

Response to Grand Jury Report Form

Report Title: Springs Specific Plan

Report Date: August 2, 2020

Response by: Supervisor Susan Gorin Title: Chairperson

Agency/Department Name: Sonoma County Board of Supervisors

FINDINGS: F2, F4, F7

I (we) agree with the findings numbered _____

I (we) disagree wholly or partially with the findings numbered: F2, F4, F7

(Attach a statement specifying any portions of the findings that are disputed with an explanation of the reasons.)

RECOMMENDATIONS: R4

Recommendations numbered: _____ have been implemented.
(Attach a summary describing the implemented actions.)

Recommendations numbered: _____ have not yet been implemented, but will be implemented in the future.
(Attach a timeframe for the implementation.)

Recommendations numbered: R4 require(s) further analysis.
(Attach an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of publication of the Grand Jury report.)

Recommendations numbered: _____ will not be implemented because they are not warranted or are not reasonable.
(Attach an explanation.)

Date: 10.20.2020 Signed: *Susan Gorin*

Number of pages attached: 2

(Refer to Civil Grand Jury Response Requirements)

FINDINGS: F2, F4, F7

F2. The boundaries of the SSP area, intended by MTC and ABAG to be within a street or two of a rural transportation corridor – Highway 12 in this case—does not logically encompass a neighborhood as far removed as the Donald Street area.

The Board of Supervisors wholly or partially disagree with this finding.

There is no evidence to indicate that the Metropolitan Transportation Commission (MTC) and the Association of Bay Area Governments (ABAG) intended the Springs Specific Plan boundary to be located entirely within a street or two of Highway 12. All County applications related to the Springs planning area—for designations as a Rural Community Investment Area and as a Priority Development Area, and for grant funds for costs associated with development of a Specific Plan for the Springs area—have included maps clearly showing the inclusion of the Donald Street area in the Springs planning boundary. Additionally, a map showing the inclusion of Donald Street was incorporated into the staff report for ABAG Executive Board Resolution No. 11-12, which adopted and designated Rural Community Investment Areas and Employment Investment Areas, including the Springs planning area, into the Sustainable Communities Strategy for the Bay Area.

F4. Because the Donald Street residents reasonably assumed they were not part of “The Springs,” and notifications did not mention Donald Street’s involvement in the SSP, their distress and surprise upon learning of the rezoning of parcels in the neighborhood is understandable.

The Board of Supervisors wholly or partially disagree with this finding.

The parcels in the Donald Street neighborhood have not been rezoned however, the parcels are currently proposed for redesignation and rezoning. The Planning Commission and the Board of Supervisors will consider rezoning, after a public review of a draft EIR and Specific Plan including a public hearing before the Planning Commission and a public hearing before the Board. The draft EIR has yet to be published.

The Board of Supervisors does not agree that it was reasonable for Donald Street residents to assume that they were not part of the Springs Specific Plan. The community outreach and engagement efforts for the Springs Specific Plan process have significantly exceeded what is legally required. Maps of the proposed Springs Specific Plan boundary were distributed at four community meetings in 2016 and 2017; at a meeting of the Sonoma Valley Citizens Advisory Committee in August 2018; at Community Advisory Team meetings in 2016, 2017, and 2018; at the EIR scoping meeting on July 10, 2018; and on the project website. Maps were also posted at the Springs Specific Plan information table at the Springs Festival on September 10, 2016, and at the Cinco de Mayo celebration on May 6, 2016.

F7. By not proactively engaging with the Donald Street neighborhood, the County did not live up to its best practices as explicitly set out in MTC Resolution No. 4035.

The Board of Supervisors disagree with this finding. As discussed above, the County has engaged in robust public outreach throughout the Specific Plan process, and will continue to do so.

RECOMMENDATIONS: R4

R4. The Grand Jury does not dictate policy, however, if accommodations cannot be reached, the Board of Supervisors should consider severing Donald Street from the SSP. (F2, F4, F7)

This recommendation will not be implemented because it is not warranted or reasonable.

The Springs Specific Plan remains under development, and is therefore only a proposed plan. There has been no “SSP approval,” as is stated several times in the Report. No parcels have been rezoned. The draft Environmental Impact Report (EIR) is still being prepared. Interested members of the public will have multiple opportunities to provide public input and to request changes and adjustments to the draft Plan prior to the Board’s adoption of the Plan.

Following is the most recent projected timeline for major upcoming milestones in the process. Please note that this timeline may change due to staffing constraints related to the recent LNU Lightning Complex fires and the COVID-19 pandemic.

- Release of draft EIR: December 7, 2020
- First Planning Commission hearing on the Springs Specific Plan and EIR: February 4, 2021
- Second Planning Commission hearing on the Springs Plan and EIR: April 1, 2021
- Board of Supervisors hearing to consider adoption of the Springs Plan and EIR: July 2021

Response to Grand Jury Report Form

Report Title: Homeless Youth

Report Date: August 2, 2020

Response by: Supervisor Susan Gorin Title: Chairperson

Agency/Department Name: Sonoma County Board of Supervisors

FINDINGS: F9, F11, F12

I (we) agree with the findings numbered _____

I (we) disagree wholly or partially with the findings numbered: F9, F11, F12

(Attach a statement specifying any portions of the findings that are disputed with an explanation of the reasons.)

RECOMMENDATIONS: R1, R13, R14

Recommendations numbered: _____ have been implemented.
(Attach a summary describing the implemented actions.)

Recommendations numbered: R1, R14 have not yet been implemented, but will be implemented in the future.
(Attach a timeframe for the implementation.)

Recommendations numbered: R13 require(s) further analysis.

(Attach an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of publication of the Grand Jury report.)

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(Attach an explanation.)

Date: 10.20.2020 Signed: *Susan Gorin*

Number of pages attached: 3

(Refer to Civil Grand Jury Response Requirements)

FINDINGS: F9, F11, F12

F9. The majority of the County's efforts related to the homeless youth population focus on providing programs and services to young people already living on the streets, rather than programs to prevent homelessness in the first place.

We disagree wholly or partially with Finding 9.

The Board of Supervisors do not agree that behavioral health services are focused on individuals who are homeless. Mental health services are available and utilized by young adults who are at-risk of homelessness, but are not homeless. Reducing transition to homelessness is one of the primary targets of the Department of Health Services' Full Service Partnership and outpatient service programs.

The Board of Supervisors recognize the importance of providing services to prevent homelessness, however, we have found that the most effective results are from investing in rapid rehousing for youth homelessness. The National Alliance to End Homelessness (NAEH) identifies *diversion* as the best method of reducing homelessness in communities. NAEH indicate that there are very few evidence based predictors of homelessness and therefore a comprehensive diversion program is the best way of ensuring reduced entries to shelter or services (<https://endhomelessness.org/use-esg-cv-to-help-those-currently-experiencing-homelessness-first-prevention-as-a-back-up-strategy/>).

Unfortunately, funding for TAY programs and services has gone down in Fiscal Year 2020-2021 due a decrease in State funding from \$11.5 million in Homeless Emergency Aid Program (HEAP) funds to \$6.7 million in Homeless Housing Assistance and Prevention funding. The CDC is committed to programs that are youth-centered, youth-informed, and grounded in permanent housing solutions with trauma informed care and is recommending establishing a Youth Action Board in 20-21.

F11. The County does not currently track housing status in a way that permits a determination of how many homeless people it serves and the cost of those services.

We disagree wholly or partially with Finding 11.

The County has an online dashboard on the CDC website. The primary site is located at: <https://sonomacounty.ca.gov/CDC/Homeless-Services/Performance/> and includes dashboards for the following:

- Home Sonoma County Performance
- Coordinated Entry
- Point in Time County Data
- Utilization in Emergency Shelter and Transitional Housing
- In-Flow and Out-Flow in Emergency Shelter and Transitional Housing programs

The website tracks real-time Homeless Management Information System (HMIS) performance data and tracks all HUD System Performance Measures at a universal level (all projects) and by individual permanent supportive housing projects, rapid rehousing projects, emergency shelter projects, and transitional housing projects. It also tracks Coordinated Entry System data.

Performance Measures Include:

1. Length of time persons remain homeless;

2. The extent to which persons who exit homelessness to permanent housing destinations return to homelessness;
3. Number of homeless persons;
4. Jobs and income growth for homeless persons in CoC Program-funded projects;
5. Number of persons who become homeless for the first time;
6. Homelessness prevention and housing placement of persons defined by Category 3 of HUD's homeless definition in CoC Program-funded projects;
7. Successful housing placement.

We understand that the website does not currently track funding but the CDC plans on reporting this data by February 2021.

F12. Due to state and federal funding cuts, the Leadership Council has announced a 34% reduction for 2020-2021 that will severely affect the County's homeless programs and services across the board.

We disagree wholly or partially with Finding 12.

The funding reduction does not represent a budget reduction. In 2019, the Governor approved a one-time appropriation of \$12.1 Million of the State Emergency Aid Program (HEAP). At the time of this appropriation, it was uncertain whether there would be additional ongoing, annual appropriations. In 2020, the Governor's budget included an additional appropriation of funding with an allocation for the County and an appropriation for the Leadership Council. The Appropriation to the Leadership Council was \$6.5 million approximately \$5.6 million less than the 2019 allocation. This is not a reduction in budget but rather the CoC received less one-time funding from the State of California. Even with this reduction in State appropriation, the amounts received in both 2019 and 2020 are triple what the Leadership Council has received in years prior to 2018, before the State started sending direct allocations to Counties.

RECOMMENDATIONS: R1, R13, R14

R1. The Board of Supervisors commit to reducing the number of homeless young people in Sonoma County to functional zero within three years. (F9)

Recommendation 1 requires further analysis.

The Board of Supervisors has made significant investments to end homelessness in the County. To effectively address homelessness, additional investments are needed in the development of affordable and permanent supportive housing. For the Fiscal Year 2020-2021 the Board has increased the amount of funding available through the County Fund for Housing in the amount of \$8,000,000. In addition, the \$8,000,000 funding can also be used to leverage other funding for the creation of affordable housing.

R13. The Sonoma County Board of Supervisors and Sonoma County Administrator's Office identify, by December 31, 2020, a stable funding source to support sustainable programs that will reduce youth homelessness to functional zero. (F11, F12)

Recommendation 13 requires further analysis.

The County's Community Development Commission FY 2020-21 recommended budget includes \$11.3 million towards homeless initiatives and services. Further funding source identification is expected once the next 5-year Strategic Plan is approved in February 2021, and it is expected to guide resources allocation starting with FY 2021-22 budget year. Therefore, further consideration to identify a stable funding source is anticipated to be considered by the Board during the 2021 spring-fall budget discussions.

R14. The Sonoma County Board of Supervisors and Sonoma County Administrator's Office develop and implement, by June 30, 2021, a procedure for County departments to consistently identify and track the cost of services provided to the homeless population. (F11)

Recommendation R14 has not been implemented, but will be implemented in the future.

The County is in the process of evaluating options to begin budgeting and tracking actuals in alignment with our Strategic Plan. Reducing homelessness by enhancing services based on coordination and collaboration is one of the goals of the Strategic Plan, and tracking costs associated with the Strategic Plan will represent a step toward capturing costs associated with homelessness services. It should be noted, however, that a move toward centralized capturing of costs throughout the County will be prioritized on the Strategic Plan as a whole, not on homeless services specifically. The County is just now evaluating options to track costs associated with the Strategic Plan, and while the goal is to begin tracking these costs in the FY21-22 budget, it is not yet known if that timeline is feasible.

The Commission's current dashboard, referenced in F11, can be modified to include and track cost of services on a project level and at a universal level. This can also be done for projects serving youth. This can be done on a quarterly basis by June 30, 2021.

Response to Grand Jury Report Form

Report Title: Sonoma County Sheriff-Coroner's Office

Report Date: August 2, 2020

Response by: Supervisor Susan Gorin Title: Chairperson

Agency/Department Name: Sonoma County Board of Supervisors

FINDINGS: F3, F4

I (we) agree with the findings numbered: F4

I (we) disagree wholly or partially with the findings number: F3

(Attach a statement specifying any portions of the findings that are disputed with an explanation of the reasons.)

RECOMMENDATIONS: R1, R2

Recommendations numbered: R2 have been implemented. (Attach a summary describing the implemented actions.)

Recommendations numbered: _____ have not yet been implemented, but will be implemented in the future. (Attach a timeframe for the implementation.)

Recommendations numbered: R1 require(s) further analysis. (Attach an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of publication of the Grand Jury report.)

Recommendations numbered: _____ will not be implemented because they are not warranted or are not reasonable. (Attach an explanation.)

Date: 10.20.2020 Signed: *Susan Gorin*

Number of pages attached: 1
(See attached Civil Grand Jury Response Requirements)

FINDINGS: F3, F4

F3. The future sale of the Chanate property makes it necessary to relocate the Coroner's Office.

We disagree wholly or partially with Finding 3.

In June 2020, the Board of Supervisors approved the disposal of the Chanate Property in a private market sale, subject to a lease back to County of Sonoma of the 1,100 square foot Public Health Laboratory at 3313 Chanate Road and 8,000 square foot Coroner's Office/Morgue at 3336 Chanate Road. The necessity to relocate the Coroner's Office is dependent on the final sale and will require further analysis once the terms are finalized.

F4. The obsolete dental x-ray machine impedes work flow and endangers staff.

We agree with Finding 4.

RECOMMENDATIONS: R1, R2

R1. The Board of Supervisors, working in conjunction with the Sheriff's Office and the Coroner's Office Lieutenant, identify a new location for the Coroner's Office and Morgue facility by December 1, 2020. (F3)

Recommendation R1 requires further analysis.

As stated above, the Board of Supervisors approved the disposal of the Chanate Property in a private market sale, subject to a lease back to County of Sonoma of the 1,100 square foot Public Health Laboratory at 3313 Chanate Road and 8,000 square foot Coroner's Office/Morgue at 3336 Chanate Road. The necessity to relocate the Coroner's Office is dependent on the final sale and will require further analysis once the terms are finalized.

R2. The Board of Supervisors budget the purchase of a new dental x-ray machine for the Coroner's Office for delivery by December 1, 2020. (F4)

Recommendation R2 has been implemented.

Coroner staff researched possible product solutions in addition to contacting other Coroner agencies. Based on this research, a solution was proposed in late FY 19-20 and the Sheriff's Office has since purchased a portable, handheld dental x-ray machine with existing budgetary appropriations.

Response to Grand Jury Report Form

Report Title: Sonoma County Has a Homeless Crisis

Report Date: August 2, 2020

Response by: Supervisor Susan Gorin Title: Chairperson

Agency/Department Name: Sonoma County Board of Supervisors

FINDINGS: F1, F2, F3, F4, F6, F7, F8

I (we) agree with the findings numbered: F1, F2, F6, F8

I (we) disagree wholly or partially with the findings numbered: F3, F4, F5, F7

(Attach a statement specifying any portions of the findings that are disputed with an explanation of the reasons.)

RECOMMENDATIONS: R1, R4, R5, R6

Recommendations numbered: _____ have been implemented.
(Attach a summary describing the implemented actions.)

Recommendations numbered: R1, R6 have not yet been implemented, but will be implemented in the future.
(Attach a timeframe for the implementation.)

Recommendations numbered: R4, R5 require(s) further analysis.
(Attach an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of publication of the Grand Jury report.)

Recommendations numbered: _____ will not be implemented because they are not warranted or are not reasonable.
(Attach an explanation.)

Date: 10.20.2020 Signed: *Susan Gorin*

Number of pages attached: 5

(Refer to Civil Grand Jury Response Requirements)

FINDINGS: F1, F2, F3, F4, F6, F7, F8

F1. The absence of a sufficient number of temporary shelters, including support services, is a primary factor in the consistently high number of unsheltered homeless in Sonoma County.

We agree with Finding 1.

F2. For temporary shelter sites to adequately meet the needs of homeless individuals, temporary shelters must be geographically dispersed and designed to encompass the needs of different target demographics such as families, mentally and physically disabled and LGBTQ people.

We agree with Finding 2.

F3. In dealing with the Joe Rodota Trail encampment crisis, the Sonoma County Board of Supervisors did not follow a strategic planning process.

We disagree wholly or partially with Finding 3.

On December 17, 2019 the Sonoma County Board of Supervisors declared a Homeless Emergency due to the public and environmental health and safety conditions on the Joe Rodota Trail (JRT) as a result of more than 250 occupants living on the trail. During this emergency, the County's Emergency Operations Center (EOC) was activated. It was through the EOC activation that an emergency strategy was developed to address the JRT homeless encampment. The strategy was designed for long-term systemic solutions that would allow the County to respond to future encampments with key health and social services along with sheltering and housing options. Specifically, on December 23, 2019, the Community Development Commission and the Department of Health presented a plan to address clearing the trail and offering occupants sheltering and housing services.

Unfortunately, during the crisis on the JRT, there was not an established blueprint for addressing an encampment of this scale – the largest in County history. However, the CDC and DHS developed an Interim Encampment Policy that was adopted by the Board of Supervisors on March 10, 2020. The Interim Encampment Policy provides for a strategic approach to addressing homeless encampments in the unincorporated parts of the county and the cities of Sebastopol, Cotati, Rohnert Park, Sonoma, Healdsburg, Cloverdale, and the Town of Windsor.

The Interim Encampment Policy presented to the Board of Supervisors can be found on their Legislation page

- [https://sonoma-county.legistar.com/LegislationDetail.aspx?ID=4390150&GUID=2CDE249E-AEA8-40EE-A900-02930557D0C1&Options=&Search=;](https://sonoma-county.legistar.com/LegislationDetail.aspx?ID=4390150&GUID=2CDE249E-AEA8-40EE-A900-02930557D0C1&Options=&Search=)

The Policy can be downloaded using this link:

- [https://sonoma-county.legistar.com/View.ashx?M=F&ID=8187212&GUID=C19B179E-557A-40CE-9BC1-E7D6146FE834.](https://sonoma-county.legistar.com/View.ashx?M=F&ID=8187212&GUID=C19B179E-557A-40CE-9BC1-E7D6146FE834)

The Board also made additional staffing investments in the ACCESS Initiative to respond to homeless encampments. The Board established the Homeless Encampment Assistance and Resource Team (HEART) who are dedicated to responding to encampments throughout the County. To date, the HEART has responded to 16 encampments of various sizes linking individuals to critical services, including

sheltering and housing. The Executive Leadership of the Department of Health Services, Community Development Commission, Permit Sonoma, General Services Department, County Counsel, Transportation and Public Works and the Sonoma County Sheriff's Office convene in response to homeless encampments to activate the County's Interim Encampment policy and to support the HEART team's response to encampments. The County's policy aligns with the City of Santa Rosa's encampment policy. The Home Sonoma County Leadership Council has established an Ad Hoc Committee to establish a county-wide encampment policy and strategy.

F4. Sonoma County does not yet have a countywide plan to address future homeless encampments.

We disagree wholly or partially with Finding 4.

As referenced in the response to F3 above, the County has developed an interim encampment strategy. On March 10, 2020, the Sonoma County Board of Supervisors adopted an Interim Homeless Encampment policy to address encampments in unincorporated parts of the County and the seven smaller cities for whom the Community Development Commission serves as the Entitlement Jurisdiction. The Board provided direction to work with the Home Sonoma County Leadership Council to support the development of a County-wide encampment policy. The County's interim policy is modeled after the City of Santa Rosa's Encampment policy and therefore is already in alignment with the majority of the County. The Community Development Commission was prepared to bring this issue before the Leadership Council, but then the COVID pandemic hit and the Commission was unable to move this work forward through the Leadership Council. The Commission will bring this matter before the Leadership Council in the next 3 months to develop, adopt, and implement a County-wide encampment policy.

F5. Because the Department of Health Services and the Community Development Commission were not, until January 2020, under single leadership, there was a lack of coordination of housing and supportive services.

We disagree wholly or partially with Finding 5

In 2017, the Board of Supervisors directed safety net departments to develop a strategic goal to strengthen the County's safety net. The Department of Health Services, Community Development Commission, Human Services Department, Department of Child Support Services, the Probation Department, and other criminal justice partners established the ACCESS Initiative. This initiative established the County's first-ever Interdepartmental Multidisciplinary Team (IMDT) that consists of frontline staff across all of the above-referenced safety net departments. The IMDT developed collaborative care plans for the homeless that includes coordinated services across the safety net services to improve the well-being and self-sufficiency of participants. The ACCESS initiative also established an integrated data hub including data from the homeless and vouchering systems, mental health and substance use data system, the Medi-Cal, CalFresh, and General Assistance systems. Data from these systems is integrated to provide a holistic participant record to support the IMDT. The IMDT currently meets two days a week, every week to develop coordinated care plans for participants. This award-winning initiative is transforming the way the County provides services to the homeless. More information regarding the ACCESS Initiative can be found at the current link <http://sonomacounty.ca.gov/CAO/Projects/ACCESS-Sonoma/>.

The ACCESS Initiative is governed by the County's Safety Net Collaborative which consists of the Directors of the safety net departments and the Court Administrator.

F6. Currently, short-term federal and state block grants provide the majority of funding for homeless programs.

We agree with Finding 6.

F7. The County has no method to track local funding for homelessness services. It therefore, has no metric to determine the effectiveness of these funds in reducing homelessness.

We disagree wholly or partially with Finding 6

Effectiveness of all local programs can be and is tracked on CDC's public facing dashboard found here: <https://sonomacounty.ca.gov/CDC/Homeless-Services/Performance/> and is tied to federal HUD System Performance Measures. That local dashboard is provided below and tracks key outcome measures such as:

- Length of Time Homeless
- Placement into Permanent Housing
- Returns to Homelessness
- Job and Income Growth
- Coordinated Entry Placement across projects and system-wide
- Total number of individuals experiencing homelessness
- Housing Retention
- Number of individuals homeless for the first time

Though the dashboard does not track funds utilized currently, that metric is being developed and will be added in 2021.

F8. The Leadership Council played no role in developing policies or procedures to respond to the Joe Rodota Trail crisis.

We agree with Finding 8

RECOMMENDATIONS: R1, R4, R5, R6

R1. The Sonoma County Board of Supervisors direct the Leadership Council to develop policies and procedures to manage the homeless crisis on a Countywide and strategic basis by December 31, 2020. (F1, F2, F3, F4)

Recommendation 1 has not been implemented, but will be implemented in the future.

Current strategic planning efforts, led by CDC and Focus Strategies, are scheduled to be concluded prior to December 31, 2020. A Phase One Strategic Planning Report was shared at the August 7, 2020 Home Sonoma County Leadership Council meeting and can be found in the agenda materials starting on page 13, <https://sonomacounty.ca.gov/Homeless-System-of-Care-Redesign/Calendar/PDFs/Leadership-Council-Full-Packet-08-07-2020/>. The Phase One report gathered community input to produce a baseline system assessment, though input was gathered prior to the COVID-19 pandemic. The Baseline Assessment identifies strengths and opportunities for growth and action.

Phase Two, which is currently being finalized, looked at homelessness data, assessed program outcomes, and analyzed the local housing market. It is during Phase Three that a strategic action plan will be developed that defines the homelessness response system Sonoma County is seeking to implement and lays out implementation steps to get there.

A full report with recommendations, fiscal analysis of all locally funded agencies, and data analysis on projects and systems will be presented to both the Leadership Council and Board of Supervisors by or before December 31, 2020

R4. The Sonoma County Board of Supervisors develop a funding source for consistent and predictable funding of homeless programs by December 31, 2021. (F7)

Recommendation 4 requires further analysis.

In September 2020, during the Fiscal Year 2020-2021 budget hearings, the Board of Supervisors committed to funding additional CDC staff for a period of three years. These new positions, in addition to proposed restructuring, are fully funded by the BOS and will support the work of the Homelessness unit within CDC.

The Board of Supervisors provides funding for homeless programs and services every year. Additionally the Leadership Council has purview of funds allocated to the Continuum of Care (CoC) including state funding, some ESG funding, as well as other state sources that assist in funding the work of the CoC to provide homeless services.

We agree consistent funding is necessary, however, state and local funds can at times be unreliable as we continue to face local and national emergencies. Additional federal funds and/or private sector funds would greatly support the work of the CDC

R5. The Department of Health Services and Community Development Commission remain under single leadership. (F6)

Recommendation 5 requires further analysis.

DHS and CDC recognize the benefit of integrating the organizations under single leadership. Integration allows for improved program outcomes, better alignment of strategic direction, and efficient use of resources for both organizations. The programmatic benefits are being realized through the coordination of services and programs through the ACCESS Initiative which integrates mental health, substance use, disease control, public health nurse, homeless services, and housing voucher services. ACCESS has made clear the importance of holistic and integrated service delivery to meet the needs of chronically homeless who represent the most vulnerable.

Additionally, there are administrative efficiencies to be realized including improved quality administrative services with reduced costs as economies of scale can be achieved. The Board of Supervisors has directed the County Administrator's Office to hire a consultant to conduct a feasibility study and make recommendations on the appropriate organizational structure to manage the homeless work within the County

R6. The County of Sonoma Board of Supervisors direct the County Administrator to develop a methodology for tracking all costs of homeless services and programs across County agencies by June 30, 2021. (F8)

Recommendation 6 has not been implemented, but will be implemented in the future.

A cost analysis of local programs and projects is being conducted during the Strategic Planning process and will be included in a full report at the end of the calendar year. Information from that report will be utilized, along with other local project information, to assist in tracking homeless services costs. Costs have been impacted by the COVID-19 pandemic.