



## **SONOMA COUNTY COMMUNITY DEVELOPMENT COMMISSION**

Community Development Committee  
Public Meeting

August 15, 2018

Public Hearing Room  
1440 Guerneville Road  
Santa Rosa, CA

10:00 am

### **AGENDA**

**1. Call to Order and Roll Call**

**2. Public Comments for Items Not on the Agenda**

**3. Approval of Minutes from the July 18, 2018 meeting (Page 3)**

The Committee will discuss and may take action to approve the minutes from July 18, 2018, or may recommend changes to these minutes

**4. Housing Authority Update**

The Committee will hear from the Housing Authority Manager on the current large body of work being undertaken by Housing Authority staff.

**5. Presentation of PSWRC-NAHRO Hero of Assisted Housing Award**

The Committee will recognize Jessica Vega for her commendation by the Pacific Southwest Regional Council - National Association of Housing and Redevelopment Organizations (PSWRC-NAHRO) at the May 2018 Annual Conference.

**6. Homeless System Redesign (Page 5)**

The Committee will hear from the Assistant Executive Director on the status of the Homeless System Redesign, in particular the changing role of the Community Development Committee following creation of a new governance model.

**7. Development of FY 2019-20 Funding Policies (Page 11)**

The Committee will receive and discuss a memo from staff on anticipated new resources and activities that will inform the development of the FY 2019-2020 Funding Policies.

**8. Assistant Executive Director's Report**

**9. Adjournment**

**NEXT REGULAR MEETING**

**September 19, 2018**

**10:00 am**

Public Hearing Room  
1440 Guerneville Road  
Santa Rosa, CA

*Any writings or documents presented to a majority of the Community Development Committee regarding any item on this agenda will be made available for public inspection in the Sonoma County Community Development Commission office located at 1440 Guerneville Road, Santa Rosa, CA 95403 during normal business hours.*

**DISABLED ACCOMMODATION:** If you have a disability which requires an accommodation, an alternative format, or requires another person to assist you while attending this meeting, please contact the Administrative Services Officer at (707) 565-7520, as soon as possible to ensure arrangements for accommodation.



**SONOMA COUNTY COMMUNITY DEVELOPMENT COMMISSION**

**1440 GUERNEVILLE ROAD, SANTA ROSA, CA 95403**

Community Development Committee  
Public Meeting

July 18, 2018

1440 Guerneville Road, Santa Rosa, CA 95403  
10:00 am

**Minutes**

**1. Call to Order and Roll Call**

Oscar Chavez called the meeting to order at 10:01am and roll was called

**Committee Members Present:** Oscar Chavez, Willie Lamberson, Stephanie Hiller, Linda Garcia, Betzy Chavez, Jessica Vega

**CD Committee Members Absent:** Karin Davis

**CDC Staff Present:** Geoffrey Ross, Assistant Executive Director; Martha Cheever, Housing Authority Manager; Felicity Gasser, Policy and Communications Liaison; Michael Gause, Acting Manager of Homeless and Public Services; Chuck Mottern, Public Services and Funding Coordinator; Stacey McLaughlin, Assistant to the Director; Holly Trujillo, Senior Community Development Specialist; Darrin O'Hara, Affordable Housing Administrative Assistant;

**Guests Present**

Sally Walker, SAY

Lisa Fatu, SAY

Debbie McKay, Resident

Natalie Evans, SAY

Elizabeth Goldman, SAY

Johanna Collins, Resident

Pamela Swan, Catholic Charities

Scott Wagner, Homeless Action!

Shelley Clark, Legal Aid Sonoma County

Caroline Peattie, Fair Housing Advocates of Northern California

**2. Public Comments for Items Not on the Agenda**

Scott Wagner, Homeless Action!, commented on how homeless encampments and transitional villages were run in Seattle and Portland, and expressed a desire to see more volunteerism in Sonoma County on finding places for homeless individuals to be.

**3. Approval of Minutes from the June 20, 2018 meeting**

Linda Garcia moved to approve the minutes from the June 20, 2018 meeting. Willie Lamberson seconded.

Ayes: Oscar Chavez, Stephanie Hiller, Betzy Chavez, Jessica Vega

Noes: None

Abstain: None

Absent: Karin Davis



#### **4. Housing Navigator Contract Awards**

Martha Cheever presented to Committee asking for a recommendation to enter into agreements with two consulting firms to provide housing navigation services for HCD clients. The lease up rate has declined since the fires. The Housing Authority needs these services to overcome housing barriers for those in need and maintain funding levels from HUD. The request to the Committee was for a recommendation to enter into agreement with Oberland Pacific and Catholic Charities. Both organizations are highly experienced in this kind of work.

Linda Garcia moved to approve the recommendation for entering into contract with the two consultants. Jessica Vega seconded.

Ayes: Oscar Chavez, Stephanie Hiller, Betzy Chavez, Willie Lamberson

Noes: None

Abstain: None

Absent: Karin Davis

#### **5. The Commission's Obligations to Affirmatively Further Fair Housing**

Felicity Gasser and Caroline Peattie presented on the history, purpose and responsibilities surrounding the Fair Housing Act and Affirmatively Furthering Fair Housing.

#### **6. Homeless Count 2018 Report**

Michael Gause and Geoffrey Ross presented highlights from the 2018 Homeless Count and the implications for homelessness increasing significantly in the near future and precariously housed individuals run out of resources.

#### **7. Adjournment**

Oscar Chavez adjourned the meeting at 11:55am.

Respectfully Submitted,  
Holly Trujillo, Senior Community Development Specialist



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

*Members of the  
Commission*

**James Gore**  
Chair

**David Rabbitt**  
Vice Chair

**Susan Gorin**  
**Shirlee Zane**  
**Lynda Hopkins**

**Margaret Van Vliet**  
Executive Director

**MEMORANDUM**

Date: August 15, 2018  
To: Community Development Committee  
From: Geoffrey Ross, Assistant Executive Director  
Subject: Item 6: Homeless System Redesign

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Last week a significant milestone was achieved in the ongoing Homeless System Redesign. Later this week it is staff's goal to seek final direction from the joint ad hoc committee which is comprised of two members of the Sonoma County Board of Supervisors and three members of the Santa Rosa City Council. If successful, the recommendations of the Joint Ad Hoc Committee will go to the full Board of Supervisors and City Council in September.

This memo is intended to walk the Community Development Committee through the key decision points.

Last summer, the Sonoma County Community Development Commission hired consultants to conduct a study to assess the current state of the homeless systems of care. The report found that Sonoma County's current systems of care were highly fragmented and recommended that the county redesign the system starting with the implementation of a new collective impact decision-making group that can own the issue of homeless in the community.

The scope of work that resulted from the study included:

- Determining the ultimate goal(s) of a single new homeless services leadership body;
- Developing guiding values and principles for the leadership body;
- Agreeing on the leadership body's overarching roles and responsibilities;
- Determining individual member roles and responsibilities;
- Recommending a new leadership body composition;
- Considering and recommending any additional streamlining or consolidation of lead agency activities to be undertaken.

Between November 2017 and August 2018 the Ad Hoc Committee has convened continuously, worked with staff and met jointly with the Continuum of Care Board on two separate occasions to come to an agreement on the structure, composition, roles and responsibilities and the governance practices for the new primary decision-making group for the Sonoma County Homeless System of Care.

A key tenet of the Homeless System redesign is a new Leadership Council comprised of nine members: five elected leaders representing the three entitlement jurisdictions; one person with



lived experience of homelessness; and three positions coming from a Technical Advisory Committee comprising professionals working in the field.

Having this new body in place will change the scope of work for the Community Development Committee in the following ways:

- The Community Development Committee will have an increased role in decision making on how the Commission invests in affordable housing production, rehabilitation and amenities that bring opportunities to lower-income communities.
- Members of the Community Development Committee will have opportunities to ensure collaboration with the new Sonoma County Homeless System of Care Leadership Council through its Technical Advisory Committee (TAC) – see below for details.
- Given the new focus on affordable housing and collaboration with the new TAC, the Community Development Committee will have an increased role in ensuring that the County is meeting its Fair Housing obligations through the use of CDBG and HOME dollars and through the work of the Housing Authority.
- The Community Development Committee will no longer play a direct role in making funding recommendations for public services projects, as these recommendations will now fall to the new Sonoma County Homeless System of Care Leadership Council.

Below are the key elements of the new Sonoma County Homeless System of Care Leadership Council Structure:

### **Basic Concepts**

- We will no longer refer to the Continuum of Care (CoC) to emphasize that this is a redesign and a fresh start; instead, it will be known as the Sonoma County Homeless System of Care (until the entire program is re-branded—which is what many communities do, i.e. *EveryOne Home, All Home, All the Way Home, OneROOF*)
- Goal of this redesigned system: *To achieve functional zero homelessness in Sonoma County through utilization of a Housing First strategy.*
- When considered as a whole system, everything in the Sonoma County System of Care will be aligned with:
  - Federal: HEARTH Act and *Opening Doors* strategic plan
  - Sonoma County *Housing for All* and *Securing Our Safety Net* strategic priorities
  - Strategies to end homelessness established by Santa Rosa and Petaluma (the 2 additional HUD Entitlement Jurisdictions)

### **Description of the Leadership Structure for the Sonoma County Homeless System of Care**

1. Primary Decision-Making Body to be called the Sonoma County Homeless System of Care Leadership Council
2. Focused Task Groups will comprise the members of the Sonoma County Homeless System of Care Technical Advisory Committee (TAC)
3. The interim Lead Agency will be the Sonoma County Community Development Commission (CDC)—the Leadership Council will select the Lead Agency by December 2018

- The specific names of the primary decision-making group and focused task groups may change after a rebranding of the county's homelessness initiative.
- To ensure continuity with the current operations to the new system, some members of the current CoC board will be seated as part of the new Sonoma County Homeless System of Care TAC for a term of one year.

### **Roles and Responsibilities**

1. Serve as Sonoma County's HUD-required Continuum of Care Board
2. Set the vision for achieving functional zero homelessness in Sonoma County
3. Own the issue of homelessness within the county and be widely recognized as the owner of the issue
4. Provide the leadership required to realign homelessness-related funding and policies throughout the county
5. Establish a Housing First strategy
6. Approve best practices and monitor their adherence
7. Approve and monitor standard performance outcomes
8. Establish policy related to achieving functional zero homelessness in Sonoma County
9. Focus on high-level decisions, not technical aspects of issues related to homelessness
10. Identify any ad hoc Task Groups needed from time-to-time to supplement the work of the standing Task Groups of the TAC and charge the TAC with identifying individuals to serve on such Task Groups, select a chair for each ad hoc Task Group, and develop and implement a plan to achieve the ad hoc Task Group goals identified by the Leadership Council
11. Approve the submission of applications to Notices of Funding Availability (NOFAs) published by HUD
12. Establish Sonoma County's homelessness funding priorities and make funding-related decisions
13. Communicate with the public on issues related to homelessness

### **Governance Practices**

1. Two-year terms with no term limits—staggered in first year with three people serving one-year terms
2. Robert's Rules of Order—decisions made by majority present
3. Annual election of chair (to lead meetings) and vice-chair (back-up), only one of which may be an elected official—intentionally no executive committee
4. Quorum is simple majority—five members
5. Will meet at least quarterly—first meeting is mid-November 2018
6. Members represent the broad interests of a constituent group—not themselves or their organizations—so will not be conflicted in decision-making

### **Focused Task Groups:**

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

### **Composition**

1. 25 voting members who will each serve on at least one of six standing Task Groups
2. High-level decision-makers (not line staff) from the following relevant organizations, as identified in the HUD regulations for establishing a Continuum of Care: nonprofit homeless assistance providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing

developers, law enforcement, organizations that serve veterans, and homeless and formerly homeless individuals

3. Additional community members beyond the 25 voting members, including elected officials, may serve as members of standing and ad hoc Task Groups
4. To become a voting member, individuals will apply to the Lead Agency through an open, online application process established by the Lead Agency and selected by the Leadership Council
5. To ensure that the TAC is inclusive and representative of key stakeholder groups, members should represent as wide a range as is feasible from the sectors identified below. Sectors indicated with a \* are required to have representation on the TAC:
  - A. Sonoma County Health Services Department
  - B. Sonoma County Human Services Department
  - C. Chambers of Commerce/Businesses
  - D. Volunteer Center/Volunteer Resources Providers
  - E. Public Safety/Probation/Family Justice Center
  - F. Education/Sonoma County Office of Education
  - G. Philanthropic community (includes United Way, Community Foundation Sonoma County, and private foundations) \*
  - H. Hospitals
  - I. Community Health Centers
  - J. Nonprofit housing developers
  - K. Consumers: Individuals who are currently experiencing homelessness or have experienced homelessness within the past five years\*
  - L. Transition Age Youth
  - M. Aging Community (Seniors)
  - N. Faith community
  - O. Associations/advocacy groups related to housing/homelessness issues
  - P. Homeless services providers\*
  - Q. Community-based organizations that serve a broad-base constituency (not limited to people experiencing homelessness)
  - R. Community-based organizations that serve victims of domestic violence
  - S. Community-based organizations that serve veterans
  - T. Community-based organizations that provide Housing Opportunities for Persons with HIV/AIDS (HOPWA)
  - U. Housing Authorities
  - V. Elected officials not serving on the Leadership Council
  - W. At-large Sonoma County residents who are interested in homelessness issues who are not elected officials

### **Roles and Responsibilities**

1. Provide informed recommendations to the Leadership Council on best practices for implementing and evaluating the Sonoma County Homeless System of Care in accordance with federal mandates
2. Represent the expertise of the community in addressing issues related to achieving functional zero homelessness in Sonoma County
3. Conduct its work through standing Task Groups (still being identified)

### **Governance Practices**

#### ***Technical Advisory Committee (TAC)***

1. Two-year terms with no term limits—staggered in first year with 12 serving one-year terms

2. Robert's Rules of Order—decisions made by majority present
3. Will meet at least once per month for the first six months in order to build relationships. After the first six months, the TAC will meet four times per year.
4. Once per year, the TAC will elect four of its members to serve on the Leadership Council, representing the following roles: (1) philanthropic community; (2) homeless services provider; (3) consumer; and (4) at-large member who is not an elected official.

### ***Task Group Membership***

1. Each standing Task Group will comprise at least four voting members
2. Robert's Rules of Order—decisions made by majority present
3. Task Groups meet as often as necessary to achieve their goals and objectives.
4. Each Task Group will elect a chairperson responsible for (1) determining when the Task Group will meet and leading the meetings of the Task Group; (2) ensuring that the Task Group has annual goals, objectives, and a work plan that align with the strategic vision established by the Leadership Council to achieve functional zero homelessness in Sonoma County; and (3) presenting the work and outcomes of the Task Group at meetings of the Leadership Council as requested by the Leadership Council.
5. Each Task Group chair will serve a two-year term.
6. The chair of each Task Group may invite community members with targeted expertise to serve as nonvoting members of the Task Group. Providing the opportunity for nonvoting community members to serve on Task Forces will build leadership capacity and prepare these nonvoting members to become selected as voting members in the future.

### ***Collective of the Task Group Chairs***

1. Each year, the six Task Group chairs will elect one of the chairs to serve as the chair of the TAC and one to serve as vice-chair of the TAC, each for a one-year term. The chair will be responsible for leading the meetings of the TAC and the collective of Task Group chairs. The vice-chair will lead the meetings if the chair is unable to do so.
2. The six Task Group chairs will meet at least quarterly to discuss the work of their respective task groups and prepare for their presentations at the quarterly Leadership Council meetings. Providing opportunities to serve in leadership roles on the TAC will enable members of the TAC to develop their leadership capacity and prepare them to ultimately serve as elected members of the Leadership Council.
3. The six Task Group chairs will be responsible for working together to establish any ad hoc Task Groups identified by the Leadership Council. The six Task Group chairs will elect a voting member of the TAC to serve as chair of any ad hoc Task Groups identified by the Leadership Council. All ad hoc Task Group chairs will be responsible for selecting qualified individuals to serve on the ad hoc Task Group. Other than its chair, ad hoc Task Group members are not required to be voting members of the TAC.

### **Lead Agency**

#### **(Interim) Sonoma County Community Development Commission**

- Lead Agency will be selected by the Leadership Council at a later date.

### **Roles and Responsibilities**

1. Serve as the Lead Agency for the Sonoma County Continuum of care
2. Serve as the CoC Applicant, per HUD guidelines
3. Prepare all HUD-required CoC documentation and submit all required documentation to HUD on a timely basis
4. Manage Sonoma County's Coordinated Entry System
5. Develop and implement a process for accepting nominations to the TAC

6. Staff the Leadership Council, TAC, and Task Groups
7. Manage the Sonoma County HMIS
8. Manage the CoC's NOFA application to HUD to be approved by the Leadership Council
9. Conduct rating and ranking process to assist the Leadership Council in making funding decisions
10. Make funding recommendations to the Leadership Council Conduct rating and ranking process to assist the Leadership Council in making funding decision
11. Follow Brown Act rules and regulations and ensure that all meetings of the Leadership Council and TAC follow Brown Act regulations and that all appointments are made in compliance with the Maddy Act.
12. Ensure that all members of the Leadership Council and Technical Advisory Committee complete an annual Form 700 Statement of Economic Interests and file it with the California Fair Political Practices Commission.
13. Ensure that all data is reported accurately and with integrity so that the Leadership Council has confidence in the credibility of all reported data presented to its members
14. Protect all Personally Identifiable Information (PII) in accordance with HUD guidelines
15. Build support among county constituents for the CoC's vision to achieve functional zero homelessness in Sonoma County
16. Communicate activities and outcomes related to achieving functional zero homelessness in Sonoma County



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

*Members of the  
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**James Gore**  
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**Shirlee Zane**  
**Lynda Hopkins**

**Margaret Van Vliet**  
Executive Director

MEMORANDUM

Date: August 15, 2018  
To: Community Development Committee  
From: Felicity Gasser, Policy and Communications Liaison  
Subject: Item 7: FY 19-20 Funding Policies

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Commission staff has started shaping the FY 2019-2020 Funding Policies. FY 2019-20 is the final year of the 2015-2020 Consolidated Plan. These policies will be unique because of the Disaster Waivers that give some added flexibility – especially focused on new construction of affordable housing.

Staff proposes the following changes:

**1. For CDBG, County-sponsored and Countywide projects would be combined into one allocation category.**

This will ensure the highest and best use of scarce resources. In particular, this will ensure that during FY 2019-20 when the disaster waivers apply, funds will be available for ready to proceed new construction of affordable housing, which is not usually an allowed use of CDBG.

CDBG-DR will likely align with the projects funded in this category, in particular if proposed projects include large multi-family developments or housing related infrastructure improvements. While staff does not yet have complete information about how CDBG-DR will be deployed, the intention is to align our entitlement funds with this new, one-time resource as best as possible.

**2. For HOME, there will be no CHDO set-aside for FY 19-20.**

This change is reflective of the waiver of the required CHDO set-aside. It will provide for maximum flexibility of the use of HOME funds so that projects that are ready to proceed and meet other affordable housing criteria (as set in the FY18-19 Policies) will be prioritized for funding.

**3. For both HOME and CDBG, priority will go to projects that are most ready to proceed.**

Applicants will be encouraged to apply for specific eligible uses, rather than submit blanket applications for all required project work (e.g. from predevelopment through to construction completion). If a project is in the predevelopment stage, and needs funding for environmental reviews, architectural drawings, demolition, etc, it should



apply for this specific eligible use of funds. This will ensure that funds are spent in a timely manner, and that the County will be able to pass its annual “timeliness test” that requires that at no time does the CDBG recipient have more than 1.5 times the annual allocation of funds committed but unspent.

**4. For both HOME and CDBG, all projects will be screened with a Fair Housing lens.**

As was discussed at the July Committee meeting, one of the key tenets of affirmatively furthering fair housing is ensuring equal access to opportunity. Therefore, this screening will look at both access to housing in high opportunity communities and at improving access to opportunity for protected classes and in areas of concentrated poverty. Along with new affordable housing development and affordable housing rehabilitation, projects that improve path of travel, ensure connectivity to resources, and increase access to amenities can affirmatively further fair housing.

**5. For both HOME and CDBG, there will be more flexibility within the locally determined allocation categories.**

This will ensure that if there are no projects in a particular allocation category that are considered “ready to proceed” or eligible for funding based on other threshold criteria (as set in the FY 18-19 policies), that allocated funding could be moved to another category that is oversubscribed.

**6. For the 2020 Consolidated Plan: The Commission will track proportional allocations to each jurisdiction over the entire 5 year period of the Consolidated Plan rather than ensuring that each jurisdiction gets its “fair share” on an annual basis.**

This policy will allow each jurisdiction to plan for its share of available funding and hold off on applying for funds until a project is truly ready to proceed. Furthermore, it would allow a jurisdiction to apply for a small amount of funds to prepare required environmental review documents, and to follow up at a later date for capital improvements funding – knowing that funding is reserved for that jurisdiction to use for the full project at a later date. This allows for more strategic use of scarce resources and positions the County to better meet its “timeliness test” each year. Some variance from a strict proportional allocation per jurisdiction would be allowed at the discretion of the TAC (perhaps up to 5% more or less than allocated).

One way to divide proportional allocations is based on population. This proposed division of funds is for discussion purposes only. A division of funds could weigh other factors such as condition of housing stock, overcrowding, poverty levels, etc).

A population-based division of funds would result in the following distribution of dollars over the 5 year Consolidated Plan, assuming level funding:

	<b>Population (Based on the U.S.Census 2017 Population Estimates)</b>	<b>Percentage of Population</b>	<b>Percentage of Funding (Based on Population)</b>	<b>Anticipated 2020-2025 Allocation if a population-based distribution were used</b>
<b>Administration</b>			20%	\$ 1,695,000
<b>Public Services</b>			15%	\$ 1,271,250
<b>Rohnert Park</b>	42,838	16%	10%	\$ 880,280
<b>Cotati</b>	7,479	3%	2%	\$ 153,686
<b>Cloverdale</b>	8,803	3%	2%	\$ 180,893
<b>Sonoma</b>	11,108	4%	3%	\$ 228,259
<b>Windsor</b>	27,548	10%	7%	\$ 566,085
<b>Healdsburg</b>	11,840	4%	3%	\$ 243,301
<b>Sebastopol</b>	7,666	3%	2%	\$ 157,529
<b>Countywide &amp; Unincorporated</b>	150,796	56%	37%	\$ 3,098,716
<b>Total</b>	<b>268,078</b>	<b>100%</b>	<b>100%</b>	<b>\$ 8,475,000</b>

For reference, below is the proportion of funds that have gone to each jurisdiction for the first four years of the 2015 Consolidated Planning Period:

	<b>2015 Consolidated Plan Actual Funding to date</b>	<b>Anticipated FY 2019-20 Funding</b>
<b>Administration</b>	\$ 1,371,817	\$ 339,000
<b>Public Services</b>	\$ 1,209,246	\$ 254,250
<b>Rohnert Park</b>	\$ 456,522	\$ 516,975
<b>Cotati</b>	\$ 262,000	
<b>Cloverdale</b>	\$ 322,000	
<b>Sonoma</b>	\$ 70,000	
<b>Windsor</b>	\$ 257,998	
<b>Healdsburg</b>	\$ 364,614	
<b>Sebastopol</b>	\$ 285,075	
<b>Countywide &amp; Unincorporated</b>	\$ 2,119,202	
<b>Total</b>	<b>\$ 6,718,474</b>	<b>\$ 1,695,000</b>

Using feedback from today's discussion, staff will continue to fine tune the FY 2019-2020 funding policies. The proposed changes will be circulated to the Cities and Town who form the Technical Advisory Committee for feedback as well. Staff will bring redline policies to a concurrent meeting with the Technical Advisory Committee and the Community Development Committee for consideration in September and adoption in October.