



SONOMA COUNTY
FIVE-YEAR
STRATEGIC PLAN
2021–2026



Healthy & Safe Communities

Downloadable status update of all HSC objectives

1/26/23

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COUNTY OF
SONOMA

Healthy & Safe Communities

Report Created On: Jan 26, 2023

Pillar 2

Healthy and Safe Communities

Goal 2.1

Expand integrated system of care to address gaps in services to the County's most vulnerable.

Objective 2.1.1

HSC1-1 - Seek legislation to eliminate barriers to data sharing between Safety Net departments (Human Services, Health Services, Community Development Commission, Probation, Child Support and others) by 2023.

Summary of Objective Implementation Status

The state has addressed the need for data-sharing legislation by loosening California restrictions on data sharing through AB 133 which supports the CalAIM initiative.

Specifically, AB 133 establishes a process for developing a California Health and Human Services Data Exchange Framework, including the following components and milestones:

- a) **Stakeholder Advisory Group.** Requires CHHSA to convene a stakeholder advisory group no later than September 1, 2021, to advise on the development and implementation of the California Health and Human Services Data Exchange Framework. The stakeholder group is composed of representatives from relevant state departments and entities, health care service plans and insurers, physicians, hospitals, clinics, consumers, organized labor, privacy and security professionals, health information technology professionals, community health information organizations, county health, county social services, county public health, and community-based organizations. The stakeholder group provides information and advice on data elements, gaps in data collection, privacy and security, and develop policies and definitions for the Framework.
- b) **Establish Framework.** Establishes, on or before July 1, 2022, the California Health and Human Services Data Exchange Framework, including a single data sharing agreement and common set of policies and procedures to govern and require the exchange of health information among health care organizations and government agencies in California. On July 5, 2022, CalHHS released the Data Exchange Framework, Data Sharing Agreement, and initial set of Policies and Procedures.
- c) **Health Care Organization Adoption of Framework.** Requires, on or before January 31, 2023, execution of the Framework's data sharing agreement by general acute care hospitals, physician organizations, medical groups, certain skilled nursing facilities, health care service plans, disability insurers, clinical laboratories, and acute psychiatric hospitals. Also requires CHHSA to work with counties to encourage inclusion of county health, county public health, and county social services agencies as part of the Framework.
- d) **Real-Time Health Information Exchange.** Requires, on or before January 31, 2024, most health care organizations to exchange health information or provide access to health information from every other health care organization pursuant to the Framework data sharing agreement. Exempts from this requirement until January 31, 2026, physician practices of fewer than 25 physicians, rehabilitation hospitals, long-term acute care hospitals, acute psychiatric hospitals, critical access hospitals, rural general acute care hospitals with fewer than 100 acute care beds, state-run acute psychiatric hospitals, and any non-profit clinic with fewer than 10 health care providers.

Key Milestone Update

Assembly Bill 133 (AB 133) was signed into law on July 27, 2021.

Coordination and Partnership Update

The County has advocated through the County Behavioral Health Directors Association (CBHDA) and the California State Association of Counties (CSAC) on this issue. CBHDA is helping project manage the implementation of AB133/CalAIM for us and other counties across the state. They have a good communication channel to the state and are communicating the concerns and needs of the Counties.

Community, Equity, and Climate Update

N/A

Funding Narrative

N/A

Objective 2.1.2

HSC1-2 - Identify gaps in the Safety Net system of services and identify areas where departments can address those gaps directly, and seek guidance from the Board when additional resources and/or policy direction is needed.

Summary of Objective Implementation Status

The Department of Health Services (DHS) is launching a technology-based solution to identify gaps in the County's Safety Net through its recently built artificial intelligence platform, ACCESS-Sonoma (Accessing Coordinated Care and Empowering Self-Sufficiency), which is powered by IBM's Watson-Care management system. Phase 6 of ACCESS-Sonoma will add 2 new cohorts to receive "wraparound" government services: (1) Transitional Age Youth, or TAY, and (2) Misdemeanants selected from the County's current Mental Health Diversion program.

Key Milestone Update

1. DHS received Federal funds from the U.S. Department of Health & Human Services on 09/30/2022 in the amount of \$1,600,000 to fund this Pillar/Objective.
2. DHS initiated the project scoping meetings with both County departments and IBM Corporation, the primary government contractor for ACCESS-Sonoma.
3. DHS published the first Measure-O Newsletter for the Fall of 2022.

Coordination and Partnership Update

1. DHS hosted a kick-off planning meeting on 11/15/2022, with the following partner-departments in the County:
 1. Human Services Department (HSD)
 2. Department of Probation (Probation)
 3. Information Systems Department (ISD)
2. DHS started Phase 6 contract negotiations with IBM, the primary contractor who is supporting the Watson-Care systems platform behind ACCESS-Sonoma on 11/07/2022.

Community, Equity, and Climate Update

1. DHS is promoting community-based support by partnering with the non-profit Social Advocates for Youth (SAY).
2. HSD will receive input from its contractor, SAY, to create a cohort of Transitional Age Youth, or TAY, to be part of the Phase 6 ACCESS cohort.

Funding Narrative

1. DHS must spend the awarded grant of \$1.6 million between 10/01/2022 and 09/30/2023.
 1. The grantor is the Substance Abuse & Mental Health Administration (SAMHSA) within the U.S. Department of Health & Human Services.
 2. SAMHSA Program Officer Helen Ploussiou started meeting with DHS monthly to monitor progress on project implementation. The first meeting was 10/21/2022.

Objective 2.1.3

HSC1-3 - Create a “no wrong door” approach where clients who need services across multiple departments and programs are able to access the array of services needed regardless of where they enter the system.

Summary of Objective Implementation Status

Sonoma County's Safety Net departments have been working to integrate and align services to ensure that community members receive coordinated care, no matter how the individual enters the Safety Net System. This "no wrong door" approach and philosophy provides a roadmap for the County to implement strategies to improve service delivery by enhancing client access to services and their experience with County Safety Net departments. The implementation plan outlined in the Strategic Plan contains five milestones to be achieved in phases over the next four years. For year one, the Safety Net departments identified three priority areas as part of phase one of the objective.

The metrics outlined in the implementation plan have not changed and reporting on those metrics will start in year two once the three priority areas have been completed. A new set of additional reporting metrics were added to capture and document the work of phase one. They include:

- Production of the "no wrong door brochure
- Number of Departments utilizing brochure and number of platforms used to distribute brochure
- Number of training videos created and available via Sonoma Higher Ed.

Key Milestone Update

The Safety Net Departments identified three priority areas for phase one of this objective with the aim of reducing service delivery complexity by:

1. Raising awareness of available County services and programs to County front line and lobby intake staff by providing training and education to help staffs' understanding of basic eligibility requirements of the most utilized programs across the Safety Net Departments, 2. Develop and distribute a comprehensive resource guide to community-based organizations (CBOs) and Safety Net Departments staff with a description and contact information of County programs to help clients navigate the many programs and services offered by the County and, 3. Leverage the County's new website redesign to restructure Safety Net Departments' websites to be client centric and culturally responsive.

For the past year, the Human Services Department (HSD) lead has been working to complete priority area 2 and 3. Below is the status update.

To guide and support the creation of the brochure/resource guide, Human Services Department (HSD) lead used an existing cross departmental working group with representatives from the Community Development Commission (CDC), the Department of Health Services (DHS), HSD and the County Administrator's Office (CAO) to help disseminate information, facilitate staff surveys, share client service utilization and to provide a list of programs and services provided by the Safety Net Departments.

A survey was sent to Safety Net Departments lobby intake staff in March of 2022 to gather information on the types of services most requested by clients including language access needs and the frequency and or number of referrals made to other departments. Over 200 staff responded to the survey and the information was used to inform the "no wrong door" brochure.

A focus group of primary Medi-Cal and CalFresh clients was conducted at HSD's office located at Paulin Drive about the types of services they were seeking, the manner in which they access information, how they hear about County programs and what tools they use to access services.

HSD lead worked with 211 to access data regarding the number of referrals for programs and services coming from 211 to the County, including the service type and the departments that are getting the referrals. Staff also gathered County website click metrics to understand which County services get the highest number of visits per month.

All of this information has been used to aid in the creating a two page brochure to be distributed to CBOs, clients of County services and department lobby and intake staff. HSD lead has been working with a design firm to create the brochure including conducting focus groups to ensure that the language used in the brochure is easily understood by clients as well as ensuring that the brochure contain the most appropriate services so as not inundate clients and staff with too much information or duplicate other existing resource guides.

The brochure will be completed by the end December 2022.

As part of the County's new website redesign, HSD lead had been working with HSD staff to redesign the Department's website. The new site, slated to launch in Spring of 2023 will be client centric, meaning that it is designed to help the public quickly access the services they need with the fewest number of mouse clicks. A workgroup was created to support the website redesign. Two focus groups were conducted to inform the site layout, naming convention and language to help better understand County programs and services. A tree testing tool was also utilized by over 150 staff and community members to test the amount of time it took to find a service in the test site. Information from the testing helped to inform the naming of services and the flow of information on the site.

Once the site is up, click metrics will aid the Department in understanding how these new changes are improving access to Department services.

Coordination and Partnership Update

HSD lead has been working with the workgroup that came together to work on the recommendations provided in the housing and homeless services assessment conducted by KPMG. This workgroup has been meeting for over a year and there is natural linkage between the work performed by the workgroup and the goals of the “No Wrong Door” strategic plan objectives. Regular updates are also provided to the Safety Net collaborative group made up of the Department Heads of the County Safety Net Departments.

To help inform the creation of the brochure and the website, HSD lead conducted four focus groups with clients; two to inform the website redesign and two to inform the brochure. Additionally, staff worked with 211 to understand their client referral process and naming convention used in categorizing service types and programs.

Community, Equity, and Climate Update

To reduce the number of printed copies of the brochure, the information contained in the brochure will be distributed in a number of online formats, including a QR code to access the information from a mobile device, and will link to all Safety Net Departments. By maximizing the use of this resource and streamlining the website to improve access, there should be fewer people needing to visit a County department to request information.

Funding Narrative

Funding for this work has been secured and no additional financial resources are needed to complete the initial priority areas of this objective.

Goal 2.2

Establish equitable and data-driven distribution of services.

Objective 2.2.1

HSC2-1 - Safety Net departments will begin tracking data using results-based accountability (RBA) for key programs to establish common outcome measures, such as increased service access and utilization by communities of color, or decreased homelessness and poverty rates across the County.

Summary of Objective Implementation Status

Results-Based Accountability (RBA) will be used for planning, reporting, and monitoring/tracking of performance measures of County programs and contracts with plans for complete adoption in the next 3-5 years. By incorporating RBA into programs and contracted services, the County will more effectively evaluate program performance and participant outcomes.

In September 2022, Upstream Investments published a two-year RBA implementation update documenting the progress in meeting this objective and in Safety Net Departments' ability to successfully scale and support the broader adoption of RBA in County issued contracts. The timeline identified and reporting metrics have not changed, however, the report highlights the challenge of needing to build capacity at the contract management level in order to fully complete the RBA cycle with fidelity. Without the additional staff support and dedicated time for the quarterly turn the curve conversations, contract managers and grantees will not be able to engage in the data review and turn the curve discussions; a cornerstone of the RBA process.

As Upstream Investments shifts to expand RBA to be more equity focused, additional data collection will be required to collect race/ethnicity data. Furthermore, the ability to disaggregate data by race/ethnicity will require additional training and support for both County staff and Community Based Organizations (CBOs).

Key Milestone Update

Safety Net Departments will adopt RBA at an annual increase of at least 10% for contracts above \$50,000 with full adoption by 2026 for all departments.

The number of County contracts using RBA grew from 6 contracts in FY 20-21 to 53 contracts in FY 22-23. Five County departments and Eight CBO partners are using RBA for program planning, data reporting and outcomes monitoring.

14 training sessions were offered to County departments and CBOs to support RBA implementation. A total of 247 participants attended the training.

Coordination and Partnership Update

In addition to providing 14 trainings on RBA implementation, Upstream Investments staff convene a cross-department Contracting Principles workgroup representing the Human Services Department, Department of Health Services, Probation Department, Community Development Commission, and Child Support Services on a quarterly basis to support implementation, and to provide an avenue for feedback during the implementation process.

Community, Equity, and Climate Update

To support the County's commitment to equity, Upstream Investments partnered with the Office of Equity in a year-long training with Equity and Results to deepen our understanding of equity in relation to the implementation of RBA and to shift the practice to center equity in the RBA process. This new practice was adopted as the foundation for distribution and monitoring the ARPA funded community resilience grants. As a result, all 27 ARPA contracts are using Anti-Racist Results Based Accountability in the development of performance measures and contract monitoring. All new county contracts will shift to using Anti-Racist RBA and the expanded data collection system to capture race/ethnicity data.

Additionally, at the November 2022 Upstream Investments policy committee, the committee voted to adopt Anti-Racist-RBA and an updated work plan expanding the training, technical assistance and data collection efforts to be equity centered.

Funding Narrative

As noted in the two year implementation update, to fully support grantees and County staff managing contracts, two additional staff are needed to assist to coordinate RBA across Departments and CBOs and meet the goal of full adoption by 2026. In requesting Strategic Plan funding support for year two, HSD Upstream Investments staff worked with the Office of Equity as well as the County Administrator's Office to consolidate all RBA activities and work into one funding request (1 FTE PPEA and 1 FTE Admin Aide) for ongoing support of Anti-Racist-RBA implementation.

Objective 2.2.2

HSC2-2 - Develop and implement dashboard tracking tools to collect data on common outcome measures across Safety Net departments by 2026.

Summary of Objective Implementation Status

To support effective Results- Based Accountability (RBA) implementation and data collection of common outcome measures across the Safety Net Departments, the County adopted the Clear Impact Scorecard; an online data dashboard to transparently share program and community-level data and to support Departments contracting with CBOs to standardize data collection and reporting, improve contract performance and measure progress over time. The Scorecard is active and is currently being used to collect data for the contracts using RBA. As part of this goal, four key metrics were identified for reporting purposes.

1. Percentage of contracts over \$50K using RBA
2. Number of contracts submitting quarterly data through Apricot on time
3. Percentage of contracts reporting positive progress
4. Percentage of contracts utilizing the Turn the Curve method to evaluate progress

Implementation Lead is considering removing the first metric regarding the number of contract over \$50k using RBA, as that metric, in retrospect is not very meaningful in identifying the types of contracts that should be using RBA. Instead, a criteria or a screening tool will be developed to determine which contracts or programs are best suited for RBA and report on those.

Additionally, the criteria regarding metric number 3 will be refined to better define what is mean by "reporting positive progress," beginning in January 2023. Included under the key milestone are data related to data reported to date regarding metrics 2 and 4.

Key Milestone Update

The Sonoma County Scorecard was originally built to share data reflecting the safety net departments' contracted work. In response to an increase in Safety Net contracts using RBA and the adoption of RBA to support the American Rescue Plan Act (ARPA) Community Resilience Programs, the Scorecard is currently being expanded with an anticipated completion date of December 2022. As part of the expansion, Upstream staff will train Safety Net Departments RBA contract managers to enter data in the Scorecard and to use the Scorecard to support program review, Turn the Curve Conversations (TTC) and decision-making.

Number of contracts submitting quarterly data through Apricot on time (based on Q3 of 2021 - 22)

Total RBA Contracts in 2021 - 22: 21

Total reporting on time in Q3: 19

Percentage reporting on time: 90%

Percentage of contracts utilizing the TTC method to evaluate progress

Total RBA Contracts in 2021 - 22: 21

Total using RBA to fidelity: 5

% using RBA to fidelity: 24%

Coordination and Partnership Update

Human Services is leading both 2.1 and 2.2 which are complementary efforts. 2.1 establishes the RBA framework and 2.2 produces the Dashboard to monitor progress. As noted in the summary, all American Rescue Plan Act grantees have developed performance measures using the RBA framework and will report and publish their data on the clear impact scorecard.

Community, Equity, and Climate Update

Working with the County Office of Equity, we have universally adopted the use of Anti-Racist RBA to be used across all contracts, including all contracts funded under the American Rescue Plan Act.

Funding Narrative

No funding is needed for ongoing costs related to the Scorecard subscription fee. These costs are currently being covered by the Human Services Department. In the coming years, as more contracts start using the Scorecard for reporting, a block of additional indicators will need to be purchased.

Objective 2.2.3

HSC2-3 - Identify and eliminate data gaps for underrepresented groups, and collaborate with the community to implement measures to mitigate the negative impacts caused by the lack of access to services by racial and ethnic groups that are disproportionately under-served by 2026.

Summary of Objective Implementation Status

This Objective began initial implementation efforts with the creation of the ARPA Equity Work Group, in September, 2021. The Group worked to center equity to support community members who were disproportionately impacted by the pandemic. Accordingly, unmet community and business needs evaluation criteria were developed to inform and guide the County's equitable recovery efforts with American Rescue Plan Act (ARPA) funding.

Using August 2021 industry and occupation-level data from the Sonoma County Economic Development Board (EDB) through their consultant, Dr. Robert Eyler, as well as the update to the Portrait of Sonoma, which uses the Human Development Index to highlight disparities across education, income and health indicators, staff and the Work Group identified root causes and created criteria and priority areas for focused investments to address the disproportionate impact of the pandemic on specific communities of color and geographic areas in the county. On December 14, 2021, the Board approved \$39 million of the \$96 million to be allocated to fund both services and capacity building throughout the systems of care provided by our Community-Based Organizations (CBOs) partners through the Community Resilience Program (Resilience Program). Through the equity design process, community partners elevated, and the Board validated and embraced, the importance of these funds reaching CBOs and community members who traditionally experience marginalization in these funding and service opportunities. This approach has resulted in new partners, increased capacity, and a greater reach into seeing and serving those communities and community members who have experienced disproportionately greater negative outcomes during the COVID-19 pandemic.

Over the course of the ARPA award period, funds invested will change the way in which County and community work together by developing new partnerships and creating ongoing resources that will reshape how we engage with community providers. This work lays a foundation that supports numerous Strategic Plan objectives as well as the Board contracting principles adopted in 2019. Since July 2021, ARPA funding has already begun to change the nature of the County's relationship with the community through extensive community engagement efforts. Staff have conducted over 95 trainings and community meetings to collaboratively create funding priority and process recommendations, make funding distribution recommendations, and build community capacity to implement equity-centered approaches to COVID-19 recovery.

As a result of the hundreds of hours of ARPA-funded staff in the Human Services Department and the Office of Equity, and community member time invested to date, the Resilience Program funds are being distributed to 24 contracted organizations who are partnering with 71 unique subcontractors who will complete a total of 27 different projects. Of the organizations receiving funding, the vast majority have only received nominal funding from the County, and have never received state or federal funding. It can be difficult for small or inexperienced organizations to successfully navigate the County procurement process. Under the ARPA Notice of Funding Availability (NOFA) process, staff spent significant time convening interested community groups and providing technical assistance and opportunities for organizations to partner in the provision of services. Agencies with experience in administering federal funds were encouraged to partner with smaller organizations. This work changed the nature of relationships amongst local agencies, creating unique and unprecedented consortiums. Subsequently, staff solicited a group of volunteers, representing the communities to be served, to sit on the review committees and thoughtfully evaluate the proposals. These deliberate efforts resulted in a wide dispersal of federal funds to organizations and communities that the usual processes often do not reach. The process represents a shift in the way business is conducted and is providing lessons learned for future improvements in inclusion and accessibility.

While this work is focused on pandemic recovery, many of the structural changes and best practices that have been earlier identified can be implemented in an accelerated manner in this pilot stage. This pilot will inform efforts to ensure that equity goals are centered in the collection and analysis of County data.

Subsequent to the selection of the Resilience Program projects, staff immediately began providing a variety of trainings to invest in the capacity building element of the Program; this type of support will continue throughout the term of the funding agreements. It is important to note that the role of the fiscal lead agencies is to facilitate the execution of the deliverables outlined in the contract scope of work with the subcontractors. It is not their role, nor do they have the expertise, to build their own capacity or that of the subcontractors to implement Anti-Racist RBA and the additional requirements for data collection.

Key Milestone Update

Because the County is leveraging ARPA funds to invest in capacity building for the widest possible range of community partners, the following trainings and resources were offered to all 95 contractors and subcontractors:

- July, 2022: ARPA Resilience Program Orientation
- August, 2022: Anti-Racist RBA training

- September, 2022: Equity in Data Collection: Demographic Data
- September, 2022: Listening sessions to hear concerns from programs around collecting sensitive information from recipients
- September - November, 2022: Over 80 technical assistance and coaching appointments to support equity-centered data collection.

Additionally, Anti-Racist RBA metrics for all programs are being developed and will be shared online via the RBA Scorecard once all Anti-Racist RBA plans are fully executed. Plans will be available in early January 2023 and the Scorecard will be live in spring 2023. These metrics will be used to monitor the impacts of investments for each program.

County-wide Anti-Racist Results Based Accountability

Early in its visioning process, the Office of Equity identified an opportunity to both support and leverage the excellent work of Upstream Investments' Results-Based Accountability work by injecting a critical focus on race equity into this results driven methodology. Prior to undertaking this more technical work, however, County staff required a foundational and shared understanding of key racial equity concepts and practices. The Racial Equity Learning Program, which has been first of its kind in the County organization, included the creation of affinity and learning spaces, as well as trainings for members of the Core Team to develop technical expertise in Anti-Racist Results-Based Accountability (AR RBA) and to develop facilitation expertise in conversations about race equity. This Foundational training lasted approximately 12 weeks through the Fall-Winter of 2021 and the Spring-Summer of 2022, focusing on the creation of a learning and healing community of Core Team members.

Following the close of the Foundational training, 31 Core Team members representing 12 County Departments and Agencies chose to participate in training and implementation of Anti-Racist Results-Based Accountability. Participating Departments and Agencies include: Agricultural Preservation and Open Space District, Board of Supervisors (District 3), County Administrator's Office, Community Development Commission, Child Support Services, Emergency Management, Department of Health Services, Human Resources, Human Services, Probation, Sonoma Water, and the Office of Equity. This learning space is supported and facilitated by our lead consultant, Equity & Results. The consultant has worked with Core Team participants by helping to identify the roots of inequities pertaining to their departments or agencies and areas of expertise and to visualize strategic solutions to those inequities as critical pieces of a Countywide effort to establish accountability for the policies and programs that continue to perpetuate inequities among local communities of color. This piece of the Racial Equity Learning Program ended on December 15, 2022.

Participating Departments, through their Core Team members, have identified the roots of inequities pertaining to their Departments or Agencies and areas of expertise and to visualize strategic solutions to those inequities as critical pieces of a Countywide effort to establish accountability for the policies and programs that continue to perpetuate inequities among local communities of color.

Key to understanding whether county resources and programs are being equitably distributed and reaching targeted groups, these Core Team members will now work to develop the data infrastructure to collect data by race/ethnicity, nativity, gender identity, socioeconomic status, and disability status, as well as by neighborhood. This data will help Departments gain a better and more accurate understanding of the needs of underrepresented groups in our community and their complex experiences.

Through the Office of Equity Steering Committee, these analyses will form the basis for a Racial Equity Action Plan, to be finalized by January, 2024.

Elimination of data gaps will allow us to see the negative impacts caused by the lack of access to services by racial and ethnic groups that are disproportionately under-served, and the development and application of performance metrics to address that underservice or underinvestment will support targeted investments to address and mitigate negative impacts.

Because the Safety Net Departments fund community-based organizations, there may also be a need to invest in the data infrastructure of Community-Based Organizations (CBOs) to track disaggregated data and report back to County Departments, similar to the work currently being done to support CBOs receiving funding under ARPA. Data collected from County programs and CBOs will be shared with impacted communities to ensure they have a say in what data are collected, how data are used and how their own identities and experiences are captured.

By bridging the gap between a commitment to racial equity and the day-to-day work through this data-rich and rigorous seven step process, the County is able to move from intention to transformation and to achieve equitable outcomes. By focusing on addressing whether outcomes have improved for communities of color, this methodology begins by teaching participants to analyze the real impacts and harm of systemic racism on communities of color, and then backs into solutions that strategically address the roots of the inequities of most consequence. This iterative methodology requires people to ask whether Black, Indigenous and communities of color are better off in response to those solutions.

Timeline (2021 to 2026)

With ARPA funding, eliminate data gaps:

- Creation of ARPA Equity Work Group on September 14, 2021, made up of 15 community members from all 5 Supervisorial Districts.
- In October and November, 2021, provided training on Anti-Racist Results Based Accountability to ARPA Equity Work Group members to conduct a root cause analysis of the reasons for disproportionate impact and to support the identification of priority areas for ARPA investment.
- Development and application of specific indicators and metrics to inform County ARPA investments, beginning in July, 2022.
- Development of the data infrastructure to collect data by race/ethnicity, nativity, gender identity, socioeconomic status, and disability status, as well as by neighborhood for ARPA investments, August, 2022.
- Work with community-based organizations to support the development of their data infrastructure, track disaggregated data and report back to County departments, beginning in September, 2022 and ongoing.
- Anti-Racist RBA metrics for all Community Resilience Programs to be available in early January 2023 and the Scorecard will be live in spring 2023, to monitor the impacts of investments for each program.

Metrics

The desired outcome is that all County departments are aware and informed about the community members they serve to ensure the provision of culturally responsive and effective service delivery. Easy access to this information will assist County departments to provide the information as well as access to services as needed for them to lead a safe and healthy life.

The following metrics will be applied to track and demonstrate progress:

- Quantity and quality of community engagement efforts;
- Number of additional demographic categories included in needs assessment, research studies, focus groups, reporting and program design;
- Number of community engagement events in zip codes identified as containing people experiencing disproportionate burdens to inform of County key services and programs;
- Number of partnerships with CBOs to inform development and design of County services and programs;
- Number of survey responses from community members;
- Number of community recommendations implemented.

Coordination and Partnership Update

In alignment with the County's Racial Equity and Social Justice Strategic Plan pillar, the County recognizes that meaningful and effective change can only occur when we co-create solutions with the communities most impacted, in this case with the ARPA Equity Work Group, by COVID-19.

Using the ARPA community engagement process as a pilot to support the development of the data infrastructure throughout the County and working in partnership with CBO partners, the County will be able to leverage these investments to create a sustainable County-wide anti-racist data infrastructure.

There are major pieces of connectivity to the Racial Equity & Social Justice Pillar, and this data infrastructure and analysis work will ensure that the County and its partners have the disaggregated data to support focused and targeted investments with common metrics and performance measures across the systems.

Community, Equity, and Climate Update

The ARPA Equity Work Group was comprised of multi-sector community leaders that, collectively, were able to identify and speak to the myriad concerns and needs of our low income communities, Black, Indigenous, and communities of color, and LGBTQI communities.

The creation of the ARPA Community Equity Work Group was a pilot project, and the best practices and challenges experienced will be included and addressed in the County's future Community Engagement Plan.

Funding Narrative

We will need funding to support each participating Department to continue the work of fleshing out the particular and unique plan for each department's Anti-Racist Results Based Accountability work. This includes technical assistance and facilitation support for pilot departments, to be identified in January and February, 2023. Costs are unknown and ongoing.

There are likely additional costs to train and support Community Based Organizations to deepen their capacity to collect and report new data points. Costs for CBOs training and support are unknown and ongoing.

Goal 2.3

In collaboration with cities, increase affordable housing development near public transportation and easy access to services.

Objective 2.3.1

HSC3-1 - Rezone 59 unincorporated urban sites suitable for housing development, increasing density allowance from 354 units to 2,975 units, and partner with developers and the community to break ground on as many sites as possible by 2026.

Summary of Objective Implementation Status

In order to rezone up to 59 unincorporated sites for housing development and increase density from 354 units to up to 2,975 units, the Board of Supervisors will need to take two actions: adopt an updated Housing Element of the Sonoma County General Plan, and certify its Environmental Impact Report. Staff has published a draft Housing Element on November 10, 2022, and expects to publish a draft Environmental Impact Report in December 2022. Staff continues community, Planning Commission and Board of Supervisors engagement to ensure a robust public participation process. The Board of Supervisors is scheduled to consider adoption and certification in April 2023.

Key Milestone Update

- A Housing Advisory Committee was created in December 2021 and have met regularly throughout the process
- Staff completed a Board of Supervisors workshop on the Housing Element in August 2022
- A draft Housing Element was published in November 2022
- A draft Environmental Impact Report is expected to be published in December 2022

Coordination and Partnership Update

All Sonoma and Napa County jurisdictions have been meeting regularly in 2022 to ensure coordination and partnership as each Bay Area jurisdictions looks to update its Housing Elements and housing sites inventory. Additionally, internal County coordination continues with Sonoma County's Community Development Commission to break ground on as many sites as possible by 2026.

Community, Equity, and Climate Update

Date	Event	Number of Participants
2018 –2019	Request for public input on sites for housing	42 individual email responses for site nomination
December 2021 to February 2022	Stakeholder Interviews	5 participants
December 30, 2021	Housing Element Kick-Off Workshop at Planning Agency	Open to public (virtual)
December 2021 to May 2022	Housing Advisory Committee (HAC)	4 meetings with stakeholders 20 participants
January 10 to February 14 2022	Sonoma County Housing Needs and Opportunities Survey in English and Spanish	1,929 responses in English 81 responses in Spanish
January to April 2022	Focus Groups	8 Community Based Organizations
February 12 and 15 2022	Public Workshops	140 participants
March 1 – 29 2022	Sonoma County Housing Preferences Survey in English and Spanish	1,599 responses in English 94 responses - Spanish
April 21 2022	Planning Commission Workshop	Open to public (virtual)
May 2022	Developer Input Survey	4 responses

July 26 2022	Sonoma County Housing Policy Survey	2,767 responses
Aug 9 2022	Board of Supervisors Public Workshop	Open to public (virtual)
Nov 17 2022	Planning Commission Public Workshop	Open to public (virtual)

Funding Narrative

Staff continues to leverage already-secured State funds from the state's Housing and Community Development LEAP fund to complete work on time and on budget.

Objective 2.3.2

HSC3-2 - Identify and leverage grant funding sources for permanent supportive and affordable housing development.

Summary of Objective Implementation Status

This objective centers around working to secure grants and other sources for affordable housing and permanent supportive housing (PSH). The objective appears to be on track, with multiple grants secured and more in the pipeline. As this is primarily relating to funding, please see the funding narrative for more detail.

Key Milestone Update

- **Project Homekey, Round #2.** Four projects secured locally. The County secured one. The County's long-term funding support assured that all four will have operational sustainability in the short- and medium term.
- **Homeless Housing, Assistance, and Prevention (HHAP) Round #3.** This is about \$8.5 million between the County and the Continuum of Care Board (CoC). We submitted a consolidated application. After a short delay from the State, our application was successfully submitted as revised, and funds have been awarded. Funds are distributed in alignment with the CoC's and County's guidance in 2022.
- **HHAP Round #4.** We submitted a funding plan (coterminous with the CoC Board) in late November, 2022, with awareness of the State's concerns about HHAP Round #3 applications. The funding amounts for HHAP-4 are to be determined.
- **ARPA funds.** The Board allocated \$4 million towards homelessness and housing in late December, 2021. A Board item in December 2022 would allocate those funds for these housing-related purposes: (1) SoCo Housing Connector, a landlord identification team and tool to build our stable of property owners who will house persons with vouchers; (2) Emergency Flexible Funds (EFF) that can be used to push pending interim housing projects "over the last hurdle" of funding.
- **Measure O Unallocated Funds NOFA.** This NOFA, planned for January 2023, would allocate about \$3 million in unallocated Measure O funds towards housing and homelessness support.

Coordination and Partnership Update

A Project Homekey Roundtable, to offer support and collaboration between Homekey award recipients, meets on a monthly basis. The CoC has convened a Service Providers Roundtable that lead Community Development Commission (CDC)/CoC Staff attend where service providers are briefed (and listen to advice) as to upcoming funding opportunities. On a monthly basis, staffs brief the CoC's Funding and Evaluation Committee on a larger funding calendar that provides an advanced look at NOFAs and other funding decisions relevant to homelessness and housing.

The Community Development Committee (CD Committee) and the Cities and Towns Advisory Committee (CTAC) meet monthly. At most meetings, CDC staff gives an update on funding opportunities. This is also a chance to collaborate with cities and others as to new programs and funding streams.

Community, Equity, and Climate Update

The CoC Board, CD Committee, and CTAC Committee meetings are open to the public with posted agendas. The CoC Board will consider adopting a Strategic Plan Action Step that includes increasing the representation of BIPOC individuals on the CoC Board.

Funding Narrative

Two County ARPA requests relating to supporting affordable housing were submitted: (1) \$4M for a down payment program for Black Sonoma County homebuyers; and (2) assistance for the Roseland project's affordable housing and infrastructure costs (this project includes 175 units of housing - 75 affordable (at 30-60% of AMI) and 100 market rate units. Both applications were not funded.

Collaboration with cities helped secure Project Homekey funds for 82 units of Interim Housing and 82 units of Permanent Supportive Housing (PSH). This collaboration resulted in four new Homekey Round #2 projects (Rohnert Park's Labath Landing, Petaluma's Studios at Montero, Healdsburg's L&M Village, and the County's project in the Russian River Area (George's Hideaway). Key to the collaboration was the Sonoma County Housing Authority's assignment of Project-Based Vouchers to the PSH projects and the Board's assignment of Measure O dollars to supportive services for operational expenses. These projects could not exist without the PBVs and Measure O support.

A CDC-issued Notice of Funding Availability in early 2023 for HOME Investment Partnership, Community Development Block Grant, and Emergency Solutions Grant funds will further support private and non-profit efforts to construct new units.

New funding in the form of the State Department of Health Care Services' (DHCS') Homeless Housing Incentive Program (HHIP) will provide about \$20 million to the region for various capital and operational programs associated with housing for homeless individuals. The County, working with the Continuum of Care, submitted an early plan to begin to allocate the HHIP funds in late 2022.

Lastly, as to Roseland, the County teams have strategized with State officials, with the City of Santa Rosa, and with Mid-Pen to determine ways to fill a \$18.5 million funding gap for the infrastructure to support the housing. The Roseland Project consists of two key elements – the Casa Roseland (the housing part) and Tierra de Rosas (the infrastructure part). While the housing side is largely funded, the infrastructure is in need of additional funding to help fully meet the promises made to the community – of a park, civic spaces such as the Mitote Food Park, quality roads and utilities, street trees, and more. Securing this commitment via the Strategic Plan's resources helps ensure that the County is able to fill any gaps that might occur in project funding given the bidding environment and inflation. Deadlines are short and the gap must be addressed by June 30, 2023 for construction to start on time.

Objective 2.3.3

HSC3-3 - Create incentives for developers to promote affordable housing development in the County.

Summary of Objective Implementation Status

In addition to implementing new State laws to promote affordable housing development in Sonoma County, staffs continue to work on creating incentives for developers for affordable housing production. County staffs have been meeting with County stakeholders regularly throughout 2022 to identify key strategies and incentives for the production of affordable housing, particularly in updating the County's Housing Element and Housing Sites Inventory. A key program in the County's draft Housing Element is to create objective design and development standards for multifamily developments. Additionally, County staffs are making progress to complete three Specific Plans, which include key incentives for developers to promote affordable housing development in unincorporated Sonoma County.

Key Milestone Update

1. Number of units built before and after policy implementation

n/a

2. Reduction in the cost of developing multifamily and affordable housing by reducing permitting timeframes

Four strategies were implemented:

Permit Sonoma has completed online migration of planning application submittals. Starting in 2023, customers will be able to submit complete planning applications virtually, thereby reducing permitting and review times. Staff continues to implement additional measures to reduce permitting timeframes.

The Community Development Commission (CDC) is planning a mid-year/off cycle Notice of Funding Availability (NOFA) for CDBG, HOME and CDBG-CV funds. Normally there is only one NOFA per year for these funds, but there were more opportunities this year. The NOFA is planned for late summer/early fall and will increase the opportunities for developers to access funds for affordable housing development.

The CDC is developing the HOME-ARP allocation plan in order to issue a NOFA later this year for these funds. This is another opportunity for developers to access funds for housing development. Directly in line with the item in Green below, the plan development process has included an affordable housing developer focus group with about 6 participating developers.

In addition to improving monitoring, Permit Sonoma is working with cities to assist cities in monitoring cities' Affordable Housing Agreements (AHAs) and related covenants to ensure current and long-term compliance (thus protecting existing affordable units – both ownership and rental). This came out of the Board's action in December 2021 to encourage stronger oversight of AHAs and covenants regionwide.

Coordination and Partnership Update

County staffs have been meeting with County stakeholders regularly throughout 2022 to identify key strategies and incentives for the production of affordable housing, particularly in updating the County's Housing Element and Housing Sites Inventory. A key program in the County's draft Housing Element is to create objective design and development standards for multifamily developments. County staffs are also making progress to complete three Specific Plans, which include key incentives for developers to promote affordable housing development in unincorporated Sonoma County.

Community, Equity, and Climate Update

Staff has established two key committees: the Housing Working Group which consists of each Sonoma County Planning Director and meets every two months; Housing Advisory Committee consists of key County constituents and has helped guide the development of Housing Element update. Both efforts have been critical to informing policies and programs in the draft Housing Element published in November 2022.

Funding Narrative

Staff continue to achieve this objective through already-secured funding and on-going staff resources.

Goal 2.4

Reduce the County's overall homeless population by 10% each year by enhancing services through improved coordination and collaboration.

Objective 2.4.1

HSC4-1 - Conduct a peer review of neighboring counties, other agencies, and successful models in other states to identify best practices for preventing and reducing homelessness through various housing options and supportive service models.

Summary of Objective Implementation Status

The objective to conduct a peer review of neighboring counties and other agencies, in order to assess the status of homelessness services in Sonoma County, has been met. The deliverable of the Assessment of Housing and Homeless Services and Programs report by KPMG was received, reviewed, and analyzed. Several recommendations were implemented including the reorganization of homeless services.

Key Milestone Update

By April 2021, Sonoma County received an assessment report conducted by KPMG, entitled "Improving Integration & Outcomes to Benefit County Residents: Assessment of Housing & Homeless Services & Program." In this report, a number of peer reviews were conducted, and a list of best practices that were adopted in other counties was included in its recommendations.

Coordination and Partnership Update

- One of the recommendations was to adopt a regional model to tackling the persistent problem of homelessness.
- The Department of Health Services (DHS) adopted this recommendation and together with the Community Development Commission (CDC) began coordinating a joint municipal and County strategic plan with the City of Santa Rosa to achieve a zero-functional homelessness.
- A draft document of this municipal-County strategic plan is now being reviewed by County administrators.

Community, Equity, and Climate Update

Bimonthly meetings that include County Supervisors have been scheduled for community-based discussions on:

1. homeless encampments
2. homelessness services like safe parking
3. housing inventory available to accommodate the unsheltered.

Funding Narrative

Funding to cover the cost of the consulting engagement was approved by the Board of Supervisors and disbursed to KPMG. No further expenses are expected after the completion of this project.

Objective 2.4.2

HSC4-2 - Partner with cities to build a strategic plan for homeless prevention and housing strategies by 2023.

Summary of Objective Implementation Status

The joint, collaborative 2023-2027 countywide Strategic Plan on Homelessness was approved by the Continuum of Care Board (CoC Board) and will be submitted to the Sonoma County Board of Supervisors for their approval. It has been about a year in development to this point. The effort involved an interim step - that being the approval by the Board of Supervisors and the CoC Board of a "Homeless Action Plan" or HAP- that can be seen as a precursor to the larger Strategic Plan.

Key Milestone Update

A key goal was the completion of the 2022 HAP by May 1, 2022, with approval from the CoC Board and the Board of Supervisors and submittal to the California Department of Housing and Urban Development (HUD) not later than June 30, 2022. This was accomplished, although later Governor Newsom pulled back all counties' HAP plans for further review.

Another main goal was the completion of the 5-Year Strategic Plan by March 2, 2023, with approval by the Board of Supervisors, the CoC Board, and interested city councils not later than June 30, 2023.

On Wednesday, December 14, 2022, the CoC Board approved a 2023-2027 Homelessness Strategic Plan unanimously. The CoC Board posted the amended discussion draft for reader review.

Coordination and Partnership Update

The draft strategic plan involved extensive coordination with stakeholders, city representatives, and others throughout the 12-month approval process. All meetings of the Strategic Planning Committee and the CoC Board were open to the public, with three separate three-hour meetings near the end of the process to go over the draft plan. City comments were received in one summary document, with most if not all recommendations included or otherwise responded to. Lead Agency staff worked closely with City and other stakeholder partners to address last minute questions about the Plans' action steps.

Community, Equity, and Climate Update

Development of the plan included specific feedback from equity communities. One section of the draft plan specifically addresses current inequities in the Homeless System of Care, and is re-stated below:

Strategy 3.7: Eliminate disparities in access, service provision, and outcomes in the homeless system of care

Action Steps

3.7a: Develop 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. A year after use, examine (and revise if needed) to ensure that BIPOC individuals/families receive equitable placement (part of accomplishing 3.7c and 3.7d).

3.7b: Track access and outcomes data by age, race, ethnicity, gender, and sexual orientation.

3.7c: Ensure that Black, Indigenous, and Persons of Color (BIPOC) are provided equal services within the homeless system of care.

3.7d: Address racial and ethnic disparities access and outcomes of the homeless system of care.

3.7e: Ensure that the CoC Board's and the system of care's racial and ethnic representation reflects the population of Sonoma County's homeless community and consider updating the Charter to include designated seats for BIPOC members.

3.7f: Build up Equity-Centered Results-Based Accountability (RBA) framework.

3.7g: Accommodate multi-generational households; work to keep households intact.

3.7h: Support the Lived Experience Advisory and Planning Board (LEAP Board) in advancing the objectives developed with Bay Area Regional Health Inequities Initiative (BARHII) to address racial and ethnic disparities access and outcomes of the homeless system of care.

3.7i: Ensure that at least two persons with Lived Experience in homelessness serve on the CoC Board.

Funding Narrative

The CoC and the County contracted with Homebase to provide the Strategic Plan update. About \$130,000 was spent. The Strategic Plan envisions a long-term funding plan for the many activities within it, and this plan is set to be complete and taken to the CoC Board by January 2023.

Objective 2.4.3

HSC4-3 - Increase investment in programs that treat underlying causes of homelessness, including substance abuse, mental illness, poverty, and lack of affordable housing.

Summary of Objective Implementation Status

Current programs to address housing and homelessness have been identified for an investment totaling just under \$13.2 million (\$13,196,730). Additionally, \$3 million in unallocated Measure-O funds will be distributed through a Notice of Funding Availability (NOFA) by the Department of Health Services (DHS) for homelessness solutions that meet certain criteria. A total of \$16.2 million is planned for disbursement to programs outlined in the funding section below.

Regarding the Centralized Housing Locator service, a landlord-facing, housing locator or location service, helps provide landlord education, advise, liaison services and resources (such as deposit help, vacant home holds, risk mitigation, and more) to encourage more landlords to accept clients who may have housing vouchers or other housing assistance. In contrast, a "housing navigation" program helps clients get and stay ready for housing (securing paperwork, working within a budget, finding appropriate units for their needs, etc.).

The Community Development Commission (CDC) proposed the Community Housing Connectors (CHC) centralized housing location service. This proposal went before the Sonoma County Board of Supervisors on December 13, 2022 to secure up to \$2.165M in ARPA and other funding to provide at least 18 months of operations. The amount includes some staff support, a new software program, and resources for the deposits, unit holds, and risk mitigation.

Key Milestone Update

- With the end of state-funded Whole Person Care (WPC) on 12/31/2021, a new program administered by Partnership Health Care Plan (PHP) called Enhance Care Management (ECM) is scheduled to take its place.
- Spring of 2023, DHS will release a \$3 million Notice of Funding Availability (NOFA) to support "Housing-Focused Homelessness Interventions."

Regarding the centralized housing location service, funding and key metrics were approved by the Board of Supervisors on December 13, 2022 and a new staff member was hired at CDC to begin work.

Coordination and Partnership Update

The NOFA for Homelessness Interventions seeks Community-Based Organizations (CBOs) working in partnership with municipalities or County Departments to provide various housing and homelessness services such as:

1. Shared housing or master lease programs
2. Non-Congregate Shelter (NCS) programs
3. 24/7 "Safe Parking" programs
4. Permanent Support Housing (PSH)

The centralized housing location service program is a coordination between the Sonoma County and Santa Rosa housing authorities, partnering city housing staff members, community based organizations (CBOs), and others. As the program gets rolling, CDC staff will continue to reach out to partners in cities and in CBOs to maximize contacts and leverage regional resources.

Community, Equity, and Climate Update

By providing funding to these various housing and homelessness programs, the community goal of racial equity is addressed since a disproportionate number of these affected populations are people of color on the lower end of the socio-economic scale.

A critical goal of the CHC will be to help current voucher holders find housing. Anecdotally, we see instances where Black, Indigenous and People of Color (BIPOC) voucher holders are denied housing. Our CHC team will be well trained in Fair Housing Law and will assist both property owners and voucher holders in applying the law in a manner that specifically benefits underhoused communities, including Black and Native American communities.

Funding Narrative

1	Residential Care Facilities	\$ 3,076,250
2	Crisis Stabilization Unit	\$ 4,529,629
3	Residential Crisis Services	\$ 1,395,851
4	In-Patient Hospital Services	\$ 1,500,000
5	Mental Health Services at Children's Shelters	\$ 551,000
6	Services to support Residential Care Facilities, permanent supporting housing, and other housing	\$ 2,144,000
7	NOFA for unallocated Measure-O funds	\$ 3,000,000

Regarding the Centralized Housing Location Service, \$2,0650,000 was approved by the Board using ARPA funds allocated towards CHC. \$100,000 was allocated in FY 21-22 via the Strategic Planning effort for a housing location program like the CHC. Thus, the combined program is \$2,165M for at least 10 months.

Objective 2.4.4

HSC4-4 - Create a housing resource tool for Safety Net departments to efficiently assist residents with accessing available housing by 2022.

Summary of Objective Implementation Status

The housing resource tool conceived between three County department agencies, the Department of Health Services (DHS), the Community Development Commission (CDC), and the Information Systems Department (ISD), was based on the Petaluma-based bed inventory pilot program called the Committee On The Shelterless (COTS). The tool is a computerized database which would indicate bed-space availability at scattered shelters. The database would report unit availability, when the sites would be ready, eligibility for specific shelter locations, and potentially private market leasing options. The short-hand name for this project is "Connect-P".

Key Milestone Update

- On September 30, 2022, receipt of \$1.6 million from the U.S. Department of Health & Human Services' SAMHSA unit (Substance Abuse & Mental Health Services Administration) will allow government contractor IBM to begin coding on the Connect-P resource tool.
- The project is scheduled to start on 01/01/2022 and end on 01/01/2024.
- Technical preparations to bring the bed inventory tool online should be completed by 06/30/2023, with the pilot commencing thereafter through the fall of 2023.

Coordination and Partnership Update

DHS & ISD are coordinating on the following Connect-P project tasks:

- Contract negotiation with government contractor IBM Corporation on scope of work;
- Project execution with project objectives readjusted per fiscal constraints (see funding section below).
- Partnering with municipalities--Sant Rosa, Rohnert Park, and Healdsburg--on Data-Sharing agreements.

Community, Equity, and Climate Update

This Connect-P technology will require an attention to racial equity and social justice to ensure that the County is assisting all residents of Sonoma County.

Funding Narrative

- Coding for the Connect-P resource tool is part of a \$750,000 budget line-item entitled "Coordinated Entry Integration."
- However, the \$750,000 line-item was part of a \$2 million grant proposal, for which only \$1.6 million was granted by SAMHSA. Project appropriations will need to be adjusted to accommodate the smaller award.
- The 20%-smaller than requested award may require a 20% reduction in coding costs, which will adversely affect initial project plans for the Connect-P resource tool.

Objective 2.4.5

HSC4-5 - Continue to collaborate with local partners, including Continuum of Care, to advance planning and policies to address homelessness.

Summary of Objective Implementation Status

This Objective envisioned a stronger collaboration, communications and networking effort between the County, the Continuum of Care (CoC), cities, and service providers to advance homelessness efforts. The implementation priorities are:

- Maintain the County Administrator/City Managers work group.
- Engage with the CoC Board with a spirit of transparency and openness, sharing information and knowledge with our Board partners.
- Regularly update the Board of Supervisors, the Community Development Committee, the Cities and Towns Advisory Committee (CTAC), cities and the CoC Board on items of interest, including providing a monthly (or at another schedule reflecting the timeliness of a specific issue) emailed update to all parties interested in the Community Development Commission (CDC), CoC, and housing and homelessness issues with current information and links to resources.
- Develop informational tools to help collaborate, such as:
 - A funding and timing document, showing what outside funds go where, their eligibility, and pending releases of Notices of Funding Availability (NOFAs).
 - A master calendar of meetings.
 - Explanatory documents, helping show the housing pipeline, who provides what services in Sonoma County, and more.
- Convene regular “all hands” strategy sessions on Zoom or in person that allow for strategizing and best practices team-sharing regarding items of key interest. These sessions will take place on a monthly basis starting in January 2022.

Key Milestone Update

- The County Administrators Office - City Manager team meets regularly on the 3rd Thursday of the month (monthly right now, possibly moving to quarterly). In addition, the County Administrator meets regularly with city managers, and CDC interim director regularly corresponds with City contacts on CoC and related issues.
- The CoC Lead Agency's sense is that sharing and cooperative, transparent information has increased.
- Regular updates on housing and homelessness is an important goal but as yet unmet. Importantly, the 2023-2027 Draft Strategic Plan on Homelessness includes this as a strategy with action steps:
 - **Strategy 3.5: Engage the community in the effort to end homelessness in Sonoma County**
 - 3.5a: Develop a communication strategy that is:
 - Public-facing to ensure Sonoma County residents are regularly informed of the progress made on the strategic plan, including successes and challenges. Use social media, a progress dashboard, and regular communications to update the community on performance (including comparisons to State and National data, as well as trends over the previous 3-year period), accomplishments, and challenges.
 - Client-facing to assist service providers in providing strong communications to and for client populations, and
 - Provided via culturally competent and correct language and media approaches to meet Sonoma County residents' needs.
 - 3.5b: Develop materials to explain the use and success of evidence-based best practices.
 - 3.5c: Organize regular and consistent opportunities for community support such as calls to action, funding needs, donation drives, job fairs, housing opportunities, shadowing opportunities for interested parties/the public with service providers,

etc.

- 3.5d: Develop funding streams from the private sector, philanthropic organizations, and private donors to support individual providers.

- Information tools (including a **funding calendar**) was developed for the CoC.
- With a consultant's help, a **long-term funding plan** for homelessness programs in Sonoma County that shows sources and possible uses of funds is nearly completed.
- There is a need for more explanatory documents, such as systems mapping for the public and for our clients experiencing homelessness
- We have helped convene two different best practices/stakeholders groups, that now meet regularly:
 - A Service Providers Roundtable (convened by the service providers themselves) who meet twice a month.
 - A Homekey Collaborators group (meets monthly convened by CDC staff).

Coordination and Partnership Update

Each of the above actions has involved significant collaboration with service provider and city partners, as shown in the above section. The level of collaboration and support is from the CDC/CoC has significantly increased.

Community, Equity, and Climate Update

There are two challenges in terms of improving the system's ability to be more equitable. One is the representation and voices of persons with lived experience in homelessness. This has been significantly improved in 2022 via the full operation of the Lived Experience Advisory and Planning Board (LEAP) to the CoC. A stipend program first funded by the Community Foundation Sonoma County was vital to making the LEAP work well, as some of the only persons not being paid to attend CoC Board and subcommittee meetings were the LE representatives. In 2023, a Youth Action Board (YAB) to the CoC, including additional representation from the LGBTQI+ community might be added. Importantly, Strategy 3.3 of the CoC Strategic Plan says: Ensure the voices of individuals with lived experience of homelessness are consistently incorporated into planning and evaluating the homeless system of care. This Strategy has four action steps.

The other challenge is to add Black, Indigenous and People of Color (BIPOC) voices to the System of Care. The CoC Strategic Plan also speaks to this, including Action Steps to:

3.7b: Track access and outcomes data by age, race, ethnicity, gender, and sexual orientation.

3.7c: Ensure that BIPOC are provided equal services within the homeless system of care.

3.7d: Address racial and ethnic disparities access and outcomes of the homeless system of care.

3.7e: Ensure that the CoC Board's and the system of care's racial and ethnic representation reflects the population of Sonoma County's homeless community. Consider updating the Charter to include designated seats for BIPOC members.

3.7f: Build up Equity-Centered Results-Based Accountability (RBA) framework

Funding Narrative

Funding for these efforts is generally included and significantly funded via:

- County discretionary fund support for the CoC's Lead Agency and various service providers' administrative and related costs - about \$2.6M in FY 22-23;
- Aspects of the US HUD Continuum of Care Annual Renewal Demand allocation (roughly \$4M/year);
- Portions of HHAP-3 and HHAP-4 (see Healthy and Safe Communities Goal 3, Objective 3 - HSC3.3 - for more detail) generally allocated at about \$8.5M to the CoC and to the County together.

Goal 2.5

Continue to invest in public safety so that residents and visitors feel safe in our community.

Objective 2.5.1

HSC5-1 - Continue to invest in cultural responsiveness and de-escalation training and techniques for County law enforcement workforce.

Summary of Objective Implementation Status

The Sheriff's Office have fully implemented their training plan, incorporating bias-based policing and a greater focus on de-escalation in all of the use of force training. This was completed in year one and will continue. The Sheriff's Office have also adopted a de-escalation policy.

Key Milestone Update

The quarterly training is still being conducted as planned.

Coordination and Partnership Update

As described below, the Sheriff's Office is collaborating with IOLERO and Sonoma State University.

Community, Equity, and Climate Update

The Sheriff's Office is currently collaborating with IOLERO and Sonoma State University on a community oriented policing project. The University is conducting research and will provide feedback on community policing models they feel could benefit the Sheriff's Office.

Funding Narrative

The Sheriff's Office is not seeking any additional funding.

Objective 2.5.2

HSC5-2 - Better integrate services and handoffs within the Safety Net departments.

Summary of Objective Implementation Status

This objective is comprised of 6 initiatives that together create the County's [ACCESS-Sonoma](#) Cohort System:

1. Interdepartmental Interdisciplinary Team (IMDT)
2. Homeless Encampment Access and Resource Team/ COVID-19 Emergency Response Grant (HEART/CERG)
3. Mental Health Diversion Expansion
4. Whole Person Care/California Advancing and Innovating Medi-Cal (WPC/CalAIM)
5. ACCESS-IMDT Data Solutions
6. Operationalizing the recommendations provided in the KPMG report *Assessment of Housing and Homelessness Services*

Key Milestone Update

- On January 2023, the "Ending Homelessness" unit of the Community Development Commission (CDC) will transfer to Department of Health Services (DHS) and be established as the "Homelessness Services" Division. This was a recommendation of the KPMG report.
- The WPC pilot program funded by the state ended 12/31/2021. It will be replaced by CalAIM.

Coordination and Partnership Update

The very concept of ACCESS-Sonoma is based on the use of the IMDT that require collaboration from various County agencies. County staff from DHS, (Human Services Department (HSD), Community Development Commission (CDC), Child Support Services (CSS), Information Systems Department (ISD), Courts, County Counsel, District Attorney (DA), Public Defender, Probation, Sheriff, and County Administrator's Office (CAO) work across agencies to provide "wraparound" services to clients through coordination by Artificial Intelligence from government contractor IBM's Watson-Care Management (WCM) platform.

In addition, the aforementioned County Agencies & Departments have partnered with a host of community-based organizations (CBO's) to deliver these services for greater efficiency and efficacy. These CBOs include, but are not limited to the following:

- West County Community Centers (WCCS)
- Humanidad
- Committee On The Shelterless (COTS)

Community, Equity, and Climate Update

2019 census data shows that a percentage of individuals experiencing homelessness and identifying as White in the unsheltered population is 65% versus the overall White portion of the county at 86.8%. By contrast, the percentage of individuals experiencing homelessness and identifying as Native American (including Alaska Native) is 6% versus this group's 1% portion of the general population.

Furthermore, the percentage of individuals experiencing homelessness and identifying as Black (or African American) is 9% versus this group's 2% portion of the general population.

The ACCESS-Sonoma cohort initiatives address racial equity simply by deploying government services and resources that otherwise would not reach the underserved, unsheltered populations.

Funding Narrative

The cost of administering these ACCESS-Sonoma cohorts is about \$5.2 million per annum.

- Expenditures by the IMDT and HEART cohorts are covered by a combination of funds:

1. Measure-O
2. CERG (COVID-19 Emergency Response Grant) from County Medical Services Program (CMSP)
3. FEMA
4. County sources (e.g., General Fund)

- The Department of State Hospitals covers the \$410,760 cost of the MH Diversion program.
- The SAMHSA grant covers about \$1.6 million.

			FY 2022-2023
Phases		Brief Description	Amount
1		Interdepartmental Multi-Disciplinary Team (IMDT)	\$ 2,284,886
2		Homeless Encampment Access & Resource Team/COVID-19 Emergency Response Grant (HEART/CERG)	\$ -
3		Mental Health Diversion Cohort Expansion	\$ 410,760
4		Whole Person Care (WPC) transition to CalAIM (California Advancing and Innovating Medi-Cal)	\$ -
5		IMDT Data Solutions	\$ 1,600,000
6		KPMG-based Initiatives	\$ -
	a)	Data-mapping of city systems	\$ 350,000
	b)	Bridge between city & WCM-Hub	\$ 200,000
	c)	IBM Cognos Business Intelligence	\$ 100,000
	d)	0.5 FTE ISD Project Manager	\$ 110,000
	e)	0.5 FTE ISD Program Manager	\$ 100,000
		Total	\$ 5,155,646

Objective 2.5.3

HSC5-3 - Assess and determine the most appropriate community response program to respond to individuals in the community experiencing a psychiatric emergency, including an analysis of whether to expand the Mobile Support Team, and bring a recommendation to the Board of Supervisors by 2023.

Summary of Objective Implementation Status

The Mobile Support Team (MST) model supported by the County is comprised of mental health clinicians who are supposed to accompany law enforcement in order to provide crisis intervention to individuals in psychiatric distress. The City of Santa Rosa runs a program based on this model called **inRESPONSE**, which is a collaboration between the Department of Health Services (DHS), Santa Rosa Police Department, and the Santa Rosa Fire Department, as well as non-profits Buckelew Programs, Humanidad, and Catholic Charities.

The City of Petaluma, Rohnert Park, and Cotati have contracted with nonprofit Petaluma People Services Center (PPSC) to operate **SAFE**, or Specialized Assistance for Everyone, which is a variant of the MST model.

Key Milestone Update

- MST has partnered with Santa Rosa's version of the program, **inRESPONSE**, by agreeing to provide clinical staff support (e.g., Behavioral Health Clinician).
- DHS-Human Resources began the continuous recruitment for the aforesaid job classification in November 2022.

Coordination and Partnership Update

- DHS is coordinating MST participation in the Department of Health Care Services (DHCS) Crisis Care Mobile Unit grant program.
- Through this grant, cities--Santa Rosa, Rohnert Park, Cotati, and Petaluma--will purchase a data system to collect data.
- The collected data can provide useful analysis on staffing, call-data, demographics, and diversions from hospitals' Emergency Departments or jails.

Community, Equity, and Climate Update

MST address racial disparities by providing behavioral health treatment instead of routing individuals in crisis to hospital emergency departments or jail. Since a disproportionate portion of such individuals are people of color on the lower end of the socio-economic scale, MST can treat rather than penalize the behavioral health situations of these population groups.

Funding Narrative

1. The County has set aside discretionary funding of \$5.5 million over 3 years for MST expansion. DHS will assess the performance of the city programs after 2 years to determine continued fiscal support.
2. From Measure-O, the BOS allocated a 1-time investment of \$428K to Cotati/Rohnert Park, \$428K to Petaluma, and \$85,887 to Santa Rosa for a total of \$941,887.
3. An additional \$1.5 million per city from the Coronavirus Response & Relief Supplemental Appropriations Act (CRRSAA) could be made available upon successful application by Department of State Hospitals (DSH) and partner cities.

Objective 2.5.4

HSC5-4 - Expand detention alternatives with the goal of reducing the jail population, from pre-pandemic levels, by 15% at the end of 2022, while simultaneously reducing recidivism amongst the supervised offender population.

Summary of Objective Implementation Status

Probation launched the Behavioral Management System pilot in September 2022, which provides a more consistent and structured approach to sanctioning, relying on objective risk assessment measures to impose sanctions – including short periods of incarceration, electronic monitoring, imposition of work crew and community service hours, as well as resumption of behavioral intervention programming – with the supervised population. As part of the launch of the pilot, a new behavior response policy was adopted, Probation Officers participated in training of the new system, and a database was developed for officers to track behavior responses.

With respect to the Pretrial Services program, Probation continues to monitor hundreds of people each day on pretrial release who remain in the community pending resolution of their case. In the Fall of 2022, the number of people who received a pretrial assessment (the Public Safety Assessment) by Probation increased by 17% compared to the prior quarter (April - June 2022). The number of people released onto pretrial monitoring also increased by 9% compared to the prior quarter. With the increase in workload, Probation is seeking to increase staffing to support Pretrial Services by hiring an additional Probation Assistant.

Key Milestone Update

The Behavioral Management System pilot launched in September 2022, with training for Probation staff completed between May and September 2022.

Probation submitted a program change request to reallocate funds in order to hire an additional Probation Assistant to support the Pretrial Services program.

Coordination and Partnership Update

Probation has been in close communication with the Court and justice system partners through the roll out of the Behavior Management System. Probation continues to collaborate with Court partners through a monthly Pretrial Workgroup meeting, where implementation and program improvement issues are addressed.

Community, Equity, and Climate Update

Probation applies an equity lens through the validation and review of program data in relation to use of the Public Safety Assessment (pretrial risk assessment) as well as analysis of data regarding use of behavioral response grid/policy. We are awaiting on results of an updated validation study of the Public Safety Assessment, which will identify to what extent there may be differences in how the tool is performing across different racial/ethnic groups. Additionally, we are collecting data on the newly launched behavioral response system which will enable us to detect whether racial inequities exist in our practices.

Funding Narrative

Currently all programs are funded through a combination of general fund, State/grant funds and Measure O funds.

Objective 2.5.5

HSC5-5 - Conduct outreach and engagement campaign with communities to build and strengthen community and law enforcement relationships, including education on the difference between calling 2-1-1 and 9-1-1.

Summary of Objective Implementation Status

An outreach and engagement campaign with the goal of building and strengthening community and law enforcement relationships is under way with an emphasis on public education concerning the difference between calling 2-1-1 and 9-1-1. The outreach to date has reached tens of thousands of Sonoma County residents through partnerships with Nuestra Comunidad, the Sonoma County Sheriff's Office and other agencies and community groups as well as messaging through social media, radio, print media, webinars, the County newsletter, in-person tabling and other platforms.

Key Milestone Update

Milestones achieved include:

- On August 8, 2022, the County Administrator's Office (CAO) Central-Communications division executed a \$45,000 professional service agreement with Nuestra Comunidad, a community outreach and engagement organization specializing in bilingual public safety messaging in Sonoma County. The goal of the contract is to support the County in engaging with the public, particularly the Spanish-speaking community, in enhancing understanding about the differences between calling 211 versus 911 as well as sharing other emergency information regarding evacuation zones, etc. The scope of services include:
 - Creation of eight English and Spanish social media posts that demonstrate different situations for calling 211 and 911.
 - Creation of flagship infographic in English and Spanish explaining the use of 211 and 911.
 - Development of evergreen materials for future emergency use.
 - Development of web page content for SoCoEmergency and SoCoEmergencia.
 - Creation of 16 short videos in English and Spanish for social media.
 - Assistance with English and Spanish webinars on safety communications and assistance with outreach and promotion through Nuestra Comunidad.
- The County hosted a "Safety Communications Webinar" on November 4, 2022 focused on when to call 911 versus when to call 211. Panelists included Sonoma County Supervisor Susan Gorin, Sgt. Juan Valencia from the Sonoma Sheriff's Office, Yesenia Gaytan from United Way of the Wine Country which oversees 211, Alma Bowen from Nuestra Comunidad and Carly Cabrera from the CAO-Central Communications team. The hour-long webinar had a reach of more than 1,800 individuals, with more than 1,100 views and 68 engagements including comments, reactions and shares. The English version of the webinar is on the County of Sonoma's Facebook and YouTube pages and is available here: <https://www.facebook.com/CountyofSonoma/videos/3267971206790614>
- The County also hosted a second webinar in Spanish on November 8, 2022 titled "Seminario virtual sobre cuando llamar al 911 y cuando usar el 211." Spanish-speaking panelists included Sylvia Lemus from the CAO-Communications division, Sgt. Juan Valencia from the Sonoma Sheriff's Office, Yesenia Gaytan from United Way, and Alma Bowen from Nuestra Comunidad. Similar to the November 4 webinar, the focus was on when to call 911 versus when to call 211. Panelists also shared emergency and non-emergency numbers and resources available from both 211 and 911 lines and also addressed questions from viewers. This webinar reached more than 925 individuals, has been posted on the County of Sonoma's Facebook and YouTube pages and can be viewed at <https://www.facebook.com/CountyofSonoma/videos/1963148300743485>
- To promote these public webinars, the Communications team issued a press release on October 27, 2022 that resulted in news stories being published in The Press Democrat and on pressdemocrat.com on October 31 and information that was shared on social media. Information regarding the webinar also was shared on KSRO radio on November 1 and Spanish-language radio KBBF on November 3. Social media posts regarding the webinar drew more than 14,210 impressions, 125 engagements and over 40 shares. A similar post on Nextdoor on November

4, 2022 drew more than 6,000 impressions.

- To support the objective outcomes, the Communications team has also produced 10 digital graphics on the differences between 211 and 911 in English and Spanish and shared them with community partners and the public. The County also has posted the information on Nextdoor on November 17, which drew 33,806 impressions.
- The County also currently has nine Facebook posts scheduled to be distributed with information on 211 versus 911. A paid Instagram campaign started on November 22, 2022 and will run through December 25, 2022.
- Flagship graphic boosted: Roughly \$760 in funding has been allocated for the boosting of posts on social media platforms including Facebook and Instagram targeted for Sonoma County residents ages 18-65-plus with estimated daily impressions of 750 to 1,600 users.
- Future steps include developing a series "Public Safety Spotlights," including recording short videos featuring the Sheriff's Office, Probation Office, IOLERO, Public Defender, etc. The campaign also will include continued messaging on social media as well as ongoing feature coverage in SoCo Correspondent, the County newsletter.

Coordination and Partnership Update

This campaign has been conducted in partnership with community groups such as Nuestra Comunidad, a community outreach and engagement organization specializing in bilingual public safety messaging in Sonoma County, as well as the Sonoma County Sheriff's Office, the Office of Equity and other agencies and community groups. This campaign also has been undertaken in coordination with local media including The Press Democrat, KSRO radio, KBBF Spanish-language radio and other media partners which have helped distribute the information concerning the differences between 211 and 911 and other emergency information. The information contained in these initiatives also has been shared with Public Information Offices from the cities of Santa Rosa, Petaluma, Windsor and other communities within Sonoma County.

Community, Equity, and Climate Update

These initiatives have been undertaken and coordinated with community partners with an equity lens and an emphasis on reaching all County residents, particularly those most at risk of being disenfranchised during times of crisis due to language barriers. All communications in this campaign have been provided in both English and Spanish and the information in the November 4 webinar offered both Spanish and ASL interpretation.

Funding Narrative

To address this objective of conducting outreach and engagement campaigns to build and strengthen community and law enforcement relationships, \$60,000 was allocated by the Board of Supervisors. Of this, \$45,000 has been designated for the contract with Nuestra Comunidad for outreach and marketing within the community. (See above) An additional \$760 has been expended to boost social media posts on Facebook and Instagram. The remaining \$14,240 will be used for further marketing efforts designed to promote better understanding of law enforcement, County programs and individuals dedicated to public health and safety.