don Schwartz, Stephen Sotomayor, Ben Leroi, Jennielynn Holmes, Chuck Fernandez, Margaret Sluyk, Sean Hamlin, Tom Schwedhelm, Angela Struckmann, Ludmilla Bade, Alena Wall

Abstain: Nora Mallonee-Brand, proxy and was not in attendance, Lisa Fatu, was not in attendance.

Absent: None

The motion passed.

6/2/21:

Board Comment:

None at this time.

Ayes: Kevin McDonnell, Don Schwartz, Stephen Sotomayor, Ben Leroi, Jennielynn Holmes, Chuck Fernandez, Margaret Sluyk, Sean Hamlin, Lisa Fatu, Tom Schwedhelm, Angela Struckmann, Ludmilla Bade

Abstain: Nora Mallonee-Brand, proxy and was not in attendance, Alena Wall was not in attendance.

Absent: None

The motion passed.

4. Draft Scores from Continuum of Care Evaluations Ad Hoc Committee (14:00)

Karissa White, Continuum of Care Coordinator, provided an overview of the Continuum of Care Program Renewal evaluation process that took place with the CoC Competition Ad Hoc Evaluation Committee. The local rating and ranking process began April 1, 2021 and had 15 total projects rated for renewal totaling \$3,996,584 of potential eligible funding.

Board Recusals:

Ben Leroi
Jennielynn Holmes
Lisa Fatu
Margaret Sluyk
Chuck Fernandez

Tom Schwedhelm to act as interim chair.

Public Comment:

Gregory Fearon
Alice Linn

Ludmilla Bade motioned to approve the Continuum of Care Renewal Evaluation Scores; Sean Hamlin seconded.

Ayes: Kevin McDonnell, Don Schwartz, Stephen Sotomayor, Sean Hamlin, Tom Schwedhelm, Angela Struckmann, Ludmilla Bade, Nora Mallonee-Brand, Alena Wall

Abstain: None

Absent: None

Recused: Ben Leroi, Jennielynn Holmes, Lisa Fatu, Margaret Sluyk, Chuck Fernandez

The motion passed.

5. Word From the Street

Board Member Ludmilla Bade has postponed this item to the next meeting.

6. Recommendation from Workgroup on Emergency Solutions Grant Coronavirus Program (ESG-CV) Funding Decision for the first 20% (50:00)

Michael Gause, Ending Homelessness Program Manager, presented on the status of the ESG-CV Funding. Staff collected information on incurred costs that had not been reimbursed from all emergency shelters in Sonoma County. The work group met to decide the first \$1,155,557 that must be spent by July 31, 2021. If shelters have any trouble expending funds prior to deadline, funds will be deferred to the City of Santa Rosa for capital expenses incurred by the Sam Jones Hall annex.

Board Recusals:

Lisa Fatu
Jennielynn Holmes

Chuck Fernandez
Ben Leroi
Margaret Sluyk
Tom Schwedhelm

Public Comment:

Lisa Fatu
Tom Schwedhelm
Gregory Fearon
Alice Linn
Thomas Ells

Ludmilla Bade motioned to approve the funding allocations as recommended by the ESG-CV Working Group; Angela Struckmann seconded.

Ayes: Kevin McDonnell, Don Schwartz, Stephen Sotomayor, Sean Hamlin, Angela Struckmann, Ludmilla Bade, Nora Mallonee-Brand, Alena Wall

Abstain: None

Absent: None

Recused: Ben Leroi, Jennielynn Holmes, Lisa Fatu, Margaret Sluyk, Chuck Fernandez, Tom Schwedhelm

Motion Passed.

7. Recommendation for Workgroup on Emergency Solutions Grant Coronavirus Program Remaining Funds (1:18)

The workgroup plans to meet in July to determine the next 20% spend down for the September 30, 2021 deadline and make a recommendation to the CoC Board in July. The workgroup will oversee the development of a Letter of Intent for interested organizations.

Public Comment:

Thomas Ells
Colleen Halbohm
Teddie Pierce
Adrienne Lauby
Alice Linn

Jennielynn Holmes motioned to add the ESG-CV work group to the Coordinated Entry Advisory Committee discussion on Emergency Housing Voucher Process; Stephen Sotomayor seconded.

Board Discussion ensued around the need for correlation with the ESG-CV funds, the Emergency Housing Vouchers and the Letter of Intent process. The Coordinated Entry Advisory Committee is exploring funding opportunities to provide case management assistance, housing navigation and landlord recruitment for these housing vouchers.

Don Schwartz motioned the following; Tom Schwedhelm Seconded.

Direct staff to issue an LOI by June 28, 2021, or as soon as possible after review by the ESG-CV Workgroup as coordinated by Stephen Sotomayor, to providers for 20% of ESG-CV funding, including complementing the Emergency Housing Vouchers, with the understanding that demonstrated ability to comply with ESG requirements will be a crucial part of the CoC Board's funding decisions

This will include but not be limited to:

1. exploring ESG-compliant providers supporting all regions of the County
2. expanding capacity for County-wide housing locator services which might be centralized with one provider.
3. expanding capacity for County-wide case conferencing services which might be centralized with one provider.
4. increased housing navigation and case management/housing stabilization
5. security deposits
6. street outreach

The LOI will also be sent to all shelters with potential unreimbursed past or foreseeable COVID-19 related shelter costs for the Wallace House (if eligible), the County and the City of Santa Rosa. Responses will be due by July 9.

The Funding Workgroup, with noticing and attendance consistent with the Brown Act, will meet by July 16 to develop recommendations for the full Board's consideration at a meeting to be held no later than July 23. The Funding Workgroup will meet at its earliest convenience to propose a plan for the remaining 60% of ESG-CV funding.

Any Letter of Intent will be issued only to providers with a demonstrated history of ESG compliance.

The workgroup will follow Brown Act requirements for noticing and public access.

Ayes: Don Schwartz, Stephen Sotomayor, Ben Leroi, Jennielynn Holmes, Chuck Fernandez, Sean Hamlin, Lisa Fatu, Tom Schwedhelm, Angela Struckmann, Ludmilla Bade, Nora Mallonee-Brand, Alena Wall

Abstain: Margaret Sluyk, not enough information

Absent: Kevin McDonnell

Motion Passes.

8. 5 Minute Break (3:38-3:42)

9. Develop and Approve Agenda for the July 15, 2021 Quarterly Membership Meeting (3:43)

Karissa White, Continuum of Care Coordinator, requested direction from the CoC Board for the upcoming CoC Quarterly Membership Meeting. The recommendations from the Governance Charter & Policy Review Committee include an opportunity for community members and providers to provide feedback on the following topics: future Continuum of Care Membership Requirements; Continuum of Care Board Composition; and Committee Structure. The CoC Board recommends having an open discussion pertaining to the new CoC structure in terms of governance and its committees.

Jennielynn Holmes motioned to approve agenda for Jul, 15, 2021. Margaret Sluyk seconded.

Ayes: Don Schwartz, Stephen Sotomayor, Ben Leroi, Jennielynn Holmes, Lisa Fatu, Tom Schwedhelm, Angela Struckmann, Ludmilla Bade, Nora Mallonee-Brand, Alena Wall, Margaret Sluyk, Sean Hamlin
Abstain: None

Absent: Kevin McDonnell, Chuck Fernandez

Motion Passes.

10. Standing Committee Updates (4:03)

Coordinated Entry Advisory Committee

Martha Cheever, Sonoma County Housing Authority Manager, and Rebecca Lane, Santa Rosa Housing Authority Manager, presented on updates on the Emergency Housing Vouchers. SCCDC staff and the housing authorities provided information on the recommendations for target populations approved by the committee for the vouchers.

Public Comment:

Thomas Ells

Don Schwartz motioned to approve target populations for the Memorandum of Understanding and include Measure O as a potential funding source; Tom Schwedhelm seconded.

Ayes: Don Schwartz, Stephen Sotomayor, Ben Leroi, Jennielynn Holmes, Tom Schwedhelm, Angela Struckmann, Nora Mallonee-Brand, Margaret Sluyk, Sean Hamlin

Abstain: Ludmilla Bade, not enough clarity.

Absent: Kevin McDonnell, Chuck Fernandez, Alena Wall, Lisa Fatu

Motion passes.

Don Schwartz requests the Memorandum of Understanding be sent to the board in advance of the meeting.

HMIS Data Committee

Daniel Overbury-Howland presented on the HMIS Committee meeting and on the recurring meeting will begin in August.

Strategic Planning Committee

Co-Chair Tom Schwedhelm presented on the Strategic Planning Committee. Stephen Sotomayor will serve alongside Tom as co-chair. The group is currently working on its Mission, Vision and Values statements. The next meeting will focus on strategies to develop upcoming recommendations and building relationships within the County.

Governance Charter & Policy Review Committee

Chair Don Schwartz presented on the Governance Charter & Policy Review Committee. The committee has identified three priority issues that they would like additional feedback from the community on, which will take place at the CoC's next Quarterly Membership Meeting in July. The committee will work on revision the CoC's Governance Charter after soliciting feedback from community members. The committee recommends the CAO's appointment of a County representative for this committee.

Lived Experience Advisory Body

Ludmilla Bade presented on the Lived Experience Advisory Body. Currently, efforts are focused on looking at an ongoing process to involve learning sessions to help inform the policies and processes. Staff, additional community partners involved with BARHHI efforts, and those with lived experience are currently meeting to discuss listening sessions and how to support these efforts with stipends, gift cards, etc.

Public Comment:

Gregory Fearon
Adrienne Lauby
Alice Linn
Thomas Ells

Don Schwartz motioned to invite the CAO to appoint a county representative to the Governance Charter and Policy Review Committee; Tom Schwedhelm seconds

Ayes: Don Schwartz, Stephen Sotomayor, Ben Leroi, Jennielynn Holmes, Tom Schwedhelm, Angela Struckmann, Nora Mallonee-Brand, Margaret Sluyk, Sean Hamlin, Ludmilla Bade

Abstain: None

Absent: Kevin McDonnell, Chuck Fernandez, Alena Wall, Lisa Fatu

Motion passes.

11. Staff Report (4:35)

Kara Young from UCSF, presented on the Benioff Homelessness and Housing Initiative. The goal of the study is to inform policies, programs, and perceptions while understanding characteristics of adults experiencing homelessness in California. The study also aims to characterize immediate precipitants of homelessness, understand the impact of the COVID-19 pandemic on homelessness, and understand experiencing and barriers to housing exits.

This report is not a substitute for the point in time count, rather an estimate of sub-populations and gain more contextual information about individual experiences. The Survey data will be shared to participating counties with the hopes of providing a state wide picture of homelessness and inform local and state policy decisions. The goal is to create partnerships with local continuum of care boards.

Michael Gause, Ending Homelessness Program Manager, provided an update on the Homeless Emergency Aid Program spending: all partners are in line to spend down. There will be a KPMG report coming on July 28th from the CAO office. Staff will send out in packet ahead of time.

Public Comment:

Thomas Ells
Adrienne Lauby
Teddie Pierce

12. Review Draft Agenda for July 28, 2021 Meeting (4:51)

Don Schwartz: requests a presentation on Measure O including information on revenues, spending plan, and anything homeless related in a future meeting.

Ludmilla Bade: would like to approve LOI at this upcoming meeting for the remaining funds. Would also like to have funding committee to discuss Measure O and ESG-CV funds.

13. Board Member Questions and Comments (5:00)

Ben Leroi: Chairs will discuss the possibility to move agenda approval and minutes into a consent item to create a more efficient streamlined process.

Don Schwartz: Would like information on Board of Supervisor's funding decisions regarding homeless services.

14. Public Comment on Non-Agendized Items (5:08)

None at this time.

Meeting Adjourned at 6:08 PM



Sonoma County Continuum of Care Board Meeting Meeting Minutes

July 21, 2021

1:00 -3:00 pm Pacific Time – Meeting held by Zoom

[Recording of Continued Meeting](#)

1. Welcome and Introductions (0:00)

- 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: Chris Coursey; Tom Schwedhelm, City of Santa Rosa; Dennis Pocekay, proxy for Dennis Pocekay, 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; Paula Glodowski, proxy for Angela Struckmann, Sonoma County Human Services; Ana Rangel, proxy for Ana Rangel, Reach For Home; Alena Wall, Kaiser Permanente; Stephen Sotomayor, City of Healdsburg Services; Ludmilla Bade, Community Member; Don Schwartz, City of Rohnert Park; Lisa Fatu, Social Advocates for Youth
 - Absent: Bill Carter, Sonoma County Health
- Dave Kiff, Interim Executive Director of the Community Development Commission was introduced.

2. Agenda Approval (0:05)

Bill Carter arrived at this time.

Ludmilla Bade motioned to approve the agenda; Jennielynn Holmes seconded.

Don Schwartz arrived at this time.

Lisa Fatu arrived at this time.

Ayes: Ben Leroi, Jennielynn Holmes, Tom Schwedhelm, Dennis Pocekay, Chuck Fernandez, Ludmilla Bade, Don Schwartz, Lisa Fatu, Chris Coursey, Paula Glodowski, Alena Wall, Ana Rangel, Stephen Sotomayor

Notes: None

Abstain: Bill Carter, did not hear the motion.

Absent: None

The motion passed.

3. Youth Homelessness Demonstration Program Letter of Support / Youth Action Board (0:07)

Michael Gause introduced Youth Action Board Member Cheyenne McConnell.

Lisa Fatu motioned to approve a signed letter of support on behalf of the CoC Board; Chris Coursey seconded.

Ayes: Dennis Pocekay, Don Schwartz, Stephen Sotomayor, Ben Leroi, Jennielynn Holmes, Chuck Fernandez, Ana Rangel, Chris Coursey, Lisa Fatu, Tom Schwedhelm, Paula Glodowski, Ludmilla Bade
Abstain: Bill Carter, proxy and was not in attendance, Alena Wall was not in attendance.
Absent: None

The motion passed.

4. Emergency Housing Voucher (EHV) Memorandum of Understanding (MOU) and Policy Amendment to Coordinated Entry System for the EHV Program. (18:00)

Rebecca Lane, Santa Rosa Housing Authority Manager and Thai Hilton, Coordinated Entry Coordinator presented on the Committee updates.

Public Comment:

Teddie Pierce
Gregory Fearon

Tom Schwedhelm motioned to approve the Coordinated Entry System Policy Amendment for the EHV Program and the general use amendment as well as approving both MOU's on the determined population for the EHV for Sonoma County and the City of Santa Rosa; Jennielynn Holmes seconded.

Ayes: Dennis Pocekay, Don Schwartz, Stephen Sotomayor, Chris Coursey, Tom Schwedhelm, Paula Glodowski, Ludmilla Bade, Bill Carter, Alena Wall, Ben Leroi, Jennielynn Holmes, Lisa Fatu, Ana Rangel, Chuck Fernandez
Abstain: Ludmilla Bade, has not done sufficient research.
Absent: None

The motion passed.

5. Recommendation from Workgroup on Emergency Solutions Grant Coronavirus Program (ESG-CV) Funding Decision for the second 20% (1:12)

Michael Gause, Ending Homelessness Program Manager and Stephen Sotomayor presented on the ESG-CV committee updates.

Board Recusals:
Lisa Fatu
Jennielynn Holmes
Chuck Fernandez
Ben Leroi
Ana Rangel

Tom Schwedhelm

Don Schwartz motioned to approve the funding allocations as recommended by the ESG-CV Working Group: \$774,224.10 to Emergency Shelter Projects in Sonoma County and \$359,223 to Rapid Re-Housing Project in Sonoma County; Chris Coursey seconded.

Ayes: Dennis Pocekay, Don Schwartz, Stephen Sotomayor, Chris Coursey, Paula Glodowski, Ludmilla Bade, Bill Carter, Alena Wall

Abstain: None

Absent: None

Recused: Ben Leroi, Jennielynn Holmes, Lisa Fatu, Ana Rangel, Chuck Fernandez, Tom Schwedhelm

Motion Passed.

Chris Coursey and Alena Wall left the meeting at this time, Lisa Fatu and Ben Leroi were brought to the back to the discussion to maintain quorum.

Ludmilla Bade motioned to move the remaining \$40,000 to the funds to be considered for the next spend down; No second. Ludmilla Bade withdrew her motion.

Lisa Fatu motioned to approve the remaining \$40,000 to Catholic Charities (\$11,100 to the Rapid Re-Housing Program and \$28,900 to the Sam Jones Hall Emergency Shelter); Don Schwartz seconded

Public Comment:

Jennielynn Holmes

Kelli Kuykendall

Ayes: Dennis Pocekay, Don Schwartz, Stephen Sotomayor, Paula Glodowski, Ludmilla Bade, Bill Carter, Ben Leroi, Lisa Fatu

Abstain: None

Absent: Chris Coursey, Alena Wall

Recused: Jennielynn Holmes, Ana Rangel, Chuck Fernandez, Tom Schwedhelm

6. Public Comment on Non-Agended Items (2:08)

Teddie Pierce

Meeting Adjourned at 6:08 PM



Sonoma County Continuum of Care Board Meeting Meeting Minutes

July 28, 2021

1:00 -5:00 pm Pacific Time – Meeting held by Zoom

[Recording of Meeting](#)

1. Welcome and Introductions (0:15)

- Meeting was delayed 15 minutes to ensure public had the correct zoom link. Due to the meeting link not posted in time for Brown Act requirements, this meeting will not have action items.
- Ben Leroi, Continuum of Care (CoC) Board chair, called the meeting to order at 1:15 pm. Ben Leroi went over the agenda, clarified Zoom rules around public comment and Brown Act guidelines.
- Roll Call was taken:
 - *Present: Chris Coursey; 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; Ana Rangel, proxy for Margaret Sluyk, Reach For Home; Alena Wall, Kaiser Permanente; Stephen Sotomayor, City of Healdsburg Services; Ludmilla Bade, Community Member; Don Schwartz, City of Rohnert Park; Elizabeth Goldman, proxy for Lisa Fatu, Social Advocates for Youth; Bill Carter, Sonoma County Health Services*
 - *Absent: None*

2. Agenda Approval (0:17)

3. Standing Committee Updates (21:00)

- a. **Coordinated Entry Advisory Committee:** Thai Hilton provided an update on policy amendments for the Emergency Housing Vouchers and has followed up with HUD Technical Assistance to confirm it is permissible.
- b. **HMIS Data Committee:** no update.
- c. **Strategic Plan Committee:** Tom Schwedhelm and Stephen Sotomayor presented on the mission, vision and values statements as well as areas of focus.
- d. **Charter & Policy Review Committee:** Don Schwartz presented on meeting updates: group discussed meeting attendance requirements and board composition.
- e. **Lived Experience Advisory Body:** Andrew Akufo presented on survey results and the group's decisions to move forward with a prep group of lived experience members, and providing stipends.
- f. **ESG-CV Workgroup:** Michael Gause provided an update, meeting will occur next week to assess LOI.

- g. **Youth Action Board:** Michael Gause presented on Youth Action Board and introduced Cheyenne McConnell, Youth member.

Public Comment:
Thomas Ells

4. Word From the Street (1:10)

Ludmilla Bade discussed the Lived Experience Committee and a new format to collect information for the Word from the Street updates.

5. Staff Report (1:12)

Dave Kiff, Interim Executive Director, provided an update on HHAP and HEAP funding (also agendized in August for further update), the KPMG report and homelessness funding.

Public Comment:
Gregory Fearon

6. Five Minute Break (1:33-1:38)

7. Regional By Names List and Case Conferencing Discussion (1:39)

Michael Gause and Don Schwartz presented alongside Sandy Colts to discuss Built for Zero. Don Schwartz presented on local efforts and collaboration. Eight cities are participating and are considering modeling after Project Hope. Would also like a project manager.

Public Comment:
Gerry La Londe Berg
Alice Linn
Thomas Ells
Gregory Fearon

8. Measure O Update (2:15)

Supervisor Chris Coursey provided an update on Measure O funding and gathered feedback regarding the Supportive Housing Pool funds that go directly to the CDC.

Public Comment:
Alice Linn

9. Review Draft Agenda for August 25, 2021 Continuum of Care Board Meeting (3:02)

10. Board Member Questions & Comments (3:11)

Public Comment:
Steve

Thomas Ells
Alice Linn

11. Public Comment on Non-Agended Items (3:21)

Thomas Ells
Alice Linn

Meeting Adjourned at 4:24 PM



REGIONAL ACTION PLAN: EXECUTIVE SUMMARY

A Call to Action from the Regional Impact Council

Full Report Release Date: April 13, 2021
All Home



Executive Summary

The Regional Action Plan (RAP) is an ambitious plan to reduce the number of people experiencing homelessness by 75% in three years.

The Challenge:

The Bay Area has been confronting a regional homelessness crisis for decades. In 2020, All Home established the Regional Impact Council (RIC), a nine-county effort, convened to devise a unified effort to address homelessness, establish a more prosperous region, and close racial disparities. The need to act is made more pressing by the COVID-19 pandemic. It devastated the job market and added to the population of 35,000 Bay Area residents who were already unhoused.

In addition, fifty percent of extremely low income (ELI) renters do not receive housing subsidies or rent protections, and 34% have controlled rents that are still unaffordable without assistance. The RIC worked to develop immediate solutions that lead with racial equity. The RIC also built solutions holding ourselves and our peers to housing standards, increasing accountability for outcomes, and targeting funding and interventions towards the most vulnerable communities.

The Solutions:

The RIC is putting forth this ambitious Regional Action Plan (RAP) to reduce the number of people experiencing homelessness by 75% in three years. In order to house and stabilize our unhoused neighbors while also initiating preventative measures, the RAP defines eight strategic priorities, some of which are already underway.

- Accelerate cash payments to people impacted by COVID-19
- Provide income-targeted rental assistance to those affected by COVID-19
- Accelerate targeted, data-informed regional prevention model
- Extend eviction moratoria
- Secure shelter-in-place (SIP) housing placements
- Streamline state funds and applications for housing
- Prioritize ELI for housing resources
- Extend covenants of affordability to preserve housing supply and funding for ELI tenancy

A vital component of the RAP is the 1-2-4 Framework. This approach acknowledges that an effective and sustainable plan to transition people out of homelessness requires investment in multiple strategies at once. This includes 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 insufficient long-term housing options to provide outflow and insufficient focus on reducing inflow. **1-2-4 is 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. We understand that jurisdictions throughout the region may apply different proportions in their system based on their community, but these components must work together as system responses.

The Partnerships:

Taken together, successful implementation will require partnership with the State of California and federal government, county leaders, businesses, and philanthropies through co-funding and coordinated action. The RAP will work to establish a “system flow” in which unsheltered populations move toward a permanent exit from homelessness through interim housing options.

The Costs:

The total five-year cost of sheltering 75% of the unsheltered population; while also investing in preventative interventions and permanent housing solutions is estimated at \$6.5 billion. It will require a combination of new and existing resources. Our approach addresses the near-term crisis. It also creates more permanent housing solutions and a broad array of preventative initiatives to mitigate the unsheltered population inflow.

Call to Action Items by Sector

Success will require action across every level of our Bay Area community. Local governments will need to unite where possible and customize solutions where required. State and the federal government can partner with philanthropies and the business sector. We call on these sectors to pursue the following actions:

California State Government

- **Establish a 1-2-4 Framework** and support a pilot project in the Bay Area in 2021 by conditioning both existing and new funding to the region. We also request the state provide **expanded technical assistance** to local jurisdictions to implement the 1-2-4 framework. Lastly, we recommend conditioning existing and new funds allocated to the region based on the implementation of, and progress toward, the 1-2-4 approach in the region’s cities and counties.
- **Establish standards and best practices for measuring current racial equity levels** and for demonstrating progress; increase accountability for outcomes by tying funding to demonstrated progress toward closing disparities. This would include **revising 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. 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.
- **Retain as much of the Shelter in Place (SIP) housing established** in response to the COVID-19 pandemic as possible for post-pandemic use as interim housing for unsheltered individuals/households transitioning to permanent housing. The State must also work to pass legislation and support programs such as rental assistance to ensure people stay housed.
- **Consolidate and streamline all affordable housing and homelessness funding and application processes**, ensure that a **significant portion of affordable housing funding is inclusive of people with Extremely Low Incomes (ELI)**, and **issue guidance to prioritize local rental assistance funds to severely rent-burdened, ELI households** in census tracts of high housing insecurity.

Federal Government

- **Allocate \$100 billion in emergency rental assistance, \$11.5 billion in additional Emergency Solutions Grant, and \$26 billion in new Housing Choice Vouchers** specifically for people who are experiencing or are at-risk of homelessness. We also call on federal legislators to **provide enhanced unemployment benefits** at the previous level of \$600/week.
- **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.

Counties

- **Adopt the 1-2-4 Framework in counties.**
- **Operationalize equitable consideration of the most vulnerable communities in prioritization schemes, service provision, and rental assistance programs.**
- **Identify locations and make plans to implement interim housing** for individuals who cannot move directly into permanent housing, leveraging recent CEQA exemption for navigation centers.
- **Enact an eviction moratorium** that protects tenants until 60 days after the County lifts its COVID-19 public health emergency (Immediate).
- In the event that a local jurisdiction launches or expands a rental assistance program, **it should use a prioritization method that targets rental assistance to those most at risk of becoming homeless.**

Philanthropies

- **Fund urgently needed interventions** targeted to Black, Brown, and Indigenous people experiencing homelessness or are currently at risk of becoming homeless.

Business

- **Work to address the barriers faced by underbanked and unbanked populations** in accessing benefits by offering no-fee checking accounts or other distribution methods. Furthermore, we call on businesses to help fund interventions in local communities.

Coalition

- **Local jurisdictions will be provided with assistance** from All Home that recognizes the unique circumstances of local jurisdictions as they work to activate the 1-2-4 framework and support for inter-jurisdictional coordination within and between the region's counties. **If new funds are required**, this coalition will actively work to raise the necessary resources from the state and federal governments.
- All Home, in collaboration with regional partners and local jurisdictions, will identify a regional entity (e.g., BAHFA) **with the mandate, mission, and capacity to manage a regional homelessness prevention system** for the long-term. **All Home will also work to 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. **Lastly, All Home will work to estimate the scale of need for rental assistance in the Bay Area**, including levels needed to prevent expected increases in homelessness and total households unable to pay rent.
- Among selected locations that have existing homelessness prevention programs, the **RIC will facilitate consensus-building on what coordinated, data-informed service delivery and common evaluation framework** look like based on best practices in the field, including analysis of gaps and barriers. The **RIC will also convene local jurisdictions that offer rental assistance programs**, along with community groups representing tenants and people who have experienced homelessness, to inform decision-makers about the need to prioritize as recommended above, when resources are limited.

For further questions, please contact Nahema Washington: nwashington@allhomecalifornia.org.



REGIONAL ACTION PLAN

A Call to Action from the Regional Impact Council

February 2021 | All Home

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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 35,000² 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.

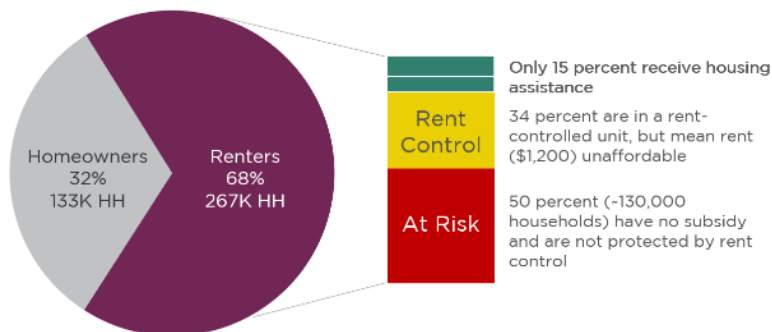


Figure 1: Breakdown of ELI Renter Households; Source: Turner Center for Housing Innovation

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.

CALL TO ACTION: SUMMARY SIGNATURES

<i>RIC Statement of Emergency Signatories</i>	
Name	<i>Signature</i>
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

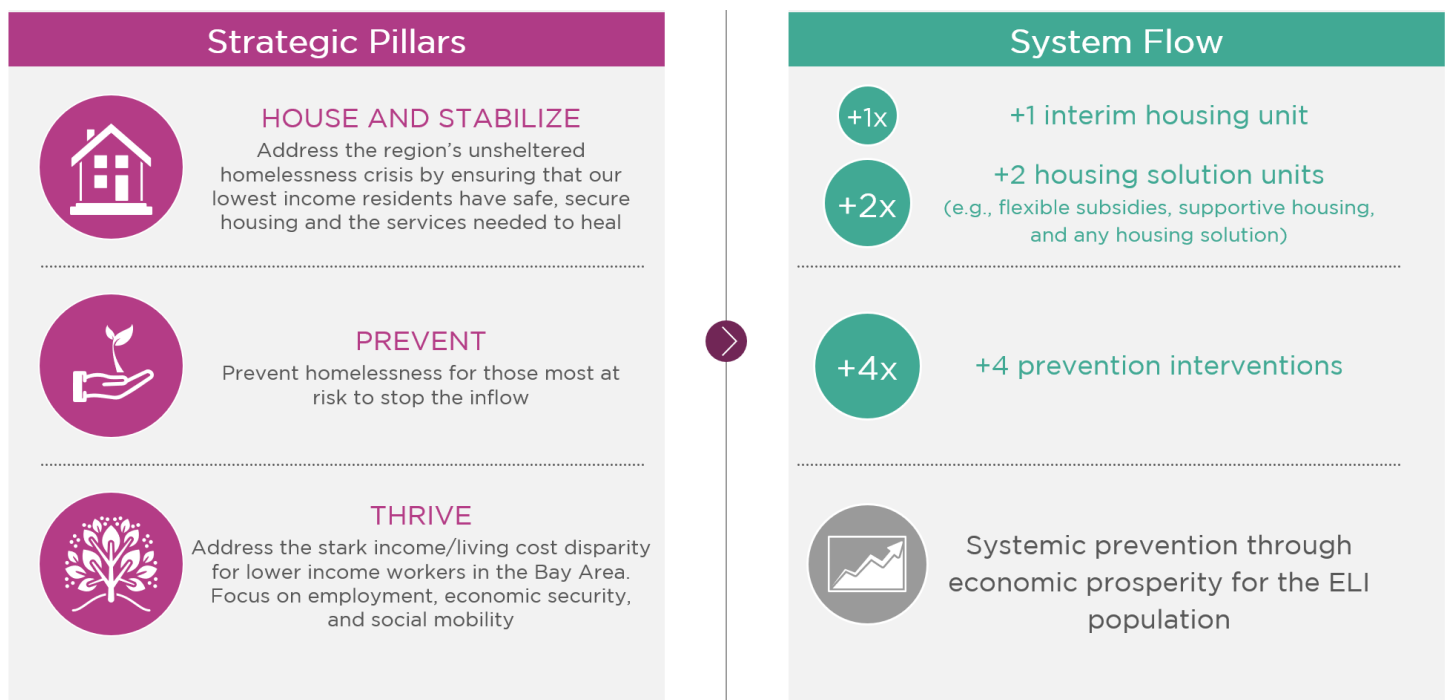


Figure 2: RIC strategic pillars underpins the 1-2-4 system flow model

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

PLAN DETAILS

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.

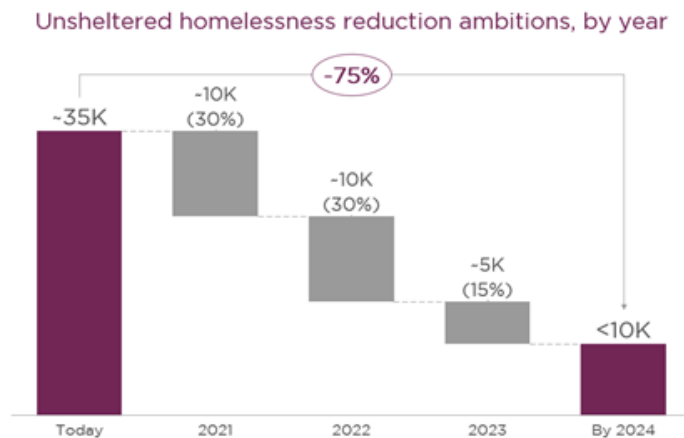


Figure 3: Unsheltered homelessness reduction ambitions by year, '21- '24

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.

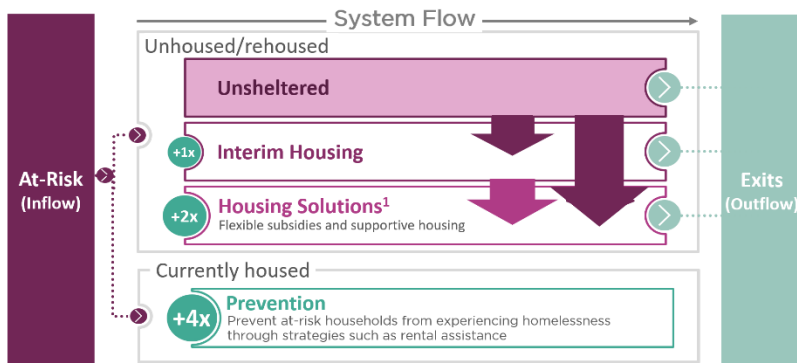
1-2-4 FRAMEWORK

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

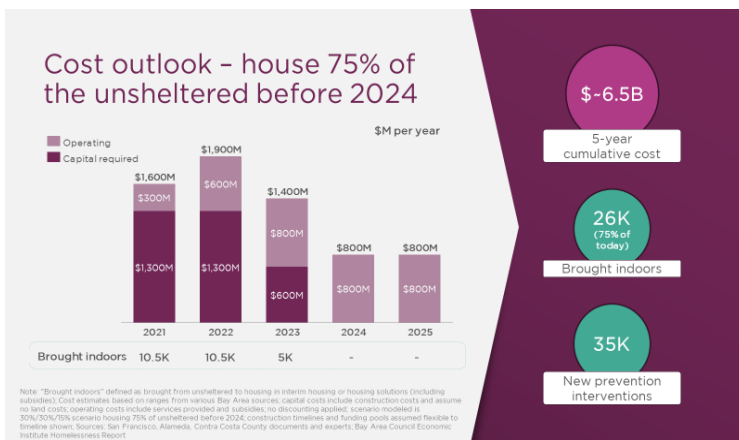


Figure 5: 1-2-4 Framework Cost Outlook (30%/30%/15% scenario shown)

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 unsheltered. 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 call for a \$10 billion state investment in affordable housing through passage of a new bond (SB 5).
- **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:
 - Removing the earnings requirement and age parameters for the Child Tax Credit (tax credit for parents with dependent children)
 - 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

- Access to landlord mediation or legal services as needed
- 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
 - Collect and publicly report disaggregated data on households served by race, ethnicity, and zip code.
 - 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:
 - Financial assistance – flexible cash assistance, rental arrears, rental assistance, security deposit, move-in expenses, reunification or relocation expenses, transportation expenses
 - Eviction prevention/legal assistance
 - Utility assistance
 - Housing problem-solving
 - Landlord mediation and connecting residents to advocacy organizations
 - Linkages to other community resources and public benefit programs
- As the program reaches its full implementation, the following services will also be provided:
 - Assistance with housing search, placement, and stabilization, including limited term rental subsidies and case management
 - Financial counseling
 - 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:
 - 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.
 - Common program elements as discussed above.
 - 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 risk³ of homelessness.
 - Back-end service provider module for case management, management approvals and fund disbursements.
 - 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.

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, 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

RIC MEMBERS

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

Derecka Mehrens, Chief Executive Officer, Working Partnerships USA

Jonathan Fearn, Senior Development Director, Greystar

Joshua Simon, Chief Executive Officer, EBALDC

Sherilyn Adams, Executive Director, Larkin Street Youth Services

STEERING COMMITTEE

Amie Fishman, Executive Director, Non-Profit Housing Association of Northern California

Andreas Cluver, Secretary-Treasurer, Alameda County Building Trades Council

Ariane Hogan, Associate Director of Local Government Affairs, Genentech

Belia Ramos, Supervisor, Napa County 5th District

Candace Andersen, Supervisor, Contra Costa County

Cindy Chavez, Supervisor, Santa Clara County

Dave Cortese, State Senator, California

David Chiu, State Assemblymember, California

Diana Reddy, City Councilmember, Redwood City

Diane Burgis, Chair, Board of Supervisors, Contra Costa County

Eddy Zheng, Founder & President, New Breath Foundation

Erin Connor, Manager, Cisco Crisis Response

Hydra Mendoza, VP, Chief of Strategic Relationships Office of the Chair and CEO, Salesforce

Jake MacKenzie, Board Member, Greenbelt Alliance

Jennifer Loving, Chief Executive Officer, Destination Home

Jesse Arreguin, Mayor, City of Berkeley; President, Association of Bay Area Governments

Jim Spering, Supervisor, Solano County

Jim Green, Senior Vice President, Government Affairs and Public Policy, Salesforce

Jim Wunderman, CEO, Bay Area Council

Keith Carson, Supervisor, Alameda County District 5

Ken Cole, Director, Human Services Agency, San Mateo County

Libby Schaaf, Mayor, City of Oakland

Liz Ortega-Toro, Executive Secretary-Treasurer, Alameda Labor Council

London Breed, Mayor, City and County of San Francisco

Matt Franklin, President, MidPen Housing Corporation

Melissa Jones, Executive Director, Bay Area Regional Health Inequities Initiative

Nicole Taylor, President & CEO, Silicon Valley Community Foundation

Robert Powers, General Manager, BART

Rosanne Foust, President & CEO, San Mateo County Economic Development Association (SAMCEDA)

Sam Liccardo, Mayor, City of San Jose

Scott Weiner, State Senate, California

Susan Gorin, Supervisor, Sonoma County

Therese McMillan, Executive Director, Association of Bay Area Governments (ABAG)/Metropolitan Transportation Commission (MTC)

Warren Slocum, Supervisor, San Mateo County

WORKGROUP CO-MODERATORS

Angela Jenkins, Director of Strategic Initiatives, Kaiser Permanente
Lindsay Haddix, Housing Initiatives Program Manager, Facebook
Marc Trotz, Consultant
Margot Kushel, MD, UCSF Benioff Homelessness and Housing Initiative
Ophelia Basgal, Vice-Chair, San Francisco Foundation Board
Tramecia Garner, Associate Director for Housing and residential Programs, Swords to Plowshares
Will Dominie, Impact Manager, BARHII
William Rogers, CEO, SF-Marin-San Mateo Goodwill

TECHNICAL COMMITTEE

Adrian Covert, Vice President of Public Policy, Bay Area Council
Alan Dones, Managing Partner, Strategic Urban Development Alliance
Amy Sawyer, Policy Advisor on Homelessness, Office of Mayor London Breed
Brandy Jenkins-League, Program Manager, Bay Area Community Services (BACS)
Bruce Ives, CEO, LifeMoves
Carolina Reid, Assistant Professor, Department of City and Regional Planning, UC Berkeley
Cynthia Nagendra, Executive Director, UCSF Benioff Homelessness and Housing Initiative
Daniel Saver, Assistant Director for Housing and Local Planning, MTC/ABAG
Darnell Cadette, Director, Community, Chan Zuckerberg Initiative
David Low, Policy & Communications Director, Destination Home
Donna Allen, Pastor, New Revelation Church
Heather Hood, Vice President and Market Leader -Northern California, Enterprise Community Partners
Jackie Downing, Executive Director, Crankstart
Jacky Morales-Ferrand, Director of Housing, City of San José
Jamie Almanza, Executive Director, Bay Area Community Services
Katherine Harasz, Executive Director, Santa Clara County Housing Authority
Kelly Dearman, Executive Director, SF in Home Supportive Services Public Authority
Kerry Abbott, Director, Homeless Care and Coordination, Alameda County
Kris Stadelman, Director, NOVA Workforce Board
Lavonna Martin, Director, Health, Housing, and Homeless Services, Contra Costa County
Louise Rogers, Chief, San Mateo County Health System
Malcolm Yeung, Executive Director, Chinatown Community Development Center
Maryann Leshin, Deputy Director, Housing and Community Development Department, City of Oakland
Michael Gause, Ending Homelessness Program Manager, Sonoma County
Nevada Merriman, Director of Policy, MidPen Housing Corporation
Pedro Galvao, Policy Director, Non-Profit Housing Association of Northern California (NPH)
Peter Radu, Homeless Policy Director, Office of the Mayor, City of Oakland
Randy Tsuda, President & Chief Executive Officer, Alta Housing
Shola Olatoye, Director, Housing & Community Development, City of Oakland
Sparky Harlan, CEO, Bill Wilson Center
Tim Chan, Group Manager - Station Area Planning, BART
Vaughn Villaverde, Associate Director of Health Policy, Working Partnerships USA
Vivian Wan, Chief Operating Officer, Abode Services
William Pickel, Chief Executive Officer, Brilliant Corners
Zak Franet, Youth Policy & Advisory Committee Member, City and County of San Francisco

ALL HOME STAFF

Tomiquia Moss, Chief Executive Officer

Ken Kirkey, RIC Project Lead, Chief Partnership Officer

Charlie Sun, Chief of Staff

Gail Gilman, Chief Strategy Officer

Jay Banfield, Chief Economic Mobility Officer

Joanne Karchmer, Chief Impact Officer

Terrance Thompson, Director, Regional Homelessness Prevention System

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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 Presentation Summary

Item: Sonoma County Homeless Management Information System (HMIS) Capacity Building report

Date: August 25, 2021

Presenter: Javier Celedon and Emma Go, from Community Technology Alliance

Agenda Item Overview

Community Technology Alliance was founded in 1991 to design and construct the technical infrastructure necessary to support the work to end homelessness in Santa Clara County. CTA continues to work with different communities across the country in various database capacities.

In April 2020, Community Technology Alliance (CTA) was contracted to assist with Sonoma County Community Development Commission for HMIS capacity building. With this contract in place till September 2021, CTA improved, and updated the HMIS Policy and Procedures based on HUD recommendations and the collaboration with the Sonoma County Community Development Commission. CTA made various recommendations to improve HMIS Capacity; including but not limited to creating training material, intake forms, and improvements to the support structure. CTA has held training for HMIS end users on the importance of Data Culture and Common HMIS Data issues.

During the presentation, CTA will briefly go over the changes to the Policies and Procedures and provide a high-level overview of the HMIS Lead Evaluation plan created during the HMIS Capacity Building Project, which was reviewed and approved by HUD's assigned Technical Assistance provider. The HMIS Lead Evaluation Plan is currently being reviewed by the CoC's HMIS Data Committee and will be brought back to the CoC Board at a later date with more detail. CTA will discuss the importance of the HMIS Data Committee evaluating the system to ensure compliance.

CTA will provide an overview of important federally mandated reports such as the Annual Performance Report, Longitudinal System Analysis, and System Performance Measures used to evaluate the CoC as a whole. For each report, we will address when the reports are typically due, explain the kind of information gathered, inform the CoC Board of their importance and describe their impacts on funding.



Sonoma County Continuum of Care Board Presentation Summary

Item: Staff Report - CDC/County Housing and Homelessness Funding Information (Draft - 8-5-2021)

Date: August 25, 2021

Presenter: Dave Kiff, Interim Executive Director, CDC

Agenda Item Overview

CDC staff have developed a funding overview document to inform the CoC Board and committees of funding sources, guidelines, important dates, eligible uses, etc, of Housing and Homelessness funding in Sonoma County. This document is a living document and will be updated on an ongoing basis for use by the CoC Board and committees. At this time staff are sharing this information to receive feedback on the usability of the document, and any additional information members would like to see. If you have feedback or questions, please submit in writing to CDC staff to avoid taking time during meetings.



ESG-CV

Request for Proposals (RFP)

The Sonoma County Community Development Commission (SCCDC) is pleased to invite you to respond to a Request for Proposals (RFP) for applicants interested in receiving additional Emergency Solutions Grants-Coronavirus (ESG-CV) funds for Rapid Re-Housing (RRH) and Emergency Shelter (ES) projects in Sonoma County. As you are aware, ESG-CV funds can only be used “to prevent, prepare for, and respond to coronavirus, among individuals and families who are homeless or receiving homeless assistance and to support additional homeless assistance and homelessness prevention activities to mitigate the impacts created by coronavirus under the Emergency Solutions Grants program (42 U.S.C. 11371).” More information about the ESG-CV program is [here](#).

Responses must be received no later than 5:00 pm. on September 1, 2021. Late responses will not be considered.

A. Introduction:

The SCCDC is seeking interested, qualified non-profit organizations with potential unreimbursed past or foreseeable COVID-related Emergency Shelter and Rapid Rehousing costs to apply for remaining ESG-CV funds that must be spent by September 30, 2022. Due to the short time frame for use of these funds and the complicated nature of ESG program rules and regulations, SCCDC is seeking only those non-profit providers who have experience with operating successful ESG-funded programs in the past or providers who can partner with an agency that has ESG experience.

The SCCDC invites you to respond to this RFP to apply for the remaining ESG-CV funds. This RFP does not commit the SCCDC to contract for any supply or service. The decision to award funds to a respondent to this RFP will be made by the Continuum of Care Board based on the information received through this RFP, as well as CDC staff's and the CoC Board's knowledge and understanding about the capabilities of qualified respondents.

Respondents are advised that the SCCDC will not pay for any information or administrative costs incurred in response to the RFP; all costs associated with responding to this RFP will be solely at the interested party's expense. Based on the information provided by the respondents to this RFP, a determination will be made regarding any actual contracting through a procurement process which, at the County's option, could include but not be limited to: a formal solicitation process, using an existing County contract, procurement via cooperative purchasing agreements, or piggyback of a contract established as a result of a public solicitation of another public agency. All submissions in response to this RFP become County property and will not be returned.

The Continuum of Care Board and CDC staff are responsible for working with fund recipients to ensure that at least eighty percent (80%) of the total ESG-CV funds are spent by March 31,



2022. In Table 1 below, we show the schedule and amount of funds (by category – ES and RRH) that must be spent.

Table 1

Overview of Available Funds *	Must be spent by March 31, 2022	Can be spent after April 1, 2022 but must be spent before September 30, 2022	Total to be Spent
Emergency Shelter (ES)	\$ 398,571	\$ 299,514	\$ 698,085
Rapid Rehousing (RRH)	\$ 1,598,194	\$ 199,676	\$ 1,797,871
<i>Totals</i>	\$ 1,996,765	\$ 499,191	\$ 2,495,956
<i>Percent of Total to be Spent</i>	80%	20%	100%
<i>* Amounts refelect rounding</i>			

B. Background information:

ESG-CV funds **must** be used to prevent, prepare for and respond to the COVID-19 pandemic, among individuals and families who are homeless or receiving homeless assistance and to support additional homeless assistance and homelessness prevention activities to mitigate the impacts created by the pandemic. Administrative costs and indirect costs are *not* eligible expenses. Recipients of funds may decide to subcontract work, but this need not be identified in the information provided as a response to this RFP. More information and a complete list of eligible activities for the ESG-CV funds can be found at: <https://www.hud.gov/sites/dfiles/OCHCO/documents/20-08cpdn.pdf>

C. This Request for Proposal:

Responders may submit information general in nature showing the respondent’s capabilities, past experiences providing ES and RRH services, and an indication as to how they would approach providing the services in the best interest of the SCCDC to achieve this RFP’s outlined objectives. All subcontractors must follow Exhibit F in the funding agreements.

Applications must also include the attached budget form.

D. Objectives: Use of the ESG-CV funds

The SCCDC is seeking non-profit agencies with ESG experience with programs that can:

- a. Use the unspent ESG-CV funds to complement the Emergency Housing Vouchers (EHV) that have been awarded the City and County Housing Authorities. *Uses for the EHV program include: Landlord incentives, deposit assistance for those in the EHV program, provide on-going case management for individuals housed in the EHV program.*
- b. Use the funds in a geographically equitable fashion.



- c. Expand capacity for County-wide housing location services which may be centralized with one provider.
- d. Expand capacity for County-wide case conferencing services which also may be centralized with one partner.
- e. Expand housing navigation, case management, landlord incentives and housing stabilization services.
- f. Expend the funds to provide continued shelter operations during the COVID-19 pandemic.
- g. Expend the funds for past shelter operation costs that resulted from the COVID-19 pandemic.

E. Reporting Requirements:

Responders must be able to demonstrate knowledge of Homeless Management Information System (HMIS) reporting system and an ability to comply with all reporting requirements which include:

- HUD entry and exit assessments
- Vulnerability Index- Service Prioritization Decision Assistance Tool (VI-SPDAT) Assessments
- Case notes
- Annual Performance Reports
- Data Quality reports

F. Resulting Contract:

There is no guarantee that Sonoma County officials will utilize the services of any firm or individual responding to this Request for Proposals.

G. Schedule:

Date	Event
August 11, 2021	RFP advertised and posted
September 1, 2021	Responses to RFP due
September 2-9, 2021 (estimated)	Staff review of responses, including development of a list of recommended recipients and funding amounts
September 16, 2021 (estimated)	Meeting of the CoC board to award funds



H. Responses:

Respondents will be required to submit their responses via email on or before 5:00pm on September 1, 2021. Please use a PDF document submitted as an attachment to your email. You must include a signature of an officer or responsible party from the organization in your response. Responses should be sent directly to Madison Murray at Madison.Murray@sonoma-county.org

To: Continuum of Care Board

From: Chuck Mottern, Homeless Services Funding Coordinator

CC: Dave Kiff, Interim Executive Director, SCCDC
Tina Rivera, Interim Executive Director, DHS
Michael Gause, Ending Homelessness Team Manager

Date: August 16, 2021

Subject: Unspent Funds from Homeless Services Contacts in FY2020-2021

Overview

This writing will discuss unspent funds from homeless services Funding Agreements in FY 2020-2021. All Homeless Services Funding Agreements contain language describing the effective period of the Agreement as being from July 1 to June 30 of each year. Exhibit B – Budget expressly states that all eligible spending shall occur within this timeframe with Final Reimbursement due by July 10. Funding Policies for 2020-2021 describe organizational capacity by the measure: "previously awarded grant funds were expended on eligible activities and spending observed contracted deadlines, with reimbursements submitted on time and in compliance with eligible costs, rules, and regulations. Organizations with unspent funds as of Final Reimbursement will receive a Monitoring Letter stating a Concern or Finding due to the potential loss of funds to the SOC related to deadlines or other restrictions. SCCDC staff will send Monitoring Letters for unspent funds during August of 2021.

Historical Perspective

In FY 2020-2021, the Sonoma County Community Development Commission (SCCDC) managed thirty-three (33) Funding Agreements for the Sonoma County Homeless System of Care (SOC) with a total value of \$4,791,345. In FY 2021-2022, \$109,946.74 remained unspent as of Final Reimbursement.

At the beginning of FY 2020-2021, all funded projects received a proportional reduction of approximately 20% from the previous period. These reductions were the result of cuts in the sources used annually for contracts in the SOC. While this reduction was impactful, projects funded in FY 2019-2020 left a total of \$431,700.73 unspent.

In FY 2018-2019, the total value of all Agreements was \$1,986,194 across twenty-eight (28) projects, whereas, in FY 2019-2020, HEAP funds increased the annual funding for the SOC by 239%, and the number of projects increased to forty-two (42). Before including HEAP and subsequent sources such as the Homeless Housing and Assistance Program (HHAP) and the California Emergency Solutions and Housing (CESH), only two historical instances of unspent funds occurred from 2014 until 2018. The annual amount of unspent funds represents the sudden growth in funding and the number of projects across organizations participating in the SOC.

Level Funding in FY 2021-2022

Funded projects received level funding in FY 2021-2022 using Emergency Solutions Grant Coronavirus (ESG-CV) funds for emergency shelters and rapid re-housing projects. However, without using ESG-CV funds in this manner, an estimated 25% to 30% reduction may have occurred for the second year in a row. The ongoing investment in the projects from year to year supports the administrative capacity of smaller and larger nonprofit organizations participating in the SOC by allowing for predictable budgets to support staffing and operations at funded organizations. The value in providing flat funding is of great

support to the funded organizations, as predictable budgets and ongoing project activities positively impact providers understanding of regulations guiding service delivery. However, it may be significant to consider the possibility of reductions in the number of typical sources to support the SOC for FY2022-2023, despite the potential of other sources, which might allow for flat funding and/or a competitive grant process. The total dollar value from each source to support the SOC in FY 2022-2023 will be unknown until early 2022. The reserving of unspent funds not facing imminent spending deadlines can help support the SOC into the following period and will be prudent to anticipate potential cuts. Planning for the future use of unspent funds from FY 2020-2021 should consider federal and state regulations, stated agreements with those funders, and corresponding spending.

Table 1: Unspent Funds for FY 20-21

Organization	Project Title	Funding Source	Total Unspent FY 20-21
Catholic Charities	Rapid Rehousing	Federal ESG / Local	\$13,512.08
Catholic Charities	Coordinated Entry	CoC Competition	\$70,141.59
COTS	Rapid Rehousing	State ESG -19	\$2,260.82
SHARE	SHARE Sonoma County	Local	\$70.66
Social Advocates for Youth	Rapid Rehousing	HEAP	\$223.60
Social Advocates for Youth	Homelessness Prevention	HHAP / Local	\$1,935.16
Sonoma Applied Village Services	Street Outreach	HEAP	\$780.62
TLC Child and Family Services	THP + Rapid Rehousing	HHAP	\$118.24
West County Community Services	Rapid Rehousing	HHAP / Local	\$19,270.14
West County Community Services	Meeting Their Needs (PSH)	HHAP / Local	\$1,633.83
Total Unspent FY 2020-2021			\$109,946.74

Unspent Funds from FY 2020-2021

In Fiscal Year 2021-2022, a total of \$5,046,345.32 was under contract for all homeless services projects funded in the System of Care. This total includes dollars that are not under the purview of the COC Board, such as General Fund, Reinvestment, and Revitalization (R&R) funds, Low Moderate Income Housing Asset Funds (LMIHAF), and Transit Occupancy Tax (TOT-Measure L) revenue. In addition, the Continuum of Care Competition funds described in this report, despite being under the COC Board's purview, is not included in the calculations for annual renewals.

After final reimbursement, \$109,946.74 remained unspent from ten projects, with unspent funds per project ranging from \$70.66 to \$70,141.59. Of the total left unspent, Table 2 shows the 30% of the total unspent that remains eligible for reallocation with various deadlines.

Table 2: Spending Deadlines

Dealines for Spending From Sources with Unspent Funds In FY 2021-2022	
State Emergency Solutions Grant 2019 (ESG '19)	September 12, 2021
Homeless Emergency Assistance Program (HEAP)	October 22, 2021
Federal Emergency Solutions Grant 2020 (F ESG 20)	November 2, 2022
Homeless Housing Assistance Program (HHAP)	June 30, 2025

Locally sourced funds from these sources accounted for 7% of the total amount unspent. Local dollars are primarily, but not exclusively, used for Indirect/Administrative line items in project budgets for the organization with multiple projects in the System of Care. Projects considered in the Other Homeless Services category exclusively receive local dollars.

Continuum of Care Competition dollars occur through a different funding process than the locally operated Annual Funding Cycle and support the Catholic Charities' Coordinated Entry project. COC Competition funds left unspent accounted for 63% of the total amount unspent from all sources.

The following section describes the considerations related to unspent funds per source and potential actions available to ensure the use of funds to support the System of Care (SOC) in Sonoma County.

Funds under the purview of the COC Board

- **Continuum of Care Competition** funds had a spending deadline of April 30, 2021. The remaining dollars unspent past the deadline are lost to the Continuum of Care if not used by that deadline. Furthermore, this lack of spending may impact the local scoring in the COC competition.
 - In FY 2020-2021, Catholic Charities operated the Coordinated Entry project and had unused funds totaling \$70,141.59, or 63% of all funds left unspent as of Final Reimbursement. Internal staffing issues at Catholic Charities' fiscal department led to challenges submitting reimbursements for FY 2021-2022. These challenges led to additional administrative costs incurred by the SCCDC to correct the Final Reimbursement at the end of June. Despite Catholic Charities' fiscal staff and SCCDC administrative support efforts, the challenges led to unspent funds for the Coordinated Entry project. In addition, a concern over if the Coordinated Entry project would conclude due to the COC Board seeking a new CE operator may have also led to actions that caused challenges. It is unclear if the stated desire to change operators was impactful to operations of the CE project might have led to an inability to spend funds as funds were pro-rated at the end of 2020 to account for a potential Operator change.
- **State Emergency Solutions Grant (2019)** funds have a spending deadline of October 19, 2021
 - As of Final Reimbursement, COTS had a remaining balance of \$2,260.82 in their RRH project. In FY 2020-2021, COTS voluntarily agreed to give up \$75,000 of State ESG '19 from their RRH project and add that amount to their Mary Isaak Emergency Shelter Funding Agreement 2021-2022. This adjustment helped offset the potential cuts in the FY 2020-2021. This strategy also maintained the spending deadline, intended jurisdictional use of these funds, and required use in Petaluma and Santa Rosa due to non-entitlement jurisdictions.
 - Due to the timeframe for spending by September 19, 2021, an Amendment of \$2,260.82 will add to the COTS Mary Isaak Center Emergency Shelter contract, which already contains \$75,000 of 19 State ESG in their Agreement for personnel for use before the deadline of October 19, 2021. Doing so will also offset an equal amount of California Emergency Solutions and Housing (CESH) funds, with a spending deadline of January 30, 2025.
- **Homeless Emergency Assistance Program (HEAP)** funds available in FY 2021-2022 are considered HEAP Interest and have an imminent spending deadline of October 19, 2021, for funds considered as Interest.

- Social Advocates for Youth (SAY) RRH project left \$231.60 of HEAP Interest allocated in FY 2020-2021 unspent by Final Reimbursement. SAY's RRH is a recipient of HEAP Interest again in FY 2021-2022.
 - Due to the tight timeline and small amount, the need to amend SAY's RRH contract to include the remaining unspent funds from FY 2021-2022 will be necessary. Currently, SAY's RRH Funding Agreement for 2021-22 contains \$50,745.44 in HEAP Interest. The addition of \$231.60 is within their ability to spend per the deadline. SCCDC staff will be monitoring the spending of HEAP Interest dollars to ensure the total expenditure of the grant per the deadline. The inclusion of \$223.60 of unspent HEAP dollars is within SAY's ESG-CV Amendment.
- Sonoma Applied Village Services (SAVS) had a remaining balance of \$780.62 in HEAP funds as of Final Reimbursement. Unspent HEAP funds included \$398.00 of ineligible Direct Assistance costs for participants not entered in HMIS and \$382.62 due to ineligible insurance costs. Since the completion of HMIS entry was lacking, verification of expenses to these individuals could not occur, SAVS ended the year with a balance. The lack of HMIS Entry is considered a violation of the terms of their Funding Agreement, and the Unspent Funds letter also contained a Finding as a result. The ineligible auto insurance was related to the covered period that extended beyond the spending deadline for HEAP and the SAVS Funding Agreement. The insurance costs are eligible for inclusion in SAVS July billing.
 - For the SCCDC to ensure complete expenditure of all the HEAP funding, an administrative process split funding allocated to YWCA's Safe House project to rebalance HEAP Services and HEAP Interest to cover the unspent amount.
 - Before the 6/30/21 deadline, the YWCA project received \$30,000 in HEAP funds, including \$3,302.92 in HEAP Services and \$26,697.08 in HEAP Interest. After determining the amount of ineligible HEAP Services charges for SAVS, the YWCA HEAP funding was adjusted by increasing \$780.62 in HEAP Services and decreasing \$780.62 in HEAP Interest.
- **Federal Emergency Solutions Grant (ESG) funds have a spending deadline of November 2, 2022.**
 - As of Final Reimbursement, Catholic Charities' Rapid Rehousing project had \$12,904 unspent of federally sourced ESG dollars. Due to the size of their organizational budget and experience with ESG dollars in the past, Catholic Charities has been the primary recipient of Federal ESG funding through the competitive cycle for years.
 - Anecdotal reports from providers throughout the final portion of FY 2020-2021 state that the eviction moratorium may have impacted Rapid Re-housing (RRH) projects as fewer persons moved out of units causing a reduction in the number of available units.
 - In FY 2021-2022, Catholic Charities Rapid Rehousing has a budget containing State ESG dollars to be spent by September 7, 2022, along with \$4,675 in LMIHAF dollars, with a deadline June 30, 2022. Due to the contract budget size, deadlines for the use of funds, and the amount of ESG-CV dollars in the system, staff do not feel that Catholic Charities can absorb these unspent funds in FY2021-2022 without risking unspent funds of this or other sources.

- **Transient Occupancy Tax (TOT)** had a spending deadline of June 30, 2021. Any TOT dollars not spent by the June 30 deadline are lost to the SOC. TOT dollars are not a funding source used in the care system in FY 2021-2022. As of Final Reimbursement, \$1,340.36 was unspent from this fund.

Conclusion

Generally, the unspent fund's report shows that most subrecipients of funds could have avoided leaving too many funds on the table even during a challenging pandemic year. We note that the improved expenditure rate in FY 2020-21 over FY 2019-20 marks an improvement (if one is solely looking at unspent funds) despite both years being administratively challenging. Table 3 shows a comparison of unspent funds in FY 2019-20 and FY 2020-21.

Staff is available for any questions that the CoC Board may have about this unspent funds report.

Organization	Project Title	Total Unspent FY 20-21	Total Unspent FY 19-20
<i>Table 2: Comparison of Unspent Funds in FY 2020-2021 and FY 2019-2020</i>			
Catholic Charities	Mental Health Integration	Not Funded	\$40,592.58
Catholic Charities	PSH Alternatives	\$0.00	\$256,807.88
Catholic Charities	Homelessness Prevention	\$0.00	\$11,323.05
COTS	Winter Shelter Expansion	Not Funded	\$28,889.68
COTS	Homelessness Prevention	\$0.00	\$5,538.72
Social Advocates For Youth	Street Outreach	\$0.00	\$48.74
Social Advocates For Youth	Homelessness Prevention	\$0.00	\$85.06
Catholic Charities	Rapid Rehousing	\$13,512.08	\$0.00
Catholic Charities	Coordinated Entry	\$70,141.59	\$0.00
COTS	Rapid Rehousing	\$2,260.82	\$0.00
SHARE	SHARE Sonoma County	\$70.66	\$13,500.02
Social Advocates for Youth	Rapid Rehousing	\$223.60	\$0.00
Social Advocates for Youth	Homelessness Prevention	\$1,935.16	\$0.00
Sonoma Applied Village Services	Street Outreach	\$780.62	\$35,872.35
TLC Child and Family Services	THP + Rapid Rehousing	\$118.24	\$4,110.46
West County Community Services	Rapid Rehousing	\$19,270.14	\$14,661.09
West County Community Services	Meeting Their Needs (PSH)	\$1,633.83	\$20,471.10
Total		\$109,946.74	\$431,900.73



Sonoma County Continuum of Care Board Executive Summary

Item: Coordinated Entry Advisory Committee Report/Recommendations

Date: 8/25/2021

Staff Contact: Thai Hilton Thai.Hilton@Sonoma-County.org

Agenda Item Overview

Emergency Housing Voucher (EHV) Update

The Coordinated Entry Advisory Committee (CEA) Committee met to discuss implementation of the EHV program. On August 18, 2021, the CEA Committee instructed staff to form a referral working group to make referral decisions and refer clients to the program. The working group will consist of one representative from each agency listed on the CES release of information. The working group will begin meeting on August 19, 2021. The working group will decide on which subpopulations to prioritize and will make referrals to the Housing Authorities. Additionally, the Sonoma County Community Development Commission (CDC) staff will hold a training on chronic homelessness documentation for providers who may be referring to the EHV program on Friday, August 20th. The Housing Authorities will also hold a training on their processes in the near future. The Housing Authorities will begin to receive referrals for the TAY and DV subpopulations soon.

Coordinated Entry Operator Request for Proposals (RFP) Document

The CEA Committee has met several times to provide content and to review the RFP for CES. On August 18, 2021, the CEA Committee voted to approve the RFP to send to the CoC Board for consideration after staff has made revisions. These revisions will not be included in this packet as the revisions that need to be completed cannot be done in time for the issuance of this board packet. The updated RFP will be sent to the CEA committee for review but will be presented to the board on August 25th meeting.

CES Committee & Staff Recommendation

Approve the RFP for the Coordinated Entry Operator.

August 17, 2021

To: Sonoma County Continuum of Care Board of Directors

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

Re: Recommended Charter and Policy Changes

This memo includes several proposals for changes to our Charter and practices recommended by the Charter and Policy Review Committee. The Committee believes that these changes are “low hanging fruit” that will improve our functioning. We suggest that the Board approve these changes and, for those we are not already following, incorporate them immediately into our practices. For those changes that should be included in the revised Charter, we will incorporate them in a new version when we bring it to the Board at a later date.

1. Any information (including that provided with written documents, at meetings, e-mails, or phone) shared outside of a Board meeting by staff with one Board member shall be shared with all Board members as soon as is practical, and no later than 24 hours or one working day after the material was first distributed to a Board member. Exceptions include communications with the Board Chair and Vice Chair on matters regarding setting Board agendas, and materials shared with Committee members relevant primarily to that Committee’s scope.
2. Meetings will be scheduled at the convenience of all Board members equally, and account for the availability of sufficient staff support.
3. Committee meetings will be scheduled at the convenience of all Committee members equally, and account for the availability of sufficient staff support.
4. Each agenda will have a section toward the end entitled “Board member questions, comments, and requests.”
5. The minutes of Board and Committee meetings shall be Action Minutes (versus verbatim minutes) and will include, but not be limited to, all actions taken, including those by formal vote, other direction provided to staff, commitments made by staff or Board members, and statements which Board members request be included for the record. If minutes are recorded, they will include the time at which consideration of each agenda item began.
6. Meeting agendas and materials will be distributed electronically to Board members and Continuum of Care members, and posted on the CoC website, at least 72 working hours (excluding weekends and holidays) prior to the meeting start time. Agenda items will typically have a report or other material prepared in advance by staff. Supplemental documents may be distributed to Board members prior to Board meetings (and shared at Board meetings with the public) and added to the website when required by circumstances, but this should not be a regular practice. If materials are presented at meetings and not in advance, they will be made accessible to the public as soon as is practical. Exceptions for providing materials in advance will

be made for special meetings, with noticing requirements consistent with the Brown Act. These requirements shall not preclude earlier distribution and posting of materials for Board meetings.

7. If one-third or more of Board members present at a meeting ask for an item to be added to a future agenda it will be added at one of the next two meetings, or another date if agreeable to the Board members making the request. Board members are encouraged to consult with staff as to the availability of staff's time and resources to include background information, when such information is desired. No more than one agenda item per meeting will be added by this mechanism.
8. For CoC membership meetings and elections of Board members, we recommend that we change current requirements (*see pages 14-15 of Charter*) to: The chief executive of member organizations (such as Executive Director or Department Head or City representative) must cast the organization's vote, unless designating an alternate by notifying the Chair and/or Vice Chair of the CoC Board in advance.
9. Any proxy requirement for Board meetings shall extend to Committee meetings. (*Note: The Charter currently states, on p. 22: Should a seated member be unable to attend a Board meeting, the member may assign a proxy by submitting a written request to the Chair prior to the meeting.*)
10. All contracts funded by the CoC with providers will require consistency with the protocols and practices in the jurisdictions in which the contractors operate as long as such protocols and practices would not cause the provider to become out of compliance with grant/funding regulations.
11. The Board has the authority to choose its legal counsel, and may, following majority Board approval, direct work by counsel within the CoC's budget for legal services. Individual members of the Board may not direct legal counsel's work or time incurred.
12. The Board will establish a regular meeting schedule prior to or at the first meeting of each calendar year. Additional meetings may be scheduled with the approval of the Board, or in the absence of a Board meeting by the Chair and Vice Chair.
13. Staff shall prepare and the Board shall review an annual administrative budget for the CoC by May of each year for the following fiscal year. The budget shall include all sources of revenue including but not necessarily limited to HUD allocations for administrative and other purposes such as HMIS; administrative funds received from funding allocations, grants or donations, and direct financial support from any local government entity. The budget shall also include all categories of CoC expenditures, including but not necessarily limited to staff, overhead expenses charged by the Collaborative Applicant or HMIS Provider, services such as contracts and legal fees (which shall be provided by contractor), and other operating expenses.

**Sonoma County CoC Board
Charter and Policy Committee
August 25, 2021**

DRAFT

Committee Scope

- CoC Charter
- Policies Related to Governance
 - Conflict of Interest
- Not Topics Such as HMIS or Coordinated Entry

Committee Role

- Research models when helpful
- Bring proposals to full Board when we have consensus
- Bring options to full Board when we don't have consensus

Charter Review: Primary Topics

- Membership
- Composition of CoC Board
- Committees
 - What should we have, if any?
 - How do they get formed?
- Lead Agency

CoC Board Composition

- Models Vary Widely
- One Person w/Lived Experience Required
- Otherwise Local Choice
- Board Has Authority to Change
- 7 Appointed
- 8 Elected (terms vary)
- Elections held annually
- Strong interest in changing

Membership

- Why it matters: Voting for Board members
- Current requirements: Extensive attendance at CoC meetings
- Currently eligible: 2 out of 134
- Need to resolve prior to Board election at end of year

Membership: Some Issues

- Who qualifies to vote (individuals or organizations)?
- Attendance tracking
 - What does it mean to “attend”?
 - Accessibility
 - In person in Santa Rosa? Internet access if Remote?
 - All meetings during the day
 - Cumbersome to track
- Training

Voting Membership: Who Qualifies

- Case for Individuals:
 - Addressing homelessness requires broad participation
 - Seen as more democratic/inclusive
 - Demonstrates individuals' commitment
 - Builds broader community support/sense of belonging

Voting Membership: Who Qualifies

- Case for Organizations:
 - Prevents small groups from dominating voting
 - Highly democratic as those representing organizations have 'direct connection' to broader groups
 - For government: all voters/population
 - For other organizations: staff, Board, members
 - Simpler: eliminates tracking of attendance
 - Attendance is poor proxy for anything meaningful

Voting Membership: Who Qualifies

- Committee straw vote: 5-3 for organizations
- Looking for sense of the Board



**Sonoma County Continuum of Care (CoC) Board
DRAFT Agenda for September 22, 2021
1:00pm-5:00pm Pacific Time**

	Agenda Item
	Welcome, Roll Call and Introductions
1.	Consent Calendar (ACTION ITEM): <ul style="list-style-type: none"> • Approve Agenda • Approve minutes from 8/25
2.	Non-Congregate Sites and Alternative Care Sites Update- Tina Rivera, DHS
3.	Emergency Solutions Grant Coronavirus (Round 2) Program [ESG-CV (Round 2) Funding Recommendations (ACTION ITEM with recusals)
4.	Staff Report
5.	Word from the Street
6.	Homeless Data Integration System (HDIS) Overview
7.	Standing Committee Updates <ul style="list-style-type: none"> • Coordinated Entry Advisory (CEA) Committee • Strategic Plan Committee • Charter & Policy Review Committee • Homeless Management Information System (HMIS)/Data Committee • Lived Experience Advisory Body • Youth Action Board
8.	Review Agenda for October CoC Board Meeting
9.	Board Member Questions & Comments
10.	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.