



SONOMA COUNTY  
**HOMELESS  
COALITION**

**Sonoma County Homeless Coalition Board  
Agenda Report**

**Item No:** 1 (Consent Calendar)  
**Subject:** December 18, 2024, Sonoma County Homeless Coalition Board Meeting  
Agenda  
**Meeting Date:** December 18, 2024  
**Staff Contact:** Araceli Rivera, [Araceli.Rivera@Sonoma-County.org](mailto:Araceli.Rivera@Sonoma-County.org)

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**SUMMARY**

This staff report presents the December 18, 2024, Sonoma County Homeless Coalition Board Meeting proposed agenda. The agenda contains all proposed items that will be discussed by the Board. The proposed agenda is attached as Attachment A.

**RECOMMENDED ACTION(S)**

Approve December 18, 2024, agenda.

Attachment A



**Sonoma County Homeless Coalition**

**Board Meeting Agenda**

**December 18, 2024**

**1:00pm-4:30pm Pacific Time**

**Public Zoom Link:**

<https://sonomacounty.zoom.us/j/97657584390?pwd=bkdNcjFnM2dhcE5GWkZuRE4zUzZjUT09>

**Phone: +16694449171 Webinar ID: 976 5758 4390 Passcode: 047199**

	<b>Agenda Item</b>	<b>Packet Item</b>	<b>Presenter</b>	<b>Time</b>
	Welcome, Roll Call and Introductions		Board Chair	1:00pm
	<b><i>Note: Items 1-4 below are proposed for adoption via one motion as the Consent Calendar.</i></b>	N/A		
1.	12/18/24 Agenda (Consent Calendar)	Draft Agenda	Staff	1:05pm
2.	Minutes from 11/20/2024 (Consent Calendar)	Draft Minutes	Staff	
3.	Summary of Follow-ups from the Previous Meeting(s) (Consent Calendar)	Summary of Follow-ups	Staff	
4.	Reports for Standing Committee Updates (Consent Calendar) <ul style="list-style-type: none"><li>• CEA Committee</li><li>• Funding &amp; Evaluation Committee</li><li>• HMIS Committee</li><li>• Lived Experience Advisory &amp; Planning Board (LEAP)</li></ul>	Staff Report for Standing Committees	Staff	

5.	Reports from Lead Agency Staff Potential ACTION ITEM <ul style="list-style-type: none"> <li>• Heart Team</li> <li>• Lead Agency Evaluation</li> <li>• Homeless Memorial Day</li> <li>• SoCo Homeless Coalition 2025 Elections</li> </ul> Potential ACTION ITEM	Staff Report	Staff	1:25pm
6.	Service Provider Roundtable (SPR) Update Potential ACTION ITEM		Margaret Sluyk	2:00pm
7.	Sonoma County Governance Charter Ad Hoc Committee- Charter Revision Recommendations and Updates Potential ACTION ITEM	Staff Report	Staff	2:10pm
8.	MOU Between SoCo Homeless Coalition and Lead Agency Potential ACTION ITEM	Staff Report	Staff	2:30pm
9.	10-minute break			3:10pm
10.	Word from the LEAP Board Potential ACTION ITEM		LEAP Board Chair	3:20pm
11.	Point in Time Count Potential ACTION ITEM	Staff Report	Staff	3:30pm
12.	Quarterly Membership Meeting January Agenda Potential ACTION ITEM	Staff Report	Staff	3:45pm
13.	Review Agenda for January Coalition Board Meeting Potential ACTION ITEM <ul style="list-style-type: none"> <li>• MOU Between SoCo Homeless Coalition and Lead Agency</li> <li>• NOFA TBD</li> <li>• Homeless Coalition Board Chair and Vice Chair Election</li> </ul> Potential ACTION ITEM	Staff Report for DRAFT Agenda	Board Chair	3:55pm
14.	Board Member Questions & Comments Potential ACTION ITEM		Board Chair	4:05pm
15.	Public Comment on Items not on the Agenda		Board Chair	4:15pm

**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](mailto:Araceli.Rivera@sonoma-county.org) . Please provide your name, the agenda number(s) on which you wish to speak, and your comment. These comments will be emailed to all 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 Homeless Coalition  
Minutes Staff Report**

**Item No:** 2 (Consent Calendar)  
**Subject:** Meeting Minutes 11/20/2024

**Meeting Date:** 12/18/24

**Staff Contact:** Kim Holden, Senior Office Assistant, [Kim.Holden@sonoma-county.org](mailto:Kim.Holden@sonoma-county.org)

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**SUMMARY**

This staff report briefly summarizes the November 20, 2024, Sonoma County Homelessness Coalition Meeting Minutes. The attached meeting minutes contain all items discussed by the Sonoma County Homeless Coalition Board at the November 20, 2024, Sonoma County Homelessness Coalition Meeting.

**RECOMMENDED ACTION(S)**

Approve Sonoma County Homeless Coalition Minutes from the 11/20/2024 Sonoma County Homeless Coalition Board Meeting.

# Sonoma County Homeless Coalition Board

## Homeless Coalition Board Meeting Minutes

Wednesday, November 20<sup>th</sup>, 2024

1:00 – 5:00 PM, Pacific Time – Meeting held via Zoom

Zoom Recording:

[https://sonomacounty.zoom.us/rec/share/GBRCEFo-xmWvV0zFIdPHGSsnEdlFleSABYI1zdUQOf9U8HwRAk7PtNK\\_qBFGRWEj.B6x2ksHkD1nBlriQ](https://sonomacounty.zoom.us/rec/share/GBRCEFo-xmWvV0zFIdPHGSsnEdlFleSABYI1zdUQOf9U8HwRAk7PtNK_qBFGRWEj.B6x2ksHkD1nBlriQ)

Passcode: gj^8C%TK

### Welcome and Roll Call Introductions (00:03:21–00:10:57)

Jennielynn Holmes called the meeting to order at 1:00 pm and explained the Zoom rules regarding public comment and Brown Act guidelines.

**Present:** Jennielynn Holmes, Catholic Charities | Ben Leroi, Santa Rosa Community Health | Natalie Rogers, City of Santa Rosa | Dennis Pocekay, City of Petaluma | Sean Hamlin, proxy for Chris Coursey, Sonoma County Board of Supervisors | Martha Cheever, Community Development Commission | Una Glass, City of Sebastopol | Jackie Elward, City of Rohnert Park | Dannielle Danforth, West County Community Services | Margaret Sluyk, Reach For Home | Chessy Etheridge, Lived Experience Advisory Board (LEAP) | Chris Cabral, Committee on the Shelterless (COTS) | Kristi Lozinto, Member At-Large | Ron Wellander, City of Sonoma | Angelica Smith, Tribal Seat | Aaron Mello, LEAP Board

**Absent:** Chris Coursey, Sonoma County Board of Supervisors | Salvina Norris, Sonoma County Indian Health Project (SCHIP)

A quorum was present.

### 1 - 4. Approval of Consent Calendar (00:10:59 – 00:12:07)

- Jennielynn Holmes, CoC Board Chair, presented the consent calendar items:
  1. 11/20/24 meeting agenda
  2. 10/23/24 meeting minutes
  3. Summary of Follow-ups from Previous Meeting(s)
  4. Reports for Standing Committee Updates
- **Public Comment:** None
- **Motion:** Una Glass moves to approve the Consent Calendar.

**Second:** Martha Cheever seconds the motion.

**Abstentions or Objections:** None.

**Motion passes.** The consent calendar is approved.

#### **5. Reports from Lead Agency Staff (00:12:18 –00:33:12)**

- HEART Team: James Alexander, Homelessness Services Division Director, reported that Chris Inclan is in place now as the new Health Program Manager (HPM) for the Homeless Encampment Access and Resource (HEART) Team. The new HPM will be coordinating plans for outreach services across Sonoma County, approving and monitoring shelter placements, and also managing contracts.

The Street Outreach Team collaboration meetings are continuing, with the third monthly meeting upcoming on December 2, 2024.

- SoCo Homeless Coalition 2025 Elections: Karissa White reported that the deadline for nominations to the Homeless Coalition Board is tomorrow, November 21, 2024. Only three nominations have been received to date, all for the Homeless Advocacy seat. The vacant Transitional Age Youth (TAY) Lived Experience seat, Adult Lived Experience seat, and the new Black, Indigenous, and People of Color (BIPOC) Led/Serving Organization seat are all lacking nominations. Board direction is requested regarding potentially extending the deadline by one week.
- **Public Comment on Reports from Lead Agency Staff:** Rebecca Sammet
- **Motion:** Dennis Pocekay moves to extend the Homeless Coalition Board nominations window by one week. Jackie Elward seconds.

**Abstentions/Objections:** None

**Motion is approved.**

- Discussion proceeded around two issues, resulting in agreement that they be presented for review at the next Charter Committee Ad Hoc meeting:
  - Potentially expanding the definition of the TAY seat by increasing the age limit (currently 18-24) to facilitate interest from a larger pool of candidates.
  - Potentially enhancing the Lived Experience Advisory Panel (LEAP) seat to include voting rights.

#### **6. Service Provider Roundtable (SPR) Update and Presentation (00:34:05 – 00:55:52)**

- Margaret Sluyk reported that the Service Provider Roundtable will be convening a short-term workgroup to develop a recommendation to the Homeless Coalition Board

regarding the need for a safety policy. Tom Bieri will be the interim Chair of the workgroup, which plans to complete their work over a span of 2-4 meetings.

The Roundtable also engaged in discussion of potential forthcoming changes due to the change in federal leadership, and preparation for the possible impacts on homelessness services in Sonoma County.

- **Public Comment:** None
- Chris Cabral delivered a presentation providing details about the upcoming “Keep People Housed” (KPH) pilot program, which will open for applications on December 16<sup>th</sup>, 2024. The program is a new county-wide effort to address homelessness prevention and will serve 350-400 households during the two-year pilot program. Interested households can apply at <https://www.keeppeoplehoused.org/>
- **Public Comment:** None.

Informational item only; no action taken

## 7. Lead Agency Designation (00:56:01 – 02:28:52)

- Interim Department of Health Services (DHS) Director, Jennifer Solito, prefaced the introduction of the topic by offering her perspective on circumstances encountered by DHS in recent years which led to negative impacts and public scrutiny of the department. The resultant concerns affecting both staff and the Homeless Coalition Board were acknowledged, particularly with regard to contracting, invoicing, and payments. The department is now engaged in a period of transformation, the issues are actively being addressed, and the Interim DHS Director welcomes HC Board members to contact her at any time with questions or concerns about specific operations of the department.

Despite the challenges and uncertainties that may be forthcoming at the federal level, particularly with the Department of Housing and Urban Development (HUD), Director Solito indicated that, should the HC Board choose to transition to another Lead Agency, DHS will work with the Board and their selected agency during the transition process, which could conceivably span 2-3 years.

Alternatively, should the HC Board choose to continue to partner with the County of Sonoma as Lead Agency, Director Solito would like to initiate a conversation as a future agenda item to deliberate about the optimal way to move forward and rebuild a successful collaborative relationship, ensuring that the efforts of the Lead Agency are appreciated, and the needs of the HC Board are met.



- Michael Gause presented slides detailing the responsibilities of the Lead Agency and Collaborative Applicant, practices within similar Continuums of Care (CoC) and Lead Agencies, costs and staffing considerations of the Lead Agency, and the process for transitioning to a new Lead Agency.

Additional information is available in Agenda Report Item #7 (*Lead Agency Designation*) in the packet of meeting materials.

- **Public Comment:** None

Staff fielded questions and comments in an in-depth dissection of the topic and information presented. Ultimately, the tendency of the Board is to not engage in transitioning to a new Lead Agency at this time. In conclusion, Jennielynn Holmes proposed that ideas for initiating a recommitment process between the Board and Lead Agency be brought forward at the next HC Board meeting. The Board Chair offers to meet with other interested members to brainstorm some ideas to present at the December 18<sup>th</sup> meeting, conceivably including a conversation about initiating an annual performance evaluation process.

- **Public Comment:** None.

Informational item only; no action taken.

#### **8. 10-Minute Break 3:25 – 3:35 PM (2:28:55– 2:39:42)**

- A quorum remained after return from the break.

#### **9. Word from the LEAP Board: (02:39:49 – 02:54:17)**

- Chessy Etheridge and Rebekah Sammet reported on the exciting and motivating 3-day Lived Experienced Conference attended at the San Jose Marriott for which they were awarded scholarships, enabling their attendance. The conference was presented by Destination Home in partnership with the National Coalition of the Homeless. This was the second year of the conference but the first time located on the West Coast, and attracted representatives from twenty-one states. The abundance of curriculum options and networking opportunities available was inspiring and the LEAP Board participants hope to return next year as presenters.

- **Public Comment:** None

#### **10. Review Agenda for December Coalition Board Meeting (02:54:19 – 02:56:35)**

- Due to the upcoming Christmas holiday, the December meeting will be moved up one week, to December 18<sup>th</sup>, 2024. Please let staff know if you will be unable to attend and/or will be sending a proxy.

The draft agenda was presented for review. Item #7, the MOU conversation, will include some follow-up from today's discussion.

- **Public Comment:** None

#### **11. Board Member Questions and Comments (02:56:38 –3:00:00)**

- Jackie Elward - expressed appreciation for Jennielynn Holmes' service and leadership as Board Chair this year, and reported that the Rohnert Park City Council will be working with Luther Burbank Housing in contemplation of developing two locations for Homekey Sites.

Jennielynn Holmes - informed the Board of the "Know Your Rights" education workshops provided by Catholic Charities for the immigrant community.

Angelica Smith – reported that each of the cities within Sonoma County have issued proclamations in recognition of November as American Heritage month.

Martha Cheever – the Community Development Commission (CDC) has seven project-based voucher waitlists open for providers to sign up their clients.

- **Public Comment:** Rebekah Sammet

#### **12. Public Comment on Items not on the Agenda: (03:03:12 – 03:07:15)**

- Hunter Scott – Homeless Memorial Day, Friday, December 20<sup>th</sup>, 11:00 am – 12:30 pm, at the Arlene Francis Center – the public is invited.
- Martha Cheever – the Community Development Commission (CDC) has seven project-based voucher waitlists open for providers to sign up their clients.

**Adjournment: 3:03 pm (03:07:17 – 03:07:51)**

## Sonoma County Homeless Coalition Follow-ups Staff Report

**Item No:** 3 (Consent Calendar)  
**Subject:** Summary of Follow-ups from the Previous Meeting(s)  
**Meeting Date:** December 18, 2024  
**Staff Contact:** Michael Gause, Michael.Gause@sonoma-county.org

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### Summary

At the previous meeting, Coalition Board members and others asked for the Lead Agency staff to follow up on specific items. Staff summarized responses to present at the February Sonoma County Homeless Coalition Board meeting.

### Recommended Action(s)

Receive and file.

### Discussion

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

- 1. Strategic Planning Update:** Attachment A provides an update on Strategic Plan Year and Year 2 priorities and implementation. Key updates include:
  - Website redesign (new site live in early 2025)
  - Data Dashboards live in early 2025
  - Coordinated Entry Assessment and Prioritization Process ongoing

Attachment A: Strategic Plan Implementation Schedule

Lead Agency Initial 2023 Efforts	Plan id	Start Date	Projected End date	Assigned	Notes
In alignment with Built for Zero, establish a single By Names List to better serve all individuals experiencing homelessness in Sonoma County	3.6a	1/1/2023	3/1/2025	Thai	In process and ongoing. All regions have BNLs.
Create a new vulnerability assessment, prioritization, and placement process to replace the VI-SPDAT that includes an analysis of individuals' housing strengths and results in equitable housing placement	3.7a	6/1/2023	6/30/2205	CE redesign working group	Meetings ongoing.
Develop a robust communication strategy to keep the public and individuals experiencing homelessness more informed of services, policy changes, challenges, and successes	3.5a	5/1/2023	Complete	Michael and Alea	Website final in early 2025. Forums ongoing. Basic framework is complete.
Strengthen and prioritize the supportive services in the existing homeless response system	2.1 a+b	1/1/2023	Ongoing	Systemwide	New NOFA will continue to prioritize strengthening systems.
Build an effective and equitable subregional street outreach model	2.5b	7/1/2023	Complete	BFZ improvement team	Complete. Integeration with County HEART team ongoing EHT leading meetings of outreach providers.
Adopt a long-term funding strategy for homeless services	3.1b	1/1/2203	6/30/2025	Lead Agency and CoC Board	New group with All Home developing Long Term Investment planning.
Ensure the system of care and its individual programs are evaluated based on key performance metrics	3.14a	1/1/2023	10/15/2023	F&E Committee	Complete - metrics established.
Add 200 PSH and 100 non-congregate shelter beds	1.2a , 1.3a	1/1/2023	New tally in 2025.	Systemwide	Complete.
Ensure an effective transition to Department of Health Services	N/A	1/15/2023	7/1/2023	Lead Agency	Complete
Add 200 PSH beds in Year 2	1.3a			Lead Agency	
Collaborate with local jurisdictions for prohousing designation for jurisdictions	1.4a	12/1/2023	6/30/2025	lead Agency	Achieved for County, Rohnert Park, Windsor, Santa Rosa
Establish minimum compensation for service providier staff	2.1a	7/1/2024		Service Providers	TBD
Leverage CalAIM to assist in funding intensive case coordination	2.2b	7/1/2024	Ongoing	Service Providers and Lead Agency	Service providers have implemenated; DHS working on it
NOFA/NOFA - fund new and renewing programs with success and 20% innovative programs	3.2a	7/1/2024	6/30/2025	Lead Agency and CoC Board	new NOFA will priortize up to 80% in funding for new projects
Inorporate equity goals into funding opportunities	3.2b			Lead Agency and CoC Board	In progress
Provide stranding opportunities for input for LEAP Board and future Youth Action Board at Board, Countils, and Board of Supervisors meetings	3.3a	7/1/20204	Ongoing	Lead Agency and CoC Board	Achieved
Communications plan next steps including website, developing and distributing materials that explain and educate about causes of homelessness		1/1/2024	Complete	Lead Agency	Will be final in January with website redesign.
Ensure CoC Board and system of care's racial and ethnic representation reflects the population of Sonoma County's homeless community. Consider updateding Charter to include designated seats for BIPOC members	3.7e	1/1/2024	Ongoing	Coalition Board	Racial Equity Workgroup has formed; BIPOC seat on Board established.
Ensure that the Coordinated Entry process maintains a person-centered approach that involves the respectful consideration of the following factors (3.6e): -Client Choice -Client Needs -Safety Considerations -The Value of Reducing Barriers -Provider Capacity, Expertise, and Competency	3.6e	1/1/2024	Ongoing	Coalition Board	A Provider Group has been formed to address this.

## Sonoma County Homeless Coalition Board Agenda Report

**Item No:** 4 (Consent Calendar)  
**Subject:** Reports from the Coalition’s Standing Committees and the LEAP Board  
**Meeting Date:** December 18, 2024  
**Staff Contact:** Michael Gause, Michael.Gause@sonoma-county.org

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### Summary

This agenda item contains summaries of Standing Committees’ work in the recent month, as well as information from the Lived Experience Advisory Planning Board (LEAP). Committee Chairs were asked to prepare brief summaries for their respective Committee.

### Recommended Action(s)

Approve policy change described under the Coordinated Entry Advisory Committee update.

### Discussion

#### 1. Coordinated Entry Advisory Committee (CEA):

The assessment and prioritization redesign working group was tasked with replacing the current assessment tool (VI-SPDAT) with a new tool. The working group has made significant progress, however, has run into some barriers. As a reminder, the group began its work by analyzing past VI-SPDAT assessments to understand who is vulnerable, what specific factors make them vulnerable and what specific questions in the VI-SPDAT they responded to affirmatively which make them vulnerable. The group analyzed this data for the entire population but also for underrepresented groups. Questions that had higher rates of affirmative responses by underserved groups were selected in hopes that more of these individuals will be prioritized for PSH as some populations are not assessed for PSH at the same rate as their white counterparts. The group has selected questions for all 4 population groups and a new working group has been formed to rework the questions to be more trauma informed.

The group began to model the new questions with the current Coordinated Entry (CE) list. The goal was to understand how these changes would affect the placement of underserved groups on the CE list. This analysis showed that the changes are not achieving the equity outcomes that we had hoped for. In some cases, certain underserved groups saw marginal improvement in the rate of prioritization for PSH, but other groups saw no change, or the outcomes were slightly worse.

This is disappointing to the group as improving equity is a main goal of this work. Staff doesn’t know why the previous analysis did not bear out the results that were hoped for. It may be due

to the fact that a much larger sample sized was used for the first analysis while this analysis only used the current CE list. Additionally, the smaller sample size of the current CE group made it hard to draw any conclusions about some groups.

The group met on November 20<sup>th</sup> to discuss this analysis. The group decided they wanted to continue with the current questions and not add more historical questions. They also want to include a question that directly asks about someone experiencing discrimination in the past. The group was concerned about the inclusion of this question due to Fair Housing. Staff received feedback that the inclusion of this question on future assessments would not violate Fair Housing. The group will continue its work and report back to the board regularly on progress.

## **2. Funding & Evaluation Committee (F&E):**

The Funding and Evaluation (F&E) Committee held its final meeting as a committee on December 12, 2024, to finalize the scoring tools for the 2025 NOFA. The F&E Committee has officially disbanded. An ad hoc workgroup made up of non-conflicted members will be organized after the start of the new year to continue reviewing future funding.

The All Home workgroup will continue meeting as normal.

## **3.HMIS Committee:**

The HMIS Committee met on Dec 9th and approved some minor language changes around client privacy which will be reflected in our HMIS P&Ps. The Committee also continues to discuss changes to how license fees are calculated, and we expect to have a policy recommendation ready to review during our January meeting.

## **5. Lived Experience Advisory & Planning Board (LEAP):**

- Currently made up of 11 board members. 3 new board seats available
- Selected adult lived experience seat representative for the Homeless Coalition Board
- Re-opened applications for the LEAP Board. Elections will be held in February 2025.
- Working on surveys and solutions to help improve shelter standards.
- Hosted meeting with DHS staff and HomeFirst to finalize details for Homeless Memorial Day presentation.
- Still exploring options to potentially fill TAY seat on Homeless Coalition Board.
- For questions regarding the LEAP Board, please contact: [leap.board.sonoma@gmail.com](mailto:leap.board.sonoma@gmail.com)



**Sonoma County Homeless Coalition Board  
Report From Lead Agency Staff**

**Item No:** 5  
**Subject:** Report from the Lead Agency  
**Meeting Date:** December 18, 2024  
**Staff Contacts:** Michael Gause, Michael.Gause@sonoma-county.org

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**1 – HEART Team Information** – Lead agency staff is facilitating an on-going meeting to discuss integration of the HEART team into the subregional street outreach approach. The group is made up of street outreach representatives and subregional By-names-list managers. The group has developed a list of requests for the HEART team to consider. These requests include enrolling HEART clients into HMIS, screening clients for CE enrollment, and coordination with subregions before and after an encampment action. The street outreach standards will be updated to reflect this coordination. Lead agency staff will bring these updates to this board for consideration once this is complete.

**2- Lead Agency Evaluation** - Lead Agency staff have reviewed other Continuums of Care Charters and policies regarding evaluation. Of CoCs that have evaluations, some take place on an annual basis while others take place on a 5-year basis. Typically, evaluations are conducted and developed by a CoC governing Board or, more often, an Executive Committee of a governing Board. HUD specifically recommends utilizing standard monitoring forms that HUD utilizes when conducting monitoring visits for Lead Agencies. As a note, HUD conducted a monitoring of the Lead Agency in 2021-2022 at the Community Development commission and utilized similar forms. Attachment 1 provides an overview of monitoring and evaluation practices from HUD.

The following link provides an overview of HUD evaluation practices for Lead Agencies. Chapter 29 is specific to the Continuum of Care Program and responsibilities of a Lead Agency/Collaborative Applicant:

[https://www.hud.gov/program\\_offices/administration/hudclips/handbooks/cpd/6509.2](https://www.hud.gov/program_offices/administration/hudclips/handbooks/cpd/6509.2)

Lead Agency Staff recommend that the Board adopt a provision in the Charter to determine either an annual evaluation or an evaluation every two years as well as utilize HUD documents

to inform the evaluation process with community input and participation. The Charter Review Committee is scheduled to meet on December 11, 2024, and staff will recommend this be added to the Charter with a process for scheduling an evaluation.

Attachment 1: Lead Agency Evaluation (from HUD)

### **3- Homeless Memorial Day**

Homeless Persons' Memorial Day is an event to commemorate the lives of homeless individuals who have passed in the last year. The event will be held on Friday, December 20th from 11am-12:30pm at the Arlene Francis Center in Santa Rosa. This event is a collaboration between the lead agency, HomeFirst, FS Global and The Sonoma County Community foundation. The Coalition board is encouraged to attend.

### **4- SoCo Homeless Coalition 2025 Elections**

Coalition staff held a special membership meeting on December 5<sup>th</sup> in which nominees for the Homeless Coalition Board vacant seats were given two minutes to present on why they wish to be on the board. This year, there were four seats up for election. Two of these seats were to be elected by the Sonoma County Homeless Coalition Voting Members and two to be elected by the Lived Experience Planning Advisory Board. Staff did not receive any nominations for the Transitional Aged Youth (TAY) Lived Experience seat and for the new BIPOC Led/Serving Organization seat.

Elections did not take place live this year for the voting members. Organizations have until December 12<sup>th</sup> by 5 pm to submit their ballots. In addition, the LEAP Board will meet on December 13<sup>th</sup> to hold elections for the adult lived experience seat. The election winners for the Homeless Advocacy seat and the Lived Experience seat will be announced live during the board meeting on December 18<sup>th</sup>.

Staff request direction from the board to move forward with the two vacant seats.

#### **Recommendations for the BIPOC Led/Serving Organization seat:**

1. Open the nomination period back up for this seat and continue to do outreach and engagement for potential nominees; or
2. Follow the Charter guidelines to fill this seat in the event of a vacancy: "In the event of a vacancy of an elected member, the members of the Coalition Board will elect a successor to hold the seat for the remainder of the vacated seat's term."

As this seat is new, there is no guidance in the Charter on how to move forward if the seat was never filled. It did take time to fill the Tribal Designated seat when it was new as well. Therefore, staff are seeking direction from the board on how to move forward with either options one or two above as discussed with the Chair and Vice Chair.

#### **Recommendations for the TAY Lived Experience seat:**



1. Open the nomination period back up for this seat and continue to do outreach and engagement with the LEAP for potential nominees; or
2. Allow for the LEAP Board to appoint someone to fill this seat with lived experience of homelessness while outreach efforts are made to find an eligible, interested candidate to fill this seat.



# CoC Governance: Identifying and Evaluating your Collaborative Applicant

## Introduction and Purpose

This Continuum of Care (CoC) Governance Quick Guide provides a brief overview of CoC roles & responsibilities, focusing on the identification, recruitment, and monitoring of a Collaborative Applicant, and is intended as a supplement to the CoC Governance Toolkit.

## CoC Roles & Responsibilities Overview

The CoC consists of three main groups with distinct roles and responsibilities: the CoC Body or Membership, the CoC Governance Board (the Board), and the CoC Collaborative Applicant (formerly known as the Lead Agency). All three groups play critical roles in the CoC and must work collaboratively to end homelessness in their communities. A brief summary of each group is defined below.

**The CoC Body** is made up of members consisting of a diverse group of community organizations and individuals, including those with lived experience and expertise of homelessness, who provide advocacy, services, and/or support to people at risk of or experiencing homelessness in the CoCs geographic area. They play a critical role in the CoCs work by engaging in planning and prioritization for delivering services and programs to individuals and families experiencing homelessness, and by participating in the CoCs planning and decision-making processes. The CoC must also comply with HUD's requirements for administering grant funds. Some primary responsibilities of the CoC include:

- Designating a Collaborative Applicant to coordinate and submit the CoC application,
- Designating an eligible applicant to operate HMIS (Homeless Management Information System),
- Attending membership meetings and fulfilling voting responsibilities,
- Approving the Governance Charter.

**The Board** is responsible for overseeing the CoCs planning and decision-making processes. The Board must include persons with lived experience and expertise of homelessness and ensure that the CoCs activities align with HUD's requirements and the CoCs goals and objectives. The Boards responsibilities are defined by the CoC and must be described in the CoCs governance charter. The Board must be representative of the relevant organizations and of projects serving homeless populations and subpopulations within the CoCs geographic area and ensure that the CoC is engaging with and involving persons with lived experience and expertise of homelessness in its planning and decision-making processes. Primary responsibilities of the CoC Governance Board include:

- Providing oversight and governance on behalf of the CoC, and
- Implementing rules for governance, membership, committee structure, monitoring, and other areas required to fulfill its responsibilities via the CoC Governance Charter.

**The Collaborative Applicant** is responsible for submitting the CoCs application for funding to The Department of Housing and Urban Development (HUD). They lead the planning and coordination efforts to develop the CoCs application and must ensure that it meets HUD's requirements. The Collaborative Applicant serves as the primary point of contact with HUD and is responsible for managing the CoCs grant funds. Primary responsibilities of the Collaborative Applicant include:

- Applying for CoC and/or UFA (Unified Funding Agency) Planning funds,
- Coordinating and submitting the annual application to HUD for CoC program funding, and

- Coordinating and administering the activities and responsibilities of the CoC as specified in the Governance Charter.

This document will focus on the identification and evaluation of an effective Collaborative Applicant.

## Qualities of an effective Collaborative Applicant

The Collaborative Applicant is responsible for submitting the CoCs funding application to HUD and coordinating the planning and implementation of the CoCs strategic plan. As such, identifying an effective Collaborative Applicant should be a carefully considered decision within the CoC. Ideal Collaborative Applicants should possess the following qualities:

- **Commitment to equity and inclusion:** Collaborative Applicants should be committed to equity and inclusion and have a strong understanding of the factors that contribute to homelessness, including systemic racism, poverty, and discrimination. They should also be committed to including the voices of lived experience and expertise in homelessness in decision-making and serving all populations experiencing or at risk of homelessness, including those with disabilities, LGBTQ+ individuals, and Black, Indigenous, and people of color (BIPOC).
- **Strong leadership skills:** Collaborative Applicants should possess strong listening, negotiating, and leadership skills to effectively manage the CoCs strategic plan and coordinate with other partners. This includes the ability to communicate effectively, facilitate collaboration and cooperation among diverse groups, project manage multiple complex activities, and manage conflict.
- **Knowledge of HUD regulations:** Collaborative Applicants should possess a strong understanding of, and fidelity to, HUD regulations and requirements to effectively manage the CoCs grant funding. This includes knowledge of the CoC Program Interim Rule and other relevant HUD policies and guidelines.
- **Experience with grant management:** Collaborative Applicants should have successful experience managing grants and other funding sources to effectively oversee the CoCs grant funding. This includes experience with grant writing, fiscal management, and reporting.
- **Familiarity with the local community:** Collaborative Applicants should have a strong understanding of the local community and the needs of populations experiencing homelessness in their area. This includes knowledge of local service providers, community resources, and other partners.

## Collaborative Applicant Recruitment & selection

Identifying and recruiting an effective Collaborative Applicant is critical to the success of the CoC. To identify and recruit an effective Collaborative Applicant, CoC Boards should consider the following best practices:

- **Engage diverse partners:** CoC Boards should engage a diverse group of partners in the selection process to ensure that the Collaborative Applicant is representative of the CoCs community and can effectively coordinate the needs of all populations experiencing homelessness. Partners must include persons with lived experience and expertise of homelessness, service providers, advocates, policy makers, and other pertinent sectors in the community.
- **Conduct a needs assessment:** Before identifying potential Collaborative Applicants, CoC Boards should conduct a needs assessment to determine what qualities and experience are needed in a Collaborative Applicant. This assessment can help identify the skills and expertise required to effectively manage the CoCs strategic plan and HUD grant funding. Ensure the needs

assessment looks at qualities and experience needed to fulfill all the responsibilities outlined in your local CoC Governance Charter.

- **Utilize a transparent selection process:** To ensure that the Collaborative Applicant is selected based on merit and not personal connections or biases, the selection process should be transparent and clearly communicated to all interested parties. This process should include criteria for selection, such as experience with grant management, familiarity with HUD regulations, and knowledge of the CoCs local community, among other locally determined factors.
- **Provide training and technical assistance:** Once the Collaborative Applicant is selected, the CoC Board should ensure the Collaborative Applicant staff have ongoing access to training and technical assistance to ensure they are prepared to effectively manage the CoCs strategic plan and administer the allocation of HUD funding. This should include training in compliance with HUD regulations, grant management, and community engagement.

## **Incorporating Collaborative Applicant Expectations into the Governance Charter**

The CoC Governance Charter, and any accompanying documents, serves as the governing document for the CoC, outlining the roles and responsibilities of CoC members, the CoC Governance Board, the HMIS lead agency, and the Collaborative Applicant. Accompanying documents may include Memorandums of Understanding (MOUs), checklists, template documents, etc. To ensure that the Collaborative Applicant can effectively carry out its responsibilities, it is important to include specific expectations in the Governance Charter.

Some recommendations for including these expectations in the Governance Charter include:

1. **Clearly defining the role of the Collaborative Applicant:** The Governance Charter should include a clear description of the Collaborative Applicant's role and responsibilities, including its responsibility for submitting the CoCs application for funding to HUD, and coordinating the planning and implementation of the CoCs strategic plan.
2. **Outlining the qualifications for the Collaborative Applicant:** The Governance Charter should include a description of the qualifications necessary for the Collaborative Applicant, including knowledge of compliance with HUD regulations, experience with grant management, incorporation of persons with lived experience and expertise in homelessness, working with diverse populations, and familiarity with the local community.
3. **Establishing performance expectations:** The Governance Charter should establish specific performance expectations for the Collaborative Applicant, including requirements for timely and accurate submission of grant applications and reports, and compliance with all relevant HUD regulations and policies.
4. **Defining the Collaborative Applicant's relationship with the CoC Governance Board:** The Governance Charter should clarify the relationship between the Collaborative Applicant and the CoC Governance Board, including the Collaborative Applicant's responsibility to report regularly to the Board on the CoCs progress in achieving its strategic plan.
5. **Providing for ongoing evaluation and feedback:** The Governance Charter should include provisions for ongoing evaluation and feedback on the performance of the Collaborative Applicant, including regular performance reviews, listening sessions with people with lived experience and expertise of homelessness and diverse communities, and opportunities for input from CoC members and other community partners.

Examples of Collaborative Applicant expectations that could be included in the Governance Charter might include:

- The Collaborative Applicant will have a strong understanding of HUD regulations and requirements and will maintain compliance with all relevant regulations and policies.
- The Collaborative Applicant will work collaboratively with persons with lived experience and expertise of homelessness, CoC members, service providers, community organizations, and other partners to develop and implement the CoCs strategic plan.
- The Collaborative Applicant will be responsible for timely and accurate submission of all grant applications and required reports to HUD (the Annual Homeless Assessment Report (AHAR), Point in Time Count (PIT), Housing Inventory Count (HIC), etc.).
- The Collaborative Applicant will report regularly to the CoC Governance Board on the progress of the CoC in achieving its strategic goals and will seek input and feedback from CoC members and other partners regularly.

In addition to including general expectations of the Collaborative Applicant in the Governance Charter, it can be helpful to outline more specific requirements in a Memorandum of Understanding (MOU). While the Governance Charter provides a general framework for how the CoC will be governed, the MOU can outline specific expectations and requirements for the Collaborative Applicant to ensure that they are meeting the expectations of the CoC Governance Board and provide a framework for monitoring performance. An MOU could outline the roles of the Collaborative Applicant and CoC Board, decision-making processes and what decisions can be made by the Collaborative Applicant and what decisions need Board approval, performance metrics, timelines for completion of activities, process steps for performance improvement activities and the process for removing the Collaborative Applicant, if necessary.

Some recommendations for including CoC Collaborative Applicant expectations in an MOU include:

- **Timelines:** The MOU should outline specific timelines for submitting required documentation and meeting other CoC deadlines. This ensures that the Collaborative Applicant is held accountable for their responsibilities.
- **Reporting Requirements:** The MOU should outline what information the Collaborative Applicant is required to report to the CoC Governance Board and the CoC. This could include, but is not limited to, data on the number of individuals served, progress towards goals, system performance measures, feedback from community listening sessions, and budget information.
- **Performance Expectations:** The MOU should outline specific performance expectations for the Collaborative Applicant, such as meeting performance targets, monitoring of recipients/subrecipients to ensure quality programs and services, and collaborating effectively with other CoC members.
- **Compliance with Regulations:** The MOU should include language requiring the Collaborative Applicant to comply with all applicable regulations and guidelines related to the CoC, such as those related to data collection and reporting.
- **Financial Accountability:** The MOU should outline the financial responsibilities of the Collaborative Applicant, including budgeting, reporting, and compliance with CoC financial requirements.

Note that some expectations and requirements may be more appropriate for inclusion in the Governance Charter versus the MOU. For example, the Governance Charter should include a general expectation that the Collaborative Applicant will comply with all CoC regulations and guidelines, while the MOU may outline specific requirements related to data collection and reporting.

## Monitoring a Collaborative Applicant

Monitoring the performance of the CoC Collaborative Applicant is a key aspect of the CoC Governance process. The Board must have a clear and effective process in place to ensure that the Collaborative Applicant is meeting the expectations outlined in the CoC Governance Charter and MOU.

**Regular Check-Ins.** One effective process for monitoring a CoC Collaborative Applicant is to establish regular check-ins and reporting requirements. The Board should require the Collaborative Applicant to provide regular updates on their progress towards meeting the goals and outcomes identified in the MOU. These updates could take the form of progress reports, financial reports, or other relevant documentation. The Board should also schedule regular meetings with the Collaborative Applicant to discuss progress and address any issues or concerns that arise.

**Community Feedback.** Another important aspect of monitoring the Collaborative Applicant is to establish a system for collecting feedback from persons with lived experience and expertise of homelessness, diverse community members, and partners. The Board should solicit feedback from persons with lived experience and expertise of homelessness, diverse communities, CoC Members and other partners and community members who work with the Collaborative Applicant to understand how the Collaborative Applicant is performing and where improvements can be made. This feedback can be used to inform the Board's monitoring process and to provide the Collaborative Applicant with guidance on how to improve their performance.

To ensure that the monitoring process is effective, the Board should establish clear consequences for non-compliance with the expectations outlined in the Governance Charter and MOU. These consequences should be outlined in the MOU and should be consistently applied to all Collaborative Applicants. Consequences could include sanctions or even termination of the MOU if the Collaborative Applicant fails to meet the outlined expectations.

To effectively monitor a CoC Collaborative Applicant, it is important to establish a clear process that includes the following elements:

- **Timing and timeframe:** The monitoring process should be conducted at regular intervals, such as semi-annually, annually or every two years. The time of year is important to consider, ensuring that it is not at the same time as the CoC competition or other major reporting periods. The specific timing and timeframe should be clearly defined in the CoC Governance Charter and MOU.
- **CoC participation:** The monitoring process should involve participation from a range of partners, including persons with lived experience and expertise of homelessness, the CoC Governance Board, CoC members, and other key partners. This ensures that all parties have a say in the process and can provide feedback on the Collaborative Applicant's performance.
- **Decision-making authority:** The Governance Charter should clearly specify the decision-making authority and process for any actions or recommendations resulting from the monitoring process.
- **Step-by-Step process:** The monitoring process should be conducted in sequential steps, with each step building on the previous one. This includes:
  - **Review of performance metrics:** The monitoring process should begin with a review of the Collaborative Applicant's performance metrics, as outlined in the CoC Governance Charter and/or MOU. These metrics should be specific and measurable and should include both quantitative and qualitative indicators.
  - **Site visit:** Following the review of performance metrics, a site visit should be conducted to assess the Collaborative Applicant's operations and programs. The site visit should be



conducted by a team of relevant partners, including persons with lived experience and expertise of homelessness, CoC members, and representatives from the CoC Governance Board.

- **Report and recommendations:** Based on the review of performance metrics and the site visit, a report should be generated that includes specific recommendations for improvement and areas of strength. If areas of improvement are identified, a timeline for follow-up by the Collaborative Applicant and Board should be included.
- **Follow-up and evaluation:** Finally, the CoC Governance Board should follow up with the Collaborative Applicant to ensure that all recommended improvements have been implemented and should conduct a timely follow-up evaluation to assess the effectiveness of these improvements.

By establishing a clear and comprehensive process for monitoring a Collaborative Applicant, the Governance Board can ensure that the Collaborative Applicant is meeting its expectations and contributing to the overall success of the CoC.

## Tools and Resources

### CoC Governance Resources:

- <https://www.hudexchange.info/resource/1718/continuum-of-care-governance-and-management/>
- <https://www.hudexchange.info/trainings/courses/coc-program-understanding-the-role-of-the-collaborative-applicant-webinar/>
- <https://www.hudexchange.info/resource/3114/coc-governance-charter/>
- <https://www.hudexchange.info/resource/5786/how-to-govern-geographically-diverse-cocs-leading-by-providing-a-regional-voice/>
- <https://www.hudexchange.info/programs/coc/toolkit/responsibilities-and-duties/>
- <https://www.hudexchange.info/resource/2033/hearth-coc-program-interim-rule/>
- [https://www.hud.gov/program\\_offices/comm\\_planning/coc/training](https://www.hud.gov/program_offices/comm_planning/coc/training)
- <https://www.hudexchange.info/programs/coc/tribal-communities/>

### Definitions:

#### Continuum of Care (CoC)

The HUD Continuum of Care (CoC) is a program established by the United States Department of Housing and Urban Development (HUD) to address homelessness and carry out the responsibilities outlined in the [CoC Program Interim Rule](#) for a defined geographic area.

The CoC program is designed to provide a seamless system of care that supports households to move from homelessness to permanent housing as quickly and efficiently as possible. The CoC is managed by local agencies, coalitions of organizations, and individuals responsible for coordinating and implementing the program in their community. The CoC brings together community representatives including: persons with lived experience and expertise of homelessness, nonprofit service providers, victim service providers, faith-based organizations, governments, tribal communities, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and other partners, to provide a range of services and housing options for individuals and families at risk of or experiencing homelessness.

## CoC Governance

CoC Governance refers to the system of management, structure, and decision-making processes used by local agencies and organizations responsible for implementing the CoC program in their community. This includes the development and implementation of comprehensive plans to address homelessness, management of the allocation of HUD funding to local programs and services, and the monitoring and evaluation of program effectiveness.

At the core of CoC Governance is the CoC Governance Board (the Board), which consists of a collective of individuals elected by and serving on behalf of the CoC, responsible for overseeing and implementing the CoC program in their community. The Board must be representative of the relevant organizations and of projects serving homeless subpopulations within the CoC geographic area and must include at least one person with lived experience and expertise of homelessness.

Effectively structured CoC Governance ensures that local agencies and organizations are working together in a coordinated and effective manner to address homelessness in their community.

## CoC Governance Charter

The CoC Governance Charter outlines the structure and processes of the Board. The charter serves as a guide for the CoC membership, Board, work groups, and designated entities, providing clear expectations for their roles and responsibilities and outlining the procedures and protocols they must follow to ensure effective CoC program management. The primary requirements of a CoC Governance Charter include:

- **CoC membership and structure:** The charter must outline how individuals and organizations can become members of the CoC, how voting privileges are obtained and maintained, and the frequency of meetings.
- **Board membership and structure:** The charter must outline the board's membership and structure. This includes specifying the number of members, the types of organizations represented, and any requirements for board membership, such as a minimum level of experience or expertise in the field of homelessness. The charter must also outline how Board members are recruited and approved and how board member terms are determined including any term limits.
- **Roles and responsibilities:** The charter must clearly define the roles and responsibilities of the board, members, Collaborative Applicant and HMIS lead agency, including the development and implementation of the strategic plan, allocation of HUD funding, monitoring and evaluation of program effectiveness, and coordination and collaboration with local agencies and organizations.
- **Decision-making processes:** The charter must outline the decision-making processes used by the board, including how decisions are made, who has the authority to make decisions, and how conflicts are resolved.
- **Conflict of interest policies:** The charter must include policies and procedures for addressing conflicts of interest among board members and ensuring that decisions are made in the best interest of the CoC and the local homeless population.
- **Evaluation and improvement:** The charter must include a process for evaluating the effectiveness of the CoC program, the board, the HMIS lead agency and the Collaborative Applicant, as well as a plan for continuous improvement based on evaluation findings.

In addition to these primary requirements, the Governance Charter may also include other details, such as meeting schedules, work group structure, communication protocols, and procedures for adding or removing board members, including ensuring representation on the board from persons with lived



expertise of homelessness.

The Governance Charter provides the structure and guidance necessary for local CoCs to effectively implement the CoC program and coordinate the homeless response system in their community.

### Centering Equity in CoC Governance

Centering equity in CoC governance is paramount to ensure that the homeless response system is effective and equitable for all community members, including those experiencing homelessness or at risk of becoming homeless. To do so, CoCs must engage in a deliberate and intentional process that involves several key steps.

- Ensure that the board is diverse and representative of the community it serves. This includes recruiting members from a range of organizations and backgrounds, including those who have experience and expertise of homelessness or are from historically marginalized communities.
- Conduct a comprehensive assessment of the local population of persons experiencing homelessness to identify the specific needs and barriers faced by different groups. This includes conducting surveys and focus groups, analyzing data on homelessness in the community, and engaging with community-based organizations and other partners, including persons with lived experience and expertise of homelessness.
- Using the information gathered through the assessment, the CoC can then develop a strategic plan that prioritizes equity and addresses the specific needs of marginalized groups. This may include strategies to address systemic barriers to housing, such as discriminatory housing practices or lack of affordable housing and services in certain neighborhoods.
- Ensure that the allocation of HUD funding is equitable and that resources are directed to programs and services that serve those who are most in need. This may include programs that provide wraparound services, such as mental health care or substance abuse treatment, or those that provide support for people with disabilities or other special needs.
- Importantly, the board must continuously monitor and evaluate the homeless response system and programs to ensure they remain equitable and effective over time. This includes collecting and analyzing data on program outcomes, engaging with community members and partners to gather feedback, and adjusting as needed to address any disparities or inequities that arise.

By centering equity in their work, CoCs can help ensure that their programs and services are effective and equitable for all members of the community. By prioritizing the needs of marginalized groups and addressing systemic barriers to housing and services, communities can help to reduce homelessness and increase access to stable, affordable housing for all. Additionally, by engaging with diverse community members and organizations, the CoC can build trust and partnerships to sustain the program over time.

### Resources to Center Equity:

- **The HUD Exchange** has a variety of tools and resources to assist CoCs in centering equity:
  - [CoC Analysis Tool: Race and Ethnicity](#)
  - <https://www.hudexchange.info/trainings/courses/centering-racial-equity-in-the-work-to-end-homelessness-aligning-vision-with-practice/>
  - [Advancing Racial Equity and Fair Housing Learning Brief](#)
- **The National Alliance to End Homelessness** has developed a [racial equity toolkit for CoCs](#) that includes a range of resources and tools to help CoCs integrate equity into their work.
- **The Corporation for Supportive Housing (CSH)** developed a [Racial Disparities and Disproportionality Index](#) (“RDDI”) that looks at 16 unique systems and measures whether a

racial and/or ethnic group's representation in a particular public system is proportionate to, over or below their representation in the overall population (proportionality).

- **The National Health Care for the Homeless Council** produced a fact sheet that addresses [Health, Homelessness, and Racial Disparities](#).
- **C4 Innovations** developed several [products sharing guidance for advancing racially equitable homeless systems](#) are available to HUD grantees and their communities.

*Disclaimer:*

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**Sonoma County Homeless Coalition Board  
Staff Report**

**Item No:** 7  
**Subject:** Sonoma County Governance Charter Ad Hoc Committee- Charter Revision Recommendations and Updates  
**Meeting Date:** December 18, 2024  
**Staff Contacts:** Karissa White, [Karissa.white@sonoma-county.org](mailto:Karissa.white@sonoma-county.org)

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The Sonoma County Homeless Coalition Governance Charter Ad Hoc Committee held a meeting to continue discussions and to make recommendations to the board on December 11<sup>th</sup>. Although these meetings are not required to be public, invitations were sent out through the Homeless Coalition Listserv to invite members of the public to attend.

During this meeting, members discussed the following items for Charter revisions:

**Items for Board Action**

- 1. Legal Counsel:** The current charter language needs to be removed the Board is not a legal entity. The ad hoc discussed this item and it was confirmed that if there were legal questions, the Department of Health Services staff will bring legal questions to Sonoma County Counsel and that information will be brought back to the board.

The following was approved by the ad hoc for replacement:

**Replace:** “The Board has the authority to choose its legal counsel, and may, following majority Board approval, direct work by counsel within the Coalition Lead Agency’s budget for Coalition legal services (if any). Individual members of the Board may not direct legal counsel’s work or time incurred.”

With: “Coalition Staff, as the Lead Agency, shall consult with counsel if questions arise at the board if needed.”

- 2. Temporarily Filling the Transitional Age Youth (TAY) Lived Experience Seat if Vacant:** As requested per the LEAP Board, in cases where the TAY Lived Experience Seat cannot be filled, the LEAP Board shall appoint any individual with lived experience to remain seated until that seat is filled through outreach and engagement efforts. This will ensure that lived experience members maintain their votes on the board as this seat has been historically challenging to fill.

All ad hoc members approved this recommendation to move forward.

**Transitional Age Youth (TAY) Lived Experience Seat:** During the November meeting, the challenges of filling this seat with an individual who has recent (within the past five years) or current experience with homelessness and is both willing and able to participate as a board member, particularly within the 18-24 age range was discussed. Given that the seat requires the individual to have experienced homelessness within the last five years, it was recommended to extend the age range for this seat to include individuals aged 18-30. Expanding the age limits on this seat would allow for the nomination of individuals between the ages of 18-30, who could still have relevant experience as Transition-Age Youth (TAY) experiencing homelessness.

All ad hoc members approved this recommendation to move forward.

- 3. LEAP Board Non-voting Member Seat:** The LEAP Board recommends changing the current non-voting seat to a voting seat, noting that other Continuums of Care have a broader representation of individuals with lived experience of homelessness on their boards.

After thoughtful discussion, all members of the ad hoc group reached a consensus that the recommendation will not be brought forward for approval at this time. Every member expressed that the presence of a LEAP Board member at meetings is incredibly valuable, providing essential insight that significantly influences their decision-making. The lived experience feedback shared by LEAP Board members has been deeply appreciated and continues to enrich the group's work.

However, the ad hoc group has decided not to move forward with the recommendation to expand the board, particularly in light of a recent conversation within the board. During that discussion, board members collectively expressed a desire not to expand the board further. Increasing the membership from 17 to 18 would, in turn, require further expansion to 19, which the board feels would make the group too large. The group remains committed to incorporating diverse perspectives, including lived experience, in a way that maintains the board's effectiveness and focus.

### **Items Remaining to be Addressed**

- 1. Required Board Training and Tracking:** Staff will work to develop a system for tracking board training and the use of a platform such as Sonoma Higher ed. This curriculum will include current one-time courses, such as the history of the county's homelessness, and will incorporate annual refresher training. Additionally, new Diversity, Equity, and Inclusion (DEI) training is to be developed with the possibility of new/rotating training materials annually for all members. It is also recommended that Housing First training be provided to new board members.

**Discussion:** New staff hired will look into the County of Sonoma's training platform called Sonoma Higher Ed to discuss feasibility of using the system to provide trainings in an electronic, trackable, system. DEI training materials and curriculum is an item that staff continue to work on. Topics of training for the board and the Homeless Coalition members is also being discussed at the Racial Equity workgroup to provide recommendations. This item is still pending and will be brought back with additional information at a later date.

- 2. Lead Agency and Collaborative Applicant Memorandum of Understanding (MOU):** This item was recently edited by the Sonoma County Department of Health Services and is currently agenized for the December 18th board meeting. The ad hoc decided to put this item on hold until further discussion is held by the board during the upcoming meeting.
- 3. Termination Clause:** All members of the ad hoc were in agreement that the 180-day period for termination is insufficient to change the Lead Agency and Collaborative Applicant. The ad hoc decided to put this item on hold until further discussion is held by the board during the upcoming meeting.
- 4. NEW Lead Agency Evaluation:** This item was presented as a new item after discussion during the November board meeting. As information regarding evaluations will be presented during the upcoming board meeting, the ad hoc decided to hold on this item. Discussions did include the length of time and how five years for evaluation would be too much time.



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

**Item No:** 8  
**Subject:** MOUs Between Homeless Coalition and Lead Agency Follow-up  
**Meeting Date:** December 18, 2024  
**Staff Contact:** Michael Gause, [Michael.Gause@sonoma-county.org](mailto:Michael.Gause@sonoma-county.org)

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**SUMMARY**

This item continues the discussion from the October Coalition Board meeting regarding the proposed MOUs between the Homeless Coalition and Lead Agency/Collaborative Applicant.

**RECOMMENDED ACTION(S)**

Continue review of the two MOUs (Lead Agency and Collaborative Applicant). If the MOUs are agreed upon to move forward, they will next be taken to the Sonoma County Board of Supervisors for ratification.

**DISCUSSION**

The Coalition Board and Lead Agency staff discussed both the Collaborative Applicant and Lead Agency MOUs at the October 23<sup>rd</sup>, 2024, Coalition Board meeting. More discussion was needed, including a discussion at the November 20, 2024, Coalition Board meeting on the duties of the Lead Agency as well as the ongoing designation of the Sonoma County Department of Health Services as the Lead Agency.

At the Board's direction, staff are bringing back both MOUs with redline proposed edits from Lead Agency staff for further discussion with the Coalition Board with a goal of approving the MOUs to send to the Sonoma County Board of Supervisors (governing body for the Lead Agency) for final approval.

Attachments: Continuum of Care Lead Agency and Collaborative Applicant MOUs (redline).

## **Attachment 2 –Collaborative Applicant - DRAFT**

### **MEMORANDUM OF UNDERSTANDING**

#### **BETWEEN**

**THE SONOMA COUNTY HOMELESS COALITION ACTING AS THE SONOMA COUNTY  
CONTINUUM OF CARE (CA-504)**

#### **AND**

**THE COUNTY OF SONOMA DEPARTMENT OF HEALTH SERVICES**

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**WHEREAS**, the Sonoma County Homeless Coalition acting as the local Sonoma County Continuum of Care (hereinafter, “CoC”) shall serve the geographic area of the SONOMA COUNTY CONTINUUM OF CARE (CA-504), which encompasses all of Sonoma County, to:

- Create a unified, coordinated, equitable, and integrated system with a clear vision across the community to reduce homelessness;
- Develop a system of care that ensures that all persons experiencing homelessness have a safe, supportive and permanent place to call home;
- Build a future in which there are sufficient resources, political leadership, and community involvement to end homelessness as a permanent fixture in our social landscape;
- Ensure quick access to permanent housing, stable and increased income for participants, strength-based consumer relationships(those relationships which focus on an individuals’ strengths and not deficits), effective and financially responsible services and programing, coordination and collaboration with mainstream partners, policy and resource advocacy, and comprehensive community education;
- Collaborate with the Lead Agency and other local partners and agencies in order to ensure there are sufficient programming and services in all regions of Sonoma County;
- Supports policies that address disparities in Sonoma County which may be contributing factors to homelessness;
- Commit to principles of equity and inclusion and strive to engage all community members, regardless of background, throughout Sonoma County, especially those whose voices have been traditionally marginalized.
- Pursue upstream investments before problems occur, to reduce overall societal costs, including: diverting those at imminent risk of homelessness, engaging and empowering people who are experiencing homelessness to regain housing stability and their own financial independence, avoiding high criminal justice and hospital costs and negative health outcomes with appropriate housing, income, and access to health services, and aligning public and private efforts to address the problems we share; and

**WHEREAS**, the CoC adopted a governance charter on December 29, 2021, which included policies and procedures conforming to the U.S. Department of Housing and Urban Development

requirements detailed in 24 CFR part 578 to designate an eligible organization to serve as the “Collaborative Applicant” to provide services outlined in this Memorandum of Understanding; and

**WHEREAS**, the CoC is represented by its governing body, the Homeless Coalition Board, and the Board is authorized to sign and execute this MOU on its behalf; and

**WHEREAS**, the Board finds that the County of Sonoma’s Department of Health Services (“County”) has extensive experience and is capable of serving as the Collaborative Applicant to execute the roles and provide the services set forth herein; and

**WHEREAS**, the Department of Health Services, as the Collaborative Applicant, is the sole eligible applicant for HUD CoC Planning Grant funds, shall manage the required HUD process on behalf of the CoC to ensure the maximum amount of funds are received by the CoC jurisdiction, and will ensure that the CoC is in compliance with all applicable HUD rules and regulations;

**NOW, THEREFORE**, the parties agree to the following:

**ROLES AND RESPONSIBILITIES OF THE DEPARTMENT OF HEALTH SERVICES, IN ITS ROLE AS COLLABORATIVE APPLICANT:**

1. Conducts the HUD CoC Program grant process, in a way which is compliant with County formal solicitation practices, which will include but is not limited to:
  - a. Designing, operating and following a collaborative, fair, and transparent process for developing applications and approving submission of applications in response to a CoC Program Notice of Funding Opportunity (NOFO).
  - b. Staffing a performance, scoring, and ranking committee that:
    - i. Establishes CoC priorities that align with HUD's priorities, as stated in the NOFO or related materials;
    - ii. Scores projects using an objective set of criteria based on CoC priorities, performance, and such other objective criteria deemed appropriate; and
    - iii. Ranks projects according to the NOFO's instructions.
  - c. Analyzing the NOFO Score from HUD and identifying ways to improve such score to maximize funding.
  - d. Determining if one or more applications will be submitted, and if more than one, designate the Collaborative Applicant.
  - e. Developing an application timeline and project proposal process consistent with the requirements of the HUD CoC NOFO.
  - f. Preparing and approving the CoC Program Consolidated Application on behalf of the CoC.
  - g. Submitting the consolidated application to HUD.
2. Applies for HUD planning dollars and is able to provide the match required for the planning grant.
3. Develops, in cooperation with CoC committees, performance targets appropriate for each population and program type based on HUD performance standards identified in HUD guidance, NOFOs and notices.
4. Conducts performance monitoring, evaluation and reporting of all CoC program and Emergency Solutions Grant (ESG) program recipients and subrecipients.



5. Develops a quality improvement plan (QIP), and completes a DHS Pre-Award Risk Assessment (PARA) process, and provides technical assistance for underperforming projects including all mitigation efforts required by PARA.
6. Provides required reports to HUD.
7. In collaboration with CoC committees and the CoC Board, establishes written standards for funding recipients and subrecipients.
8. Serves as the liaison between CoC-funded projects and the local HUD Field Office located in San Francisco, CA.
9. Upholds and implements the CoC's equity goals and strategies while maintaining compliance with County policies, practices, and procedures within the activities outlined above.
10. In the event there are conflicts or performance issues between the Lead Agency and the CoC, the following steps will be taken:
  - A. Every effort should be expended by both parties, in good faith, to resolve conflicts and performance issues at the start; else those issues should be escalated to the next level:  
 Either party should communicate such elevated conflicts or performance issues on either side to both the Director of the Department of Health Services and the Chair of the Homeless Coalition for resolution. C. At the request of a majority of the CoC Board, the County (including the County Executive and Department of Health Services Director) will meet and discuss with the CoC Board or its designated representatives to discuss and seek resolution of performance issues related to this MOU, which could include specific issues with staff.

**ROLES AND RESPONSIBILITIES OF THE CONTINUUM OF CARE WITH REGARD TO THE COLLABORATIVE APPLICANT:**

1. Approve policies and procedures for performance monitoring, evaluation, corrective plans and reporting for all CoC Program and ESG recipients and sub-recipients, in alignment with the Department of Health Services policies, practices and procedures.
2. Ensure that any potential or perceived conflicts of interest are addressed in compliance with the CoC's conflict of interest policy in alignment with the Department of Health Services policies, practices and procedures..
3. Works collaboratively with the Department of Health Services to secure, align, and leverage local public and private funds, state funds, and federal funds to prevent and end homelessness.
4. Review the annual CoC Program Consolidated Application submission and response to HUD's annual CoC Program NOFO for homelessness assistance resources.
5. Approve CoC performance targets appropriate for each population and program type.
6. Approve written standards for HUD-funded and state-funded homeless projects.
7. Conduct an annual performance review of the Collaborative Applicant.
8. Ensure staff from the Collaborative Applicant are not eligible to vote with the CoC Board.
9. Coordinate with the Authorized Representative(s) from the Collaborative Applicant prior to requesting support or assistance with activities or projects not outlined in this MOU.

**DURATION AND RENEWAL**

Except as provided in the TERMINATION section, upon mutual execution, this MOU shall be effective through **December 31, 2024**, and will renew automatically on January 1<sup>st</sup> of each year thereafter unless either party gives notification pursuant to the TERMINATION section.

## **GRANTS & FINANCIAL SUPPORT**

1. **HUD CoC Program Grant.** This MOU designates the Department of Health Services as the Collaborative Applicant, which means that the Department of Health Services will be eligible for a grant of CoC planning funds.
2. **CoC Planning Program Grant.** The Department of Health Services, as the Collaborative Applicant, is the only entity that may apply to HUD for CoC planning costs.
3. **County General Fund.** Historically, the County has used General Fund monies to subsidize the cost of the Collaborative Applicant function. Following the first year of this agreement, the Department of Health Services Fiscal Unit will provide the CoC Board with a financial overview of the cost to operate the Collaborative Applicant function, which may include the associated costs to operate any other CoC functions such as the Lead Agency, the HMIS Lead, and/or the Coordinated Entry Lead. This overview will include a breakdown of funding sources. The Department of Health Services and the CoC will then use this analysis to determine the best strategy for funding the Collaborative Applicant function, as well as any other related CoC functions. Every effort should be made by all parties to prioritize and ensure administrative costs are fully covered for all support work associated with this MOU and the Lead Agency MOU.

## **COMPLIANCE**

Both Parties agree to adhere to and comply with HUD's rules and regulations overseeing the Continuum of Care. The Parties agree to update, within the HUD-specified timeframe for such change, this MOU and other operational documents, as well as practices and procedures, in order to comply with any updates to HUD regulations, notices, standards, and other applicable laws that HUD dictates in notices or other HUD guidelines.

## **AMENDMENTS AND NOTICES**

The MOU may only be amended in writing, and any amendment must be mutually agreed upon and signed by both parties to take effect. Notices shall be mailed, emailed or delivered to:

1. Chair of the Sonoma County CoC Board of Directors
2. Director of the Department of Health Services as the head of the Lead Agency

## **TERMINATION**

Either party, the CoC and/or the County of Sonoma, may terminate this MOU at a date prior to the renewal date specified in the MOU by giving 180 days written notice to the other party. The termination shall be effective on the date specified in the notice of termination.

## **SIGNATURES:**

# Attachment 1 –Lead Agency - DRAFT

## MEMORANDUM OF UNDERSTANDING

### BETWEEN

THE SONOMA COUNTY HOMELESS COALITION ACTING AS THE SONOMA COUNTY  
CONTINUUM OF CARE (CA-504)

### AND

THE COUNTY OF SONOMA DEPARTMENT OF HEALTH SERVICES

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**WHEREAS**, the Sonoma County Homeless Coalition acting as the local Sonoma County Continuum of Care (hereinafter, “CoC”) shall serve the geographic area of the SONOMA COUNTY CONTINUUM OF CARE (CA-504), which encompasses all of Sonoma County, to:

- Create a unified, coordinated, equitable, and integrated system with a clear vision across the community to reduce homelessness;
- Develop a system of care that ensures that all persons experiencing homelessness have a safe, supportive and permanent place to call home;
- Build a future in which there are sufficient resources, political leadership, and community involvement to end homelessness as a permanent fixture in our social landscape;
- Ensure quick access to permanent housing, stable and increased income for participants, strength-based consumer relationships (those relationships which focus on an individuals’ strengths and not deficits), effective and financially responsible services and programing, coordination and collaboration with community partners, policy and resource advocacy, and comprehensive community education;
- Collaborate with the Lead Agency and other local partners and agencies in order to ensure there are sufficient programming and services in all regions of Sonoma County;
- Support policies that address disparities in Sonoma County which may be contributing factors to homelessness;
- Commit to principles of equity and inclusion and strive to engage all community members, regardless of background, throughout Sonoma County, especially those whose voices have been traditionally marginalized;
- Pursue upstream investments before problems occur, to reduce overall societal costs, including: diverting those at imminent risk of homelessness, engaging and empowering people who are experiencing homelessness to regain housing stability and their own financial independence, avoiding high criminal justice and hospital costs and negative health outcomes with appropriate housing, income, and access to health services, and aligning public and private efforts to address the problems we share; and

**WHEREAS**, the CoC adopted a governance charter on December 29, 2021, which included policies and procedures conforming to the U.S. Department of Housing and Urban Development

requirements detailed in 24 CFR part 578 to designate an eligible organization to serve as the Lead Agency to provide services outlined in this Memorandum of Understanding; and

**WHEREAS**, the CoC is represented by its governing body, the Homeless Coalition Board (“The Board”), and the Board is authorized to sign and execute this MOU on its behalf; and

**WHEREAS**, the Board finds that the County of Sonoma’s Department of Health Services (“County”) has extensive experience and is capable of serving as the “Lead Agency” to execute the roles and provide the services set forth herein;

**NOW, THEREFORE**, the parties agree to the following:

**ROLES AND RESPONSIBILITIES OF THE DEPARTMENT OF HEALTH SERVICES, IN ITS ROLE AS THE LEAD AGENCY:**

1. To the best of its ability the Lead Agency will provide staffing support for CoC mandated activities as long as such staff are available and funded, and that there are no conflicts with Lead Agency internal policies, practices or processes including but not limited to:
  - a. Membership meetings - scheduling, noticing, logistics, agendas, minutes
  - b. CoC Board meetings - scheduling, noticing, logistics, agendas, minutes
  - c. Committee meetings - scheduling, noticing, logistics, agendas, minutes
2. Provides Board and member support, as long as such staff are available and funded, with a particular focus on upholding the CoC’s equity goals and strategies, including:
  - a. Maintaining membership lists
  - b. Engaging and inviting potential new members
  - c. Facilitating and supporting Board election processes
  - d. Providing Board and member development and onboarding
3. Maintains all CoC-related documents and recordkeeping functions
4. Engages within and to the community regarding CoC activities
5. Reviews and approves the alignment of local public and private funds, state funds, and federal funds to prevent and end homelessness
6. Partners with the Homeless Management Information System (HMIS) Lead to establish appropriate performance targets by population and program in consultation with the CoC and Emergency Solutions Grant (ESG) Program Grantee and sub-recipients
7. Updates and maintains any CoC-related social media (Facebook, etc.)
8. Updates and maintains the CoC website
9. Completes and submits State of California mandated reporting in alignment with standard Lead Agency practices
10. Collect and submit the annual HUD CoC Registration
11. Supports CoC planning efforts, including the development and implementation of a strategic plan
12. Supports the CoC in establishing a vision and pursuing strategic goals for how to carry out the coordination of homeless services across the CoC’s geographic area
13. Supports the CoC in setting priorities, allocating resources, and aligning short-term operations and program management with long-term goals and objectives
14. Coordinates and facilitates collaboration among agencies to ensure successful planning and partnership within the CoC geographic area
15. Researches and produces planning materials, including analysis of best practices
16. Provides and/or arranges for training and technical assistance on topics of relevance to the CoC and for agencies not meeting HUD-mandated CoC performance standards

17. Coordinate with the CoC to produce a Point-in-Time Count Census at least once every two years, as well as a Housing Inventory Count
18. Upholds and implements the CoC's equity goals and strategies while maintaining compliance with County policies, practices, and procedures, within the activities outlined above
19. In the event there are conflicts or performance issues between the Lead Agency and the CoC, the following steps will be taken:
  - a. Every effort should be expended by both parties, in good faith, to resolve conflicts and performance issues at the start; else those issues should be escalated to the next level:
  - b. Either party should communicate such elevated conflicts or performance issues on either side to both the Director of the Department of Health Services and the Chair of the Homeless Coalition for resolution.
  - c. At the request of a majority of the CoC Board, the County (including the County Executive and Department of Health Services Director) will meet and discuss with the CoC Board or its designated representatives to discuss and seek resolution of performance issues related to this MOU, which could include specific issues with staff.

**ROLES AND RESPONSIBILITIES OF THE CONTINUUM OF CARE WITH REGARD TO THE LEAD AGENCY:**

1. Approve policies and procedures for performance monitoring, evaluation, corrective plans and reporting for all CoC Program and ESG Program recipients and subrecipients, in alignment with the Lead Agency policies, practices and procedures
2. Ensure that any potential or perceived conflicts of interest are addressed in an effective, open, and timely manner and that those conflicts are communicated and resolved in collaboration with the Director of the Lead Agency or designee(s).
3. Collaborate to secure and align local public and private funds, state funds, and federal funds to prevent and end homelessness.
4. Secure, approve and allocate sufficient annual funding to support Lead Agency staff in their support work of the CoC.
5. Review and approve project applications for state and federal funding, in alignment with the Lead Agency policies, practices and procedures
- 6.
7. Approve CoC performance targets appropriate for each population and program type.
8. Conduct an annual performance review of the CoC Lead Agency.
9. Review the annual HUD CoC Program Consolidated Application as approved by the Collaborative Applicant, the Point-in-Time Count, and the Housing Inventory Count.
10. Complete an annual review of the CoC Governance Charter.
11. Ensure staff from the Lead Agency are not eligible to vote with the CoC Board.
12. Coordinate with the Director of the Lead Agency or designee(s) prior to requesting support or assistance with activities or projects not outlined in this MOU.

**DURATION AND RENEWAL**

Except as provided in the TERMINATION section, upon mutual execution, this MOU shall be effective through **December 31, 2024**, and will renew automatically on January 1<sup>st</sup> of each year thereafter unless either party gives notification pursuant to the TERMINATION section.

## **GRANTS & FINANCIAL SUPPORT**

1. **HUD CoC Program Grant.** A separate MOU may designate the Department of Health Services as the Collaborative Applicant. If approved, this means that the Department of Health Services will be eligible for a grant of CoC planning funds.
2. **CoC Program Planning Grant.** The Department of Health Services, if named the CoC's Collaborative Applicant, is the only entity that may apply to HUD for CoC planning costs.
3. **County General Fund.** Historically, the County has used General Fund monies to subsidize the cost of some of the Lead Agency functions and roles. Following the first year of this agreement, the Department of Health Services Fiscal Unit will provide the CoC Board with a financial overview of the cost to operate the Lead Agency function, which may include the associated costs to operate any other CoC functions such as the Collaborative Applicant, the HMIS Lead, and/or the Coordinated Entry Lead. This overview will include a breakdown of funding sources. The County and the CoC will then use this analysis to determine the best strategy for funding the Lead Agency function, as well as any other related CoC functions. Every effort should be made by all parties to prioritize and ensure administrative costs are fully covered for all support work associated with this MOU and its related Collaborative Applicant MOU.

## **COMPLIANCE**

Both Parties agree to adhere to and comply with HUD's rules and regulations overseeing the Continuum of Care. The Parties agree to update, within the HUD-specified timeframe for such change, this MOU and other operational documents, as well as practices and procedures, in order to comply with any updates to HUD regulations, notices, standards, and other applicable laws that HUD dictates in notices or other HUD guidelines.

## **AMENDMENTS AND NOTICES**

The MOU may only be amended in writing, and any amendment must be mutually agreed upon and signed by both parties to take effect. Notices shall be mailed, emailed or delivered to:

1. Chair of the Sonoma County CoC Board of Directors
2. Director of the Department of Health Services as head of the Lead Agency

## **TERMINATION**

Either party, the CoC and/or the County of Sonoma, may terminate this MOU at a date prior to the renewal date specified in the MOU by giving 180 days written notice to the other party. The termination shall be effective on the date specified in the notice of termination.

## **SIGNATURES:**



**Sonoma County Homeless Coalition Board  
Staff Report**

**Item No:** 11  
**Subject:** Sonoma County Homeless Point in Time Count 2025  
**Meeting Date:** December 18, 2024  
**Staff Contact:** Karissa White, CoC Coordinator, [Karissa.White@sonoma-county.org](mailto:Karissa.White@sonoma-county.org)

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**SUMMARY**

Friday, January 31, 2025, is the Sonoma County Point-in-Time (PIT) Street Count for all populations of persons experiencing homelessness. The Count is required to receive federal homeless assistance funds and provides critical data to understand homelessness locally and to support strategic decisions about our programs.

**RECOMMENDED ACTION(S)**

None, informational only.

**DISCUSSION**

The annual Homeless Point-in-Time (PIT) Count in Sonoma County plays a pivotal role in understanding and addressing homelessness, in accordance with the requirements set by the U.S. Department of Housing and Urban Development (HUD). The PIT Count serves as a crucial tool for policymakers and program administrators, offering insights into the scope of homelessness. Data collected helps inform public opinion, raises awareness, and attracts resources to address the issue comprehensively.

Continuum of Care staff are working with Applied Survey Research consultants to hold regional meetings with outreach workers, providers, and city staff to review each region and discuss areas in which they know people may be or are in unsheltered situations. During these meetings, outreach workers and providers can claim census tracts prior to the general public. This new methodology began in 2020 and allowed outreach workers who knew their regions to select census tracts prior to the general volunteer list. This year, we will be having these meetings take place in the new subregional By Names List meetings that are currently in operation. This proactive approach ensures a more thorough count, especially in encampments and hard-to-reach locations, reducing the likelihood of overlooking individuals whom community volunteers might miss.

Currently, Continuum of Care staff are working with the outreach and providers to on census tract selections for each region. Once completed, notices will be disseminated widely to invite community volunteers. Volunteers will have the opportunity to select maps online through a virtual process, and training sessions will be scheduled closer to the count, ensuring readiness for all involved.

The 2025 Homeless Point in Time Count for adults will be held on January 31<sup>st</sup>, with six deployment sites: the City of Santa Rosa and Petaluma will begin at 5:00 a.m., and other regions will begin at 6:00 a.m. (as required by HUD).

As in previous years, a specialized youth count will take place later this afternoon at around 2:00 PM. This youth count will be supported by a team of young individuals who have experienced homelessness, along with assistance from our local youth service providers. Social Advocates for Youth has previously served as the deployment site for the entire county during past counts. We have reached out to other youth service providers for their support in this effort. TLC Child & Family Services has volunteered to be the deployment site and will help support with teams. Teams will also be formed with members from other providers, including Community Support Network, Buckelew Programs, and the Department of Health Services, to ensure adequate coverage.

Any questions regarding the 2024 Homeless Point in Time Count can be directed to Karissa White, CoC Coordinator, at [Karissa.White@sonoma-county.org](mailto:Karissa.White@sonoma-county.org)





## Sonoma County Homeless Coalition Board Quarterly Membership Meeting Agenda Report

**Item No:** 12

**Subject:** January 16<sup>th</sup>, 2025, Quarterly Membership Meeting Agenda

**Meeting Date:** December 18, 2024

**Staff Contact:** Karissa White, Continuum of Care Coordinator,  
[Karissa.White@sonoma-county.org](mailto:Karissa.White@sonoma-county.org)

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### **SUMMARY**

The attached agenda contains all items to be presented and discussed at the January 16<sup>th</sup> Sonoma County Homeless Coalition Quarterly Membership Meetings.

### **RECOMMENDED ACTION(S)**

Approve Sonoma County Homeless Coalition Quarterly Membership Meeting Agenda for January 16<sup>th</sup>, 2025.

Attachment A -Quarterly Membership Meeting Agenda

## Attachment A



**Sonoma County Homeless Coalition  
Quarterly Membership Meeting  
Agenda January 16<sup>th</sup>, 2025  
1:00pm-4:00pm Pacific Time**

**1450 Neotomas Ave. Santa Rosa, CA 95405**

<b>Agenda</b>
1. Welcome and Introductions
2. Ruthless Kindness Overview of program and services provided to address the epidemic of violence and preventable suffering in at-risk animals and people.
3. Family Justice Center Sonoma County Overview of programs and services provided to assist victims and survivors of domestic violence, dating violence, elder abuse, child abuse and sexual assault.
4. Department of Rehabilitation Overview of disability services and eligibility provided by DOR in Sonoma County.
5. Sonoma County Homeless Coalition Board and Committee Updates: <ul style="list-style-type: none"><li>• Funding and Evaluation Committee</li><li>• HMIS Data Committee</li><li>• Strategic Planning Committee</li><li>• LEAP Board</li><li>• Racial Equity Workgroup</li></ul>
6. Community Updates Opportunity for open discussion with attendees to provide program updates, ask questions, and converse over issues related to homelessness.



**Sonoma County Homeless Coalition**

**Board Meeting Agenda**

***DRAFT*** January TBD, 2025

**1:00pm-4:30pm Pacific Time**

**Public Zoom Link:**

<https://sonomacounty.zoom.us/j/97657584390?pwd=bkdNcjFnM2dhcE5GWkZuRE4zUzZjUT09>

**Phone: +16694449171 Webinar ID: 976 5758 4390 Passcode: 047199**

	<b>Agenda Item</b>	<b>Packet Item</b>	<b>Presenter</b>	<b>Time</b>
	Welcome, Roll Call and Introductions		Board Chair	1:00pm
	<b><i>Note: Items 1-4 below are proposed for adoption via one motion as the Consent Calendar.</i></b>	N/A		
1.	12/18/24 Agenda <i>(Consent Calendar)</i>	Draft Agenda	Staff	1:05pm
2.	Minutes from 12/18/2024 <i>(Consent Calendar)</i>	Draft Minutes	Staff	
3.	Summary of Follow-ups from the Previous Meeting(s) <i>(Consent Calendar)</i>	Summary of Follow-ups	Staff	
4.	Reports for Standing Committee Updates <i>(Consent Calendar)</i> <ul style="list-style-type: none"> <li>• CEA Committee</li> <li>• Funding &amp; Evaluation Committee</li> <li>• HMIS Committee</li> <li>• Lived Experience Advisory &amp; Planning Board (LEAP)</li> </ul>	Staff Report for Standing Committees	Staff	
5.	Homeless Coalition Board Chair Election  Potential ACTION ITEM	Staff Report	Staff	1:25pm

6.	Reports from Lead Agency Staff <ul style="list-style-type: none"> <li>Racial Equity Workgroup Update</li> </ul> Potential ACTION ITEM	Staff Report	Staff	1:40pm
7.	Service Provider Roundtable (SPR) Update Potential ACTION ITEM		Margaret Sluyk	1:50pm
8.	MOU Between SoCo Homeless Coalition and Lead Agency Potential ACTION ITEM	Staff Report	Staff	2:00pm
9.	10-minute break			2:50pm
10.	Word from the LEAP Board Potential ACTION ITEM		LEAP Board Chair	3:00pm
11.	Review Agenda for February Coalition Board Meeting Potential ACTION ITEM	Staff Report for DRAFT Agenda	Board Chair	3:40pm
12.	Board Member Questions & Comments Potential ACTION ITEM		Board Chair	3:50pm
13.	Public Comment on Items not on the Agenda		Board Chair	4:00pm

**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](mailto:Araceli.Rivera@sonoma-county.org) . Please provide your name, the agenda number(s) on which you wish to speak, and your comment. These comments will be emailed to all 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)	DSLCL	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
CAPSC	Community Action Partnership Sonoma County	ESG	Emergency Solutions Grants (formerly Emergency Shelter Grants)
CASp	Certified Access Specialist	ESL	English as a Second Language
CBDO	Community-Based Development Organization	FEMA	Federal Emergency Management Agency
CCC	Center for Community Change	FESG	Federal Emergency Shelter Grants Program
CCOC	Cloverdale Community Outreach Committee	FHA	Federal Housing Administration
CCofSR	Catholic Charities of Santa Rosa	FHANC	Fair Housing Advocates of Northern California
CDBG	Community Development Block Grant	FHIP	Fair Housing Initiatives Program
CDBG-CV	CDBG for Coronavirus Response	FHLB	Federal Home Loan Bank
CDBG-DR	CDBG for Disaster Recovery	FHP	Fair Housing Plan
CDC	Community Development Commission	FMR	Fair Market Rent
CE	Coordinated Entry	FONSI	Finding of No Significant Impact
CEF	California Equity Fund	FSS	Family Self-Sufficiency Program
CEQA	California Environmental Quality Act	FY	Fiscal Year
CFH	County Fund for Housing	FYE	Fiscal Year End
CFR	Code of Federal Regulations	GAO	Government Accounting Office
CHAS	Comprehensive Housing Affordability Strategy	GR	Gross Rent
CHD	California Human Development Corporation	GSE	Government-Sponsored Enterprises
CHDC	California Housing Development Corporation	HAC	Housing Assistance Committee
CHDO	Community Housing Development Organization	HAP	Housing Assistance Plan
CHFA	California Home Finance Agency	HAS	Homeless Action Sonoma
CHRB	Community Housing Resource Board	HCD	Housing and Community Development (State of California)
CHRP-O	California Housing Rehabilitation Program for Owner-Occupied Housing	HCDA	Housing and Community Development Act
CHSC	Community Housing Sonoma County	HCV	Housing Choice Voucher
CIF	Community Investment Funds (FHLB)	HDS	Housing Discrimination Study
CLG	Centro Laboral de Graton (Graton Labor Center)	HEART	Homeless Encampment Access and Resource Team (County)
C of O	Certificate of Occupancy	HEAP	Homeless Emergency Assistance Program
CoC	Continuum of Care	HELP	Housing Enabled by Local Partnerships (funded by CalHFA)
COOP	Continuity of Operations	HERO	Helping Enrich Resource Opportunity
COTS	was “Committee on the Shelterless”	HEROS	HUD Environmental Review Online System
CPI	Child Parent Institute	HHAP	Homeless Housing, Assistance and Prevention
CRI	Community Resources for Independence	HHIP	Homeless Housing Incentive Program
CRLP	Commercial Rehabilitation Loan Program	HHSC	Health and Human Services Committee
CSF	Community Services Fund	HMDA	Home Mortgage Disclosure Act
CSHHP	California Self-Help Housing Program	HMIS	Homeless Management Information System
CSN	Community Support Network	HOME	Home Investment Partnerships Program
		HOPWA	Housing Opportunities for People with AIDS
		HOST	Homeless Outreach Service Team

## ACRONYMS & COMMON TERMS – Updated 11-2-2022

HPRP	Housing Prevention Rapid Re-Housing Program	NIMBY	“Not in My Back Yard”
HQS	Housing Quality Standards	NOFA	Notice of Funding Availability
HSD	Human Services Department (County dept)	NOFO	Notice of Funding Opportunity
HUD	US Department of Housing and Urban Development	NOI-RROF	Notice of Intent to Request Release of Funds
HUD/202/811	HUD New Construction for Elderly/Handicapped	NPLH	No Place Like Home
HUD/236	HUD Mortgage Insurance & Interest Reduction Payment for Multi-Family Rental Projects	NSCS	North Sonoma County Services
HUD/8	HUD Section 8 New Construction Program	NSP	Neighborhood Stabilization Program
IG	Inspector General	OMB	Office of Management and Budget
IGR	Independent Group Residence	PASS	Plan for Achieving Self-Support
IIG	Infill and Infrastructure Grant	PBV	Project-Based Voucher
IMD	Institute of Mental Disease	PCC	Program Coordination Committee
IMDT	Interdepartmental Multi-Disciplinary Team	PHA	Public Housing Authority
InRESPONSE	Mental Health Response Team (Santa Rosa)	PHADA	Public Housing Authorities Directors Association
IOLERO	Independent Office of Law Enforcement Review and Outreach (County agency)	PHC	Partnership Health Plan California
IPA	Independent Public Accountant	PHM	Public Housing Manager
JPA	Joint Powers Authority	PHRA	Public Housing Reform Act of 1998
JRT	Joe Rodota Trail	PIC	Public and Indian Housing Information Center
LASC	Legal Aid of Sonoma County	PIH	Public and Indian Housing
LHA	Local Housing Authority	PI	Public Infrastructure (County department)
LI	Low Income	PII	Personal Identifiable Information
LIA	Live-In Aide	PJ	Participating Jurisdiction
LIHF	Low Income Housing Fund (San Francisco-based Fund Source)	PLHA	Permanent Local Housing Allocation
LISC	Local Initiatives Support Corporation	PMSA	Primary Metropolitan Statistical Area Established by the US Census
LMIHAF	Low and Moderate-Income Housing Asset Fund	PPSC	Petaluma People’s Service Center
LSA	Longitudinal Systems Analysis (HMIS)	PRA	Public Records Act
MAI	Member of the Appraisal Institute	PRMD	Permit & Resource Management Department (Sonoma County)
MAR	Monthly Activities Report	PS	Payment Standard
Measure O	¼ Cent Sales tax for housing/homelessness	PSA	Purchase and Sale Agreement
MHP	Multi-Family Housing Project (HCD)	PSH	Permanent Supportive Housing
MITCS	Multi-Family Tenant Characteristics System	PSIF	Preliminary Site Information Form (Part of the RECD Process)
MRBP	Mortgage Revenue Bond Program	PUD	Planned Unit Development
MSA	Metropolitan Statistical Area	QC	Quality Control
MSS	Mobile Supportive Services	QFHO	Qualified Fair Housing Organization
MWBE	Minority and Women’s Business Enterprises	QHWRA	Quality Housing and Work Responsibility Act of 1998
MYFS	Mendocino Youth & Family Services	R&R	Reinvestment and Revitalization Fund
NAHB	National Association of Home Builders	RCAC	Rural Communities Assistance Corporation
NAHRO	National Association of Housing and Redevelopment Officials	RCF	Residential Care Facility
NAMI SC	National Alliance on Mental Illness Sonoma County	RDIP	Rental Development Incentive Program
NAREB	National Association of Real Estate Brokers	REAC	Real Estate Assessment Center (HUD)
NBOP	North Bay Organizing Project	RECDS	Rural Economic Community Development Service
NBVR	North Bay Veterans Resource Center	REFB	Redwood Empire Food Bank
NCCLF	Northern California Community Loan Fund	RFH	Reach for Home
NDP	Neighborhood Development Program	RFP	Request for Proposals
NEPA	National Environmental Policy Act	RFQ	Request for Qualifications
NFHA	National Fair Housing Alliance	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