



**Sonoma County Continuum of Care Strategic Planning  
Agenda Report  
(Special expanded meeting to include CoC Board & LEAP Board)**

**Item No:** 1

**Subject:** November 18, 2022 Strategic Planning Meeting Agenda (expanded to include CoC Board & LEAP)

**Meeting Date:** November 18, 2022

**Staff Contact:** Alea Tantarelli, [Alea.Tantarelli@Sonoma-County.org](mailto:Alea.Tantarelli@Sonoma-County.org)

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**SUMMARY**

This staff report presents the November 18, 2022 expanded CoC Strategic Planning Committee Meeting proposed agenda. The agenda contains all proposed items that will be discussed by the Strategic Planning Committee, Continuum of Care Board and Lived Experience and Advisory Planning Board. The proposed agenda is attached as Attachment A.

**RECOMMENDED ACTION(S)**

Approve November 18, 2022 agenda.

**Attachment A****Sonoma County Continuum of Care (CoC) Strategic Planning Committee****Agenda for November 18, 2022****(Special expanded meeting to include CoC Board & LEAP Board)****9:00am-12:00pm Pacific Time**

Virtual Meeting: Join Zoom Webinar

<https://sonomacounty.zoom.us/j/94233222676?pwd=TIExUDVFdnRpSFkrVGQzSmxZMS9BZz09>

Passcode: 976436

Webinar ID: 942 3322 2676

Telephone: 1 669 900 9128

	<b>Agenda Item</b>	<b>Packet Item</b>	<b>Presenter</b>	<b>Time</b>
	Welcome, Roll Call and Introductions		Committee Co-Chairs/ CDC Staff	9:00am
1.	Approve Agenda <b>(ACTION ITEM)</b> <i>Vote from Strategic Planning Committee only</i>	11/18 Agenda	Committee Co-Chairs	9:05am
2.	Approve Minutes <b>(ACTION ITEM)</b> <i>Vote from Strategic Planning Committee only</i>	10/21 Minutes	Committee Co-Chairs	9:10am
3.	Homebase Presentation <ul style="list-style-type: none"><li>Strategic Plan Overview, including Year 1 Implementation Plan</li><li>Update on feedback Homebase received and incorporated into draft</li><li>Feedback from SPC, LEAP Board, CoC Board</li><li>Next Steps for Plan Approval</li></ul> <b>ACTION ITEM:</b> CoC Board Composition <i>(Vote from Strategic Planning Committee Only)</i> <b>ACTION ITEM:</b> Forward draft plan (with or without edits) to CoC Board for approval <i>(Vote from Strategic Planning Committee only)</i>	-Homebase Presentation -Draft Strategic Plan	Homebase Team & Committee Co-Chairs	9:15am

4.	CoC Strategic Plan Communications & Rollout <b>(Potential ACTION ITEM)</b>		Committee Co-Chairs	11:25am
5.	Discuss Workgroup Progress <ul style="list-style-type: none"><li>Coordinated System of Care</li></ul> <b>(Potential ACTION ITEM)</b>		Workgroup Leads	11:45am
6.	Public Comment on Non-agendized Items		Committee Co-Chairs	11:55am

**PUBLIC COMMENT:**

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



**Sonoma County Continuum of Care Strategic Planning Committee  
Agenda Report**

**Item No:** 2  
**Subject:** CoC Strategic Planning Committee Minutes for 10/21/22  
**Meeting Date:** November 18, 2022  
**Staff Contact:** Alea Tantarelli, [Alea.Tantarelli@Sonoma-County.org](mailto:Alea.Tantarelli@Sonoma-County.org)

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**SUMMARY**

This staff report briefly summarizes the minutes from the previous meeting on October 21, 2022. The minutes reflect a general summary of the previous meeting's activities and are not intended to reflect verbatim comments. The minutes are attached as Attachment **A**

**RECOMMENDED ACTION(S)**

Approve minutes from 10/21/22

## Attachment A

# Sonoma County Continuum of Care Strategic Plan Committee Meeting Minutes

October 21, 2022

9:00-10:30 pm Pacific Time - Meeting held by Zoom

### **Welcome**

- \* Co-Chair Stephen Sotomayor called the meeting to order, and clarified Zoom rules around public comment and Brown Act guidelines
- \* **Roll Call taken:** Tom Schwedhelm, City of Santa Rosa; Stephen Sotomayor, City of Healdsburg; Ben Leroi, Santa Rosa Community Health; Jennielynn Holmes, Catholic Charities; Ludmilla Bade, Community Member; Dennis Pocekay, City of Petaluma; Tom Bieri, Community Support Network; Karen Fies, County of Sonoma; Tim Miller, West County Community Services; Jennifer Harte, Sonoma County DA; Rebekah Sammet, Community Member.
- \* **Absent:** None
- \* Staff Present: Dave Kiff, Alea Tantarelli, Araceli Rivera, Thai Hilton, Michael Gause, Chuck Mottern, Karissa White
- \* Guests: Tara Carruth, Focus Strategies
- \* Kelli Kuykendall, City of Santa Rosa
- \* Homebase representatives- Lauren & Aram

### **1) Approve Agenda**

Public Comment: None

Motion to approve agenda: **Motion Tom B, 2nd Tom S**

Approved

### **2) Minutes 7/15, 8/19, & 9/16**

One correction was offered, that board member Ben Leroi was not absent at the 8/19 meeting.

Public Comment: None

Motion to approve agenda: **Motion Tom B, 2nd Karen**

Approved unanimously

### **3) City of Santa Rosa Homeless Solutions Strategic Plan (Tara Carruth)**

Presentation covered overarching strategies, including improving the city's homeless response and regional alignment, expanding service-oriented responses, and enhancing collaboration in regional solutions. Other issues mentioned included the import of considering the whole community in proposing solutions, and the need to center equity and lived experience.

Public Comment: Aram

Patrick OLoughlin

No Action Taken

#### **4) Homebase Presentation on CoC Strategic Plan DRAFT Goals & Strategies (Lauren)**

Lauren reviewed current DRAFT Goals, Strategies, and Actions of the Plan, the timeline (looking for full adoption by 11/30/22) and asked for general feedback, as well as suggestions of community resources available to support the many year one initiatives (47/98 total Action Steps by my count) listed.

Tom B described the contradictions between safety and low barriers as the “elephant in the room”, and did not feel the current draft addressed this in enough detail. He requested a commitment to adding a complete Safety Policy by the end of year one.

Tom S was concerned with the lack of timelines, coupled with the multiplicity of different “owners” for different Action Steps. Further discussion included the advantages of letting the owners influence the timelines, and that best case would be a single name for every owner.

Ben questioned details of Action Step 1.1a, which describes developing a tool (“prevention version of the VI-SPDAT”) to determine who should receive prevention assistance. All eventually agreed that such a tool is not currently available. Jennielynn offered that Catholic Charities was about to begin a prevention pilot with their own attempt at such a tool, and that they would be happy to share it with anyone interested.

Stephen said he felt the number of first year priorities could be reduced, and that current committees could own some of them.

Ludmilla stated that case management should be provided to anyone at any point on the path from “about to lose housing” to chronic homelessness.

Don Schwartz, in his public comment, suggested that not enough attention is being paid to the idea that we will have to make choices between conflicting Action Steps, such as 2.1a (increased compensation) and 2.1b (decreased caseload ratios), and that this should be further discussed and a decision suggested in the Plan. Teddie Pierce extended this thought to conflicts between committees, such as whether the Funding & Evaluation Committee or the HMIS Committee should be primary in HMIS Lead evaluation.

Public Comment: Don Schwartz  
Teddie Pierce

No Action Taken

#### **5) Workgroup Progress**

##### **Coordinated System of Care (Tom S):**

Workgroup continues work (begun by Dave Kiff) on comparing the Strategic Plans of different jurisdictions to aid future collaboration. Anyone interested in joining this work should call Tom S.

Public Comment: None  
No Action Taken

#### **6) Public Comment on Non-Agendized Items**

None  
Meeting Adjourned at 10:34am



**Sonoma County Continuum of Care  
Strategic Planning Committee  
Agenda Report**

**Item No:** 3

**Subject:** Draft Strategic Plan Review – Action to forward to CoC Board for approval

**Meeting Date:** November 18, 2022

**Staff Contact:** Alea Tantarelli, [Alea.Tantarelli@sonoma-county.org](mailto:Alea.Tantarelli@sonoma-county.org)

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**SUMMARY**

Strategic Planning Consultant Homebase is presenting a draft of the Sonoma County Five Year Plan to Prevent and Reduce Homelessness (“Plan”). This will include a walkthrough of the Plan’s goals, strategies, actions steps, and year 1 implementation items. Homebase will seek feedback from the members of the Strategic Planning Committee, CoC Board, and LEAP Board during the joint meeting. SPC members will discuss the draft Plan, feedback from the boards and public, and take action on whether to advance the plan to the full CoC Board for approval at their November 30, 2022 meeting. The SPC will also consider a recommendation (identified as Action Step 3.7e in the Plan) which considers adding BIPOC-specific seats on the CoC Board. Homebase will also discuss the timeline and next steps for adoption of the plan.

**RECOMMENDED ACTION(S)**

1. Consider updating the Charter to include designated CoC Board seats for BIPOC members
2. Forward the draft Plan (with or without edits) to CoC Board for approval

**DISCUSSION**

The draft Plan brings together a year's worth of data and systems evaluation, diverse and frequent stakeholder guidance, and best practices informed by local and national models. The Plan will operate as a touchstone document to guide the county and the CoC efforts to respond to homelessness for the next five years. Forwarding the Plan to the CoC Board for full approval on November 30, 2022 is a critical step needed to bring the Plan to life and launch the Year 1 objectives in 2023.

It is also important to ensure that the CoC Board’s and the System of Care’s racial/ethnic representation reflects the population of Sonoma County’s homeless community. The SPC should consider updating the Charter to include designated seats on the CoC Board for BIPOC members.

**ATTACHMENTS:**

- A: Draft Strategic Plan
- B: Summary PPT



**Attachment A**

Please use the below link to access the DRAFT Strategic Plan:

<https://share.sonoma-county.org/link/Mp-46QMqnls/>

## Attachment B

# **Strategic Plan Draft Review & Discussion**

Strategic Planning Committee

With Special Guests: CoC and LEAP Boards

November 18, 2022

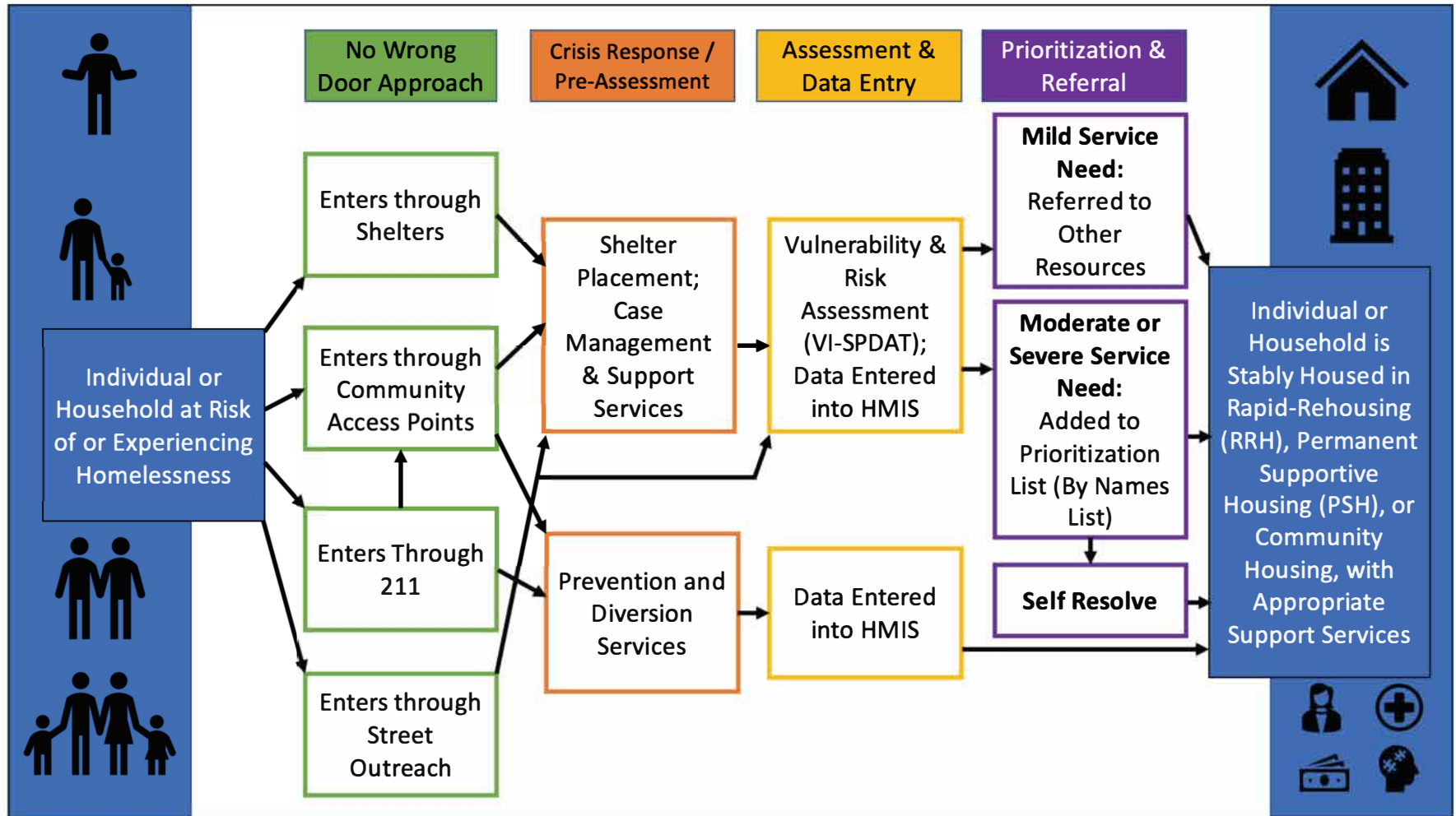
# Outline

- I. Strategic Plan Draft Overview
- II. Feedback Received and How Addressed in Draft
- III. Feedback from SPC, LEAP Board, CoC Board
- IV. Next Steps
- V. SPC Discussion and Vote

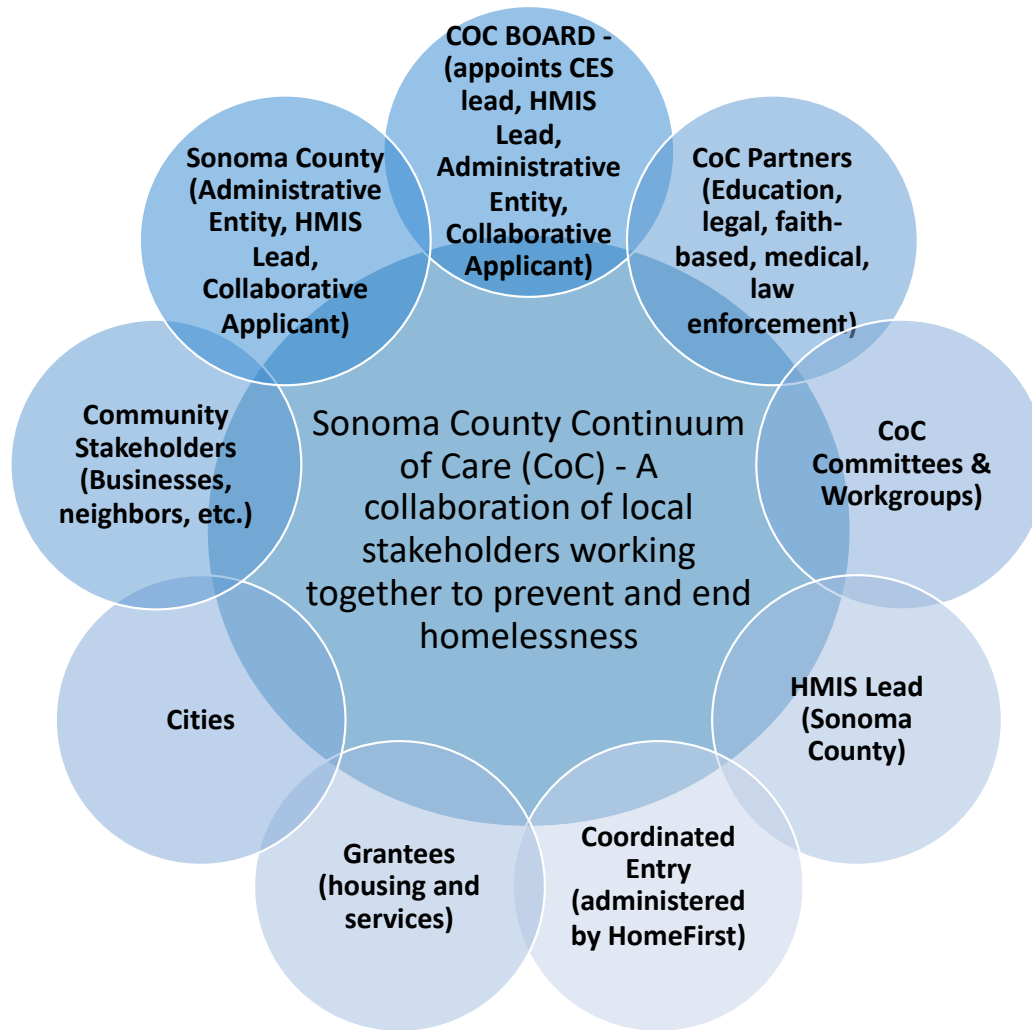
# Plan Outline

- Executive Summary
- **Current System of Care and Related Challenges**
- **Goals, Strategies and Action Steps**
- Appendixes
  - **Year 1 Implementation Plan**
  - Strategic Planning Process
  - Acknowledgements
  - Quantitative Data Sources
  - Homelessness in Sonoma County by the Numbers
  - Economic and Housing Landscape of Sonoma County
  - Crosswalk of Subregional Strategic Plans
  - Glossary of Terms

# Current System of Care



# Current System of Care



# Current System of Care

Leadership &  
Coordination

Prevention &  
Diversion

Coordinated  
Entry

Safe Parking

Street  
Outreach

Housing  
Solutions

Supportive  
Services

# Goals & Strategies



## GOAL 1: MORE HOUSING & PREVENTION

Create comprehensive housing interventions, from prevention to permanent housing, to reduce inflow into homelessness and increase pathways to housing stability

**Strategy 1.1:** Preserve housing for those at risk of homelessness by investing in prevention and problem-solving interventions

**Strategy 1.2:** Enhance and invest in non-congregate interim housing options

**Strategy 1.3:** Develop sustainable permanent housing solutions

**Strategy 1.4:** Support Efforts to Increase the Region's Supply of Affordable Housing



# Goals & Strategies



## GOAL 2: STRONGER SUPPORTIVE SERVICES

Build supportive services capacity to meet the complex and diverse needs of people experiencing homelessness in the Sonoma County region

- Strategy 2.1:** Standardize minimum compensation and training. Provide model wellness practices for housing and supportive service providers
- Strategy 2.2:** Significantly expand mental and physical healthcare services for individuals experiencing homelessness, including those living in supportive housing
- Strategy 2.3:** Improve services dedicated to the unique needs of specific populations
- Strategy 2.4:** Coordinate cross sectors of healthcare, behavioral health, and homeless response
- Strategy 2.5:** Develop, expand, and coordinate interventions to support those living on the street, in encampments
- Strategy 2.6:** Create meaningful pathways to economic self-sufficiency

# Goals & Strategies



## GOAL 3: OPERATE AS ONE COORDINATED SYSTEM

Work across the Sonoma County region to develop shared priorities, aligned investments, seamless coordination, and equitable solutions to address homelessness

**Strategy 3.1:** Develop a countywide coordinated funding process to use available resources efficiently and effectively to drive local priorities and ensure accountability

**Strategy 3.2:** Prioritize funding to entities that align with local priorities to promote equity, center the voices of people with lived experience, and utilize evidence-based practices

**Strategy 3.3:** Ensure the voices of individuals with lived experience of homelessness are consistently incorporated into planning and evaluating the homeless response system

**Strategy 3.4:** Improve systemwide and project level data collection, performance, and reporting

**Strategy 3.5:** Engage the community in the effort to end homelessness in Sonoma County

**Strategy 3.6:** Improve transparency and effectiveness of the Coordinated Entry System (entry points of the homeless response system)

**Strategy 3.7:** Eliminate disparities in access, service provision, and outcomes in underserved and overrepresented subpopulations in the homeless response system

**Strategy 3.8:** Monitor and report back as to progress on the Strategic Plan's action steps.

# Moving from Plan to Action:

## Action Steps Example

### Goal 2: Stronger Supportive Services

**Strategy 2.1: Standardize minimum compensation, training, and wellness practices for housing and supportive service providers**

#### Action Steps

**2.1a:** Establish minimum compensation (wages and benefits) for supportive services staff as based on the recommendations from the Sonoma County Service Providers' Roundtable.

**2.1b:** Set case management/staffing caseload ratios in line with HUD and SAMHSA guidance, which considers the acuity of the population served, the intensity of case management provided, and the housing setting or project type (e.g., SAMHSA recommends an optimal PSH caseload as 12 to 15 people per staff member)

# Moving from Plan to Action:

## Action Steps Example

### Goal 2: Stronger Supportive Services

**Strategy 2.1: Standardize minimum compensation, training, and wellness practices for housing and supportive service providers**

**Action Steps (continued)**

**2.1c:** Provide quarterly no-cost training opportunities for service providers – include Trauma Informed Care, Housing-Focused Case Management, Motivational Interviewing, Psychosocial Rehabilitation, and Cultural Competence.

**2.1d:** Create model policies and procedures for service providers that promote staff wellness at the organizational level and fund necessary supports including training, consultation, and time off

**2.1e:** Ensure providers are equipped with safety plans and adequate security personnel to handle emergencies such as violence or medical crisis

# Year 1 Implementation Plan

## Goal 1: More Housing & Prevention

### Strategy 1.1      Strategy 1.2      Strategy 1.3      Strategy 1.4

1.1a	1.1e	1.2a	1.2e	1.3a	1.3e	1.4a
1.1b	1.1f	1.2b	1.2f	1.3b		1.4b
1.1c	1.1g	1.2c		1.3c		
1.1d	1.1h	1.2d		1.3d		

 = Year 1 Action Step

# Year 1 Implementation Plan

## Goal 2: Stronger Supportive Services

### Strategy 2.1

2.1a	2.1e
2.1b	
2.1c	
2.1d	

### Strategy 2.2

2.2a	2.2e
2.2b	2.2f
2.2c	2.2g
2.2d	

### Strategy 2.3

2.3a
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### Strategy 2.4

2.4a
2.4b
2.4c

### Strategy 2.5

2.5a	2.5f
2.5b	2.5g
2.5c	2.5h
2.5d	2.5i
2.5e	

### Strategy 2.6

2.6a
2.6b
2.6c
2.6d

 = Year 1 Action Step

# Year 1 Implementation Plan

## Goal 3: Operate as One Coordinated System

### Strategy 3.1

3.1a	3.1e
3.1b	
3.1c	
3.1d	

### Strategy 3.2

3.2a	3.2e
3.2b	
3.2c	
3.2d	

### Strategy 3.3

3.3a
3.3b
3.3c
3.3d

### Strategy 3.4

3.4a	3.4e
3.4b	3.4f
3.4c	3.4g
3.4d	

### Strategy 3.5

3.5a
3.5b
3.5c
3.5d

### Strategy 3.6

3.6a
3.6b
3.6c
3.6d
3.6e

### Strategy 3.7

3.7a	3.7f
3.7b	3.7g
3.7c	3.7h
3.7d	3.7i
3.7e	

### Strategy 3.8

3.8a
3.8b
3.8c

 = Year 1 Action Step

# Feedback

- What we've heard so far and how we've responded
- Input from:
  - Strategic Planning Committee
  - LEAP Board
  - CoC Board



# Next Steps

- Seek Strategic Planning Committee approval to submit plan to CoC Board, subject to approved revisions (today)
- Present updated Final Draft to CoC Board at November 30 Board Meeting for Approval
- Seek Board of Supervisors Approval December 13