



Sonoma County Continuum of Care Strategic Plan Committee Meeting Minutes

May 20, 2022

9:00 -10:30 pm Pacific Time – Meeting held by Zoom (1hr 28 minutes)

Welcome

- Co-Chair Stephen Sotomayor called the meeting to order, clarified Zoom rules around public comment and Brown Act guidelines.
- **Roll Call taken:** Tom Schwedhelm, City of Santa Rosa; Stephen Sotomayor, City of Healdsburg; Ben Leroy, Santa Rosa Community Health; Jennielynn Holmes, Catholic Charities; Ludmilla Bade, Community Member; Dennis Pocekay, City of Petaluma; Chris Keys, Redwood Gospel Mission; Tom Bieri, Community Support Network,, County of Sonoma; Tim Miller, West County Community Services. Rebekah Sammet

Jennifer Harte (New) So. Co. D.A's office

- **Absent:** Karen Files

- **Staff Present** – Dave Kiff, Karissa White, Alea Tantarelli, Araceli Rivera.
- **Guests** – Homebase representatives – Lauren, Matt

1) Approve Agenda

No additions to Agenda

Public Comment: None
None

Roll call approval: **2 abstentions Jennielynn Holmes, Ben Leroy**
Motion to approve agenda: **Motion Tom Bieri, 2nd: Chris Keys**
approved

2) Approve Minutes from April

15th Motion: Tom Bieri

Second: Dennis Pocekay

Changes: none

Public Comment: none

Roll call vote: **2 abstentions: Ludmilla Bade, Rebeka Miler**
minutes– Approved

3) North County Strategic Plan Update (Co-Chair Stephen Sotomayor reported)

Biggest find: Lack of shelter

Solution: Opening L&M Shelter in August

Missing Pieces: Coordinated efforts, missing overall coordination of overarching county services and higher level of care. These topics remain biggest unanswered issues

4) **Strategic Plan Update from Homebase (Lauren, Matt)**

5 vision statements were presented, group came to an agreement on #3

Which states:

We envision an integrated, equitable and accountable system of care that maximizes resources to prevent homelessness and ensures that when homelessness does occur, it is rare, brief, and non-recurring experience.

Action: **Motion was made by Ludmilla Bade 2nd by Tom Bieri** to have Homebase incorporate some of the things said in number 2, and wordsmith, bring back to the group

Homebase Outreach update

Emerging themes:

- Gaps in services for youth, elders, mental health
- Concern about racial equity/ racial disparities
- Services provider capacity is strained
- Coordination and accountability is hit or miss
- Lack of trust in operation of front-end system

Possible Solutions:

Turn themes into goals (see packet for detail)

Strategy 1- Build a single by names list of all homeless in the county

Strategy 2- Establish case conforming system open to all entities who contribute to by names list

Strategy 3- Develop a prioritization hierarchy for placement into supportive housing

Public comment- None

5) **Workgroup progress**

Housing: (Tom B Reporting)

Will have gap analysis and recommendations formulated in time to share at next Strategic Planning meeting.

Housing workgroup had a meeting on June 1

Increased Income: (Alea for Karen)

Happy with progress 2-3 more meetings should be enough to wrap it up

Action: Power up 211 for timely information

Pursue a strong program to service providers and possibly 211

Coordinated system of care:

Nothing to report no action items

Open HMIS: (Tom S reporting for Jennielynn H)

Nothing to report no action items/ more to report at later date

Warming stations: (report Tom S)

Working with FBC and coordinated system of care decided this is better ran through the county of FBC

Public Comment- none

Public comment on non-agenda items- none

End of meeting 1hr 28 min



DATE: June 20, 2022

TO: Honorable Mayor and Members of the City Council through City Manager

FROM: Karen Shimizu, Housing Manager

SUBJECT: Resolution Approving the City of Petaluma Strategic Plan to End Homelessness

RECOMMENDATION

It is recommended that the City Council adopt the attached Resolution approving the City's Strategic Plan to End Homelessness, which provides guidance and priorities for City policies, programs and investments over a three-year period ending June 2024.

BACKGROUND

With its proximity to a main highway and location about 15 miles from the County center, Petaluma has seen its homeless population expand in recent years. The number of individuals identified in the Sonoma County February 2020 *Sonoma County Point in Time (PIT) Census* was 2,745. While countywide homeless census numbers decreased slightly from 2019 to 2020, the number of people experiencing homelessness in Petaluma in 2020 (295) reflected a 12% increase over the 2019 count (265.) Early observations by HUD and the National Alliance on Homelessness anticipate 2021-2022 reports will show that the COVID pandemic increased existing inequities in housing systems across the nation. Preliminary numbers for the 2022 Sonoma County PIT count show an increase of 5 percent overall with a total of 2,893 individuals experiencing a form of homelessness. This is a change from previous years that had demonstrated an overall downward trend for Sonoma County since 2011.

Given the impact of COVID-19 on health and employment, the increase in homelessness was relatively modest. That impact, however, was abated to a large degree by significantly increased investment in homeless shelter options, rental assistance, and general financial assistance made possible through Federal emergency funding streams.

In Sonoma County alone, the County and the City of Santa Rosa invested over \$92 million on homelessness programs over the first two years of the pandemic, focusing on expansion of emergency shelter sites to keep people experiencing homelessness safe from transmission of COVID-19, and targeted rental assistance for vulnerable families and individuals. Over \$40 million of the County and City of Santa Rosa funding provided rental assistance for over 5,000 households.

Over the last two years, the City has focused primarily on emergency rental assistance and expanding emergency shelter and interim housing options through projects such as the Peoples Village non-congregate shelter program, operated in partnership with the Committee on the Shelterless (COTS) and has invested \$2.1 Million of Federal pandemic recovery grant funds such as Community Development Block Grant COVID (CDBG-CV) and American Rescue Plan Act (ARPA) on these initiatives.

Despite these significant emergency investments, with COVID-related rental assistance programs ending, and the COVID eviction moratorium ending across the state, City and County, housing officials have been deeply concerned regarding the likely spikes in homelessness on the near horizon. In response to these concerns, in September 2021, the Petaluma City Council declared a shelter crisis in Petaluma in recognition of the urgent need for shelter faced by a significant and growing number of people in the community. Declaring a “crisis” empowers the City of Petaluma to take necessary steps to address these important issues. The Council approved both the following measures as part of the shelter crisis declaration:

- A resolution declaring a Shelter Crisis in Petaluma in recognition of the urgent need for shelter faced by a significant and growing number of persons in accordance with the City Council’s authority under Assembly Bill 2553, codified in Government Code Sections 8698 - 8698.4 to implement immediate and interim housing solutions on city-owned or leased lands in support of the health, safety and well-being of those persons experiencing homelessness.
- An urgency ordinance adopting local standards and procedures for the design and site development of shelters for people experiencing homelessness and the structures and facilities therein at the city manager’s discretion for projects of the City of Petaluma on city owned or leased property to provide emergency housing and declaring the urgency thereof, to take effect immediately and expire and be repealed once the City of Petaluma’s shelter crisis is terminated.

Section 8698.4 requires that cities that declare a shelter crisis after January 1, 2021, develop a plan to address the shelter crisis, including but not limited to, the development of homeless shelters and permanent supportive housing, as well as onsite supportive services, by July 1, 2022. Housing Department staff engaged Andrew Henning Consulting to facilitate creation of the City’s Homeless Solutions Plan to satisfy the Government Code requirement. The City of Petaluma Strategic Plan to End Homelessness is attached to the Resolution as attachment A.

DISCUSSION

The City of Petaluma Strategic Plan to End Homelessness (Plan) includes a vision and specific strategies to guide the City’s homelessness policies, programs, and investments during the upcoming three-year action cycle, covering July 1, 2022 through June 30, 2024. The Plan was developed through a three-phase process which included: 1) Discovery (local input through community feedback sessions and individual interviews – with an emphasis on incorporating lived experience input from people who had experienced or who currently are experiencing homelessness, and research of related reports and studies on homelessness in Petaluma and Sonoma County as well as at regional, state and federal levels), 2) Analysis (review of data sources,

identification of strengths/weaknesses/opportunities/threats within the current system, and development of a “pathway to housing framework” to better identify gaps and opportunities), and 3) Feedback and Adoption (iteration and review of the Plan with staff, service providers, and the broader community – and incorporation of that feedback into the final Plan presented to Council.)

The Plan provides summary descriptions of the findings and analysis of the development process, identifies a well-defined vision for the three-year plan period, outlines specific strategies to accomplish that vision, and speaks to ways to both fund the new system and evaluate its success. Findings capture both strengths in the current system of homeless services – such as breadth of existing services and service partners’ willingness to innovate – and opportunities to improve, such as supporting countywide landlord recruitment efforts to accelerate and expand housing placement options, and addressing the need to increase supports for mental health, substance use, and co-occurring conditions. In summary, adoption and execution of the proposed Plan will:

- Create a robust “housing-focused” outreach system that links people experiencing homelessness with new options through increased numbers of permanent supportive housing units and creative shelter options for vulnerable sub-populations,
- Improve the Petaluma Coordinated Entry access point through which people access housing and shelter options,
- Tackle root causes of homelessness to prevent people from losing housing in the first place, and
- Increase the City’s internal capacity to respond to homelessness, leverage the community to accelerate progress, and build alignment with other cities and subregions.

PUBLIC OUTREACH

In the summer of 2021, the Housing Department engaged Andrew Henning Consulting to conduct lived experience feedback sessions with people experiencing homelessness in Petaluma. Participants brought a diversity of perspectives and experiences, including LGBTQ, women, people of color, newly homeless, long-term, chronically homeless, English language learners, Veterans, COVID-induced homelessness, and people ranging in age from Transitional Age Youth to Seniors. Engagement also included frontline service workers. These sessions helped the City gain more insight from people with lived experience about access to services, the process for obtaining housing, identifying barriers to services, and co-designing solutions.

Key recurring themes that surfaced across all these engagement efforts included the following:

1) The majority of people experiencing unsheltered homelessness in Petaluma are chronically homeless, with a need for continued support for a period after they obtain housing. 2) Many people struggle emotionally and psychologically with shorter programs and timing out of services; they need consistent, coordinated support over a long enough period to not only support their transition from the street into housing, but to help them retain housing once they make that move. 3) There is an overwhelming feeling of loneliness among people experiencing homelessness in Petaluma; helping people create networks of support will be key to successfully helping people move to permanent housing. 4) People are ok with smaller unit types. People described not needing a regular one-bedroom apartment or large house. 5) People experiencing homelessness see vacant and underutilized property throughout the city and become demoralized that nothing is being done

to help them. Demonstrating the City's urgent response – through projects such as Peoples Village, the Studios at Montero and the intensive array of services coordinated to support the Cedar Grove Encampment Resolution – continues to be a priority.

During April and May 2022, the City engaged its partners in homeless services – COTS, Petaluma People Services, the Downtown Streets Team, the SAFE team, public safety officers, and the County of Sonoma Community Development Commission and Department of Health in the review of the City of Petaluma Strategic Plan to End Homelessness. Feedback from these multiple sessions informed recent iterations of the Plan. On May 31, 2022, the City hosted a Community Input Session to gain additional feedback on the Plan. This session was open to the general public and announced via the City website. Approximately 75 people attended the Community Input Session. Feedback from both the service provider and general input sessions resulted in additional discussion of the community's need and desire for continued exploration of emergency shelter solutions that provide alternatives to current options, and the significant need for increased accessibility to mental health services and substance use disorder treatment as key elements in resolving homelessness.

In addition to the extensive public outreach through multiple community input sessions and lived experience interviews over the course of developing the City's Strategic Plan to End Homelessness, this request that the Plan be approved by the City Council appeared on the City's tentative agenda document on June 6, 2022, which was a publicly noticed meeting and this item was noticed in compliance with the California Brown Act.

COUNCIL GOAL ALIGNMENT

The Strategic Action Plan to End Homelessness aligns with all five goals the Council has identified for the City of Petaluma:

- Goal 1: A CITY THAT WORKS FOR EVERYONE – Ensure a fiscally and organizationally sustainable City that is innovative and efficient; provides valued services promptly and professionally; engages the community, and proactively funds, designs, installs and maintains City infrastructure that is safe, functional, and sustainable and serves the needs of our residents.
- Goal 2: OUR ENVIRONMENTAL LEGACY – Preserve and protect Petaluma's environment for future generations and become a municipal leader in sustainability by protecting our river and open space; reducing and drawing down greenhouse gas emissions; and encouraging sustainable development.
- Goal 3: A SAFE COMMUNITY THAT THRIVES – Support facilities and design programs that create a healthy, resilient, and engaged community that is prepared, safe, and housed.
- Goal 4: AN ECONOMY THAT PROSPERS – Encourage a thriving business environment that results in a strong, diverse, resilient economy and supports community prosperity.
- Goal 5: SPACES AND PLACES THAT INSPIRE – Create inviting natural and built places and spaces for contemplation, play, arts, and connection while celebrating our history and encouraging community pride

CLIMATE ACTION/SUSTAINABILITY EFFORTS

Not applicable.

ENVIRONMENTAL COMPLIANCE

The proposed action is exempt from the requirements of the California Environmental Quality Act (CEQA) in accordance with CEQA Guidelines Section 15378, in that approving and adopting the City's Strategic Plan to End Homelessness does not meet CEQA's definition of a "project," because this is an organizational action by the City that does not have the potential for resulting in either a direct physical change in the environment or a reasonably foreseeable indirect physical change in the environment. Moreover, any future actions that result from the Plan will require its own CEQA analysis.

FINANCIAL IMPACTS

Adoption of the Strategic Plan to End Homelessness does not generate any specific financial impact; however, once adopted, the Plan will serve as a key guide in determining City funding priorities, and the need to invest in capacity building to pursue the additional resources that will be required to fund expanded services and to create more supportive housing units.

ATTACHMENTS

1. Resolution with Exhibit A (The City of Petaluma's Strategic Plan to End Homelessness)

**Resolution No. 2022-XXX N.C.S.
of the City of Petaluma, California**

APPROVING ADOPTION OF THE CITY OF PETALUMA STRATEGIC ACTION PLAN TO END HOMELESSNESS PURSUANT TO CALIFORNIA GOVERNMENT CODE SECTIONS 8698 - 8698.4

WHEREAS, the complexity and magnitude of the homelessness crisis and the limited supply of affordable permanent housing in the City of Petaluma demonstrate that there is a significant and immediate need for interim housing in the City, including emergency shelter, to protect the life, health, and safety of people experiencing homelessness; and

WHEREAS, strict compliance with the provisions of state and local regulatory statutes, regulations, and ordinances prescribing standards of housing, health, safety, and environmental impact assessment may prevent, hinder, or delay emergency housing measures that could be expedited through a Declaration of Shelter Crisis; and

WHEREAS, on September 25, 2020, Governor Newsom signed into law Assembly Bill 2553, which extended certain provisions of the Shelter Crisis Law that originally only applied to specified cities (Oakland, Berkeley, and San Jose) to authorize any jurisdiction to declare a shelter crisis under California Government Code Section 8698.2; and

WHEREAS, AB 2553 added Section 8698.4 to the Government Code, giving cities and counties regulatory flexibility regarding building codes and land use regulations and establishes a California Environmental Quality Act (CEQA) exemption to expedite the construction of shelters, adds safe parking sites as an eligible form of shelter, and extends the sunset of these provisions to January 1, 2026; and

WHEREAS, AB 2553 permits cities that proclaim local shelter crises to adopt an ordinance establishing reasonable local standards and procedures for the design, site development and operation of homeless shelters and the structures therein, to the extent it is determined at the time of adoption that strict compliance with state and local standards or laws in existence at the time of adoption would in any way prevent, hinder or delay the mitigation of the effects of the shelter crises, so long as the local standards at a minimum must meet the standards in the 2019 California Residential Code Appendix X, and California Building Code Appendix O, and any future standards adopted by the Department of Housing and Community Development related emergency housing or emergency housing facilities, absent findings stating why the minimum standards cannot be met and how the standards in the ordinance protect health and safety; and

WHEREAS, on September 13, 2021, the Petaluma City Council approved the declaration of a shelter crisis in accordance with Government Code Sections 8698 - 8698.4 and provisions of AB 2553; and

WHEREAS, AB 2553 requires that cities that declare a shelter crisis after January 1, 2021 develop a plan to address the shelter crisis, including, but not limited to, the development of homeless shelters and permanent supportive housing, as well as onsite supportive services by July 1, 2022; and

WHEREAS, the Housing Department led development of a comprehensive City of Petaluma Strategic Action Plan to End Homelessness to guide the City's homelessness policies, programs and investments during a three-year action cycle covering July 1, 2022 through June 30, 2024; and

WHEREAS, the Strategic Action Plan to End Homelessness, attached hereto as Exhibit A, addresses the requirements of AB 2553 to address the City’s declared shelter crisis, including but not limited to, the development of homeless shelters and permanent supportive housing as well as onsite supportive services; and

WHEREAS, the proposed action is exempt from the requirements of the California Environmental Quality Act (CEQA) in accordance with CEQA Guidelines Section 15378, in that approving and adopting the City’s Strategic Plan to End Homelessness does not meet CEQA's definition of a “project,” because this an organizational action by the City that does not have the potential for resulting in either a direct physical change in the environment or a reasonably foreseeable indirect physical change in the environment, and moreover, any future actions that result from the Plan will require its own CEQA analysis

WHEREAS, City Housing Department staff will continue to review the plan to ensure alignment with the Regional County of Sonoma Homelessness Strategic Plan.

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Petaluma as follows:

1. Declares that the above recitals are true and correct incorporates them herein as findings of the City Council.
2. Finds that the proposed action is exempt from the requirements of the California Environmental Quality Act (CEQA) in accordance with CEQA Guidelines Section 15378, in that approving and adopting the City’s Strategic Plan to End Homelessness does not meet CEQA's definition of a “project,” because this an organizational action by the City that does not have the potential for resulting in either a direct physical change in the environment or a reasonably foreseeable indirect physical change in the environment, and moreover, any future actions that result from the Plan will require its own CEQA analysis.
3. Adopts the City’s Strategic Plan to End Homelessness (Plan), attached hereto and made a part hereof as Exhibit A, which takes effect on July 1, 2022 and terminates on June 30, 2024.
4. Authorizes the City Manager to make minor or non-substantive modifications to amend the Plan to ensure alignment with County Regional plan.

Under the power and authority conferred upon this Council by the Charter of said City.

REFERENCE:

I hereby certify the foregoing Resolution was introduced and adopted by the Council of the City of Petaluma at a Regular meeting on the 20th day of June 2022, by the following vote:

Approved as to
form:

City Attorney

AYES:

NOES:

ABSENT:

ABSTAIN:

ATTEST:

City Clerk

Mayor



City Of Petaluma

This Strategic Action Plan on Homelessness



Acknowledgements

The City of Petaluma would like to thank the many stakeholders, community members, people with lived experience, and local service providers who participated and provided valuable input for the development of this plan.

This Strategic Action Plan

Homelessness is one of the great moral crises of our time. While it is a complex issue affecting a wide array of public, private, local, state, and national stakeholders, the City of Petaluma believes it can and should play a critical leadership role in supporting our most vulnerable community members. To that end, the vision and strategies outlined herein will guide the City's homelessness policies, programs, and investments during a three-year action cycle covering July 1, 2022, through June 30, 2024.

Table of Contents

Table of Contents

- I. Process 6-11
- II. Findings 12-21
- III. Analysis 22-30
- IV. Vision 31-36
- V. Strategies 37-49
- VI. Measuring Our New System 50-53
- VII. Paying for Our New System 54-58
- VIII. Appendix / Glossary 59-65

I. Process

Phase 1: Discovery

Interviewed representatives from the City, County, Continuum of Care (CoC), and local service providers

Conducted two outreach trips to local encampments and hosted a lived experience feedback session

Reviewed past reports and studies specific to homelessness in Petaluma and Sonoma County

Evaluated parallel county, regional, state, and federal planning processes

Completed a program inventory of local services

Phase 2: Analysis

Reviewed available data sources to better quantify the scale and scope of the need in Petaluma

Created a stakeholder map of local programs to chart the lived experience of homelessness

Identified strengths, weaknesses, opportunities, and threats within the current system of care

Developed a pathway to housing framework to better identify gaps and opportunities in the current system

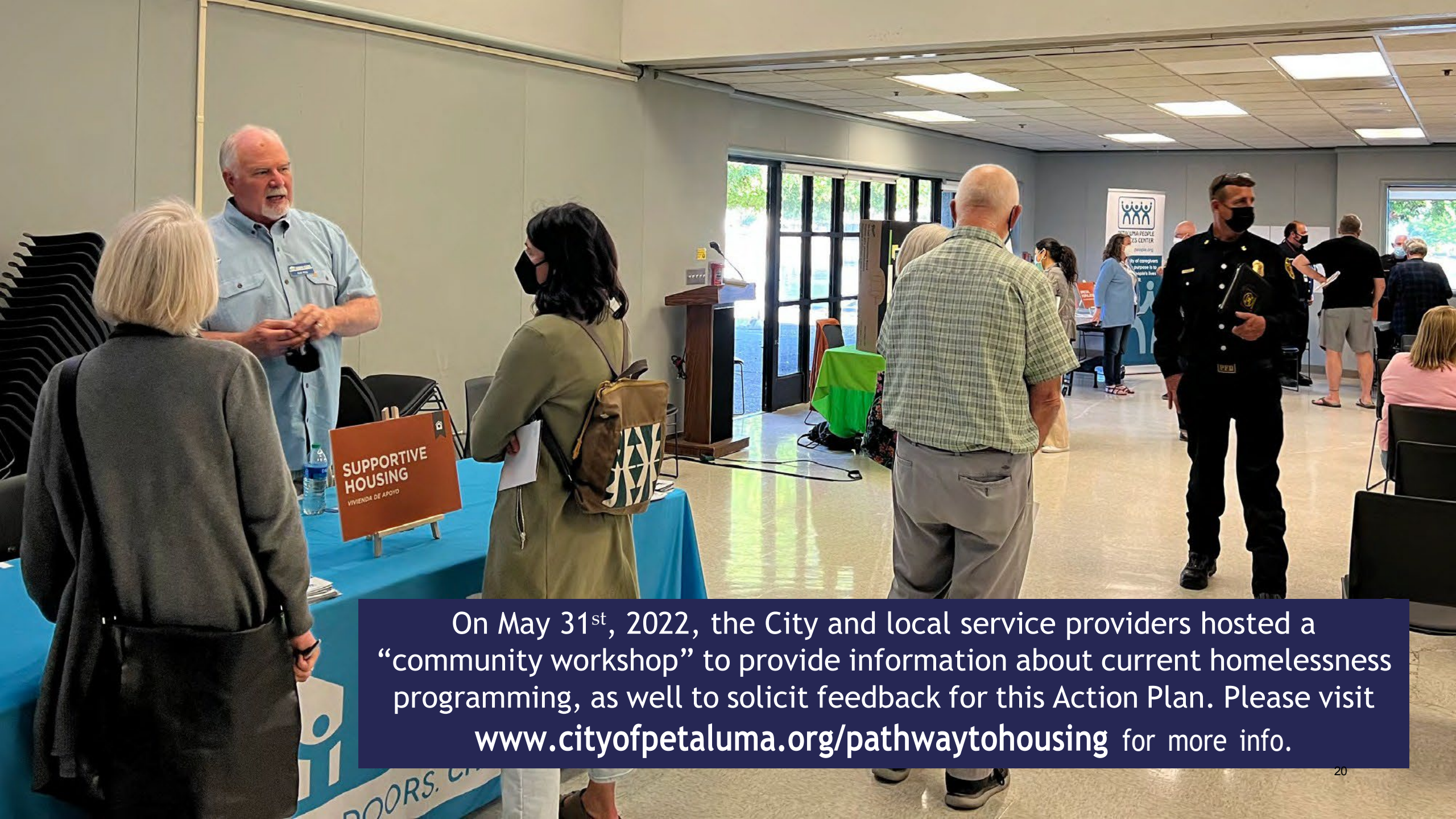
Phase 3: Feedback & Approval

Have been iterating and reviewing the plan with staff throughout the process

Have been working local service providers – executive level and frontline staff – to ensure alignment

Hosted a community workshop to gather and incorporate public feedback; included an online option

Final review and approval by the City Council



On May 31st, 2022, the City and local service providers hosted a “community workshop” to provide information about current homelessness programming, as well to solicit feedback for this Action Plan. Please visit www.cityofpetaluma.org/pathwaytohousing for more info.

Already Putting the Plan in Motion over the Last 12 Months

Created 25 new units of non-congregate, interim housing at the People's Village

Secured funding for 60 new units of permanent supportive housing (PSH) at the Studios at Montero

Launched and continuing to refine a weekly By-Name-List (BNL) outreach coordination meeting

Awarded \$1.3M in funding through the State of California's "Encampment Resolution Grant"

Ongoing advocacy and best practice sharing with the County and Continuum of Care (CoC)

II. Findings

Quantifying the Need: At-Risk


There is a significant and ongoing risk of more Petalumans becoming homeless, especially among seniors who are unable to keep up with the cost of living.

There are approximately 1,700 “extremely low-income” (ELI) households in Petaluma, earning less than 30% of the average median income.

Of all ELI households in Sonoma County, 26% are “all senior” renters, and 33% are homeowners (typically seniors on fixed incomes).

Approximately 3% of occupied dwelling units in Petaluma are “overcrowded (more than one person per room), which is significantly lower than the state average and potentially signals *relatively* less risk of family homelessness.

ELI Households

 = 10 People



60%

SENIOR
ELI HOUSEHOLDS

40%

NON-SENIOR
ELI HOUSEHOLDS

15%

HOMELESS -
SHELTERED

15%

HOMELESS -
UNSHELTERED

Quantifying the Need: Currently Homeless


According to data from the Petaluma Health Center, approximately 750 unique households experienced homelessness at some point in 2021.

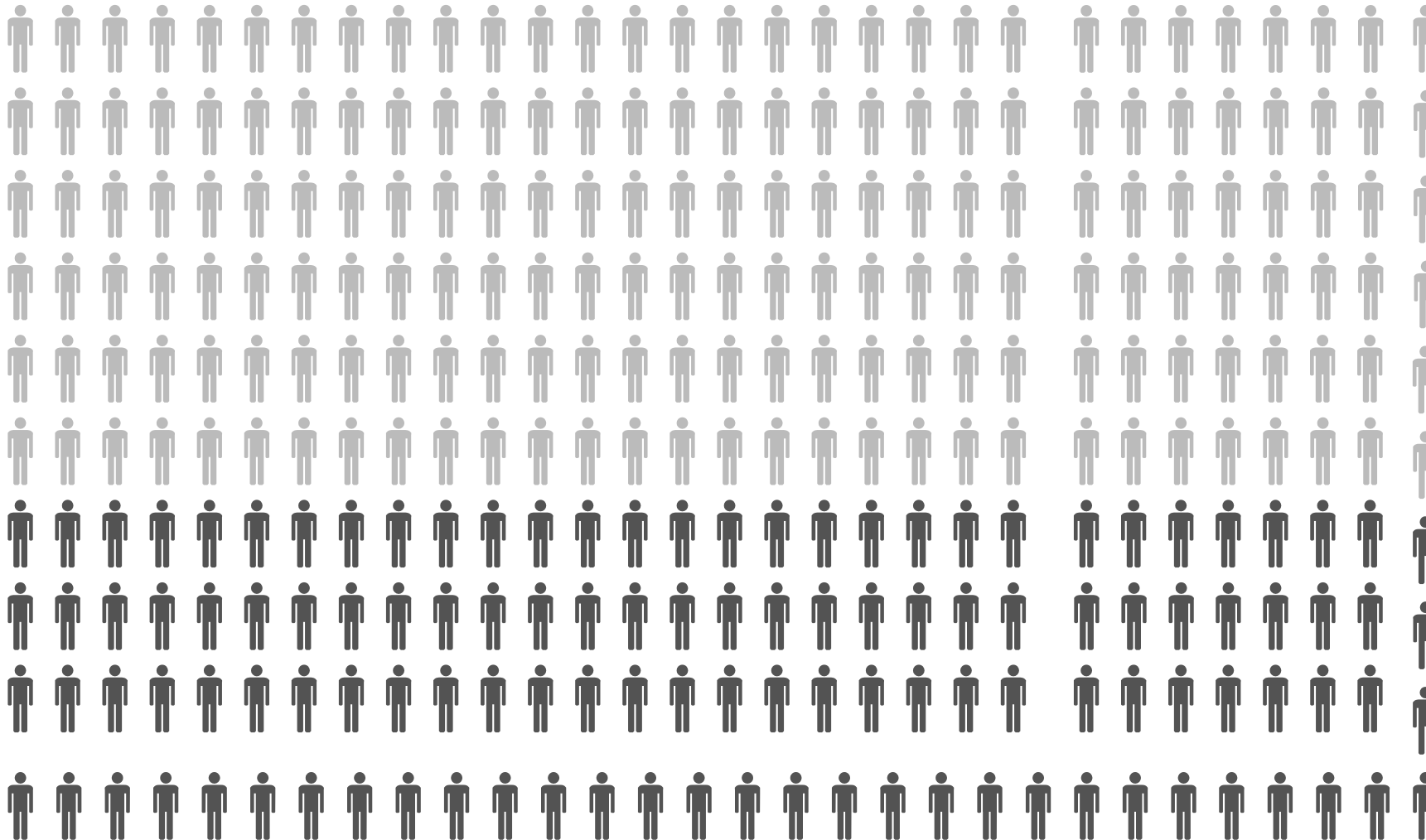
At any given time, there are approximately 300 people experiencing homelessness in Petaluma, approximately 50% of whom are sheltered (much higher than the state average).

Based on the City's by-name-list (BNL) outreach coordination efforts, there are approximately 120 people experiencing long-term, chronic homelessness in Petaluma.

This data suggests that at any given moment roughly half of Petaluma's homeless community is experiencing long-term, chronic homelessness, while the other half are people resolving their homelessness in a few short weeks or months.

Currently Homeless

 = 1 Person



180
NON-CHRONICALLY
HOMELESS

120
CHRONICALLY
HOMELESS

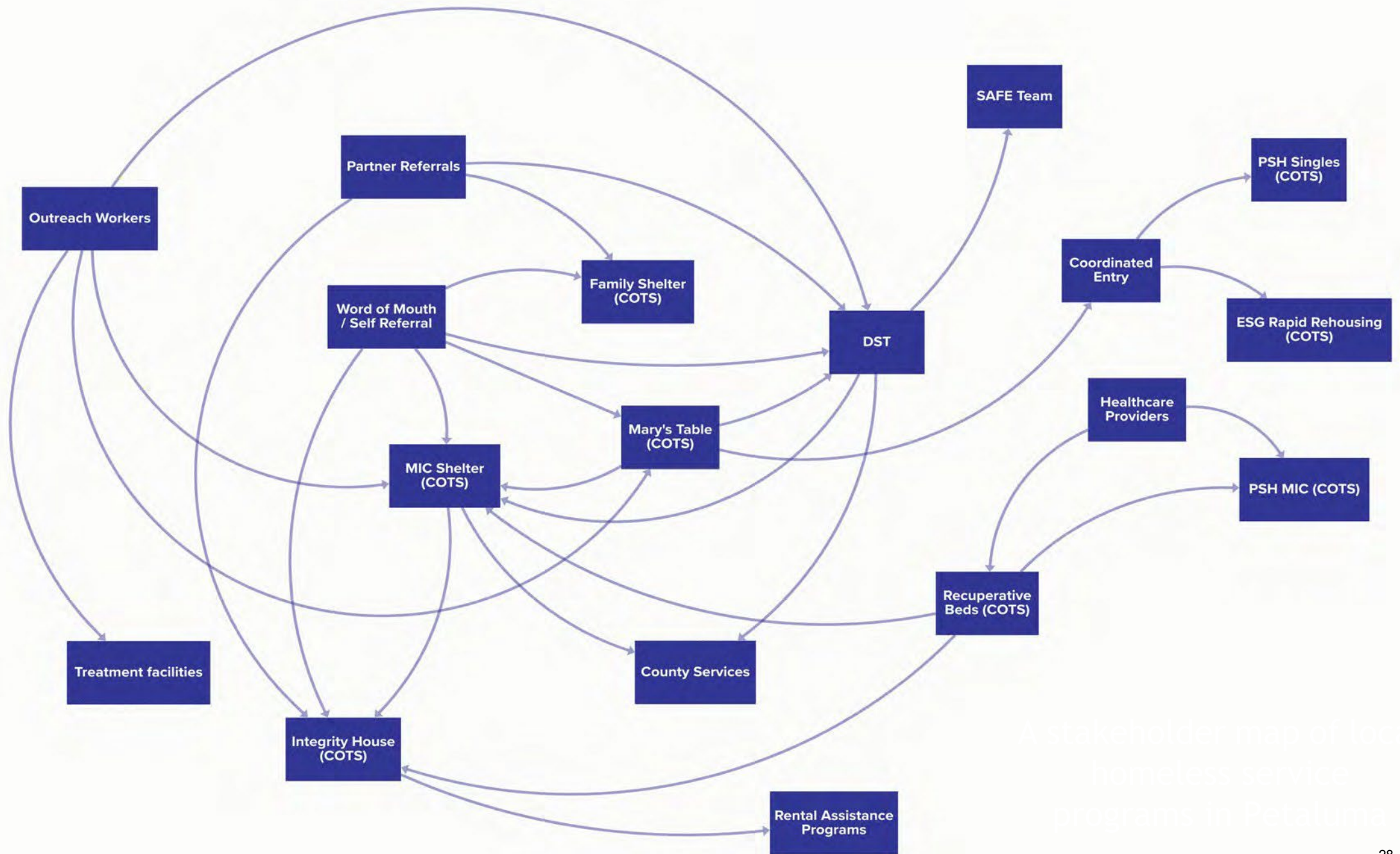
Program Inventory & Systems Map: Process

26-question survey, co-created with City and provider staff, targeted at programs (not organizations)

41 responses covering the full spectrum of programs, including: shelter, employment, food, and outreach

In addition to questions about outcomes and access, the survey asked about the three most common incoming and outgoing referrals

After filtering for programs where at least 60% of clients were homeless, mapped referrals to create a stakeholder map of the local system of care



A stakeholder map of local homeless service programs in Petaluma

Program Inventory & Systems Map: Insights

Programs are largely accessible: 85% Spanish speaking, 100% report trauma-informed, and comparable graduation rates for homeless and non-homeless clients.

Program-level barriers do persist, mostly acutely around access to transportation, shelter, and behavioral health services (i.e., mental illness, substance abuse)

Deeper structural challenges are also present, such as no clear “front door” for services and approximately seven different backend data tracking systems.

Housing and shelter systems are largely behind firewalls the City cannot control (currently few referrals to Coordinated Entry and supportive housing).

Lived Experience: Perspectives

In addition to street outreach, hosted a three-hour lunch with financial compensation for participants

Multiple participants grew up in Petaluma; some were newer to the area

Women, women of color, and LGBTQ+

Chronically homeless to newly homeless

An English language learner

Ages ranging from 20s to 60s

Lived Experience: Insights

“Me and my dog all alone” ... All agreed on persistent feelings of isolation and loneliness.

“Drugs become more of a solution when change feels impossible.”

Being in community, whether with COTS or DST, makes people feel alive again.

Better outreach and marketing of services; most found help through word-of-mouth / street outreach workers

Ok with smaller housing units; like the idea of both permanent and transitional tiny home villages

Struggles with program design: “timing out,” not having ongoing support, “institutional” settings

III. Analysis

Analysis: Strengths of the Current System

Strong institutional knowledge through anchor service providers who have been doing this work for decades

At the same time, a willingness to innovate –
Downtown Streets Team, SAFE Team, People's Village

Political will from the Council ... to act urgently,
compassionately, and with a human-centered lens

Matching new funding to that will ... financial
commitments from the City across multiple projects

Early, client-level collaboration around the “by-name-
list” (BNL) effort

Robust, existing prevention resources through the
Petaluma People Services Center

Committee on the Shelterless (COTS) has been serving our community since 1988, providing emergency shelter, food, and wraparound support services.





In 2020, the City launched a local chapter of the Downtown Streets Team (DST), providing additional outreach capacity, workforce development services, and community-building opportunities for people experiencing homelessness.



In 2020, the City, County, and Petaluma People Services Center launched the SAFE Team, a crisis response alternative to local law enforcement.

Analysis: Weaknesses of the Current System

Petaluma removed from the main County service core in Santa Rosa (e.g., HOST team, County IMDT)

A lack of effective landlord engagement efforts in South County (and countywide for that matter)

Challenges getting local people placed through the countywide “Coordinated Entry” system

At times uncoordinated and overlapping outreach efforts

Difficulty supporting people in housing because of a lack of ongoing services, especially for mental health, substance use, and co-occurring conditions

Analysis: Opportunities for the Current System

Rapidly improving communication and partnership with the County

Significant new funding opportunities (e.g., Project Homekey, CalAIM, State encampment grant)

Petaluma *is* its own island ... can pilot and test new ideas and initiatives

Support countywide landlord recruitment efforts to accelerate and expand housing placement opportunities

Continue to build community among people who are homeless (e.g., peer support roles, a local social enterprise)

Not seeing all new supportive housing as “new buildings” (e.g., better leverage housing vouchers, tiny homes / other modular construction)

Analysis: Threats to Progress Part 1

Not including the lived experience perspective and fully addressing remaining barriers to access

Insufficiently involving the broader community (e.g., education, ways to get involved)

Failing to address the cost-of-living imbalance pushing more vulnerable people to the street

Insufficiently responding to the end of current emergency rental assistance programs

Local providers not having clearly defined “theories of change” that fit within a community-level pathway to housing

Analysis: Threats to Progress Part 2

Duplication and inefficiency from not aligning efforts across partners, providers, and government agencies

Insufficiently addressing the gaps around mental health, substance use, and co-occurring services

An erosion of trust among people experiencing homelessness through criminal justice actions

An opaque and difficult to navigate housing system, especially for people seeking help

Not building in financial sustainability for new and current programming

An inability to hire and retain staff

IV. Vision

Vision Statement

Our vision is to end long-term, chronic homelessness in Petaluma by the end of 2024. In the process, we will create a crisis response system that ensures homelessness becomes a rare, brief, and one-time experience in our community.

STEP: A Template for a More Connected System of Care

STEP is an example of how to think about a more effectively coordinated system of care.

S - Systems: The conditions that are making it more likely for a personal crisis to result in homelessness

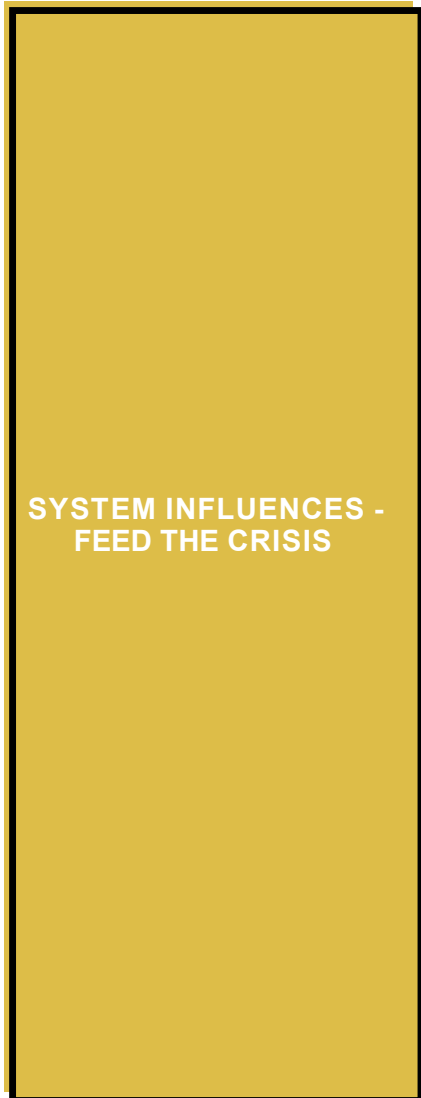
T - Triage: Creating a crisis response system that can quickly prevent and divert people from homelessness

E - Engagement: Having a clear process for identifying and coordinating care for people who are currently homeless

P - Placements: Orienting every point of engagement towards permanent (or temporary then permanent) housing

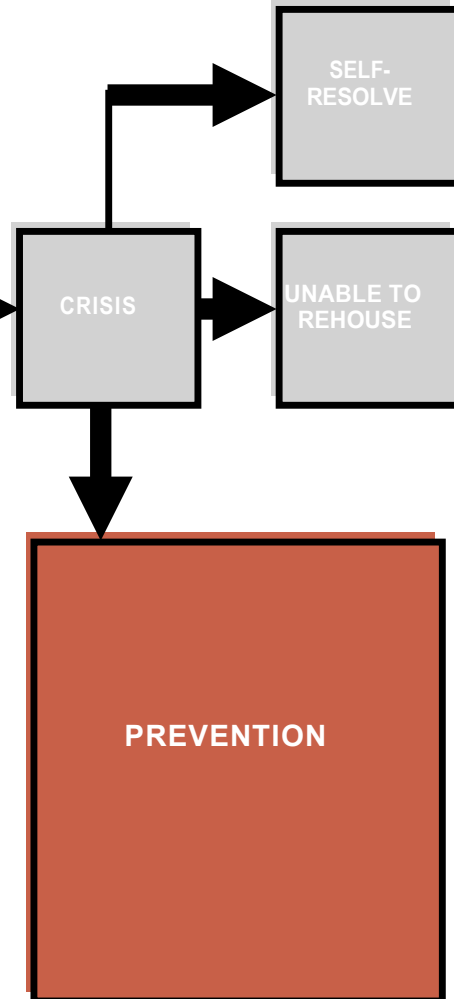
S

SYSTEMS



T

TRIAGE



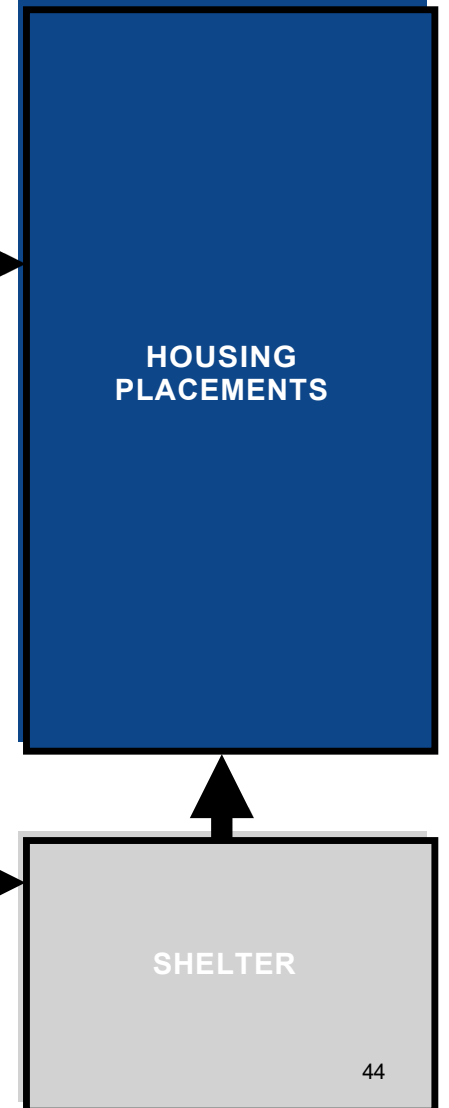
E

ENGAGEMENT



P

PLACEMENT



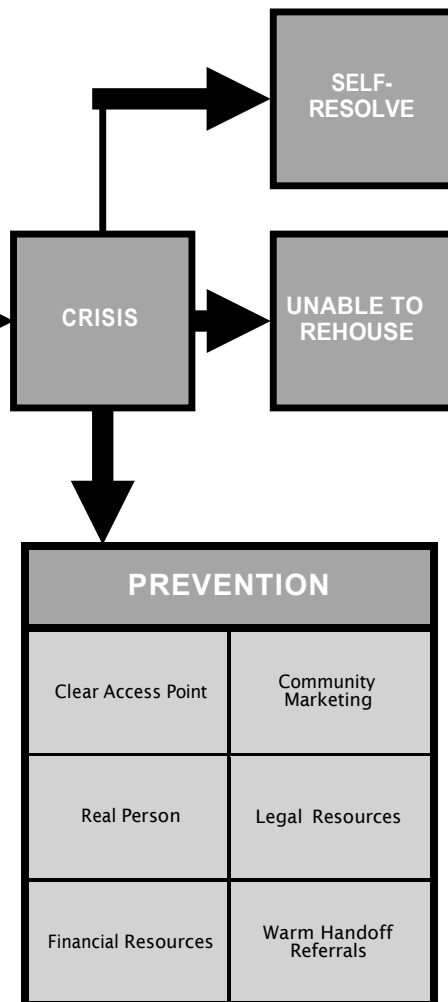
S

SYSTEMS

COST OF LIVING	
COST OF HOUSING	FINANCES
Production	Living Wage
Preservation	Income Supports
Protection	Lack of Education
BEHAVIORAL HEALTH	
Mental Health Services	Affordable Drug / Alcohol Treatment
DOMESTIC VIOLENCE	
PERSONAL HARDSHIP	
Divorce	Family Conflict
Bankruptcy	Roommate Conflict
Foreclosure	Natural Disaster
UNIQUE NEEDS	
BIPOC	Foster Youth
Seniors	Reentry
LGBTQ	Veterans

T

TRIAGE



E

ENGAGEMENT

COORDINATION	
Project Manager	By-Name-List
Release of Information	Shared Data Tracking
Open HMIS System	Inter-disciplinary
STREET OUTREACH	
Outreach Teams	Cahoots
Street Medicine	Proactive First Responders
DROP-IN SERVICES	
Meals / Pantry	Showers
Clothing	Laundry

P

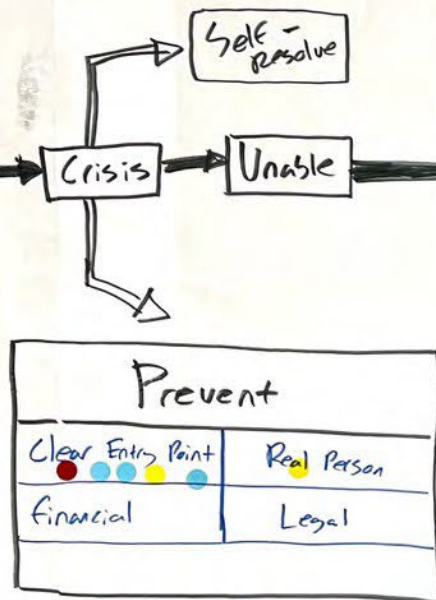
PLACEMENT

PERMANENT HOUSING	
SUPPORTIVE HOUSING	ONE-TIME ASSISTANCE
RAPID REHOUSING	HOUSING VOUCHERS
BELOW MARKET RATE UNITS	"STEP DOWN" / TURNOVER
LANDLORD ENGAGEMENT	HOME-SHARING / ADUs / JADUs
INTENSIVE CARE	
Drug / Alcohol Treatment	Skilled Nursing Facility
Conservatorship	Psychiatric Facility
FAMILY & FRIENDS	
SHELTER	
Congregate	Non-Congregate
Hotel / Motel Vouchers	Safe Parking
Safe Sleeping	Seasonal

S Systems

Cost of Living	Living Wage	Income Supports
	Housing Costs	Production Preservation Protection
	MH Services	Tx Options
Foster Youth / TAY	Reentry	
Legal Advocacy	Equity	
Change of personal circumstances - ie divorce		

T Triage



E Engage

BNL Coordination		
Outreach Team #1	Outreach Team #2	Contacts
PD	Street Med	County
Drop-in Services	Meals / Pantry	
Open HMIS	Showers / Hygiene	
Shared Data	ROIs	

P Placement

Permanent		
Coordinated Entry	REH	Landlords
	PSH	Vouchers
New Dev.	Turnover	
Tx / SLEs	SNIF	
Conserve	24/7 Care	
Reconnect Friends / Family		
Permanent Housing		

Using the STEP framework for community feedback and prioritization during the May 31st Workshop

V. Strategies

Strategies

#1: Create a “housing-focused” outreach system

#2: Increase permanent supportive housing units

#3: Explore shelter options for vulnerable sub-populations

#4: Improve the Petaluma Coordinated Entry access point

#5: Increase the City’s internal capacity to respond

#6: Tackle the root causes of homelessness

#7: Leverage the community to accelerate progress

#8: Build alignment with other cities and subregions

#1 Create a “housing-focused” outreach system that reorients every touch point towards housing placements, delineates provider outreach efforts, and establishes a framework for tracking and accountability

Workstream	Owner	2022		2023		2024	
Contract with / hire a by-name-list (BNL) project manager	City						
Provide training and other supports to improve BNL process	City / County						
Work with providers to refine outreach contracts	City / COTS / DST						
Increase County IMDT presence in Petaluma	County						
Advocate for improved an improved Release of Information, open HMIS data system, and more streamlined Coordinated Entry processes	City / County						

#2 Create and/or secure access to 200 new Permanent Supportive Housing units

Workstream	Owner	2022		2023		2024	
Homekey 2.0	City / County/ Burbank / COTS						
Homekey 3.0	City / County						
Fund new housing case management (1:15 ratio)	City						
Secure new housing vouchers to pair with services	County						
Fund a 2-year landlord recruitment pilot program	City / County / PPSC						
Fold Veteran services into BNL efforts	VA						
Carve out supportive units in new affordable housing	City						



The City, County, Burbank Housing, and COTS have secured \$15.7M in State Project Homekey funding to create 60 new units permanent supportive housing in Petaluma. (photo courtesy of the Petaluma Argus Courier)

#3 Continue to evaluate and pilot innovative shelter models for vulnerable sub-populations

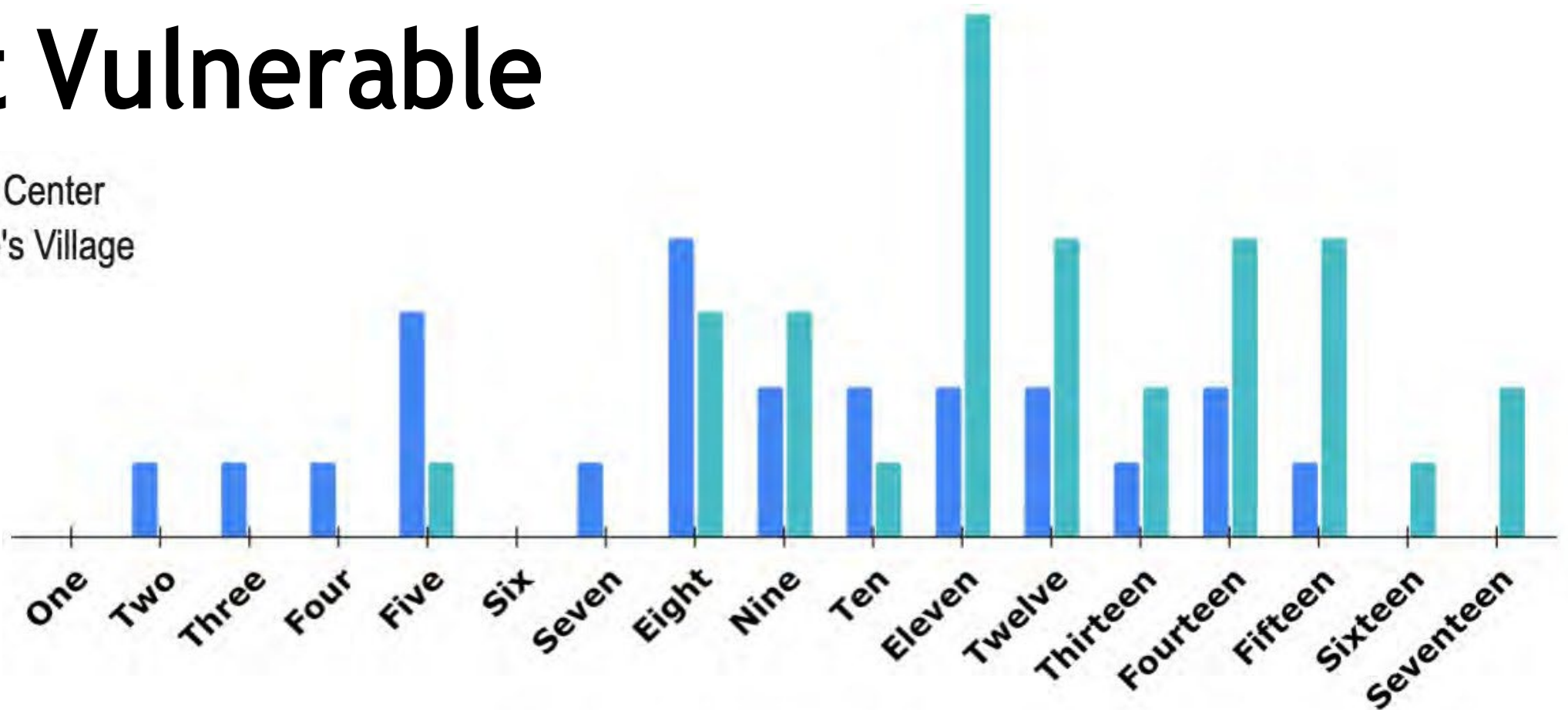
Workstream	Owner	2022		2023		2024	
100% utilization of low-barrier shelter at People's Village	City / COTS						
Explore safe parking for vulnerable seniors priced out of their homes	City / County						
Explore new religious zone housing overlay to pilot new public-private housing and shelter programs at faith-based locations	City						
Utilize grant funding from the State of California to increase outreach, case management, and housing options for people living in local encampments	City / County						
Provide expedited review and fee waivers for privately-sited, innovative shelter models	City						

In partnership with the City and County, COTS opened the “People’s Village” in the spring of 2022 to create an innovative, non-congregate shelter pilot program to serve the most vulnerable Petalumans experiencing homelessness.



Progress Serving the Most Vulnerable

■ Mary Isaak Center
■ The People's Village



VI-SPDAT Scores

#4 Redesign Petaluma's Coordinated Entry "Access Point" to a level where no Petaluman experiences homelessness for more than 90 days.

Workstream	Owner	2022		2023		2024	
Sustain emergency rental assistance efforts that began during the Pandemic	City / Cunty / Private						
Use human-centered design to evaluate current process for people seeking assistance	City / County / Providers						
As needed, roll out new marketing campaign and collateral	City						

#5 Improve the City's internal capacity to respond to homelessness

Workstream	Owner	2022		2023		2024	
Created a dedicated homeless service coordinator position	City						
Reconstitute PD's "Community Impact Response Team"	City						
Join and support countywide data sharing agreements	City						
Standardize City's statements of work with local providers	City						
Develop a data dashboard to measure progress	City						
Leverage contractors and other consultants to help staff apply for State and Federal grant funding, provide training and coaching, and drive countywide systems change	City						

#6 Commit to tackling the root causes of homelessness that are within the City's control

Workstream	Owner	2022		2023		2024	
Support the creation of affordable housing through alignment with the 2023-2031 Housing Element	City						
Strengthen local tenant protection measures and increase support resources (e.g., financial, legal)	City						
Deploy flexible local money for the creation and/or preservation of extremely low-income housing	City						
Explore the feasibility of local increases to the minimum wage to provide for a living wage	City						
Support the creation of new and/or expanded local behavioral health programming	City						
Advocate for increased county, state, and federal funding and access to safety net services	City						

#7 Leverage the spirit, compassion, and social capital of our community to accelerate progress

Workstream	Owner	2022		2023		2024	
Host more resource and information fairs for both the public and people experiencing homelessness	City / Providers						
Develop a training course or academy for community members that want to be more involved	City / Providers						
Create a community steering committee to convene and build partnerships across key stakeholders	City						
Develop fee waivers and expedited review for community-based shelter and/or housing proposals	City						
Create strategy and programs for better engaging landlords and facilitating home-sharing opportunities	City / Providers						

#8 Spearhead cross-agency, cross-sector, and cross-jurisdictional alignment

Workstream	Owner	2022		2023		2024	
Ongoing going collaboration with other subregions	City / Subregions						
Develop shared funding agreements with the County and other subregions	City / Subregions / County						
Advocate for subregional resource commitments from the County	City / Subregions / County						

VI. Evaluation

Holding Ourselves Accountable

Create a “Community Steering Committee” of local stakeholders who can support systems change efforts

Publish monthly stats on the City’s website

Send out monthly newsletters with the latest stats

Align stats and data across other cities, subregions, and County efforts

Present bi-annual informational items to Council

What Questions Do We Want to Answer?

How many people are experiencing homelessness in Petaluma?

For people experiencing homelessness, what percentage are sheltered?

What is our current progress towards ending chronic homelessness?

Are we preventing new homelessness? (distinguish 1st time homelessness vs. returns to homelessness)

How long are people remaining homelessness? What is the housing placement rate for City-funded programs?

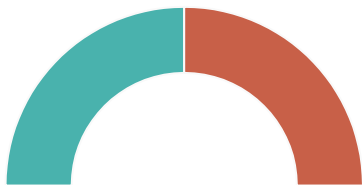
Is our system equitable?

Draft Data Dashboard



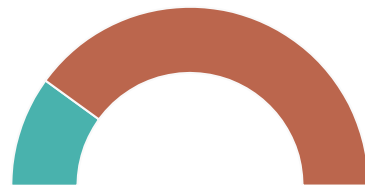
How many people are currently homeless?

Annual # from PIT
Monthly # from BNL



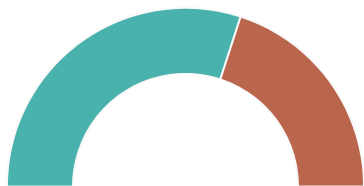
For people who are still unhoused, what % are unsheltered?

Total # of shelter units
% of people sheltered



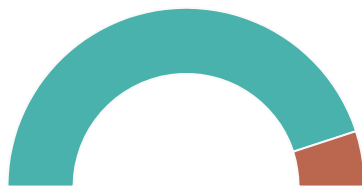
What is our housing placement rate?

% of exits to permanent housing
Length of time in program



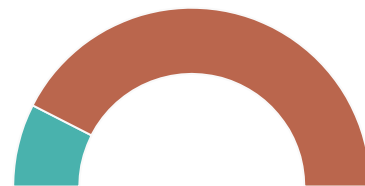
What is our progress towards ending chronic and veteran homelessness?

Monthly # from BNL
Cumulative housed from BNL
of PSH units created
Housing retention rate



Are we preventing new homelessness?

of people requesting help
Breakdown of intervention
% who became homeless



Is our system equitable?

Race, gender, and ethnicity reports from HMIS
Lived experience representation
The rate of overcrowding in rental units
Language service availability

VII. Funding

The City's Current Funding for Homeless Services (as of FY21-22)

City General Fund: \$800K for direct homelessness programming (e.g., COTS, DST); approximately \$1M for indirect support and programming (e.g., the SAFE Team)

Housing Development: Currently 337 affordable units in development, leveraging \$3.2M in City funding (could be higher as projects progress)

In-kind Staff Time: Housing Manager, City Manager's Office, Police, Fire, Public Works, Planning

City-Directed State and Federal: \$350k in annual federal CDBG funding for homelessness prevention; \$1.3M in one-time State encampment funding; \$1.5M in one on-time federal ARPA funding

How the City Can Better Utilize County, State, and Federal Funding

Project Design: Innovative, replicable projects with clearly identified impact objectives, developed in context of existing evidence and aligned with clear long-term strategy

Collaboration: Effective, demonstrable collaboration among city, county, service providers and/or other partners - with proven success on prior projects

Leveraging: Availability of resources that complement the requested funding - e.g., matching funds, and in-kind contributions such as staff time, services, land or facilities

Implementation Capacity: Adequate systems and staffing for data collection and analysis, project management, contract compliance, and quality assurance

Implications for the City's Funding Strategy for this Action Cycle

With approval of this plan, the City is establishing its homelessness strategic priorities for the next three years

Staff will work to more clearly define the desired outcomes for each strategy, as well as the level of need

Staff will work with funding partners to identify collaborative and leveraged investment opportunities

Staff will use this information to develop new scopes of work for local programs and services

Staff will then RFP new service contracts, with a focus on outcomes-based performance

Focus Areas for Future Funding

Increasing the City's internal coordination, grant writing, and project management capacity

Leveraged opportunities to create new permanent supportive housing

Continued support for Petaluma-based homelessness prevention, shelter, and outreach services

Multi-year pilot programs with collaborative funding commitments

VIII. Appendix

Glossary & Acronyms A - C

ARPA - American Rescue Plan Act - A one-time infusion of funding from the federal government in response to the COVID-19 Pandemic

BNL - By Names List - A way to focus on housing the most vulnerable (and often most service-demanding) first by looking at individual needs and histories

Case Conferencing - Where service providers strategize about individuals and how to best address their service needs.

Case Management - Working with one client to address their needs.

CDBG - Community Development Block Grant - Federal funding to support local affordable housing and economic development efforts

Glossary & Acronyms C-D

Chronically Homeless - A federal designation for a person experiencing long-term homelessness with a disabling condition

Coordinated Entry System - A housing placement system required to receive Federal and State funding that coordinates care and reduces barriers to access

Continuum of Care - The governing body that determines federal funding allocations and develops regional policies for addressing homelessness.

COTS - Committee of the Shelterless - Service provider in Petaluma and South County, operates Mary Isaak Center Emergency Shelter

DST - Downtown Streets Team - outreach provider in Petaluma

Glossary & Acronyms H

HMIS - Homeless Management Information System - A countywide system to collect data about people experiencing homelessness

Homekey - A State program inviting localities to purchase hotels and apartments and turn them into interim / supportive housing

Housing First - Putting someone into housing first and then supporting their recovery from homelessness

IMDT - The County's Interdepartmental Multi-disciplinary Team for serving people with complex needs

Interim Housing - Short-term housing placements in emergency shelter

Glossary & Acronyms L - V

Lived Experience - Persons who have been or are currently homeless who serve as representatives for the unhoused.

PPSC - Petaluma People Services - A social safety net provider in South County

PSH - Permanent Supportive Housing - Housing units with services on-site, serving the chronically homeless

RFP - Request for Proposals - A competitive process for awarding grant funding

SAFE Team - Petaluma's crisis response alternative to Police and Fire

VI-SPDAT - Vulnerability Index and Service Prioritization Decision Assistance Tool - Assessment for housing needs

Vouchers - Subsidized housing whereby vouchers holders pay 30% of their income to housing costs

Further Reading

[Built for Zero](#) (national)

[All Home](#) (regional)

[California Interagency Council on Homelessness](#) (state)

[Sonoma County Point-in-Time Counts](#) (county)

[The City of Petaluma's Housing Element](#) (city)

[The City's "Pathway to Housing" webpage](#) (city)

**This report and strategic planning process was
led by Andrew Hening Consulting, LLC.**