

LEADERSHIP COUNCIL

Julie Combs
Susan Gorin
Lynda Hopkins
Gabe Kearney
Mark Krug
David Kuskie
Rebekah Sammet
Don Schwartz
Tom Schwedhelm



LEAD AGENCY

Sonoma County
Community Development Commission
1440 Guerneville Road
Santa Rosa, CA 95403

STAFF CONTACT

Michael Gause
(707) 565-1977
michael.gause@sonoma-county.org

Leadership Council Meeting

December 10, 2018 | 10am-12pm

Lead Agency | Sonoma County Community Development Commission
1440 Guerneville Road | Santa Rosa, CA

Agenda

1. Welcome, Introductions and Review of Agenda - 10:00

Margaret Van Vliet, Lead Agency Executive Director

2. Overview of Homeless System of Care ("*HOME SONOMA COUNTY*¹") Leadership Council and Supporting Structure – 10:10

Van Vliet and Dave Gouin, Director, Santa Rosa Housing and Community Services Dept.

Attachment A, HOME SONOMA COUNTY Leadership Council and Technical Advisory Committee Rosters

Attachment B, HOME SONOMA COUNTY governance and roles graphic

Attachment C, HOME SONOMA COUNTY white paper

3. Public Comment on matters not on the agenda – 10:20

Speakers will be invited to provide written requests to address the Council; subject to the discretion of the Chair, time limits will be used for oral comments. Written comments of any length will always be welcomed and included as part of the public record.

4. Election of Leadership Council Officers and Terms of Members – 10:30

5. Investing in Solutions – Council Consideration and Approval of Funding Policies – 10:30

a. Homeless Emergency Aid Program (HEAP) Application to State

Attachment D, Draft Sonoma County Application for HEAP funds

Attachment E, Summary of HEAP Investment Strategy

Attachment F, Timeline for Investment of HEAP and other available funds

b. Homeless Services Funding Policies

Attachment G, Draft Funding Policies

¹ HOME SONOMA COUNTY is the placeholder name for the redesigned homeless system of care, pending adoption of an alternative name and brand by the Leadership Council

6. PUBLIC COMMENT ON FUNDING POLICIES

7. Ad Hoc Committees and Task Group Formation – 11:15

a Governance Charter

Attachment H, Draft Governance Charter

b Task Groups and the Technical Advisory Committee (TAC)

Attachment I, proposed Task Groups and tentative membership

8. Future Meetings of the Leadership Council – 11:45

Discussion of the schedule for future Leadership Council meetings in February and March 2019

9. Public Comment – 11:50

In accordance with the Americans with Disabilities Act, if you require special assistance to participate in this meeting, please contact the Sonoma County Community Development Commission at (707) 565-7500 (voice) or (707) 565-7555 (TDD). Translators and American Sign Language interpreters for individuals with hearing disabilities will be available upon request. A minimum of 48 hours is needed to ensure the availability of translation services.

In accordance with Government Code §54957.5, any materials of public record relating to an agenda item that are provided to a majority of the members less than 72 hours before the meeting will be made available upon request at the Sonoma County Community Development Commission, 1440 Guerneville Road, Santa Rosa during normal business hours and will be posted online 72 hours prior to each meeting. Materials of public record that are distributed during the meeting shall be made available for public inspection at the meeting if prepared by the City or a member of its legislative/advisory body, or within two business days after the meeting if prepared by some other person.

Agendas and supporting documents can be found at: sonomacounty.ca/gov/community-development-commission/

**Sonoma County Homeless System of Care
Leadership Council**

Name	Title	Agency
Julie Combs	Council Member	City of Santa Rosa
Susan Gorin	Supervisor	Sonoma County Board of Supervisors
Lynda Hopkins	Supervisor	Sonoma County Board of Supervisors
Gabe Kearney	Council Member	City of Petaluma
Mark Krug	Business Development Manager	Burbank Housing
David Kuskie	Peer Support Specialist/Formerly Homeless Veteran	Department of Veteran Affairs
Rebekah Sammet	Formerly Homeless Representative	Individual
Don Schwartz	Assistant City Manager	City of Rohnert Park
Tom Schwedhelm	Council Member	City of Santa Rosa

**Sonoma County Homeless System of Care
Technical Advisory Committee Roster**

Name	Title	Agency	Stakeholder Type
Celeste Austin	Director of Special Programs	The Living Room	Homeless Services Provider
Rev. Lindsey Bell-Kerr	Pastor	First United Methodist Church	Faith Based Community
Tom Bieri	Executive Director	Community Support Network	Mental Health Provider
Brian Bricker	Chief Operating Officer	COTS	Homeless Service Provider
Dave Cade	Housing Director	Dry Creek Rancheria Band of Pomo Indians	Affordable Housing Developer
Colleen Carmichael	Executive Director	Reach for Home	Homeless Services Provider
Karin Demarest	Vice President of Programs	Community Foundation Sonoma County	Philanthropy
Una Glass	City Council Member	Sebastopol City Council	Jurisdictions: Elected Officials and Staff
Vanessa Guevera	Housing Director	TLC Child and Family Services	Youth Provider
Mary Haynes	North Bay Veterans Resource Center	Assistant Site Director	Veteran Provider
Jennielynn Holmes	Director of Shelter and Housing	Catholic Charities	Homeless Services Provider
Kathryn Jurik	Individual	Homeless Action!	Advocate
Chris Keys	Director of Shelter and Recovery	Redwood Gospel Mission	Faith Based Community
Alice Linn	Individual	Self	Lived Experience of Homelessness
Tim Miller	Executive Director	West County Community Services	Homeless Services Provider
Annie Nicol	Director of Homeless Services	Petaluma Health Center	Community Health Clinic

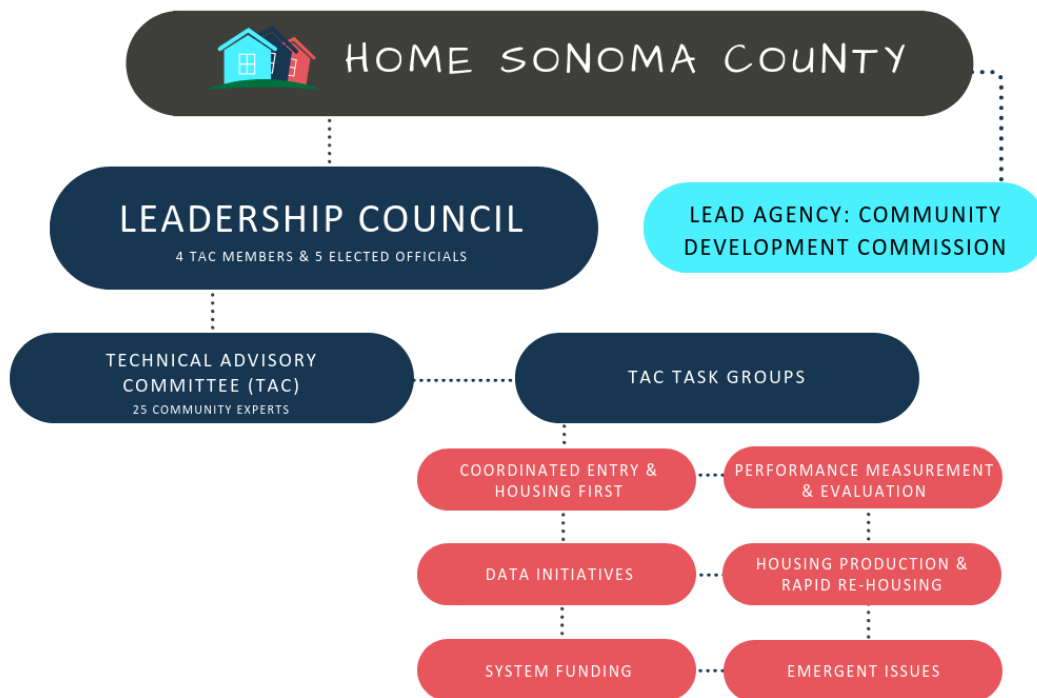
**Sonoma County Homeless System of Care
Technical Advisory Committee Roster**

Jennifer O'Donnell	Vice President of Community Benefit	United Way of the Wine Country	Philanthropy
Tamara Player	Executive Director	Buckelew Programs	Mental Health Provider
Barbie Robinson	Executive Director	Sonoma County Department of Health Services	County Department Head
Debra Sanders	Foster and Homeless Youth Education Services Coordinator	Sonoma County Office of Education	Education
Daniel Schurman	St. Joseph Health	Community Benefit Manager	Philanthropy
Mary Stompe	Executive Director	PEP Housing	Affordable Housing Developer
Angela Struckmann	Assistant Director	Sonoma County Department of Human Services	County Department Assistant Director
Jerry Threet	Executive Director	Sonoma County Office of Independent Law Enforcement Review and Oversight	County Department Head
Katrina Thurman	Executive Director	Social Advocates for Youth	Youth Provider

ORGANIZATIONAL STRUCTURE



Home Sonoma County is Sonoma County's homeless system of care. Its 9-member Leadership Council allocates funds to homeless services programs and is advised by Task Groups from its 25-member Technical Advisory Committee. The Sonoma County Community Development Commission acts as lead agency. Final funding allocations are approved by the Sonoma County Board of Supervisors.



Leadership Council

4 TAC Members, 5 Elected Officials

- Julie Combs
- Susan Gorin
- Lynda Hopkins
- Gabe Kearney
- Mark Krug
- David Kuskie
- Rebekah Sammet
- Don Schwartz
- Tom Schwedhelm

Lead Agency

Sonoma County Community
Development Commission
1440 Gueneville Road
Santa Rosa, CA 95403
(707) 565-7500

[https://sonomacounty.ca.gov/
Community-Development-
Commission/](https://sonomacounty.ca.gov/Community-Development-Commission/)

Attachment B

Technical Advisory Committee

25 Community Experts

Celeste Austin	Karin Demarst	Chris Keys	Barbie Robinson
Rev. Lindsey Bell-Kerr	Una Glass	Alice Linn	Debra Sanders
Tom Bieri	Vanessa Guevera	Tim Miller	Daniel Schurman
Brian Bricker	Mary Haynes	Annie Nicol	Mary Stompe
Dave Cade	Jennielynn Holmes	Jennifer O'Donnell	Angela Struckmann
Colleen Carmichael	Kathryn Jurik	Tamara Player	Jenny Threet
			Katrina Thurman

LEADERSHIP COUNCIL

ROLES & RESPONSIBILITIES

- Serve as legislative body to Home Sonoma County
- Serve as HUD-required Continuum of Care Board
- Set vision for achieving functional zero homelessness using a Housing First model
- Establish funding priorities and policies
- Approve best practices and monitor adherence
- Approve program applications to Notices of Funding Availability (NOFAs)
- Ensure equal representation for rural and urban communities
- Approve and monitor standard performance outcomes
- Authorize additional ad hoc Task Groups as needed - task TAC with identifying individuals to serve on such groups, select a chair for each ad hoc Task Group, establish plan to achieve the ad hoc Task Group goals
- Ensure homeless services program applicants and providers receive proper technical assistance and training
- Communicate with the public on issues related to homelessness: The Chair of the Leadership Council or his/her designee will serve as the official spokesperson for the Leadership Council and will represent the points of view of Leadership Council members to the media and other public outlets.

TECHNICAL ADVISORY COMMITTEE

ROLES & RESPONSIBILITIES

- Recommend to Leadership Council best practices for implementing and evaluating Home Sonoma County in accordance with federal mandates
- Represent the community in making recommendations to the Leadership Council.
- Conduct work through up to six standing Task Groups (and ad hoc issue-specific Task Groups, as needed), each of which is dedicated to a specific aspect of a federal mandate for the Continuum of Care.
- The Chair of the Technical Advisory Committee or his/her designee will serve as the official spokesperson for the TAC to the Leadership Council.
- Members of the TAC will refrain from speaking on behalf of Home Sonoma County to the media, the public, or any state or federal officials regarding issues related to homelessness in Sonoma County.public outlets.

Sonoma County Homeless System of Care Leadership Plan

Sonoma County Community Development Commission August 2018

1. Rationale for a new plan to guide the implementation of Sonoma County's Homeless System of Care

Sonoma County's decision-making process for funding and implementing best practices for ending homelessness is so fragmented that a significant restructuring is required, according to a report developed by HomeBase, a national technical assistance provider for the U.S. Department of Housing and Urban Development (HUD) contracted by the Sonoma County Community Development Commission in 2017. The report highlighted the following challenges in Sonoma County's current approach to ending homelessness:

- Funding decisions and the implementation of Housing First¹ are currently distributed through a fragmented network of decision-making groups, whose leaders express concern about the lack of a clear vision across the community.
- Generally, decision-makers have information only about their own funding stream and feel they make decisions in isolation from the broader system, resulting in different measurements of success, reporting requirements, duplication of efforts, and a lack of coordination among the whole system of care.
- This lack of coordination among the whole system of care creates multiple systems of care across Sonoma County, along geographic and funding stream lines. This fracture further entrenches the existing view that each region of the county needs a different approach to ending homelessness.
- This fragmented structure trickles down to the various work groups and staff assisting these multiple decision-making groups. Lacking an overall vision for Sonoma County, these work groups operate primarily on a consensus model, which limits their ability to propose or implement the change needed to address the issue of homelessness. This leads to an uncertainty of the purpose or clear reporting structure for most of these work groups.

As a result of the HomeBase study and ten subsequent months of group meetings and individual discussions among county government, nonprofit, faith-based, and private sector stakeholders committed to ending homelessness, Sonoma County is implementing a true homeless system of care that will yield positive results. To implement this redesigned homeless system of care, the county will establish a new leadership structure that will set a vision, make decisions, and measure results for ending homelessness throughout the county.

¹ Housing First is an approach to quickly and successfully connect individuals and families experiencing homelessness to permanent housing without preconditions and barriers to entry, such as sobriety, treatment or service participation requirements. Supportive services are offered to maximize housing stability and prevent returns to homelessness as opposed to addressing predetermined treatment goals prior to permanent housing entry (HUD Exchange, 2018).

2. Current state of homelessness and homeless services in Sonoma County

Homeless Census and Survey

Due to changing conditions within the community as a result of the fires as well as budget developments at the State of California, on July 10, the Sonoma County Board of Supervisors unanimously declared a state of emergency around homelessness in response to the 2018 Sonoma County Homeless Census and Survey that was released the prior week. (The City of Santa Rosa had already declared its own state of emergency in 2016, an act which caused the issue of homelessness to become a city priority.) The 2018 Point-in-Time Count identified 2,996 persons experiencing homelessness in Sonoma County. This represents an increase of 6% from the count conducted in 2017. The number of individuals experiencing homelessness in Sonoma County increased for the first time since 2011, reversing the downward trend observed from 2011 to 2017. There are numerous interpretations for the cause(s) of the reported increase. While the continued efforts of Sonoma County's local service providers have assisted homeless individuals in finding permanent housing in the county, other factors have contributed to an increase in individuals, including the participation of outreach staff in the count, a low housing vacancy rate, and the disruption of housing due to the 2017 wildfires.

The 2018 Sonoma County Homeless Census and Survey, conducted using HUD-recommended practices for counting and surveying the homeless population, revealed a diverse population with many different trends and needs. There are many valuable insights into the Sonoma County homeless population from the data collected in the report, including the following:

- 64% were unsheltered
- 38% lived on the streets or in encampments, 24% in vehicles, and 4% in abandoned buildings
- 56% were homeless for a year or more, 34% were homeless for 1-11 months, and 10% were homeless for 30 days or less
- 35% were experiencing homelessness for the first time
- 19% had experience in foster care
- 34% had been physically, emotionally, or sexually abused
- 20% identified as LGBTQ
- 84% lived in Sonoma County before becoming homeless
- 72% cited affordable rent as the primary obstacle in obtaining permanent housing
- 64% reported living with one or more health conditions
- The number of chronically homeless individuals increased from 598 chronically homeless persons in 2017 to 747 chronically homeless persons in 2018
- The number of homeless veterans decreased slightly from 211 veterans in 2017 to 207 veterans in 2018
- The number of homeless families decreased slightly from 111 families in 2017 to 104 families in 2018
- The number of homeless unaccompanied children under age 18 decreased from 116 unaccompanied children in 2017 to 34 unaccompanied children in 2018
- The number of homeless transition-age youth (age 18-24) increased from 416 unaccompanied transition-age youth in 2017 to 481 transition-age youth in 2018

Telephone Survey

The 2018 Sonoma County Telephone Survey served to help understand the state of the county's precariously housed residents and the housing impacts of the 2017 wildfires. The effects of the fires are still being realized, and the true impacts to homelessness in Sonoma County will likely only be known after the 2019 Point-in-Time Count. The telephone survey resulted in an estimate of 21,482 precariously housed persons in Sonoma County. Of these precariously housed persons, it is estimated that 39% (8,358 individuals) are doubled up or temporarily housed due to loss of housing related to the Sonoma County wildfires. An additional 11% (2,430 individuals) of precariously housed persons reported losing their housing due to economic effects of the fires, such as rising rents or owners moving back into rental properties. Fifty percent (10,694 individuals) of precariously housed persons reported being doubled up or temporarily housed due to circumstances unrelated to the Sonoma County wildfires.

The telephone survey revealed the diversity of the precariously housed population. Valuable insights from the data collected from this survey include the following:

- 34% of residents reported their housing situation was affected by the fires in some way
- 59% of those affected by the fires were evacuated but allowed to return to their homes
- 37% of those temporarily housed attributed financial difficulties as the primary cause of their temporary residence
- 30% of those temporarily housed attributed their home burning as the primary cause of their temporary residence
- 43% of those temporarily housed due to fires were age 55 or older
- 14% of those temporarily housed due to indirect and non-fire related reasons were connected to housing assistance and 6% were accessing homeless assistance
- 15% of those temporarily housed due to the fires were connected to housing assistance and 7% were accessing homeless assistance

Location of Sonoma County's Homeless Population

The 2018 Point-in-Time Count revealed that Sonoma County's homeless population (total of sheltered and unsheltered) is located in the following areas.

Total Number of Sonoma County Homeless Persons February 2018			
Location	Unsheltered	Sheltered	Total
Santa Rosa	1,065	732	1,797
South County	262	205	467
North County	295	53	348
West County	243	40	283
Sonoma Valley	64	37	101
Total	1,929	1,067	2,996

Current Housing Inventory

The following chart represents the current housing inventory in Sonoma County for people experiencing homelessness.

Sonoma County Point in Time Housing Inventory April 2018	
Type	Number of Beds
Shelter (year-round)	701
Winter shelter	258
Transitional housing	324
Rapid-Rehousing	280
Permanent supportive housing	960
Permanent supportive housing in development	91
TOTAL	2,614

Funding to Support Homeless Services

The Community Development Commission has conducted annual funding competitions using Community Development Block Grant and Emergency Solutions Grant for over 20 years. In the past decade, county general funds and other local, federal, and state funds have been added to the Continuum of Care and entitlement funds administered by the CDC. In Fiscal Year 2017-18, the CDC is on track to manage \$4 million in various competitive funds, plus \$1.8 million in Continuum of Care Targeted Homeless Assistance for Rental Assistance, Coordinated Entry, the Homeless Management Information System, and other planning efforts. Other county departments independently contribute more than \$2 million to homeless-dedicated services annually, for projects such as the Nightingale Respite Care program, Linkages for Senior Housing, Rapid Re-Housing programs for Child Welfare and CalWORKs clients, and other specialized services. These service programs do not include capital investments, which totaled another \$4.2 million in 2016. In 2017, the Department of Health Services began the Whole Person Care Pilot, which is estimated to add \$4 million annually to services for primarily homeless, severely mentally ill persons, for the next 4 years.

The City of Santa Rosa allocated approximately \$2.4 million in 2017-18 for homeless services, which has been supplemented by \$90,000 from the County of Sonoma to fund rapid Re-Housing services. In FY 2017-18, the eight smaller cities and town are collectively contributing \$380,276 to homeless services. The City of Petaluma provided core support to that city's primary homeless service agency over many years, using Redevelopment and other city funds. Since the loss of that funding source in 2012, the City has struggled to continue this funding with general funds. While Petaluma allocated \$150,000 from its general fund to its primary homeless service agency in 2017-18, future funding is uncertain. In 2017-18, the City of Healdsburg has budgeted \$97,500 to support its local homeless service agency. The City of Sebastopol has promised \$103,226 towards operations of its new permanent supportive housing effort. The City of Sonoma contributes \$30,000 annually to the operations of the local emergency shelter.

Based on budgets submitted in the annual funding competition, CDC estimates that a robust \$4.8 million in donations and other private funding goes into Sonoma County's homeless services each year. In 2017-18, Community Foundation Sonoma County has invested \$359,000 in homeless services grant-making. The Community Foundation also administers funding from the Sonoma County Vintners Foundation, totaling an additional \$145,500. In addition, St. Joseph Health Systems expects to increase its homeless services funding from

\$413,000 to \$800,000 through its Well Being Trust in the coming year. Homelessness will be one of the key priority areas for St. Joseph Health Systems in 2018-2020.

The CDC anticipates that over the next 30 months, approximately \$12.1 million from the California Homeless Emergency Aid Program will be allocated to Sonoma County's homelessness needs. In addition, it is likely that Sonoma County may receive as much as \$2 million in 2019 from funding allocated through remaining funds from California's Emergency Solutions Grant and from funds through California Senate Bill 2, the Building Homes and Jobs Act.

With need in all regions of Sonoma County, funding requests have routinely outstripped the competitive funds available every year, and a significant funding gap has remained. Each year, special appeals have been made directly to the County Supervisors, who have responded when possible by allocating additional funds to the CDC and county departments—without a clear picture of what is needed or whether the funds allocated outside the competitive process will provide the desired results. Supervisors have expressed reasonable frustration that this funding process is divorced from the data-informed methods required of the Continuum of Care process. Through the county's redesigned Homeless System of Care, funding decisions to meet the needs of targeted populations in the county can be made by the primary decision-making group in alignment with the county's Continuum of Care goals, as opposed to being made in a piecemeal fashion.

3. Goal of Sonoma County's Homeless System of Care

The goal of this redesigned homeless system of care is the following: *To achieve functional zero² homelessness in Sonoma County through utilization of a Housing First strategy.* California law requires system-wide implementation of a Housing First strategy by July 2019, so alignment with Housing First principles among homelessness services providers participating in Sonoma County's homeless system of care is paramount for successful implementation of functional zero homelessness. Through Sonoma County's homeless system of care, persons experiencing homelessness will be connected to permanent housing as quickly as possible by strategically targeting Rapid Re-Housing³ and Permanent Supportive Housing⁴ as resources.

Sonoma County's Homeless System of Care will serve as the HUD-mandated Continuum of Care (CoC) program for the county. According to HUD's Continuum of Care Interim Rule, communities are required to establish a CoC program to receive CoC program funding. A CoC is expected to address homelessness through a coordinated community-based process of identifying needs and building a system of housing and services that meet those needs. In alignment with HUD CoC, guidelines, the county's CoC program is designed to accomplish the following:

² Functional zero is reached when the number of individuals experiencing homelessness within a community is less than the average number of homeless individuals being connected with permanent housing each month. In achieving this measure, a community has demonstrated the system and capacity to quickly and efficiently connect people with housing and ensure that homelessness within the community will be rare, brief, and non-recurring (HUD Exchange, 2016).

³ Rapid Re-Housing rapidly connects families and individuals experiencing homelessness to permanent housing through a tailored package of assistance that may include the use of time-limited financial assistance and targeted supportive services (HUD Exchange, 2018).

⁴ Permanent Supportive Housing is an evidence-based housing intervention that combines non-time-limited affordable housing assistance with wrap-around supportive services for people experiencing homelessness (US Interagency Council on Homeless, 2018).

- Promote a community-wide commitment to the goal of ending homelessness
- Provide funding for efforts to quickly re-house individuals and families who are homeless, which minimizes the trauma and dislocation caused by homelessness
- Promote access to and effective use of mainstream programs
- Optimize self-sufficiency among individuals and families experiencing homelessness.

Implementation of this homeless system of care will require engagement of county and municipal government agencies, nonprofits, faith-based organizations, homeless and formerly homeless individuals, and members of the private sector in all geographic areas of the county. When considered as a whole system of care, implementation will require coordinated entry, focusing on the most vulnerable, in every community; services aligned with evidence-informed practices; and performance measurement, per the federal HEARTH Act of 2009. In alignment with *Opening Doors*, the federal strategic plan to prevent and end homelessness, the Sonoma County homeless system of care will need to target designated special populations, including veterans, chronically homeless, families, and youth, and provide immediate access to shelter and permanent housing.

The homeless system of care will also have to align with two of Sonoma County's strategic priorities established by the Board of Supervisors: *Housing for All* and *Securing our County Safety Net*. The premise of Housing for All is based on a vision that people at all income levels have choices and the housing market is in balance. The county has established the following Housing for All goals: (1) Create 3,375 new homes countywide for people of all incomes by 2022; (2) Speed the pace of development by reducing the cycle time for entitlements and improving flexibility of local funding sources; (3) Reduce incidence of housing instability and homelessness; and (4) Raise the credibility of County government as a vital partner in housing creation. The Safety Net priority initiatives focus on improving access to coordinated county services to address critical service gaps and evaluating the effectiveness of these service delivery strategies. The goals for the Safety Net priority include the following: (1) Improve health, well-being and self-sufficiency outcomes of clients and families; (2) Increase number of people accessing services; (3) Improve referrals, access and sustained engagement of clients for county-provided services; (4) Increase coordination of county services and reduction in duplicate services; and (5) Decrease resources expended per client/family.

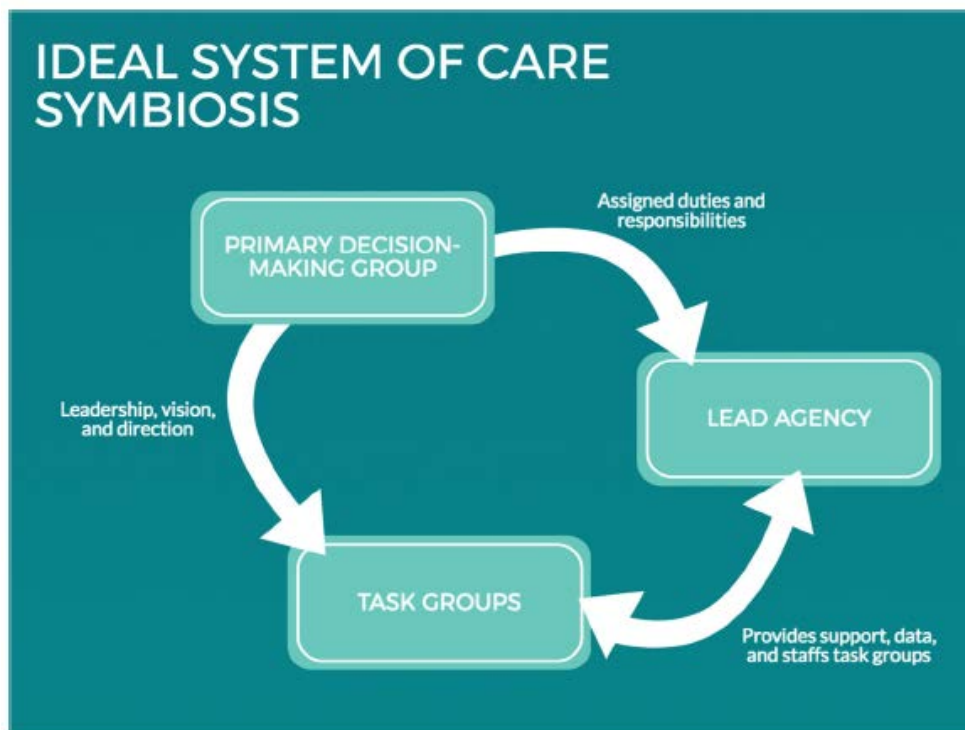
The homeless system of care will also need to align with existing strategies to achieve zero functional homelessness established by the City of Santa Rosa and Petaluma, the two municipal HUD Entitlement Jurisdictions in Sonoma County. Santa Rosa launched its Housing First Strategy and related work plan in 2016. The city's Housing First Strategy directs that all homeless service resources and efforts be viewed and evaluated as part of a comprehensive community-wide program facilitating the transition of individuals and families experiencing homelessness into permanent housing. This means that all city funding considerations or initiatives (either directly or through third party contracts, permitted uses, land use policies, etc.) that are devoted to providing a service to those experiencing homelessness shall be aligned with the Federal and State Housing First model. Consistent with this model, the City's Housing First Strategy will include coordinated entry into the broader system of care and housing placement, and "promising practices" such as the Community Homeless Assistance Program (CHAP).⁵ It also includes the importance of engagement and low barrier programs

⁵ In August 2016, the Santa Rosa City Council declared a local homeless emergency in Santa Rosa. Under this declaration, in October, Council approved CHAP and a set of guidelines for the provision of a variety of services to assist persons experiencing homelessness in the community. These include safe parking, safe camping, provision of temporary indoor overnight shelter, the placement and maintenance of portable

as a way to screen participants in rather than out of services. Being a smaller entitlement jurisdiction, the City of Petaluma does not have formal homelessness strategies currently in place. If in the future, the City of Petaluma adopts targeted strategies for addressing homelessness, the Sonoma County Homeless System of Care should also be aligned with those strategies.

4. Description of the new leadership structure for the Sonoma County Homeless System of Care

According to the HomeBase report, effective homeless systems of care have three key aspects: a primary decision-making group, focused Task Groups, and a lead agency that manages the process. The graphic below represents an ideal structure for Sonoma County's homeless system of care, as recommended by HomeBase. In Sonoma County, the primary decision-making group will be called the Sonoma County Homeless System of Care Leadership Council. Focused Task Groups will comprise the members of the Sonoma County Homeless System of Care Technical Advisory Committee (TAC). The Sonoma County Community Development Commission (CDC), the current CoC lead agency, will serve as the interim lead agency until the Leadership Council officially selects an entity to serve as the lead agency. (The specific names of the primary decision-making group and focused Task Groups may change if there is a rebranding of the county's total homelessness initiative.)



toilets and access to existing bathroom facilities, and storage for personal belongings. Eligible property types include those that meet the City's Zoning Code definition for a *meeting facility* such as clubs, lodges, private meeting halls, community centers, religious facilities, civic and private auditoriums, grange halls, and union halls in that these facilities are likely to be equipped to provide these types of services due to their existing use as a public assembly venue.

The Primary Decision-Making Group: Sonoma County Homeless System of Care Leadership Council

Composition

The county's homeless system of care's primary collective-impact decision-making group will be called the Homeless System of Care Leadership Council. This nine-member public-private partnership decision-making body will serve as the county's Continuum of Care Board, a HUD requirement. The CoC Program interim rule requires every CoC to establish a board to act on behalf of the Continuum. The board will be a subset of the membership that is established in accordance with the CoC regulations governing board composition. The CoC assigns the Board responsibilities in a written agreement called a Governance Charter. (The Governance Charter will be developed as part of the implementation plan, described later.) The Leadership Council is designed to have the majority of the members be elected officials from county's three HUD Entitlement Jurisdictions to align with HomeBase's recommendation that this decision-making body should consist of "key decision-makers with the authority to authorize structural change." Homebase also suggested that the membership of this body should have "credibility and buy-in from the diversity of providers, the business community, and the general public."

The nine members of the initial Leadership Council will include the following positions. (The Leadership Council may change the composition of the Leadership Council in the future, as needed.)

- Two elected officials from the Sonoma County Board of Supervisors to serve a two-year term (Sonoma County is one of the three HUD Entitlement Jurisdictions in the county); The Board of Supervisors has the authority to alter the length of the term to ensure flexibility, as needed. It is important that at least one of these Supervisors represents rural communities.
- Two elected officials from the City of Santa Rosa to serve a two-year term (Santa Rosa is one of the three HUD Entitlement Jurisdictions in the county); The Santa Rosa City Council has the authority to alter the length of the term to ensure flexibility, as needed.
- One elected official from Petaluma to serve a two-year term (Petaluma is one of the three HUD Entitlement Jurisdictions in the county)—If Petaluma chooses not to participate, the Mayors' and Councilmembers' Association of Sonoma County will appoint an elected official from another city jurisdiction within the county; The Mayors' and Councilmembers' Association of Sonoma County has the authority to alter the length of the term to ensure flexibility, as needed. The first year of this position's term will be for one-year, and for two years going forward, to create staggered terms.
- One Technical Advisory Committee member who is currently experiencing homelessness or has experienced homelessness within the past five years (lived experience) and is elected by the Technical Advisory Committee to serve a two-year term; The first year of this position's term will be for one-year, and for two years going forward, to create staggered terms.
- Three Technical Advisory Committee members elected by the Technical Advisory Committee to serve a two-year term; One of these position's first term will be for one year to create staggered terms. These Technical Advisory Committee members should represent a diversity of sectors. The Technical Advisory Committee should ensure that members elected to the Leadership Council represent both rural and urban constituencies. These Technical Advisory Committee members may not be elected

jurisdictional officials or staff of jurisdictions represented by the five elected officials on the Leadership Council.

The five elected officials on the Leadership Council, representing the county's three HUD Entitlement Jurisdictions; one current Sonoma County Continuum of Care (CoC) board member with lived experience; and three other current Sonoma County CoC board members will serve as the membership of the nine-member Leadership Council's Interim Selection Committee. The four members of the current CoC who will serve on the Interim Selection Committee will be elected by the current CoC Board. These four members of the current CoC may not serve on the Leadership Council during its first year of operation. If the current CoC cannot identify four individuals willing to serve on the initial Selection Committee, it may elect fewer members to serve. The Interim Selection Committee's sole responsibility will be to approve individuals to serve on the initial Technical Advisory Committee from the list of approved candidates presented to it by the Lead Agency. After the initial Technical Advisory Committee is selected, the full Leadership Council will select the subsequent members of the Technical Advisory Committee. Individuals other than existing CoC board members who are interested in serving on the Technical Advisory Committee are required to complete an application and submit it online to the Lead Agency. Existing CoC board members will be invited to serve for one year on the Technical Advisory Committee during its first year of operation. At the completion of their one-year term, all current CoC members may apply for membership on the Technical Advisory Committee like all other applicants.

Roles and Responsibilities

Moving to functional zero homelessness in Sonoma County "requires strong leadership with a shared vision and direction to create the collective impact required to move multiple systems of care towards a common goal," according to HomeBase. The roles and responsibilities for the Leadership Council include the following:

- A. Serve as Sonoma County's HUD-required Continuum of Care Board
- B. Set the vision for achieving functional zero homelessness in Sonoma County
- C. Support the vision and principles of the Sonoma County Homeless System of Care
- D. Own the issue of homelessness within the county and be widely recognized as the owner of the issue
- E. Provide the leadership required to realign homelessness-related funding and policies throughout the county
- F. Establish a Housing First strategy
- G. Approve best practices and monitor their adherence
- H. Represent by rural and urban communities.
- I. Approve and monitor standard performance outcomes
- J. Establish policy related to achieving functional zero homelessness in Sonoma County
- K. Focus on high-level decisions, not technical aspects of issues related to homelessness
- L. Authorize any ad hoc Task Groups needed from time-to-time to supplement the work of the standing Task Groups of the Technical Advisory Committee, so long as there is sufficient staff capacity from the Lead Agency to staff such Task Groups; Charge the Technical Advisory Committee with identifying individuals to serve on such Task Groups, select a chair for each ad hoc Task Group, and develop and implement a plan to achieve the ad hoc Task Group goals identified by the Leadership Council
- M. Approve the submission of applications to Notices of Funding Availability (NOFAs) published by HUD
- N. Establish Sonoma County's homelessness funding priorities and make funding-related decisions

- O. Ensure that organizations serving Sonoma County's homeless population receive the technical assistance and training they need to be able to ultimately implement Housing First strategies
- P. Communicate with the public on issues related to homelessness
- Q. The Chair of the Leadership Council or his/her designee will serve as the official spokesperson for the Leadership Council and will represent the points of view of Leadership Council members to the media and other public outlets.

Governance Practices

The Leadership Council members will serve a two-year term with no term limits. Robert's Rules of Order will be followed to open and close each meeting and to bring a motion to the floor. Decisions shall be made by a vote of the majority of voting members present. Each year, the Leadership Council will elect a chair and a vice-chair, only one of which may be an elected official, to each serve for a one-year term. The chair will be responsible for leading the meetings of the Leadership Council and the vice-chair will lead the meetings if the chair is unable to do so. There will be no executive committee to avoid slipping into the habit of having an executive committee that supplants the Leadership Council by having a very small group of people regularly making decisions on behalf of the leadership body. Decisions can be made by the Leadership Council if a quorum of a simple majority (five members) is present. During its first year of operation, the Leadership Council will meet at least every other month and will meet at least quarterly thereafter, beginning with the first meeting in mid-November 2018. During the first meeting of the Leadership Council and once per year thereafter, the Leadership Council will elect its two officers. Since members of the Leadership Council represent the broad interests of a constituent group, not a specific individual or organization, they will not be conflicted in making broad policy decisions that come before the Leadership Council.

Focused Task Groups:

Sonoma County Homeless System of Care Technical Advisory Committee (TAC)

Composition

The county's homeless system of care will include the Homeless System of Care Technical Advisory Committee, comprised of standing and ad hoc Task Groups of community experts who can make the Sonoma County Homeless System of Care's vision a reality. One of the key findings in the HomeBase report was that Sonoma County's current method of addressing homelessness is through a network of over 20 uncoordinated decision-making groups that have evolved over time. To overcome the current fragmentation, Sonoma County will establish the Homeless System of Care Technical Advisory Committee comprised of 25 voting members who will each serve on at least one of six Task Groups. These members will be high-level decision-makers (not line staff) from the following relevant organizations, as identified in the HUD regulations for establishing a Continuum of Care: nonprofit homeless assistance providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve veterans, and homeless and formerly homeless individuals. Additional community members beyond the 25 voting members, including elected officials, may serve as members of standing and ad hoc Task Groups (described later).

Voting members of the Technical Advisory Committee will apply to the Lead Agency through an open, online application process established by the Lead Agency. The Lead Agency will recommend qualified applicants to the Leadership Council, which will be responsible for

approving their appointment to the Technical Advisory Committee. Existing Sonoma County CoC board members will be invited to serve for one year on the Technical Advisory Committee during its first year of operation. At the completion of their one-year term, all current CoC members may apply for membership on the Technical Advisory Committee like all other applicants. The members of the Technical Advisory Committee will be selected from the following sectors. To ensure that the Technical Advisory Committee is inclusive and representative of key stakeholder groups, members should represent as wide a range as is feasible from the sectors identified below and should include both rural and urban constituencies. Technical Advisory Committee members should have specific skills and experience that will help to inform the work of the Task Groups (described later). To ensure regulatory alignment, sectors indicated with a * are required to have representation on the Technical Advisory Committee:

1. Consumers: Individuals who are currently experiencing homelessness or have experienced homelessness within the past five years (lived experience) *
2. Education/Sonoma County Office of Education *
3. Community-based organizations that serve victims of domestic violence *
4. Community-based organizations that serve veterans *
5. Community-based organizations that serve people living with HIV/AIDS *
6. Sonoma County Health Services Department
7. Sonoma County Human Services Department
8. Chambers of Commerce/Businesses
9. Volunteer Center/Volunteer Resources Providers
10. Public Safety/Probation/Family Justice Center
11. Philanthropic community (includes United Way, Community Foundation Sonoma County, and private foundations)
12. Hospitals
13. Behavioral health providers
14. Community Health Centers
15. Nonprofit housing developers
16. Faith community
17. Transitional youth ages 18-24
18. Senior and older adults ages 55+
19. Members of Sonoma County Municipal Advisory Councils (MACs)
20. Associations/advocacy groups related to housing/homelessness issues
21. Homeless services providers
22. Community-based organizations that serve a broad-base constituency (not limited to people experiencing homelessness)
23. Housing Authorities
24. Elected officials whose jurisdictions are not represented on the Leadership Council
25. At-large Sonoma County residents interested in homelessness issues who are not elected officials

Roles and Responsibilities

The roles and responsibilities for the Technical Advisory Committee include the following:

- A. Provide informed recommendations to the Leadership Council on best practices for implementing and evaluating the Sonoma County Homeless System of Care in accordance with federal mandates.
- B. Represent the expertise of the community in making recommendations to the Leadership Council for addressing issues related to achieving functional zero homelessness in Sonoma County.

- C. Conduct its work through up to six standing Task Groups (and ad hoc issue-specific Task Groups, as needed), each of which is dedicated to a specific aspect of a federal mandate for the Continuum of Care.
- D. The Chair of the Technical Advisory Committee or his/her designee will serve as the official spokesperson for the Technical Advisory Committee to the Leadership Council. The Chair of the Leadership Council or his/her designee will serve as the official spokesperson for the leadership Council and will represent the points of view of Leadership Council members to the media and other public outlets.
- E. Members of the Technical Advisory Committee will refrain from speaking on behalf of the Sonoma County Homeless System of Care to the media or the public or attempting to influence any state or federal officials regarding issues related to homelessness in Sonoma County.

Each member of the Technical Advisory Committee will serve on at least one of up to six standing Task Groups, each responsible for advising the Leadership Council on a specific component of the federally-mandated Continuum of Care. HomeBase recommends limiting the number of Task Groups to no more than six for the size of Sonoma County. Additional ad hoc Task Groups can be established as authorized by the Leadership Council on a temporary basis to address issues such as specific sub-populations (youth/young adults or domestic violence survivors), specific geographic areas, special one-time projects, critical issues, etc.

The initial six standing Task Groups of the Technical Advisory Committee will consist of the following:

- A. Coordinated Entry (CE) and Housing First:** This group would advise the Leadership Council on ways to continue the successful work that has already been started in Sonoma County to ensure that the Homeless System of Care is compliant with HUD requirements and that a countywide Coordinated Entry system is in place that is effective and responsive to real-time community needs. This group would also help to advise the Leadership Council on strategies for ensuring that service providers are implementing Housing First principles. This group would make recommendations for providing training and technical assistance to help service providers become compliant with CE and Housing First system requirements. This group would also consult with recipients of Emergency Solutions Grants program funds to inform the advice it would provide to the Leadership Council on developing a policy to guide the county's coordinated assessment system, in accordance with HUD regulations, that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services. This group would recommend training and technical assistance to build the capacity of service providers.
- B. Performance Measurement and Evaluation:** This group would be responsible for advising the Leadership Council on issues related to overall system performance, Annual Performance Reports for individual projects, and the annual submissions of 7 System Performance Measures. This group would evaluate and rate annual Continuum of Care and Emergency Solutions Grant projects. This group would develop an aligned definition for each program type funded in Sonoma County, along with essential program elements, time frame for assistance, population served, and desired outcomes. These can be displayed in a simple matrix presented to the Leadership Council so that the Leadership Council can determine appropriate measures for rewarding system providers that meet or exceed expectations and

sanctioning system providers that do not adhere to requirements or meet expectations. This group would recommend training and technical assistance to build the capacity of service providers.

- C. Data Initiatives:** This group would be responsible for advising the Leadership Council on issues regarding Sonoma County's web-based Homeless Management Information System (HMIS), developing and maintaining the dashboard of metrics to achieve the vision of zero functional homelessness, and alerting the Leadership Council of providers whose data jeopardizes the overall system. This group would also advise the Leadership Council on issues related to the Annual Homeless Assessment Report (AHAR) to Congress, regular Homeless Counts (required every two years—preferred annually), and the annual inventory of homeless-dedicated housing. This group would recommend training and technical assistance to build the capacity of service providers.
- D. Housing Unit Production/Rapid Re-Housing:** This group would advise the Leadership Council on strategies for the development of new units and would require a mix of subject-matter expertise to navigate the numerous impediments required to develop an ongoing pipeline of new units. This group would initiate discussions with private and nonprofit landowners and developers to increase the number and types of Sonoma County units available to house a diverse array of individuals and families experiencing homelessness. This group would also be responsible for advising the Leadership Council on methods for continuing Sonoma County's effective Rapid Re-Housing practices. This group would recommend training and technical assistance to build the capacity of service providers.
- E. System Funding:** This group would advise the Leadership Council on strategies for ensuring that adequate public and private funding is available to address Sonoma County's homeless needs and that funding is equitably distributed throughout the county, based on location of the impacted population. This group would initiate coordinated asks to private funders to fund innovative initiatives and recommend to the Leadership Council innovative and multi-source funding practices for achieving functional zero homelessness.
- F. Emergent Issues:** This group would advise the Leadership Council on issues that are emerging with Sonoma County's homeless population's well-being, needs, and activities and recommend strategies for addressing them, based on best practices and evidence-based solutions. This group would be responsible for identifying trends among Sonoma County's homeless individuals and families so that their needs can be met in real-time. Examples of emergent issues would include geographic locations of new encampments, health-related findings, new trends among specific populations, etc.

After its first year of operation and anytime thereafter, the Technical Advisory Committee can make a recommendation to the Leadership Council to change the scope and nature of all Task Groups with the exception of the Performance Measurement & Evaluation Task Group and the Coordinated Entry & Housing First Task Group.

In addition to establishing up to six Task Groups, the Technical Advisory Committee may establish a Consumer Advisory Council, comprised of individuals who are currently

experiencing homelessness or have experienced homelessness within the past five years (lived experience). This Consumer Advisory Council will be chaired by a voting member of the Technical Advisory Committee with lived experience.

Governance Practices

Technical Advisory Committee

Members of the Technical Advisory Committee will serve a two-year term with no term limits. In the first year, 13 members of the Technical Advisory Committee will serve a two year-term and 12 will serve a one-year term to create staggered terms. Robert's Rules of Order will be followed to open and close each Technical Advisory Committee meeting and to bring a motion to the floor. Decisions shall be made by a vote of the majority of voting members present. The Technical Advisory Committee will meet monthly for its first six months of operation and at least quarterly thereafter. During one of these meetings each year, the Technical Advisory Committee will elect four of its members to serve on the Leadership Council, with one being a member who is currently experiencing homelessness or has experienced homelessness within the past five years (lived experience). The three additional Technical Advisory Committee members should represent a diversity of sectors, ensuring that both rural and urban constituencies are represented.

Task Group Membership

Each standing Task Group will comprise at least four voting members of the Technical Advisory Committee. Robert's Rules of Order will be followed to open and close Task Group meeting and to bring a motion to the floor. Decisions shall be made by a vote of the majority of voting members present. Task Groups will meet as often as necessary to achieve their goals and objectives. Each Task Group will elect a chairperson responsible for (1) determining when the Task Group will meet and leading the meetings of the Task Group and (2) ensuring that the Task Group has annual goals, objectives, and a work plan that align with the strategic vision established by the Leadership Council to achieve functional zero homelessness in Sonoma County. Each Task Group Chair (or a designated representative of the Task Group who is an appointed member of the Technical Advisory Committee) will present the work and outcomes of the Task Group at all meetings of the Leadership Council. Each Task Group Chair will serve a two-year term. The chair of each Task Group is encouraged to invite community members with targeted expertise to serve as nonvoting members of the Task Group. Providing the opportunity for nonvoting community members to serve on Task Forces will build leadership capacity and prepare these nonvoting members to become selected as voting members in the future.

Collective of the Task Group Chairs

Each year, all Task Group chairs will elect one of the chairs to serve as the chair of the Technical Advisory Committee and one to serve as vice-chair of the Technical Advisory Committee, each for a one-year term. The chair will be responsible for leading the meetings of the Technical Advisory Committee and the collective of Task Group chairs. The vice-chair will lead the meetings if the chair is unable to do so. The Task Group chairs will meet at least quarterly to discuss the work of their respective task groups and prepare for their presentations at Leadership Council meetings. Providing opportunities to serve in leadership roles on the Technical Advisory Committee will enable members of the Technical Advisory Committee to develop their leadership capacity and prepare them to ultimately serve as elected members of the Leadership Council.

The Task Group chairs will be responsible for working together to establish any ad hoc Task Groups authorized by the Leadership Council. The Task Group chairs will elect a voting member of the Technical Advisory Committee to serve as chair of any ad hoc Task Groups authorized by the Leadership Council. All ad hoc Task Group chairs will be responsible for selecting qualified individuals to serve on the ad hoc Task Group. Other than its chair, ad hoc Task Group members are not required to be voting members of the Technical Advisory Committee.

Lead Agency

Interim Lead Agency: Sonoma County Community Development Commission

According to HomeBase, in an effective homeless system of care, Lead Agency professional staff play a key role, serving as a bridge between the Primary Decision-Making Group and the Task Groups. Professional staff members of a Lead Agency are responsible for providing support, data, and accountability to both groups, and have roles and responsibilities that should be clearly defined in an annual Memorandum of Understanding (MOU). Sonoma County's current Lead Agency and Continuum of Care applicant, a role required by HUD, is the Sonoma County Community Development Commission (CDC). As part of Sonoma County's homeless system of care redesign, the CDC will continue to serve as the interim Lead Agency and CoC applicant until a Lead Agency is selected by the Leadership Council.

HomeBase's review of the professional staff involved in conducting Sonoma County's homeless initiatives revealed that "staff from the City of Santa Rosa, Petaluma, and key providers conduct similar work (to the CDC staff) that is not necessarily aligned with county or CoC funding." HomeBase findings also indicate that staff from the CDC, the Santa Rosa Department of Housing & Community Services, Petaluma, and key providers "run work groups, complete annual funding applications, monitor program performance, implement best practices, and design initiatives, along with many other tasks," resulting in a duplication of effort. To reduce this overlap in staff support, HomeBase recommended that the Lead Agency should attempt to align staffing patterns and resources to reduce fragmentation, duplication, and overlap.

Roles and responsibilities

The roles and responsibilities for the Lead Agency include the following.

- A. Serve as the Lead Agency for the Sonoma County Continuum of care
- B. Serve as the CoC Applicant, per HUD guidelines
- C. Prepare all HUD-required CoC documentation and submit all required documentation to HUD on a timely basis
- D. Manage Sonoma County's Coordinated Entry System
- E. Implement Sonoma County's Point-in-Time Count in alignment with HUD requirements
- F. Develop and implement a process for accepting nominations to the Technical Advisory Committee
- G. Staff the Leadership Council, Technical Advisory Committee, and Task Groups
- H. Manage the Sonoma County HMIS
- I. Manage the CoC's NOFA application to HUD to be approved by the Leadership Council
- J. Conduct rating and ranking process to assist the Leadership Council in making funding decisions

- K. Make funding recommendations to the Leadership Council Conduct rating and ranking process to assist the Leadership Council in making funding decision
- L. Follow Brown Act rules and regulations and ensure that all meetings of the Leadership Council follow Brown Act regulations and that all appointments are made in compliance with the Maddy Act. Ensure that the Technical Advisory Committee operates in a transparent manner that keeps constituents informed of its practices.
- M. Ensure that all members of the Leadership Council complete an annual Form 700 Statement of Economic Interests and file it with the California Fair Political Practices Commission.
- N. Ensure that all data is reported accurately and with integrity so that the Leadership Council has confidence in the credibility of all reported data presented to its members
- O. Protect all Personally Identifiable Information (PII) in accordance with HUD guidelines
- P. Build support among county constituents for the Leadership Council's vision to achieve functional zero homelessness in Sonoma County
- Q. Communicate activities and outcomes related to achieving functional zero homelessness in Sonoma County

5. Roles and responsibilities of individuals serving in the new leadership structure

The current members of the Sonoma County CoC will be invited to serve on the Technical Advisory Committee for its first year of operation. After one year, these current CoC members may transition into serving on the Technical Advisory Committee through an application process that will be administered by the Lead Agency. This new structure will provide transitioning members with a more significant role in recommending homelessness-related policy than under the current structure. Under the new structure, members of the Technical Advisory Committee will have a defined role in recommending specific policies and procedures to the Leadership Council (the Continuum of Care Board) for implementation. In addition, methods of communication among Task Groups, the Lead Agency, and the Leadership Council will be well-defined and intentional. Individuals serving on the Leadership Council and Technical Advisory Committee will be expected to act and make decisions in the best interest of the collective goal of achieving zero functional homelessness in Sonoma County as opposed to what is in the best interest of them personally or the organizations/constituency they represent.

6. Values and principles that will guide the leadership of the Sonoma County Homeless System of Care

All meetings of the Leadership Council will be subject to Brown Act regulations. All appointments will be made in compliance with the Maddy Act. The Technical Advisory Committee will operate in a transparent manner that keeps constituents informed of its practices. Decisions made by the Leadership Council and the Technical Advisory Committee and its Task Groups will be made by majority rule, in accordance of Robert's Rules of Order, to ensure clarity and transparency. All voting members of the Leadership Council will be required to complete an annual Form 700 Statement of Economic Interests and file it with the California Fair Political Practices Commission.

The Leadership Council will need to establish values and principles that will guide the actions of those serving in a leadership capacity of the Sonoma County Homeless System of Care. Examples of values and principles could include the following:

- A. Embrace a Housing First approach to addressing homelessness.

- B. Support a Coordinated Entry System.
- C. Take a humanitarian person-centered approach to providing solutions for Sonoma County's crisis of homelessness.
- D. Accountability and transparency are imperative for use of public funds to address homelessness.
- E. Take a comprehensive, county-wide approach to addressing homelessness and support a Coordinated Entry System.
- F. Commit to recommend and implement best practices, while embracing innovative approaches to achieve zero functional homelessness.
- G. Ensure that there is rotation among the members of the Technical Advisory Committee who serve on the Leadership Council to avoid having the same individuals or the same organizations representing the Technical Advisory Committee on the Leadership Council.
- H. Open, respectful, and inclusive communication among the individuals serving on the Leadership Council and Technical Advisory Committee and the staff of the Lead Agency is essential.
- I. The implementation of this new leadership structure will be phased in based on staff capacity.
- J. Members of the Leadership Council and Technical Advisory Committee will be cognizant that the number and scope of work of standing and ad hoc Task Groups must be aligned with the staff's capacity to support them.
- K. Consider the needs of both rural and urban constituencies.
- L. Comply with federal requirements for a Continuum of Care.
- M. Make data-driven decisions aligned with evidence-informed practices.
- N. Respect the personal privacy of people inquiring about and receiving homeless services.
- O. Accept information and data provided by through the Leadership Council, Technical Advisory Committee, and Lead Agency as valid and trust that it is presented in the best interest of the Sonoma County Homeless System of Care.

7. Implementation strategy

The following tasks and timeline will guide the implementation of the transition from Sonoma County's current environment of addressing homeless to the new collective-impact System of Care.

Task	Timeline	Responsible Party
Start-up Activities: August 2018-July 2019		
Develop the application process and related electronic forms for membership on the Technical Advisory Committee; Provide outreach to the community that these positions are available	By August 2018	CDC
Sonoma County Board of Supervisors and Santa Rosa City Council make appointments to the Leadership Council	By September 2018	Board of Supervisors and Santa Rosa City Council
Interim Selection Committee of the Leadership Council approves Technical Advisory Committee members; Notify Technical Advisory Committee members of their appointments	By October 2018	Interim Selection Committee of the Leadership Council; CDC

Develop the draft Governance Charter in compliance with HUD requirements that details the functions of the Leadership Council, Technical Advisory Committee, and Lead Agency; staff roles; policies and procedures for executing CoC and Lead Agency responsibilities; code of conduct, recusal process for the Leadership Council; and process for amending the charter	By October 2018	CDC
Technical Advisory Committee conducts its first meeting; The Technical Advisory Committee members nominate and elect 4 Advisory Committee members to serve on the Leadership Council in the required positions; During this meeting, the Advisory Committees determine who will serve on each Task Group; Each Task Group meets during a breakout session of this meeting to select its chair	Early November 2018	Technical Advisory Committee
Leadership Council conducts its first meeting and selects its chair and vice-chair; Approves Governance Charter; Establishes values and principles to guide the leadership of the Sonoma County Homeless System of Care	Mid-November 2018	Leadership Council
Leadership Council meets to take action on new funding available through the State of California	Mid-December 2018	Leadership Council
Task Groups meet to establish goals and work plans and work together regularly toward implementing goals	Starting in mid-December 2018—ongoing, as needed	Technical Advisory Committee's Task Groups
Technical Advisory Committee meets monthly for the first six months	December 2018-April 2019	Technical Advisory Committee
Leadership Council meets every other month for the first year	January, March, May, June, July, September, 2019	Leadership Council
Establish a vision for achieving functional zero homelessness in Sonoma County and a Housing First strategy	By March 2019	Leadership Council
Brand Sonoma County's Homeless System of Care	By April 2019	CDC (contracted services)
Leadership Council selects a Lead Agency	By July 2019	Leadership Council
On-going activities		
The Technical Advisory Committee meets at least quarterly after the first six months	July, October, January, and April of each year (may be more frequently)	Technical Advisory Committee

Provide outreach to the community that positions are available on the Technical Advisory Committee; Accept applications online	August-September, 2019	Lead Agency
Leadership Council approves Technical Advisory Committee members; Notify Technical Advisory Committee members of their appointments	October 2019	Leadership Council; Lead Agency
Leadership Council meets at least quarterly after the first year	December, March, June, and September of each year (may be more frequently)	Leadership Council
Review and update the Governance Charter	January of each year, starting in 2020	Leadership Council
Review, update, and review the process for selecting the Leadership Council to act on behalf of the Continuum of Care at least once every 5 years	By October 2023 and at least every 5 years thereafter	Leadership Council; Lead Agency



HOMELESS EMERGENCY AID PROGRAM - APPLICATION MAP FOR CONTINUUMS OF CARE

Instructions: The Homeless Emergency Aid Program (HEAP) will be using an online application form for submissions. The online form will be available to coincide with NOFAs from September 5, 2018 - December 31, 2018 (Round 1) and February 15, 2019 - April 30, 2019 (Round 2). To support applicants in preparing application materials in advance of the NOFA, the Application Map includes all the content and fields that will be included on the online form. The online form must be completed in one sitting; this tool is also designed to help with the inputting of the application materials.

Section 1: Administrative Entity and Eligible Jurisdiction Identification

Administrative Entity & Contact

Administrative Entity (Select one):

Administrative Entity Contact Name:

Address, City, Zip:

E-Mail Address:

Phone:

Fax (optional):

Santa Rosa, Petaluma/Sonoma County

Michael Gause, Acting Homeless Services

1440 Guerneville Road, Santa Rosa, CA 95403

Michael.Gause@sonoma-county.org

(707) 565-1977

Eligible Jurisdiction Identification

Name of City(s)/County(s) that have declared a shelter crisis: *Note: List all that have, or will have, declared a shelter crisis by the time of award.*

County of Sonoma
City of Petaluma
City of Santa Rosa
City of Sebastopol
City of Rohnert Park
City of Sonoma
City of Healdsburg
City of Cloverdale

Add Rows as Required

Section 2: Homeless Emergency Aid Program

Funding Source Identification

Senate Bill 850, Sec. 50213(a)

Block grant grouping based on homeless population

Homeless population as of January 1, 2018 (select one):

--

Requested Grant Amount:

--

proportional share of total homeless population

2835.00

\$12,111,291.50

\$12,111,291.50

Note: Jurisdictions selected must have declared shelter crisis

Note: select from drop-down menu

The total expenditure should equal the total requested grant amount.

Jurisdiction		Proposed Activity(s):		Estimated Expenditure
Santa Rosa, Petaluma/Sonoma County		Homeless Youth Set-Aside		\$1,955,974.00
Santa Rosa, Petaluma/Sonoma County		Other		\$4,980,000.00
Santa Rosa, Petaluma/Sonoma County		Administrative Costs (Capped at 5%)		\$605,564.00
Santa Rosa, Petaluma/Sonoma County		Rental Assistance		\$1,555,727.00
Santa Rosa, Petaluma/Sonoma County		Operating Support for Short Term, Emergency Housing Inter		\$3,014,026.50
Total				\$12,111,291.50

Note: Add additional rows as required

Collaborative Process

Describe the collaborative process used to determine the use of HEAP funds in its jurisdiction.

Following the collaborative process used to inform the use of HEAP funds in its jurisdiction, the Commission presented the following findings to the Board on September 13, 2018 and December 20, 2018. Input sessions included the following: 1) Continuum of Care Homeless Youth Task Force (comprised of 20 homeless and formerly homeless transition age youth and youth providers) on September 8, 2018 2) Homeless Action! Conference comprised of over 50 homeless advocates and individuals experiencing homelessness on October 12, 2018 3) Continuum of Care Quarterly Membership Meeting in partnership with the California Business, Consumer Services and Housing Agency on October 18, 2018 4) Continuum of Care Board Meeting on October 30, 2018 5) Continuum of Care Homeless Veterans Committee (comprised of homeless veterans and agencies serving homeless veterans) on November 1, 2018 6) AAA Senior Housing Group in partnership with Sonoma County Human Services and Aging & Adult Services on November 13, 2018 7) Consultations with cities and towns: Cloverdale, Cotati, Healdsburg, Petaluma,, Rohnert Park, Santa Rosa, Sebastopol, Sonoma, Windsor. 8) The Comissions multi-program staff group explored use of HEAP funding in housing in the development pipeline on September 13, September

All applicants must email the attachments below for the application to be considered complete. After submission of this application, applicants will receive an email notification with an application number. Applicants must reply to the confirmation email and attach all required documentation in order to complete their application.

Copy of Shelter Crisis Declaration Resolution

Verification of collaboration with other city, county, or nonprofit partners
Waiver of requirements for declaration of emergency shelter crisis (if applicable)
Payee Data Record (STD 204)
Authorized Signatory Form

Section 4: Certification of Applicant Information

Authorization to Apply for HEAP Funds

Name of Person Who Filled Out Form:

Form Filled out on Behalf of: **(Select one)**

Statement of Certifications

Name of AE's Authorized Representative

Title of AE's Authorized Representative

End of Application Map

SONOMA COUNTY

2019 FUNDING PRIORITIES



\$11,505,727 FOR SONOMA COUNTY HOMELESS PROJECTS

In an effort to combat California's homeless crisis, the state has launched a one-time \$500 million block grant called the Homeless Emergency Aid Program (HEAP) to provide direct assistance to local jurisdictions. From this grant, Sonoma County expects to receive \$11,505,727 for homeless services projects.

The one-time influx of HEAP dollars is significant, equal to half of Sonoma County's existing system of care. Funding will be administered by the Sonoma County Community Development Commission, which has managed state and federal housing fund allocations since 1978. The Commission recommends the following priorities to bring Sonoma County closer to ending homelessness.

ELIGIBLE USES

PER THE STATE NOTICE OF FUNDING AVAILABILITY

Services

- Street Outreach
- Health & Safety Education
- Criminal Justice Diversion
- Prevention Services
- Navigation Services
- Operating Support

Rental Assistance

- Housing Vouchers
- Rapid Re-Housing
- Eviction Prevention

Capital Improvements

- Emergency Shelter
- Transitional Housing
- Drop-In Centers
- Permanent Supportive Housing
- Small/Tiny Houses
- Structure Improvements

The Commission encourages creativity and will consider applications for all eligible uses, provided the applicant can show its ability to deliver the proposed services and manage the funds awarded.

Attachment E

Stakeholder Input

Homeless Youth Task Force

Homeless Action!

Continuum of Care Members

Homeless Veterans Committee

AAA Senior Housing Group

9 incorporated cities within Sonoma County

Community Collaboration

In creating its recommendations for HEAP funding priorities, the Commission relied on verified approaches to ending homelessness, prioritizing a Housing First approach designed to quickly connect people in crisis to temporary and permanent housing. Additionally, the Commission sought extensive input from stakeholders within the community.

SONOMA COUNTY NEEDS

1,150

PERMANENT SUPPORTIVE
HOUSING UNITS

442

RAPID RE-HOUSING
RENTAL ASSISTED UNITS

24/7

NAVIGATION CENTERS

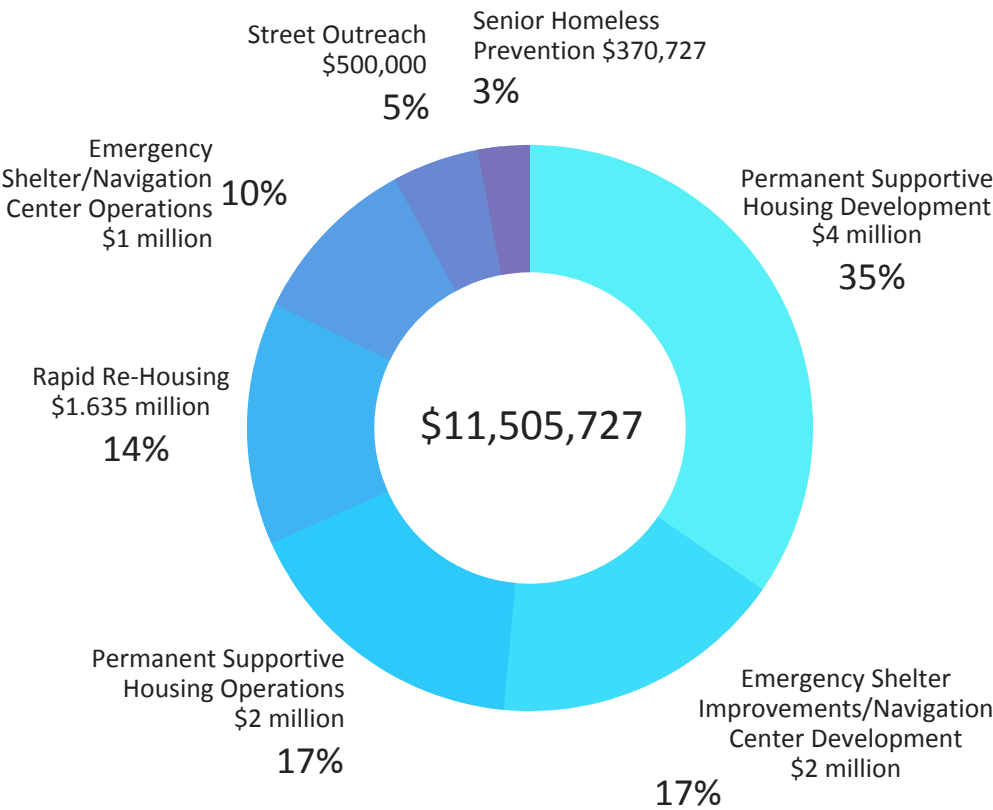
HEAP-SPECIFIC RULES

- Half of HEAP funds must be in contract by Jan. 1, 2020; all funds must be spent by June 30, 2021.
- At least 5% of total award must be dedicated to homeless youth under 25.
- To qualify for capital improvement or facility-based uses, proposed programs must be located in a jurisdiction that has declared a shelter crisis: County of Sonoma, cities Cloverdale, Healdsburg, Petaluma, Rohnert Park, Santa Rosa, Sebastopol and Sonoma.

HOME SONOMA COUNTY HEAP
RECOMMENDATIONS

Functional zero homelessness occurs when the number of people experiencing homelessness in a community is less than the number being connected with permanent housing each month. Based on the goal of reaching functional zero, Home Sonoma County recommends the following HEAP funding priorities.

Recommended Distribution of Funds by Use



Home Sonoma County also recommends dedicating \$1.95 million from the total award to homeless youth services and distributing the sum based on the following geographical-need considerations:

- Santa Rosa Area, \$6.38 million
- South County, \$1.675 million
- North County, \$1.263 million
- West County, \$1.225 million
- Sonoma Valley, \$589,750
- County Seniors, \$370,727

For more information, visit sonoma-county.org/cdc/cdhomeless.htm or contact Michael Gause at michael.gause@sonoma-county.org.

HOMELESS SERVICES

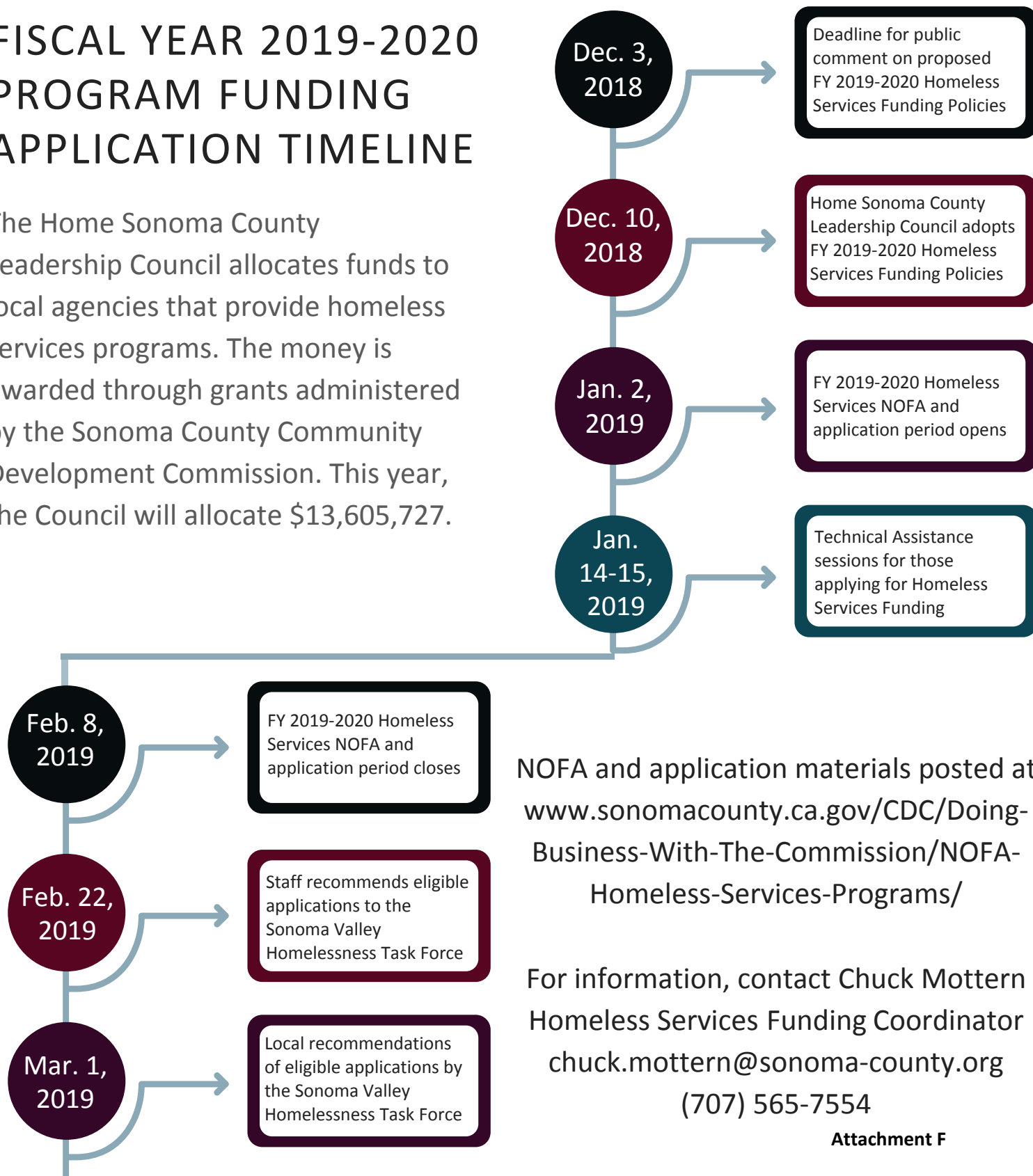
PROGRAM FUNDING CYCLE



HOME
SONOMA COUNTY

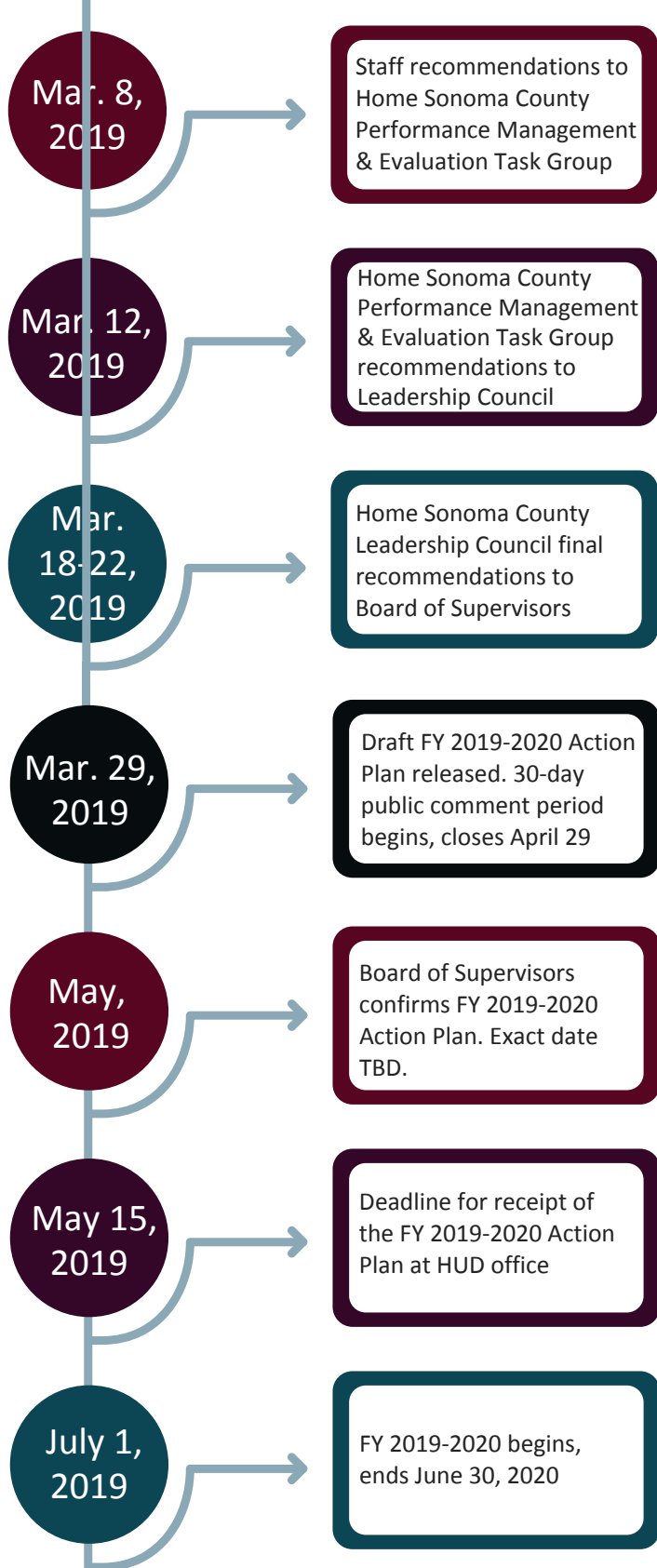
FISCAL YEAR 2019-2020 PROGRAM FUNDING APPLICATION TIMELINE

The Home Sonoma County Leadership Council allocates funds to local agencies that provide homeless services programs. The money is awarded through grants administered by the Sonoma County Community Development Commission. This year, the Council will allocate \$13,605,727.



NOFA and application materials posted at www.sonomacounty.ca.gov/CDC/Doing-Business-With-The-Commission/NOFA-Homeless-Services-Programs/

For information, contact Chuck Mottern
Homeless Services Funding Coordinator
chuck.mottern@sonoma-county.org
(707) 565-7554



FUNDING SOURCES

PER THE STATE NOTICE OF
FUNDING AVAILABILITY

Federal Funds

- Community Development Block Grant (CDBG)
- Emergency Solutions Grant (ESG)

State Funds

- Emergency Solutions Grant Program (ESG)
- Emergency Solutions and Housing (CESH)
- Homeless Emergency Aid Program (HEAP)

Local & Private Funds

- Community Services Fund (CFS)
- Low-and-Moderate-Income Housing Asset Fund (LMIHAF)
- Sonoma Valley Homeless Initiative
- Partnership HealthPlan Housing Innovation Grants Program (PHC)
- Winter Shelter Expansion

LEADERSHIP COUNCIL

Julie Combs
Susan Gorin
Lynda Hopkins
Gabe Kearney
Mark Krug
David Kuskie
Rebekah Sammet
Don Schwartz
Tom Schwedhelm



LEAD AGENCY

Sonoma County
Community Development Commission
1440 Guerneville Road
Santa Rosa, CA 95403

CONTACT

FOR THIS NOFA:

Chuck Mottern
(707) 565-7554
chuck.mottern@sonoma-county.org

DRAFT

Funding Policies for Fiscal Year 2019-20

Homeless Services Consolidated Notice of Funding Availability (NOFA)

Federal CDBG Public Services and ESG Funding Programs

State ESG Funding Program

Low- and Moderate-Income Housing Asset Fund (LMIHAF-Services)

Community Services Funding (CSF) Program

Winter Shelter Expansion Grants Program

And one-time funds:

California Emergency Solutions & Housing Program (CESH)

State Homeless Emergency Aid Program (HEAP)

Sonoma Valley Homeless Initiative Funding

Partnership HealthPlan of California Housing Innovation Grants

Table of Contents

1. Overview	3
1.1. Federal Funding Sources (CDBG Public Services, Emergency Solutions Grants)	4
1.2. State Funding Sources (State ESG, CESH, and HEAP)	5
1.3. Local and Private Funding Sources	6
1.4. Summary of Available Funds by Funding Source	8
2. Eligible Activities.....	9
2.1. Summary of Eligible Uses by Funding Source	9
2.2. Description of Eligible Activities	9
2.3. Non-Eligible Use of Funds	12
3. Eligible Applicants.....	12
4. Funding Conditions and Regulations.....	12
4.1. Timeliness	12
4.2. Compliance with Disabled Access Requirements	12
4.3. Compliance with the Equal Access Rule (Gender Identity Rule)	13
4.4. Consultation with Continuum of Care Requirements	13
4.5. Homeless Management Information System (HMIS)	14
4.6. Match Requirements	14
4.7. Written Standards for Providing Assistance with ESG Funding	14
4.8. Environmental Conditions	15
4.9. Program Income and Reprogrammed Funds	15
4.10. Other Federal Requirements	16
5. Fair Housing-Related Services and Set-Aside Funding	17
6. Application Submission	18
6.1. Timetables	18
6.2. Technical Assistance Sessions	18
6.3. Completed Applications and Deadline	19
6.4. Submission Requirements for Projects Serving Individual Cities/Town	19
6.5. Multi-Year Funding	19
7. Selection Process.....	20
7.1. Rating and Ranking Process	20
7.2. HUD Annual Action Plan – One-Year Use of Funds	21

7.3.	Board of Supervisors/Board of Commissioners Final Approval _____	22
8.	<i>Selection Criteria.....</i>	22
8.1.	General _____	22
8.2.	Joint Funding From Other Sources. _____	22
8.3.	Organizational Capacity _____	23
8.4.	Coordinated Entry Requirements _____	24
8.5.	Housing First _____	25
8.6.	Performance Measurement & Project Priorities _____	25
8.7.	Upstream Investments _____	27
9.	<i>Questions?.....</i>	28
	<i>Appendix A: Homeless Emergency Aid Program - Sonoma County Priorities.....</i>	29
	<i>Appendix B: Sonoma Valley Homeless Initiative Funding.....</i>	34
	<i>Appendix C: Partnership HealthPlan of California Housing Innovation Grants.....</i>	35

1. Overview

The Sonoma County Community Development Commission (Commission) and its partners in the Sonoma County Continuum of Care (the City of Santa Rosa and the City of Petaluma) have implemented a redesigned and unified Homeless System of Care to align homeless services planning and funding countywide. The new decision-making body, the Homeless System of Care Leadership Council, will be made up of five elected officials and four representatives from a 25-member Homeless System of Care Technical Advisory Committee. This new body (tentatively branded “Home Sonoma County” in this document, pending Leadership Council approval) will serve as the Continuum of Care Board for federal and state competitive funding processes, and will be responsible for setting the vision and direction for ending homelessness in Sonoma County.

The Sonoma County Community Development Commission is acting as the Interim Lead Agency for the new Homeless System of Care, until the Leadership Council designates a joint lead agency to manage the numerous funding streams for which it will serve as the decision-making body. As the Interim Lead Agency, the Commission is charged with administration of first-time allocations of California Emergency Solutions and Housing funds (CESH) and the State Homeless Emergency Aid Program (HEAP). In addition, the Commission has been authorized to conduct solicitations for a one-time allocation of Sonoma Valley Homeless Initiative funds and for remaining funding allocated to Sonoma County in Partnership HealthPlan of California’s Housing Innovation Grant program.

The Commission also serves as the administrator of federal entitlement funding for the County of Sonoma “Urban County.” The County, together with the seven municipalities of Cloverdale, Cotati, Healdsburg, Rohnert Park, Sebastopol, Sonoma, and Windsor, comprise an Urban County entity, recognized by the U.S. Department of Housing and Urban Development (HUD) as an entitlement jurisdiction eligible for formula grant funding under the Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), and other HUD formula funding programs.¹ The cities of Santa Rosa and Petaluma, although located within the boundaries of Sonoma County, each qualify as separate entitlement jurisdictions and administer their respective HUD funding allocations.² In this document, references to the Urban County refer to the eight-jurisdiction entity (the seven smaller cities listed above, plus the unincorporated County).

This document, the Funding Policies for the FY 2019-2020 Homeless Services Funding Consolidated Notice of Funding Availability (NOFA), provides the policy framework to guide the allocation and

¹ A separate set of funding policies for Capital Projects govern most CDBG funds and all HOME affordable housing funds administered by the Commission on behalf of the Urban County. After this initial mention of HOME and CDBG, only those funds governed by these Homeless Services policies will appear in this narrative.

² Under the new Homeless System of Care structure, all HUD entitlement jurisdictions are anticipated to bring planning and funding decisions to the new Leadership Council.

administration of a total of **\$9,291,527** in combined annual and one-time federal, state, and local funding, consistent with federal rules, statutes, and regulations as well as local priorities. These include CDBG Public Services funding, federal and State Emergency Solutions Grant funding, and several sources of annual local homeless services funding. This Consolidated NOFA will also govern the administration of one-time allocations of California Emergency Solutions and Housing funds (CESH), the State Homeless Emergency Aid Program (HEAP), Sonoma Valley Homeless Initiative funds, and Partnership HealthPlan Housing Innovation Grant funding.

This NOFA incorporates the Sonoma County 2015 Consolidated Plan goals and objectives for use of CDBG and ESG federal homeless services funding: to promote effective and proven strategies for homelessness prevention and intervention county-wide. These funding policies seek to create a collective impact on key System Performance Measures³ such as decreasing the length of homeless episodes, increasing placements in safe housing for those living outside and in permanent housing for all homeless persons, reducing the percentage of people placed in permanent housing who return to homelessness; decreasing the number of people experiencing homelessness for the first time; increasing incomes; and overall reducing the total number of people experiencing homelessness in Sonoma County.

1.1. Federal Funding Sources (CDBG Public Services, Emergency Solutions Grants)

1.1.1. Consolidated Plan

The Consolidated Plan is a five-year plan required by HUD in order for the Urban County to receive direct allocations of federal community development funds under the Community Development Block Grant (CDBG) and the Emergency Solutions Grants (ESG) programs. The Consolidated Plan, including the goals and specific objectives for the five-year period, also includes the County's One-Year Action Plans for the use of CDBG and ESG funds during each fiscal year. Requirements of the Action Plan drive the timeline of this funding competition.

The current Consolidated Plan covers the period from July 1, 2015 to June 30, 2020. The Consolidated Plan serves as a planning document for Sonoma County, a strategy to be followed in carrying out HUD-funded programs, an action plan that provides a basis for assessing performance, and a required element of the annual application for federal funds under HUD's CDBG Public Services and ESG programs.

The Sonoma County Consolidated Plan encompasses activities undertaken by the County of Sonoma and the seven participating municipalities of Cloverdale, Cotati, Healdsburg, Rohnert Park, Sebastopol, Sonoma, and Windsor.

³ Seven key performance measures were established by the HEARTH Act of 2009, the statute that governs all federal and State funding to address homelessness. To date, HUD has defined measurements only for the six measures described above.

1.1.2. Community Development Block Grant (CDBG) Public Services

The CDBG Program, as created by the federal Housing and Community Development Acts of 1974 and 1987, has as its primary objective the development of viable communities through the provision of decent housing, a suitable living environment, and the expansion of economic opportunities, primarily for lower income persons. At least seventy percent (70%) of Sonoma County's CDBG funds must be used for activities that benefit lower income persons (i.e., persons earning less than 80% of the area median income). Any programs or projects allocated CDBG funding must meet one of the following National Objectives:

- Benefit to low- and moderate-income persons
- Prevent or eliminate slums and blight
- Meet an urgent need

Up to 15% of the CDBG allocation can be used for Public Services. Due to the high rate of homelessness in Sonoma County, CDBG Public Services funds are allocated only to projects serving literally homeless persons, and to mandated Fair Housing-related services. Approximately \$285,000 is estimated to be available from this source in FY 2019-2020.

1.1.3. Emergency Solutions Grant (ESG) Program

The Emergency Solutions Grants (ESG) Program was originally authorized under the Stewart B. McKinney Homeless Assistance Act of 1987 as the Emergency Shelter Grants program and reauthorized and renamed under the HEARTH Act of 2009. The ESG Program permits HUD to make grants to states and units of general local government for homelessness prevention, street outreach, emergency shelter and rapid re-housing services. The Sonoma County Community Development Commission (Commission) is the designated local administrative body for the Urban County's ESG program as well as for the State ESG funds allocated to Sonoma County.⁴

In FY 2019-2020, approximately \$140,000 in directly allocated ESG funds are estimated to be available from HUD for activities serving the Urban County. In Section 1.2.1 below, we describe \$215,000 in State ESG. Combined, approximately \$355,000 in ESG funds will be available for FY 2019-2020.

1.2. State Funding Sources (State ESG, CESH, and HEAP)

1.2.1. State Emergency Solutions Grant Program

As noted above in 1.1.3, the Commission is the designated local administrative body for State ESG funds allocated to Sonoma County. Approximately \$215,000 is estimated to be available from the State for

⁴ The cities of Santa Rosa and Petaluma do not receive a direct allocation of federal ESG funding. As such, these cities are "non-entitlement" communities that may access Balance of State ESG funding administered by the Department of Housing and Community Development (State HCD). State HCD has designated the Commission as an Administrative Entity for the purpose of administering State Funds.

activities serving residents of Santa Rosa and Petaluma. Administration of federal and State ESG funds is conducted as a single funding process as noted in section 1.1.3.

1.2.2. California Emergency Solutions and Housing Program (CESH)

In 2016, the State legislature created the California Emergency Solutions Grant Program (California ESG) to expand key homeless services throughout the state and to temporarily sustain communities that lost funding in the State's redesign of its federal ESG program. Allocations for 2018 California ESG were announced in January 2018, and awarded locally through the Commission FY 2018-19 funding cycle. Following these local allocations, the State announced that the California ESG allocation would be combined with a new source, the SB2 Jobs and Homes Act funding designated for homeless services, and that the procurement process for both sources would be separated from administration for its federal ESG funds. The new program is called the California Emergency Solutions and Housing Program, or CESH.

The State has designated the Community Development Commission as the Administrative Entity for the CESH program, and the Commission submitted an application for combined CESH allocation in the amount of \$843,907. Confirmation of the award is expected in late fall 2018. Subtracting the allowance for administration of the funds (\$42,195) and with \$421,924 in FY 2018-19 funds already committed, approximately \$380,000 is expected to be available for FY 2019-2020 funding.

1.2.3. State Homeless Emergency Aid Program (HEAP)

In August 2018, the California Homeless Coordinating and Financing Council announced the launch of the Homeless Emergency Aid Program, a one-time \$500 million state-wide block grant program designed to provide direct assistance to cities and counties to address the homelessness crisis throughout California. Continuums of Care are the only eligible applicants for HEAP funds; cities and counties must participate in the collaborative process with the Continuum of Care for the region, and declare a shelter crisis with a resolution by the governing body, if they wish to receive HEAP funds.

The HEAP block grant allocation for Sonoma County is approximately \$12.1 million; **\$11,505,727** will be available for capital projects or operating expenses over a two-year period. The Continuum of Care application for HEAP funds was submitted December **XX**, 2018; per State requirements, this application contained a proposed allocation of the funds by geography and program type, throughout Sonoma County. Attached as Appendix A to this NOFA, these recommendations were shaped by analysis of the most recent data on the location and needs of different homeless subpopulations, a survey of opportunities, and input through a broad-based community input process. At least half of the funds must be contractually obligated by January 2, 2020, and all funds must be expended by June 30, 2021. Eligible activities and recipients, are detailed below in Sections 1.4 and 2.1, as well as Appendix A.

1.3. Local and Private Funding Sources

The Commission administers locally-funded County of Sonoma Community Services Funding (CSF), the Low- and Moderate-Income Housing Asset Fund Services funding (LMIHAF-Services), and a Winter Shelter Expansion Grant program. In addition, the Commission is providing staff support for one-time

funding to expand services in the Sonoma Valley, through a planning initiative begun in October 2018. The Commission also acts as the lead agency in a collaborative county-wide grant process targeting housing for Partnership HealthPlan of California members.⁵

1.3.1. Community Services Fund (CSF)

Per direction from the Sonoma County Board of Supervisors (serving as the Commission's Board of Commissioners), administration of the Community Services Fund is integrated with the Commission's annual homeless services funding process. The County has allocated \$610,000 in County general funds for a wide range of services through this funding process.

1.3.2. Low- and Moderate-Income Housing Asset Fund (LMIHAF-Services)

Following the dissolution of Redevelopment agencies in 2012, State law allowed up to \$250,000 of the annual income from post-Redevelopment assets to be utilized to fund Homelessness Prevention or Rapid Re-Housing programs. The Sonoma County Board of Supervisors, acting as the Board of Commissioners, has designated that the maximum amount of such income available in the Commission's Low- and Moderate-Income Housing Asset Fund be utilized in this way. These funds are designated LMIHAF-Services dollars; the balance of the LMIHAF funds are governed by a separate LMIHAF Fund Policies document. "LMIHAF-Services" refers solely to the homeless program-dedicated portion of LMIHAF assets that are subject to these policies.

1.3.3. Winter Shelter Expansion Grant Program

Following several years of ad hoc efforts to provide additional shelter during the winter months, in 2016 the Sonoma County Board of Supervisors approved a plan to allocate \$210,000 in County general funds for winter shelter expansions through the County's annual budget process, to be administered through the Commission's annual funding cycle. These funds are for Winter Shelter Expansions during the winter of 2019-2020.

1.3.4. Sonoma Valley Homeless Initiative Funding

Through the County's FY 2018-19 Supplemental budget process, \$250,000 in one-time County general funds were allocated to strategically address the service gaps for Sonoma Valley residents who are experiencing housing crises, both before the 2017 fires and increasingly since fire disaster. Funds are intended to be used to build local capacity and ensure homeless residents of the Valley can access local services that are consistent with national best practices. Objectives include implementing key federal mandates such as access to the Coordinated Entry System, prioritizing limited resources to those who have been homeless the longest or are physically the most vulnerable, and as of July 1, 2019, incorporate the core principles of Housing First throughout the homeless system of care. These one-time funds will be used to provide contracted services that meet these federal and state mandates, to the Sonoma Valley's homeless residents. Please see Appendix B for a summary of priorities and eligible projects.

⁵ Partnership HealthPlan of California is the managed Medi-Cal provider for 14 counties in Northern California, of which Sonoma County has the largest number of members. See Section 1.3.5 below.

1.3.5. Partnership HealthPlan of California (PHC) Housing Innovation Grants

In July 2017 Partnership HealthPlan of California allocated a total of \$25 million to a one-time grant program whose goal was to address the critical housing and housing-related needs that affect the health and overall costs of healthcare for its members. A total of \$4,917,538 was designated for Sonoma County projects. The Commission submitted applications on behalf of the County of Sonoma, under both the capital and “housing facilitation” grant categories. Ultimately one proposed grantee changed course, leaving funds uncommitted. PHC agreed to allow the Commission to request additional capital grants proposals through the Commission’s annual County Fund for Housing (CFH) request for proposals. By the end of the CFH process, \$400,000 of the PHC allocation remained.

Following a consultation with Commission staff, PHC agreed to allow the Commission to request new Housing Facilitation proposals consistent with its original request for proposals to utilize the remaining funds. PHC-funded projects must serve primarily Partnership HealthPlan (Medi-Cal) members (defined as 70% or more of participants), enter data into the Homeless Management Information System, accept referrals from the Coordinated Entry system, and support PHC’s evaluation of its housing program by sharing participants’ personal data with PHC. See Appendix C.

1.4. Summary of Available Funds by Funding Source

Source	Approx. Amount Available	Eligible Uses
CDBG Public Services	\$ 285,000	Operating support for services to literally homeless persons, or for Fair Housing-related activities.
Federal and State ESG	\$ 355,000	At least 40% must be used for Rapid Re-Housing; may also be used for Shelter, Street Outreach, Homelessness Prevention
Community Services Fund (CSF)	\$610,000	Flexible source for a wide range of homeless services
LMIHAF-Services	\$250,000	Rapid Re-Housing or Homelessness Prevention projects
Winter Shelter Expansion Grants	\$210,000	Winter Shelter Expansions
CESH (<i>one-time funds</i>)	\$ 380,000	Rental subsidies in permanent housing for up to 48 months (including Rapid Re-Housing and Homelessness Prevention strategies)
HEAP (<i>one-time funds</i>)	\$6,551,527	Street Outreach, Housing Navigation, operating support for short-term or comprehensive homeless services, Permanent Supportive Housing, Emergency Shelter, Rapid Re-Housing, and other programs. <i>See Appendix A.</i>
Sonoma Valley Homeless Initiative (<i>one-time funds</i>)	\$250,000	Low-barrier shelter, rapid re-housing, and/or coordinated entry services in the Sonoma Valley. <i>See Appendix B.</i>
Partnership HealthPlan of California Housing Facilitation Grants (<i>one-time funds</i>)	\$400,000	Rapid Re-Housing or housing placement projects benefiting Partnership (Medi-Cal) members, per Housing Facilitation program requirements. <i>See Appendix C.</i>
Total Available	\$9,291,527	

“Available funds” are those available after allowances for administering the program has been subtracted. This accounts for any divergence from other public information about Sonoma County allocations.

2. Eligible Activities

The many funding sources and wide range of eligible activities included in this funding cycle make it challenging to determine funding amounts available for each activity. The chart below summarizes the eligible activities and the funding sources for which each activity is eligible.

2.1. Summary of Eligible Uses by Funding Source

Use	CDBG	Federal/State ESG	CSF	LMIHAF	Winter Shelter	CESH	HEAP	Sonoma Valley Homeless Initiative	Partnership Health Plan
Fair Housing-Related Activities	√		√						
Street Outreach	√	√	√			√	√	√	
Coordinated Entry	√		√			√		√	
Emergency Shelter/ Navigation Center	√	√	√			√	√	√	
Winter Shelter Expansions			√		√				
Rapid Re-Housing		√	√	√		√	√	√	√
Homelessness Prevention		√	√	√		√	√		
Permanent Supportive Housing			√				√	√	
Homeless Management Information Systems Compliance/Participation		√				√			√
Other Homeless Services	√		√					√	√
Capital Projects							√		

2.2. Description of Eligible Activities

2.2.1. Fair Housing Activities. See Section 5 for a description of Fair Housing-Related Services and Set-Aside Funding policies.

2.2.2. Street Outreach, including engagement, case management, emergency health and mental health services, transportation, and services for special populations such as homeless youth, victim services, or people living with HIV/AIDS.

2.2.3.**Emergency Shelter**, including Essential Services, Shelter Operations, Homeless Day Service Centers, and Navigation Centers. Navigation Centers are low-barrier housing focused shelters designed to assist the most vulnerable and long-term homeless residents who are often fearful of accessing traditional shelter and services.

2.2.4.**Winter Shelter Expansion** projects expand bed counts for any period between November 1st and March 31st, whether located within an existing shelter or in a separate location.

2.2.5.**Rapid Re-Housing Activities**. At least 40% of ESG funds must be utilized for Rapid Re-Housing activities. ESG funds require a rent payment standard no higher than the HUD Fair Market Rent; all other Rapid Re-Housing funding sources have more flexible rent payment standards, including CESH and HEAP where the payment standard is up to two times the current HUD Fair Market Rent. Rapid Re-Housing assistance is generally limited to no more than 24 months. Up to 48 months of Rapid Re-Housing assistance may be available for programs serving youth or seniors only (allowable with CESH funds), either to enable youth to develop income or to create a bridge to a Housing Choice program or other voucher.

Rapid Re-Housing activities may include housing relocation and stabilization services, including:

- Financial assistance (e.g., rental application fees, security deposits, last month's rent, utility deposits, utility payments, moving costs)
- Housing search and placement
- Housing stability case management
- Mediation
- Legal services
- Credit Repair
- Short-term and medium-term rental assistance

2.2.6.**Homelessness Prevention Activities**. All services eligible for Rapid Re-Housing funding are also eligible for Homelessness Prevention funding, presuming that Prevention funding is directed to persons meeting the HUD definition of "at risk," that is, an individual or family who has an annual income below 30% of the area median income, does not have sufficient resources or support networks immediately available to prevent them from becoming

literally homeless, and is living in substandard or other unstable housing conditions as defined by HUD.⁶

Homelessness Prevention assistance is generally limited to no more than 24 months. Up to 48 months of Homelessness Prevention assistance may be available for programs serving seniors 60+ who meet the HUD definition of At Risk of Homelessness (eligible with CESH).

Note: As of FY 2019-20, eviction prevention legal services are included in the Fair Housing Set-Aside, and no longer falls under Homelessness Prevention. *See Section 5 for details.*

2.2.7. Permanent Supportive Housing Services and Operations. Eligible activities include housing operations expenses and client-centered, wraparound case management services, provided in permanent housing for homeless persons with disabilities, consistent with a Housing First approach.

2.2.8. Homeless Management Information Systems (HMIS) Participation and Compliance, including staff time for entry of client information into the county-wide HMIS, and training to ensure compliance with data quality standards.

2.2.9. Other Homeless Services. Eligible services must serve literally homeless persons, provide services critical to permanently housing a homeless subgroup, and must be aligned with the system performance measures described in Section 8.6. Projects will be required to design program measurements that lead to permanent housing.

2.2.10. Capital Improvements, including acquisition, construction, rehabilitation, or other capital costs related to emergency shelters, navigation centers, permanent supportive housing, innovative housing models, and improvements to current structures that serve homeless individuals and families.

2.2.10.1. All capital improvement projects require an emergency shelter crisis declaration by the jurisdiction in which the project is located, as well as a Capital Projects Addendum to the application. Please see Section 6.4, Submission Requirements for Projects Serving Individual Cities/Town.

2.2.10.2. Equipment costs or improvements to emergency shelters are eligible expenses if the improvements increase the shelter's capacity to accommodate special needs and thereby increase shelter utilization.

⁶ For more on the "At Risk of Homelessness" definition, see <https://www.hudexchange.info/resource/1975/criteria-for-definition-of-at-risk-of-homelessness/>.

2.2.10.3. Innovative housing structures must be legally sited; protect residents from the elements; provide connections to sewer, water, heat, and electrical service; provide cooking facilities; and must either provide permanent tenancy without a time limit, or linkage to such permanent housing.

2.2.10.4. Because capital costs are funded exclusively by the Homeless Emergency Aid Program, 100% of funds must be expended by June 30, 2021. Projects must therefore demonstrate readiness and the ability to spend all funds by this deadline.

2.3. Non-Eligible Use of Funds

2.3.1. **Administrative Costs:** The funds administered by the Commission may generally not be used for general administration costs. Such costs may be allowed provided the Commission staff approves, in advance, an indirect expense allocation plan for the applicant agency.

2.3.2. **Non-Housing Community Development:** To align all funding with key system performance measures and the Homeless System Redesign, Non-Housing Community Development and other community services activities are not an eligible use of funds in FY 2019-2020.

3. Eligible Applicants

- 3.1. Eligible applicants include non-profit organizations and public agencies. Eligible non-profits must have attained their IRS 501(c)(3) status at the time the funding application is submitted.
- 3.2. Individual persons are not eligible to apply for the Commission's Homeless Services funding. However, individuals may apply for assistance from programs assisted with these funds such as Coordinated Entry or homelessness prevention programs.

4. Funding Conditions and Regulations

4.1. Timeliness

All projects shall proceed in a timely manner. Funds for Homeless Services activities must be expended within the 12 months of the fiscal year for which funding is allocated, unless specified for a longer period. Homeless Services funding that is unexpended after the agreement term will be reprogrammed. Extensions may be granted for good cause at the discretion of the Executive Director and must be consistent with the funding source regulations.

4.2. Compliance with Disabled Access Requirements

- 4.2.1. All applicants for funds must be able to comply with 24 CFR Part 8, which states that no qualified individual with disabilities shall, solely on the basis of disability, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any

program or activity receiving federal financial assistance from the Department of Housing and Urban Development.

4.2.2.Disabled access must be provided to the greatest extent feasible in non-housing as well as housing facilities. Proposed activities that do not provide access for the disabled may not be considered for funding. In addition, all local and state disability access guidelines must be followed.

4.2.3.If available, policies describing the agency's practice in guaranteeing disabled access must be submitted with the funding application.

4.3. Compliance with the Equal Access Rule (Gender Identity Rule)

Per HUD final rule entitled "Equal Access to Housing in HUD Programs Regardless of Sexual Orientation or Gender Identity" (2012 Equal Access Rule) and the 2016 Equal Access Final Rule (2016 Equal Access in Accordance with Gender Identity Final Rule) housing programs funded through the Commission are open to all eligible individuals and families regardless of sexual orientation, gender identity, or marital status. This includes transgender and gender non-conforming individuals who should be accommodated in temporary, emergency shelters, and other buildings and facilities used for shelter, that are permitted to have shared sleeping quarters or shared bathing facilities.

4.4. Consultation with Continuum of Care Requirements

Per federal regulation, the Commission must consult with the Sonoma County Homeless System of Care Leadership Council in allocating ESG funds; developing the performance standards for, and evaluating the outcomes of, projects and activities assisted by ESG funds; and developing funding, policies and procedures for the administration and operation of the Homeless Management Information System.

4.4.1.The Commission has been designated as the Administrative Entity for State ESG, CESH and HEAP funds. As the Continuum of Care Board and interim lead agency, the Sonoma County Homeless System of Care Leadership Council and the Commission, respectively, shall collaborate to the maximum extent feasible in determining eligible activities, selecting providers, and administering federal and state funds. As the body designated by the Sonoma County Board of Supervisors to lead homeless services funding and planning, the Sonoma County Homeless System of Care Leadership Council shall be responsible for making final decisions in these areas.

4.4.2.The Commission will recommend, and the Sonoma County Homeless System of Care Leadership Council shall select, providers qualified to deliver eligible activities in the cities of Santa Rosa and Petaluma, and throughout the Urban County. In this process, the Commission shall:

- Conduct fair and open competitions which avoid conflict of interest
- Follow procurement requirements of 2 CFR Part 200;⁷
- Evaluate provider capacity and experience, including the ability to deliver services in non-entitlement areas;
- Evaluate eligibility and quality of services, including participation in Coordinated Entry, compliance with Continuum of Care Program Standards, and implementation of Housing First strategies;
- Utilize data and consider community input to identify unmet needs;
- Prioritize activities that address the highest unmet need, considering other available funding and system-wide performance measures;
- Consider project-level performance measures when evaluating proposals; and
- Collaborate with the Sonoma County Homeless System of Care Leadership Council pursuant to the written agreement.

4.5. Homeless Management Information System (HMIS)

4.5.1. All funded applicants must input data into the County Homeless Management Information System (HMIS), and must provide match funding from non-McKinney-Vento, non-HEARTH Act funding sources to the agency managing the HMIS. Funded homeless-dedicated programs must meet both HUD Continuum of Care and locally developed data standards for timeliness and completion.

4.5.2. Domestic violence sexual assault service agencies are a key exception to this requirement, being prohibited from entering client data into the HMIS by the Violence Against Women Act. These agencies must enter client data into a separate but comparable database that is capable of providing aggregate reporting on all HMIS data elements.

4.6. Match Requirements

If receiving ESG funding, the subrecipient must match the ESG funding with an equal amount of funds from other, non-McKinney-Vento, non-HEARTH Act funding sources. Match funds must be provided after the date of the grant award.

4.7. Written Standards for Providing Assistance with ESG Funding

The subrecipient must comply with, and participate in the development of, Sonoma County's written standards for the provision of street outreach, emergency shelter, homelessness prevention, rapid re-

⁷ State ESG regulations cite 24 CFR 84, but 2 CFR 200 supersedes this regulation.

housing services, and/or permanent supportive housing, as relevant to their projects.

4.8. Environmental Conditions

4.8.1. Project awards that have been approved by the Homeless Leadership Council and the Board of Supervisors cannot be offered a Subrecipient Funding Agreement for execution until the required federal environmental and contract compliance conditions have been met, except for awards which are not subject to these federal requirements. The Commission's Executive Director is designated by the Board of Supervisors as the Certifying Officer for all National Environmental Policy Act (NEPA) environmental review of projects funded with federally-originated dollars. Therefore, the Commission will determine and complete, or cause to be completed, the appropriate level of NEPA environmental review, the cost of which shall be the responsibility of the awardee and may be paid from the grant/loan funds allocated.

4.8.2. As applicable, HEAP-funded Capital Improvement projects also must receive local environmental clearance in accordance with the requirements of the California Environmental Quality Act (CEQA).

4.8.3. The awardee must provide all requested information pertinent to completing the environmental review in a timely manner. Failure to do so will result in the reprogramming of the allocated funds to another project. If a Capital Improvement project has received NEPA environmental review or CEQA clearance, applicants must submit documentation of said review or clearance to the Commission.

4.8.4. Similarly, the applicant for Capital Improvement funds must provide the Commission with documentation verifying the satisfaction of any required environmental impact mitigation measures.

4.9. Program Income and Reprogrammed Funds

Program income is defined as gross income received by the Commission or a Subrecipient that is directly generated from the use of federal funds. It includes proceeds from the sale or lease of real property, equipment, or personal property that was purchased, constructed or improved with such funds. For more information, see <https://www.gpo.gov/fdsys/granule/CFR-2011-title24-vol1/CFR-2011-title24-vol1-sec85-25.pdf>.

4.9.1. CDBG:

Fifteen percent (15%) of program income derived from all CDBG-funded projects will be used for Homeless Services under the CDBG Public Services category, as allowed under CDBG regulations.

Reprogrammed funds derived from Homeless Services will be used for eligible Homeless Services projects.

4.9.2.ESG:

Per the ESG Interim Rule, 24 CFR § 576.201, program income derived from ESG-funded activities (including returned security or utility deposits) is to be used as a match, because of the sizable matching requirement in the ESG program. Reprogrammed funds will be reallocated to other projects to pay ESG-eligible program costs.

4.9.3.CSF and Winter Shelter Expansion funding:

Any reprogrammed CSF or Winter Shelter Expansion funds will be used to replace CDBG funds in a like amount in an existing eligible homeless services CDBG award. The released CDBG funds will then be reprogrammed as follows per federal regulation and local policy: 20% for program administration, 15% for CDBG Public Services, and the balance (65%) for housing rehabilitation and homebuyer assistance and associated direct program delivery costs in either the incorporated or unincorporated areas of the Urban County.

4.9.4.LMIHAF-Services:

Any reprogrammed LMIHAF-Services funds will be used to replace CDBG funds in a like amount in an existing award for rapid re-housing housing stabilization services. The released CDBG funds will then be reprogrammed as prescribed in Section 4.9.3 above. If there are no such CDBG awards, LMIHAF-Services funds will be returned to the general LMIHAF for future use.

4.9.5.Other funding sources (CESH, HEAP, Sonoma Valley Initiative, Partnership HealthCare of California):

Reprogrammed funds will be reallocated to other projects to pay eligible program costs, subject to approval by the funding agency.

4.10. Other Federal Requirements

In addition to the requirements outlined in this document, all awardees are required to adhere to federal rules, statutes, policies and regulations associated with the underlying source of federal funds. Primary federal regulatory citations for the CDBG and ESG funding sources are listed below:

4.10.1. CDBG: 24 CFR Parts 91 and 570

4.10.2. ESG: 24 CFR Parts 91 and 576; and State Emergency Solutions Grants Program, Title 25 § 8400-8417.

5. Fair Housing-Related Services and Set-Aside Funding

Each jurisdiction receiving CDBG funds from HUD must certify that it will affirmatively further fair housing, which means it will conduct an Assessment of Fair Housing or the Analysis of Impediments within the jurisdiction, and take meaningful actions to achieve a material positive change that affirmatively furthers fair housing. To remain eligible for CDBG funding, adequate funding for a range of Fair Housing-related services must be provided through a Set-Aside under the Public Services category. Developing a Fair Housing program that meaningfully furthers fair housing is the responsibility of the Commission's advisory body, the Community Development Committee, in its CDBG oversight role.

- 5.1. This Notice of Funding Availability (NOFA) solicits proposals from capable non-profit agencies to provide fair housing-related services that implement the recommended actions in the 2011 Analysis of Impediments.⁸ The Commission shall endeavor to join with other entitlement jurisdictions within Sonoma County in the NOFA process to provide consistent and cost-effective service and assistance to citizens of the entire County.
- 5.2. Eligible Fair Housing-related services may address education about Fair Housing law; investigative testing and auditing; advocating for tenants who may be targets of discrimination; enforcement of Fair Housing law; as well as legal services designed to prevent eviction. Note: new for the FY 2019-2020 funding cycle is the inclusion of eviction prevention legal services in the Fair Housing category.
- 5.3. In the event that there are multiple proposals for providing fair housing services, a committee made up of staff members of each jurisdiction will recommend appropriate Fair Housing-related services based on the following factors:
 - The capacity of the applicant to provide these services.
 - The degree to which a capable applicant can leverage additional funding sources to augment the County's funding allocation.
 - Coordination with neighboring jurisdictions in the regional provision of fair housing services for optimizing efficiency and customer service.
 - Cost-effectiveness.
 - The degree to which the proposed services will implement meaningful actions to achieve a material positive change that affirmatively furthers fair housing, or that addresses recommended actions in the current Analysis of Impediments to Fair Housing Choice.

⁸ In coming years, the Analysis of Impediments will be replaced by the Assessment of Fair Housing.

- 5.4. In the event no viable proposals are received from community-based non-profit agencies or no fair housing proposals are awarded funds, Commission staff will provide the required fair housing services utilizing funding from the Fair Housing Set Aside until which time that a subsequent RFP process can be implemented to secure a qualified contract provider of Fair Housing-related services.
- 5.5. The set-aside amount for all Fair Housing-related services shall be \$175,000, subject to adequate funding. If the Community Development Committee recommends a change to the set-aside amount for any fiscal year, the following factors will be considered:
- Current funding level for CDBG.
 - Historical funding levels of selected services.
 - Expected cost of activities required to take the recommended actions identified in the analysis of impediments to fair housing choice document.
 - Consideration of actual or potential funding from other sources.

6. Application Submission

Details regarding the application requirements and time lines are included in the application instructions and related materials released in December to January of each year for the fiscal year that begins the following July.

6.1. Timetables

- 6.1.1. Please see the Homeless Services Funding Application Timetable for the proposal deadline and public hearing dates discussed in this section. These will be available on the Community Development Commission website: <https://sonomacounty.ca.gov/CDC/Doing-Business-With-The-Commission/NOFA-Homeless-and-Public-Services-Programs/> [this link to be updated if necessary.]

6.2. Technical Assistance Sessions

- 6.2.1. All applicants are required to attend a Technical Assistance Session for interested applicants to be held on the date listed on the Homeless Services Funding Application Timetable. Any applicant with difficulties attending the scheduled Sessions should contact the Commission staff as soon as possible.

6.3. Completed Applications and Deadline

6.3.1. Applicants must submit funding proposals to the Commission by 5:00 p.m. on the date listed on the Homeless Services Funding Application Timetable. Project applications must be complete by the deadline date to be considered eligible for funding. Applications which do not include a required Resolution from the Board of Directors, a required City Council Resolution endorsing a geographically-specific project or declaring a Shelter Crisis (*see* Section 2.2.10.1 above, Section 6.4 below, and Appendix A), a current operating budget, a copy of the applicant's most recent financial audit, or complete answers to all applicable questions, will be deemed ineligible for funding.

6.3.2. Proposals may not be revised and/or submitted after the deadline date. In addition, once a proposal is awarded funding by the Commission it cannot be materially revised prior to contract execution.

6.4. Submission Requirements for Projects Serving Individual Cities/Town

6.4.1. Proposed homeless services projects that are located in, and will serve the residents of, one or more specific incorporated areas, but not all of Sonoma County, must receive the endorsement of the governing body of the jurisdiction(s) in which the project will operate. A City Council resolution endorsing the project must be submitted with the proposed project application. The project description section of the application must state the intent to use a local preference along with language describing the intent for referrals from Coordinated Entry to have an exclusive focus on a specific area.

6.4.2. Facility-based housing projects, or any project requesting capital improvement funding, must be located in a jurisdiction that has declared a shelter crisis per the requirements of the State Homeless Emergency Aid Program. A copy of the City Council resolution declaring the shelter crisis must be submitted with the proposed project application. The Shelter Crisis Resolution must be dated prior to December 15, 2018.

6.4.3. Keeping in mind the distribution of persons experiencing homelessness across Sonoma County, the reviewing bodies will endeavor to ensure that all areas of the County are appropriately served.

6.5. Multi-Year Funding

Awards for Homeless Emergency Aid Program (HEAP) operational or services funding may be recommended for a two-year duration. This does not apply to HEAP capital improvement funding. For awards made on a two-year basis, all Funding Agreements shall be executed for a one-year term and funding for year two is contingent upon:

- 6.5.1. Full substantive compliance with Funding Agreement(s) from the prior year, e.g., no monitoring findings, and any concerns or recommendations have been promptly addressed.
- 6.5.2. The applicant agency routinely completes a financial audit and has submitted the financial audit for its most recently completed fiscal year.
- 6.5.3. Project has met or exceeded the project performance benchmarks in Section 8.6, Performance Measurement, in Year One.
- 6.5.4. Project is fully aligned with key system mandates, e.g., receiving all referrals from Coordinated Entry and implementing a Housing First/Low Barrier program. Commission staff will review HMIS records of the most recent six months of Coordinated Entry referrals to determine whether to recommend multi-year funding.
- 6.5.5. Applicants that have been awarded two-year funding may not apply for an augmentation of the same program's funding for Year Two.
- 6.5.6. Two-year Funding Agreements are subject to all applicable federal, state and local laws, regulations, statutes and policies applicable to the services provided both as they exist now, and as they are changed, amended or modified during the term of the Agreement.

7. Selection Process

7.1. Rating and Ranking Process

The Sonoma County Homeless System of Care leadership structure is being initiated simultaneously with the development of this NOFA. For the FY 2019-2020 funding cycle, funding recommendations will be made by the Performance and Evaluation Task Group and will be forwarded directly to the Leadership Council.⁹

7.1.1. The Performance and Evaluation Task Group will include jurisdictional representatives from the cities of Santa Rosa and Petaluma; a representative of the Commission on behalf of the Urban County; and impartial representatives of County Safety Net Departments and private funders of homeless services. The Performance and Evaluation Task Group will be staffed by the Commission's Homeless Services Team, including the Continuum of Care Coordinator, Homeless Services Funding Coordinator, and HMIS Coordinator.

7.1.2. For State ESG-funded projects, the Continuum of Care Coordinator shall verify that the proposed project will operate, or facilities will be located, within an eligible Sonoma

⁹ This process may be modified in future years by action of the Leadership Council.

County service area. Scored project submissions and rating and ranking materials will be reviewed by the Continuum of Care Coordinator for adherence to process, and signed for necessary submissions to the State.

7.1.3. After the Commission's Homeless Services Team staff conduct due diligence and write staff reports on each proposal, the Performance and Evaluation Task Group will formulate a recommendation to the Sonoma County Homeless System of Care Leadership Council, and will include a list of projects recommended for funding, the level of funding recommended, and a list of projects not recommended for funding. Funding recommendations will be made public at least three days prior to the public meeting of the Leadership Council.

7.1.4. All project proposals will be scored on alignment with Homeless System of Care Priorities to derive recommendations for funding, using the criteria listed in Section 8, Selection Criteria.

7.1.5. A written report of the Performance and Evaluation Task Group's scoring and recommendations will be posted at <https://sonomacounty.ca.gov/CDC/Doing-Business-With-The-Commission/NOFA-Homeless-and-Public-Services-Programs/> within five days of its determinations. [update link if necessary]

7.1.6. The Leadership Council will review staff reports on all categories of Homeless Services applications, as well as the Performance and Evaluation Task Group's scoring and recommendations.

7.1.7. The Leadership Council will conduct a public meeting to review the Performance and Evaluation Task Group's recommendations, and to formulate final funding recommendations to the Board of Supervisors/Board of Commissioners. Applicants are required to attend and if they wish, to make public comment. The Leadership Council will not recommend funding for any project unless a representative from the applicant agency is present at the hearing to answer questions about the proposed project. See the Homeless Services Funding Application Timetable for the Leadership Council's meeting dates.

7.2. HUD Annual Action Plan – One-Year Use of Funds

The Commission will use the Leadership Council's recommendations to prepare the "Action Plan: One Year Use of Funds," for federal awards to be included in the appropriate Sonoma County Consolidated Plan. The Consolidated Plan Summary will be published/disseminated in accordance with HUD regulations and the Sonoma County Citizen Participation Plan, with thirty days allowed for written

comments to be submitted to the Commission. See the Homeless Services Funding Application Timetable for public comment and publication dates.

7.3. Board of Supervisors/Board of Commissioners Final Approval

7.3.1. The Homeless System of Care Leadership Council recommendations, along with any relevant written comments received during the Action Plan comment period and supplementary Commission staff comments, will be submitted to the Board of Supervisors/Board of Commissioners for approval.

7.3.2. The Homeless System of Care Leadership Council is structured to ensure it can function as the primary decision-making group on County Homeless Services Funding, with key Board representation. However, the Board of Supervisors/Board of Commissioners is legally responsible for decisions on CDBG, ESG, CSF, LMIHAF, Winter Shelter, and Sonoma Valley Homeless Initiative funding. See the Homeless Services Funding Application Timetable for the Board's public meeting date.

8. Selection Criteria

The following criteria will be the basis of evaluation by the Homeless System of Care Performance and Evaluation Task Group, and the Leadership Council.

8.1. General

8.1.1. CDBG Public Services funds, State and federal ESG, CSF, Winter Shelter Expansion, LMIHAF-Services, CESH, HEAP, Sonoma Valley Homeless Initiative, and Partnership HealthPlan of California funds will be combined for allocation purposes.

8.1.2. In no event will a homeless services award for services or operations be granted in an amount less than \$30,000. The minimum for a capital improvement project will be \$50,000.

8.2. Joint Funding From Other Sources.

8.2.1. Project applications must demonstrate leveraging of other funds and in-kind contributions.

8.2.2. Applicant demonstrates a continuing effort to locate alternate sources of funding.

8.2.3. The applicant demonstrates the administrative capacity to complete the proposed project and will have adequate provisions for long-range maintenance and operations.

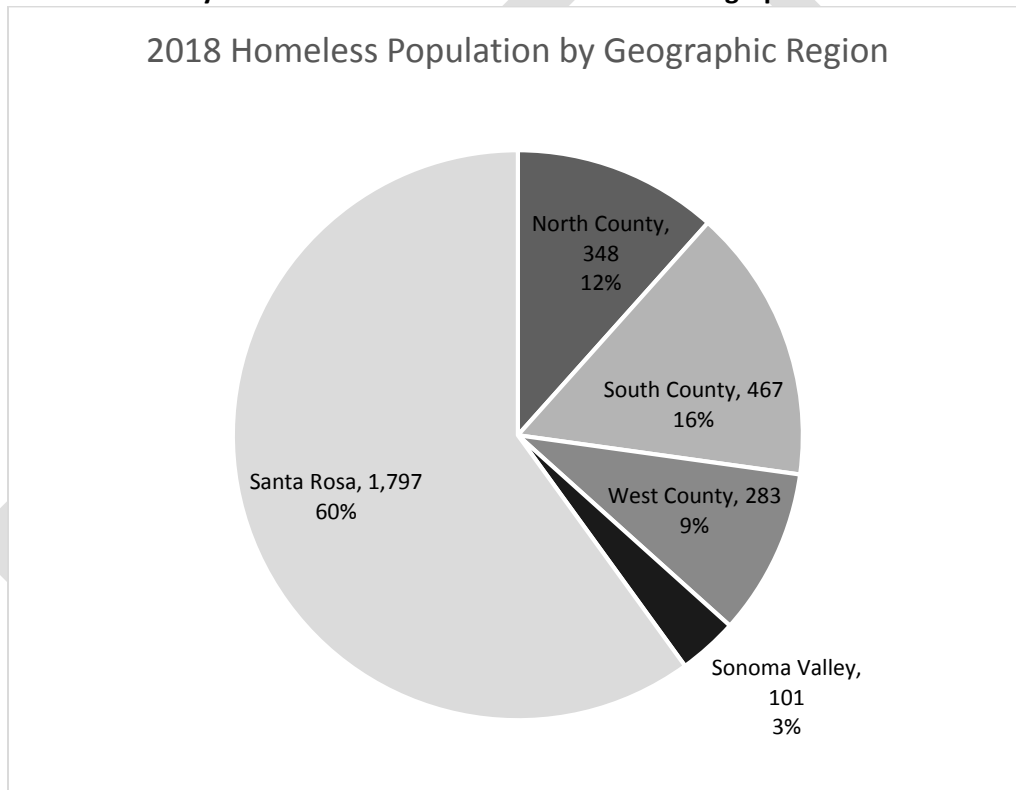
8.3. Organizational Capacity

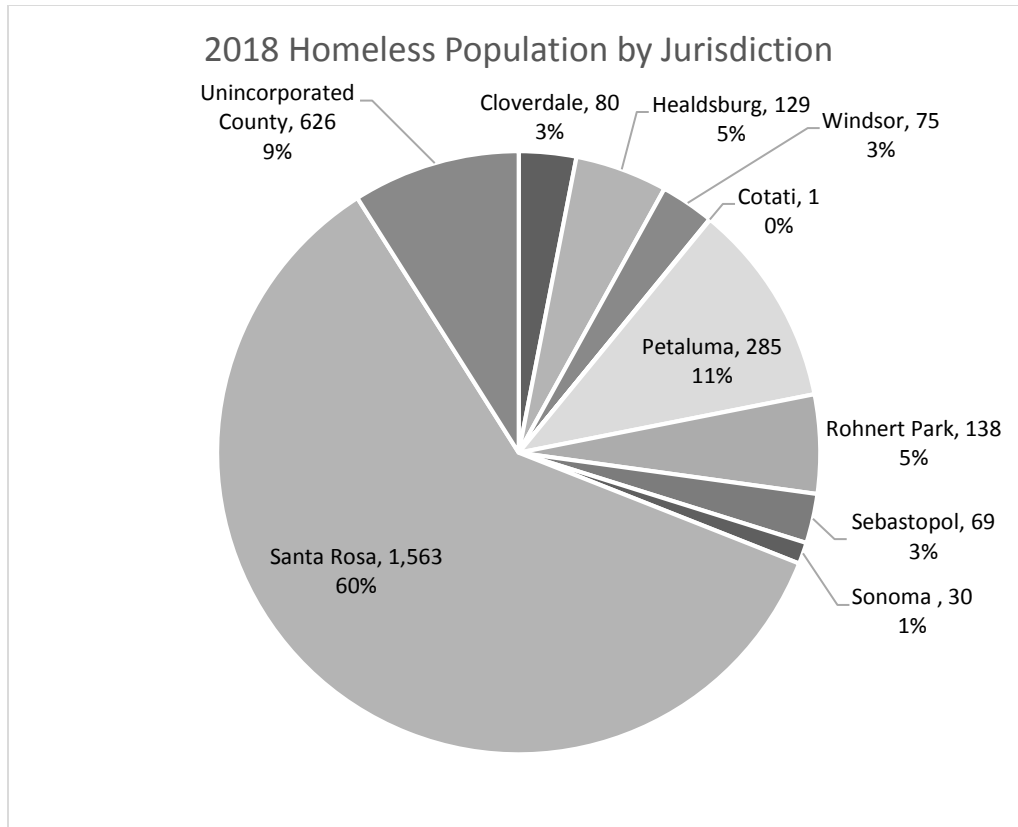
8.3.1. Work products, Board of Director's meeting minutes, Quarterly Reports, and Reimbursement Requests from previous awards were submitted in a complete, accurate, and timely manner.

8.3.2. Previously awarded grant funds were expended on eligible activities in a timely manner and in compliance with applicable policies, rules and regulations.

8.3.3. New applicants demonstrate a record of administrative and programmatic capacity using federal, State, local, and private grant funds from other sources.

Summary Charts of the 2018 Homeless Count—Geographic Locations





8.3.4. In making funding recommendations on proposals that serve a geographic area less than all of Sonoma County, the reviewing bodies will give weight to an affected city or town's priority, as expressed by that jurisdiction's City Council Resolution in support of the project or its declaration of a Shelter Crisis. See Sections 2.2.10 and 6.4 for further detail.

8.3.5. The project is appropriate in size, scope and location to address the targeted client population and defined service area.

8.3.6. The project will not duplicate existing projects or services in the geographic area, and the need is well documented and verifiable.

8.4. Coordinated Entry Requirements

8.4.1. Acceptance of referrals only from Coordinated Entry (CE) and lowered barriers to entry (e.g., no income or sobriety requirements) are requirements of all Commission funding sources. **Rationale:** Projects with lower barriers and that accept clients from CE decrease the overall length of homeless episodes.

8.4.2. The Subrecipient must work with the Sonoma County Homeless System of Care Technical Advisory Committee and its relevant Task Groups, to ensure the screening, assessment,

and referral of program participants are consistent with the Coordinated Entry System written policies and procedures.

8.5. Housing First

In 2016, the California Legislature passed Senate Bill 1380, codified as California Welfare & Institutions Code § 8255. It required all housing programs to adopt the Housing First model.

8.5.1. Housing First is an approach to serving people experiencing homelessness that recognizes a homeless person must first be able to access a decent, safe place to live, that does not limit length of stay (permanent housing), before stabilizing, improving health, reducing harmful behaviors, or increasing income. Under the Housing First approach, anyone experiencing homelessness should be connected to a permanent home as quickly as possible, and programs should remove barriers to accessing the housing, like requirements for sobriety or absence of criminal history. Housing First values choice not only in where to live, but whether to participate in services. For this reason, tenants are not required to participate in services to access or retain housing.¹⁰

8.6. Performance Measurement & Project Priorities

8.6.1. Highest priority is given to homeless service projects that impact the three key system performance measures below. Each performance measure is followed by the most recent performance. **Rationale:** The three system-wide performance measures below are derived from the federal Homeless Emergency And Rapid Transition to Housing (HEARTH) Act. They are particularly well-designed and easily measurable with standard HMIS data collection. Improving performance on these measures will better position local homeless service providers to bring new resources to Sonoma County.

8.6.1.1. **Increase housing placements**, from unsheltered locations into temporary housing (e.g., shelters), and from temporary housing into permanent housing.
Current performance: Unsheltered persons placed into temporary housing: 44%; sheltered persons exiting to permanent housing: 21%; Rapid Re-Housing (RRH) exits to permanent housing: 90%.

8.6.1.2. **Decrease the overall length of homeless episodes.** **Current performance:** 76 days in shelter; 204 days for persons meeting chronic homeless (CH) criteria.

¹⁰ HUD has created a Housing First Self-Assessment and Action Plan to assist providers to implement a Housing First approach, available at <https://www.hudexchange.info/resource/5294/housing-first-assessment-tool/>.

- 8.6.1.3. **Minimize returns to homelessness from permanent housing** by supporting retention of permanent housing. **Current performance:** 6% in 12 months, 20% in 24 months.

8.6.2. **Project Priorities:** Projects will be funded in priority order, based on need:

- 8.6.2.1. **Capital development of new permanent supportive housing (PSH) projects** in the pipeline, which can fully expense a HEAP award by June 30, 2021. **Rationale:** The need for PSH for the most vulnerable disabled homeless persons who have been homeless the longest, far outstrips all other housing needs. At least 1,150 more units of PSH are needed in Sonoma County. HEAP funds may be used for capital development, but only if projects can complete expenditures prior to the deadline.

- 8.6.2.2. **Sustain existing permanent supportive housing (PSH) projects, and improve their capacity to serve the most vulnerable chronically homeless persons.** Prioritize serving chronically homeless persons; projects demonstrating >90% housing retention will receive higher priority; projects demonstrating 15:1 or lower caseloads will be prioritized above those with higher caseloads. Projects that demonstrate partnerships with non-homeless supportive service agencies (e.g., health, employment, etc.) will be prioritized above those that do not. **Rationale:** Existing PSH provides the opportunity for permanent housing placements through turnover, and minimizes returns to homelessness. Prioritizing chronically homeless persons decreases the average length of homeless episodes; maintaining current high housing retention decreases returns to homelessness.

- 8.6.2.3. **Expand rapid re-housing (RRH) projects.** Projects that include Housing Locator staff, demonstrate 90% or more of participants exit to permanent housing, and/or demonstrate partnerships with non-homeless supportive service agencies (e.g., health, employment, etc.) will be prioritized above those that do not. **Rationale:** At least 422 additional units of Rapid Re-Housing rental assistance are needed in Sonoma County. RRH is a particularly flexible and cost-effective method of increasing placements in permanent housing, with documented high outcomes. Increasing RRH investments will enable the local system to increase average housing placements from shelter from the current average (21% of all exits).

- 8.6.2.4. **Provide capital or operational investments in shelters,** including 24/7 Navigation Centers designed to serve the most vulnerable chronically homeless persons, which demonstrate lowered barriers to entry, increase their capacity to accommodate a variety of special needs, and demonstrate that 22% or more of

project exits in the prior fiscal year went to permanent housing locations. **Rationale:** Accepting referrals from CE and lowering barriers support the goal of decreasing the overall length of homeless episodes. Shelters may need additional staffing to adequately assist a more vulnerable population. Funding should be prioritized for shelters that accept referrals only from CE and increase the percentage of exits that are to permanent housing from the current rate, 21%.

8.6.2.5. **Day centers and street/encampment outreach projects** that serve as CE Access Points. Higher priority for projects demonstrating >44% of participants enter temporary or permanent housing. **Rationale:** CE is designed to decrease the overall length of homeless episodes, one of the three key system performance measures noted in Section 8.6.1.

8.6.2.6. **Homelessness prevention or diversion projects** that demonstrate improvements in housing stability among people at imminent risk of homelessness, or who have previously experienced homelessness. **Rationale:** Research suggests that targeting homelessness prevention funding to those most at risk (with least time/resources to avoid homelessness or previous homeless experience) is more likely to actually *prevent* homelessness.

8.7. Upstream Investments

The review of funding applications and the formulation of recommendations for funding will utilize the principles consistent with the County of Sonoma's Strategic Plan element known as "Upstream Investments."

8.7.1. Proposals for programs that are evidence-based and outcomes-oriented will be given a higher priority for funding, especially if the operator has applied for the program's inclusion in the Upstream Portfolio for its use of evidence-based practices.

8.7.2. Program proposals that contain one or more of the following four goals will be evaluated more favorably over those that do not:

- Support the healthy development of children;
- Community members have access to education and training and are adequately prepared for the challenges of the future;
- All community members are well sheltered, safe, and socially supported; and
- Economic security for all.

More information about "Upstream Investments" and related material regarding evidence-based practices can be found here: <http://www.upstreaminvestments.org/>

9. Questions?

Information regarding the Funding Policies for the FY 2019-2020 Homeless Services Consolidated Notice of Funding Availability, funding year timelines, application, allocation and funding year reporting and reimbursement process, etc. may be found online at:

<https://sonomacounty.ca.gov/CDC/Doing-Business-With-The-Commission/NOFA-Homeless-and-Public-Services-Programs/> [update if needed]

Additional information about programs and projects may be obtained by contacting:

Chuck Mottern, Homeless Services Funding Coordinator

Sonoma County Community Development Commission

1440 Guerneville Road, Santa Rosa, CA. 95403

Phone 707-565-7554 * Fax 707-565-7583 * Chuck.Mottern@sonoma-county.org

Appendix A: Homeless Emergency Aid Program - Sonoma County Priorities

Under the Homeless Emergency Aid Program, \$11,505,727 will be available for awards.

Eligible Uses (from the State Notice of Funding Availability):

10. **Services:** Street outreach, health and safety education, criminal justice diversion programs, prevention services, navigation services, and operating support for short-term or comprehensive homeless services. *Note: Shelter and permanent supportive housing operating expenses are eligible uses.*
11. **Rental assistance or subsidies:** Housing vouchers, rapid re-housing programs, and eviction prevention strategies. *Note: HEAP allows rent payments up to 200% of the federal Fair Market Rent.*
12. **Capital improvements:** Emergency shelter, transitional housing, drop-in centers, permanent supportive housing, small/tiny houses, and improvements to current structures that serve homeless individuals and families. Some communities are discussing solutions to address homelessness and the public health crisis by using funds for handwashing stations or public toilet and shower facilities. *Note: Permanent supportive housing construction investments are eligible if the project meets HEAP deadlines.*

The Commission encourages creative approaches, and will consider applications for any eligible use, as long as the applicant can demonstrate its ability to deliver the services and manage the funds awarded.

Special HEAP Rules

- **Deadlines:** Half of funds must be in contract by Jan. 1, 2020. All funds must be spent by June 30, 2021.
- **Youth:** At least 5% of all HEAP funding must serve homeless youth under the age of 25.
- **Declaration of Shelter Crisis:** This declaration is required for all capital and facility-based program operations funding.

Collaborative Process

The Continuum of Care sought extensive input from the community for uses of HEAP funds:

- Homeless Youth Task Force, Sept. 8, 2018
- Homeless Action! Oct.12, 2018
- Continuum of Care Quarterly Membership, Oct.18, 2018
- Continuum of Care Board, Oct. 30, 2018
- Homeless Veterans Committee, Nov. 1, 2018
- AAA Senior Housing Group, Nov. 13, 2018
- Consultations with cities/town: Cloverdale, Cotati, Healdsburg, Petaluma, Rohnert Park, Santa Rosa, Sebastopol, Sonoma, Windsor.

- The Commission’s multi-program staff group explored use of HEAP funding in housing in the development pipeline: Sept. 13, Sept. 27, Oct. 4, Oct. 11, and Nov. 6.
- Public comment received at the Nov. 13 Technical Advisory Committee meeting, and by email until Dec. 3.

Jurisdictions Declaring a Shelter Crisis:

County of Sonoma, cities of Cloverdale, Healdsburg, Petaluma, Rohnert Park, Santa Rosa, Sebastopol, and Sonoma.

Needs Analysis and Funding Priorities

Using data from the 2018 Homeless Count and from the Homeless Management Information System (2016-2018), the Commission updated its estimate of housing needed to end homelessness and evaluated the best potential uses of a one-time infusion of funds *equal to 50% of Sonoma County’s existing system of care*.

Based on this review, the Commission recommends using HEAP dollars to assist in creating enough permanent housing to reach “functional zero” homelessness for key homeless subpopulations. To that end, we propose allocating \$1.95 million for projects targeting youth, who constitute 17 percent of Sonoma County’s homeless population (significantly more than the 5 percent minimum).

These recommendations also consider the need to increase program capacity in a way that is sustainable, or in a way that can be ramped up and down within HEAP’s two-year timeframe. Therefore the Commission will consider applications for two years of funding in all program operations categories.

As a result of this analysis, the Commission recommends these priorities for HEAP dollars, as well as all other funds allocated through the Commission’s annual Homeless Services funding cycle:

1. Capital Improvements: Permanent Supportive Housing (\$4,000,000)

Need: The system’s greatest need is to create permanent supportive housing, while meeting HEAP deadlines and requirements.

Opportunity: By creating just 17 permanent supportive housing units for families with children, HEAP funds can bring our system to “functional zero” homeless families with children (in combination with family-dedicated Rapid Re-Housing). Investing in the 68 permanent supportive housing units needed for youth could bring us closer to “functional zero” for youth. To end homelessness for Veterans we need 162 more permanent housing units and to end homelessness for seniors requires 315 units—these groups may overlap.

Recommendation: Use \$4,000,000 in HEAP funds towards capital development of 1,150 units with wraparound supportive services, by investing projects demonstrating the most readiness to proceed.

2. Capital Improvements: Improve Existing Shelters/Create Navigation Centers (\$2,000,000)

Need: Shelters are charged with bringing the most vulnerable homeless people inside, but many existing shelters are in disrepair or are not functional or accessible for people with a wide range of disabilities.

Opportunity: HEAP dollars offer the opportunity to make capital improvements to address both major repairs,

and less expensive upper-bunk accessibility improvements, privacy partitions, and other needed disability accommodations. HEAP dollars can also be used to create 24-hour Navigation Centers for highly vulnerable people.

Recommendation: Use HEAP funding for capital investments to address major repairs, overcrowding, and accessibility—including alternative sites to be used while repairs are made, relieve congestion, better serve targeted subpopulations, or to better serve the homeless population in parts of the County without shelters.

3. Services and Operations in Permanent Supportive Housing (\$2,000,000)

Need: Each household in permanent supportive housing will require an average of \$15,000 annually in combined operating expenses and wraparound supportive services. Many existing permanent supportive housing projects lack the resources to provide the level of care that the most vulnerable chronically homeless persons need.

Opportunity: HEAP offers a resource to provide the more intensive client-centered services that are needed in permanent supportive housing, to adequately serve the homeless population most in need. While the future of this funding stream is unknown, building capacity with this time-limited funding will allow very vulnerable people to stabilize while a sustainability plan is developed.

Recommendation: HEAP funds should be used over a 2-year period to build the capacity of existing and new permanent supportive housing projects to serve the most vulnerable chronically homeless persons.

4. Services and Operations: Expand Rapid Re-Housing Capacity (\$1,635,000)

Need: Rapid Re-Housing is an effective and inexpensive approach to ending homelessness for about half of homeless families as well as for many single adults and youth—even with Sonoma County’s tight rental market. Each unit of Rapid Re-Housing rental subsidy permanently houses at least two households each year. The introduction of this program model was the primary contributor to the documented decline in homelessness from 2011-2017. To end homelessness for people who can thrive without long-term services, 442 additional units of time-limited rental subsidies and financial assistance are needed, with housing location and case management attached.

Opportunity: Relatively small investments of HEAP dollars can make a big difference in decreasing homelessness: 18 additional units targeted to Veterans, 49 additional units targeted to seniors, or 51 units targeted to transition-aged youth, would all help the local system of care approach an end to homelessness among these key groups. Analysis of the housing market and the pace of Rapid Re-Housing placements suggest that if the rent payment standard is “comparable rent,” Rapid Re-Housing can be effective even in the current rental housing market.

Recommendation: HEAP funds should be used to create up to 2 years of time-limited rental subsidies and financial assistance, with housing location and case management attached, for those who can thrive without long-term services. (CESH funds can be used for longer periods of support.)

5. Services and Operations in Emergency Shelters and Navigation Centers (\$1,000,000)

Need: In recent years, emergency shelters have been forced to operate on fewer dollars and with fewer staff, just as requirements have increased for assisting more vulnerable people.

Opportunity: HEAP dollars offer the opportunity to provide the more intensive services that are needed in emergency shelters and navigation centers to adequately serve the more vulnerable, chronically homeless persons. While the future of this funding stream is unknown, building capacity with this time-limited funding will allow very vulnerable people to safely get inside while a sustainability plan is developed.

Recommendation: Use HEAP funds for up to 2 years of personnel and operating expenses, to enhance staffing, ensure accessibility, and make appropriate services available for the increasingly vulnerable people needing shelter and Navigation Center services.

6. Services and Operations: Expand Street Outreach to Unsheltered Persons (\$500,000)

Need: In North and West Sonoma County, 85-86 percent of the homeless population is unsheltered on any given night. In the Sonoma Valley, 63 percent are unsheltered. In incorporated Rohnert Park, more than 90 percent are unsheltered. Currently funded street outreach efforts are stretched to the breaking point and cannot adequately cover the county's geography.

Opportunity: HEAP dollars offer the opportunity to build additional street outreach and engagement on a multi-disciplinary team model, in jurisdictions and regions where more than 60% of the population is unsheltered. While the future of this funding stream is unknown, building outreach with this time-limited funding will help to engage unsheltered people into services while a sustainability plan is developed.

Recommendation: HEAP funding should be used to provide up to 2 years of operating expenses for street outreach projects in underserved areas, while sustaining local support for existing street and encampment outreach.

7. Services and Operations: Sustain and Expand Homelessness Prevention for Seniors (\$370,727)

Need: According to a 2018 survey of unstably housed Sonoma County residents, the number of people living "doubled up" doubled as a result of the fire disaster. Seniors were impacted more severely than other age groups: 43% of the fire-impacted unstably housed population was over the age of 55 (compared to 22% of the non-fire impacted population). While research on effectiveness in homelessness prevention is inconclusive, we have plenty of documentation of need among doubled-up and fire-impacted seniors, and prevention is a relatively inexpensive intervention.

Opportunity: HEAP dollars may be used for up to 2 years of homelessness prevention activities with this particularly vulnerable population, to reduce the number of seniors entering homelessness. A successful County pilot, Linkages to Senior Housing, had to be discontinued for lack of ongoing funding. HEAP funding would allow services to resume, while additional continuation support is located.

Recommendation: Use HEAP dollars to fund up to 2 years of Homelessness Prevention services (financial assistance, case management, and assistance with housing relocation) for extremely low-income seniors, whose

income is at or below 30% of Area Median Income. Services should target especially seniors who were displaced by the 2017 Sonoma Complex Fire and who lack the resources to resolve their housing crisis.

Summary of Recommended HEAP Expenditures

The Commission recommends the following regional distribution of funds. This distribution is based on where homeless people were found on the night of the 2018 Homeless Count.¹¹

Use	North (10%)	South (15%)	Sonoma Valley (5%)	West (10%)	Santa Rosa (60%)	Total (100%)
Capital Investments*	\$100,000	\$488,500	\$0	\$457,300	\$0	\$1,045,800
Operating Expenses*	\$663,500	\$775,250	\$289,750	\$625,500	\$2,781,000	\$5,135,000
Permanent Supportive Housing	\$200,000	\$300,000	\$100,000	\$200,000	\$750,000	\$1,550,000
Rapid Re-Housing	\$163,500	\$245,250	\$81,750	\$163,500	\$531,000	\$1,185,000
Emergency Shelters/ Navigation Centers	\$100,000	\$150,000	\$50,000	\$100,000	\$0	\$400,000
Street Outreach in communities/regions with >60% unsheltered	\$200,000	\$80,000	\$58,000	\$162,000	\$0	\$500,000
City Requests Received	\$500,000	\$411,500	\$300,000	\$142,700	\$3,600,000	\$4,954,200
Regional Subtotal	\$1,263,500	\$1,675,250	\$589,750	\$1,225,500	\$6,381,000	\$11,135,000
County-wide Allocation Senior Homelessness Prevention (a single county-wide program)						\$370,727
TOTAL	\$1,263,500	\$1,675,250	\$589,750	\$1,225,500	\$6,381,000	\$11,505,727

***Publicly-Owned Facilities:** The Commission has created a direct allocation of HEAP funds for cities whose facilities serve the entire homeless system of care and have declared a shelter crisis. Qualifying cities have submitted estimates to the Commission, totaling \$4,954,200. These funds have been set aside from the total amount of HEAP funding available; the balance of \$6,551,527 is included in this competitive NOFA. The costs related to publicly-owned facilities are included in the regional distribution funding recommendations in the chart above.

For more information, contact Michael Gause, Continuum of Care Coordinator, at the Commission offices: michael.gause@sonoma-county.org or 707-565-1997.

¹¹ In the 2018 Homeless Count, 467 people were found in the southern part of the county, from Petaluma to Rohnert Park; 262 (56%) of them were unsheltered. Analyzing the concentrations of unsheltered persons throughout this region puts a focus on the 138 homeless persons who were found in Rohnert Park—127 of whom were unsheltered (92%).

Appendix B: Sonoma Valley Homeless Initiative Funding

The FY 2018-19 County of Sonoma budget allocated \$250,000 in one-time funds to strategically address the service gaps for Sonoma Valley residents who are experiencing housing crises, both before the 2017 fires and increasingly since fire disaster. These one-time funds are designated for contracted services that meet current federal and state mandates, serving the Sonoma Valley's homeless residents. In partnership with Supervisor Susan Gorin and the City of Sonoma, the Commission has engaged a diverse group of local stakeholders to plan for the needed services.

Background

Compared to other regions of Sonoma County, the Sonoma Valley's homeless services are underdeveloped. According to the 2018 Homeless Count, on any given night at least 100 persons were homeless in the Sonoma Valley, with 15 unsheltered people found within the city limits of Sonoma and 49 found in unincorporated locations throughout the Valley. In addition, 37 people were sheltered either at the Haven or at Interfaith Shelter Network's transitional housing complex in Glen Ellen. The City owns and provides some financial support for the lone shelter in the region, but does not have the capacity to address the needs of the surrounding low-income, unincorporated community.

The 2014 *Portrait of Sonoma* study characterized the Springs area of the Valley as one of four priority places in the County, with the County's lowest Human Development Index score outside Santa Rosa. And the Sonoma Valley Fund's 2016 report, *Hidden in Plain Sight*, described a growing disconnect between the scale and complexity of the challenges facing the Sonoma Valley—especially housing—and the capacity of the small local nonprofit agencies. All of these concerns have only grown since the 2017 fires.

Originally the Commission anticipated that following FY 2018-19, the selected contractor would have to seek continued funding through the Commission's annual funding cycle. The new State Homeless Emergency Aid Program (see Appendix A) offers hope of a second year of funding that would allow the chosen provider to develop the capacity to make a significant impact on homelessness in the Valley, and to provide services meeting national best practices on an ongoing basis.

The Sonoma Valley Homeless Initiative Task Force is scheduled to finalize its priorities for this special funding opportunity in December 2018. The Task Force recommendations will be added to the final version of this NOFA.

For more information, contact Chuck Mottern at the Commission offices: Chuck.Mottern@sonoma-county.org or (707) 565-7554.

Appendix C: Partnership HealthPlan of California Housing Innovation Grants

In July 2017, Partnership HealthPlan of California released a Request for Proposals to address the critical housing and housing-related needs that affect the health and overall costs of healthcare for its members. A total of \$4,917,538 was designated for Sonoma County projects. In August 2017, the Commission submitted applications on behalf of the County of Sonoma, under both the capital and “housing facilitation” grant categories. Over a number of months during which the Commission worked with PHC to finalize all project grants, one proposed grantee changed course, leaving funds uncommitted. PHC agreed to allow the Commission to request additional capital grants proposals through the Commission’s July 2018 County Fund for Housing (CFH) Request for Proposals. By the end of the CFH process, \$400,000 of the PHC allocation remained.

Following a consultation with Commission staff, PHC has agreed to allow the Commission to request new Housing Facilitation proposals consistent with its original request for proposals to utilize the remaining funds. Housing Facilitation projects can be either **Rapid Re-Housing** (time-limited financial assistance or rental subsidies, with housing location assistance and case management), or **Housing Navigation and Placement** services only.

PHC-funded projects must serve primarily Partnership HealthPlan (Medi-Cal) members, whose income must be at or below 138% of the federal poverty level. Housing projects under this funding initiative must focus on permanent housing outcomes and must be able to demonstrate that the housing will remain affordable to this population, at no more than 30% of participant income. Grantees are required to enter data into the Homeless Management Information System and accept referrals from the Coordinated Entry system. They must also support PHC’s evaluation of its housing program by sharing participants’ personal data with PHC.

Partnership HealthPlan’s original Request for Proposals can be found at <http://www.partnershiphp.org/Community/Documents/Housing%20RFP.pdf>.

For more information, contact Karissa White at the Commission offices: Karissa.White@sonoma-county.org, or (707) 565-1884.



HOME
SONOMA COUNTY

GOVERNANCE CHARTER

Sonoma County Community Development Commission
December 2018

Table of Contents

Overview & Purpose – Values and Vision	3
Implementation Schedule	54
Definition of Terms	5
Background	87
The Homeless System of Care Membership, Responsibilities, and Collective Impact Initiative.....	10
Homeless System of Care Membership Roles and Responsibilities	10
Homeless System of Care Membership Meetings.....	11
Homeless System of Care Responsibilities	11
The Sonoma County Homeless System of Care Leadership Structure.....	14
Leadership Council.....	14
Leadership Board Roles and Responsibilities and Governance Practices.....	14
Leadership Council Membership and Council Terms.....	16
Leadership Council Meetings and Voting	17
Technical Advisory Committee	18
Technical Advisory Committee Application Process.....	18
Technical Advisory Committee Membership.....	19
Technical Advisory Committee Roles and Responsibilities and Governance Practice	20
Procedure for Selection of Members to the Leadership Council, TAC Meetings, and Terms of the TAC.....	21
Procedure for Selection of Members to the TAC	21
Task Group Overview, Membership and Meetings	22
Collective of the Task Group Chairs.....	23
Standing Task Groups	24
A. Coordinated Entry and Housing First	24
B. Performance Measurement and Evaluation	24
C. Data Initiatives.....	25
D. Housing Unit Production/Rapid Re-Housing	25
E. System Funding	25
F. Emergent Issues	26
Aligned Efforts	26
Coordinated Entry Policies and Procedures	27
Policies and procedures.....	27

Notice of Prioritization of Chronically Homeless Persons	27
Homeless Management Information System (HMIS)	27
Designated HMIS Lead	27
Process for responding to the Continuum of Care Notice of Funding Availability	27
The Collaborative Applicant.....	28
The Homeless System of Care Lead Agency & Lead Agency Responsibilities.....	28
General Provisions and Homeless System of Care Policies and Procedures	30
A. Conflict of Interest Requirements	30
B. Non-Discrimination	30
C. Task Group & Aligned Effort Policies and Procedures	31
D. Operating Year.....	31
E. Annual Document Review	31
F. Record Keeping	31
G. Amendments	32
Appendices.....	33
Joint Powers Agreement between HUD Entitlement Jurisdictions (to be added).....	33
MOU between Continuum of Care and Sonoma County Community Development Commission (to be added)	33
Organizational Chart	33
Interim Rule	33
HUD Definition of Homeless	33
Program Standards (to be Added)	33

Overview & Purpose – Values and Vision

Purpose of this Charter: This charter describes and establishes the structure of the Sonoma County Continuum of Care (CoC), which will be henceforth called the Sonoma County Homeless System of Care, in order to comply with 24 CFR § 578, the Continuum of Care Program Interim Rule. This charter provides an organizational structure that will govern operations of the Homeless System of Care, and its responsibilities both under federal rules and as the primary body governing homeless service planning and funding in Sonoma County. These responsibilities include reviewing and submitting annual collaborative applications for federal Continuum of Care funding as well as policy and funding decisions for other federal, state, and local funding for addressing homelessness in Sonoma County. In accordance with the US Department of Housing and Urban Development (HUD) guidelines and local priorities, the Sonoma County Homeless System of Care will address homelessness through a coordinated community based and data-informed process of identifying needs and building a system of housing and services that meet those needs.

The goal of the Sonoma County Homeless System of Care is the following: *To achieve functional zero homelessness in Sonoma County through utilization of a Housing First strategy.*¹ California law requires system-wide implementation of a Housing First strategy by July 2019, so alignment with Housing First principles among homelessness services providers participating in Sonoma County's homeless system of care is paramount for successful implementation of functional zero homelessness. Through Sonoma County's homeless system of care, persons experiencing homelessness will be connected to permanent housing as quickly as possible by strategically targeting Rapid Re-Housing and Permanent Supportive Housing as resources.

¹ Terms are defined in the Definitions of Terms section, page ____.

In alignment with HUD CoC regulations, the county's Homeless System of Care is designed to accomplish the following:

- Promote a community-wide commitment to the goal of ending homelessness
- Provide funding for efforts to quickly re-house individuals and families who are homeless, which minimizes the trauma and dislocation caused by homelessness
- Promote access to and effective use of mainstream programs
- Optimize self-sufficiency among individuals and families experiencing homelessness

Implementation of this Homeless System of Care requires engagement of county and municipal government agencies, nonprofits, faith-based organizations, homeless and formerly homeless individuals, and members of the private sector in all geographic areas of the county. When considered as a whole system of care, implementation requires Coordinated Entry, focusing on the most vulnerable, in every community; services aligned with evidence-informed practices; and performance measurement, per the federal HEARTH Act of 2009. In alignment with the federal strategic plan to prevent and end homelessness, *Opening Doors*, the Sonoma County Homeless System of Care targets designated special populations, including veterans, chronically homeless persons, families with children, and youth, and provides immediate access to shelter and permanent housing.

The homeless system of care also aligns with two of Sonoma County's strategic priorities established by the Board of Supervisors: *Housing for All* and *Securing our County Safety Net*. *Housing for All* is based on a vision that people at all income levels have choices and the housing market is in balance. The Homeless System of Care also aligns with existing strategies to achieve functional zero homelessness established by the Cities of Santa Rosa and Petaluma, the two municipal HUD Entitlement Jurisdictions in Sonoma County.

LEADERSHIP COUNCIL

Julie Combs
Susan Gorin
Lynda Hopkins
Gabe Kearney
Mark Krug
David Kuskie
Rebekah Sammet
Don Schwartz
Tom Schwedhelm



LEAD AGENCY

Sonoma County
Community Development Commission
1440 Guerneville Road
Santa Rosa, CA 95403

STAFF CONTACT

Michael Gause
(707) 565-1977
michael.gause@sonoma-county.org

Sonoma County Homeless System of Care Task Groups

Members of the TAC are required to serve on one or more focused Task Groups responsible for advising the Leadership Council on a specific component of the federally-mandated Continuum of Care. Additional ad hoc Task Groups can be established as authorized by the Leadership Council. The initial six standing Task Groups will consist of the following.

1. Coordinated Entry and Housing First

This group will ensure that the Homeless System of Care is compliant with HUD/State requirements for Housing First and that a countywide Coordinated Entry System is effective and responsible to real-time community needs.

2. Performance Measurement and Evaluation

This group will be responsible for monitoring overall system performance, Annual Performance Reports for individual projects, and the annual submissions of 7 System Performance Measures. This group will also evaluate and rate annual Continuum of Care and Emergency Solutions Grant projects.

3. Data Initiatives

This group would be responsible for advising the Leadership Council on issues regarding Sonoma County's web-based Homeless Management Information System (HMIS), developing and maintaining the dashboard of metrics to achieve the vision of zero functional homelessness, and alerting the Leadership Council of providers whose data jeopardizes the overall system. This group also monitors the annual Homeless Count and Housing Inventory Chart.

4. Housing Unit Production/Rapid Re-Housing

This group will advise the Leadership Council on strategies for the development of new units and would require a mix of subject matter expertise to navigate the numerous impediments required to develop an ongoing pipeline of new units.

5. System Funding

This group would advise the Leadership Council on strategies for ensuring that adequate public and private funding is available to address Sonoma County's homeless needs and that funding is equitably distributed throughout the county, based on location of the impacted population.

6. Emergent Issues

This group would advise the Leadership Council on issues that are emerging with Sonoma County's homeless population's well-being, needs, and activities and recommend strategies for addressing them, based on best practices and evidence-based solutions. Examples of emergent issues would include geographic locations of new encampments, health-related findings, new trends among specific populations, etc.