



SONOMA COUNTY  
CALIFORNIA

# KPMG: Housing and Homeless Services Assessment

## County Administrator's Office

April 20, 2021



# Improving Integration & Outcomes to Benefit County Residents

**ASSESSMENT OF HOUSING AND HOMELESS SERVICES AND PROGRAMS**





**Sonoma County**

**April 20, 2021**





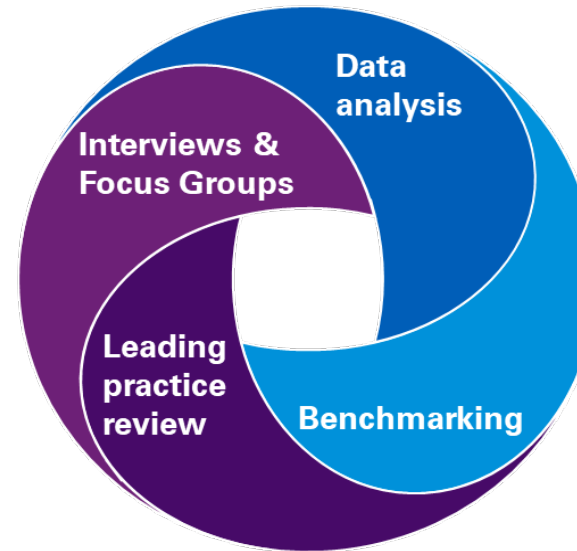
# Key Engagement Objectives

- 01** Determine whether there are organization structures outside the County which could effectively administer programs and identify best practices to administer programs 
- 02** Assess and inventory all homeless and housing programs and ancillary services administered throughout Health Services, Human Services and the CDC 
- 03** Determine whether there is duplication between services, admin functions and activities across organizations and make recommendations to increase efficiency 
- 04** Identify opportunities to integrate services and functions across organizations and assess whether existing homeless and housing programs should be redesigned to more effectively achieve outcomes 

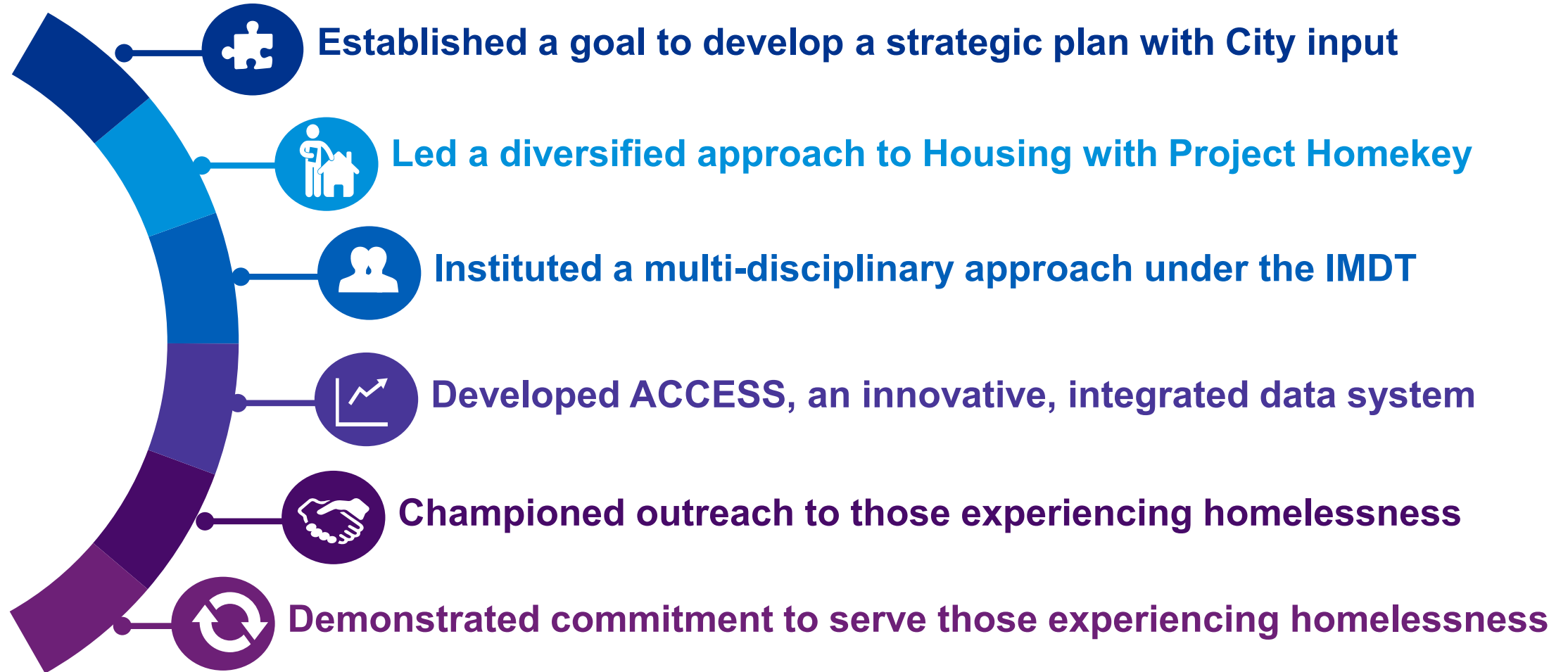
# Methodology

Key Stakeholders	
	County Departments
	Safety Net Collaborative
	Cities
	Housing Organizations
	Providers
	Clients
	CoC
	Community

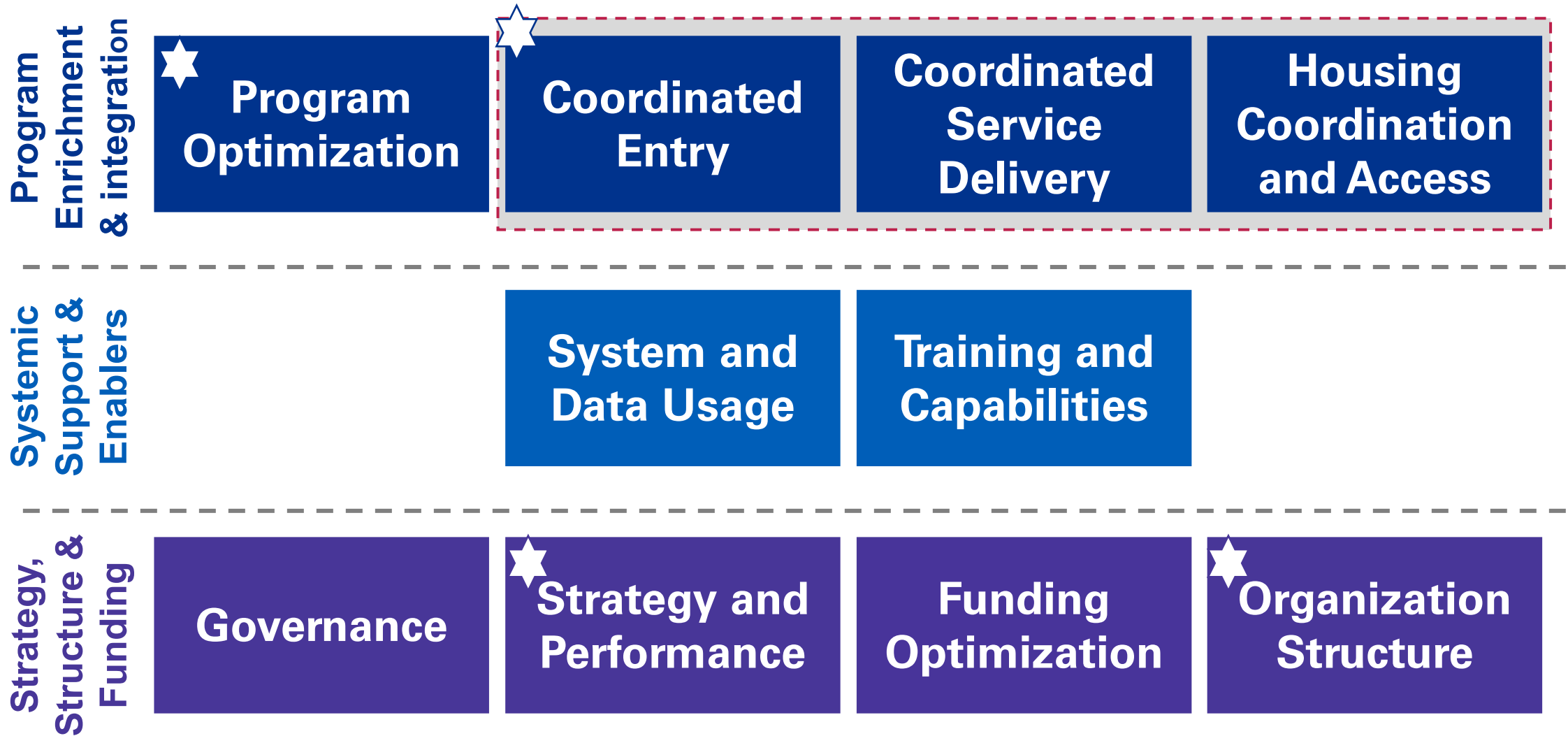
- Conducted more than 50 interviews
- Benchmarked more than 18 Counties
- Inventoried over 90 programs
- Developed a 160 page report







# Commendations



# Challenge Areas



# Program Optimization

#	Initiative
<b>5.1</b> 	<b>Conduct an evaluation of the program inventory and ancillary services to better connect target populations with program offerings and/or identify duplication and gaps in service</b>
<b>5.2</b> 	<b>Develop a consistent and balanced set of data-driven performance measures and regular reporting cadence to better measure program and Provider performance to inform decision-making</b>
<b>5.3</b> 	<b>Develop a cross-jurisdictional diversion program to redirect persons experiencing homelessness from the criminal justice system to homeless services</b>
<b>5.4</b> 	<b>Increase range and quality of programs by increasing Provider competition through developing an incubator program for smaller Providers to increase competition and enhance service delivery</b>

# Program Optimization – Evaluation of Program Inventory



**Expand  
service  
delivery where  
gaps in  
provision have  
been identified**



**Identify and  
share best  
practice within  
high  
performing  
programs**



**Strategic and  
operational  
optimization**



**Restructure or  
consolidate  
programs**



**Assess option  
to discontinue  
programs and  
reinvest funds  
towards high  
value  
programs**



# Program Optimization – Performance Measures

## Examples:

- Cross-jurisdictional Strategic Plan
- Funding allocation methodology
- Crisis Diversion Strategies



## Examples:

- Program utilization rate
- Number of clients who recidivate
- Client wait time to obtain housing and / or service

## Examples:

- Needs assessment data
- Point in Time Count
- HMIS and ACCESS data






## Examples:

- Regional outcomes
- Redefine cohorts
- Services aligned to needs of population

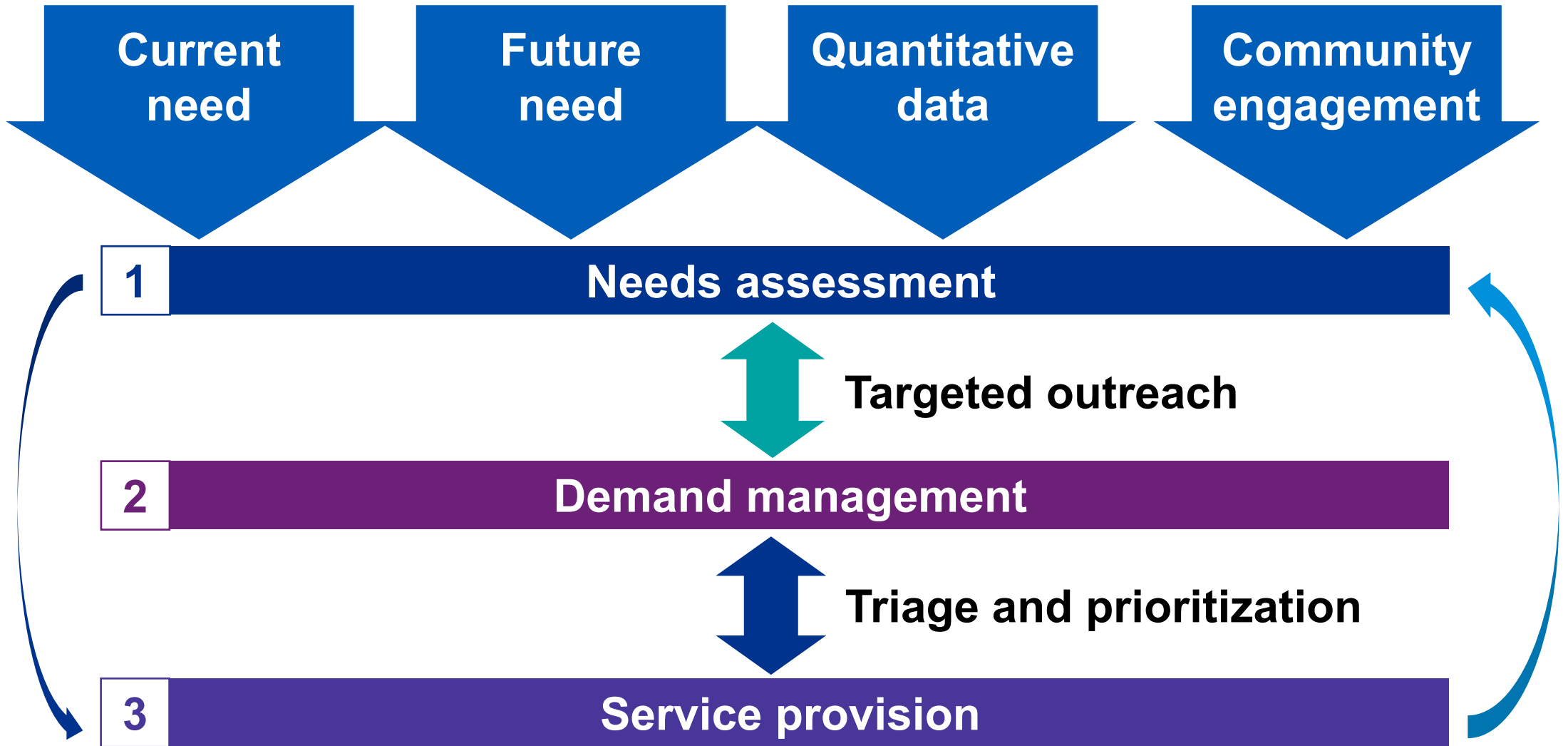
# Client Service Delivery and Coordination



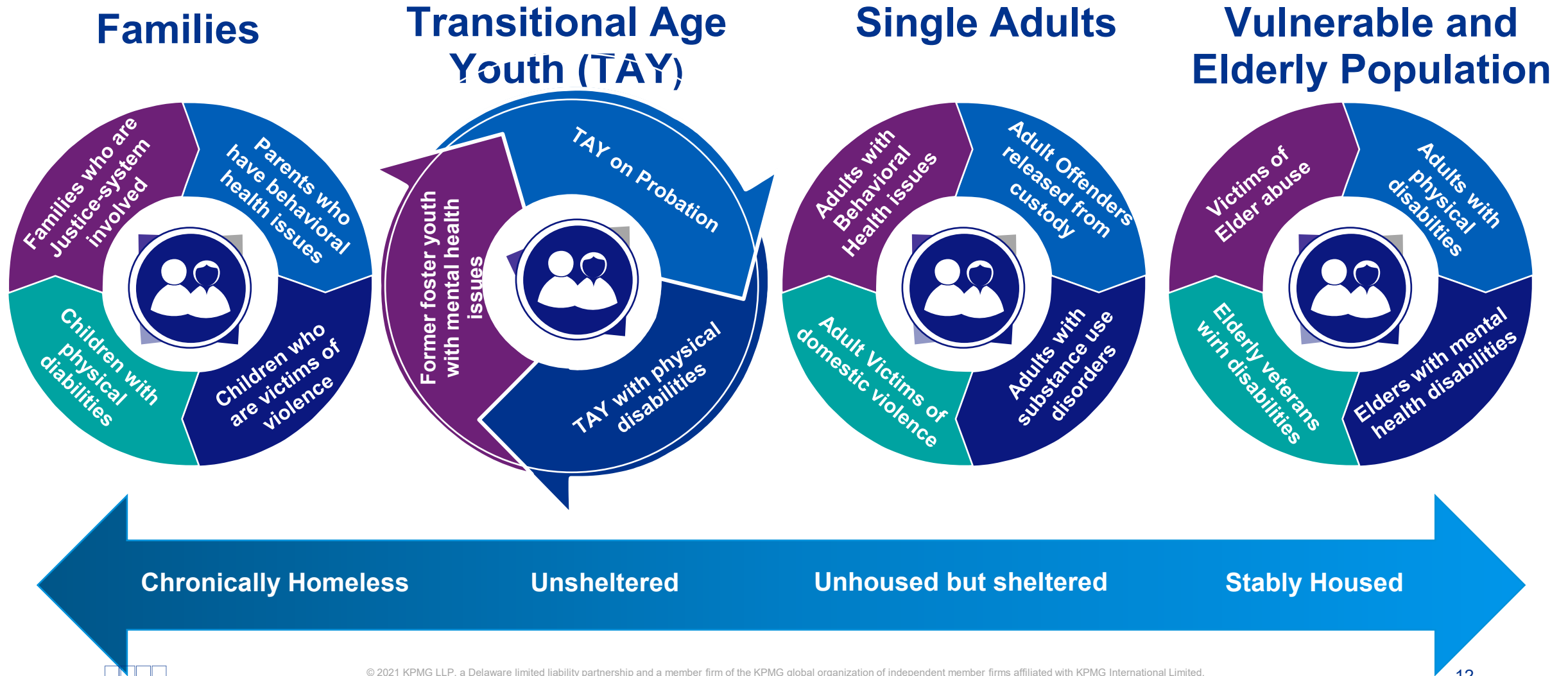
# Strategy and Performance

#	Initiative
<b>2.1</b> 	<b>Expand on Point in Time Count to conduct a comprehensive needs assessment of population to align with differentiated housing and service strategy</b>
<b>2.2</b> 	<b>Combine and develop through a lead agency who has capacity, a Countywide strategic plan to address homelessness and a separate strategic plan to address affordable housing</b>
<b>2.3</b> 	<b>ACCESS and Provider community input and establish strategic cohort populations and program and/or service coordination or multi-year integration plan</b>

# Strategy and Performance – Needs Assessment



# Strategy and Performance – Strategic Cohort

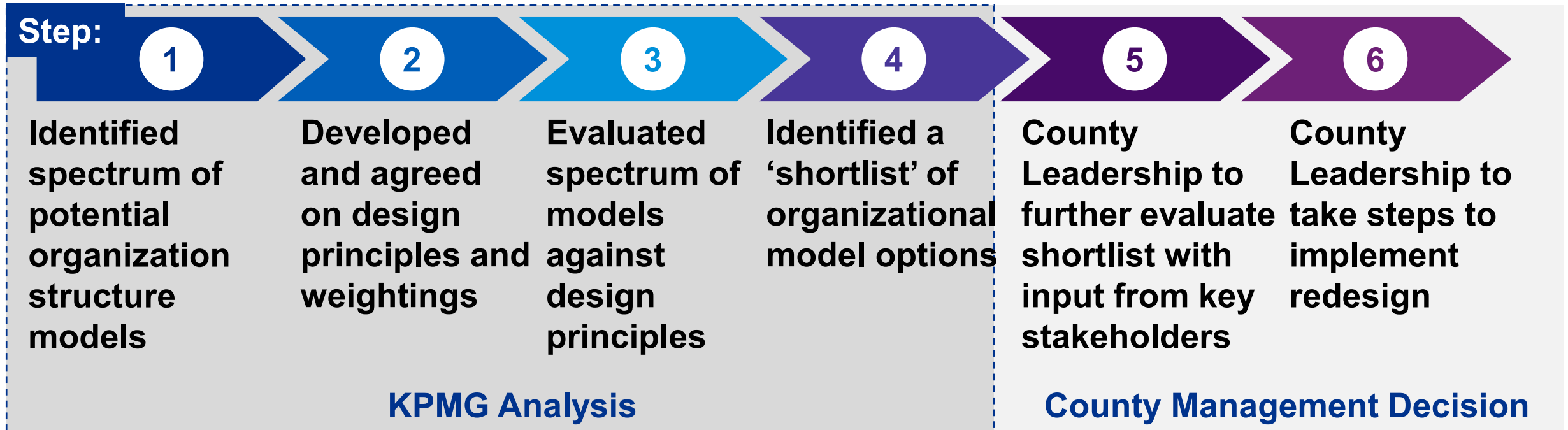




# Organization Structure

#	Initiative
1.1 	<b>Evaluate potential organizational models to consolidate housing funding and expertise, leverage homeless and health service delivery capacity and streamline service offering to facilitate best outcomes</b>
1.2 	<b>Evaluate the impact of transition on CoC structure and governance to ensure continued compliance with funding regulations and requirements</b>

# Organization Structure – Options Analysis Methodology



# Organization Structure – Model Design Principles



# Organization Model Options Analysis – Affordable Housing

Design Principle Weighting	Design Principle	Model 1	Model 2	Model 3	Model 4	Model 5
		Status Quo of Existing Structure & Situation	Affordable Housing Joint Powers agreement (JPA) between County and Cities	Transition Housing to the Renewal Enterprise District (RED)	Establish County level Department of Housing or Narrow the CDC	Affordable Housing as part of Superagency
3	Cross-jurisdictional Collaboration					
3	Optimize Expertise and Capacity					
3	Enhances Consumer Experience					
2	Maximizes Funding Opportunities					
2	Streamlines Complexity					
2	County representation, Accountability and Service Impact					
1	Adjusts Funding Status					
1	Implementation Complexity					
	Score	31	64	73	56	48

# Organization Model Options Analysis – Housing Authority

		Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
Design Principle Weighting	Design Principles	Status Quo of Existing Structure & Situation	Include Housing Authority as part of any JPA between County and Cities or RED	Transition Housing Authority to Health or Human Services	Transition Housing Authority to Department of Housing or Narrow CDC	Merge Sonoma County Housing Authority with Santa Rosa Housing Authority	Housing Authority as part of Superagency
3	Cross-jurisdictional Collaboration						
3	Optimize Expertise and Capacity						
3	Enhances Consumer Experience						
2	Maximizes Funding Opportunities						
2	Streamlines Complexity						
2	County representation, Accountability and Service Impact						
1	Adjusts Funding Status						
1	Implementation Complexity						
<b>Score</b>		<b>40</b>	<b>67</b>	<b>45</b>	<b>45</b>	<b>78</b>	<b>41</b>



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# Organization Model Options Analysis – Homeless Services

Design Principle Weighting	Design Principle	Model 1 Status Quo of Existing Structure and Situation	Model 2 Homeless Services Joint Powers agreement (JPA) between County and Cities	Model 3 Transition Homeless Services to Health	Model 4 Transition Homeless Services to Non Profit	Model 5 Establish a separate Homeless Services Department	Model 6 Homeless Services as part of Superagency
3	Cross-jurisdictional Collaboration						
3	Optimize expertise and capacity						
3	Enhances Consumer Experience						
2	Maximizes Funding Opportunities						
2	Streamlines Complexity						
2	County representation, accountability and service impact						
1	Adjusts Funding Status						
1	Implementation complexity						
	Score	45	59	69	56	63	56



Thank you and  
Questions

# Recommended Actions

- 1) Receive housing and homeless services assessment report from KPMG
- 2) Direct staff to return to your Board with additional analysis and recommendations for consideration

