



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

*Members of the  
Commission*

**Susan Gorin**  
Chair

**Lynda Hopkins**  
Vice Chair

**David Rabbitt**  
**Shirlee Zane**  
**James Gore**

**Barbie Robinson**  
**MPP, JD, CHC**  
Interim Executive  
Director

## MEMORANDUM

**Date:** July 7, 2020  
**To:** Sonoma County Board of Supervisors  
**From:** Barbie Robinson, Executive Director of Department of Health Services and  
Interim Executive Director of the Sonoma County Community Development  
Commission  
**Subject:** Proposed Changes to Leadership Council

---

### Introduction

The purpose of this memo is to lay out proposed changes to the Home Sonoma County Leadership Council (LC) in order to improve the effectiveness of the Council by: (1) positioning it to focus on the development of homeless policies to guide county-wide efforts to end homelessness; (2) restructuring to ensure that the Community Development Commission is effectively providing the operational and administrative support necessary to provide a successful backbone to the LC; and (3) clearly delineating roles and responsibilities between the LC and the Community Development Committee.

### Membership

We recommend that the Leadership Council consist of elected officials and members with lived experience as reflected in the following membership: (2) BOS, (2) SR City, (2) Petaluma, Rohnert Park, Cotati, Sonoma, Windsor, Healdsburg, Cloverdale, Sebastopol, (2) Members with lived experience

### Purpose

- Set the vision and principles of HOME Sonoma County and for achieving functional zero homelessness in Sonoma County;
- Own the issue of homelessness within the county and be widely recognized as the owner of the issue; communicate with the public on issues related to homelessness;
- Serve as Sonoma County's HUD-required Continuum of Care Board;
- Focus on high-level decisions related to homelessness;
- Represent rural and urban communities to develop a regional system with geographic equity and;
- Provide leadership to realign and unify homelessness-related funding and policies throughout the county: establish Sonoma County's homelessness funding priorities and make decisions on funding awards in unified consolidated



homeless services funding processes; align and unify all homeless services funding and contracting processes with the goal of eliminating duplication.

The Chair or his/her designee will serve as official spokesperson for the Leadership Council

**Responsibilities**

- Establish a Housing First strategy; establish policy related to achieving functional zero homelessness in Sonoma County;
- Authorize policy and procedure for the Coordinated Entry System and Housing First policy;
- Approve and monitor standard performance outcomes;
- Approve best practices and monitor their adherence; ensure that organizations serving Sonoma County’s homeless population receive the technical assistance and training they need to be able to ultimately implement Housing First strategies;
- Authorize any ad hoc Task Groups needed from time to time to supplement the work of the standing Task Groups of the Technical Advisory Committee, so long as there is sufficient staff capacity from the Lead Agency to staff such Task Groups;
- Identify individuals to serve on Task Groups, and develop and implement a plan to achieve the ad hoc Task Group goals identified by the Leadership Council and;
- Approve the submission of applications to Notices of Funding Availability (NOFAs) published by HUD and other funders (State of California, etc) requiring such approvals by the CoC Board

**Commitment required of jurisdictions:**

Pool funding to support backbone/staffing of Lead Agency staff and coordinate funding policies and decisions countywide.

**TAC and Task Group Recommendations**

We recommend refining the task groups to focus on policy decisions and to move operational work to staff. We recommend keeping the following task groups:

Task Group	Purpose/Rationale	Membership
Coordinated Entry and Housing First Task Group	Advise on compliance with federal and state requirements; ensure that countywide Coordinated Entry system is in place.	Nonprofit stakeholders, community health clinics, individuals with lived experience, and county partners

	Refine Coordinated Entry Policies and Procedures to ensure equitable prioritization for housing & shelter	
Ad Hoc Evaluation Task Group	Hold responsibility for evaluation of annual CoC and Emergency Solutions Grant projects and other funding governed by HOME Sonoma County	System funders, individuals with lived experience, non-conflicted members who do not receive homeless funding
Consumer Advisory Task Group ( <i>Create</i> )	Advise the Leadership Council on issues impacting individuals with lived experience such as grievance policy in shelter/services, policy on appealing shelter kick-outs and dismissals from programs, etc.	Individuals over 24 with current lived experience of homelessness or lived experience in past 5 years and staffed by Lead Agency Staff.
Youth Action Board Task Group ( <i>Create</i> )	HUD is putting out additional money for youth services and requires a youth action board to receive funds and transition age youth have unique experiences that are different from the adult population.	Transition age youth ages 18-24 with current lived experience or lived experience in past 5 years and staffed by Lead Agency Staff and youth providers (SAY, TLC, CSN, etc.)

We recommend eliminating the following current task groups:

<b>Task Group</b>	<b>Rationale for Eliminating</b>
Technical Advisory Committee (TAC)	Work will continue to be conducted through task groups, which will make recommendations directly to the Leadership Council on policy-related topics.
Performance Management and Data Initiatives Task Group	Staff will advise on HMIS, dashboard of metrics, Annual Homeless Assessment Report, Homeless Counts, Housing Inventory Chart, Longitudinal System Analysis, etc.
Housing Unit Production/Rapid Re-Housing Task Group	Shift this work to staff or ad hoc task groups as needed

System Funding Task Group	Shift all funding related decisions to the Leadership Council
Emergent Issues Task Group	Emerging issues are brought up during public comment or through the Leadership Council members and their jurisdictions

Elected officials on the Leadership Council should be required to designate appropriate staff to multiple task groups. Rather than having the Leadership Council members themselves on the task groups, this will allow for 1) task group membership of content area experts; 2) easier scheduling.