

1. SUMMARY OF HOMELESSNESS IN THE CoC

1.A. Submit their CoC's complete HUD Longitudinal System Assessment (LSA) from June 2018 – June 2019.

See attached.

1.B. Use the LSA data to provide (as defined by HUD)

1.A.1. Total number of households served in:

- (1) Emergency Shelter, Safe Haven and Transitional Housing: 2,319
- (2) Rapid Rehousing: 880
- (3) Permanent Supportive Housing: 349

1.A.2. Total number of disabled households served across all interventions. 2,445

1.A.3. Total number of households experiencing chronic homelessness served across all interventions. 890

1.A.4. Total number of 55+ households served across all interventions. 751

1.A.5. Total number of unaccompanied youth served across all interventions. 30

1.A.6. Total number of veteran households served across all interventions. 252

1.A.7. Number of individuals served across all interventions who were:

- (1) Female: 1,115
- (2) Male: 1,462
- (3) Transgender or Gender Non-Conforming: 16

1.A.8. Total number individuals served across all interventions who were:

- (1) White, Non-Hispanic/Non-Latino (only): 1,630
- (2) White, Hispanic/Latino (only): 288
- (3) Black or African American (only): 30
- (4) Asian (only): 167
- (5) American Indian or Alaska Native (only): 30
- (5) Native Hawaiian/Other Pacific Islander (only): 38
- (6) Multiple races: 232

- **Demonstrated Need data required for New Navigation Centers and/or Emergency Shelter, per Health and Safety Code Section 50219(c)(8):**

- The number of available shelter beds in the city, county, or region served by a continuum of care.
Currently, there are 699 year round beds, 252 seasonal (winter shelter) beds, and 30 overflow beds for a total of 981 beds.

- Shelter vacancy rate in the summer and winter months.

Our shelter vacancy in the summer averages 34% based on HMIS data. However, the true result is lower due to late reporting in HMIS from providers.

Our shelter vacancy in the winter in 2019 was 21% per the 2019 Housing Inventory Chart.

- Percentage of exits to from emergency shelter to permanent housing solutions.

System-wide our exit rate from shelters to permanent housing was 26% in the same period.

- A plan to connect residents to permanent housing.

The CoC will coordinated with the County's application to support individuals accessing new treatment beds (classified as shelter beds and included in the 2020 Housing Inventory Chart) who are identified by the County's intensive care team, the Interdepartmental Multidisciplinary Team (IMDT), and referred to beds via the Coordinated Entry System when applicable or directly to beds in emergency situations. After placement in these 15 beds, IMDT staff, which includes a Housing Specialist, will assist individuals with housing navigation services. Navigation services will include assistance with HCV Mainstream Vouchers and referrals to permanent housing through the Coordinated Entry System. IMDT staff will work directly with the Lead Agency's Ending Homelessness Team for assistance with housing.

For the larger CoC application, this continuation of HEAP funding in the CoC overall ensures that core rapid rehousing services, street outreach, and Coordinated Entry operations are intact to assist individuals with housing navigation and assessment for placement into permanent housing.

2. DEMONSTRATION OF REGIONAL COORDINATION

2.A. Coordinated Entry System (CES) Information

(For CoC Applicants)

2.A.1. Describe how your CES functions, including:

a. What entity is responsible for operating your CES?

The Coordinated Entry System (CES) is operated by Catholic Charities of the Diocese of Santa Rosa (Catholic Charities), a 501c3 nonprofit in Sonoma County with core HUD Continuum of Care funding awarded to the CoC Lead Agency, the Sonoma County Community Development Commission.

b. What is the process for assessment and identification of housing needs for individuals and families that are experiencing or at risk of experiencing homelessness in your community?

Willing participants in CES are screened using a Diversion Pre-screening tool and the Vulnerability Index - Service Prioritization Decision Assistance (VI-SPDAT) screening tool, which is available via the Homeless Management Information System (HMIS) from anywhere with an Internet connection. Access Points are trained in utilizing a Prioritization Matrix to prioritize individuals and families with the highest vulnerability, longest length of time homeless, and unsheltered populations for placement into permanent supportive housing or rapid re-housing. By Names Lists (BNL) for single adults, families, and transition aged-youth are kept in HMIS for permanent supportive housing and rapid re-housing placement. In the event that a permanent supportive housing (PSH) unit or rapid re-housing placement is not available, individuals and families who are most vulnerable are prioritized for shelter placement. In street outreach settings, the VI-SPDAT screening tool is conducted in the field as participants present as willing. Coordinated Entry (CE) staff work with the outreach team in order to help engage those who may be service resistant or difficult to find for housing opportunities.

c. How are people referred to available housing through CES?

Referrals for housing placements are informed by a variety of factors, including: the initial assessment and client preference, the VI-SPDAT score, length of time homeless, and living in unsheltered circumstances. System design initiates rapid placement into permanent or temporary housing, working from most vulnerable to least vulnerable and longest time on the street to least. Agencies do not screen participants out based on income, substance use, or resistance to services. This ensures that individuals are placed in housing as quickly as possible without preconditions. Many households enrolled in CE are prioritized for PSH units; however, due to the lack of available PSH units in Sonoma County, participants placed on the prioritization list for permanent

supportive housing will be offered placement into an emergency shelter if no permanent supportive housing is available. CE has also built a process for PSH project transfers in the event a participant needs a different project placement. CE project transfer policies are focused on providing a flexible strategy to structure assistance to meet a household's needs. In order to maximize client choice, participants can decline as many housing opportunities as they wish without impacting their priority placement.

2.A.2. How do you promote the utilization of your CES?

a. What outreach do you conduct to ensure all individuals experiencing homelessness, including those with multiple barriers, are aware of the CES assessment and referral process?

Coordinated Entry (CE) is currently serving all populations experiencing homelessness in Sonoma County and provides robust diversion services to those at risk of being homeless countywide. Shelters, 211, day care centers, County offices, and local health clinics serving low-income populations are referring or directly enrolling clients into the system. Advertising in both Spanish and English is available online and on social media sites including Facebook. Flyers are distributed at dozens of sites, and outreach is provided at CoC meetings and other gatherings of homeless services providers to share information about CES and its referral process. The multi-disciplinary Homeless Outreach Services Team (HOST) conducts daily street/encampment outreach in several critical areas of the county. Working closely with law enforcement, railroad and utility districts, regional parks, the water agency, and service providers, the HOST team has identified and screened hundreds of highly vulnerable persons.

b. What is the grievance or appeal process for customers?

The CE Appeals process includes Client Appeal as well as the Coordinated Entry Manager Appeal for referral rejections to permanent supportive housing (PSH) units. Client level appeals are reviewed first by the Coordinated Entry Manager. Upon initial review, which includes an interview with the agency and the client, if the rejection reason does not fit within one of the acceptable categories for rejection, an Appeals Case Conference is generated to the County Interdepartmental Multi-Disciplinary Team (IMDT), comprised of staff from County Safety Net departments (Health, Behavioral Health, Probation, Human Services, and Community Development Commission). County IMDT staff provide a neutral review of any denial of housing with diverse perspectives on additional supports/services that may be needed. If an appeal is upheld, the individual should be accepted and placed into the applicable permanent supportive housing bed. If the agency declines the referral after the appeal body has deemed the rejection inappropriate, this will impact scoring for future funding of the project. If an appeal is denied, the referral will go back to CE Case Conference to immediately identify another housing placement.

c. How do you provide culturally responsive services to people experiencing homelessness?

CE is staffed with bilingual staff members, and assessments and releases are provided in Spanish in addition to English. Outreach materials to the community, including online advertisements and flyers, are also in Spanish and English. The Project Operator offers interpretation and translation services in order to provide assessments to all who are accessing the system. CES partners with veteran service providers, behavioral health, and the local victims services center to outreach to specific high-risk homeless subpopulations. Individuals fleeing domestic violence may access CE at any Access Point or at the confidential Access Point for victims of domestic violence, the Family Justice Center of Sonoma County (FJCSC). Participants who reveal a history of domestic violence at any CE Access Point are offered linkage to emergency services with the CoC's primary domestic violence provider and the FJCSC.

2.A.3. What, if any, are the current challenges preventing successful CES operation in your jurisdiction, and how do you plan to address these challenges?

The CoC Governing Board (Home Sonoma Leadership Council) and Lead Agency staff engaged the Technical Assistance Collaborative (TAC) to conduct an extensive CE evaluation from April-July 2019. Initial challenges identified included: a need for a clear decision making process on high level system design, clearly defined roles between CE Lead and County in terms of system accountability, more defined procedural workflows to operationalize CE policy, utilization of the phased assessment approach to better promote flow in the system, potential redesign of the assessment tool, potential dynamic prioritization (and not using CE for emergency shelter), and accountability for program denials when a participant is rejected (i.e. uniform rejection and appeal policy). A number of policies to address these challenges have since been implemented through the Coordinated Entry and Housing First Task Group under the purview of the CoC Governing Board, and the Board continues to work on strategies designed to mitigate these issues.

2.B. Prioritization Criteria

2.B.1. What are the criteria used to prioritize assistance for people experiencing homelessness in your jurisdiction?

The community-wide prioritization list (By Names List [BNL]) includes individuals, transition-aged youth, and families prioritized for permanent supportive housing and rapid re-housing as well as individuals and families who are screened and assessed for emergency shelter/transitional housing services. Prioritization factors include vulnerability to illness/death, vulnerability to victimization, significant

functional impairments, length of time homeless, emergency services encounters, and additional factors specific to transition-aged youth and families with minor children. The VI-SPDAT utilized for assessments is based upon self-reported information; in some cases, vulnerable participants may not always disclose all the information and the CE Operator can conduct a case conference or contact caseworkers, Access Points, or other providers to obtain additional information to complete and/or adjust the assessment. All projects that receive referrals from CE must align with a Housing First low-barrier approach.

2.B.2. How is CES, pursuant to 24 CFR 578.8(a)(8) used for this process?

Coordinated Entry meets CoC Interim Rule minimum requirements by covering the entirety of the geographic area via over 20 Access Points in all five regions of the count that are easily accessible for both families and individuals. Bilingual advertising is done via social media and flyers/email outreach to providers, and by street outreach teams that are designed to serve those least likely to access services. Additionally, the standardized assessment tool provides an initial and comprehensive assessment of vulnerability and those most at-risk of illness/death or victimization. Finally, CES has a confidential access point at the Family Justice Center of Sonoma County (FJCSC) for those who are victims of/fleeing domestic violence, and additional access is provided by the primary Victims Services Provider, the YWCA of Sonoma County.

2.C. Coordination of Regional Needs

2.C.1. How have you coordinated with your partnering county to identify your share of the regional need to address homelessness?

The Continuum of Care (Home Sonoma County) coordinates with the County via the CoC's Governing Board (Leadership Council) and via regional Task Forces and outreach from CoC Lead Agency staff.

Coordination via CoC Governing Board (Home Sonoma County): In 2018, after a year of planning with stakeholders, elected officials, HUD jurisdictions, and smaller cities within the county, the Continuum of Care changed its governance structure. The new structure, Home Sonoma County, was formally implemented in November 2018 and consists of a nine-member Leadership Council serving as the CoC Board, a 25-member Technical Advisory Committee (TAC), and six focused Task Groups. This structure was established to align funding streams, decision-making, and policy across the County. The Leadership Council includes elected officials from all three HUD jurisdictions (City of Santa Rosa, County of Sonoma, and City of Petaluma), a representative from a smaller city, and at least one member with lived experience of homelessness. This body coordinates with the County via representation from County of Sonoma Board of Supervisor

members (no less than two) to ensure that CoC planning is aligned with County efforts. The 25-member TAC also includes representatives from key County stakeholder departments (Health, Human Services, County Office of Education) to ensure alignment with County Safety Net priorities in addressing homelessness. The six Task Groups, focused on core homeless system of care issues (funding, Coordinated Entry/Housing First, housing unit production, consumer advisory committee, data and performance, and evaluation) include chairs from County representatives.

Coordination via Regional Task Forces: Lead Agency staff (Ending Homelessness Manager, CoC Coordinator, and HMIS Coordinator) attend and provide core support to regional planning efforts on homelessness to ensure County priorities are aligned with Continuum of Care planning and outcomes. In the past three years, there have been three regional planning efforts, led by County Board of Supervisors and CoC Lead Agency staff with regional partners. These efforts include:

- West County Planning (Guerneville to Sebastopol and rural areas). In 2017, County stakeholders and CoC representatives convened planning efforts to address unmet needs in West County. As a result, approximately \$750,000 from the County was allocated to West County efforts for rapid re-housing, street outreach, and other homeless interventions. This resulted in a decrease in homelessness in West County in 2018.
- Sonoma Valley Planning (City of Sonoma and Unincorporated Southeast County). A similar process was convened in 2018, led by County stakeholders and staffed by CoC Lead Agency staff. Approximately \$250,000 was allocated from the County to enhance shelter, street outreach, rapid re-housing, and home sharing. This was also augmented by Homeless Emergency Aid Program (HEAP) funds.
- North County (Healdsburg, Windsor, Cloverdale, and unincorporated Northern County). This planning process began in 2019 and is currently underway. CoC Lead Agency staff and County/City stakeholders anticipate an aligned planning process with CoC priorities to be completed in early 2020. It is anticipated that this planning process will result in funds allocated from the County to address the needs in this region.

2.C.2. What is your identified share of this need, and how will the requested funds help your jurisdiction meet it?

State HEAP, Emergency Solutions Grant (ESG), and all local funding was awarded in part in 2019 based on proportional share of need in the five geographic areas of the County (North, South, West, Central, and Sonoma Valley). Need was calculated based on share of the FY 2018 Point In Time Homeless Count.

FY 2019 Geographic Need By County Geographic Area:

- North County: 12% of PIT Count. 11% of funding (\$1,437,621)
- South County: 16% of PIT Count. 15% of funding (\$1,947,445)
- West County: 9% of PIT Count. 7% of funding. (\$910,516)
- Santa Rosa/Central County: 60% of PIT Count. 60% of funding (\$7,249,217)
- Sonoma Valley: 3% of PIT Count. 7% of funding. (\$910,516)

Regional Task Force efforts mentioned above contributed additional funds in some areas to enhance regional awards.

The FY 2020 CoC Homeless Housing, Assistance and Prevention Program (HHAP) Allocation is included in recommendations for geographic need. This amount does not include funding from 2019 such as HEAP capital funds, which results in slightly different allocations. To ensure a balanced comparison, FY 2018 Point in Time Homeless Count data was used again, as FY 2019 data did not drastically change per geographic area.

Homeless service provider contracts that will be funded with CoC HHAP and other local and state funding will respond to the distribution of people experiencing homelessness throughout Sonoma County with the following geographic distribution of funds:

North County - 4.04% of funding (\$189,298.48)
South County - 12.72% of funding (\$595,381.06)
West County – 11.19% of funding (\$523,833.12)
Sonoma Valley - 5.22% of funding (\$244,149.53)
Santa Rosa/Central County - 66.84% (\$3,128,977.55)

2.D. Creating Sustainable, Long Term Housing Solutions

2.D.1. How is your jurisdiction involved in the efforts to create sustainable, long-term housing solutions for people experiencing homelessness across your region?

a. Coordinating with regional jurisdictions to ensure system alignment

CoC Lead Agency staff lead efforts in ensuring that the CoC Governing Board (Home Sonoma Leadership Council) coordinates with regional efforts to achieve long-term housing solutions. The Leadership Council includes members from all three HUD jurisdictions (County of Sonoma, City of Santa Rosa, and City of Petaluma) and strives to ensure geographic equity in local, federal, and state homeless services funding. Long-term interventions, such as permanent supportive housing and rapid rehousing, are priorities for the Leadership Council (as noted in FY 2019-20 Homeless Services Funding Policies). CoC Lead Agency staff, alongside the Community Development Commission, align permanent housing pipeline development with CoC Board and regional priorities. Currently,

over 400 units of permanent supportive housing are in development, which is roughly 40% of the total number of units needed to meet capacity.

Additionally, Leadership Council members and CoC Lead Agency staff collaborate in strategic planning for different regions of the County. As described in Section 2.c.1 above, in the last two years, three regional planning efforts in West County, Sonoma Valley, and North County have been developed with guidance from CoC staff and led by Leadership Council members. This has resulted in in close to \$1 million in funding to meet jurisdictional needs for permanent housing, rapid rehousing, and increased development of Coordinated Entry for geographic equity in services and outreach.

b. Developing and strengthening data and information sharing across and within jurisdictions - County Interdepartmental Multidisciplinary Team) IMDT

The devastating Sonoma Complex wildfires in 2017 resulted in the loss of 5% of the total housing stock in the CoC's geography and the first increase in the Sonoma County homelessness rate in seven years. After the fires, the County Department of Health Services and CoC Lead Agency Community Development Commission collaborated to lead an effort in partnership with all Safety Net Departments (Human Services, Probation, Behavioral Health, Child Welfare) to encourage cross-sector data sharing for cohorts of vulnerable individuals experiencing homelessness. This endeavor established the County Interdepartmental Multidisciplinary Team (IMDT) to foster data sharing and care management for the most vulnerable individuals experiencing homelessness. These efforts include weekly case conferencing with full data sharing of the Coordinated Entry By Names List (BNL), regardless of jurisdiction.

IMDT cohorts to date have targeted intensive care management to vulnerable populations, including:

- Initial Pilot of final 52 individuals who were residing in disaster shelters after the 2017 Sonoma Complex wildfires.
- Ongoing cohort of approximately 75 individuals experiencing homelessness who touch multiple systems, including the Coordinated Entry BNL
- Current cohort of individuals who were residing on the Joe Rodota Trail (an encampment of over 250 individuals and the largest in County history). Currently, 60 individuals are being provided intensive care after being relocated to a temporary outdoor shelter. All individuals will be provided care and permanent supportive housing by May 1, 2020.

Ongoing IMDT efforts will be closely linked with CoC HHAP funding to provide housing stability and retention. Future encampments will be offered rapid wraparound services.

c. Permanent supportive housing pipeline

Sonoma County's Board of Supervisors has an ambitious agenda to recover from the 2017 wildfires and create a more prepared and resilient community. The Board also has clear policy priorities aimed at strengthening the social safety net, achieving economic prosperity with a balanced strategy for job creation and retention as well as preserving open space and protecting the county's unique environmental assets. Achievement of each of these priorities is highly dependent on a healthy, balanced housing market.

Within the County of Sonoma, the Community Development Commission, which includes the Housing Authority of Sonoma County, is the lead agency responsible for creating access to stable and affordable housing for the county's lowest income residents. Using a complex array of funding sources, the Commission carries out this work in partnership with other County departments, the cities and towns of Sonoma County, and a large number of non-profit organizations, developers, community members, and local businesses.

Development of affordable housing beds: The pipeline of housing co-sponsored, co-developed, or funded by the County that is under construction or development includes 120 shelter beds, 336 permanent supportive housing (PSH) units, and 627 housing units affordable to low-, very-low, and extremely-low income households.

Purchased Houses: The Community Development Commission currently has two residential properties in contract, capable of housing up to 10 persons each.

Outdoor Shelter with Access to Housing: The County has plans for the development of two indoor/outdoor shelters, each capable of providing temporary shelter for up to 60 individuals.

d. Partnering with agencies responsible for city planning and zoning, housing developers and financial and legal service providers

The Commission is not a developer, and does not have staffing capacity to directly build affordable housing. To contribute to the development of the county's housing stock, the Commission funds projects, co-sponsors applications for grant funding to complete affordable developments, and co-sponsors development on Commission-owned property. Over the past two years, the Housing & Neighborhood Investments Team, led by the Director of Housing &

Neighborhood Investments, has proactively reached out to developers, working intensely to promote development projects in Sonoma County. In addition, the Commission has reached out to CoC city/town partners around the county to collaborate more closely on funding and projects. The Commission facilitates a group of housing leads from around the county that meets bi-monthly to share information and strategies related to affordable housing development.

3. RESOURCES ADDRESSING HOMELESSNESS

3.A. Existing Programs and Resources

3.A.1. Provide an exhaustive list of all funds (including the program and dollar amount) that your jurisdiction currently uses to provide housing and homeless services for homeless populations.

a. Federal Funding

i. Continuum of Care Funding: FY 2108 Continuum of Care Funding for the Santa Rosa/Petaluma/Sonoma County CoC totaled \$3.6 million, including funding for over 250 beds of permanent supportive housing and core infrastructure funding for Homeless Management Information System (HMIS) and Coordinated Entry System (CES). FY 2018 awards included the Domestic Violence Bonus Funding for Rapid Rehousing operated by the YWCA of Sonoma County. The first tier of FY 2019 CoC Awards were announced with at least level funding for an award of additional Domestic Violence Bonus funding. When second tier awards are announced, an additional \$100,000 is expected, which will bring the total award to \$3.7-\$3.8 million.

ii. Emergency Solutions Grants (ESG): Funds from this source include both a state allocation of approximately \$213,000 annually used for Rapid Re-housing and a local allocation of approximately \$145,000 annually used for Rapid Re-housing and shelter.

iii. Community Development Block Grant (CDBG): The amount of \$102,171 from this source was allocated in FY 2019 for shelter and a domestic violence safe house.

iv. HOME Investment Partnerships Program (HOME) Tenant-Based Rental Assistance (TBRA): \$240,000 for rental assistance.

b. State Funding

i. State Homeless Emergency Aid (HEAP): A total of \$12.1 million in one-time funding is being used for Rapid Re-housing, Front Door Services, permanent supportive housing, and capital investments in housing and shelters for people experiencing homelessness.

ii. California Emergency Solutions and Housing (CESH): The amount of \$379,788 in FY 2019 has been used for rapid re-housing.

iii. CalWORKs Housing Support Program (HSP): The amount of \$500,000 has been received from this source for the Master Leasing program set up in response to the Joe Rodota Trail Homelessness Emergency.

iv. No-Place-Like-Home (NPLH): Over \$20 million in No-Place-Like-Home funding was awarded by the state to two permanent supportive housing development projects located in the city of Santa Rosa, in the County of Sonoma, which will result in 114 new deeply affordable units. One of these projects, College Avenue Permanent Supportive Housing, developed by DanCo Communities, recently received a 9% tax credit award and intends to close on financing in Spring 2020, with construction commencing shortly thereafter. The other project, Caritas Housing, developed by Burbank Housing Development Corporation and Catholic Charities, is nearing completion of land use and environmental entitlements.

v. Veterans Housing and Homelessness Prevention Program (VHHP): The County committed \$1,950,000 of local funds to a permanent supportive housing development in the Town of Windsor. These funds supported a successful application for VHHP funds totaling nearly \$11,000,000 to be dedicated to the project. This 60-unit housing development is now under construction.

vi. Permanent Local Housing Allocation (PHLA): The County is planning to submit an application in April 2020 for more than \$750,000 in funds that can be used in the pre-development or construction of new affordable housing.

vii. Whole Person Care: The County received more than \$3,200,000 in one-time housing pilot funds through this funding source. Staff are actively working to sponsor a new permanent supportive housing development in the county using these funds.

viii. Housing and Disability Advocacy Program (HDAP): An annual amount of \$120,000 from this source has been allocated to a Master Leasing program set up in response to the Joe Rodota Trail Homelessness Emergency.

ix. Bringing Families Home (BFH): In FY 2019-20, \$400,000 in BFH funding was provided to Child Welfare/Human Services and the County of Sonoma provided \$390,000 in State Realignment funding. In FY 2021, Child Welfare/Human Services will receive just over \$600,000 in BFH funding and \$390,000 in State Realignment funding.

c. Local Funding

i. General Fund: A total of \$440,000 annually for homeless service provider contracts including front door services, permanent supportive housing, and shelter services, plus \$1,650,000 in one-time fund balance use for acquisition of shared living houses in response to the Joe Rodota Trail Homelessness Emergency.

ii. Revitalization and Renewal Fund: The amount of \$630,000 in FY 2019 is expected to be reduced to \$170,000 annually. Funds are currently used for Winter Shelters, an expansion of Coordinated Entry, homeless outreach, homeless court, match for ESG for shelters and Rapid Re-housing. \$130,000 will be used for Master Leasing in response to the Joe Rodota Trail Homeless Emergency.

iii. Local Transient Occupancy Tax: The amount of \$40,000 in FY 2019 used for Continuum of Care Intake.

iv. General Fund Contingencies: For FY 2020, the amount of \$1,310,000 in capital and operating costs for an Indoor/Outdoor Shelter to be developed in response to the declared Homeless Emergency, and \$60,000 in one-time funds for Master Leasing program set up in response to the Joe Rodota Trail Homelessness Emergency.

3.A.2. How are these resources integrated or coordinated with applicants from overlapping jurisdictions (i.e. CoC, large city, and/or county)?

a. Federal Funding: Continuum of Care funding is coordinated by the CoC Lead Agency (Sonoma County Community Development Commission) by the Ending Homelessness Manager, CoC Coordinator, and Federal Funding Manager in partnership with staff from HUD entitlement jurisdictions (City of Petaluma Housing Manager and City of Santa Rosa Homeless and Community Services Manager). Certifications with Consolidated Plans of both jurisdictions are signed and agreed upon prior to the submission of the annual Continuum of Care Application. Representatives from both organizations participate in reviewing and evaluating CoC new and renewal applications to ensure that County and jurisdictional partners are informed of and approve of allocations. County and City representatives have also long served on funding review panels for ESG allocations and participate in monitoring of ESG-funded projects.

b. State Funding: State funding including HEAP, State ESG, and CESH are administered by the Community Development Commission, which serves as both the lead agency for the Continuum of Care and also the administrator of homeless services programs for the County of Sonoma. As a result, the funding is awarded to homeless services providers through a coordinated approach that strives for a comprehensive homeless system of care that integrates the use of federal, state, and local funding.

c. Local Funding: Local funding supports the Continuum of Care in providing required matching funds for ESG funding. Most locally funded programs serve the entire county, and are awarded as part of a system-wide funding cycle.

3.A.3. What gaps currently exist in housing and homeless services for homeless populations in your jurisdiction?

a. Housing Navigation: With a vacancy rate of only 1-2%, it is critical that any individual in search of housing with assistance in hand is able to find and secure housing as rapidly as possible. The CoC has worked to secure additional resources for Housing Navigation to ensure that individuals with Housing Choice Vouchers or Continuum of Care rental assistance funds are able to locate housing efficiently and quickly. To ensure that individuals in need of housing are placed in the limited available housing units as quickly as possible, the planned CoC HHAP allocation will devote resources to outreach and navigation. These efforts will be paired with additional core services from County HHAP funds for County IMDT operations (including case management and data sharing) to ensure that individuals seeking housing are supported by all available entities.

b. Outreach: With a geographic mix of rural and urban areas, Sonoma County presents a unique challenge for addressing homelessness. Current Coordinated Entry and Street Outreach efforts are often focused in central areas of the County with linkages to other, more rural areas outside the County center in Santa Rosa. CoC HHAP funding will continue funding for outreach and CES services in other areas of the county and will be paired with increased County HHAP funding for IMDT outreach and deepened services (Full Service Partnerships) to ensure that the most vulnerable and least likely to access services are reached.

c. Permanent Supportive Housing for Transition Age Youth and Older Adults: As evidenced by the 2018 & 2019 Point In Time Homeless Counts, the CoC has seen an increase in homelessness in youth ages 18-24 and unaccompanied youth under 18 (29%), and older adults 55+ (10%) since the 2017 Sonoma Complex wildfires. This increase at both ends of the spectrum of life illustrates the effects of the dearth of housing on those who lack rental history (youth) and older adults who may be homeless for the first time. More permanent supportive housing and rapid rehousing for youth, along with innovative solutions such as home sharing for seniors, are reflected in the planned CoC HHAP allocation and aim to address the unique needs of homeless transition age youth and older adults.

3.B. HHAP Funding Plans

3.B.1. Explain, in detail, how your jurisdiction plans to use the full amount of HHAP funds (including the youth set-aside) and how it will complement existing

funds to close the identified gaps in housing and homeless services for the homeless population in your jurisdiction.

In FY 2019-20, the Continuum of Care received \$11.6 million (less administrative costs), in State Homeless Emergency Aid Program (HEAP) funding. When combined with other local and federal sources, the total funding of \$17.6 million constituted roughly three times the previous annual Lead Agency homeless services funding allocation from State, Federal, and Local Sources (including federal Continuum of Care funding that is not on the same funding cycle as other sources). The large injection of one-time funding from State HEAP funds enabled the system of care to implement one-time capital funding for roughly 150 permanent supportive housing (PSH) beds in development and also shore up critical infrastructure needs for existing shelter facilities. These efforts ensured that shelters present the least possible barriers for the most vulnerable. For example, this may mean including more partitions and private spaces for individuals least likely to access shelter due to privacy concerns.

With capital projects funded under HEAP still in process, HHAP funding offers the system of a care a unique opportunity to *ensure continuity* of core services developed and expanded under HEAP funding. Existing HEAP services, in combination with local, federal and other state funding (for rapid rehousing, emergency shelter, permanent supportive housing, and street outreach) are committed to one-year contracts that end June 30, 2020. HHAP funding will leverage approximately \$1.62 million in other local, state, and federal funds to provide a second year of funding for almost all non-capital projects funded largely by HEAP through June 2021, if not beyond. This complement to existing funds will provide a second year bridge to ensure that all projects have a full two years of outcome data to evaluate. The CoC's Evaluation Ad Hoc Committee will review outcomes monitored by Lead Agency staff on a quarterly basis (including site visits).

Projects and programs that will receive FY 2020 funding will include rapid rehousing, emergency shelter, permanent supportive housing, outreach, coordinated entry, homelessness prevention and diversion, and other homeless services. As indicated in the attached HHAP Expenditure Plan, all grant funds will be expended in FY 2020-21, with the following amounts in each category:

Category	Amount
Rental Assistance /Rapid Rehousing	675,077.59
Operating Subsidies and Reserves	\$1,135,712.38
Landlord Incentives	0.00

Homeless Housing, Assistance and Prevention Program (HHAP)
Santa Rosa/Petaluma/Sonoma County Continuum of Care Application Narrative

Outreach and Coordination (including employment)	\$911,643.49
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Homeless Housing, Assistance and Prevention Program (HHAP)
 Santa Rosa/Petaluma/Sonoma County Continuum of Care Application Narrative

Systems Support to Create Regional Partnerships	0.00
Delivery of Permanent Housing	0.00
Prevention and Shelter Diversion to Permanent Housing	\$336,708.60
New Navigation Centers and Emergency Shelters	0.00
Strategic Homelessness Planning (up to 5%)	61,040
Infrastructure Development CES or HMIS (up to 5%)	112,810.88
Administrative (up to 7%)	243,340.54
Total	\$3,476,293.48
Youth Set-Aside (no less than 8%)	\$600,120.37

As noted previously, Sonoma County has a disproportionate share of youth homelessness, with a 29% increase in youth homelessness in the 2019 Point In Time Homeless Count. In 2018, the CoC's Homeless Youth Advisory Committee strongly advocated for proportional youth homelessness funding (17%) of the total HEAP award. A total of 13% of HEAP funds were awarded to youth projects, and at least 17% of HHAP funds will be dedicated to projects serving youth.

\$61,040 will be used to fund the preparation of a strategic plan for the Home Sonoma County continuum of care governance structure. An additional \$112,770.88 will leverage the capacity building grants already awarded for increased capacity of both HMIS and coordinated entry. \$243,3340.54 will be used for administration of the homeless services contracts.

3.B.2. How will you ensure that HHAP funded projects will align and comply with the core components of Housing First as defined in Welfare and Institutions Code § 8255(b)?

All projects funded by state, local, and federal funds (including HHAP) are required to align and comply with the core components of Housing First, in accordance with State law and the CoC Interim Rule. Local monitoring is conducted by the Lead Agency's Compliance Team and includes both on-site and desktop monitoring. HHAP-funded projects are required to annually complete the HUD Housing First Self Assessment Tool, which will be completed by XXX. The Lead Agency's Coordinated Entry & Housing First Task Group, comprised of members from the Home Sonoma County Technical Advisory Committee, reviews grievances and appeals in Coordinated Entry for rejections

of referrals that run counter to Housing First practice and philosophy. Lead Agency Staff, including the Ending Homelessness Manager and CoC Coordinator, collectively have over two decades of experience in operating and monitoring programs and projects to ensure alignment with Housing First practice.

4. PARTNERS ADDRESSING HOMELESSNESS

4.A. Collaborating Partner Efforts

4.A.1. Describe, in detail, the collaborative partners who will be working with you on identified HHAP projects and how you will be partnering with them.

The Continuum of Care (Home Sonoma County) has an extensive, rich network of collaborative partners. Stakeholders by sector are listed below.

Homeless Service Providers: Approximately 30 homeless service providers operate in the CoC's geographic area. These providers are a rich, diverse group with a long history of close collaboration with the Continuum of Care Lead Agency. The region's two largest providers, Catholic Charities and Committee on the Shelterless (COTS), operate in Santa Rosa and Petaluma, respectively, but offer services to the wider county. Each agency serves both single adults and families. Key regional homeless service providers serve the unique needs of populations located across the large geographic area of the Continuum of Care: 1) West County Community Services in the Lower Russian River Area; 2) Sonoma Overnight Support in the Sonoma Valley; and 3) Reach for Home in the far north county in the cities of Healdsburg and Cloverdale. The Continuum of Care depends on close partnerships with these agencies to ensure geographic equity in services. Additional key providers include Interfaith Shelter Network (focused on rapid and transitional housing for ex-offenders and families seeking reunification) and behavioral health care-focused providers such as Community Support Network and Buckelew Programs, both of which serve individuals experiencing homelessness with serious and persistent mental health conditions. Other providers meet the varying needs of specific subpopulations, such as Share Sonoma County (home sharing for seniors), DAAC (transitional housing for individuals with substance abuse challenges), and faith-based providers such as Redwood Gospel Mission and Crossing the Jordan. CoC HHAP funding will be second year funding for most core providers as a follow-up to HEAP funds in FY 2019-20.

Homeless Youth Programs: The Continuum of Care has a long history of collaboration with homeless youth programs devoted to ending youth homelessness, which is a particular challenge in the CoC, as described above. Social Advocates for Youth, Community Support Network, VOICES, and TLC for Youth are core partners, offering emergency shelter, permanent supportive

housing, and rapid rehousing for youth ages 18-24, homeless foster youth, and unaccompanied youth. The CoC Coordinator collaborates closely with the Homeless Youth Task Force to administer an annual needs assessment for youth and involves homeless youth in all planning efforts. These four youth programs will work closely with Lead Agency staff in determining needs for homeless youth programs funded by HHAP.

Behavioral Health, Health Services, & Human Services: The Sonoma County Departments of Health Services, Behavioral Health, and Human Services are closely connected with the CoC Lead Agency. The Ending Homelessness Manager and CoC Coordinator collaborate with all three entities, most notably on the Interdepartmental Multidisciplinary Team (IMDT) that includes data sharing agreements with and staff from all Safety Net Departments (Health, Human Services, Community Development Commission, Probation, Child Welfare, etc.). The IMDT is focused on high-need homeless cohorts crossing multiple systems. Health and Behavioral Health Services, in particular, are close partners with the CoC on the HHAP application. The CoC HHAP application, focused on extending core homeless system of care services in all modalities to help individuals overcome the challenge of navigating the housing system (PSH, RRH, ES, Street Outreach, Diversion, Prevention) is closely linked with the County HHAP application. Through HHAP funding, the County aims to expand IMDT services for specialized cohorts and encampments across the county, including access to permanent housing, treatment beds, and retention of housing in new and innovative models supported by County funds including home shares and outdoor shelter.

Law Enforcement & County Probation: Sonoma County Probation Department partners closely with the CoC on the IMDT team and data sharing. Probation also works with CoC staff on providing support to ex-offenders and criminal justice-involved populations. Local law enforcement (County Sheriff, Santa Rosa Police Department, and local smaller city law enforcement) will work closely with CoC staff and County staff on both HHAP endeavors, including Project HOPE housing (for users with high frequency engagement with law enforcement and emergency services) and individuals supported by County HHAP IMDT funds.

People with Lived Experience of Homelessness: The CoC is currently in the process of establishing the Lived Experience Advisory Panel (LEAP), which will include 10-12 members with direct lived experience of homelessness and will formally advise the CoC Board (Leadership Council) on issues such as grievances and exits from shelter and housing. The LEAP will ensure that individuals with lived experience have direct input into policy change. The CoC Board includes two members out of nine that have lived experience as a member of a family and as veteran who have experienced homelessness, and

the Technical Advisory Committee includes an individual with lived experience who will chair the newly established LEAP. Finally, the Ad Hoc Evaluation Committee includes an individual with lived experience who provided direct input onto CoC HHAP funding allocation decisions for the application.

Public Housing Authorities: The CoC includes two Public Housing Authorities (PHAs), the County of Sonoma Housing Authority with the Lead Agency and the City of Santa Rosa Housing Authority. CoC Lead Agency staff collaborate regularly with both PHAs. CoC Lead Agency staff support efforts of the County Housing Authority with move-in vouchers and specialized vouchers through Continuum of Care funding. The CoC Lead Agency also supports the City of Santa Rosa Housing Authority as the primary HUD-VASH recipient in the County, including collaboration on HHAP funding for both the County and CoC allocations.

Organizations serving veterans: North Bay Veterans Resource Center (local SSVF provider) and the Santa Rosa Department of Veteran Affairs (VA) are the two core agencies that serve veterans in the CoC's geography. The CoC Coordinator attends and leads meetings of the local Homeless Veterans Committee that focuses on the Veteran By Names List and distribution of HUD-VASH vouchers. The SSVF provider, North Bay Veterans Resource center, has a staff member on the Home Sonoma County Technical Advisory Committee and regularly coordinates with CoC Lead Agency staff. Both entities, VA and Veterans Resource Center, will coordinate with Lead Agency staff over the duration of HHAP funding to ensure that the By Names List of homeless veterans is shared with all agencies receiving HHAP funding and that veterans are appropriately and equitably prioritized in the Coordinated Entry System.

Community Health Clinics & Federally Qualified Health Centers (FQHCs): Lead Agency CoC staff attend the monthly Healthcare for the Homeless Collaborative meeting, and several FQHCs have members on the Home Sonoma County Technical Advisory Committee. Lead Agency staff regularly collaborate with FQHCs in all sectors of the County and ensure that beds in the Coordinated Entry System aligned with leveraged resources from FQHCs are referred through CES to HHAP projects. Several HHAP funded projects, including West County Community Services and COTS, have FQHC staff co-located on-site to provide intensive health care and wraparound services.

Child Welfare: The Ending Homelessness Manager meetings monthly and quarterly with Human Services Child Welfare staff, especially with regard to families involved in Child Protective Services and foster youth experiencing homelessness. In particular, one HHAP project with TLC Child & Family Services, will receive second year funding to assist homeless foster youth with rapid rehousing.

Philanthropy: CoC Lead Agency staff work in conjunction with major foundations in the CoC's geography including, but not limited to: Community Foundation Sonoma County, United Way of the Wine Country, Sutter Healthcare Community Benefit, and St. Joseph Healthcare Community Benefit. All four organizations have representatives that regularly participate in funding decisions for local and state projects. Two of these organizations participated directly in Ad Hoc Evaluation Committee funding recommendations on HHAP CoC funding. All four will participate in quarterly or annual performance evaluation of HHAP-funded projects to monitor project outcomes, spend down, and compliance activities.

Workforce Development: The Local Workforce Investment Opportunities Act (WIOA) Board and Workforce Development Board are key partners with the CoC Lead Agency. The Boards signed a memorandum of understanding in August 2019 to formally partner on addressing and implementing workforce development programs, trainings, and opportunities for individuals experiencing homelessness who are in need of employment and training. Staff from Human Services, including the prevention-focused Upstream Investments, serve on the Evaluation Ad Hoc Task Group that evaluated projects that will receive HHAP funding. A key metric of success both system-wide and with HHAP projects is to increase in cash and non-cash income in alignment with Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) performance measures.

4.A.2. Describe any barriers that you experience in partnering, and how you plan to address them.

a. Home Sonoma County, the local Continuum of Care Board that includes key oversight and focused workgroups (Task Groups) was only fully redesigned in November 2018. With just a year under the new governance structure, the system of care is still in the process of strengthening and assessing overall governance and system funding. A particular challenge is garnering additional resources for CoC Lead Agency staff (a small team of four) that is charged with overseeing no less than six Brown Act Work groups, monthly Technical Advisory Committee meetings, and bimonthly CoC Governing Board meetings. This is in addition to carrying out the normal duties associated with Continuum of Care compliance and regulation (Annual PIT Count, Annual CoC NOFA, System Performance Measures, ESG monitoring, etc.)

b. Another challenge is ensuring participation and partnership with all jurisdictions. The current nine-member CoC Board includes elected officials from all three HUD entitlement jurisdictions (City of Petaluma, City of Santa Rosa, and County of Sonoma) and an at-large seat held by a representative from one of the seven smaller city jurisdictions. During the HHAP funding period, additional

efforts will be made to strengthen more regional partnership in Lead Agency governance and ensure regional efforts are fully aligned.

c. With an influx of one-time State funding for two consecutive fiscal years without a guarantee for a third year in 2021, agencies continue to be challenged by questions regarding the long-term sustainability of program funding. Many projects are just fully beginning project ramp-up after HEAP funding and will rely on HHAP bridge funding to ensure continuity as well as have baseline data for two-year outcomes in both funding cycles. In a county with one of the highest per capita rates of youth homelessness in the nation, this is especially critical. Both CoC HEAP and CoC HHAP applications include more than 10% of youth funding, and sustaining these efforts will require additional resources from 2021 and beyond.

5. SOLUTIONS TO ADDRESS HOMELESSNESS

Applicants that Submitted a Strategic Plan for CESH must:

Identify the measurable goals set in your CESH Strategic Plan and explain, in detail, which of these goals HHAP funding will directly impact and by how much.

The 2014 Sonoma County Homeless Action Plan Update was submitted as part of the 2018 CESH application. Home Sonoma County (CoC Lead Agency and CoC Leadership Council Governing Board) engaged with Focus Strategies, a local consulting firm, in late 2019 to begin a new strategic planning process that will be finalized in mid-2020. For this HHAP application, the CoC uses outcomes that are grounded in the strategic plan submitted with the CESH application but updated with data from the 2018 HUD System Performance Measures (SPM) submission. Almost all outcomes, for both CoC and County applications from Sonoma County, will be measured by HEARTH/HUD SPM metrics as best practices with the exception of numbers served/engaged for outreach projects.

a. Placement into and retention of permanent housing.

Per HUD System Performance Measures (FY 2016-18), no less than 92% of individuals placed into permanent housing have retained their housing. An average of 1,000 individuals have been placed into housing system-wide from all funding sources. With HHAP CoC funding making up roughly 40% of system funding, 400 individuals placed into permanent housing is a reasonable benchmark. However, with the system increasingly focused on housing the most vulnerable, there is reason to believe that the retention rate may be lower than the current baseline. Based on this information, the CoC seeks to achieve the following measurable placement and retention goals through the use of HHAP funding:

- 400 individuals placed into permanent housing
- 340 (85%) retention of permanent housing

b. Decrease returns to homelessness

System-wide across all projects, 20% of individuals return to homelessness over a two-year period. This includes exits from ES, RRH, TH, and permanent supportive housing (PSH). This data from FY 2018 HUD SPM, is the same as FY 2017 HUD SPM and reduction from 27% HUD SPM. For HHAP funding:

- Of 400 individuals placed into permanent housing during the time period of HHAP funding, no more than 15% of individuals served (60 individuals) will return to homelessness (85% retention across ES, RRH, TH, and PSH programs, excluding winter shelter)

c. Decrease Chronic Homelessness by 10%

- HHAP funds are targeted for the most vulnerable individuals experiencing chronic homelessness. The 2019 Point In Time Count enumerated 675 individuals experiencing chronic homelessness. In the 2021 Count, chronic homelessness will be decreased by 10% (no more than 607 individuals).

d. Decrease overall number of individuals experiencing homelessness by 5%

- The 2019 Count enumerated 2,951 individuals experiencing homelessness at any given time in the CoC's geography. This was a reduction of 2% from 2018, one of very few overall reductions in California. By continuing funding from State HEAP projects, the CoC will again reduce homelessness in FY 2021 by 5% (to no more than 2,803 individuals).

Additional goals include:

- The number of individuals served – approximately 1,000 unique individuals served across projects
- At least 400 (40%) across all rapid rehousing, shelter, and outreach projects will be placed into permanent housing.



Sonoma County Community Development Commission
1440 Guerneville Road, Santa Rosa, CA 95403-4107

*Members of the
Commission*

Susan Gorin
Chair

Lynda Hopkins
Vice Chair

David Rabbitt
Shirlee Zane
James Gore

Barbie Robinson,
MPP, JD, CHC
Interim Executive
Director

February 10, 2020

Alexis Podesta, Chair
Homeless Coordinating and Financing Council (HCFC)
Business, Consumer Services and Housing Agency
915 Capitol Mall, Suite 350-A
Sacramento, CA 95814

Dear Ms. Podesta,

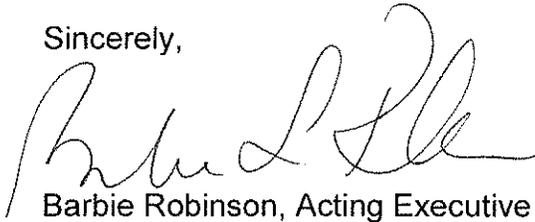
This letter of support reflects the commitment of the **County of Sonoma** to regional coordination and partnership, per Health and Safety Code 50219(a)(1), with the **Santa Rosa/Petaluma/Sonoma County Continuum of Care** in the development and delivery of services funded by the Homeless Housing, Assistance and Prevention Program (HHAP). We have thoroughly reviewed and agree with how the applicant jurisdiction intends to spend their HHAP funds, and confirm that their spending plan accurately addresses their share of the regional need to address homelessness.

To facilitate the necessary coordination of efforts, we agree to participate in regular quarterly meetings to jointly plan and evaluate the respective projects supported by HHAP funding. Attendees at these meetings will include the following:

- Tom Schwedhlem, Chair, Home Sonoma County Leadership Council, (CoC governing body)
- Mark Krug, Vice Chair, Home Sonoma County Leadership Council (CoC governing body)
- Barbie Robinson, Interim Executive Director, Sonoma County Community Development Commission & Director of Health Services
- Tina Rivera, Interim Assistant Director Sonoma County Department of Health Services
- Carrie Kronberg, Assistant Executive Director, Sonoma County Community Development Commission
- Michael Gause, Ending Homelessness Program Manager, Community Development Commission (CoC Lead Agency)
- Karissa White, Continuum of Care Coordinator, Community Development Commission (CoC Lead Agency)
- (Vacant) Chair, Home Sonoma County Technical Advisory Committee



Sincerely,

A handwritten signature in black ink, appearing to read 'Barbie Robinson'. The signature is fluid and cursive, with a large initial 'B' and 'R'.

Barbie Robinson, Acting Executive Director
Sonoma County Community Development Commission
On behalf of the County of Sonoma