Assistance to Workers

Santa Rosa Junior College-SRJC Workforce Pipeline Project: Goal 1: Building financial security to promote housing security is an evidenced based practice, and this is especially relevant to individuals and families in need of long-term recovery from the economic impacts of COVID-19. CCDSR is the only HUD-Certified Housing Counseling agency in Sonoma County and specializes in supporting low-income households, especially those who are homeless, formerly homeless, or precariously housed. The IGP will serve individuals and families who were formerly homeless during the pandemic and have been recently housed. Case managers will provide support responsive to client's unique needs for one year after they are housed. Together, clients and case managers will establish a housing and employment plan to address unmet needs and keep clients motivated toward a self-defined future. The following activities will increase client capacity to support themselves through current and future financial shocks: Objective 1 Activities: Assessment. Participants will be assessed on their vocational aptitudes, interests, and abilities through 1:1 interviews and the Self-Sufficiency Matrix before and after IGP participation, align interests with job training programs, refer to disability services as needed. Objective 2 Activities: Job Training Navigation: provide connection to and service navigation throughout job training programs; direct financial assistance for transportation, childcare support, equipment, behavioral health, food, rent, translation services, etc., and access to peer-to-peer support groups; strengthen partnerships SRJC and employment access agencies to streamline client services and integrate support systems. Objective 3 Activities: Job Acquisition Support: provide services in resume building, interview preparation, clothing for interviews, links to potential employment opportunities, with continued direct financial assistance. Objective 4 Activities: Financial Stability Services: offer benefit application and renewal (CalFresh, MediCal, SOAR, SSI, etc.), financial stability education (e.g. credit counseling, budgeting, banking systems, savings, tax preparation, predatory lending education, and HUD-approved housing counseling), rental and utility support, landlord mediation, and affordable housing location assistance. Objective 5 Activities: Financial Stability: develop marketing materials, distribute through SRJC Student Services sources, provide individualized financial stability education and housing counseling for SRJC Career Education students.

Goal 2 Design: Investment in workforce training is the cornerstone strategy for addressing the disproportionate economic impacts of the pandemic recession. This capital project addresses an intersection between workforce development needs and our housing crisis by completing funding to build a construction industry training facility, opening in Fall 2024 on the SRJC Petaluma campus. This new facility will allow SRJC to (a) scale up the existing Adult Education Introduction to Construction program that provides targeted and culturally appropriate education and support services designed to overcome barriers to success and support participants on their path to careers in construction industries and upward mobility, and (b) offer new Credit certificate programs in modular construction, HVAC-Refrigeration, and Renewable Energies. Currently, the Adult Education Introduction to Construction program is offered on a limited basis due to the need to rent facilities. The 10,000sq. ft. Construction Center is designed to facilitate learning in traditional and technology-based prefabrication construction methods, specialty trades and green building technologies. A large consortium of employers, construction trades groups, and unions joined together to develop the Construction

Center vision to meet their increasing hiring demands. SRJC will provide as a match a $7.12 million federal grant from the Economic Development Administration (EDA) and a $1 million match from Tipping Point/Sonoma County Economic Development Board Foundation to construct the center. The design of the building has been completed by TLCD Architecture and submitted for approval to the Division of the State Architect. Due to rising costs of lumber and steel, and after value engineering the design as much as feasible without sacrificing instructional program goals and student outcomes, the cost estimate came in at $11.5 million, exceeding current construction funding by $4 million. This Sonoma County ARPA grant would complete funding for the build of the SRJC Construction Center by funding the following activities: Objective 1: Build Activities: 1.1 Adhere to federal procurement procedures during construction bidding process, select vendor, and start construction by 12/1/22. 1.2 Project manage build of the SRJC Construction Center, including contract management, budget oversight, reporting, and linkage with stakeholders. Objective 2: Expand Curriculum Activities: 2.1 Under advisement of workforce partners, responding to the workforce needs, write curriculum for modular construction, renewable energy, and HVAC Refrigeration and take through curriculum approval process. 2.2 Hire new faculty as needed. 2.2 Fall 2024, scale up existing Adult Education Introduction to Construction certificate by offering more sections. 2.3 Fall 2024, promote via outreach/marketing and offer sections of new certificate programs. Objective 3: Instructional Equipment Activities: 3.1 Secure funding for equipment outside of this grant. 3.2 Purchase instruction equipment, including CNC Machine, wood shop equipment, and HVAC Refrigeration trainers. 3.3 Install equipment according to design in SRJC Construction Center. 3.4 Train staff how to use instructional equipment. Objective 4: Learner Support Activities: 4.1 Outreach and Recruitment - multipronged approach (see question 8). 4.2 Assessment, Intake, & Enrollment - intake interviews, applicants will be assessed for educational readiness and barriers to education, administered a CASAS test for ESL level, program orientation, and receive assistance with registration. 4.3. Student Success Follow-Up: the Adult Ed Outreach Specialists will check-in on student engagement and connect to resources. 4.4 Bilingual Instruction and tutoring are provided in English and Spanish and construction courses are bundled with English as a Second Language courses. 4.5 Childcare, Technology, Transportation, & Financial Needs will be addressed by providing Introduction to Construction completers with referrals to Job Link, attendance-based stipends for course computers not eligible for Workforce Innovation and Opportunity Act (WIOA) support (up to $1500), and referrals to scholarships. 4.7 Health Services: provide credit students access to dental/mental health services, vaccinations, and COVID-19 testing, and non-credit students access to online, health promotion, and referrals.

Goal 3 Design: SRJC will connect construction-industry students to jobs by scaling up pre-apprenticeship and internship programs. Objective 1: Pre-apprenticeship Trainings Activities: 1.1 Update outreach/recruitment plan and communities targeted, develop materials and launch with SRJC Outreach Team, and network with community partners; 1.2 Offer two cohorts (25 participants each) of the pre-apprenticeship North Bay Trades Introduction Program (NBTIP) in partnership with the NBBTC, with curriculum to develop the soft skills, math and language skills needed to apply for apprenticeship in 16 different trades. 1.3 Provide attendance based stipends to cover childcare, transportation, loss of income, and supplies

to NBTIP completers not eligible for WIOA support (up to $1500). Objective 2: Construction Internships Activities: 2.1 With the NCBE, offer two summer high school student cohorts (25 participants each) of the North Bay Construction Corps (NBCC), including offering its curriculum, recruitment from high schools, concurrent enrollment at SRJC, internships for completers, attendance-based stipends to NBCC completers not eligible for WIOA support (up to $1500), job interview coaching, and job fairs with employers; 2.2 In partnership with NCBE and SRJC's Career Hub, develop new construction-industry internships, offer job interview coaching to certificate completers, and host job fairs each semester. 2.3 Develop a Construction Workforce Training Advisory Committee: a collaborative group balanced with labor and management representatives and educational providers, will establish parameters for internships, coordinate outreach efforts, and work together to solve problems." Objective 3: Guided Pathways: Activities: 3.1 With SCOE, connect the existing construction-related high school programs to SRJC Construction Center programs; 3.2 Create SRJC Construction Center website and materials mapping the pathway from high school, to entry-level certificates, to Construction Management Associates and 4-year Bachelor's Degrees, to Apprenticeships, and to licensure. 3.3 Partner with SRJC faculty, Outreach Team, and network of community partners to communicate pathway to future and existing students. Objective 4: Women and People of Color Recruitment Activities: 4.1 Develop and launch specific, targeted outreach, and recruitment materials for all workforce training opportunities (SRJC certificates, pre-apprenticeships, internships and NBCC) specifically to women and to communities of color. 4.2 Develop a speaker's bureau of women in the trades and people of color in the trades to assist with marketing and outreach. 4.3 Refer undocumented students to SRJC's Dream Center and the gratis legal services with VIDAS law. Objective 5: Community Resilient Space Activities: 5.1 Create signage in the SRJC Construction Center that is welcoming and bilingual English/Spanish. 5.2 Connect SRJC Construction Center students to campus cultural events. 5.3 Create space for trades apprenticeship staff and employers to recruit students. 5.4 Develop and offer trainings on safety, wildland interface, fire hardening, climate change, greywater, regenerative construction, and/or housing solutions.

Latino Service Providers-Youth Promotores Intern Program: Background and Overall Program Design: In 2016, LSP launched an innovative out-of-school time, stigma-reduction-and-prevention program called the Youth Promotor Program. This model is an adaptation of the Promotores de Salud model, a Community-Defined Evidence Practice (CDEP), that addresses various contributing causes of health disparities. The impact of Promotores de Salud has been researched and documented, but LSP is one of the first to document the impact of leveraging Youth Promotores de Salud and demonstrating evidence of their value in speaking with and providing resources to our community. The community health worker model has roots in other countries for twice as long and has been documented in China in the 1940's and in Mexico in the 1960's. The overarching goal of the Youth Promotor program is to improve mental health outcomes and reduce disparities among Latinx residents in Sonoma County. LSP trains Latinx youth, ages 16-25 years, to be mental health "Youth Promotores" via a structured training program and gives them ample support and opportunities to present mental health education to the Latinx community. Over the past five years, LSP staff have trained 185 Youth Promotores (YP) across all five supervisorial districts within Sonoma County. In 2018, LSP staff added a

second tier to the program for students that had successfully completed a year of the internship and wanted to continue developing their leadership, research, and evaluation skills, referred to as Youth Promotor Leaders. In 2021, LSP staff added a third tier of the program, called the Promotores Profesionales program. This tier is intended for youth who have completed a successful year as a Youth Promotor and/or Youth Promotor Leader. Each participant is placed with a carefully selected partner agency and engaged in a meaningful project for the year. In addition, LSP staff provide ongoing support, guidance, and mentorship to the youth. To date, eleven Promotores Profesionales are enrolled in this tier of the program. The ARPA funds will be used to expand the Promotores Profesionales tier and incorporate more agencies and more youth. The Promotores Profesionales is an out-of-school time (OST) program that is designed to engage Latinx transitional aged youth and improve their workforce readiness skills. The youth development framework LSP uses is in line with the guiding principles synthesized by youth development scholars (Erbstein & Fabionar, 2019):

- Cultivate intentionality towards serving Latinx youth and a foundation of care
- Learn about local and regional Latinx communities
- Ensure that the program reflects local Latinx youth and family experiences, interests, and resources
- Support positive racial and ethnic identity development
- Address the effects of both outside and within-group discrimination
- Tailor outreach and programs to regional economic, language, and immigration patterns
- Engage Latinx community members in designing, implementing and assessing programs

LSP achieves much of the aforementioned by employing caring and competent bilingual-bicultural Latinx staff who develop trusting relationships with Latinx youth, their families, and community leaders. Stanton-Salazar and Spina (2003) posit that youth who "make it" out of challenging environments often do so because of the support and guidance received from non-familial adult mentors who support positive racial and ethnic identity development. The need for strong OST programs is especially pertinent given recent data that shows that in Sonoma County less than 1 in 3 high school students (32%) say there is an adult from school who they can talk to when they need it (YouthTruth, 2021). Culturally responsive OST mentorship and leadership is how LSP positions itself to fully engage, support, and develop Latinx youth. The program is also a way to address the gap in bilingual-bicultural providers in Sonoma County. For example, according to Census data posted by the Bay Area Equity Atlas, the overall healthcare workforce in Sonoma County is 64% White and 20% Latino (Henderson, 2020) and to be equitable it should reflect the Latinx population in the county which is 30%. The Promotores Profesionales program helps to create an educational pipeline to close this gap by nurturing the future bilingual-bicultural professional workforce in Sonoma County, whether that be healthcare providers or other types of professional positions. This occurs via the placement of Youth Promotores at partner agencies in Sonoma County while simultaneously

providing guidance, coaching, and mentoring as they navigate their first experiences in the workforce.

Core Components and Activities: 1) Youth Promotores Profesionales Engagement and Training

The heart of the program is the identification, recruitment, selection, training, and engagement of bilingual-bicultural Youth Promotores Profesionales ages 16 to 25 from Sonoma County. LSP staff recruits and trains Youth Promotores Profesionales (Pro Promotores) who participate in the 12-month Promotores Profesionales cycle which runs from May to May of each year. Eligibility is limited to youth who have completed at least one year as a Youth Promotor with LSP. The application process consists of a written application and formal interview with LSP staff and Concilio members (volunteer community advisors). Selected youth and their parents and/or guardians are invited to an orientation to learn more about the project and what their sons and daughters might bring up in conversations at home. Training sessions are organized by LSP staff and delivered by trusted subject matter experts, many of whom are Latinx leaders. Training topics include time management, conflict resolution, stress management and self-care, interpersonal skills, public speaking, artistic expression, boundaries in the workplace, personal finance, resumes and interviews, and cultural sensitivity. In addition, ten to twelve field trips to various Sonoma County partner agencies are offered as a way of exposing youth to various resources and workplaces within the county (more on this in the workforce development section below). Pro Promotores are expected to participate in approximately 300 hours (25 per month) of training (including a weekend retreat), meetings, and community engagement in one year. They are compensated during the year in the form of quarterly stipends (up to $5,400 maximum for the year per Pro Promotor).

2) Workforce Development Workforce development is embedded into the program in multiple ways. First and foremost, the training sessions (noted above) focus on developing youth workforce and professional skills. LSP staff also offer ten to twelve field trips that are designed to expose youth to a variety of resources and agencies throughout the county. Some of the agencies visited in the pilot year of 2021-2022 are: the Advanced Energy Center at Sonoma Clean Power, West County Community Services. Chop's Teen Center, and the McDowell Family Resource Center. In addition, each Pro Promotor is matched according to their interests and goals with a partner agency for the duration of the program (more information about this in question 7).

3) Concilio Member Engagement The program also engages a community Concilio (voluntary community advisors). The Concilio is composed of Latinx leaders in mental health, healthcare, education, media, business, and community-based non-profits. The Concilio has the specific role of advising the program's direction, conducting outreach as needed into the schools and community-based locations for pláticas (conversations), mentoring the Youth Promotores, and reviewing and disseminating evaluation findings.

4) Early Intervention Services Due to the ongoing and cumulative psychological distress caused by a constellation of traumatic events (i.e., fires, floods, pandemic, and financial and social instability), LSP staff chose to incorporate an 'Early Intervention' component into the program. LSP receives in-kind support from a local mental health provider (Side by Side Community Counseling) that specializes in serving transitional aged youth up to age 25. In the initial pilot

year, 45% of Pro Promotores opted into the counseling sessions, while the remaining 55% already had mental health providers. This data points to the need to continue to offer these free early intervention services. Additionally, LSP contracts with SOS Community Counseling to provide group therapy sessions to all Youth Promotores (funded by local Mental Health Services Act dollars). Youth Promotores Profesionales are given the opportunity to sign up for group therapy sessions and up to five counseling sessions, free of charge.

Childcare & Childcare Facilities

Community Action Partnership-Early Care & Education Recovery Expansion Program: The dissemination of Sonoma County's childcare sector caused by the pandemic plunged families into crisis. Between March 2020 and January 2022, the number of open childcare facilities in Sonoma County decreased by 22%, from a total of 626 facilities to 490. Those closures resulted in a 52% reduction of available childcare spaces, from 22,226 to 10,723 (4Cs and River to Coast Children's Services survey data). Through ARPA funding, CAP and partner 4Cs will collaborate through the ECERE program to rebuild Sonoma County's quality childcare sector.

CAP will serve as the project applicant for Sonoma County ARPA funding. Since our founding in Santa Rosa in 1967, CAP has been a leader in addressing challenges among our community's most vulnerable populations. Our mission is to create pathways for economic security that last from one generation to the next. We partner with low-income families and individuals to help them achieve economic and social stability by building community and advocating for social and economic justice. In 2021, we served 6,647 individuals, all of whom are low-income and 80% Latinx. CAP manages 17 Head Start/Early Head Start programs, enrolling a total of 412 children from low-income Sonoma County families. We will work with 4Cs to implement an array of services to achieve program outcomes. As the local state funded childcare resource & referral agency, since 1972, 4Cs has provided crucial resources to support Sonoma County families and their children to secure early learning programs and childcare. 4Cs provides childcare referrals, provider education and training, nutrition reimbursement, childcare vouchers for low income working families, and manages 13 high-quality state funded full day & part day preschools.

To increase the number of quality childcare facilities and spaces available to Sonoma County families to exceed pre-pandemic capacity (Outcome #1), we will (a) expand and diversify the childcare workforce; (b) increase the number of licensed family childcare providers and family, friend, or neighbor providers; and (c) improve the quality of existing childcare facilities. CAP has been working with the Sonoma County Workforce Investment Board (WIB) and the Santa Rosa Junior College (SRJC) Child Development & Teacher Education Department to create a Head Start/Early Head Start parent apprenticeship program to prepare parents of children enrolled in Head Start, an evidence-based program (https://www.brookings.edu/research/the-long-term-impact-of-the-head-start-program/), to become early learning educators. Since SRJC won't be able to have this apprenticeship program operational until after July 2023, and Sonoma County needs to immediately expand the number of available childcare providers to return to pre-pandemic levels, we will implement a Head Start apprenticeship program pilot called Parents-to-Providers until the SRJC apprenticeship program starts. During year one of

ARPA funding, we will prepare 30 individuals to serve as early childhood educators in Head Start/Early Head Start classrooms. We will train 30 parents of Head Start/Early Head Start children through 3 cohorts lasting 20 weeks each. Cohort 1 will comprise 6 Spanish-speaking parents of Head Start children, followed by cohort 2 of 12 English-speaking parents, and Cohort 3 of 12 Spanish-speaking parents. Each cohort of Parents-to-Providers consists of 600 hours, broken into 120 hours of instructional time and 480 hours of a paid classroom internship experience, conducted over a period of 20 weeks at 25 hours per week. We will conduct the first cohort by itself and evaluate its effectiveness before adding additional cohorts. Throughout Cohort 1, we will implement a cycle of continuous improvement to improve practices by engaging rapid cycles of Plan, Do, Study, Act (PDSA) (Byrk et. al., 2015). We will continue to implement PDSA throughout the implementation of Parents-as Providers. Cohort 3 will start before Cohort 2 concludes. Participants who successfully complete the Parent-to Partners program will receive the Child Development Associate (CDA) credential from SRJC. We will hire a full-time bilingual trainer/coach to implement this program and provide paid internships, CPR and first aid training, fingerprinting, and the cost for the CDA certificate.

4Cs contracts with the State to conduct the evidence-based Child Care Initiative Project (CCIP) (https://rrnetwork.org/assets/general-files/CCIP-FACT-SHEET-Final-1-13-21.pdf) to prepare individuals to become licensed family childcare providers and family, friend, or neighbor providers. Through ARPA funding, the 4Cs' CCIP program will train an additional 265 individuals on topics needed to build the foundation of a successful, high-quality Licensed Family Child Care Home (LFCCH). 4Cs will hire two full-time bilingual trainers to conduct six CCIP trainings (12 cohorts) over the 2.5-year grant period. Each time the CCIP training is offered, there will be one cohort in English and one in Spanish. Each cohort will include 25 hours of training, and one-on-one support through the licensing process. In the first 6 months of year one, 4Cs will hire and train new staff, doubling 4Cs' capacity to provide CCIP trainings. The second 6 months of year one will include the first CCIP training with a minimum of 45 participants in two cohorts. In year two, there will be 3 CCIP trainings with a minimum of 130 participants across the six cohorts. In year three, 4Cs will provide two additional CCIP trainings with a total of 90 participants in the four cohorts.

In addition to the CCIP training series, the new CCIP staff will support participants to become licensed by assisting them through the required steps to licensure, including help completing the licensing application, one-on-one assistance to ensure their home is ready to pass the inspection, and support to overcome barriers that arise throughout the process. 4Cs CCIP staff will also be available to support any small LFCCH provider who wants to expand to a large LFCCH through the expansion process. Therefore, these funds will result in a minimum of 53 new LFCCHs and 424 new licensed childcare spaces. Not all CCIP participants will apply to start LFCCHs, with most going on to work in childcare centers, an area desperately in need of additional qualified, trained staff.

To recruit Parents-to-Providers and CCIP participants, CAP and 4Cs will provide Childcare Career Coaches from their existing staff to identify prospective trainees from among the parents of the children served at the facilities in their extensive networks Our research indicates that these parents will serve as the best prospects to become early care providers.

Coaches will especially target parents living in the QCTs. After enrolling these participants in the training, our coaches will provide wraparound case management to ensure participants have the resources they need to be successful in the programs, including economic mobility, eviction prevention, food access, computer access, and other basic needs. The coaches are trained in the evidence-based practices of Triple P Parenting, Trauma-Informed Care (TIC), and Motivational Interviewing.

To improve the quality of licensed childcare facilities and LFCCHs, we will establish a Facilities Grant Fund (FGF) of $4.5 million to support the capital needs of Sonoma County's childcare facilities. We will hire an FGF Program Manager to implement the program, which will align with First 5 and the City of Santa Rosa's childcare facilities initiatives requirements and standards. We will prioritize the areas not served by the Santa Rosa program, high-need facilities that serve infants and toddlers, facilities owned by BIPOC business owners, and facilities located in QCTs. We will develop an application process and assist providers with obtaining bids and permits, as needed.

To increase Sonoma County families' access to affordable childcare to enable parents to return to pre-pandemic participation in the workforce and increase children's school-readiness (Outcome #2), we will (a) connect families to early learning centers that align with their needs; (b) provide gap funding to supplement the financial support low-income families with children enrolled in childcare receive through the Alternative Payment Program (APP); and (c) expand CAP's Head Start/Early Head Start programs to include extended hours before and after school to accommodate schedules of working families.

We will develop a marketing campaign designed to reach the families of Sonoma County's 21,500 children ages 0-12 in Sonoma County who live in households that earn equal to or less than 85% of the State Median Income and qualify for subsidized childcare (Sonoma County Childcare Needs Assessment Update, 2019) to inform them of early learning and childcare opportunities available to them and how to access these resources. Our marketing will target families in the QCTs, in addition to families throughout the County, via radio, social media, public signage, and print material in Spanish and English placed in community hubs where families of young children gather. 4Cs will add a full-time Childcare Resource & Referral (R&R) staff member to help families find and pay for care and link families with other community resources.

Low-income families that meet the income guidelines set by the California Department of Education may qualify for financial assistance for their children's enrollment in early learning programs through APP, managed by 4Cs. Approximately 35% of the families that receive APP pay family fees because APP vouchers don't cover the full cost of childcare. The average monthly fee these families pay is $265 or approximately $3,180 annually. In addition, many families with children enrolled in preschool must pay co-pays. We propose paying one year of fees for qualified families' early learning costs to help families struggling with pandemic-related income setbacks. We estimate that we will need $2 million to cover this one-time benefit for 628 families.

Expanding CAP's Head Start/Early Head Start program to include before and after school hours will enable 412 parents who work set shifts, long hours, and multiple jobs the opportunity to

have quality childcare between the hours of 7:30 am and 6 pm. This expansion requires specific, in-depth knowledge of ways to braid funding sources. To obtain this knowledge, CAP's Director of Head Start/Early Head Start will partner with a qualified Head Start expansion consultant to develop an expansion plan, provide staffing, develop an evaluation plan, implement an outreach strategy, and implement the expansion during the grant period.

To increase the capacity of CAP and 4Cs to support an expanded, diverse childcare workforce and increased parent access to quality childcare programming (Outcome #3), CAP will add a staff person to manage the ARPA grant and required reporting. CAP and 4Cs will implement a recruitment & retention initiative with $250,000 for each agency in bonuses and incentives. CAP and 4Cs human resources staffs will collaborate to create a recruitment and retention plan that will include targeted recruitment of staff in the QCTs to ensure all positions are filled in both agencies and sign-on bonuses. In addition, the plan will include strategies for increasing and incentivizing staff retention. CAP and 4Cs will administer the Gallup Q12 Employee Engagement Survey to identify ways to increase employee retention and implement findings, accordingly. This recruitment and retention program will enable both organizations to ensure there is adequate quality staff to support the expansion of Sonoma County's early care programs.

The ECERE Project Management Team (PM Team) consists of the ARPA Grant Manager to be selected, CAP Executive Director Dr. Susan Cooper, 4Cs Executive Director Melanie Dodson, CAP Director of Head Start/Early Head Start Lisa Grocott, and 4Cs Public Policy Director Lara Magnusdottir. In July 2022, the PM Team will develop a detailed project implementation plan, with tasks, roles, responsibilities, and resources identified. The PM Team will meet twice per month to ensure the program is on track, using the project plan and PDSA continuous improvement methods. The ARPA Grant Manager will assign all tasks, aligned with the project plan, and supervise the day-to-day implementation of all ARPA grant activities.

Culturally Responsive Disaster Relief

Department of Emergency Management-Sonoma County Unified Community Preparedness and Long-Term Disaster Recovery Project: The core partner agencies represented here - the County Office of Equity (OoE), Human Services Department (HSD), Department of Emergency Management (DEM), Community Urgent Response and Aid (CURA), and Community Organizations Active in Disaster (COAD) – will serve as the project leaders and managers. Additional community partnerships will be developed and potential stakeholders include COAD member agencies, FeatherVine (faith-based organizations), County Department of Health Services, and Just Recovery Partnership, Just Recovery Promotora Network.

This project recognizes the disproportionate impact of disaster on low income and communities of color, the power of robust, well-resourced, and connective culturally responsive community institutions, and the responsibility that government has to know, work with, and resource these efforts in a structured and intentional way so as to ensure that existing inequities and resulting trauma are not continually exacerbated during ongoing disaster response and recovery efforts.

By bringing together and elevating the voices of community leaders and service providers, this project proposes to bring community voices to the forefront in program design. By combining development and implementation of targeted strategies, strategic and focused resource allocation, and culturally-responsive service provision, the proposed project addresses the underlying inequities and creates the conditions to ensure that disproportionately impacted low income and communities of color are not marginalized by government and nonprofit institutions. The proposed project recognizes that many effective service providers exist throughout our County and calls for a collaborative and coordinated approach. The proposed project also recognizes the County's role to institutionalize its connection to these service providers and to ensure that they are included in formal disaster preparedness, response, and recovery efforts.

This project draws on CURA's collaborative and data-rich efforts to focus its services and resources on community members most impacted during the COVID pandemic and most marginalized by existing governmental resources and benefits due to language, immigration status, occupation, or housing status. This project also draws on one of the County's newest institutions, Community Organizations Activated in Disaster (COAD), and ensures that equity is centered in program design, service delivery, and performance measures.

Finally, this project elevates the importance of Anti-Racist Results Based Accountability work led by Human Services and the Office of Equity in ensuring that communities most disproportionately impacted and most typically underserved in disaster response and recovery are centered in data collection, analysis, and performance evaluation mechanisms.

Educational Disparities

Russian River Alliance-Free Public WiFi: The structure of this project is to install a free public outdoor Wi-Fi mesh network for the disadvantaged and low-income unincorporated communities of Guerneville, Cazadero, Jenner, Bodega Bay, Bodega, and Forestville with five years of operating costs, maintenance, and support.

Once these networks have been deployed, they will provide 24/7 access for all the residents using their smartphones, tablets, and laptops. Each network will include 1 to 2 Starlink uplinks powered by solar and battery providing continuous and resilient operations even during extreme disaster conditions and power outages. The Starlink nodes will be able to operate continuously for years even without power. Use of the network will be for remote education (via e.g. Zoom), Wi-Fi calling, messaging, access to social resources for family welfare, workforce training, jobs, and online health.

Administration of the networks will be done through a community based hierarchical support level with overall remote management by the Russian River Alliance and Up and Running IT. The budget includes 5 years of support and maintenance, as well as onsite support by a local IT vendor (to be contracted).

The Cisco Meraki Mesh APs come bundled with a built-in browser-based Cloud Management Software which is used for monitoring the zone and to ensure everything is working correctly.

This software is also called a “cloud controller” because it resides on remote servers (the “cloud”) and can be accessed via the Internet from anywhere.

While we will be able to have full visibility and control over usage and access. We will not be collecting any personally identifiable information.

The proposed deployments can be found here:

Guerneville:

https://www.google.com/maps/d/u/1/edit?mid=16TU1rChCvc53GXzgP-pkSPmSDJcdvqCM&ll=38.50208474886067%2C-123.00090903739523&z=17

Cazadero:

https://www.google.com/maps/d/u/1/edit?mid=1l4ViwoLAwvSmNGrhat7RrDJltKBr-Ums&ll=38.5325430909697%2C-123.08569631544147&z=17

Jenner:

https://www.google.com/maps/d/u/1/edit?mid=1c6Ud6-kXP33G6Z66D7_oEXipXJERpkHJ&ll=38.450706000570634%2C-123.11743232088102&z=17

Forestville:

https://www.google.com/maps/d/u/1/edit?mid=1-cL52mrK7UZ76yiTGawFA1kVGCrVTM5U&ll=38.33296297212176%2C-123.04561761008696&z=16

Bodega:

https://www.google.com/maps/d/u/1/edit?mid=1akFKymsBS0FreBdGORKy5eSqrgxQryhw&ll=38.345833173567584%2C-122.97356793615201&z=17

Bodega Bay:

https://www.google.com/maps/d/u/1/edit?mid=1-cL52mrK7UZ76yiTGawFA1kVGCrVTM5U&ll=38.33296297212176%2C-123.04561761008696&z=16

10,000 Degrees-10,000 Degrees Fellows: 10,000 Degrees is a leading college access and success nonprofit in California. Founded in 1981, we serve students and families in seven Bay Area counties. 10,000 Degrees is committed to increasing the baccalaureate attainment rate among students from low-income backgrounds and students of color. We believe that regardless of race, ethnicity, or socioeconomic status, all students should have the support and resources to earn a college degree. Our programming is driven by the persistent racial and socioeconomic inequities that have historically marginalized students and their access to educational opportunity. Over 80% of our four-year college students graduate within six years compared to 31% of their peers at college, and our community college students graduate at three times the national average.

We have been supporting Sonoma county students with scholarships, financial aid and college application support since 2009. We have no GPA requirement for students to receive our scholarship and are the only organization providing support to students who begin their college journey at the community college. We put students and their interests and needs at the center of work, and we design all of our programming to focus on the strengths that students have. We meet them where they are to help them get to where they want to be.

Our organization offers a unique fellowship program that allows college graduates to come back and work in the communities where they grew up and went to school. The Fellowship Program is the underpinning of our success model and powers all of our programming. Fellows are recent college graduates, most of whom are 10,000 Degrees alumni, who serve as near-peer mentors with deep content expertise. They make a 2 to 3-year commitment, receiving full-time pay with benefits and training. Our Fellows host on-campus and virtual office hours on a weekly basis at our 11 partner high schools in Sonoma County. Additionally, we have Fellows at Santa Rosa Junior College and Sonoma State University. Our integration into campus support systems and resources allows students and school staff to connect with us directly for individualized support.

10,000 Degrees programs have adopted a hybrid model that includes both virtual and in-person support for high school and college students. Fellows provide support with financial aid, college applications, scholarship submissions, and general college matriculation. We use the model of targeted universalism to provide support to all 12th grade students and their families and then we follow up with students needing additional support. Throughout the year our teams host informational and hands-on workshops in partnership with the California Student Aid Commission using the Cash 4 College model. We prioritize support at Title 1 schools including Piner HS, Santa Rosa HS, Elsie Allen HS, Creekside HS, Laguna HS and Sonoma Valley HS. We focus heavily on financial aid support because we know that financial aid completion is a strong indicator of post-secondary enrollment. According to the National College Attainment Network, FAFSA completion is associated with a 127% increase in college enrollment for students of the lowest socioeconomic status. In Sonoma County 75% of 10,000 Degrees scholarship recipients are in that category as demonstrated by a $0 dollar Expected Family Contribution (EFC) determined by household size and income.

With over 40 years of working with local students we have a proven model to effectively support students with the highest need. We provide individualized support and services for students experiencing unique circumstances and challenges. We have become a community resource for other nonprofits and schools who want to learn about how to best support students who have arrived recently in the U.S., students who are here independently, and students who are under-documented. Our work has been recognized at the state and national level and we have had many opportunities to present at conferences including the National College Attainment Network conference and the California College Affordability Summit. We know that students navigating complex situations in their personal lives have additional barriers in their educational pursuits and we want to ensure they have a safe place to ask questions and receive support.

In 2021 we completed an external program evaluation with the John W. Gardner Center at Stanford University. This evaluation highlighted the importance of supporting students from underserved communities with both personalized support and financial assistance, a model that 10,000 has employed since 2005, and provided evidence that the combination of direct financial assistance and wrap-around supports is the model most effective to propel student success.

CTE Foundation-Elsie Allen High School: While educators across the county have acknowledged a need to rethink education models to better align with the needs of the community, COVID-19 has redoubled efforts to invest in the transformation of Elsie Allen High School (EAHS). School closures and shifts to distance learning revealed key inequities and challenged long held assumptions regarding teaching, learning, and, most profoundly, students' social emotional needs. The importance of student engagement, access to learning tools and support, and strategies that address the social emotional needs of students have been identified by the EAHS community as key indicators for the need to reimagine the educational experience for their students.

CTE Foundation (CTEF) is deeply committed to supporting EAHS in reforming their education model to deliver authentic, relevant, and integrated learning experiences that prepare youth for a lifetime of success. CTEF and its Board of Directors acknowledge that a transformation process centered on equity and student-led planning is a long term and iterative one. The work outlined in this proposal will likely shift as students, community members, and other important stakeholders reveal challenges, opportunities, and necessary actions through the co-design process as described below. ARPA funding will infuse crucial capacity-building support that will greatly accelerate and enhance this work through expanded resources not otherwise available, thus ensuring attainment of EAHS's North Star - to be a resource that sustains and enriches southwest Santa Rosa for generations to come.

PROCESS, OBJECTIVES & KEY ACTIVITIES

Whole-school transformation as envisioned by this proposal will be guided using a Liberatory Design framework. Liberatory Design leverages Stanford d. school's design thinking principles and evolves the framework to intentionally promote equity in every stage of the process. As such, EAHS and CTEF are committed to ensuring multi-stakeholder input is embedded in each stage of design work, from prototype and test to evaluation and refinement of strategies.

EAHS first embarked on their goal of school transformation in 2019 by engaging students, particularly those in the margins, in empathy interviews about the student experience. This work proved powerful by illuminating disparities and served to catalyze efforts at the site, district and board level to effect wide-scale change. CTEF's New School Model (NSM) Project began investing in EAHS's transformation in late 2020 by providing flexible grant funding, inspiration through evidence-based practices and expertise, one-on-one coaching, capacity-building support, and an external accountability structure to advance the work. Through participation in the

NSM Project, EAHS has developed a work plan with benchmarks, goals and metrics to guide transformation efforts. The following objectives and activities are derived from this work plan and formulate the basis of work to be completed with ARPA funds. These activities are not all linear in nature; many will be completed simultaneously and all will be informed by extensive engagement with students, families, educators, employers and community-based organizations.

Objective 1: Operationalize the Graduate Profile
The Graduate Profile (GP) represents the skills, mindsets and attributes that students, parents and the larger community believe students should develop by graduation; it is designed through a collaborative process involving all stakeholders. Activities will serve to integrate the GP throughout school curriculum and culture ensuring all aspects of the student experience drive attainment of GP outcomes.

Key Activities:
• Multi-stakeholder engagement to explore strategies for integrating GP skills in all course work, career pathways, and student assessments.
• Identify opportunities to integrate GP learning goals and outcomes in extra-curricular programs, clubs, and sports programs.
• Develop strategies to promote demonstration of GP outcomes attainment throughout school culture, including community engagement and work-based learning opportunities.
• Explore methods to assess students' attainment of the GP outcomes.

Objective 2: Develop New Pathways
The EAHS multi-stakeholder community has identified four career-connected learning pathways for redesign and development to better align with student interest, local in-demand career opportunities and community needs: 1. Public Safety (redesign to include fire ecology/mitigation and social justice); 2. Agriculture (redesign to include high-tech solutions for ag and environmental sustainability); 3. Healthcare (redesign to include bio-tech); and 4. Education (develop a new pathway that leverages a "grow our own" approach to creating a pipeline of bilingual and bicultural teaching workforce for the county).

Key Activities:
• Explore relevant pathway teacher training needs and activities and adjust school schedules to cohort students in newly designed pathways.
• Embed work-based learning (WBL) to ensure opportunities to apply learning and language skills in a relevant setting including internships and other career exploration and skill-building outside of the classroom.
• Implement structures that provide opportunities to earn early college credit within the pathways.
• Design learning experiences that are interconnected with the Dual Immersion Program and advance students' attainment of the skills and cross-cultural

competencies needed to succeed in a multicultural society and global economy.
• Develop enhanced partnerships to strengthen Career Technical Education (CTE) programs, bring the graduate profile to life, and infuse relevant and authentic learning experiences school-wide.

Objective 3: Invest in Professional Development
Transformation at the scope and scale imagined requires intensive training and professional development that builds the capacity of educators to design and implement new strategies and sustainable structures in alignment with community needs and goals. Professional development will also follow the iterative nature of transformation and, thus, will be developed in partnership with site leadership, faculty and classified staff with support from partners and consultants.

Key Activities:
• Integrated Career Pathway Development: In collaboration with the Linked Learning Alliance and Career Pathway teaching staff, design professional development addressing integrated instruction, project-based learning and WBL to support relevant and authentic learning.
• Dual Immersion Instruction: Provide support and professional development to EAHS teachers to teach in a dual immersion school.
    o Credentialing: In collaboration with SRCS district staff and the California Commission on Teacher Credentialing, develop plans for EAHS teachers to obtain the Bilingual, Cross-Cultural, Language and Academic Development (BCLAD) Teaching Credential and/or Certification.
    o Instruction: Provide professional development funding and support to EAHS teachers to obtain training on dual language curriculum development and instruction.
• School Culture: As EAHS transforms to a dual immersion school, consultants will work with site leadership and faculty to provide whole school professional development that will focus on creating a school culture to support dual language and multicultural competency. This effort will include:
    o Review school policies and examine mindsets and behaviors to build support for nurturing bilingual/bicultural development.
    o Engage parents and Community-based Organizations (CBO) in assisting the transformation of EAHS's school culture.

Financial Assistance

First 5-Sonoma County Guaranteed Basic Income Coalition: The Sonoma County Guaranteed Basic Income Pilot project will be comprised of three phases: 1) Development of Evaluation Plan & Outreach Tools; 2) Implement Outreach & Select Participants; and, 3) Disburse GBI Payments & Pilot Evaluation. Phase 1 will occur during July-Sept, 2022. The Sonoma County Guaranteed Basic Income Coalition, comprised of First 5 Sonoma County and 8 CBOs (Community Baptist Church, Community Action Partnership, Petaluma People Services Center, Corazón Healdsburg, River to Coast Children's Services, Petaluma Adult School, Asian American

Pacific Islander Coalition and Child Parent Institute) will work with Social Policy Research Associates (SPR) to develop research questions and identify opportunities to leverage existing data. SPR is one of the few evaluation firms with expertise evaluating impacts of guaranteed income. SPR's portfolio includes the evaluation of the Marin Community Foundation's Guaranteed Income program, study of a cash transfer program for the Kellogg Foundation, and several impact evaluations of health equity programs supporting populations facing economic inequities.

The Coalition will also work together in Phase 1 to develop culturally responsive and linguistically inclusive messaging, outreach materials and strategy to ensure that all eligible individuals (with specific attention to reaching BIPOC families who have been most adversely and disportionately impacted by the COVID-19 pandemic) learn of the opportunity and can access supports and assistance to apply. To ensure the cultural responsiveness and relevance of messaging and outreach approaches, the Coalition will engage a stipended advisory group of 5-10 community members, primarily BIPOC, low-income individuals, to advise on messaging and outreach targets: places and spaces throughout the community where low-income and BIPOC families gather, play, worship, shop and access healthcare, childcare and other services. The Coalition will develop and deploy a language resource list to ensure availability of interpreters for application assistance in all languages spoken in Sonoma County, including, but not limited to Triqui, Mixteco, Cantonese, Mandarin, Tagalog, Spanish and Vietnamese.

First 5 will work with the County to ensure sufficient funds are advanced to deposit with Fund for Guaranteed Income (F4GI) for the first year of GBI payments. F4G, a nonprofit organization providing an accessible payment platform for recurring cash transfers to individuals, is focused on uplifting marginalized people that may lack access to and/or trust in traditional economic systems. F4GI can issue text invitations via SMS and email for seamless enrollment and onboarding; participants can choose and manage their own payment options, including bank transfers, Venmo, and prepaid debit cards via a user-friendly portal in English and Spanish. F4GI also provides tools for reporting and analytics that will be leveraged for administration and data collection.

During Phase 2 (Oct-Dec, 2022), outreach and assistance to eligible applicants will be launched, including multilingual presentations, flyer distribution, social media, direct mail and newspaper/radio advertisements. The English/Spanish application will be deployed online and at partner locations where applicants can access 1:1 assistance, available in the applicant's preferred language or with an interpreter present. Only one application from a parent or guardian per family will be accepted, but, if multiple families live together at an address, a parent or legal guardian from each family may apply. The application period will be a minimum of 45 days. Due to restrictions on ARPA expenditures, disbursement of 24 monthly basic income payments must begin no later than January 2023, driving participant selection to occur by November 2022.

Eligible applicants will be randomly selected from several geographic pools to select a total of 500-750 households (contingent on funding level). The GBI Coalition is in the process of

establishing agreements with the Cities of Petaluma, Santa Rosa and Healdsburg to contribute ARPA funds to be directly applied to GBI payments for households living within those jurisdictions. Across all geographies, 75% of selected participants will reside in a Qualified Census Tract (QCT), while 25% of selected participants will not reside in a QCT. Selected applicants will be contacted and will choose a partner agency as their GBI "home" for assistance with verification (proof of address, eligibility, COVID-19 impact and ages of children) and onboarding to the F4GI platform (opening a F4GI account, choosing a payment method). Assessments will be completed with each participant to assess their current public benefits, ascertain their goals, needs, and opportunities to connect them with voluntary support services at any of the partner agencies, or other needed resources in the community.

Phase 3, the disbursement of GBI payments, will occur January 2023 through December 2024. The GBI intervention is based on the concept that when families have sufficient stable household income that adequately addresses their basic needs, they are better positioned to achieve economic mobility. Additional services are not included as program elements in this scope, budget or evaluation; participants may opt to access the broad array of services through the partner agencies, who will track services accessed by participating families, data that may inform research questions about interaction between additional income and accessing community-based services. For example, Corazón, CAP, PPSC and CPI deliver programs to build family financial mobility and assets, including First 5 Futures and Kinder to College 529 College Savings Accounts (CSAs), financial education and coaching that have the potential to magnify impact of increased monthly income by providing participants with household financial management tools, getting banked and building a credit history.

A risk for families is the potential negative effect on eligibility for benefits and subsidies contingent on income thresholds. For some households, participating in the program may push household income to a level that negatively impacts eligibility for specific public benefit, resulting in potential loss of assistance they receive, a scenario referred to as a "benefits cliff". The Coalition is working with the County, Regional Head Start and other entities to request waivers allowing participants to receive GBI payments, but exclude the amount in reported income. For families who would lose a benefit for which the Coalition is unable to secure a waiver, a Hold Harmless fund will provide financial assistance to families negatively impacted by the benefits cliff. Use of funds would be deployed based on assessments of need during the enrollment period and throughout the program as incidents arise related to negative impacts on critical public benefits.

During the implementation phase, data collection and analysis by SPR will conduct interviews with project stakeholders and participants, a participant survey and collection of administrative data. Both the interviews and the participant survey will be conducted at the beginning and near the end of the project, and will be conducted in English, Spanish or with an interpreter. Sixty participants will be interviewed and all participants will be surveyed at both timepoints to assess change over time. Cash incentives will be provided for all respondents. The F4GI platform can administer the participant survey and collect data on enrollment and disbursement, reducing burden on participants. Existing data on child outcomes (e.g., birth

outcomes, developmental screenings, Kindergarten Student Entrance Profile scores) will also be leveraged.

SPR will share findings as they emerge throughout the project to dive deeply into the outcomes and discuss meaning and implications. SPR will draw on data sources described above to develop a comprehensive final report that will be framed around research questions and will include a set of recommendations and lessons learned.

Emerging Evidence on GBI: GBI has been piloted in multiple jurisdictions in California, most visible being the Stockton model piloted in 2019 by former Mayor Michael Tubbs. Santa Clara, Oakland, San Francisco and Marin are currently launching pilot programs, spurred by recent policy guidance from the CA Department of Social Services allowing for a waiver for CalWORKs which provides an opportunity for very low-income families to experience an extended period of time where they have more income and more stability, allowing parents to pursue a higher-paying job, vocational training and other springboards to economic mobility because the "benefit cliff" has been removed. The City of Stockton's Stockton Economic Empowerment Demonstration (SEED) initiative (stocktondemonstration.org) was the nation's first mayor-led guaranteed income demonstration project. SEED provided 125 randomly selected community residents with $500/mo. for 24 months with no work or other requirements. A preliminary evaluation by independent evaluators reveals very promising findings, including reduction in income volatility; a 12% increase in recipients' securing full-time employment; decrease in participant depression and anxiety, and; alleviation of financial scarcity for participants, enabling new opportunities for self-determination, choice and goal setting. Analysis of participant spending was also conducted: the largest category was food, followed by sales/merchandise, which also includes food purchases at larger stores like Walmart and Target. Other expenditures included utilities, auto repair and transportation. Less than 1% of monthly purchases were for tobacco and alcohol.

Oakland has the largest program in the Bay Area, offering $500/mo to 600 families earning below the median household income. Marin County and Marin Community Foundation are piloting GBI with 135 low-income women of color with $1,000 monthly payments. Santa Clara County's pilot program provides $1,000 per month to 72 foster youth (https://news.sccgov.org/news-release/county-santa-clara-extends-basic-income program-young-adults-transitioning-out-fosterg). These California pilot efforts have gotten the attention of Gov. Newsom. Former Mayor of Stockton, Michael Tubbs, now serves as a special advisor to the Governor and has been instrumental in developing funding for the state's new Universal Basic Income pilot program.

In July 2021, California lawmakers passed a guaranteed income program statewide, the nation's first state-funded guaranteed income program (https://www.capradio.org/articles/2021/07/16/california-invests-in-guaranteed-income 35-million-will-support-monthly-payments-for-pregnant-women-foster-youth/). The California $35 million program will support GBI programs targeting foster youth phasing out of the

system as well as pregnant women. By implementing a GBI pilot in Sonoma County using ARPA funding, our partnership is well positioned to apply given the overlap of populations, utilizing local ARPA funding as the required 50% match.

In the absence of a truly universal program delivered at scale, researchers have explored policies with shared features and drawn conclusions about likely impacts on individual outcomes ("Research on Neighborhood Effects on Health in the United States: A Systematic Review of Study Characteristics," Social Science & Medicine 168) and are overall positive that GBI-type programs help ameliorate poverty and increase economic security through investment, savings and productivity with minimum impacts on labor force participation. Positive outcomes have also been observed regarding education levels and health status (Hasdell, Rebecca. 2020. "What We Know about Universal Basic Income: A Cross-Synthesis of Reviews." Stanford, CA: Basic Income Lab), as well as the potential positive outcomes of GBI for communities as a whole, such as improved civic and political engagement.

On the Move-Equitable Emergency Financial Assistance: The overarching goal of the Sonoma County Equitable Emergency Financial Assistance Program (EEFA) is to address longstanding, pervasive financial inequities in Sonoma County, all of which have been exacerbated the COVID-19 pandemic, by supporting the most disproportionately impacted households and communities move toward a place of healing and long-term stability. EEFA will directly engage 15,000 ARPA eligible beneficiaries by providing a combination of immediate and long-term support, while building a strong and trusted network of community-based organizations and groups that offer comprehensive and culturally competent emergency response programming.

Since late 2020, On The Move has led the COVID-19 Community Urgent Response and Aid program (CURA) targeting various Latinx and Indigenous communities throughout Sonoma County. The CURA program was able to quickly and efficiently distribute $8,421,600 of Emergency Financial Assistance, as well as disaster case management services to 4,638 moderate- to low-income households. With support from ARPA funds, EEFA will provide the next phase of these efforts, supporting two types of targeted beneficiaries: those who have never received financial assistance or recovery services; and those who still require comprehensive services in order to fully recover. Both prior CURA programming and future EEFA services have been / will be led by On The Move's community-based program LA PLAZA, which offers a warm and inviting community center "hub" located in the Santa Rosa. In addition, EEFA will offer services throughout several qualified census tracts through community-based outreach and partnerships with various community organizations and groups located throughout Sonoma County.

- EMERGENCY FINANCIAL ASSISTANCE: 2,632 clients whose final hurdle towards long-term recovery includes a financial shortage will be provided EFA. Up to $3,000 of assistance will be made available for those receiving comprehensive case

management in order to close financial gaps and achieve long-term recovery goals; and up to $1,700 of assistance will be made available for additional qualified recipients who require short-term, one-time assistance. Qualification of assistance will be based on ARPA eligible beneficiaries residing in the Qualified Census Tracts described below, particularly targeting low-income, BIPOC households. Cash Assistance is an evidence-based practice that has been proven to help families who have lost wages or entered unemployment support basic daily needs, past due rent and utility bills, costs incurred during isolation and medical health services. A 2019 Social Protection and Disaster Recovery report commissioned by the World Bank found that "Cash Assistance provides recipients with greater choice and control over how best to meet their own needs, while supporting a greater sense of dignity relative to in-kind support as a result of being empowered to choose what they need."

Although EEFA's core ARPA-eligible activity will focus on assisting households' basic needs in the form of Financial Assistance, On The Move has learned through its various experience implementing Emergency Financial Assistance and disaster response programming, that in order to provide an equitable framework of financial assistance that ensures long-term recovery, a comprehensive, culturally competent approach to programming is critical. It is also supported as an evidence-based approach within various research studies, such as the 2016 policy brief "Understanding the Impact of Cash Transfers: The Evidence" conducted by the ODI Global Affairs think-tank, which states that "complementary interventions and services strengthen the impacts of cash transfers." Based on this comprehensive approach, the Sonoma County EEFA Program will integrate the following additional ARPA-eligible activities as critical components to an equitable and culturally competent financial assistance program:

- COMPREHENSIVE CASE MANAGEMENT: 500 clients who require long-term recovery support will be provided case management support. Clients will be assigned a Case Manager to oversee the creation of comprehensive recovery plans, which will outline resources and detailed steps to obtain the assistance they need to restore their lives to pre-disaster status. Each case will proceed through the seven conventional steps of disaster case management: 1) Outreach; 2) Screening and Intake for Case Management Services; 3) Assessment of Disaster Recovery Needs; 4) Recovery Planning; 5) Action and Advocacy (Coordination and Implementation); 6) Monitoring Recovery Progress; and 7) Case Closure. Following these guidelines was deemed best practice by community collaborators during the CURA program described above. The EEFA case management process will utilize relationship-based connections with Case Managers who speak the same primary language and come from the same culture as the identified client - which allows participants to feel safe and cared for. The EEFA Case Managers will act as healing guides, systems navigators, confidants, advocates, and cultural links for their clients. They will prioritize the humanity of their clients and ensure that both their short-term and

longer-term needs are accounted for, including financial assistance, housing and employment goals, mental health needs, legal aid and COVID-19 support.

- COMMUNITY-BASED HEALING & MENTAL HEALTH ACTIVITIES: 3,500 community members will participate in healing activities that incorporate culturally responsive and inclusive practices, ensuring a community-wide response and awareness of long-term recovery needs. Community-based practitioners who specialize in cultural forms of healing will be hired to offer at least 100 hands-on workshops that incorporate the healing arts; cooking, nutrition; movement; and community gardening. Along with more traditional mental health that will be offered by community partners such as therapy and support groups, these additional, culturally relevant mental health strategies will reduce depression and anxiety while promoting cultural protective factors and healing.

- NETWORK OF COMMUNITY PARTNERS and CAPACITY BUILDING: On The Move has learned that in order to ensure equitable, culturally responsive programming, the most appropriate providers of outreach and services for disproportionately impacted households are either those who directly come from their community, and/or community-based organizations who have already established trust and deep cultural competency. Through the CURA program described above, On The Move and subcontracted partners have already built strong community-based trust and relationships with various Latinx communities throughout Sonoma County, beginning the process of long-term disaster recovery (with more support needed). However additional disproportionately impacted communities have yet to receive adequate and culturally relevant support in response to the COVID-19 pandemic and other recent disasters, including Black/African-American, Asian/Pacific-Islander and Native American communities. To this end, EEFA will build a network of community-based organizations and groups that have established trust with Sonoma County's most marginalized and hard-to-reach communities.

On The Move will provide a clear referral and intake-eligibility process for community-based organizations and groups to utilize, so that that financial assistance funds are put directly into the hands of community members who are most in need and marginalized from critical services. On The Move will ensure that approximately 70% of ARPA Financial Assistance funds are available from these community-based referrals. To aid in this effort, On The Move will offer optional capacity building support to community-based organizations and groups, if front-line staff need support understanding how to access Financial Assistance funds, determine eligibility, collect needed data and provide Public Benefit Navigation.

Social Advocates for Youth-Homeless Services Consortium-Basic needs Support Program: This project is designed to provide support for the basic needs of the most vulnerable members of our community. While attaining or maintaining housing

represents a substantial barrier for individuals or families experiencing homelessness or who are precariously housed, there are many organizations whose core purpose is to provide shelter or housing. However, even once they are housed, there are still substantial hurdles to meeting their basic needs. Homeless services organizations like the ones in this Homeless Services Consortium often receive little to no funding for the many fundamental needs of those in their care.

The Homeless Services Consortium proposes a project that will address that gap. Our Consortium members are all Housing First agencies who know that providing a roof over the head of an individual or family is the first step toward long-term stability—but it cannot be the only step. Consortium members will connect clients who come into our care with a variety of basic needs support. That will include the most foundational of supports – nutritious food and safe personal hygiene supplies – as well as a wider range of necessary items, like gas and public transportation passes, furniture to ensure they do not sleep on the floor of their empty apartment, clean and seasonally appropriate clothing, support establishing or maintaining a phone number, medication for those who are un- or underinsured, storage for those who have lost their housing and do not want to also lose all of their possessions, car repairs or registration for those whose only home is their vehicle, and P.O. boxes for those who are not able or ready to come into housing but still need an address for work or government purposes.

Consortium members propose these supports as part of a framework of Trauma Informed Care and Harm Reduction that centers client need and client choice. Consortium members will work together to improve client experience and coordination of care across agencies. Individual services provided by coalition members will be integrated with existing housing and prevention services when clients meet the eligibility criteria, as well as provided to new clients. Specific member roles as outlined below in question 7.

Sonoma County Black Forum-Emergency Financial Assistance: After Sonoma County residents' rental status is verified, a one-time emergency rent, security deposit payments or general housing assistance will be provided. Residents must provide verification that RENTAL PAYMENT(S) DUE by providing ONE of the following:

1. Do you have a lease agreement? If yes, provide a current lease signed by the applicant and the landlord.

2. If you do not have a lease agreement, provide ONE of the following:
    a. Rent due statement/letter from the landlord or management company
    b. 3-day notice (must include amount of rent outstanding)
    c. Other formal attempt to collect rents or notify tenants of rents due

After applicant submission is confirmed and verified by our Community Liaison representatives from Sonoma County Black Forum (SCBF) and Santa Rosa-

Sonoma NAACP, Emergency Financial Assistance for Rental and Food Assistance and a fuel/gas card will be provided.

Food Assistance

Food for Thought and Ceres-Food/Nutrition for Medically Vulnerable: PROGRAM DESIGN AND ACTIVITIES: FFT and Ceres each operate a variety of distinct but complementary programs that meet the nutrition needs of thousands of our medically vulnerable Sonoma County neighbors. FFT operates the following comprehensive nutrition programs, which provide weekly groceries, including fresh produce, high-quality protein, healthy grains, vitamins, supplements and medically tailored prepared meals (enough for up to 21 meals per week per person), household items, individual nutrition counseling and case management:

COVID-19 NUTRITION PROGRAM: Serves low-income people affected by COVID-19 plus all household members for the length of quarantine/isolation. We expect to serve 2,000 per year through the grant period (FFT will prioritize this program with ARPA funding, though should there be a greater or lesser demand, we may change the number of clients served in other programs as needed).

HIV NUTRITION PROGRAM: Serves people living with HIV and their dependents, no set end date, 375 clients per year.

WELCOME HOME PROGRAM: Serves people being released from the hospital who are at risk of malnutrition for 3 months, 200 clients per year.

FULL BELLY PROGRAM (NEW IN 2021): Serves pregnant clients at risk of malnutrition plus all household members for the duration of pregnancy plus three months after the baby is born, 450 clients per year.

ONCOLOGY NUTRITION PROGRAM (NEW IN 2021): Serves low-income people undergoing treatment for cancer, for the entirety of length of treatment, 200 clients per year.

FFT also operates the BAGS OF LOVE Program, which reaches homeless, seriously ill people with bags of healthy, shelf-stable, ready-to-eat food (enough for 11 meals per bag), 1,700 clients per year. We also distribute kitchen items and appliances such as microwaves, slow cookers, and can openers to any client who does not have access to these items.
Ceres operates the HEALING MEALS FOR HEALTHY COMMUNITIES PROGRAM, serving low-income individuals and families experiencing a range of chronic or acute medical conditions, including at-risk pregnancy, post-discharge, cancer treatment and chronic health conditions. Services are for up to 24 weeks for at least 1,800 clients per year, and include 7-21 organic, medically tailored meals per person. Depending on risk of food insecurity, clients may also receive supplemental grocery

bags with staples like milk, eggs, and produce. Wraparound services include a combination of nutrition risk assessment, 1:1 and group education, counseling with an on-staff Registered Dietitian Nutritionist, and case management support.

Ceres' nourishing meals are prepared by youth volunteers, ages 14-22 under the guidance of professional staff and adult mentors. Youth gain knowledge and experience that supports them and their families in living healthier lives, and they gain work and leadership skills to become more engaged and productive adults. By connecting with their peers in a cooperative environment where they give back to the community, Ceres' program helps counter the effects of the pandemic and the trauma of fires over the past several years for our local youth.

There are many common themes between the two agencies' programs, including the following:

- All foods distributed are nutrient-dense, whole foods, and low-glycemic
- All foods are medically tailored to unique medical conditions
- Organic gardens supply fresh fruits, vegetables, and herbs to both programs
- Commercial kitchens adhere to the highest standards of food safety (pandemic protocols in place)
- Bilingual and bicultural client services staff and dietitians
- Registered Dietitians who create menu plans for specific conditions and work with clients 1:1 for nutrition consultations
- A high level of engagement from staff and volunteers, including client services team and volunteer delivery drivers, which reduces client isolation and offers a community of caring to encourage health and healing
- Weekly deliveries to client homes
- All services are offered free of charge
- Part of both agency's philosophies is unconditional love and compassion

EVIDENCE-BASED PRACTICES: FFT and Ceres use a variety of tools and program elements that are evidence-based, including validated scales that gauge client food insecurity upon intake and exit. All food provided conforms with a variety of evidence-based diet guidelines, including but not limited to the Dietary Guidelines for Americans, Dietary Approaches to Stop Hypertension, as well as guidelines from the American Heart Association, American Diabetes Association, and U.S.D.A. MyPlate, and the Food is Medicine Coalition. Together, our agencies can accommodate the following diet needs and preferences:

- Heart-healthy
- Diabetes
- Renal diet
- Vegetarian
- Vegan
- Soft diet

- Latin-infused
- Most common allergies, including gluten-free

Further, both programs are based on extensive research demonstrating that healthy food can improve clinical health and patient quality of life while reducing health care costs. (Food is Medicine Coalition literature review: http://www.fimcoalition.org/research1)

EMERGING/PROMISING PRACTICES: Each agency follows a different philosophy, both based on emerging and promising practices. Together, we can reach a wider range of our neighbors in need.

- Ceres' ingredients are all organic, sustainably raised and locally grown/sourced whenever possible. Emerging research indicates that organic foods are more nutrient dense, ensuring more nutrition in every bite. In addition, sourcing organic food supports the health of food and farm workers by reducing exposure to harmful chemicals that are linked to cancer, Parkinson's Disease and other health conditions.

- FFT provides the choice of groceries and/or meals, and tailors services based on client medical history, cultural preferences, housing status, and ability or desire to prepare their own food. Internally conducted research, as well as client feedback, indicates that people are more likely to buy into the program when offered personalized choices, and FFT experiences a high rate of program retention.

- FFT goes to great lengths to overcome barriers to service. Staff and volunteers are trained in working with people facing challenges related to homelessness, mental health, substance abuse, and other crises.

Farm to Pantry-Growing the Table: FEED Sonoma sends trucks out to collect produce; they bring the food to the FEED warehouse; warehouse workers line and prep boxes, then fill the boxes; Farm to Pantry picks up the boxes and makes deliveries weekly to low-income housing residences, community hunger-relief partners, food distributions to augment shelf-stable items already offered, etc.

- Farm to Pantry tracks all box movement and generates a check to FEED Sonoma for boxes ($38 for each box); the funds are then dispersed to the farmers for the food they grew.
- All of the food collected from the farmers is paid for; nothing is donated.
- Evidence-Based Practices to be used: Farm to Pantry delivered over 5,000 boxes (and we paid over $165,000 to farmer families) to food-insecure families in Sonoma County in 2021 with the help of volunteers and their personal vehicles for delivery.

Living Room-Living Room Food Services: Knowing that housing and food influence 80% of health outcomes, The Living Room (TLR) Food Services Program is designed specifically to increase access to healthy and nutritionally dense food that will increase overall health and wellness for our participants as well as provide a link to them from another stakeholder in the community that sincerely cares about them. The Mission of The Living Room is to ease adversity, promote stability and self reliance for women and children in Sonoma County who are experiencing homelessness or are at risk of homelessness. TLR Food Services operates in large part thanks to the consistent generosity from our 100+ volunteers some of whose daily presence in the kitchen allows TLR to reach and continue to grow the number of beneficiaries we serve. TLR Food Service Program operates the following:

Hot Meal Delivery daily Monday through Friday to over 100 food insecure seniors, transitional aged youth (ages 18-25) coming out of the foster system, formerly incarcerated individuals and all residents of TLR's Transitional Housing Program

Pantry Bags are delivered weekly to program participants (mostly families who are food insecure and housed) that contain highly perishable and harder to access fresh staples including fruit, vegetables, dairy and meats. This is a supplemental bag to add to the easier to access boxed and canned items participants are more likely to access and have on hand.

"Home Cooked" educational meal kit, in conjunction with the supplemental pantry bag, is delivered weekly with a recipe card for preparation (2 servings per person) and on the back side is food safety information relevant to the recipe (the recipes change weekly and so does the food safety information) as well as proper food storage tips to ensure that food is not wasted and can last as long as safely possible. Finally, the recipe cards also contain a resource guide for food access points in Sonoma County.

TLR street outreach partners come to TLR weekly to pick up between 100 and 250 meals a week and deliver to the unsheltered population in Sonoma County. They also receive 1,000 calorie snack packs to deliver on other days of the week. While conducting street outreach, partners are able to refer or link female beneficiaries to services provided by The Living Room.

TLR Food services provides food daily to the kitchen at The Living Room Life Center. Currently this is continental breakfast items, milk, water and juice as well as coffee, peanut butter, toast, jam, oatmeal, fresh fruit and yogurt. This will develop into self-contained nutrient dense hot breakfast items like breakfast sandwiches, burritos, oatmeal for the beginning of the day and hot sandwiches, burritos and soup as well as fresh fruit for the later part of the service day.

TLR Food Services continues to develop effective relationships with community partners such as La Plaza who will be using the TLR Cleveland Campus and kitchen for food storage as well as meal packing for their delivery service. They bring with them to the partnership access to delivery drivers to help support surges caused by food costs that continue to rise due to the

COVID-19 pandemic as well as education for TLR staff and volunteers around culturally appropriate food for our Latinx community members.

Job Skills Training through the TLR kitchen is available for any woman wanting to develop food service skills as that market has been particularly hit hard by COVID-19 and is flush with opportunity. This will be in tandem with the job skills training program at The Living Room Life Center, which also offers literacy education, resume writing and interview skills. Resident Volunteer Service is required for every resident. Should one of TLR's residents want to volunteer in the kitchen (many do), Trauma Informed Care is always applied by staff and volunteers. Two staff members in the kitchen are also lived-experience and able to give peer support onsite and in the moment as mentors.

TLR Gardens are designed to enable TLR to grow fresh fruits and vegetables onsite and year-round through 3 garden beds on the Cleveland Campus which are maintained by partner Love to Table who work with our residents weekly in the garden. In the garden are volunteers who are individuals, master gardeners and companies with volunteer projects as well as school aged classes all come to help plant, maintain and harvest. In a partnership with Emerald Isle Growers, Ireland, TLR received 10 large vertical grow towers designed to provide well over 1 ton of food a season. All of this will provide TLR's kitchen with food for all of TLR's food beneficiaries.

Housing and Shelter

Community Support Network-Housing and Wellness Program: This Housing and Wellness Program (HWP) has two components. The Youth Component addresses the needs of former foster youth and homeless transitional age youth (TAY). The Adult Component addresses the needs of adults with mental illness who are high utilizers of high-cost medical/behavioral health services. Both components will provide the following services from CSN's and TLC's existing locations: 1) CSN and TLC Case Managers will coordinate community supports to help stabilize beneficiaries. 2) CSN and TLC Case Managers will provide Enhanced Care Management with a whole person interdisciplinary approach through systemic coordination of services. The case management will focus on the following health related domains: mental health; addictions/compulsive behaviors; physical/ medical; independent living skills; psychosocial support; vocational, 3) CSN and TLC Case Managers and Housing Navigators will connect as many qualifying beneficiaries as possible with permanent housing utilizing housing vouchers and housing vehicles. CSN and TLC will collaborate with Sonoma County Housing Authority to ensure all beneficiaries qualify as homeless or at risk of homelessness. TLC and CSN have longstanding positive relationships with Sonoma County Housing Authority which administers the Sonoma County voucher program. 4) CSN and TLC Housing Navigators will develop relationships with landlords and build a database of available units, assist program participants with obtaining documentation needed to obtain housing, assist them in filling out applications and forms, coach them on housing interviews, assist them in lease signing, and collaborate with the housing location network of the Sonoma County Community Development Commission. 5) CSN and TLC Case Managers will meet weekly with beneficiaries

to develop a relationship and utilize the evidence-based practice of Motivational Interviewing to set and achieve beneficiaries' goals in the six health-related areas of whole person care. 6) CSN and TLC Case Managers will provide weekly evidence-based Seeking Safety groups to help beneficiaries recover from trauma and addiction by enhancing their healthy coping skills. 7) CSN and TLC Case Managers will introduce program participants to primary care doctors, behavioral health professionals, and other community supports. 8)CSN and TLC Case Managers will coordinate or provide transportation to and from medical/ behavioral health appointments and recovery groups, 9) CSN and TLC Case Managers will help participants identify strengths, aptitudes, and vocational interests, and connect them with Goodwill/Job Link for support finding employment. 10) CSN and TLC Case Managers will coach participants on adhering to a budget and developing independent living skills.

For over five years, CSN has organized county-wide trainings for other providers in Seeking Safety (SS) and Motivational Interviewing (MI), which are recognized as evidence-based practices by the Sonoma County Upstream Investment Portfolio. MI is a goal-oriented, client-centered counseling style for eliciting behavior change by helping beneficiaries explore and resolve ambivalence. SS is a present-focused counseling model to help people attain safety from trauma and/or substance abuse CSN has signed letters of collaboration with 33 local nonprofit organizations which will receive training in SS and MI organized by CSN in collaboration with Catholic Charities and the Sonoma County Community Development Commissions. Organizations that have signed letters in which they agreed to have their staff participate in training include TLC, Latino Service Providers, Social Advocates for Youth, Dry Creek Rancheria Band of Pomo Indians, and On The Move/VOICES.

Fair Housing Advocates of Northern California-Fair Housing Education and Tenant Organizing: *Purpose*

The purpose of this project is to promote long-term housing security and prevent homelessness by providing fair housing education and tenant organizing technical assistance to tenants in multifamily rental complexes. Members of classes protected under fair housing laws, including members of racial and ethnic minorities, people with disabilities, seniors, Housing Choice Voucher recipients, and families with minor children, are at a greater risk of being displaced from stable housing and/or becoming homeless. This risk has been compounded by the Covid-19 pandemic, which has disproportionately affected members of protected classes. Tenants who experience housing discrimination, such as harassment based on their race or ethnicity or a landlord's failure to accommodate a disability related need, are more likely to be illegally evicted or move out to avoid further discrimination. This project seeks to prevent displacement of tenants in stable housing by investigating housing discrimination, advocating on behalf of tenants experiencing discrimination, and empowering tenants to organize and address issues collectively

Overview

Fair Housing Advocates of Northern California (FHANC) and North Bay Organizing Project (NBOP) will work together to assist tenants in multifamily rental properties to address fair housing issues, including differential treatment of tenants based on their membership in a

protected class, in order to prevent unwanted displacement of tenants and/or homelessness. FHANC and NBOP will canvas at least 15 rental properties identified as having tenants who are members of protected classes. Bilingual staff and volunteers will knock on doors and speak to tenants in English and Spanish to assess whether tenants are experiencing housing discrimination and/or whether they are interested in forming a tenant's association and/or participating in housing policy engagement. FHANC and NBOP will promote long-term housing stability for tenants by: identifying common fair housing issues at multifamily rental properties, offering know-your-rights trainings, organizing tenants and providing technical assistance to tenants associations, advocating on behalf of tenant groups by meeting with property managers to discuss systemic issues and/or filing fair housing complaints, and referring tenants with individual issues to other agencies and/or to FHANC staff attorneys/ housing counselors for one-on-one counseling/advocacy.

Analysis of Trends

FHANC and NBOP will staff tenant/intake hotlines with bilingual staff to provide referrals and/or information in English or Spanish to tenants seeking housing related assistance. FHANC and NBOP will meet regularly to review complaints from tenants received through NBOP's tenant hotline or canvassing efforts and FHANC's intake process (via hotline or online submission) in order to identify and analyze common trends. FHANC and NBOP will select rental properties to canvas by identifying multifamily complexes where multiple tenants have alleged similar fair housing-related issues. For example, if FHANC and/or NBOP receive complaints from tenants at a particular property alleging that management is refusing to provide reasonable accommodations to tenants with disabilities, FHANC and NBOP will canvas the property and/or reach out to tenants in their existing databases to determine whether other tenants have experienced similar issues and offer assistance to address the issue. As another example, if multiple Latinx tenants at a property allege that management has failed to make repairs in their units, FHANC and NBOP will canvas the property to ask other tenants whether they are also experiencing repair issues, then compare all tenant experiences to determine whether members of a protected class (i.e. Latinx tenants) are being treated less favorably.

Canvassing

Once a property has been identified for canvassing, FHANC and NBOP will select a date and time to canvas the property, select English and Spanish speaking staff and/or volunteers to attend the canvas, create survey questions based on complaints received by tenants at the property, create/print flyers for tenants interested in attending a follow up know-your-rights training and/or forming a tenants association, and create/print flyers to leave for tenants who are not home during the canvas. Survey questions and flyers will be translated into English and Spanish.

On the date of the canvas, canvassers will meet at a predetermined location at the property, then split up to knock on doors. When a tenant answers the door, the canvasser will explain the reason for the canvas, ask the tenant the survey questions, listen to and take notes related to any additional issues raised by the tenant, invite the tenant to attend an upcoming

know-your-rights training, and ask the tenant if they would be interested in organizing with other tenants around a common issue and/or help form a tenant's association. Canvassers will also provide tenants with relevant flyers/information regarding any follow-up events and how to contact FHANC/NBOP in the future for additional information/advice. When a tenant is not home, canvassers will leave a flyer under the door (or some other secure location), explaining the reason for the visit and inviting the tenant to attend follow-up events or contact FHANC/NBOP for further information. Canvassers will take notes and track contact and other relevant information for each tenant surveyed, including whether they experienced discrimination and/or are a member of a protected class.

Follow-up and Referrals
After the canvas, FHANC and NBOP will follow-up with tenants who were not reached in person and with tenants who would like to provide additional information or ask additional questions. FHANC and NBOP will provide referrals and information in English or Spanish to tenants who raise individual concerns, either during the canvas or during follow up contact. Clients with individual fair housing issues will be referred to a FHANC housing counselor or staff attorney for one-on-one counseling/advocacy in English or Spanish. Other individual concerns will be referred to appropriate service providers.

Know-Your-Rights Trainings
FHANC and NBOP will conduct at least 15 Know-Your-Rights trainings for tenants addressing common fair housing issues, basic tenant rights, and specific issues raised by tenant complaints. Trainings will be provided in English and Spanish, as needed. At each canvas, tenants will be invited to attend the next training, which, in addition to general information, will include information specific to the issue that gave rise to the canvas. For example, if tenants allege that management complains about children playing in common areas of the complex, the training will include information about familial status discrimination and tenant rights related to children.

Fair Housing Investigations
FHANC will conduct follow-up investigations, including fair housing testing, to investigate allegations of housing discrimination that arise from canvassing and hotline complaints. Fair housing testing is a method of uncovering unlawful discrimination using trained individuals posing as prospective renters to gather information which indicate whether a housing provider is complying with fair housing laws. FHANC will also follow-up with survey respondents to gather additional information and/or evidence as needed. FHANC will analyze results of investigations and determine whether there is sufficient evidence to address fair housing violations directly with management and/or file an administrative complaint with the Department of Housing and Urban Development (HUD) or the California Department of Fair Employment and Housing (DFEH) or file a lawsuit on behalf of the tenants. FHANC will file complaints/lawsuits when appropriate.

Tenant Organizing

Bilingual NBOP staff will assist in forming and/or assisting at least 10 tenants' associations at multi-unit rental complexes by organizing and running initial planning meetings, helping recruit tenants, providing organizing technical assistance (such as information about association governance and the value of collective action), helping strategize around particular issues faced by multiple tenants, and providing ongoing advice and support. NBOP and FHANC will work with tenants' associations to address systemic issues with management, including but not limited to drafting letters to management on behalf of multiple residents, holding meetings with tenants and management, and/or circulating petitions to request policy changes. FHANC will also file administrative complaints and/or lawsuits on behalf of tenants and/or FHANC when appropriate.

Tracking Activities
FHANC and NBOP will track project activities in their respective databases, including names and contact/ demographic information for tenants surveyed; types of discrimination alleged; names of housing providers investigated; addresses of buildings canvassed; dates of know-your-rights trainings and names of attendees.

Sonoma Applied Village Services-Sonoma Transitional Housing Project: Project Description:
The SONOMA TRANSITIONAL HOUSING PROJECT is a collaborative partnership between SAVS as lead agency and village operator, St. Vincent de Paul (SVdP), and Homes 4 the Homeless (H4H). The grant will increase the county's homeless shelter capacity by adding 105 new permanent housing units and serving 185 unsheltered residents with two new "Tiny Home" villages located in census tracts hardest hit by Covid.

The project's program design is based SAVS Horizon Shine Village and SVdP Los Guilicos village and their successful client service and resident placement outcomes. It builds on the momentum of other Sonoma County villages including COTS' 25-unit People's Village in Petaluma, and Santa Rosa's 50-unit RV Park off Stony Point Road. SAVS and SVdP bring extensive experience in serving the BIPOC community; 42% and 52% respectively of their current clients are BIPOC.

This project will also launch Sonoma County's first facility specifically designed for immigrant and 1st-3rd generation Latinx community members. 26% percent Sonoma County's homeless population self-identify as Latinx, and our street experience confirms that the percentage of Latinx homeless persons has increased during the pandemic. Currently there is no Latinx-centric homeless facility in the county.

Program Structure:
This project will operate three tiny home villages in Sonoma County. The program is designed to provide:

1) 105 new housing units for homeless individuals.
    1.1 By purchasing two large vacant or abandoned properties in identified impacted census tracts and transform them into well-managed tiny villages.

1.2 A 45-unit new Latinx-focused village tailored to the needs of this dramatically underserved community.
1.3 A 60-unit West County - Russian River village.

2) Service for 185 clients including:
2.1. One-on-One Counseling - prioritizing mental health and harm reduction drug & alcohol recovery services in partnership with The Mental Health Consortium.
2.2. Access to public benefits such as food stamps, general assistance, MediCAL, Social Security and other less-known programs.
2.3. Preparing clients for Housing Choice vouchers. SAVS will perform the meticulous task of ensuring each client has the correct documentation for Housing Choice (Section 8) vouchers. We also will work to locate an apartment and to move our client into their new home.
2.4. Mental health counseling with at least one BIPOC Mental Health counselor to serve our BIPOC clients. We will also work with Peer Support programs, Micah's Hugs, the Impact 707 Foundation, the Drug Abuse Alternatives Center, 12 Step programs to provide a panoply of mental health and drug/alcohol addiction services.
2.5. Onsite healthcare, vaccination & COVID testing in conjunction with the County Health Department and our case managers.
2.6. Provide 2-3 entry level jobs to our clients living at the village and provide resume workshops and mock job interviews with assistance from the Sonoma County Library and the Santa Rosa Rotary Club.

3) Enhanced Management through an Executive Director hire and enhanced financial reporting infrastructure through a senior level Finance and Data Management Manager hire. These positions will oversee the villages and ensure accurate and timely recording in HMIS, ARPA and City/State reporting requirements for all villages. SAVS has complied with HMIS Privacy and Security mandates going back to 2020.

Program Activities
The core of the SAVS approach is to provide shelter with dignity. Our goal is to validate, support and restore leadership, competency, and societal integration among homeless individuals, both white and BIPOC. Our resident program focuses on self-empowerment and full access to critically needed services, drawing on practices that have been found effective in similar programs.

Self-Empowerment Program
a) Residents learn self-governance by attending regular meetings to discuss village needs and to elect a village council that assists with and oversees resident initiatives.
b) SAVS employs one villager to be a full-time on-site resident manager.
c) SAVS employs villagers in other roles, where they build experience and confidence to rejoin the workplace.

Client Services

SAVS employs a 1-on-1 trauma-informed client services model that is sensitive to world views and self-esteem issues. We encourage mutuality and shared responsibility, engaging clients where they are and moving forward with services that address: mental health, physical health, drug/alcohol counseling, job counseling, access to social services & preparation for permanent housing.

Evidence Based Approach
Non-congregate villages are proven to work. Some of the other successful village programs include Dignity Village in Portland Oregon; 12 Low Income Housing Institute villages in Seattle; and the Community First Village with 100 RV homes and 130 micro-homes in Austin, Texas.

SAVS has successfully adopted these best practices from both human services and business arenas, including:

a) Motivational Interviewing. A practice of client-centered counseling designed to help people find the motivation to make a positive behavior change
b) Trauma-Informed Care and ACEs Awareness. Safety, choice, collaboration, trustworthiness, and empowerment with an awareness of the effect of Adverse Childhood Experiences (ACEs) and toxic stress.
c) Peer Support. The involvement of BIPOC and others who have been homeless, who have faced drug addiction, hoarding behavior, mental health limitations and other problems often illuminates the most direct path forward.
d) The Four Tasks of Peer Support. 1) Connection. We pay attention to "magical moments" when we seem to "get" each other. We look for areas of shared energy, interest and engagement. 2) Worldview. We listen to understand and explore. 3) Mutuality. We share power and responsibility. 4) Moving Toward. We focus on what we can create together.
e) Harm Reduction. A set of practical strategies and ideas aimed at reducing negative consequences associated with drug and alcohol use.
f) HMIS Practices. A national and county data base, which tracks homeless individuals and records the steps taken to meet their goals. We use it as a tool to assess progress, find problems and develop strategies for success.

Village Development and Operations Schedule
2022: Open new Latinx village in the Roseland impacted census tract
2023: Operate Horizon Shine Village and the Latinx village and open third village in impacted West County - Russian River census tracts.
2024: Operate all three villages.

Mental Health

Social Advocates for Youth-School Mental Health and Grief Services: In order to address the impacts of COVID-19 on school children, Social Advocates for Youth (SAY) will provide counseling and trainings for teachers and other school staff.

As a key program of our Counseling Department, SAY operates School Mental Health and Grief Services teams to provide grief and mental health interventions to students and education to teachers and other school staff. Services are personalized, relationally-oriented, and have the goal of reducing social and emotional barriers to learning, including anxiety, depression, and other impacts of social isolation. Our services are tailored to each school site, with clinicians partnering closely with school staff to meet the needs and fit within the school culture.

Clinicians, who are either fully licensed or in the process of obtaining licensure under SAY supervision, utilize evidence-based, strength-focused modalities when working with students. The therapeutic approaches are developmentally, age, and need appropriate, and include trauma informed approaches such as: Play and Art therapy, Solution focused and Brief therapy, Cognitive Behavioral Therapy, Dialectical Behavioral Therapy, and others.

School Mental Health interventions are solutions-oriented, often between eight to 10 sessions long, and intended to help youth develop coping skills to deal with the issues impacting them at school. For some students, these solutions are only a patch on their need for deeper and more long-term therapeutic support. In those cases, SAY clinicians provide external referrals, or, in the event that a student does not have access to outside care, expands the goals of their relationship to address these deeper needs.

These one-on-one mental health services will be paired with dedicated Grief Services programming. Grief support can be offered through individual sessions or in grief support groups. SAY Grief Services programming focuses on utilizing numerous interactive therapeutic techniques, including supported play, expressive arts, prosocial interaction, and teaching self-care to support grieving youth in developmentally appropriate ways. Over time, the therapeutic support youth receive through SAY Grief Services helps them make informed, healthy decisions about life as they cope with loss. Groups generally run from six to ten weeks, based on the need across the school and the need for each young person enrolled in the group. Simultaneously, the clinician will provide educational workshops on supporting grieving students and creating a grief-sensitive environment to teachers and parents at these schools.

SAY clinicians operate as a part of the schools' broader team to meet youth needs. They work directly with teachers to provide education about what drives these challenges for young people and how they can best respond to concerning behaviors through a trauma-informed lens. They also collaborate across the school to build out triage systems that ensure students are sent to the right professional, whether that is a clinician, a school counselor, or another resource. In this way,

students are cradled by a system of support dedicated to their success.

In order to meaningfully address the needs of the students, a minimum of two "days of service" are necessary at each location. That allows for time to both meet with students, connect with and educate school staff and teachers, and the flexibility to ensure that students who cannot leave class on certain days are not missing much-needed therapeutic time.

For the majority of the program's history, this has restricted us to working with schools who can afford a clinician for two days. For this proposal, SAY's School Mental Health team would work with smaller, less resource-rich schools across the county in a partnership where we provide the full two days at no cost with the option to purchase additional days at a reduced rate. In this way, our proposal is an expansion of the top-tier services we have historically offered.

We deliver services that are culturally and linguistically specific as well as geared toward the needs of the micro-community of that school district. To reach that high standard, we build relationships across the school district, with Superintendents as well as with teachers and administrators. SAY staff also collaborate with the school administration to conduct assessments to determine what events, experiences, and needs are impacting these students and their families.

When we have determined which schools will be receiving services and employed clinicians, staff are able to begin delivering teacher trainings to ensure students receive the benefit of a trauma informed classroom as soon as possible. Teachers also receive support on connecting with families and, importantly, caring for themselves as they navigate their students' mental health needs. As the school year begins, teachers will then start to make referrals to the clinicians directly and students' individual needs will determine the number of sessions and specific tools and interventions they receive. If needed, clinicians will also provide referrals to other services through SAY or partners and conduct warm hand offs to ensure students feel supported during the entire experience.

Cloverdale Senior Center-Cloverdale Senior Multipurpose Center: How do you make sure that everyone who needs care in a community knows what is available and where to find it? In rural communities with few formal health or service organizations, you train as many staff and volunteers as you can – whether at a social club, a school, a senior center, a church or a food bank – to become an informal referral network, so any door people walk into can be the right door to find what they need.
And what does a mental health provider do when some vulnerable high need populations such as migrants and seasonal farmworkers, persons experiencing homelessness, teens, and new arrivals in the area still don't know what services exist or how to access services? You build alliances with the local healthcare clinic, community organizations, and Latinx groups to go to those who are still on the outside.

The Cloverdale Mental Health Collaborative includes SOS Community Counseling, Alexander Valley Healthcare, Cloverdale Senior Multipurpose Center, La Familia Sana with On the Margins. The members of the group are uniquely equipped to mitigate the effects of the COVID-19 pandemic on Cloverdale residents' mental health.

Integrating social services (like La Familia Sana and SOS Community Counseling) is a suggested strategy to improve access to social services, reduce service gaps, fragmentation, and duplication and improve health and health-related outcomes (AVH). While Cloverdale is a small community, it is evident that it is divided on linguistic and geographical lines. Consequently, the "left hand doesn't know what the right hand" is doing. Such efforts like what the agencies above have done plus integrating social services, appear to increase access and health care enrollment (AVH), especially for veterans and vulnerable populations (CSMC), such as individuals experiencing homelessness and mental illness - all of whom live within Cloverdale as well. Social service integration is also recommended to better serve older adults with serious illnesses and individuals with disabilities (CSMC).

"Available evidence suggests integration of clinic and community service systems may decrease health care costs and health disparities, and increase clinical and community capacity to provide onsite programs and services, service needs screening, and links to community resources. Integrated programs may improve health-related outcomes for young children, family outcomes among Native American families, and increase access to social services and reduce use of health care services among high risk homeless veterans. Studies in Australia, Canada, and New Zealand have shown intersectoral social service integration can improve service utilization, satisfaction, and health outcomes for children with mental health issues, especially among tribal and indigenous children." County Health Rankings & Roadmaps, University of Wisconsin Population Health Institute, Robert Wood Johnson Foundation.

AVH has secured land within the City of Cloverdale to begin building a new home bringing together its medical offices and in addition, creating a community Health and Wellness Center. The COVID-19 pandemic halted progress on this build, but that does not mean that the collaborative cannot move forward. The COVID-19 pandemic also affected the partners in the collaborative and their relationships with each other in multiple ways, threatening some and expanding other efforts. For example, Sonoma County's mental health services are no longer available in Cloverdale, a victim to a loss of space and diversion of staff. The County of Sonoma would have shifted to AVH's site immediately, but AVH had no extra space to offer them. However, the difficulty of keeping clients of these types of programs when traveling to Santa Rosa or Healdsburg was clear, and has made both organizations more committed to locating in the proposed new facility.

On the positive side, the collaboration between AVH and La Familia Sana became instrumental in carrying out community COVID-19 testing and vaccination programs. After some training by AVH clinical staff, La Familia Sana took on a major role in outreaching to the

community, through workplace and door to door efforts. These staff and volunteers were instrumental in popularizing the community vaccination effort at the Cloverdale train station parking lot and explaining how to sign up for vaccination through the state's centralized vaccine appointment system. The relationship between La Familia Sana and the Spanish speaking community in Cloverdale has grown leaps and bounds since its beginnings in 2019.

Another example of relational impact comes from the team at the Cloverdale Senior Multipurpose Center. The CSMC Board of Directors made the organizational pivot to preventative health and wellness in 2018. Focusing in on their "multipurpose" title and standing on their foundational by-laws of the organization that state to be a member of the senior center, one must be 25 years of age; CSMC spearheaded the food security task force in response to the pandemic. In cooperation with La Familia Sana and Zeke Guzman, CSMC provided thousands of prepared meals, bags of groceries, and produce, to the Cloverdale community. Working together, CSMC and La Familia Sana had weekly drive-thru food banks, delivered meals to those quarantining during the pandemic, and connected families to other social services because of their developed relationships with the community. CSMC has come out of this pandemic with a stronger commitment to their agency as a community resource center for all.

SOS Community Counseling has been providing mental health services similar to the aforementioned activities with students in the Cloverdale Unified School District since 2015. SOS Community Counseling delivers mental health services to youth in a PEI (prevention, education, and intervention) model. The agency had to pivot to telehealth during the pandemic and all the successes in doing so can be attributed to the relationships already established with the students in the programs and with the administration. SOS is one of two agencies, the other being Alexander Valley Healthcare, working to support the mental health needs of youth in the Cloverdale area.

These lessons learned during the pandemic were that it is not enough for AVH to be a good medical home for its patients. The City of Cloverdale and AVH need an active outreach arm to engage the community and ensure that people who are having trouble accessing care have "no wrong doors" to enter. We have seen that mental health counseling provides a door to healthcare that most individuals in marginalized communities are unaware of or do not want to ask for fear of negative social stigma. As people develop relationships with their therapist, the clinician can offer other referrals to services of need whether they be medical, financial, basic living needs, or other. La Familia Sana, SOS Community Counseling, and the Cloverdale Senior Multipurpose Center have already demonstrated throughout the pandemic that they can be those outreach vehicles to the community to bring people to AVH. There is strong evidence that integrating behavioral health into primary care practice improves mental health. These organizations understand the importance of developing relationships and trust with the community, combining efforts to reach those who do not have care and bringing them into a safe place - physically or mentally.

The unique structure of the group provides a better closed loop referral system for individuals with mental health and co-occurring physical needs. Program activities will include but are not limited to; on-going mental health therapy (individual/groups), juvenile justice diversion services, substance/alcohol use education for teens, psychiatric assessments, crisis response, and wraparound services for medical, food, or dental assistance. Workforce/volunteer training for community members can include psychiatric first aid, mindfulness/meditation techniques, signs of suicide awareness, community outreach techniques, and more.

Guerneville School District-Whole Family Health: Guerneville School District's (GSD) 2021-2024 Local Control and Accountability Plan (LCAP) contains two focused goal areas: 1) Academic Success and 2) Whole Student Health that keenly focuses on meeting the complex needs of our Title I School District. Building upon the national evidence-based Community Schools Model. GSD launched its new Guerneville School Community School Collaborative (Fall 2021). The Collaborative includes a defined network of service providers, multi-agency partners and local supporters dedicated to collectively strategizing and addressing the unique needs and priorities of our students and families. Participants met regularly to align their respective programs and services, identified areas for collaboration and opportunities for growth.

As students returned to in-person instruction, the district assessed health and wellness needs, learned the impact of remote learning on academic success and social isolation, and the ramifications of the pandemic on students' overall health and wellbeing. In January 2022, during the Omicron surge, only 37% of our 6th-8th grade students reported at that time they felt a part of the local school community, compared to 49% average countywide. We have discovered an unprecedented need for comprehensive, high acuity mental health services for students throughout each grade level (TK-8). For example, the percentage of advanced tier 2 (Targeted) and tier 3 (Intensive) 2021-2022 behavioral health referrals is 175% higher than pre-pandemic averages, and constitutes more than 25% of our school enrollment. The influx of referrals also presented far more complex cases (i.e. further increased average Adverse Childhood Experience scores of 4+) than prior to 2020 and required an even more intensive approach beyond our school based Positive Behavioral Interventions & Supports evidence-based model. While we have made steady gains regarding case management assignment, due in large part to WCHC's 'stop-gap' assistance where they provided a behavioral therapist one day a week as well as other health specialists, over 52% of the students referred have yet been assessed nor assigned due to a lack of local resources. Of those students referred for mental health services, more than 70% are considered 'low income' and qualify for the Free and Reduced-Price Meal Program and at least 30% are Latinx, an unproportionate percent for our current demographic.

The proposed Whole Family Health (WFH) initiative will expand the district's current concerted efforts of whole student health to encompass whole-family health, by developing a comprehensive, multigenerational approach to address mental health and wellbeing. Led by Guerneville School District, the WFH initiative will build a network of trusted community

partners to provide individual and group mental health services to the district's families and neighboring communities via licensed, bilingual behavioral health providers. Coupled with traditional mental health services will be a variety of specialized and culturally appropriate services including an onsite, permanent Community Health Worker to provide family-based screening and referrals to health and social services, holistic community workshops led by the Botanical Bus, arts integration as a modality for mental health healing, and expanded leadership opportunities within the community via the formation and mentorship of lay level 'Promotores'.

Our Whole Family Health Approach is rooted in three key strategies:

a) Expansion of Direct Mental Health and Social Determinants of Health Linkage to Families: WCHC will support and expand the CHW role to provide one-on-one screening, navigation and support to families to access appropriate social net resources and as well as basic needs. In addition, WCHC will expand bilingual English and Spanish mental health services to families, both individually and via group sessions to address historical and/or generational trauma and the barriers they present.

b) Community Capacity Building: To address social isolation, bolster social networks, build community connections and foster a resilient community, Raizes Collective will lead a comprehensive grassroots community engagement strategy. Raizes Collective will form a lay level Promotores group to drive community outreach and engagement activities of the WFH initiative. Community wide health and wellness events that integrate arts as a healing modality will target Latinx and low-income residents of the Russian River area (e.g. Dia de los Muertos and Cinco de Mayo health fairs), bringing together families in a culturally appropriate and welcoming manner to address mental health in a non-traditional way.

c) Strengthening the Community School Collaborative: The Community School Collaborative builds a regular cycle of engagement, convening diverse stakeholders, service providers, community organizations, existing networks (e.g. Russian Area Resources and Advocates, a Health Action Chapter) and residents, to drive the health and wellbeing of our community. Facilitated by GSD, a trusted community convener, participants will jointly review needs assessments, strategize interventions, collaborate on programs, and evaluate the collective impact of the Collaborative at improving mental health and overall well-being of the targeted communities of the Russian River area.

Community Action Partnership - Sonoma Connect/Sonoma Unidos: Trauma Informed Community Engagement, Workforce Capacity Building, and Quality Support in Mental Health Services System.

The COVID-19 pandemic further exacerbated long-standing racial inequities, illuminated the role social determinants play in overall health, and exposed a critical need to leverage and bolster the Sonoma County Mental Health system. This proposal outlines Sonoma Connect | Sonoma Unidos' (SC | SU) plan to respond to mental health impacts experienced by low-income households and families, including Black, Indigenous, and People of Color (BIPOC). This project will respond in a multi-pronged approach through Trauma Informed (TI) (1) direct client-level services and through (2) systems-level change.

PROGRAM DESIGN AND ACTIVITIES

DIRECT SERVICES: Culturally Responsive Mental Health Supports and Services Direct Services will specifically focus on lessening depression, anxiety, and stress through increasing culturally responsive mental health support services. SC | SU will support service providers that have trusted relationships with vulnerable populations including farmworkers, BIPOC, and low-income households and communities to provide in-home or community-based support services that are non-traditional and provide an entryway to healing that meet community-members where they are at.

Pass-thru funds will be provided to six community-based organizations (CBOs) to offer mental health support services that buffer toxic stress and build community members skills, knowledge, and capacity in the areas of community building, social/emotional wellness, and evidence-based stress-buffering resources. CBO partners will provide therapy, education, and referral services including: individual counseling, community convivencias, group convivencias (Humanidad), in-home therapy and behavior support (Child Parent Institute), art and cultural events (Raizes Collective), farmworker clinics and wellness workshops, client referrals to partner CBOs providing wrap-around services (The Botanical Bus), Adverse Childhood Experience (ACE) and Social Determinants of Health (SDOH) screenings and client referrals to partner health centers and CBOs (CAP), culturally responsive stress-reduction education and referrals (La Luz).

SYSTEMS CHANGE: TI Community Engagement (CE) & Organizational Capacity Building to Support Equity in Mental Health Services Sonoma Connect | Sonoma Unidos will specifically focus on a comprehensive response to the root causes of mental health disparities and enduring health inequities along racial, ethnic, and socioeconomic lines. This work is well under-way, and investment of ARPA funding will move forward critical public health database infrastructure and social service sector capacity building to mitigate long-term impacts of Covid- 19 on mental health and improve resilience and capacity to address future disasters. This project will accelerate multi-sector collaboration, advance racial equity, address the social determinants of health, and ensure community engagement to positively impact mental health service system efficacy for vulnerable populations on the margins of society. SC | SU staff, with support from dedicated co-chairs, will convene key stakeholders and community members in four monthly action team meetings and ad hoc workgroups. Focused action and attention will be given to the following priority areas:

• Public Health Database buildout and implementation to support integration of medical and social service systems.

• Increase screening for Adverse Childhood Experiences (ACEs) & Social Determinants of Health (SDOH) in clinical settings and adoption of closed-loop referral workflow.

• Revisit agreements to system improvements related to transition of care workflows and care coordination across Mental Health and Behavioral Health Providers.

• Support culturally responsive Community Health Worker/Promotorx (CHW/P) and Mental Health Professional workforce development and sustainability to support mental health support and cross-sector referrals.

• Ensure trauma-informed community engagement and Diversity, Equity, Inclusion, and Belonging (DEIB) capacity building to inform community-led solutions.

Pass-thru support to seven subcontractors will spearhead: buildout and implementation of public health database, placement of MFT trainees at health centers, and advancement of best practice ACE and SDOH screening practices in health centers, improvements to transition of care workflows between mental and behavioral health providers, pass-thru to nine health centers to engage in systems change agenda (RCHC), Educational opportunities, coaching, and professional development on Trauma-informed care and coordination for school staff and administrators (Sonoma County Office of Education), CHW/P workforce development design and coordination through the Community Outreach Collaborative (Center for Wellbeing), Marriage and Family Therapist undergraduate scholarships and paid traineeships for a culturally responsive workforce (Healthcare Foundation Northern Sonoma County), Trauma-informed Care and DEIB training and coaching to health and social service providers across the continuum of care (Hanna Institute), coordination of adoption of DEIB and TIC Policies and Procedures by organizations across the Continuum of Care (Sonoma County PACEs Connection).

EVIDENCE-BASED, PROMISING, OR EMERGING PRACTICES: Sonoma Connect | Sonoma Unidos is committed to supporting adoption and improvements to evidence-based, promising, or emerging practices. Partners implementing direct services have adopted the following:

Cognitive Behavioral Therapy (https://www.apa.org/ptsd-guideline/patients-and-families/cognitive-behavioral), Transformative Social Emotional Learning practice (https://www.cde.ca.gov/ci/se/tselconditions.asp),Suicide Prevention Programs : QPR (https://qprinstitute.com), Psychological First Aid (https://www.apa.org/practice/programs/dmhi/psychological-first-aid), Motivational Interviewing (https://www.cebc4cw.org/program/motivational-interviewing/), Convivencias (https://srosahtes.org/convivencias/), Triple P (https://www.cebc4cw.org/program/triple-p-positive-parenting-program-level-3- primary-care/), Trauma-focused cognitive behavioral therapy (https://www.cebc4cw.org/program/trauma-focused-cognitive-behavioral-therapy/), RCHC's Outcome Improvement Programs use a 4-point evidence-based care framework. We are currently working with UC Davis to adopt a regional evaluation approach, to further demonstrate benefits of prevention-focused buffering supports and strong cross-sector partnerships to address root causes of ACEs and SDOH.

Positive Images-LGBTQIA Mental Health Services: A note on language: Positive Images uses the acronym LGBTQIA+, which stands for lesbian, gay, bisexual, transgender, queer, intersex, asexual. The + represents additional sexual-orientation and gender minorities not named in the

acronym. In this application, any time a variant of the acronym is used (i.e., LGBTQ), that is because the source we are citing uses that acronym.

Positive Images LGBTQIA+ Center (PI) will expand to address the increased mental health needs of the LGBTQIA+ community of Sonoma County in partnership with local community groups and agencies. For 32 years, PI has provided weekly peer support groups to LGBTQIA+ youth. Since 2018, we have also offered a weekly peer support group for LGBTQIA+ adults. Presently, we offer a youth leadership development program, LGBTQIA+ cultural competency trainings and outreach presentations, referrals to community resources, a physical LGBTQIA+ center for drop-ins and group meetings. The center provides an affirming, safe space for LGBTQIA+ people of all ages to visit for resources or simply to hang out. Its features include a closet with free lightly-used clothing and gender-affirming aids (such as chest binders), a library with more than 1,000 books, snacks, phone chargers, art supplies, games, and a computer for public use. Mental health peer support is an evidence-based practice known to increase feelings of connection and agency among marginalized individuals, which can prevent the development of serious mental illness. This project will enable Positive Images and other local organizations to better meet the mental health needs of our LGBTQIA+ community in several ways.

THERAPY

While our peer support model prevents many people from developing serious mental illness, many individuals also need the 1:1 support of professional therapy. The 2021 Portrait of Sonoma cites a 2018 Bay Area LGBTQ Needs Assessment, which identified access to LGBTQ specific mental health care as critically important for over half of respondents. Over 70% of trans and nonbinary respondents said LGBTQ-focused services were critical. Among respondents living in Marin, Napa, and Sonoma Counties, four in ten reported that not being able to afford services kept them from seeking mental health care, and three in ten didn't know how or where to access services. We also know that it is particularly challenging for transgender people and LGBTQIA+ BIPOC to find LGBTQIA+ competent and culturally-responsive therapists. To meet this need, through this program, we will contract On the Margins to provide therapy sessions to individuals in our community at no cost to the individual, up to 10 sessions per person per year. On the Margins' team includes many Bay Area therapists of color who are queer and trans-affirming, Spanish speaking, and work in different therapeutic modalities, all of which assures us that they will be providing a much-needed service to beneficiaries. This will be the first time in PI's history that we are able to offer therapy to our community, expanding deeper into the continuum of care.

COMMUNITY-FACING & PROFESSIONAL CONFERENCES

Prior to the Covid-19 pandemic, TRANSLIFE created an annual Community Conference (2015-19) and a biennial Professional Symposium in partnership with Santa Rosa Community Health. The TRANSLIFE Community Conference brings together hundreds of transgender individuals throughout Sonoma County to increase connections, share information, and expand individual self-advocacy and knowledge. Each year, representatives from more than a dozen organizations are in attendance to share information on the social, legal, economic, and health services available to the community, and to provide hands-on resources that can be put to use right away. Every facet of this conference is a vital support to the mental health of our trans

community members–reducing feelings of isolation and connecting people to direct services, as well as strengthening the web of support in the community. The TRANSLIFE Professional Symposium brings together more than 100 medical, mental/behavioral health, legal, and educational professionals to learn about the unique needs, challenges, and cultural competencies necessary to provide sensitive and appropriate care to the transgender/gender-expansive community. This conference provides continuing education credits for mental health professionals and medical personnel. Through this funding, these conferences would be able to return, occurring in 2023 and 2024. TRANSLIFE's offerings have been dependent upon volunteer labor, however the individuals who have given their time are not able to do so after the impacts of the pandemic. In response to this hardship, TRANSLIFE will hire someone to work 10 hours per week to support the development, implementation, and reporting for the conferences as well as TRANSLIFE's year-round outreach events.

North Bay LGBTQI Families (NBLF) is a community group that supports LGBTQIA+ led families and trans/gender-expansive youth under 12. In addition to offering two monthly gatherings and advocacy trainings for equity in schools, NBLF provides an annual all-day symposium that includes a number of workshops (as well as family-friendly activities, entertainment, and child care) designed to help caregivers and families learn more about rights and opportunities that they can access. Topics include Family Building for LGBTQIA+ People, Legal Protections for LGBTQIA+ Families, Intersectional School Advocacy and more. Though NBLF's programs are currently funded through grants, their events are produced by parent volunteers, who were impacted by the Covid-19 pandemic and now have a much more limited capacity to help. Through this funding, NBLF would hire someone to work 10 hours per week to support the development, implementation and reporting for their conferences and year-round programming. Hopefully through funding these 2.5 years, we will be able to support and cultivate new volunteers who can help with future conferences, as well as develop further funding sources to support this work.

MENTAL HEALTH PEER SUPPORT THROUGH ART

In 2021, in response to the mental health strain on LGBTQIA+ teens caused by the pandemic and resulting social distance/online programs, PI partnered with Sonoma Community Center (SCC) to co-develop and implement a pilot Self Expression Camp, a two week in-person arts day camp for LGBTQIA+ and BIPOC teens in Sonoma Valley, with multimedia arts activities facilitated by LGBTQIA+ and BIPOC artists. In addition to the mental health benefit of reducing feelings of isolation through connection to peers, there is evidence that self-expression and art-based practices positively affect mood and mental health recovery. The success of this camp incited a pilot program of a monthly evening gathering called Queer Art Club, following the same model as the camp. We've identified a need to provide a secondary supportive space where parents of LGBTQIA+ teens can gather simultaneously for their own facilitated peer support group while their children attend the club. Between one Self Expression Camp and six monthly Queer Art Club meetings, we've connected with over 40 teens. Both PI and the Sonoma Community Center recognize the success of these programs in supporting the mental health of teens and plan to extend these programs beyond their pilot periods. Through this funding, we can operate two years of monthly Queer Art Club in 2023-2024 and two Self-Expression summer camps.

CULTURALLY- & LINGUISTICALLY-RESPONSIVE WORKSHOPS SERIES FOR LGBTQIA+ INDIVIDUALS & FOR FAMILIES

In 2021-2022, Positive Images partnered with Corazón Healdsburg at their staff's Advocacy and Activism Retreat facilitated by Acosta Educational Partnership and through a series of trainings and conversations among the full staff of Corazón and PI. We have also connected with community outreach resource navigators at Humanidad and presented at their Cafecito support group. As a result of these conversations, we have mutually identified the need to offer more culturally-responsive bilingual Spanish/English peer support groups for Hispanic/Latino parents and family of LGBTQIA+ individuals as well as a need to create more opportunities for LGBTQIA+ Hispanic/Latino individuals to engage in culturally-based and culturally-responsive healing practices.

Through meetings that have taken place and will take place across 2022 between PI and representatives of NAACP Sonoma County, Sonoma County Black Forum, LGBTQ Connection and Social Advocates for Youth, we are also working on collaboration to establish better support for unhoused Black LGBTQIA+ youth, who are overrepresented among Sonoma County's unhoused residents. The Portrait of Sonoma 2021 Update reports that 28% of unhoused youth in Sonoma County identify as LGBTQ, noting that LGBTQ youth who are homeless often experienced family rejection and abuse related to their sexual orientation or gender identity.

PI will contract with On the Margins and hire at least one bilingual Spanish/English speaking employee to co-develop and facilitate parent-facing and LGBTQIA+ community-facing workshop series discussion group for Hispanic/Latino LGBTQIA+ individuals and family in order to reduce stigma and build opportunity, agency and protective factors that prevent and reduce mental illness from developing. Reducing stigma can also promote family acceptance, which in turn reduces the likelihood a youth will become unhoused. We will work closely with Hispanic/Latino community-based organizations including Humanidad and Corazón Healdsburg to develop and promote these offerings. We will also work with On the Margin and Black community partners to co-develop workshop offerings focused on the intersection of LGBTQIA+ and Black experience, to provide culturally-responsive insights and promote acceptance of LGBTQIA+ youth and adults within the community.

COMMUNITY NAVIGATION

Presently, individuals may seek one-on-one support and guidance from PI staff when they need to get connected to mental health services and support in our community. Strain caused by the pandemic has exacerbated mental health concerns, increasing the amount of people seeking support from us and the time required to support people in navigating systems. Through this funding, PI will hire a bilingual Spanish/English community navigator to enhance our capacity to provide our LGBTQIA+ community with mental health services. The Community Navigator will provide system navigation for individuals who have just experienced an acute mental health challenge and encourage their efforts at utilizing community support and peer-based support. They will support outreach to impacted communities as well as development and implementation of culturally-responsive and linguistically-appropriate workshops and peer support groups.

COMMUNITY NEEDS ASSESSMENT

The Portrait of Sonoma 2021 Update acknowledges that there is substantial data gap on LGBTQIA+ individuals due to limited data collection. It pulls statistics from a 2018 Bay Area LGBTQ Needs Assessment conducted by the Horizons Foundation, which predates the pandemic and is not Sonoma County-specific. To fill this gap, we will conduct a robust community needs assessment to gather more accurate data about our LGBTQIA+ community. In 2021, PI and TRANSLIFE participated in a volunteer-led project of the Sonoma County LGBTQIA+ Coalition to design a comprehensive community needs assessment. However due to lack of financial resources and staffing, it has not been conducted. The support of a community navigator and data administrator will allow us to widely disseminate the assessment form and analyze the data, giving us an up-to-date look at community needs that will allow us and the local ecosystem of LGBTQIA+-serving partner organizations to tailor our programs to the most dire gaps looking forward.

West County Community Services-Transitions Program: "Peer support is an evidence-based practice for individuals with mental health conditions or challenges. Both quantitative and qualitative evidence indicate that peer support lowers the overall cost of mental health services by reducing re- hospitalization rates and days spent in inpatient services, increasing the use of outpatient services." (Mental Health America, Evidence for Peer Support-May 2018). WCCS currently manages four peer-based recovery centers in Santa Rosa (downtown and in SW), Petaluma, and Monte Rio. There are no costs to the consumer. Under our current program, after completing an 80-hour Peer Specialist training, Specialists can be hired to provide recovery services in individual and group settings. Transitions will expand peer recovery to focus on two unique populations that are underserved by Sonoma County's current mental health/addiction support model: 1) people in mental health and/or addiction recovery that are struggling in housing or have been identified by one of our four housing support partners (COTS, Sonoma County Adult Detention, Sonoma County Behavioral Health, Providence/Santa Rosa Memorial Hospital) as someone entering/entered housing that needs otherwise unavailable intensive recovery support. 2) Sonoma County's Latinx community needing mental health and/or addiction recovery support, particularly the monolingual Spanish-speaking community, that is woefully underserved in Sonoma County. WCCS current peer support program will be expanded under Transitions to train and hire eight additional Peer Specialists: four will be employees of WCCS and four will be recruited by LSP from a candidate pool of Promotores who have graduated from the LSP Promotores program, completed their education, and are beginning their professional careers. All Specialist candidates will complete the WCCS peer training program and partner with more experienced Peer Support Specialists to provide intensive peer recovery support to peer housing clients. As their experience grows, bilingual peers will also expand recovery support to our Latinx community at WCCS peer centers and through outreach to agencies providing services to the Latinx community.

Peer Housing focus

Utilizing the evidence-based peer support model, trained staff with lived experience will provide intensive housing support to 48 high-need clients (in behavioral health and/or addiction recovery) who are struggling to enter or remain in supportive housing. Paid Peer

Specialists work with referred clients (COTS, Sonoma County Adult Detention, Providence/Santa Rosa Memorial Hospital, Sonoma County Behavioral Health have already agreed to participate in the referral process) over the course of a year through four intentional phases.

Phase 1: Peer Specialists meet with clients 5 days a week, 1-2.5 hours per day where the clients reside. The goal is to build a working relationship and create a plan. The intensive support begins by identifying the unique needs and creating a year-long plan, with clients, to successfully achieve and maintain housing. Clients then access community resources to match the plan.

Phase 2: Peer Specialists meet with clients 3 days a week, 1-2.5 hours per day where the client lives or Peer Center. The goal is to build skills and mindset for success.

Phase 3: Peer Specialists meet with clients 2 days per week, 2 hours per day where the client lives or at a Peer Center. The goal is to develop a safe and supportive community.

Phase 4: Peer Specialists meet with clients 1 day a week, 2 hours per day where the client lives or at the Peer Center. The goal is to complete the transfer of responsibility for successful independence. Through the course of a year, scheduled social education classes and community engagement increase an individual's chances of maintaining safe housing. Classes have been designed to teach needed skills in how to be a successful tenant- roommate- employee, shop, improve financial literacy, as well as how to successfully navigate life's ongoing Transitions. Daily and weekly support is offered in self-care skills, engaging and building a new supportive community, and identifying and accessing relevant community resources. A full curriculum has been developed for trainers and clients.

Peer Latinx focus

Latinx access to mental health/addiction services is far lower than that of their white counterparts. Spanish-language access to these services is even less. Evidence- based peer services offer the best short-term and sustainable access for hundreds of affected community members. As noted above, bilingual peers will complete the 80 hour a week Peer Specialists training. In addition to providing the housing services listed above, bilingual peers will provide not only culturally accessible and Spanish language recovery services, but help introduce the concept and benefits of peer recovery to our broader Latinx community. More bilingual/bicultural services will attract more peers to the existing recovery centers.

Sonoma County Black Forum-Black Therapy Forum: According to the World Health Organization (WHO), health is not just an absence of disease but a state of complete physical, mental and social well-being. Although the pandemic has affected the lives of all Americans, the disproportionate numbers of Black and Latino people affected by the coronavirus spans the country, throughout hundreds of counties in urban, suburban and rural areas, and across all age groups.

Black Americans have been far greater impacted due to social, economic and political factors that have caused inequity in the U.S. Even before the pandemic, the Black population was more likely to be poor, less likely to have health insurance and more likely to work in the front-line jobs that put them at risk of both infection and unemployment during the pandemic. Pre-

pandemic, Black unemployment rates exceeded that of White unemployment rates according to the Bureau of Labor statistics tabulations of Current Population Survey (CPS). African Americans represent approximately 13 percent of the U.S. population, yet they account for one in three people who have been hospitalized with COVID-19 and 3.7 times more likely to succumb to COVID- related deaths than Whites. Elevated risks of African Americans are related to the type of employment that many have such as essential jobs in grocery stores, transportation, health care and manufacturing industries.

The U.S. Department of Labor reports that only 18% African Americans have jobs that allow telework compared with 26% and 32% for Whites and Asian Americans, respectively.

In the absence of policies that will address economic disparities and improve the mental health and well-being of Black people, the SCBTF is a start towards providing much needed mental health support. We realize that despite the needs, only one in three Black adults who want mental healthcare receive it.

According to statistics, about 25% of African Americans seek mental health care compared to 40% of whites.

Nuestra Comunidad-Project Fusion: Nuestra Comunidad's (NC) Project Fusion promotes mental health through a multi-pronged approach that increases access to culturally and linguistically-relevant mental health services, nutrition education, and exercise opportunities. The program is comprised of four subprograms 1) Hora de Recursos 2) Comunidad Activa, 3) Juntos: Together We move, and 4) Nutrición con Intención. Through these four subprograms, Project Fusion supports participants in developing strategies for both mental and physical health, thus increasing access to positive, evidence-based wellness strategies derived from a mind-body understanding of mental health.

NC's weekly mental health-focused Hora de Recursos (resources hour) is led by Dr. María Álvarez, a bilingual and bicultural psychologist. These meetings are open to the entire community, and offer a space for attendees to discuss challenges they are facing, in particular those that adversely impact mental health. During some meetings Dr. Alvarez chooses a discussion topic, and at others she opens up the floor for attendees to share struggles and talk through how to resolve them. The Hora de Recursos emphasizes self-compassion, stress management, and stress recognition strategies. It also introduces attendees to a range of mental health-promoting techniques – such as breathing techniques and journaling – that promote stress-reduction and the development of evidence-based cognitive behavior therapy skills. Dr. Alvarez also hosts smaller "healing circles" that meet at a different time each week and focus on more specialized topics. These healing circles serve subgroups of the community with specific sources and expressions of mental health challenges, such as women experiencing anxiety, individuals experiencing isolation, or parents experiencing financial stress.

Comunidad Activa promotes general health, wellness, and community building by offering exercise opportunities that are open to all residents, especially residents from vulnerable, disproportionally impacted communities. Through this program, NC offers large, open Zumba classes and wellness opportunities. Comunidad Activa creates an environment where community members of different walks of life gather for a common purpose, leveling the

ground that fosters community relationships. Through an activity like Zumba, community members find a common interest, socialize, and become acquainted with other members of the community they may not otherwise have the ability to socialize with. Participants have stated their mental health has improved through the socialization and exercise, following months of isolation driven by the stay-at-home mandates imposed during the pandemic.

Juntos: Together We Move promotes general health, wellness, community building, and self-care by providing exercise opportunities for caregivers and their children. NC recognizes the barriers that caregivers of small children face in being able to allocate time towards exercise while finding affordable care for their child. Accessibility and cost are two major deterrents preventing caregivers of children who are not yet school aged from establishing sustainable exercise routines. Through Juntos: Together We Move, NC aims to remove both of those obstacles by providing a no-cost exercise option for both the caregiver and child in the same location. By providing separate activities, caregivers can focus 100% on their own body while building community with other participants. NC strives to foster an environment where self-love and self-care routines are encouraged among caregivers. This program offers opportunities for both adults and children by providing a free Zumba exercise class for adults and a simultaneous structured activity for children. During these structured activities, children gain skills and participate in activities that may not be otherwise attainable and available to such families.

Nutrición con Intención promotes general health and wellness through a six-week program centered around exercise and culturally-relevant nutrition lessons. In this program, a cohort of individuals will learn about a range of topics, including: balanced meals, healthy snacks, "sometimes" foods, portion control, and the benefits of exercise. Participants will be supported in developing a fitness routine, and learning how to set SMART (Specific, Measurable, Actionable, Realistic, and Time-bound) goals.

Small Business and Nonprofit

California Indian Museum and Cultural Center-Traditional Food Producers: The Project will be administered under CIMCC's existing California Indian Traditional Food Incubator programming. Currently it consists of traditional food ways training focused on Native youth, adults and elders; operation of a youth-led traditional food business; technical assistance to access and steward traditional gathering places; and shared gathering and production equipment. The Project will be staffed by a Project Director (Nicole Lim, JD, CIMCC Executive Director), and 2 Project Specialists (Christina Tlatilpa Inong, ASW and Laura Inong). Three (3) Native Youth who are members of CIMCC's Tribal Youth Ambassadors (TYA) Program will serve as Project interns to augment their knowledge and practices for implementing CIMCC's youth-led traditional food business. All of the staff and interns work on CIMCC's traditional food projects and are Native community members in Sonoma County. CIMCC will collaborate with a variety of independent consultants and people from our existing partnerships to implement the project: Business Plan Workshop Presenters; Business Development Consultants; Traditional Food Business Mentors.

MAJOR ACTIVITIES

(1) The Project will begin by assessing and reporting on the COVID-19 related needs of TFP during the first 4 months of the Project to be able to tailor business planning and development assistance to meet their needs. CIMCC will administer a survey to its contact list of TFP and follow-up with them by phone to gain more insights as needed. We expect to conduct the assessment with 30 or more aspiring and existing TFP. After collecting information from the TFP, the Project team will analyze it and produce a summary report to guide provision of business development assistance and identify new programs or services that may need to be developed in the future to help the TFP recover and thrive economically as they meet vital Native community health needs.

During this same time, the Project team will also develop a culturally relevant business planning template (by Month 4) that can be used by the TFP to formulate their business plans, and to deliver business planning assistance to the TFP. CIMCC will use the template to conduct two, 2-daytraditional food business planning workshops for up to 10 TFP in each workshop by Month 10 of the 24-month Project.

(2) Business Planning Workshops: the Project Team develops the agenda; engages 2 presenters; produces presentations, instructional materials, and an evaluation survey for the workshops; schedules the workshops; performs outreach; and conducts and evaluates two, 2-day workshop with 20 or more TFP (by Mo. 10).

(3) Business Development Assistance: The Project Team and various consultants conduct and evaluate in-person and virtually bi-weekly business plan development meetings at CIMCC to help the 20 TFP complete their business plans (by Mo. 18); work with the TFP on a one-to-one basis as needed to provide them with business

development assistance tailored to their business planning and implementation needs (by Mo 24); introduce the TFP to commercial credit, scholarships, and other capital opportunities to fund their businesses and provide assistance with accessing them (by Month 24); and, connects each of the 20 TFP with a mentor that operates a traditional food business and facilitates ongoing contact between the TFP and mentors in quarterly group coaching calls (by Month 24).

OUTPUTS

(1) Survey data from up to 30 TFP, 1 summary report, 1 culturally relevant TFP business planning template.

(2) Business Planning Workshops: 1 workshop agenda, 2 presenters engaged; 1 or more workshop PowerPoint presentations, 2 or more workshop instructional materials, 1 evaluation survey, outreach flyers and registrations, workshop sign-in sheets, completed evaluation surveys, 20 TFP participate.

(3) Business Development Assistance: 16 meeting agendas and presentations, brief satisfaction survey, and 16 one-hour business plan development meetings and quarterly brief satisfaction surveys administered; 20 individualized technical assistance plans and up to 20 hours of business development assistance provided and documented for each of 20 TFP; up to 10 hours

of access to capital assistance provided and documented to 20 TFP; 10 TFP mentors engaged, coaching call agendas and 4 coaching calls with 20 TFP, TFP mentoring self-reports for 20 TFP.

Santa Rosa Metro Chamber-ARPA Small Business Equity & Recovery: SBER provides an unprecedented opportunity for 18 nonprofit organizations that are Sonoma County's leaders in supporting diverse small businesses to collaborate to create a true countywide cohesive, inclusive, and sustainable small business ecosystem. This ecosystem will enable small businesses negatively impacted by COVID-19, especially those owned by under-resourced BIPOC, women, and LGBTQIA+ residents, to increase the economic vitality of their employees and contribute to the economic growth of the County. The Chamber will serve as the project applicant for Sonoma County ARPA funding to launch SBER, along with 17 well-established nonprofit partners dedicated to helping small businesses thrive. With over 700 members, the Chamber serves as a community convener and provides programming to support a strong future workforce, improve employers' access to quality childcare, preserve Sonoma County's economic vitality, support local entrepreneurs through the Small Business Development Center (SBDC), and provide professional development. We will work in partnership with 17 nonprofits to implement integrated services to support the growth and sustainability of Sonoma County's small businesses especially hard-hit by the effects of COVID-19. To achieve our 3 program outcomes, collectively with our partners, we will provide three major lines of services to support our County's economic recovery: (1) outreach and support services to increase prospective and existing business owners' access to information about equitable programs and services to support business startup and growth; (2) education to increase the economic success of new and existing small businesses; and (3) access to capital to support small business financial sustainability. To implement our outreach and business support efforts, we will conduct the following services to support our underserved business community: (1) The Hispanic Chamber of Commerce of Sonoma County (Hispanic Chamber) will hire its first Executive Director to help Latinx business owners address the disparities between White and Latinx businesses that surfaced through the pandemic and connect them to SBER services. The Hispanic Chamber will also hire a Program Manager to promote networking among Latinx small business owners and develop its technology infrastructure to better support Latinx businesses. The Hispanic Chamber will serve 300 business owners; (2) Los Cien Sonoma County will provide outreach to engage 400 Latinx businesses in SBER activities by serving as an information broker, catalyst for relevant community conversation, and promoter of beneficial partnerships and relationships between the Latinx community and the wider community. Los Cien will also host 2 large community events on ways to access small business support and linkages/referrals to community resources; (3) The Asian American Pacific Islander Coalition of the North Bay (AAPIC North Bay) will connect 240 AAPI business owners with SBER services and support SBDC educational programming through translations, interpretation, and culturally competent technical assistance (TA) and training to promote equity; (4) The Sonoma County Economic Development Board (EDB) will expand its Business Diversity Program to serve 900 businesses that traditionally have lacked access to regulatory guidance, TA, and capital. The EDB will hire a full-time staff member to continue connecting BIPOC, women-owned, and LGBTQIA+ businesses with organizations and financial institutions that can support their financial sustainability; (5) Legal Aid of Sonoma County (Legal Aid) will add a full-time attorney and

caseworker to serve the legal needs of 300 BIPOC businesses, primarily located in the Qualified Census Tracts (QCTs); (6) The 5 place-based Chambers of Commerce of Cloverdale, Monte Rio, Rohnert Park, Russian River, and Windsor will provide outreach to businesses in their geographic areas and conduct intake for business owners to receive services from SBER providers. Cloverdale will serve 200 businesses by informing them of SBER services and provide English-Spanish translations of emergency preparedness and business collateral. Monte Rio will serve 30 businesses by promoting economic development in Monte Rio through social media, its website, and print materials. Rohnert Park will add a part-time bilingual administrative assistant to connect 30 businesses to SBER partner resources, partner with the SBDC to host workshops and TA, and identify the needs of Latinx businesses. Russian River will connect 30 businesses to SBER training and TA, help local businesses market their products and services, and support businesses in the tourism industry recover after the setbacks experienced by the pandemic. Windsor will serve 30 businesses by offering a 10-week leadership development program for young business leaders from underrepresented groups. Windsor will also establish a business mentorship program; and (7) the Santa Rosa Metro Chamber will expand its Employer-Supported Childcare initiative by funding a coordinator position to connect small businesses to quality childcare providers and encourage businesses to establish family-friendly policies that support child development. The Santa Rosa Metro Chamber will also support its Mike Hauser Academy, conducted over 3 weeks each summer, by placing incoming Sonoma County 9th graders in STEM-related small businesses to encourage them to pursue STEM education pathways. Students will interact with engineers and other STEM professionals, observe demonstrations, and participate in direct learning experiences and practical applications, while receiving on-site STEM-related lessons from credentialed teachers. This program will focus on first generation and low-income students, provide transportation to employer sites, and compensate participating educators for their involvement. To support our education efforts, we will conduct the following services to increase the business operations/management competencies of small business owners and prospective business owners hard-hit by the pandemic: (8) The SBDC will add 3 bilingual advisors to provide TA for 60 businesses in the QCTs. The advisors will help launch new businesses and jumpstart the economy in the QCTs through one-on-one advising on business plans, financials, and access to capital. The advisors will also help existing businesses with operations, marketing, and access to capital. The new advisors will be a mobile team that will travel to locations throughout the county and deliver TA to small business owners in their native language through our network of Latinx, BIPOC and Chambers of Commerce. The SBDC will also provide six 8-week accelerators over 2.5 years in Spanish and English, "How to Start a Business in Sonoma County," for 150 businesses. Content will address timelines, permits and licenses, insurance and startup organization and operations. Accelerators will be conducted in QCTs. The SBDC will also conduct three 6-week bilingual accelerator “Sonoma PitchFests" to help 50 businesses from the QCTs pitch business ideas with confidence, working with advisors to develop financials and preparing for loans and other funding. The SBDC will serve 50 businesses through 5 workshops on women-owned business certification and 5 workshops on government procurement and contracting. The SBDC will hire a program assistant to help manage training, reporting, advising, and marketing for the SBDC programming; (9) Sonoma State University (SSU) will offer Business Management Certificate (BMC) non-degree courses in Spanish and English targeted for 90

business owners primarily in the QCTs. Course topics will include accounting, finance, managing people, business strategy, marketing, leadership, and innovation; (10) Red LatinX The Hub (Red LatinX), a one-stop service hub, will provide 4 bilingual advisors to provide TA and workshops for 1,500 Latinx small businesses on best business practices, including business development, financial literacy, access to technology and capital, marketing, and accounting; and (11) La Luz Center will serve 238 individuals in the Fetters Springs/Agua Caliente West QCT by providing TA on small business startup and growth, financial literacy training, technical support, and business incubators. To provide capital for small businesses owned by low-moderate income Sonoma County residents, we will conduct the following services: (12) Through Creser Capital Fund (Creser), an organization in the process of becoming a Community Development Financial Institution (CDFI), we will provide $3 million in low-interest loans to predominantly marginalized, un-banked community members, with a special focus on Latinas and younger entrepreneurs who face barriers to lending. This funding pool will provide 100 loans of approximately $30,000 each over the grant period. Creser staff will administer these loans and work closely with the borrowers to ensure their ability to repay them. Creser staff will refer borrowers needing support services to ensure their financial sustainability to the appropriate SBER partners for assistance. We will work with our County ARPA grant administrator to structure our ARPA loans to conform with County and US Treasury Department guidance; (13) The Small Business Hardship Fund (SBHF), launched early in the pandemic to support impacted businesses, will provide $900,000 in $5,000 grants to 180 predominantly BIPOC struggling businesses with up to 15 employees. Funding will also provide staffing to administer the grants, a workspace, emergency business continuity supplies, and multilanguage outreach materials; and (14) The North Bay Black Chamber of Commerce's (Black Chamber) Equity Program will provide $344,500 in grants of approximately $6,500 to 53 BIPOC small businesses. Funding will also support the administration of the grants and staffing to provide TA to support BIPOC businesses. The programs and services we will offer are evidence-based and evidence-informed: Our financial literacy training aligns with the U.S. Strategy for Financial Literacy. Our TA aligns with best practices identified by the Milken Institute. Our small business lending conforms with CDFI best practices identified by the US Department of the Treasury CDFI Fund. SBER training and TA align with best practices identified by the US Small Business Administration.