Sonoma County Continuum of Care Board
Agenda Report

Item No: 1 (Consent Calendar)

Subject: September 27, 2023, CoC Board Meeting Agenda

Meeting Date: September 27, 2023

Staff Contact: Alea Tantarelli, Alea.Tantarelli@Sonoma-County.org

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SUMMARY

This staff report presents the September 27, 2023, CoC Board Meeting proposed agenda. The agenda contains all proposed items that will be discussed by the CoC Board. The proposed agenda is attached as Attachment A.

RECOMMENDED ACTION(S)

Approve September 27, 2023, agenda.

Sonoma County Continuum of Care (CoC) Board
Agenda for September 27, 2023
1:00pm-5:00pm Pacific Time

Public Zoom Link:

https://sonomacounty.zoom.us/j/99261791880?pwd=djc0b1ZsU1FpOU1kbnJ0UDNOcUhFQT09

Phone: 1 (669) 900-9128 Webinar **ID**: 992 6179 1880 Passcode: 650935

	Agenda Item	Packet Item	Presenter	Time
	Welcome, Roll Call and Introductions		Board Chair	1:00pm
	Note: Items 1-4 below are proposed for adoption via one motion as the Consent Calendar.	N/A		
1.	9/27/23 Agenda *(Consent Calendar)*	Draft Agenda	Staff	1:05pm
2.	Minutes from 8/23/23 & 9/6/23 *(Consent Calendar)*	Draft Minutes	Staff	
3.	Summary of Follow-ups from the Previous Meeting(s) *(Consent Calendar)*	Summary of Follow-ups	Staff	
4.	Change to Policies & Procedures for Coordinated Entry *(Consent Calendar)*	Change to Policies & Procedures for CE	Staff	
5.	Reports from Lead Agency Staff Potential ACTION ITEM • CoC Funding Competition Application Submission • CoC Board & Membership Meeting Schedule	Staff Report for Reports from Lead Agency	Staff	1:25pm
6.	Becoming a More Data-Informed System: Phase I - Identifying the Proper Data Elements ACTION ITEM	Staff Report for Phase I	Staff	2:00pm
7.	Service Provider Roundtable (SPR) Update (with Homeless Action Sonoma presentation) Potential ACTION ITEM		Margaret Sluyk	2:40pm
8.	Word from the Street Potential ACTION ITEM		Chessy Etheridge	3:00pm

9.	10-minute break			3:10pm
10.	CoC Communications Approach ACTION ITEM	Staff Report for Communications Plan	Staff	3:20pm
11.	Reports from Standing Committees: • Funding & Evaluation Committee • HMIS Committee • CEA Committee • Strategic Planning Committee • Lived Experience Advisory & Planning Board (LEAP) Potential ACTION ITEM	-CEA Update on working group -Progress Update on SP Year 1 Priorities	Committee Representatives	3:50pm
12.	Quarterly Membership Meeting for October 19, 2023 (in person) ACTION ITEM	10/19/23 DRAFT Agenda	Staff	4:15pm
13.	Review Agenda for Next CoC Board Meeting Potential ACTION ITEM • Becoming a More Data-Informed System: Phase II - Data Visualization • Long-term Funding Plan & Stella M Discussion • CoC Name Change Proposal	Staff Report for DRAFT Agenda for 10/25/23	Board Chair	4:30pm
14.	Board Member Questions & Comments Potential ACTION ITEM		Board Chair	4:45pm
15.	Public Comment on Items not on the Agenda		Board Chair	4:55pm

PUBLIC COMMENT:

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

Sonoma County Continuum of Care Board
Agenda Report

Item No: 2 (Consent Calendar)

Subject: Meeting Minutes 8/23/2023

                  and 9/06/2023

Meeting Date: 9/27/2023

Staff Contact: Araceli Rivera, Homeless Project Specialist, Araceli.Rivera@sonoma-county.org

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 SUMMARY

This staff report briefly summarizes the August 23, 2023, CoC Board Meeting Minutes and the September 6, 2023, CoC Special Board Meeting Minutes. The attached meeting minutes contain all items discussed by the Continuum of Care Board at the August 23, 2023 CoC Board Meeting and the September 6, 2023 CoC Special Board Meeting.

 RECOMMENDED ACTION(S)

Approve CoC Board Meeting Minutes from August 23, 2023 CoC Board Meeting and the September 6, 2023 CoC Special Board Meeting.

Attachment A

Sonoma County Continuum of Care Board

Continuum of Care Board Meeting Minutes

DRAFT Wednesday, August 23rd, 2023

1:00 – 5:00 p.m. Pacific Time – Meeting held by Zoom

Zoom Recording:
https://sonomacounty.zoom.us/rec/share/Vj9YRiA3tBWHCO3NO9j16GpbeMyHrjDQCwvyG9JSeam75il6PDWWc56f9xbeyIKF.kYWKmV090H-7JFYd

Passcode: q%8@j$z%

Welcome and Roll Call (00:04:47 – 00:07:11)

Dennis Pocekay called meeting to order at 1:01 p.m. and went over the Zoom rules around public comment and Brown Act guidelines.

Present:

Martha Cheever, Community Development Commission; Chris Coursey, BOS County of Sonoma; Dannielle Danforth, West County Community Services; Laura Sparks as proxy for Jackie Elward, City of Rohnert Park; Chessy Etheridge, Community Member / LEAP; Una Glass, City of Sebastopol; Jennielynn Holmes, Catholic Charities; Mark Krug, Burbank Housing; Ben Leroi, Santa Rosa Community Health Center; Cheyenne McConnell, TAY Representative; Dennis Pocekay, City of Petaluma; Kathleen Pozzi, Community Member; Natalie Rogers, City of Santa Rosa; Don Schwartz, City of Rohnert Park; Margaret Sluyk, Reach For Home; Ron Wellander, City of Sonoma

Absent: Chris Keys, Redwood Gospel Mission

A quorum was present.

1. **Approval of Consent Calendar (00:07:12 – 00:18:42)**
   - Today's Agenda
   - Minutes from 7/26/23
   - Summary of Follow-ups from Previous Meeting(s)
   - CoC Charter Revision: HUD Required Anti-discrimination Addition
   - Don requested to pull item 3.
   - **Motion:** Mark moves to approve consent calendar with item 3 removed, Kathleen seconds.

   Public Comment: Gerry La Londe-Berg

Motion passed

Abstentions or Objections: none

- Discussion regarding item 3
  - o Progress in creating an open HMIS system
  - o Appreciation for the page describing Finders, Keepers, Funders
  - o Question regarding integration with IBM Watson/Merative system

Public Comment: none

5. Reports from Lead Agency Staff (00:18:43 – 01:02:27)

Regional Communications Update:

- o Dave Kiff provided update and shared that he and Alea met with regional service providers. Update specifics can be found in this link from the meeting packet: https://share.sonoma-county.org/link/pS8EP17QZs4/-

Plans for Emergency Shelter Site:

- o Dave Kiff provided update: The County of Sonoma was slated to discuss the next steps for the persons who remain sheltered at the Emergency Shelter Site at the County administrative campus, but the agenda item was not complete in time to make the 8-22 agenda. The next open date is September 12th. The County team intended to propose two different alternatives to the ESS, neither of which would involve tent housing. The County has an open Request for Proposals (RFP) for Interim Housing Support Services and Site Management that could cover all of the County's remaining interim housing sites (the Ballfield Trailers, the Hotel Azura, the ESS, and future changes to Los Guilicos Village).

Next Steps for Oakland Housed:

- o Michael Gause presented a summary of recent meetings and next steps:
  The EH Team met with the City of Santa Rosa and Catholic Charities on August 15th to receive an overview of a homelessness prevention model that Catholic Charities has been piloting. This program is similar to the Oakland Housed/All Home model and could be replicated on a larger scale. The EH Team and the City of Santa Rosa will be meeting again with All Home in September to discuss next steps.
- o Jennielynn Holmes spoke to more specifics of this pilot program and data-informed triage assessment system around homelessness prevention.

Bimonthly County & Services Provider Team Meeting:

- o Michael Gause provided update on the every-other-month in person meeting between DHS Homelessness Services staff and area service providers that occurred in August 2023, with less attendance but with good discussion about ways to improve

upon the FY 24-25 Local Homelessness Services NOFA, an example of the data and performance metrics that the DHS Team is proposing to use (in this case, for Permanent Supportive Housing programs) and about Open HMIS. All service providers continue to be welcome to attend these meetings, which are typically the first Thursday of every other month starting at 10:00 a.m.

Committee Roles & Responsibilities:

o   Dave Kiff outlined a general plan for annual review of CoC Committee roles and responsibilities: The Funding and Evaluation Committee has discussed bringing an item to the CoC Board that would refine and revise its roles and responsibilities. This is fine. But it made Lead Agency staff suggest that all Committees have formal roles and responsibilities as approved by the CoC Board. Staff propose that the CoC Board would discuss these once each year, at the December meeting. Committees' roles and responsibilities could be revised annually or unchanged but affirmed annually. Board members should let staff know if they have concerns about this approach. Staff would also bring forward the F&E Committee's proposed roles and responsibilities at the December 2023 meeting.

Potential Name Change for CoC:

o   Thai Hilton presented staff recommendation for name change for CoC board and program it oversees to eliminate operational and public confusion. In some communities the CoC Board oversees only the specific CoC funding stream. In Sonoma County the CoC Board oversees nearly all funding streams. Differentiating between CoC Program funding and Sonoma County CoC NOFA has created confusion for service providers such that they are missing out on funding sources. In addition: Staff recommends the CoC Board consider another name that clearly communicates its role, such as "Sonoma County Homelessness Continuum" or Sonoma County Homelessness Oversight Board" or any name that a person from the public can understand at first glance.

o   Additional name ideas that arose from discussion:

- ♦   Sonoma County Homeless Collaborative
- ♦   Homelessness Services Planning Council
- ♦   Previous Name was Home Sonoma County
- ♦   Sonoma County Continuum of Care Collaborative
- ♦   Regional Task Force on Homelessness

Public Comment: Teddie Pierce, Ludmilla Bade, Gerry La Londe-Berg

Motion: Una Glass motioned to direct staff to come up with various options for name change, including not changing the name, with commentary on pros and cons of each name for consideration. Natalie Rogers seconded.

Abstentions: Dennis Pocekay

Motion passes
Abstention or Objections: One

6. By Names List Progress (01:02:28 – 1:55:36)

- Thai Hilton presented an overview of Built for Zero data contribution and infrastructure. By Names List has been developed on subregional and county-wide levels. Case conferencing is underway in Rohnert Park, North County and South County regions. Working on establishing case conferencing in remaining three regions. County-wide case conferencing has begun, with representatives from each subregion, service providers and city entities. Next steps are for developing structure of approach to case conferencing. Potential to use these case conferences to review factors that led to clients exiting housing support programs. By Names List Tracks people as they move through the system(s) in Sonoma County.

- **Motion:** Don Schwartz presented motion; CoC Board directs staff to assess and provide options and/or a recommendation for sub-regional approach to outreach that includes:
    - Pros and cons of options
    - Financial implications, including:
        - identifying potential sources and expenses
        - consideration of $1.6 million in outreach savings identified in long-term funding strategy
        - how to include in future procurements
    - Integration of IMDT/HEART team with one integrated system
    - Linkages, including Releases to Information, to:
        - law enforcement
        - emergency medical services
        - criminal justice system
        - mobile support teams including County's program, InResponse, and SAFE
    - Consideration of existing outreach capacity
    - Consideration of county-wide coverage
    - Consideration of data systems and potential interfaces and/or integration
    - Consideration of appropriate caseload sizes
    - Other factors as staff or existing working groups deem appropriate

    If needed, staff to bring interim analysis to the Board for information and/or direction
    Timing: to be completed before forthcoming funding cycle

Kathleen Pozzi seconded motion.

- Laura Sparks offered a friendly amendment to include all incorporated and unincorporated areas.
- Kathleen Pozzi: friendly amendment to include County IMDT/HEART teams

Public Comment: None

Motion passed
Abstentions or Objections: none

7. Service Provider Roundtable (SPR) Update (01:55:37 – 02:13:33)

- Margaret Sluyk provided update: The provider group met with Coordinated Entry consultants to talk more about the new assessment model. They elected 2 people to serve on a work group to go through the new model. Did not have regular meeting before this board meeting.

(Provider Update from SHARE Sonoma County)

- Amy Appleton – Founder and Director of SHARE Sonoma County which is in its 10th year of operation.
- Home Share Program – average 80 matches annually
- Community House Program – master leasing program – 21 houses currently operating
- Contact for all new housing referrals: Torrie O'Neill
- Cell: 707.888.8939
- Email: torrie@sharesonomacounty.org
- Website: sharesonomacounty.org
- Presentation slides can be viewed here: https://share.sonoma-county.org/link/WpqyYgCSejs/

Public Comment: Gerry La Londe-Berg, Ludmilla Bade

8. Word from the Street (02:13:34 – 02:16:48)

- Chessy Etheridge – Word on the street is about those who fall through the gaps in voucher programs. Challenges with age, geography, physical abilities. For example: 82 years old, does not qualify for a voucher because she is older than 62, has social security income and has IHSS in place.

Public Comment: None

9. 10 Minute Break (02:17:02 – 02:27:18)

10. Open Board Discussion (02:27:19 – 02:58:41)
- Dave Kiff invited members to identify and discuss gaps in the overall system. Staff will take good notes and bring back thoughts, recommendations, or next strategies as part of the strategic plan.
    - Need homelessness hospice – Offering care and dignity at end of life for those experiencing homelessness without system being penalized for the death outcomes.
    - Housing for people needing high levels of medical care.
    - Caritas having permanent supportive housing integrated with clinic services is a good step in the right direction.
    - Need more levels of PSH
    - Easier way to identify emergency/temporary shelter beds
    - Places for higher acuity individuals in a proactive manner, rather than
    - More dual diagnostic housing that is long term and offers mental health and AODS support
    - People living in RVs that do not need as many services but do need help with a permanent, safe, inexpensive place to park with basic infrastructure. Akin to The Grove that existed in Cotati in years past. Challenges with Section 8 and barriers of getting into existing RV parks.
    - Residential care with treatment for substance use disorders
    - Is CalAIM an option for funding some of these needs?
    - Section 8 does not allow RVs or Tiny Homes on Wheels for eligibility
    - Hospital care finances
    - Senior citizens
    - Memory care
    - Lack of mental health services providers in this county
        - Develop a program to attract the talent for staffing mental health programs
        - Measure O to pay for intern fees? (Like Cloverdale police incentive program)
        - Partner with local education/certification programs
    - Lack of affordable housing for all workers in Sonoma County, especially those working for minimum wage or are students
    - Loss of housing leases and housing inventory because of lack of funding or services to sustain.

- o Community workers as extenders of mental health professionals
- o Advocacy to create more flexibility in existing funding streams (e.g. CalAIM reimburses only 90 days of a person's life, currently collecting public comment on changing this to 6 months)

Public Comment: Gerry La Londe-Berg,

11. Reports from Standing Committees (02:58:42 – 03:48:40)

Funding and Evaluation Committee

1. Teddie Pierce provided update: Working towards strengthening membership to make better decisions as we move forward.
   - Developing more clarity and framework for roles and responsibilities
   - Work group established to look at language definitions, so all committee members have the same understanding when certain terms are used.

2. Don Schwartz updated on the NOFA process review – More direction from the CoC Board would be useful, based on staff analysis and recommendation.
   - **Don Schwartz motioned** to:
     Direct staff to draft a NOFA process for funding recommendations that reflects:

     a. All funding sources, regardless of jurisdiction
     b. Effective allocation of funding by services category (prevention, outreach, shelter/interim housing, etc.) consistent with the long-term funding strategy or best available information
     c. County-wide inventory of existing facilities and services to identify distribution of services by region
     d. Matching available funding sources and allocation of funding by service categories, and
     e. CoC priorities on chronic homelessness, and CoC policies in the Strategic Plan including use of proven practices, geographic equity, and addressing racial and ethnic disparities.

     Direct the Funding and Evaluation Committee to develop definitions of terms such as proven practices, geographic equity, and racial and ethnic disparities.

     Process to be informed by data, performance, and providers.

     To be reviewed and modified if/as needed as determined by the F&E Committee at its next meeting with final review/approval by Board.

   - **Una Glass – Seconded motion** and offered a friendly amendment to have the directions in this motion be reviewed and modified by the Funding and Evaluation Committee at its next meeting, with final review and approval conducted by CoC Board.

Public Comment: Gerry La Londe-Berg

Motion passed
Abstentions or Objections: None

11. Continued - Coordinated Entry Advisory Committee (03:29:57)

- Thai Hilton presented slides expanding on this summary:

The lead agency has been working with technical assistance providers, Homebase, on early steps of the Coordinated Entry assessment and prioritization redesign. This process began in March 2023 when Homebase met with coordinated entry staff from the lead agency and HomeFirst. In April 2023, Homebase held listening sessions with 38 community partners. After these listening sessions, Homebase has held a series of community meetings with target groups. These groups included Outreach/Shelter/Access points, executive directors/community leaders, people with lived experience, Coordinated Entry case conferencing participants and permanent housing providers. The first meeting with each group was to educate and discuss the current coordinated entry system's prioritization system - its goals, outcomes, and implementation - and identify areas for change. The second meeting focused on options and best practices for changing the prioritization system and tools, in alignment with the community's needs and priorities. At the end of these meetings, the stakeholder groups selected representatives to form a working group that will begin the process of creating a new assessment and prioritization process for the community. The CEA committee will be considering a proposal to form that working group at the September CEA committee meeting.

Public comment: none

11. Continued - Strategic Planning Committee (03:34:03)

- Tom Bieri presented a report of recent activities.
  - More than 200 permanent supportive housing beds developed this year.
  - Safety work group created to consult with 5 stakeholders to develop safety-related recommendations that will be submitted to the Strategic Planning Committee and eventually to the CoC Board for consideration.
  - Work group convened to reflect on the Benioff study – Those interested in participating may contact Ludmilla Bade.
  - Working groups are time limited to 2-4 meetings and will be disbanded upon bringing recommendations to the CoC Board.

- The Board discussed an option of having the safety work group bring their topic to the provider group for discussion.

Public comment: Ludmilla Bade

11. Continued - LEAP Board (03:45:01)

Rebekah Sammet provided update:

- Currently made of 12 board members and 2 seats are available
- Provided advisory for PIT count essential items
- Providing information and support materials for CoC application
- Working with Homebase on Coordinated Entry prioritization and system tool
- Still undergoing board training and development

Public comment: none

12. September 27, 2023 Regular CoC Board Meeting Draft Agenda (03:48:41 – 03:54:24)

- Request: Would like an update on plan for cold weather.
- Request: Add to the regular staff report list: Update on the status of MOU
- Request: HMIS Evaluation Update in the next couple of months.

Public Comment: None

13. Board Questions and Comments (03:54:25 – 03:58:24)

- Please give topics adequate time when placed on the agenda.
- Request to have website updated with meeting minutes list updated on the webpage hosting Board Meeting Materials. Currently only in calendar.
- Is there an update on opening the Gold Coin housing project? – no date set, has been pushed back towards the end of 2023.

Public Comment: None

14. Public Comment on items not on the agenda (03:58:25 – 03:58:38)

None

4:55pm Meeting Adjourned

Sonoma County Continuum of Care Board

Continuum of Care Board DRAFT Meeting Minutes
Special Meeting

DRAFT Wednesday, September 6, 2023
1:00 – 5:00 p.m. Pacific Time – Meeting held by Zoom

Zoom Recording:
https://sonomacounty.zoom.us/rec/share/KLwlE3CqPbLFu0XGtqFNZGQUx5v7w_Zu9SOlvB6XzAVvw1hV0bCHxj-YvUbXJ5Y.A2fr0pI8s_ZDWo-l

Passcode: 8w=VQ*b#

Welcome and Roll Call (00:06:44 – 00:09:30)

Dennis Pocekay called meeting to order at 2:01 p.m. and went over the Zoom rules around public comment and Brown Act guidelines.

Present:
Dennis Pocekay, City of Petaluma | Jennielynn Holmes, Catholic Charities | Natalie Rogers, City of Santa Rosa | Ben Leroi, Santa Rosa Community Health Center | Chris Coursey, BOS County of Sonoma | Margaret Sluyk, Reach For Home | Martha Cheever, Community Development Commission | Chessy Etheridge, Community Member / LEAP | Cheyenne McConnell, TAY Representative | Don Schwartz, City of Rohnert Park | Jackie Elward, City of Rohnert Park | Ron Wellander, City of Sonoma | Dannielle Danforth, West County Community Services

Alternates: Diana Rich as proxy for Una Glass, City of Sebastopol

Absent: Chris Keys, Redwood Gospel Mission | Kathleen Pozzi, Community Member | Mark Krug, Burbank Housing

A quorum was present.

1.   **Approval of Consent Calendar (00:09:31 – 00:11:50)**

   Motion: Natalie Rogers moved to approved consent calendar as is. Martha Cheever seconded.

Public Comment: none

Motion passed
Abstentions or Objections: none

2. CoC Program Competition Overview and New Project Scored (00:11:52 – 00:41:24)

- o Karissa White presented an overview of the NOFO process so far and the projected timeline for next steps. Renewal project scoring was previously approved by the CoC Board on April 25, 2023.
- o New Project Scoring Tool was adopted from last year's competition as the HUD Homeless Priorities remained unchanged. This was adjusted and approved in July 2023.
- Dennis Pocekay outlined the new project application solicitation process and provided feedback from project organizations that were interested but ended up not applying. The only new application received was from West County Community Services for Elderberry Commons. This funding request is to increase supportive services at Elderberry Commons.
- Staff recommendation: Accept the West County Community Services Elderberry commons new project in the funding competition as recommended as scored by the CCE Workgroup on August 29, 2023. The decisions on the Final Rating and Ranking of all new projects will be determined in the next agenda item.

Public Comment: Teddie Pierce

Motion: Ron Wellander moved to approve the staff recommendation to accept the West County Community Services Elderberry Commons new project into the funding competition as recommended and scored by the CCE Workgroup on August 29, 2023. Natalie Rogers Seconded the motion.

Motion passed
Abstentions or Objections: none
Recused: Jennielynn Holmes, Dannielle Danforth, Martha Cheever, Ben Leroi

3. CoC Competition Final Priority Listing (00:41:24 – 01:07:11)

- Dennis Pocekay presented an overview of process up to date, workgroup recommendation and reminded the Board that the CoC Board is required to be approved today to meet our HUD deadlines for notification.
- Ranking:
    - 1- CoC Rental Assistance HIV/AIDS SCHA
    - 2- Mill Street Supportive Housing – WCCS
    - 3- Community Based PSH- COTS
    - 4- PSH 2- Catholic Charities

5- SAY Sponsor Based Rental Assistance

6- YWCA RRH for Vulnerable Survivors of DV

7- Stony Point Commons – CSN

8- St. Vincent de Paul Commons

9- County of Sonoma – Coordinated Intake Grant

10- County of Sonoma – Homeless Management Information System Grant

11- Sonoma SCIL – Buckelew

12- WCCS – Elderberry Commons

13- Samaritan FACT – Buckelew

14- Sanctuary Villas – CSN

Public Comment: none

Motion: Margaret Sluyk motioned to approve the ranking list as presented. Natalie Rogers seconded the motion.

Ayes: Dennis Posekay, Natalie Rogers, Chris Coursey, Margaret Sluyk, Chessy Etheridge, Cheyenne McConnell, Diana Rich, Don Schwartz, Jackie Elward, Ron Wellander
Nays: none
Absent: Chris Keys, Mark Krug, Kathleen Pozzi,
Recused: Jennielynn Holmes, Ben Leroi, Dannielle Danforth, Martha Cheever
Motion Passed

4. Public Comment on items not on the agenda (1:07:29 – 01:08:35)
None

3:02pm Meeting Adjourned

Sonoma County Continuum of Care Board
Agenda Report

Item No: 3 (Consent Calendar)

Subject: Summary of Follow-ups from the Previous Meeting(s)

Meeting Date: September 27, 2023

Staff Contact: Dave Kiff, DHS Homelessness Services Division, Dave.Kiff@sonoma-county.org

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Summary

At the previous meeting, CoC Board members and others asked for the Lead Agency staff to follow up on specific items. Staff summarized responses to present at the September 27th CoC Board meeting.

Recommended Action(s)
No recommended Action

Discussion

At the previous meeting, CoC Board members and others asked for the Lead Agency staff to follow up on the following questions or comments.

1. **Update on CoC MOU going to BOS:** This issue involves the Board of Supervisors' consideration and formal approval of the two Memoranda of Understanding (MOUs) that would memorialize the relationship between the County's Department of Health Services as Lead Agency and as Collaborative Applicant to the Continuum of Care Board. The CoC Board already approved these in late 2022, but the change in leadership for the County (via the retirement of Sheryl Bratton and the appointment of Christina Rivera and the assignment of the Ending Homelessness/Lead Agency team to the Department of Health Services) has caused both CAO Rivera and DHS Director Rivera to ask for additional time to review and understand the MOUs.

   We don't have an update on progress on the review of these MOUs but have reminded County leadership of the Continuum of Care Board's interest in furthering these MOUs.

2. **Coordinated Care Plan:** Staff has reached out to the leader of the provider's work group to assist in facilitating a conversation about care plans. Staff needs to know what data elements providers would want in a care plan. Once the provider's group is able to identify what they would like to see in a care plan, staff can implement that plan.

3. **How does the County's IBM/Watson Care (aka Merative) interact with HMIS?**

Short Answer: The Watson Care/Merative provides a view of limited HMIS information for active clients enrolled in Sonoma County ACCESS initiative. The limited HMIS data is uploaded weekly now (it was done quarterly).

Q: What is Watson Care Manager and ACCESS? A: Per Carolyn Staats: "First, remember that the ACCESS ("Accessing Coordinated Care and Empowering Self Sufficiency") program is meant to provide care coordination for about 1% of all clients – those persons who are high needs and high utilizers of services."

Watson Care Manager, now called Merative, is a care coordination platform which enables an Interdepartmental Multidisciplinary Team (IMDT) to coordinate care across safety net departments on behalf of the counties high need/high utilizing clients (estimated around 1% of clients served by county safety net systems).

Watson/Merative sits separately from the individual safety net department applications (also known as "Line of Business" apps or LOBs – one of which is ETO/HMIS) which serve their respective populations.   The ACCESS initiative does not replace any LOB or safety net department practice or policy.

The IMDT can use Watson/Merative to directly communicate and share information with ACCESS care team members from other safety net departments in order to coordinate and collaborate for the care of clients enrolled in ACCESS.   All clients enrolled in ACCESS have signed a consent to share information. With regards to data from the HMIS system, the IMDT can see a portion of data from the HMIS system, but it is limited and only with the client's consent to share that information (see HMIS list below).

Q: How often is HMIS data uploaded to Merative?

A: Weekly in recent days. Previously, it was updated quarterly.

Q: What kinds of information do ACCESS users look at from HMIS? A: First, Coordinated Entry Assessment Details (HMIS). These include:
- ASSESSING AGENCY
- ASSESSMENT LOCATION
- ASSESSING STAFF NAME
- CE SUBPOPULATION TYPE
- MONTH ENROLLED INTO COORDINATED ENTRY
- YEAR ENROLLED INTO COORDINATED ENTRY
- TOTAL VULNERABILITY SCORE
- LATEST VI-SPDAT ASSESSMENT DATE
- LATEST VI-SPDAT SCORE
- CLIENT OF DHS-BEHAVIORAL HEALTH

- DESTINATION AFTER EXITING PROGRAM
- DATE OF PROGRAM ASSESSMENT

Next, CE Assessment Responses - Needs & Preferences (HMIS). These include:
- # MONTHS SPENT HOMELESS
- SHELTER/HOUSING RESTRICTIONS
- PREFERRED BUNK
- PREFERRED SHELTER/HOUSING LOCATION
- TYPICAL DAYTIME LOCATION
- FREQUENT SLEEP LOCATION
- USES EMERGENCY SERVICES
- DISABLING CONDITION?
- DOCUMENTED MENTAL HEALTH DIAGNOSIs
- PREGNANT
- # FAMILY VULNERABILITY ISSUES REPORTED
- # ADULTS IN FAMILY
- LIMITED SOCIAL SUPPORT
- BASIC SELF-CARE NEEDS MET

Next, Housing Program Details (HMIS)
- HOUSING PROGRAM NAME
- HOUSING PROGRAM ID
- HOUSING PROGRAM ENROLLMENT DATE
- HOUSING PROGRAM EXIT DATE
- HOUSING TYPE
- ADDRESS LINE 1
- ADDRESS LINE 2
- CITY
- STATE
- ZIP

Also, Waitlist Application Status with the Sonoma County Housing Authority (SCHA)
- ACTIVE STATUS
- WAITLIST STATUS
- WAITLIST STATUS DATE
- WAITLIST APPLICATION DATE

Lastly, Waitlist - Housing Needs & Preferences with the Sonoma County Housing Authority (SCHA)
- OLDER ADULT (≥62)
- ACCESSIBILITY REQUIRED

- HOUSEHOLD SIZE UPON APPLICATION TO WAITLIST
- HOMELESS AT ADMISSION TO WAITLIST

4. **Adapted Petaluma Dashboard:**
   Linked below is a working draft of a presentation modeled after the Petaluma year one dashboard that was viewed by the board in August. The data included reflects the period of July 1, 2022 through June 30, 2023 (by quarter). Staff welcome your comments and feedback.
   https://share.sonoma-county.org/link/MgUhwH8WEjc/

5. **Update on NOFA Next Steps:** A first draft of a NOFA template is being developed for feedback in October 2023. After Board approval, staff plans to release the NOFA in December 2023/January 2024 to ensure enough time for review by F/E Committee and CoC Board. The NOFA will be released even if funding amounts are not fully known.

6. **Winter Warming Stations Update:** New for Winter 23-24 and largely in response to the Sonoma County Grand Jury's report within FY 22-23 ("Warming Centers – County Action Needed Now"), the County Board of Supervisors, working with the Sonoma County Department of Emergency Management (DEM), provided the following policy update in the form of an "Annex" to the County's Emergency Operations Plan. The annex:
   - Provides an overview of the threat that extreme temperature incidents pose to the Operational Area and describes the potential scope of impacts;
   - Defines a concept of operations to guide a coordinated response to extreme temperature incidents; and
   - Identifies County departments and Operational Area agencies responsible in the coordination and response to extreme temperature incidents and define each agency's role and responsibilities.

   See pages 16-18 of the Annex for more details about warming and cooling center planning and the weather events that would trigger the centers.

7. **Website Navigation & Agenda/Minutes Posting Update:** Staff sent in a request to ISD for website updates for 2023 Agendas/Meeting Minutes on 9/20/2023. Updates should be posted and available within 1 week. When staff receive notification of the updates to the website, an email will be sent to CoC Board Members via *Contact the CoC Board Form* on the website.

8. **Long-term Funding Plan & Stella M Discussion:** Lead agency staff continues to regularly discuss and attempt to make progress on the Lead Agency's "Initial 2023 Efforts" bullet

point #6, which reads, "Adopt a Long-Term Funding Strategy for Homeless Services" (Action Step 3.1b within the 2023-2027 Homelessness Strategic Plan). We have worked with our HMIS Team to dive into Stella M, which is a new(er) systems modeling tool put out by US HUD.

Quoting HUD, "Stella M is an online analysis tool to support the system modeling process. Stella M uses the community's data on homelessness, combinations of project types, and performance goals to calculate the inventory of housing, shelter, and services needed to fully meet the community's needs. Using these estimates and assumptions, Stella M calculates the inventory that is needed to meet the services and housing needs of households experiencing homelessness in the community."

We have taken the time to start to load up the Stella M model with Sonoma County specific data, and are continuing to add to and refine it. We will bring the model back to the CoC Board at the October 25, 2023 Board meeting.

What should/would the **Long-Term Funding Plan** look like? What follows is largely based on what Andrew Hening has discussed in his presentation to the Board on March 22, 2023. A Long-Term Funding Plan for Homelessness in Sonoma County would, among other things:

1. Identify **recurring sources of funds** – State, Federal, Local, philanthropic and service provider grant fund sources, and any other known source – to show roughly the amount of **recurring revenue** available for:
   a. Homelessness Prevention (HP) (rental assistance, financial counseling, and problem-solving)
   b. Day services (not essential parts of the System of Care, but may be meals, mobile showers, clothing, bedding)
   c. Street Outreach (SO) in a subregional street outreach system, with all geography of Sonoma County covered by a specific standard/quality of SO.
   d. Mobile Support Teams – behavioral health and primary health interventions that are mobile and may be dispatched via 911 or similar calls.
   e. Interim Housing (IH) – includes emergency shelter (congregate and non-congregate), safe parking, and similar short-term housing interventions.
   f. Transitional Housing (TH) – while often not funded by HUD or the Continuum of Care, housing of between 12 and 14 months with supportive services.
   g. Rapid Rehousing (RRH) – housing assistance (rental funds, deposits, and more) with some case management to secure permanent housing for persons with lower vulnerabilities.

h. Permanent Supportive Housing (PSH) – this includes the capital to construct/purchase and supportive services required for individuals and families with higher vulnerabilities to secure permanent housing.

i. Other Permanent Housing (OPH – i.e. permanent housing without supportive services), and

j. System Support Elements (such as Administration, Coordinated Entry and HMIS).

The LTFP should also discuss levels of one-time revenues, and opportunities to use one-time revenues for capital or other efforts that may increase housing units or other proven improvements.

2. Be based on and use the Strategic Plan and other related tools (like All Home California's 1-2-4 model) to **determine the units** of housing (interim and permanent, including ES, RRH, PSH, and OPH) and homeless prevention (HP) units to reach Functional Zero given system inflow, outflow, and the current level of chronic homelessness. It would also provide current (and updateable) **cost estimates per unit** of housing (interim and permanent) and per unit of HP;

3. Reflect geographic need by:

a. Setting a baseline of **interim housing units** (including emergency shelter) needed in each Sonoma County region. This plan would not set a baseline of permanent supportive housing or rapid rehousing, as these are allocated countywide via Coordinated Entry). However, the CoC Board may wish to monitor the placement of PSH and RRH program units to accommodate some discretion in where clients prefer to be housed.

b. Assuming and incorporating funding for a **subregional street outreach model** that ensured that all areas of the county were covered by outreach that is of a specific quality and standard (i.e. caseloads of 1 SO team member per 25 clients, or ideally SO pairs with 2 CMs per 50 clients).

c. Assuming and incorporating funding for enhanced **Assertive Community Treatment (ACT) teams** that can triage and support the subregional street outreach network with higher-level interventions.

d. Assuming and incorporating funding for a **Mobile Support Team (MST) model** that ensured that all areas of the county were covered by behavioral and physical health supports that are of a specific quality and standard.

4. Estimate and reflect a **scaled model of PSH care and units**, whereby the existing and proposed PSH units are right-sized based on client vulnerability (i.e. some units will have

extensive, 24/7 care and supervision, other units may have lighter supportive services, and other units somewhere in between the two extremes). The LTFP would estimate the unit numbers and unit costs of these interventions.

5. Include **all of the above** (program costs and recurring and one-time revenues) in one regularly update-able model, possibly via Stella M or a similar product. The Plan itself, as well as the model, should be **iterative** based on conditions in the field.

We believe at this time that Stella M will provide much of the above, as would Andrew's model, and are anxious to bring that forward to the CoC Board in October (with a pre-review by the F&E Committee).

Lastly, noting again the 1st year goal of the Strategic Plan to have the Board adopt a Long-Term Funding Plan, we want to note and correct that the Board, while it has discussed Andrew Hening's long-term funding plan concepts, has not adopted the formal plan at this time. Division Director Kiff wants to correct his misstatement in this regard, where he noted to Teddie Pierce at the August 23, 2023 Board meeting that the Plan had been adopted in March 2023. It had not, and Dave apologizes for this mistake.

9. **Update on CoC Name Change Next steps:**
At the August 23rd, 2023 CoC Board meeting, a motion was made to direct staff to develop a proposal with various alternative name options for the CoC, with one of the options being to not have a name change at all. Staff are currently working on this and plan to bring the proposal back to the October 25th CoC Board meeting. In the meantime, please submit alternative name suggestions to Alea.tantarelli@sonoma-county.org.

Sonoma County Continuum of Care Board

Item: 4 Updates to Coordinated Entry Policies and Procedures

(Consent Calendar)

Date: September 27, 2023

Staff Contact: Hunter Scott Hscott@homefirstscc.org Thai Hilton thai.hilton@sonoma-county.org

Agenda Item Overview

HomeFirst will regularly provide updates to the Coordinated Entry policies and procedures. Attached is a description of the changes and the rationale for the change. This change was approved by the CEA on the September 6th meeting.

Recommendation

Approve the updates to the CE policies and procedures.

Change: A clarification that specific diagnoses and victim status are prohibited from being shared in CES HMIS data entry or live in the CES Case Conference.

Reasoning: This policy comes from VAWA regulations protecting the confidentiality of victims as well as CES regulations which prohibit using specific diagnoses to make prioritization decisions. As the number of people who attend Case Conference and have access to the CES programs has increased, the Operator believes these measures are protective of participants while still allowing the needed information to be shared to continue CE processes. This policy has already been in place in practice for several years, and this change merely adds it to the written CES Policies and Procedures.

Policy language below. Additions are highlighted.

Privacy Protections

The CoC ensures adequate privacy protections of all participant information per the HMIS Data and Technical Standards (CoC Interim Rule – 24 CFR 578.7(a)(8). All providers participating in Coordinated Entry must undergo training provided by the HMIS Technician II and CES Operator before gaining access to the CES By-Name-Lists. Participant consent is obtained in a uniform written release of information and is stored in a secure location. If the participant agrees to data sharing on their release of information, that release of information shall be uploaded into the CES dashboard on HMIS. Participants are informed of all cooperating agencies who may have access to their information for purposes of referral through the CE process. All users of HMIS in cooperating agencies in CE are trained by the HMIS Administrator and CES Operator on data collection, management, and reporting.

The CoC prohibits denying services to participants if they refuse their data to be shared <u>unless</u> Federal statute requires collection, use, storage, and reporting of a participant's personally identifiable information as a condition of program participation. The CoC only shares participant information and documents when the participant has provided written consent through the CES Release of Information.

<u>New language:</u> Staff shall not share specific diagnoses nor domestic violence victim status of participants when entering data into the CES programs in HMIS or participating in CES Case Conference. CES Cooperating Agencies share information on a need-to-know basis to protect confidentiality and safety of participants (in accordance with the Violence Against Women Act), and Coordinated Entry Systems are prohibited from making prioritization decisions based on a particular disability or diagnosis (HUD Notice CPD-17-01).

Sonoma County Continuum of Care Board
Agenda Report

Item No: 5

Subject: Report from the Lead Agency

1. CoC Funding Competition Application Submission
2. CoC Board & Membership Meeting Schedule

Meeting Date: September 27, 2023

Staff Contacts: Karissa White, Karissa.White@sonoma-county.org

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1 – CoC Funding Competition Application Submission:

Funding Source: Continuum of Care Program, Federal HUD Funding

CoC Staff are currently working on finalizing the 2023 CoC Competition Consolidated Application. This application is a requirement of the Collaborative Applicant, Sonoma County Department of Health Services, to receive these federal funds and will cover work that the CoC has done since the 2022 competition. As outlined with the local timeline, this application will be posted on our website no later than Monday, September 25th, along with the CoC New and Renewal Project Final Priority Listing, which was approved by the CoC Board on September 6, 2023. Once posted, we will share the information widely through the CoC Listserv and to the CoC Board. All 2023 CoC Competition information can be located on our website using the following link: https://sonomacounty.ca.gov/health-and-human-services/health-services/divisions/homelessness-services/continuum-of-care/continuum-of-care-competition

2 – CoC Board & Membership Meeting Schedule:

The November and December CoC Board meetings are being move up by one week due to their original proximity to major holidays. The November meeting will be held on *Wednesday, November 15th from 1:00pm-5:00pm* and the December meeting will be held on *Wednesday, December 20th from 1:00pm-5:00pm.*

Additionally, a Special CoC Membership meeting, with Board member elections, will be scheduled for *Wednesday, December 13th from 1:00pm-3:00pm*. This meeting will be held online.

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Sonoma County Continuum of Care Board
Agenda Report

Item No:	6
Subject:	Becoming a More Data-Informed System: Phase I: - Identifying the Proper Data Elements
Meeting Date:	September 27, 2023
Staff Contact:	Dave Kiff, Division Director, DHS Homelessness Services Division

SUMMARY

This item is an initial report to the Continuum of Care's (CoC) Governance Board on moving our system of care to one that is much more data informed. We see it as the first step in a three-part process – whereby the proper data elements are selected for use in evaluating program and system performance.

The Homelessness Services division has been working with Samantha Feld, an Evaluation Analyst with DHS, over the last couple of months to examine ways we can improve use of data to support CoC system improvement efforts. As part of this work, the Homeless Services team has been working on a process to identify a set of system-level and program-specific performance measures that will be used to regularly monitor the system/programs, communicate a story to a broad audience, and support ongoing program improvement.

Using the framework of Results Based Accountability (RBA), the team has gone through a process to identify and prioritize high quality performance measures (including those recommended by US HUD, State HCD, and the CoC's own Strategic Plan) to develop a proposed plan for how we anticipate reviewing and using these measures to support program/system improvement.

RECOMMEDED ACTION

Staff Recommendation: Adopt proposed data elements (this is recommended because the Lead Agency staff believes that this process has been interactive and robust already, and we'd like to move along to the Phase II (Data Visualization) component of this effort).

Alternative Recommendation: Present proposed data elements to the Funding & Evaluation Committee to review and bring back in October to the CoC Board for approval.

DISCUSSION

In June 2023, in an attempt to follow the direction of the CoC Board and the Funding and Evaluation Committee, the Lead Agency staff formed an internal committee to identify data elements that could be used to improve use of data to improve the system of care in Sonoma County.

We approached this large effort as if it were in three phases:

- **PHASE 1** – Decide **which data elements** to use to evaluate system and program performance (to ultimately inform program and funding decisions).
- **PHASE 2** – How the data is used to educate and inform the public. This is the **data visualization** piece (planned to be brought to the CoC Board in October 2023.
- **PHASE 3** – **How the data elements are used to inform System of Care decisions** – how the data elements are presented, who and what is recommended for funding, and what quality of analysis goes into that. This needs to be done before the close of 2023 and be part of how the FY 24-25 Local Homelessness Services NOFA is developed, issued, and scored.

The proposed performance measures are Phase 1's efforts. They are intended to support the CoC and system partners in understanding how well the system and individual programs (such as RRH, PSH, ES, SO, Homelessness Prevention, and Coordinated Entry) are functioning, by answering these questions: "how much are we doing?", "how well are we doing it?" and "is anyone better off?"

Staff first identified possible measures for the overall CoC system and programs, considering HUD system performance measures, State Interagency Council on Homelessness/HHAP-4's recommended metrics, metrics from the 2023-2027 strategic plan, and beyond. To identify the highest quality and most impactful measures, the team utilized a framework from Results Based Accountability (RBA) to review and rank each measure against three criteria:

- **Communication power:** how well does the measure communicate to a broad audience?
- **Importance power**: how directly relevant is the measure to the work/program?
- **Data power**: to what extent are reliable data readily available?

The measures in this proposal reflect those highest ranked measures. Data on performance measures will be disaggregated by race/ethnicity and gender and program-level measures will be broken out by individual provider for each project type. Staff engaged our service provider group as well as Committee and Board members who have expressed an interest in developing system-level and program-specific performance measures.

We look forward to hearing the Board's input on the Phase I effort, and, if approved, moving towards Phases II and III before the close of calendar year 2023.

Internal Committee: Samantha Feld, Michael Gause, Chuck Mottern, Adam Siegenthaler, Daniel Overbury-Howland, Karissa White, David Hiett, Thai Hilton & Alea Tantarelli.

ATTACHMENTS

A. Proposed list of system-level and program-specific performance measures and proposed use of measures
B. RBA Performance Measure Prioritizations Worksheet (Original list of system-level and program-specific performance measures - brainstorm)
C. Results-Based Accountability (RBA) Overview: https://share.sonoma-county.org/link/B5-ZU5usXLI/

Attachment A
Proposed CoC Performance Measures

Performance measures will include data from any HMIS-participating programs. All measures will be disaggregated by race/ethnicity and gender unless specified otherwise. Program-specific performance measures will also be broken out by provider within each project type.

1. Overall CoC/System Performance Measures	What are we measuring	Related metric
1A. Total number of unique households & unique number people served in the homeless system during the 12 months	How much	HUD's SPM #3 and CA HHAP-4's metric I
1B. What is the total number of beds that exist in the CoC system broken down by: - Target Population (chronically homeless, veteran, TAY) - Bed Type (single adult/family/youth) - Project Type (ES, TH, PSH, RRH & OPH)	How much	
1C. What is the median amount of time spent homeless before entering the system, among all who entered the system during the last 12 months	How much	HUD's SPM #1, CA HHAP-4's metric IV, and the Sonoma County CoC Strategic Plan's metric #3
1D. What is the delta (difference) between the *system inflow* (# of individuals newly homeless or returned to homelessness) and *outflow* (# individuals exiting homelessness) by month, over the last 12 months	How well	HUD's SPM #3
1E. What is the number and proportion of first-time homeless individuals who entered the HS system during the last 12 months	How well	HUD's SPM #5, CA HHAP-4's metric II
1F. What is the number and percentage of individuals who returned to the homeless system within 2 years* of exiting to permanent housing *Data will be available for a range of time periods; we anticipate that data for this measure will be displayed via an interactive dashboard where the user can select the time frame of interest.	How well/ Better off	HUD's SPM #2, CA HHAP-4's metric V, and SP metric #4
1G. What is the number of households that exited to permanent housing or retained permanent housing in the last 12 months	Better off	HUD's SPM #7, CA HHAP-4's metric III, SP metric #1, #2
1H. What is the number and percent of individuals who increased their income (from any source including public benefits) during the last 12 months	Better off	HUD's SPM #4, SP metric #5

Program-Specific Performance Measures

Performance measures will include data from any HMIS-participating programs. All measures will be disaggregated by race/ethnicity and gender unless specified otherwise. These measures below will also be broken out by individual provider within each project type.

2. Rapid Rehousing Performance Measures	What are we measuring	Related metric
2A. How many unique individuals have been housed through Rapid Rehousing services in Sonoma County during the last 12 months	How much	HUD's SPM #3 and CA HHAP-4's metric I
2B. What are the number and percentage of people enrolled in RRH who were housed through RRH in the last 12 months	How well	
2C. What is the number and percentage of individuals who return to homelessness within 2 years after exiting to permanent locations from RRH services *Data will be available for a range of time periods; data for this measure will be displayed via an interactive dashboard where the user can select the time frame of interest.	Better off	HUD's SPM #2, CA HHAP-4's metric V, and SP metric #4
2D. What is the number and percentage of people who exited to permanent housing from the RRH program and retained housing at each year end	Better off	HUD's SPM #7, CA HHAP-4's metric III, SP metric #1, #2
2E. What is the number and percentage of people who increase their income from any source including public benefits, while participating in Rapid Re-housing programs, during the last 12 months	How well/ Better off	HUD's SPM #4, SP metric #5

3. Emergency Shelter and Interim Housing Performance Measures (ES)	What are we measuring	Related metric
3A. What is the total number of unique individuals who have utilized Emergency Shelter stays during the last 6 months	How much	HUD's SPM #3 and CA HHAP-4's metric I
3B. What is percentage of all individuals who have utilized ES during the last 12 months who are enrolled in Coordinated Entry	How well	
3C. What is the percentage of ES beds utilized, by month, over the last 12 months (i.e., sum of total bed stays divided by sum of possible available bed stays)	How well	
3D. What is the number and percentage of people who had an Emergency Shelter stay of greater than 6 months, among those who exited ES during the last 12 months	How well	
3E. What is the number and percentage of participants exiting ES in the last 12 months who exit to permanent housing	Better off	HUD's SPM #7, CA HHAP-4's metric III, SP metric #1, #2

9/21/23

4. Permanent Supportive Housing (PSH) Performance Measures	What are we measuring	Related metric
4A. What is the number of unduplicated individuals placed into PSH during the last 12 months	How much	HUD's SPM #3 and CA HHAP-4's metric I
4B. What is the median length of time spent homeless, before entry to PSH, among all who accessed PSH during the last 12 months	How well	HUD's SPM #1, CA HHAP-4's metric IV, and the Sonoma County CoC Strategic Plan's metric #3
4C. What is the median amount time between first contact with the HS system and accessing PSH, among all who accessed PSH within the last 12 months	How well	
4D. What is the delta (difference) between the number of chronically homeless individuals on the By Names List and the number of PSH units that exist in the continuum, by month	How well	
4E. What is the number and percentage of people in PSH who retain or obtain permanent housing during the last 12 months	Better off	HUD's SPM #7, CA HHAP-4's metric III, SP metric #1, #2
4F. What is the number and percentage of people in PSH who return to homelessness within 2 years *Data will be available for a range of time periods; data for this measure will be displayed via an interactive dashboard where the user can select the time frame of interest.	Better off	HUD's SPM #2, CA HHAP-4's metric V, and SP metric #4
4G. What is the number and percentage of individuals who increase their income from any source including public benefits, among those who leave PSH during the last 12 months	Better off	HUD's SPM #4, SP metric #5

5. Street Outreach Performance Measures Note: these measures have been developed with a new model for street outreach in mind. Some data are not readily available yet but are in development.	What are we measuring
5A. What is the percentage of people engaged in SO who are enrolled in CE, during the last 12 months	How well
5B. What is the percentage of individuals engaged with SO within last 12 months who exit to an indoor location, broken out by temporary housing and permanent housing	Better off
5C. What is the number of unique clients who are assisted with document readiness during the last 12 months *note: the definition and process for tracking 'document readiness' is to be developed. This could be tracked through the BNL.	How much
5D. What is the number of people who are engaging with multiple street outreach programs, at the same time, during the last 12 months	How well
5E. What is the percent of people contacted by SO who have refused services *note: do not have a way currently to document and track refusals, however the BNL in development will capture this.	How well
5F. What is the median length of time from engagement with SO to document readiness *note: the definition and process for tracking 'document readiness' is to be developed. This could be tracked through the BNL.	How well

6. Prevention Performance Measures	What are we measuring	Related metric
Note: Currently the County is considering shifting to a new prevention model, as existing prevention programs are limited and decentralized. **Data not readily currently available on existing prevention programs.** Measures proposed below would pertain to *future* prevention programs. Additionally, as the program is further built out, measures may be revised or added accordingly.		
6A. What is the number of unique individuals and households served through prevention programs during the last 12 months, broken down by the type of prevention services provided (e.g., utility assistance, case management, etc.)	How much	HUD's SPM #3 and CA HHAP-4's metric I
6B. What is the unique number of individuals & household assessed for prevention during the last 12 months	How much	HUD's SPM #3 and CA HHAP-4's metric I
6C. What is the average subsidy amount provided per household, among those receiving assistance	How much	
6D. What is the median length of time from engagement to assistance, among those receiving assistance during the last 12 months	How well	
6E. What is the number and percentage of people assessed for prevention who were denied assistance, and later entered the HS system	How well	
6F. What is the percentage of individuals who enter homeless service system after receiving HP assistance within 12 & 24 months of receiving assistance, broken out by prevention type (e.g., utility assistance, case management, etc.) Note: Prevention "types" will need to be categorized and tracked under the new prevention model.	Better off	

7. Coordinated Entry Performance Measures	What are we measuring	Related metric
Note: CE provider has already developed an evaluation report with detailed performance measures reported out on a quarterly basis, per CES policies and procedures. These measures below reflect a subset of the measures included in the more detailed reporting.		
7A. What is the number of individuals assessed during the calendar year • Broken out by race/ethnicity, gender, age group • Broken out by TAY, families, individuals • Broken out by prioritization scores	How much	HUD's SPM #3 and CA HHAP-4's metric I
7B. What is the number and percentage of those assessed during the year who are prioritized for housing • Broken out by race/ethnicity, gender, age group • Broken out by TAY, families, individuals	How much	
7C. What is the percentage of individuals enrolled in CE who are referred to housing by acceptance status (accepted or rejected) • Broken down by program • Broken by race/ethnicity	How well	
7D. What is the percentage of clients enrolled in CE who exit to housing during the year	Better off	

• Broken out by race/ethnicity, gender, age group • Broken out by TAY, families, individuals		
7E. What is the median amount of time it takes for a person to move through the CE system across the following stages: • time spent homeless until identification* • from identification to assessment (among those assessed* • from assessment to housing referral (among those referred) • from referral to housing (among those with a move-in date), broken out by project type *For these stages, data are not currently available. Intend to develop the ability to track through the BNL.	How well	

Proposal for CoC System and Program Performance Measures

What is the purpose for selecting these system and program-level performance measures?
As shared at the CoC Board Meeting in June 2023, Homelessness Services staff have been working on establishing ways to better use data to support system improvement efforts. The proposed performance measures, shown above, will support the CoC and system partners in understanding how well the system, programs (RRH, PSH, ES, SO, Prevention, CE) and individual providers are functioning, by answering these questions: "how much are we doing?", "how well are we doing it?" and "is anyone better off?"

How were these performance measures selected?
A workgroup of staff from DHS Homelessness Services and Program Planning and Evaluation Analysts with DHS Administration met over several months to review many possible measures that could be used to monitor system and program performance, support program improvement, and be incorporated in future funding competitions. Staff first brainstormed possible performance measures for the overall CoC system and 6 individual programs, considering HUD system performance measures, HHAP-4's recommended metrics, metrics from the 2023-2027 strategic plan, and beyond. To identify the highest quality and most impactful measures, the team utilized a framework from Results Based Accountability (RBA) to review and collectively rank each measure against three criteria:

- **Communication power:** how well does the measure communicate to a broad audience?
- **Importance power**: how directly relevant is the measure to the work/program?
- **Data power**: to what extent are reliable data readily available?

Those highest ranked measures are the performance measures shared in the tables above. These proposed measures were shared with a workgroup of Service Providers for review over two feedback sessions. Additionally, Committee and Board members who have expressed an interest in developing system-level and program-specific performance measures were engaged, with feedback incorporated into this proposal.

Once performance measures are reviewed and confirmed by the CoC Board, the expectation is that these will not change over time, to allow for monitoring of trends over time.

How will these performance measures be used?
Homelessness Services will utilize RBA's "Turn the Curve" process for continuous quality improvement, by bringing together stakeholders/providers from each program (RRH, PSH, SO, ES, Prevention, CE) twice a year for a facilitated discussion and review of the performance measures for the respective program. At these twice-yearly meetings, staff and partners will together review trends in the data, discuss reasons for why we might be seeing certain trends including areas where racial or other inequities exist, and highlight successes and barriers/challenges. During these meetings, the group will identify 1-3 proposed strategies to implement to "turn the curve" to support program improvement. Then, at the following meeting, the group will again revisit the data, debrief the program improvement strategies, and consider modifications needed for the next 6 months. These "Turn the Curve" discussions, facilitated by HS staff, will occur on a rotating basis, with one program covered per month.

The purpose of these group meetings is to support continuous program improvement. The spirit of these meetings is intended to be supportive, open, and collaborative, rather than punitive or to single out a particular provider. The intent is to exchange ideas, come up with creative solutions, and engage in honest dialogue about barriers and successes.

If there are specific performance concerns regarding performance of a provider, a parallel CAP process will be in place to address concerns, with one-on-one conversations to occur with the provider.

At present, benchmarks for these measures have not been established. Review of baseline and trend data would be needed prior to setting any benchmarks. This could be completed by the Funding and Evaluation committee in the future once data have been analyzed and reviewed, taking into account guidance such as from the National Alliance to End Homelessness' recommended performance benchmarks.

How will data on performance measures be shared and reported?
Most performance measures proposed are available in HMIS and can be reported on by HS staff, unless otherwise noted in the tables below. Some data will be accessed through the new By Names List (BNL) process which is currently under development and will be incorporated in the performance measures reporting as soon as they are available. HS staff will analyze and report on the performance measures, including trends, to support each "Turn the Curve" discussion with program providers.

The CoC Board will receive updated data on the performance measures, along with the updates from the Turn the Curve discussions with program stakeholders.

Specifics on the reporting format and location are to be determined during the next phase of this process. However, the expectation is that data, including the trends over time, will be available to the CoC board, system stakeholders and the public, likely through an online, interactive dashboard where users can view system and program-level measures, disaggregated and for a range of time periods. Once measures are confirmed, more detailed documentation, including a dictionary of the data definitions will be developed.

How will these performance measures be incorporated in the upcoming 2024-2025 NOFA process?
The NOFA will specify the system-level and program-specific performance measures adopted by the CoC that will be used to monitor system performance and support program improvement. The NOFA will state that applicants are expected to participate in the bi-annual data reviews and program improvement discussions, and that this work should be built into staff time. For existing service providers applying for continued funding, NOFA application scoring will take into account providers' past performance, though specifics on NOFA application scoring are to be determined as the 2024-2025 NOFA is drafted in the weeks ahead.

ATTACHMENT B

Types of Performance Measures: What Are We Measuring?

HOW MUCH did we do? These performance measures describe the services that the program/initiative provided for its clients.
Examples:
- # clients served in a given time period
- # of services delivered in a given time period
- How many individuals engaged in housing crisis response during the FY?
- What proportion of individuals served by Street Outreach during the FY are chronically homeless?
- What is the unduplicated count of individuals serviced in PSH program during the FY?

How WELL did we do it? To what extent was the activity performed well. Examples:
- What proportion of households served in RRH moved into permanent housing within 2 months?
- How long are people remaining homeless after program entry on average?
- What is the average length of participation in transitional housing?

Is anyone BETTER OFF? How we know, in measurable terms, if anyone is better off. Examples:
- What proportion of adults in Program X maintained or increased their income?
- What proportion of individuals who exited Program X returned to homelessness?
- What proportion of participants from program X successfully exited to permanent housing?

RATING CRITERIA

Criteria	High	Medium	Low
Communication Power Performance Measure communicates to a broad range of audiences	• Uses clear language • Passes the public square test	• Language imprecise or unclear • Uses phrases that might only make sense to those connected to the work	• Contains acronyms • Uses jargon • Complex concepts make it difficult to catch on first read
Importance Power Performance Measure rises above others in its ability to provide performance information about the strategy/program/initiative	• Strong association to the work • As Performance Measure improves, other associated measures also improve	• Moderate association to the work (in relation to other measures connected to the work)	• Weak association to the work • Does **not** bring other measures along with it
Data Power Quality data available on a timely basis	• Data is available • Data has high integrity • Data is cost-effective to produce and collect	• Data available but maybe not on a regular basis • Data does not have high reliability, but the data collection is done in a way that is formulaic • Data neither expensive nor cheap to generate	• Data not currently available • Data validity is questionable • Data costly to generate

PERFORMANCE MEASURES BRAINSTORM AND PRIORITIZATION

The tables that follow displays the brainstormed list of possible performance measures that help tell the story of the overall system and individual programs and can answer the questions: "How much did we do?", "How well are we doing it?" or "Is anyone better off?" Performance measures are broken out by (1) overall CoC system measures and (2) individual programs.

Measures were review and prioritized based on these criteria: (A) communication power: how well the measure communicates to a broad audience; (B) importance power: how strongly is the measure associated with the work/program/initiative, and (C) data power: how readily available is high quality, reliable data. Measures were rated as High (H), Medium (M), and Low (L).

Performance Measure (PM)	What does this measure? - **HOW MUCH** did we do? - How **WELL** are we doing it? - Is anyone **BETTER OFF**?	Communication Power Does the PM communicate to a broad audience?			Importance Power How strongly associated is the measure to work/program?			Data Power To what extent is quality data readily available?			Notes
CoC / Overall System											
(Overall System) Total # of households and # people served in the homeless system during the last fiscal year, broken out by race/ethnicity	How much	**H**	M	L	**H**	M	L	**H**	M	L	Served = anyone with any activity in HMIS during period
(CoC) Count of how many beds exist in the system broken down by: - Target Population (chronically homeless, veteran, TAY) - Bed Type (single adult/family/youth) - Project Type- ES, TH, PSH, RRH & OPH	How much	**H**	M	L	**H**	M	L	**H**	M	L	
Delta between system inflow (# of individuals newly homeless or returned to homelessness during [month] and outflow (# individuals exiting homelessness during [month], over time	How well	**H**	M	L	**H**	M	L	**H**	M	L	speaks to the front end as well as how well we're doing; important for policy. Used in BTZ dashboard
(Overall System) Returns to the Homeless System Trend- Percent of households that returned to the homeless system within six months of exiting to a permanent destination within each of the past two years.	Better off	**H**	M	L	**H**	M	L	**H**	M	L	2 year time period aligns with HUD
(Overall System) Exits to Permanent Destinations Trend- Number of households that exited from the homeless system within each of the past three years.	Better off	**H**	M	L	H	**M**	L	**H**	M	L	

Results-Based Accountability
Performance Measure Prioritization Worksheet

Performance Measure (PM)	What does this measure? - **HOW MUCH** did we do? - How **WELL** are we doing it? - Is anyone **BETTER OFF**?	Communication Power Does the PM communicate to a broad audience?			Importance Power How strongly associated is the measure to work/program?			Data Power To what extent is quality data readily available?			Notes
(Overall System) Exits to Permanent Destinations Trend- percent of households (among all exits) that exited to permanent destinations within each of the past three years.	Better off	H	**M**	L	H	**M**	L	**H**	M	L	requires some explanation; inactivity
Time between Coordinated Entry Assessment (HMIS 4.19) and CE Referral by Project Type (HMIS 4.20)	How well	H	M	**L**	H	**M**	L	**H**	M	L	CE event: going away in Oct.
(Overall System) Exits by Destination- Percent of households that exited to each destination within the permanent, temporary, and unknown destination types	How well	H	M	**L**	H	M	**L**	H	**M**	L	not as clear; perhaps more utility in this measure at the project level
(Overall System) Returns by Destination- The percentage of households that returned within six months of exiting the homeless system to permanent, temporary, or unknown destinations.	How well	H	M	**L**	H	M	**L**	H	**M**	L	
Client Well-being (C1) at entry and exit (this was new for FY2022)	Better off	H	M	**L**	H	M	**L**	**H**	M	L	moving away from this assessment tool; if we care about wellbeing, could consider 6mo F/U or other life factors that contribute to wellbeing.
W5 Housing Assessment at Exit	Better off	H	M	**L**	H	M	**L**	**H**	M	L	More info needed to understand what we're aiming to capture here
W1 Services Provided	How much	H	M	L	H	M	L	H	M	L	may not be widely used for all funding streams

Results-Based Accountability
Performance Measure Prioritization Worksheet

Performance Measure (PM)	What does this measure? - **HOW MUCH** did we do? - How **WELL** are we doing it? - Is anyone **BETTER OFF**?	Communication Power Does the PM communicate to a broad audience?			Importance Power How strongly associated is the measure to work/program?			Data Power To what extent is quality data readily available?			Notes
Program: Rapid Rehousing											
Number of people (unique individuals) who are housed through Rapid Rehousing services in Sonoma County during the last fiscal year, disaggregated by race/ethnicity	How much	**H**	M	L	**H**	M	L	**H**	M	L	note should also look at scores for CE by race/ethnicity
Percentage of people served through RRH who are also housed through RRH services during the last fiscal year	How well	**H**	M	L	**H**	M	L	**H**	M	L	housed = have housing move in date during enrollment
Number (and %) of people who successfully graduated from RRH who returned to homelessness within 12 months	Better off	**H**	M	L	**H**	M	L	**H**	M	L	Could consider looking at 6 and 24 mos as well (NOFA)
Number (and %) of people who successfully graduated from the program and retained housing at each Fiscal Year end	Better off	**H**	M	L	**H**	M	L	**H**	M	L	Speaks to success; will be useful when comparing programs
Number of people who increase income from any source while participating in Rapid Re-housing programs during the last fiscal year	Better off	**H**	M	L	H	**M**	L	**H**	M	L	Noting that trend data will be useful
Of people housed through RRH, what is the avg length of time between enrollment and housing move-in date	How well	H	**M**	L	**H**	M	L	**H**	M	L	general public may not be as clear on what the dates mean – decided 8/18: more important as an INTERNAL measure
Number of Rapid Re-housing participants accessing deposit assistance along with using a housing voucher	How well	H	**M**	L	H	**M**	L	H	M	**L**	small # of ppl who would even qualify for this; Should track for reporting to state/federal
Number of units are available (inventory) for Rapid Re-housing participants by region (Northern, Southern, Eastern, Western, Central-101 corridor) Sonoma County	How much	H	M	**L**	H	M	**L**	H	M	**L**	More challenge to collect the data (manual follow up); tied to CE

Results-Based Accountability
Performance Measure Prioritization Worksheet

Performance Measure (PM)	What does this measure? - HOW MUCH did we do? - How WELL are we doing it? - Is anyone BETTER OFF?	Communication Power Does the PM communicate to a broad audience?			Importance Power How strongly associated is the measure to work/program?			Data Power To what extent is quality data readily available?			Notes
Current Living Situation (HMIS 4.12) - what type of living situation are people coming from upon entry to RRH	Better off	H	M	L	H	M	**L**	H	M	L	Speaks to where people are coming from, more CE related. Current dashboard shows a breakout
Program: Emergency Shelter and Interim Housing											
Number of persons (deduplicated) utilizing Emergency Shelter stays in total during a 6 month period, disaggregated by race/ethnicity	How much	**H**	M	L	**H**	M	L	**H**	M	L	could consider a more seasonal period
% of chronically homeless individuals in ES who are enrolled in Coordinated Entry	How well	**H**	M	L	**H**	M	L	**H**	M	L	how well are we connecting ppl; confirm time period
% of ES beds utilized, by month (sum of total bed stays divided by sum of possible available bed stays)	How well	**H**	M	L	**H**	M	L	**H**	M	L	May reconsider time period; months may parse out seasonality
Number and % of participants exiting ES in the last 12 months with subsequent entries to permanent housing	Better off	**H**	M	L	**H**	M	L	**H**	M	L	all permanent destinations
Number and percentage of people exiting ES in the last 12 months and returning to homelessness	Better off	**H**	M	L	H	**M**	L	H	M	L	Update 8/18: remove.
Number and percentage of participants in ES who maintained or increased their income during the fiscal year	Better off	**H**	M	L	**H**	M	L	H	M	L	
Number of persons utilizing Emergency Shelter stays for over 6 month, among those who have exited ES	How well	**H**	M	L	H	**M**	L	H	M	L	6+ months higher priority
Number of persons utilizing Emergency Shelter stays for 3 to 6 months, among those who have exited ES	How much	H	M	**L**	H	M	**L**	H	M	L	
Number of persons utilizing Emergency Shelter stays for up to three months, among those who have exited ES	How much	H	M	**L**	H	M	**L**	H	M	L	

Results-Based Accountability
Performance Measure Prioritization Worksheet

CLEAR IMPACT
reach your peak

Performance Measure (PM)	What does this measure? - HOW MUCH did we do? - How WELL are we doing it? - Is anyone BETTER OFF?	Communication Power Does the PM communicate to a broad audience?			Importance Power How strongly associated is the measure to work/program?			Data Power To what extent is quality data readily available?			Notes
Number of Emergency Shelter participants with subsequent entries to Rapid Re-housing	How well	H	**M**	L	H	M	**L**	**H**	M	L	not necessary; encompassed above
Number of TAY Youth utilizing Emergency Shelter stays in total (subset of total ES stayers)	How much	H	M	**L**	H	M	**L**	**H**	M	L	TAY typically don't use ES; lower importance
Number of TAY Youth utilizing Emergency Shelter stays for over 6 month	How much	H	M	**L**	H	M	**L**	**H**	M	L	
Number of TAY youth utilizing Emergency Shelter stays for 3 to 6 months	How much	H	M	**L**	H	M	**L**	**H**	M	L	
Number of TAY youth utilizing Emergency Shelter stays for up to three months	How much	H	M	**L**	H	M	**L**	**H**	M	L	
#/% of people coming into ES from permanent housing (Current Living Situation (HMIS 4.12))	How much	H	M	**L**	H	M	**L**	**H**	M	L	where people are coming from (status); usually don't go straight from permanent → shelter
Sum of Bed-Night Date (HMIS 4.14): total number of days utilized during a given period (last year)	How much	H	**M**	L	H	M	**L**	**H**	M	L	% utilized captures this (sum of bed nights is the numerator)
Program: Permanent Supportive Housing	**What does this measure?** - HOW MUCH did we do? - How WELL are we doing it? - Is anyone BETTER OFF?	**Communication Power** Does the PM communicate to a broad audience?			**Importance Power** How strongly associated is the measure to work/program?			**Data Power** To what extent is quality data readily available?			**Notes**
# unduplicated individuals placed into PSH, disaggregated by race/ethnicity	How much	**H**	M	L	**H**	M	L	**H**	M	L	
Average length of time spent homeless before entry to PSH	How well	**H**	M	L	**H**	M	L	**H**	M	L	
Length of time to housing: Average amount time between entry into the system to accessing to PSH, among all who accessed PSH within the past year	How well	**H**	M	L	**H**	M	L	**H**	M	L	time between entry to system (any documented activity in HMIS)

Results-Based Accountability
Performance Measure Prioritization Worksheet

Performance Measure (PM)	What does this measure? - **HOW MUCH** did we do? - How **WELL** are we doing it? - Is anyone **BETTER OFF**?	Communication Power Does the PM communicate to a broad audience?			Importance Power How strongly associated is the measure to work/program?			Data Power To what extent is quality data readily available?			Notes
											and date of move in Efficiency metric; more of interest to staff/system than the public. Report on this to BTZ
Retention: Number and percentage of people in PSH who retain or obtain permanent housing during the year	Better off	**H**	M	L	**H**	M	L	**H**	M	L	only have PSH data for programs in our funding sphere *typically 92-96%
Returns to homelessness: Number and percentage in PSH who return to homelessness (at 6, 12, 24 months and overall)	Better off	**H**	M	L	**H**	M	L	**H**	M	L	this HUD measure is also used for other programs
Income measurement: #/% increase income (from any source) among those who leave PSH during the fiscal year	Better off	**H**	M	L	H	**M**	L	**H**	M	L	
Supply/demand (availability): delta between # chronically homeless individuals on the by-names list and # PSH units (in the continuum)	How well	**H**	M	L	**H**	M	L	H	**M**	L	doable but more challenging. Note there are PSH units that are outside of the system. Ideally we include counts for entire community
What is the % of people using move-on vouchers upon exit from PSH	Better off	H	**M**	L	**H**	M	L	**H**	M	L	captures those "graduating" PSH Update 8/18: remove - Valuable for internal/staff to know about how well leveraging vouchers, but not necessarily for widespread communication Or: could be value in looking at - people who receive a voucher, leave

Results-Based Accountability
Performance Measure Prioritization Worksheet

CLEAR IMPACT reach your peak

Performance Measure (PM)	What does this measure? - HOW MUCH did we do? - How WELL are we doing it? - Is anyone BETTER OFF?	Communication Power Does the PM communicate to a broad audience?			Importance Power How strongly associated is the measure to work/program?			Data Power To what extent is quality data readily available?			Notes
											PSH, and return to PSH in 12 mos
Exit types: distribution (#/%) of locations to where individuals exit after leaving PSH, among exits from the last fiscal year	How well	H	**M**	L	H	**M**	L	**H**	M	L	many categories but can be rolled up (perm, temp, institution);
Income measurement: #/% who increase income (from any source) while in PSH during the fiscal year	Better off	**H**	M	L	H	M	**L**	**H**	M	L	captured for CoC unearned/earned
# clients in PSH by geography/location (based on where they initially accessed services)	How much	H	**M**	L	H	M	**L**	**H**	M	L	dont have PSH in all areas in the county
% of people who were placed into housing in the geographic region from where they came	How well	H	**M**	L	H	M	**L**	H	**M**	L	challenge to define/ characterize across region
# individuals in PSH who get connected to MH and or health services	How much	H	**M**	L	H	**M**	L	H	M	**L**	we do not capture this
# instances of contact with emergency services providers or law enforcement among individuals in PSH	How well	H	**M**	L	H	**M**	L	H	M	**L**	we do not capture this
Referrals/linkages to other services: # of people in PSH who get connected to other services in the community	How much	H	M	L	H	M	L	H	M	**L**	Not available but would be useful info
# people in PSH who receive other non cash benefit source	How much	H	**M**	L	H	M	**L**	**H**	M	L	separate from income, used for CoC program
# PSH units available in the community, by source/type	How much	H	M	L	H	M	L	H	M	L	Redundant if above is captured
Current Living Situation (HMIS 4.12)	Better off	H	M	L	H	M	L	H	M	L	most all coming from homelessness, but some from institutions, or RRH
W2 Financial Assistance - HOPWA	How much	H	**M**	L	H	M	**L**	H	M	L	only applies to 1 program in continuum

Results-Based Accountability
Performance Measure Prioritization Worksheet

Performance Measure (PM)	What does this measure? - HOW MUCH did we do? - How WELL are we doing it? - Is anyone BETTER OFF?	Communication Power Does the PM communicate to a broad audience?	Importance Power How strongly associated is the measure to work/program?	Data Power To what extent is quality data readily available?	Notes
Program: Street Outreach					
What is the proportion of people engaged in SO who are enrolled in CE, during the last fiscal year	How well	**H** M L	**H** M L	**H** M L	ESG requirement
What is the proportion of individuals engaged with SO who exit to indoor location (temporary housing)	Better off	**H** M L	**H** M L	**H** M L	TBD if we look at this at the provider level - will be skewed
What is the proportion of individuals engaged with SO who exit to indoor location (permanent housing)	Better off	**H** M L	**H** M L	**H** M L	~12% have gone to permanent housing
What is the number of unique clients who are assisted with document readiness during the fiscal year	How much	**H** M L	**H** M L	H M **L**	Need to define doc readiness and develop a way to track this
What is the number of people who are engaging with multiple street outreach programs, at the same time, during a given time period	How well	H **M** L	**H** M L	**H** M L	Coordination/ duplication of svcs; more internal value
What is the percent of people contacted by SO who have refused services	How well	**H** M L	**H** M L	H M **L**	Speaks to system gaps; don't have a way to track refusals
What is the average length of time from engagement with SO to document readiness	How well	**H** M L	**H** M L	H M **L**	Need to define and develop a way to track doc readiness
Number of unduplicated clients engaged in SO during the fiscal year, by race/ethnicity	How much	H **M** L	H **M** L	**H** M L	subregional approach, different types of interactions; engagement = 1st date of enrollment in SO
Number of unique contacts made by SO during the fiscal year	How much	H **M** L	H **M** L	**H** M L	
number of clients who engage in services after initially refusing services.	How well	H **M** L	H M **L**	H M **L**	Not tracking refusal; would need to start new

Results-Based Accountability
Performance Measure Prioritization Worksheet

Performance Measure (PM)	What does this measure? - **HOW MUCH** did we do? - How **WELL** are we doing it? - Is anyone **BETTER OFF**?	Communication Power Does the PM communicate to a broad audience?	Importance Power How strongly associated is the measure to work/program?	Data Power To what extent is quality data readily available?	Notes
					tracking
Percentage of people on a caseload who exit to destination during [Amount of time TBD] (caseload throughput)	How well	H **M** L	**H** M L	H M **L**	Concept of caseworkers assigned to specific people - streamlining coordination; could be captured via by names process
Number of CE assessments completed.		H M L	H M L	H M L	Better measure articulated above: % engaged who enroll in CE
Program: Prevention (one-time financial assistance) Note: Currently the County is considering a new prevention model, and existing prevention programs are limited and decentralized. Data not currently available on existing prevention programs. Measures proposed below would pertain to *future* prevention programs.	What does this measure? - **HOW MUCH** did we do? - How **WELL** are we doing it? - Is anyone **BETTER OFF**?	Communication Power Does the PM communicate to a broad audience?	Importance Power How strongly associated is the measure to work/program?	Data Power To what extent is quality data readily available?	Notes
Number of individuals & households served during the FY	How much	**H** M L	**H** M L	tbd	*new model, not currently tracked
Number of individuals & household assessed during the FY	How much	**H** M L	**H** M L	tbd	
Average subsidy amount provided per household	How much	**H** M L	**H** M L	tbd	
Of all subsidies provided during the FY what is the distribution of the subsidy type	How much	**H** M L	H **M** L	tbd	Update 8/18: remove
Average length of time from engagement to assistance	How well	**H** M L	**H** M L	tbd	can't give assistance until they have a 14 day pay or quit notice
% of people assessed who were denied assistance and later entered the HS system	How well	**H** M L	**H** M L	tbd	

Performance Measure (PM)	What does this measure? - **HOW MUCH** did we do? - How **WELL** are we doing it? - Is anyone **BETTER OFF**?	Communication Power Does the PM communicate to a broad audience?	Importance Power How strongly associated is the measure to work/program?	Data Power To what extent is quality data readily available?	Notes
% of individuals who enter homeless service system after receiving HP assistance within 12 & 24 months of receiving assistance	Better off	**H** M L	**H** M L	H **M** L	field: have you been engaged in some type of prevention (one-time assistance) in the past? Feasible but some complexity
% of individuals who are vulnerable (this would need to be defined) who receive assistance.	How well	H M L	H M L	H M L	Captured above on how tool is functioning… tool will determine who is "vulnerable"

Program: Coordinated Entry	What does this measure? - **HOW MUCH** did we do? - How **WELL** are we doing it? - Is anyone **BETTER OFF**?	Communication Power Does the PM communicate to a broad audience?	Importance Power How strongly associated is the measure to work/program?	Data Power To what extent is quality data readily available?	Notes
Number of individuals assessed during the FY - Broken out by race/ethnicity, gender, age - Broken out by TAY, families, individuals - Broken out by prioritization scores	How much	**H** M L	**H** M L	**H** M L	question: are all enrolled assessed? mostly all assessed but not always.
Number and % of those assessed during the FY who are prioritized for housing - Broken out by race/ethnicity, gender, age - Broken out by TAY, families, individuals	How much	**H** M L	**H** M L	**H** M L	
% of individuals enrolled in CE who are referred to housing by acceptance status (accepted or rejected) - Broken down by program - Broken by race/ethnicity	How well	**H** M L	**H** M L	**H** M L	
% of clients enrolled in CE who exit to housing during the FY - Broken out by demographics - Broken out by TAY, families, individuals	Better off	H **M** L	**H** M L	**H** M L	

Results-Based Accountability
Performance Measure Prioritization Worksheet

Performance Measure (PM)	What does this measure? - **HOW MUCH** did we do? - How **WELL** are we doing it? - Is anyone **BETTER OFF**?	Communication Power Does the PM communicate to a broad audience?			Importance Power How strongly associated is the measure to work/program?			Data Power To what extent is quality data readily available?			Notes
What is the average amount of time it takes for a person to move through the system: - from identification to assessment (among those assessed) - from assessment to housing referral (among those referred) - from referral to housing (among those with a move-in date), broken out by project type	How well	**H**	M	L	**H**	M	L	H	M	**L**	Do not have the data yet; building it out. Housing date: could be a challenge with getting the move in date
Average number of days between CE assessment and exit to permanent housing, among those exiting to housing during the FY	How well	H	M	L	H	M	L	H	M	L	Covered above

Sonoma County Continuum of Care Board
Agenda Report

Item No: 10

Subject: CoC Communications Approach

Meeting Date: September 27, 2023

Staff Contact: Dave Kiff, Division Director, DHS Homelessness Services Division

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SUMMARY

This item is a report to the Continuum of Care's (CoC) Governance Board on the progress of the CoC communications work as outlined in the Sonoma County 5 Year Strategic Plan to end Homelessness' Year One year one priorities.

RECOMMEDED ACTION
Affirm the proposed approach to communications, in alignment with the 2023-2027 Continuum of Care Homelessness Strategic Plan's Action Item 3.5(a).

DISCUSSION

The Sonoma County Continuum of Care developed a 5-year Strategic Plan to Prevent and End Homelessness in 2022 (effective 2023-2027). The plan identified many important priorities and strategies, including implementing an effective communications approach (Action Item 3.5[a]) as a Year One priority. County of Sonoma Department of Health Services' (DHS') Ending Homelessness Team established an internal staff group to guide the communications effort.

The Action Item read as follows:

3.5(a) Convene the County communications team, city information teams, and outside assistance to inform the CoC Board, the County, cities, service providers, the media, the public, and persons experiencing homelessness as effectively and regularly on current issues, funding, practices, and programs in the Sonoma County System of Care.

Information should include:

- Social media posts and print media content;
- Regular opportunities for the public to speak with and ask questions of key officials within the System of Care, including members of the LEAP Board;

- A dashboard of data and key metrics associated with the System of Care (as shown in 3.4a), including comparisons to State and National data, as well as trends over the previous 3-year period;
- Progress made on this Strategic Plan;
- Content relevant to persons experiencing homelessness; and
- Content relevant to diverse audiences, using culturally competent methods and translations.

The attached Communications Plan highlights strategies to meet the Action Item's suggestions to communicate with stakeholders effectively and regularly about current issues, funding, practices, and programs in the Sonoma County System of Care.

While all strategies are being worked on, the two primary areas of focus for staff (currently) are:

1) Developing an improved and updated (and remediated for persons with enhanced access needs) Continuum of Care (and DHS/Homelessness Services Division) **website** to be completed by January 2024.
2) Regularly scheduled **social media posts**, including graphics and curated video content. Posts will include definitions of key terms, positive stories, challenges, helpful statistics, and current information. An Ending Homelessness staff member will be responsible for monitoring social media and responding regularly and respectfully to questions and comments. Translation into Spanish provided.

Website Revamp: Staff met as an Internal Communications committee to review examples of other Continuum of Care websites and incorporate inputs and suggestions for improvements to the Homelessness Services Division of the Department of Health Services (DHS) website. Staff consulted with Sonoma County Information Systems Department's (ISD) Website Development Team on implementing changes to the website's navigation functions. A staging website was created on a full-width format with a horizontal navigation bar. Webpages containing specific content have been connected and grouped by general subjects in the navigation bar located at the top of the website landing page and will be presented to the CoC Board for feedback.

Social Media Posting: Staff started a social media campaign and created a campaign schedule to publicize and educate the public about available CoC programs, funding and other resources to help address homelessness and highlight the progress and success stories of individuals in Sonoma County that have overcome homelessness. The campaign started on July 17, 2023 and currently runs through May 24, 2024. Social media platforms include the County of Sonoma Facebook page, Instagram and Nextdoor. Information will be posted every Friday on the County of Sonoma's social media platforms. Certain posts such as announcements regarding public forums, CoC Board meetings and success stories of individuals that have overcome homelessness will be regularly occurring posts.

Internal Communications Committee: Michael Gause, Gilbert Martinez, Adam Siegenthaler, Andrew Akufo, David Hiett & Alea Tantarelli

ATTACHMENTS

A. DRAFT Communications Plan
B. 5 Year Strategic Plan to Prevent & End Homelessness: https://sonomacounty.ca.gov/health-and-human-services/health-services/divisions/homelessness-services/continuum-of-care/strategic-plan
C. Communications content priorities: https://docs.google.com/document/d/1HpI9HykLEfv58Yw1I6Wlc-zIhebJxzfJF9de4kWJqnM/edit

Attachment A

CoC Communications Plan (DRAFT)

Introduction

The Sonoma County Continuum of Care developed a 5-year Strategic Plan to Prevent and End Homelessness in 2022 (effective 2023-2027). The plan identified many important priorities and strategies, including implementing an effective communications approach as a Year One priority. County of Sonoma Department of Health Services' (DHS') Ending Homelessness Team established an internal staff group to guide the communications effort.

This communications plan highlights our plan to effectively and regularly communicate with stakeholders about current issues, funding, practices, and programs in the Sonoma County System of Care. The following outlines a communications plan that builds upon existing methods of communications and outreach. The plan identifies ways to utilize existing resources better, augment those resources where needed, and communicate with specific audiences using a variety of communications methods and tools.

> 3.5a of the Strategic Plan: Convene the County communications team, city information teams, and outside assistance to effectively and regularly inform the CoC Board, the County, cities, service providers, the media, the public, and persons experiencing homelessness as to current issues, funding, practices, and programs in the Sonoma County System of Care.
> Information should include:
>
> - Social media posts and print media content.
> - Regular opportunities for the public to speak with and ask questions of key officials within the System of Care, including members of the LEAP Board.
> - A dashboard of data and key metrics associated with the System of Care (as shown in 3.4a), including comparisons to State and National data, as well as trends over the previous 3-year period.
> - Progress made on this Strategic Plan;
> - Content relevant to persons experiencing homelessness; and
> - Content relevant to diverse audiences, using culturally-competent methods and translations.

Why the CoC Needs to Enhance Communications Efforts

The Continuum of Care Board and its Lead Agency staff, the DHS Ending Homelessness team, are elected officials, other individuals and public and non-profit agencies who work collaboratively to prevent and end homelessness, however, at times the work is not communicated beyond the Division. This Communications Plan is intended to facilitate better internal and external

communications following the goal of the Strategic Plan, and to help ensure that accurate and reliable information is shared regularly (along with pushing back respectively against common misinformation). Listening to the community and responding in an effective, respectful, and prompt manner is of the highest importance.

Goal

To communicate promptly, consistently, and effectively using a variety of communications tools to share key messages and information and facilitate two-way communication between key officials within the system of care and the CoC Board, the County of Sonoma, cities, service providers, the media, the public, and persons experiencing homelessness or with Lived Experience in homelessness. A key focus will be on providing content that is accessible to all, especially those communities who are overrepresented in the unhoused community.

Audience

A. The general population of Sonoma County that knows about homelessness, but may not know about strategies, solutions, and programs.
B. Persons experiencing homelessness
C. Persons with previous lived experience of homelessness
D. The Continuum of Care Board and its Committees
E. Homelessness service providers
F. Local elected and appointed officials in cities, County government, and school districts
G. Local philanthropic organizations
H. State and Federal representatives
I. Traditional media writers and providers (including newspapers and radio)

Objectives

1. To present and interpret current trends in homelessness in Sonoma County
2. To present and explain current programs and projects, including funding sources.
3. To update people on the implementation of the Strategic Plan
4. To increase the public's knowledge of best homelessness practices, terms, definitions.
5. To assist persons who are experiencing homelessness to connect to services.
6. To assist persons on the verge of homelessness with service connections and homelessness prevention programs
7. To present and show successes and challenges of our service provider community.
8. To share stories from and encourage more individuals to enter the field of homelessness care / service provision.
9. To show and explain System and Program Performance Measures for Sonoma County, including how Sonoma County's programs score internally and how the system compares with other systems across the Bay Area, California, or the country.

Strategies, Methods & Timing

- An improved and updated (and remediated for persons with enhanced access needs) Continuum of Care (and DHS/Homelessness Services Division) website (to be completed by January 2024).
- A Data Dashboard on the website is easy to read, visually interesting, with graphics that have some analysis and insights beside them (Completed by December 2023).
- Social media posts, including graphics and curated video content. Posts will include definitions of key terms, positive stories, challenges, helpful statistics, and current information. Posting will occur weekly on Facebook, Nextdoor and Instagram. An Ending Homelessness staff member will be responsible for monitoring social media and responding regularly and respectively to questions and comments. Translation into Spanish provided.
- A monthly public forum online webinar. This may include up to two hosts each time, be one hour in duration, with 10-15 minutes of presenting information or key concepts, and the rest Q&A open discussion. These forums will be recorded and posted on social media and the CoC website. The first forum will be in October 2023. Concurrent ASL and Spanish translation provided.
- An annual Homelessness Report posted on the website and easily printable that asks and answers "how are we doing? Intended to include but not be limited to Point in Time Count information, system and program performance metrics with limited analysis, new programs and projects that came online during the year, anticipated projects coming in the near future, and an update on progress towards the Strategic Plan's goals. Translated into Spanish. (Completed by January 2024).
- A state-of-the art 2-1-1 resource for persons experiencing or at risk of homelessness, with more extensive information that is updated regularly by United Way of the Wine Country and the DHS/HS Team (pacing of updates are monthly from EH Division with 2-1-1 representative). By February of 2024, our goal is to have a 2-1-1 system that is working appropriately to connect people with homelessness services and resources, and that people who use 2-1-1 for this purpose will feel like the resources was valuable. A "secret shopper" and customer survey system should be used to ensure that the 2-1-1 – DHS/HS relationship is working correctly.
- Continuation of the regular Lived Experience Advisory Planning (LEAP) Board meetings, which provide a direct feedback loop to the CoC Board and to the DHS/HS team as to the needs and concerns of the Lived Experience community.
- The start-up of a Youth Action Board (YAB) to enhance the voices and needs of Transition-Aged Youth who are experiencing homelessness or are at risk of homelessness. To be done by July 2024.

Implementation and Review

The plan will be implemented via an internal DHS Communications Committee that meets twice monthly (internal) – Michael Gause, Gilbert Martinez, Adam Siegenthaler, Andrew Akufo, David Hiett & Alea Tantarelli.

A second outside and public **Advisory Panel**, made up of up to seven (7) Continuum of Care board or general membership members (including representatives from the Lived Experience Advisory Planning Board as well as from communities of color that may be overrepresented in the unhoused community) will meet quarterly to advise the internal communications team as to successes and challenges of the past quarter's public communications.

Sonoma County Continuum of Care Board
Executive Summary

Item: 11. Reports from standing committees: Coordinated Entry Advisory Committee (CEA): Assessment and Prioritization redesign working group formation (Action item)

Date: September 27, 2023

Staff Contact: Thai Hilton thai.hilton@sonoma-county.org Hunter Scott hscott@homefirstscc.org

Agenda Item Overview

The lead agency has been working with technical assistance providers, Homebase, on early steps of the assessment and prioritization redesign. Beginning in March 2023, Homebase has held multiple community listening sessions with 38 community partners. Themes that emerged from these listening sessions were that further education about the existing Coordinated Entry (CE) system was needed and there were questions around how best to meet the community's goals for prioritizing people in the CE system.

After these listening sessions, Homebase and lead agency staff identified 5 stakeholder groups. These included;

- Outreach/Shelter/Access points/non-traditional partners
- Executive directors/community leaders (provider leadership)
- People with lived experience
- CE Prioritization/case conferencing participants
- Permanent Housing providers

These stakeholder groups were convened for a series of meetings that were designed to 1) educate and discuss the current system of care and areas identified for change and 2) Discuss and recruit including representatives to form an assessment and prioritization redesign working group.

These meetings have now concluded, and some participants have been selected. The CEA approved 15 members of the working group. 10 of these individuals were selected by consensus of their stakeholder groups. An additional 5 were selected from community-based organizations that support equity efforts or support individuals from historically marginalized communities.

CEA directed staff, in coordination with HomeBase and the Chair of the CEA, to explore adding 5 additional members to this working group. They specifically directed that the following agencies be considered. Catholic Charities, HEART/SOUL, DEMA, an entity from Sonoma Valley, Case Worker Sonoma County Behavioral Health, transitional-aged youth provider, permanent housing provider. Staff, in coordination with HomeBase and the Chair of the CEA met on September 19th to discuss who to invite to participate in this working group. There was not time to hear back from these entities for this report. Staff will provide a verbal update in the meeting. These final 5 members will bring the total working group to 20 individuals.

Below is a list of the individuals who were approved by the CEA.

First Name	Last Name	Organization / Agency	Community Group
Dannielle	Danforth	West County Community Services	Permanent Housing
Eileen	Morris	COTS	Permanent Housing
Rosie	Traversi	West County Health Center	Case Conferencing
Bella	Ortega	Reach for Home	Case Conferencing
Karla	McLaren	Sonoma Co. Acts of Kindness	Access Point
Ana Maria	Martinez	Face 2 Face	Access Point
Ben	Leroi	Santa Rosa Community Health	Executive Leadership
Jessica	Chavez	Cherry Creek Village	Executive Leadership
Heather	Jackson	LEAP Board	LEAP Board
Mikael	O'Toole	LEAP Board	LEAP Board
Hunter	Scott	HomeFirst	CE operator
Annathea	Henton	Dry Creek Rancheria	Access Point
Roxanne	Ezzet	Sonoma County Office of Equity	
Nzinga	Woods	NAACP	
Cristal	Lopez	Corazon Healdsburg	Access Point

Recommendation

None. Informational only.

Sonoma County Continuum of Care Board
Agenda Report

Item No: 11

Subject: Strategic Planning Committee Update

Meeting Date: September 27, 2023

Staff Contact: Michael Gause, Ending Homelessness Program Manager,
Michael.Gause@sonoma-county.org

SUMMARY

The Strategic Planning Committee is currently meeting bimonthly on the third Friday of the month from 9-10:00am. At each meeting, staff provide an overview of progress on the year one efforts. The CoC Board requested this update be presented to the Board at each meeting.

RECOMMENDED ACTION(S)

Informational Item only.

ATTACHMENTS:

Strategic Planning First Year Efforts Update located here: https://share.sonoma-county.org/link/fq-QHPka6u8/

Sonoma County Continuum of Care Board
Agenda Report

Item No: 12

Subject: October 19, Quarterly Membership Meeting Agenda

Meeting Date: 9/27/2023

Staff Contact: Araceli Rivera, Homeless Project Specialist, Araceli.Rivera@sonoma-county.org

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SUMMARY

The attached agenda contains all items to be presented and discussed at the October 19, 2023, CoC Quarterly Membership Meetings.

RECOMMENDED ACTION(S)

Approve CoC Quarterly Membership Meeting Agendas for October 19,2023, CoC Quarterly Membership Meetings.

sonomacounty
DEPARTMENT OF HEALTH SERVICES
HOMELESSNESS SERVICES
Sonoma County Continuum of Care (CoC)
Quarterly Membership Meeting
DRAFT Agenda October 19, 2023
1:00pm-4:00pm Pacific Time

	Agenda	
1.	Welcome and Introductions	1:00pm
2.	Medi-Cal Renewals for People Experiencing Homelessness Training Presented by Julie Silas, Homebase	1:05pm
3.	Commercially Sexually Exploited Children (CSEC) trainings Part of Human Trafficking Series Training presented by Lisvet Nunez and Lisa Diaz McQuaid	1:30pm
4.	Homeless Memorial Day Presented by Thai Hilton	2:30pm
5.	Continuum of Care Committee Updates: • Coordinated Entry Advisory Committee • Funding and Evaluation Committee • HMIS Data Committee • Strategic Planning Committee	2:50pm
6.	**Community Updates** Opportunity for open discussion with attendees to provide program updates, ask questions, and converse over issues related to homelessness.	

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.

**Sonoma County Continuum of Care Board
Agenda Report**

Item No: 13

Subject: October 25, 2023, CoC Board Meeting Draft Agenda

Meeting Date: September 27, 2023

Staff Contact: Alea Tantarelli, Alea.Tantarelli@Sonoma-County.org

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SUMMARY

This staff report briefly summarizes the October 25, 2023, CoC Board Meeting proposed agenda. The draft agenda contains all proposed items that will be discussed by the Continuum of Care Board at the October 25, 2023, CoC Board Meeting. The draft agenda is attached as **Attachment A**.

RECOMMENDED ACTION(S)

None – an informational item only.

<u>Attachment A</u>
Sonoma County Continuum of Care (CoC) Board
Agenda for October 25, 2023
1:00pm-5:00pm Pacific Time

Public Zoom Link:

https://sonomacounty.zoom.us/j/99261791880?pwd=djc0b1ZsU1FpOU1kbnJ0UDNOcUhFQT09

Phone: 1 (669) 900-9128 **Webinar ID**: 992 6179 1880 **Passcode:** 650935

	Agenda Item	Packet Item	Presenter	Time
	Welcome, Roll Call and Introductions		Board Chair	1:00pm
	Note: Items 1-3 below are proposed for adoption via one motion as the Consent Calendar.	N/A		
1.	10/25/23 Agenda *(Consent Calendar)*	Draft Agenda	Staff	1:05pm
2.	Minutes from 9/27/23 *(Consent Calendar)*	Draft Minutes	Staff	
3.	Summary of Follow-ups from the Previous Meeting(s) *(Consent Calendar)*	Summary of Follow-ups	Staff	
4.	Reports from Lead Agency Staff Potential ACTION ITEM	Staff Report for Reports from Lead Agency	Staff	1:25pm
5.	Becoming a More Data-Informed System: Phase II - Data Visualization ACTION ITEM		Staff	1:45pm
6.	CoC Name Change Proposal Potential ACTION ITEM		Staff	2:20pm
7.	Service Provider Roundtable (SPR) Update (with presentation) Potential ACTION ITEM		Margaret Sluyk	2:40pm

8.	Word from the Street Potential ACTION ITEM		Chessy Etheridge	3:00pm
9.	10-minute break			3:10pm
10.	Long-term Funding Plan & Stella M Discussion Potential ACTION ITEM		Staff	3:20pm
11.	Reports from Standing Committees: • Funding & Evaluation Committee • HMIS Committee • CEA Committee • Strategic Planning Committee • Lived Experience Advisory & Planning Board (LEAP) Potential ACTION ITEM	-Progress Update on SP Year 1 Priorities	Committee Representatives	4:00pm
12.	Review Agenda for Next CoC Board Meeting Potential ACTION ITEM	Staff Report for DRAFT Agenda for **11/15/23**	Board Chair	4:30pm
13.	Board Member Questions & Comments Potential ACTION ITEM		Board Chair	4:45pm
14.	Public Comment on Items not on the Agenda		Board Chair	4:55pm

PUBLIC COMMENT:

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

ACRONYMS & COMMON TERMS – Updated 11-2-2022

AAF	Annual Adjustment Factor		CTAC	Cities and Towns Advisory Committee
ACC	Annual Contributions Contract		DCSS	Department of Child Services
ADA	Americans with Disabilities Act		DDA	Disposition and Development Agreement
AFFH	Affirmatively Furthering Fair Housing		DHCS	Dept of Health Care Services (State dept)
AHA	Affordable Housing Agreement		DHS	Department of Health Services (County dept)
AHDA	Affordable Housing Development Assistance (Santa Rosa)		DSLC	Disability Services and Legal Center
AHP	Affordable Housing Program (FHLB)		DST	Downtown Streets Team (Petaluma)
AMI	Area Median Income		EA	Environmental Assessment
APE	Area of Potential Effect		EIR	Environmental Impact Report (State)
ASHC	Affordable Housing and Sustainable		EIS	Environmental Impact Statement (Federal)
BHDC	Burbank Housing Development Corporation		ELI	Extremely Low Income
CalHFA	California Home Finance Agency		ENA	Exclusive Negotiating Agreement
Cal-ICH	CA Interagency Council on Homelessness		EOP	End of Participation
CAPIT	Child Abuse Prevention, Intervention and Treatment Fund		ERAP	Emergency Rental Assistance Program
			ESG	Emergency Solutions Grants (formerly Emergency Shelter Grants)
CAPSC	Community Action Partnership Sonoma County		ESL	English as a Second Language
			FEMA	Federal Emergency Management Agency
CASp	Certified Access Specialist		FESG	Federal Emergency Shelter Grants Program
CBDO	Community-Based Development Organization		FHA	Federal Housing Administration
CCC	Center for Community Change		FHANC	Fair Housing Advocates of Northern California
CCOC	Cloverdale Community Outreach Committee		FHIP	Fair Housing Initiatives Program
CCofSR	Catholic Charities of Santa Rosa		FHLB	Federal Home Loan Bank
CDBG	Community Development Block Grant		FHP	Fair Housing Plan
CDBG-CV	CDBG for Coronavirus Response		FMR	Fair Market Rent
CDBG-DR	CDBG for Disaster Recovery		FONSI	Finding of No Significant Impact
CDC	Community Development Commission		FSS	Family Self-Sufficiency Program
CE	Coordinated Entry		FY	Fiscal Year
CEF	California Equity Fund		FYE	Fiscal Year End
CEQA	California Environmental Quality Act		GAO	Government Accounting Office
CFH	County Fund for Housing		GR	Gross Rent
CFR	Code of Federal Regulations		GSE	Government-Sponsored Enterprises
CHAS	Comprehensive Housing Affordability Strategy		HAC	Housing Assistance Committee
CHD	California Human Development Corporation		HAP	Housing Assistance Plan
CHDC	California Housing Development Corporation		HAS	Homeless Action Sonoma
CHDO	Community Housing Development Organization		HCD	Housing and Community Development (State of California)
CHFA	California Home Finance Agency		HCDA	Housing and Community Development Act
CHRB	Community Housing Resource Board		HCV	Housing Choice Voucher
CHRP-O	California Housing Rehabilitation Program for Owner-Occupied Housing		HDS	Housing Discrimination Study
			HEART	Homeless Encampment Access and Resource Team (County)
CHSC	Community Housing Sonoma County		HEAP	Homeless Emergency Assistance Program
CIF	Community Investment Funds (FHLB)			
CLG	Centro Laboral de Graton (Graton Labor Center)		HELP	Housing Enabled by Local Partnerships (funded by CalHFA)
C of O	Certificate of Occupancy		HERO	Helping Enrich Resource Opportunity
CoC	Continuum of Care		HEROS	HUD Environmental Review Online System
COOP	Continuity of Operations		HHAP	Homeless Housing, Assistance and Prevention
COTS	was "Committee on the Shelterless"		HHIP	Homeless Housing Incentive Program
CPI	Child Parent Institute		HHSC	Health and Human Services Committee
CRI	Community Resources for Independence		HMDA	Home Mortgage Disclosure Act
CRLP	Commercial Rehabilitation Loan Program		HMIS	Homeless Management Information System
CSF	Community Services Fund		HOME	Home Investment Partnerships Program
CSHHP	California Self-Help Housing Program		HOPWA	Housing Opportunities for People with AIDS
CSN	Community Support Network		HOST	Homeless Outreach Service Team

ACRONYMS & COMMON TERMS – Updated 11-2-2022

HPRP	Housing Prevention Rapid Re-Housing Program
HQS	Housing Quality Standards
HSD	Human Services Department (County dept)
HUD	US Department of Housing and Urban Development
HUD/202/811	HUD New Construction for Elderly/ Handicapped
HUD/236	HUD Mortgage Insurance & Interest Reduction Payment for Multi-Family Rental Projects
HUD/8	HUD Section 8 New Construction Program
IG	Inspector General
IGR	Independent Group Residence
IIG	Infill and Infrastructure Grant
IMD	Institute of Mental Disease
IMDT	Interdepartmental Multi-Disciplinary Team
InRESPONSE	Mental Health Response Team (Santa Rosa)
IOLERO	Independent Office of Law Enforcement Review and Outreach (County agency)
IPA	Independent Public Accountant
JPA	Joint Powers Authority
JRT	Joe Rodota Trail
LASC	Legal Aid of Sonoma County
LHA	Local Housing Authority
LI	Low Income
LIA	Live-In Aide
LIHF	Low Income Housing Fund (San Francisco-based Fund Source)
LISC	Local Initiatives Support Corporation
LMIHAF	Low and Moderate-Income Housing Asset Fund
LSA	Longitudinal Systems Analysis (HMIS)
MAI	Member of the Appraisal Institute
MAR	Monthly Activities Report
Measure O	¼ Cent Sales tax for housing/homelessness
MHP	Multi-Family Housing Project (HCD)
MITCS	Multi-Family Tenant Characteristics System
MRBP	Mortgage Revenue Bond Program
MSA	Metropolitan Statistical Area
MSS	Mobile Supportive Services
MWBE	Minority and Women's Business Enterprises
MYFS	Mendocino Youth & Family Services
NAHB	National Association of Home Builders
NAHRO	National Association of Housing and Redevelopment Officials
NAMI SC	National Alliance on Mental Illness Sonoma County
NAREB	National Association of Real Estate Brokers
NBOP	North Bay Organizing Project
NBVRC	North Bay Veterans Resource Center
NCCLF	Northern California Community Loan Fund
NDP	Neighborhood Development Program
NEPA	National Environmental Policy Act
NFHA	National Fair Housing Alliance

NIMBY	"Not in My Back Yard"
NOFA	Notice of Funding Availability
NOFO	Notice of Funding Opportunity
NOI-RROF	Notice of Intent to Request Release of Funds
NPLH	No Place Like Home
NSCS	North Sonoma County Services
NSP	Neighborhood Stabilization Program
OMB	Office of Management and Budget
PASS	Plan for Achieving Self-Support
PBV	Project-Based Voucher
PCC	Program Coordination Committee
PHA	Public Housing Authority
PHADA	Public Housing Authorities Directors Association
PHC	Partnership Health Plan California
PHM	Public Housing Manager
PHRA	Public Housing Reform Act of 1998
PIC	Public and Indian Housing Information Center
PIH	Public and Indian Housing
PI	Public Infrastructure (County department)
PII	Personal Identifiable Information
PJ	Participating Jurisdiction
PLHA	Permanent Local Housing Allocation
PMSA	Primary Metropolitan Statistical Area Established by the US Census
PPSC	Petaluma People's Service Center
PRA	Public Records Act
PRMD	Permit & Resource Management Department (Sonoma County)
PS	Payment Standard
PSA	Purchase and Sale Agreement
PSH	Permanent Supportive Housing
PSIF	Preliminary Site Information Form (Part of the RECD Process)
PUD	Planned Unit Development
QC	Quality Control
QFHO	Qualified Fair Housing Organization
QHWRA	Quality Housing and Work Responsibility Act of 1998
R&R	Reinvestment and Revitalization Fund
RCAC	Rural Communities Assistance Corporation
RCF	Residential Care Facility
RDIP	Rental Development Incentive Program
REAC	Real Estate Assessment Center (HUD)
RECDS	Rural Economic Community Development Service
REFB	Redwood Empire Food Bank
RFH	Reach for Home
RFP	Request for Proposals
RFQ	Request for Qualifications
RHCP	Rental Housing Construction Program (State of California)
RRH	Rapid Re-Housing
RRP	Rental Rehabilitation Program
RTA	Request for Tenancy Approval

ACRONYMS & COMMON TERMS – Updated 11-2-2022

SAHA	Satellite Affordable Housing Associates
SAMHSA	US Substance Abuse and Mental Health Services Administration
SAVS	Sonoma Applied Village Services
SAY	Social Advocates for Youth
SCPEO	Sonoma County People for Economic Opportunity
SCFBOP	Sonoma County Faith-Based Organizing Project
SCRIMS	Sonoma County Rental Information and Mediation Services
SEMAP	Section 8 Management Assessment Program
SHPO	State Historic Preservation Office
SLE	Sober Living Environment
SMI	Severe Mental Illness
SMSA	Standard Metropolitan Statistical Area
SOS	Sonoma Overnight Support
SPARC	Site Plan and Architectural Review Committee (Petaluma)
SPMs	System Performance Measurements (HMIS)
SRO	Single Room Occupancy
SSA	Social Security Administration
SSI	Supplemental Security Income
Stella M	HUD online tool to assist in homelessness response system effectiveness
Stella P	HUD program using LSAs to show system performance
SVDP	St. Vincent de Paul
TANF	Temporary Assistance for Needy Families
TAT	Threat Assessment Team
TBA	Tenant-Based Assistance
TBRA	Tenant-Based Rental Assistance
TCAC	Tax Credit Allocation Committee
TLC	TLC Child and Family Services
TLR	The Living Room
TOD	Transit-Oriented Development
TOT	Transit Occupancy Tax (Advertising Fund)
TR	Tenant Rent
TTP	Total Tenant Payment
UA	Utility Allowance
UDAG	Urban Development Action Grant
URP	Utility Reimbursement Payment
USDA-RD	United States Department of Agriculture – Rural Development
VAMA	Voluntary Affirmative Marketing Agreements
VASH	Veterans Affairs Supportive Housing (voucher)
VAWA	Violence Against Women Reauthorization Act of 2005
VCA	Voluntary Compliance Agreement
VLI	Very Low Income
VVC	Vietnam Veterans of California
WCCS	West County Community Services
WPC	Whole Person Care
WRS	Women's Recovery Service
YIMBY	Yes in My Backyard