

ATTACHMENT 2

Cover page sheet

1. Applicant (Organization):

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2. Project Director:

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4. Contact person for application, if different than Project Director:

Name _____

Title _____

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The applicant certifies that, to the best of his or her knowledge and belief, the data in this application are true and correct.

Name of Authorized Official

Print Karen Shimizu

Signature  Date 12/28/2021

WORK PLAN

City of Petaluma Cedar Grove Encampment Resolution Project

Part 1: Implementation Unit Structure and Capacity

Specific City Unit: The City of Petaluma is in Sonoma County, in the North Bay region of the San Francisco Bay Area. Located just over 30 miles north of San Francisco, Petaluma has a total area of 14.5 sq mi, which is divided roughly in half by Highway 101. Approximately 60,000 people live in Petaluma, with 6.7% living in poverty, and the median gross rent over \$1,800 per month. With its proximity to the 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 Census* was 2,745. While countywide homeless census numbers decreased slightly from 2019 to 2020 and have remained relatively constant since 2015, 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 reports will show the COVID pandemic increased existing inequities in housing systems across the nation. Adding to challenges for outreach and encampment resolution, the County of Sonoma will cease managing emergency shelter referrals and admissions through the Coordinated Entry System in January 2022 – requiring local communities to develop alternative systems to manage interim housing referrals. These challenges are especially daunting given high levels of resistance to entering congregate shelter among encampment residents, few permanent supportive housing vacancies, inability of current system to fully utilize housing vouchers due to limited housing supply, and inadequate resources for support once people do get housed.

It is within this context that the City of Petaluma proposes to provide intensive outreach and engagement, housing location, housing retention case management and job development for residents of the Cedar Grove Encampment. This Encampment Resolution project will be implemented under leadership from the City of Petaluma Housing Department. The Department partners with nonprofit service providers to meet the City's housing goals and oversees the City's investments in homeless services, affordable housing and other programs for vulnerable low-income households in Petaluma. These investments include the City General Fund, Community Development Block Grant and other targeted programs.

The Housing Department supports the goal that every resident of the City should have safe, affordable, sustainable housing. Through the City of Petaluma 2020-2024 Consolidated Plan and 2020-2021 Action Plan, the Housing Department identifies five goals to address the City's housing and community development needs: 1) Improve housing opportunities by preserving existing affordable housing, 2) Provide housing and services to low-income populations, including but not limited to, children, seniors, and special needs population (homeless, disabled, etc., 3) Increase supply of affordable housing, 4) Promote opportunities for homeownership, and 5) Improve accessibility in public facilities and infrastructure.

Existing partnerships: To serve people living in encampments, the City has developed a strong network of nonprofit service providers who provide street outreach and engagement, emergency shelter, permanent supportive housing, housing location and navigation, and housing retention case management. These partners include the Sonoma County Department of Health Services Interdepartmental Multi-Disciplinary

Team (IMDT), Committee on the Shelterless (COTS), Downtown Streets Team (DST), and Petaluma People Services Center (PPSC). Via subcontracts and service agreements with these key partners, additional organizations provide integrated wrap-around support services for people experiencing homeless in Petaluma including physical and behavioral health services, sobriety support, academic support and educational opportunities, and job development.

Effective implementation: The City has long embraced a broad systems approach to solving homelessness and close coordination with other housing and homeless services providers throughout the Sonoma County Continuum of Care. In just the past year, the City collaborated with its partner organizations to clear a smaller encampment site in the City with success moving the majority of people into stable housing options, expand outreach to increase use of housing vouchers as part of housing location efforts, and create new non-congregate shelter options for our unsheltered neighbors. As an expansion of these recent efforts to improve outreach and housing placement for the most vulnerable residents across the County, the City is working with the Sonoma County Department of Health Services to design targeted Petaluma-based outreach and housing retention support services for residents of the Cedar Grove encampment.

Petaluma's affordable housing program has built or improved 1,336 housing units for low-income families – 22% of all housing units built in Petaluma over the past 15 years. The housing program also manages the City's Community Development Block Grant program and works with local nonprofit partners to create and manage local housing projects. While the Housing Department's existing collaborations and programs

have achieved meaningful outcomes, additional resources are required to respond to the growing challenge of helping people in area homeless encampments find and retain housing and remain engaged in needed services. In January 2022, Sonoma County plans to cease managing emergency shelter referrals through the Coordinated Entry System, further burdening local street outreach efforts. Given the increasingly significant needs of people living in encampments, and the complex legal landscape surrounding encampment resolution, the City sees this Encampment Resolution Funding Program grant as a crucial and timely opportunity to address these problems head-on.

To effectively coordinate services among multiple providers, the City will dedicate a full-time Program Manager position to facilitate, coordinate and monitor the Cedar Grove Encampment Resolution project. The Program Manager will report to the City Housing Manager, ensuring continued access to and oversight by City leadership and alignment with the City's long-term housing strategy.

Part 2: Prioritized Encampment Site and Population to be Served



Figure 1: Cedar Grove Project Location

Specific site: The encampment at Cedar Grove Park is roughly one acre and is part of a city-owned flood mitigation project site located along a section of approximately 650 linear feet of Lynch Creek, which is a tidally influenced tributary of the Petaluma River. In addition to tents, the encampment site currently contains more than 35 structures that people have created to serve as makeshift housing using

materials such as tarps, boxes, clothing, and other items. **Number of individuals:** The



Figure 2: Cedar Grove Encampment 12/17/21

City plans to serve 60 people through this Encampment Resolution Project.

Information regarding the site, number of residents, and anticipated needs was gathered through 1) recent direct observation by the City Housing Manager's surveying of the site with a local police officer to assess the current number of structures and residents, 2) Encampment

Summary report from current City homeless outreach service partners, and 3) feedback from structured homeless community engagement efforts by the City. Currently, people living in the encampment are adults ranging in age from 18 to 70 and long-term residents of the site. Due to recent clearing of other local encampments, it is anticipated this site will grow substantially due to its non-private location.

Why this site: The City has prioritized resolution of the Cedar Grove encampment site for multiple reasons, including: 1) its location on a parcel of land acquired by the City to provide an unoccupied mitigation zone during seasonal flooding common to this part of Petaluma, 2) the site directly abuts a residential neighborhood, 3) the site is considered one of the most important Native American tribal sites in the City of Petaluma with significant documented cultural relevance, and 4) the site is a heavy drain on local law enforcement and public safety resources. Every week, City public safety officers respond to multiple calls to the site for domestic disturbances, welfare checks, theft investigations, need for emergency medical assistance, graffiti, and safety

hazards such as fires – all of which are very concerning for adjacent neighbors as well as for residents of the camp. City of Petaluma police officers know many of the people living in the encampment by name and have established relationships with encampment residents. It is imperative that resources and a multi-faceted resolution plan be implemented at Cedar Grove because it is an established and growing encampment.

Part 3: Core Service Delivery and Provision of Housing Options

Proposed services: Recent research and best practices in homeless outreach inform the range of services and housing options included in the City of Petaluma's Cedar Grove Encampment Resolution project. These include an April 2021 report by HUD and Health and Human Services *Exploring Homelessness among People Living in Encampments and Associated Costs*, the 2019 US Interagency Council on Homelessness *Core Elements of Effective Street Outreach to People Experiencing Homelessness*, and a comprehensive evidence-based street outreach guide developed by the City of San Diego in 2018. These sources root solutions in Housing First principles, tailor services to meet people's specific needs, and address health and safety challenges in encampments.

The most common reasons cited for resistance to service engagement among people living in encampments are distrust of systems and providers, lack of affordable housing, and shortcomings in the local shelter systems – including insufficient non-congregate beds for individuals challenged by trauma or mental health needs, and programs with high barriers for entry. To overcome these barriers, the City of Petaluma will provide assertive outreach emphasizing persistent trust-building and follow-through with Cedar Grove encampment residents, expansion of both interim and permanent housing options to facilitate residents' moving successfully from the encampment to

housing, and intensive, personalized case management support to ensure residents' success in their transition from encampment to housing.

Targeted Assertive Outreach: Cedar Grove outreach will be led by an Outreach Lead position staffed by a member of the Sonoma County Department of Health Services Interdepartmental Multi-Disciplinary Team (IMDT.) The IMDT operates under the County's Accessing Coordinated Care and Empowering Self Sufficiency (ACCESS) Sonoma initiative, which focuses on the critical needs of residents who are experiencing physical and mental health challenges, economic uncertainty, housing instability, substance use disorders, criminal justice engagement and social inequity. The IMDT includes representatives from all the County's Safety Net Departments and will ensure coordinated care for encampment residents. The IMDT *HEART Encampment Outreach Guide* provides a detailed description of the overall outreach approach which the outreach team will use to provide consistent support throughout this project. The Downtown Streets Team (DST) will partner closely with IMDT, providing additional outreach staffing for Cedar Grove outreach and engagement. Committee on the Shelterless (COTS), the primary homeless shelter provider in the City of Petaluma, will dedicate an outreach coordinator from their team to the project to facilitate the transition to either congregate or non-congregate interim housing for encampment residents who are unable to move directly from the camp into permanent housing.

With this highly qualified team, the City of Petaluma will ensure that Cedar Grove encampment residents are engaged and served by outreach and case management staff who are knowledgeable in trauma-informed practices, experienced in providing services aligned with Housing First, and committed to outreach practices that focus on

safety, trust-building and highly integrated service coordination. Outreach will increase in frequency during early months of project implementation increasing up to daily if necessary (e.g., as a clearing date approaches.) Outreach will include assessment of housing and other needs, education regarding housing options with emphasis on newly available housing such as non-congregate interim housing as well as new permanent housing through Homekey sites in the City and throughout the County, and wraparound services such as medical, legal and mental health support. Every individual who agrees to long-term engagement will participate in creation of a personalized care plan with their IMDT Housing Case Manager.

Expanded Interim Housing Options: Because studies show many people living in encampments struggle living in congregate shelters due to histories of mental illness and/or trauma, the City is committed to providing expanded interim housing options that accommodate Cedar Grove encampment residents' needs and provide choice in their housing decisions. Peoples Village, a non-congregate interim housing program launched by the City in partnership with COTS will open in early 2022. Located adjacent to COTS' 80-bed Mary Isaak Center congregate shelter, People's Village will offer 25 private, individual interim housing units. People's Village residents will access Mary Isaak Center showers, laundry, and community meals.

Expanded Permanent Housing Options: To expand permanent housing options available to encampment residents, the City will partner with Petaluma People Services Center (PPSC) to provide housing location and navigation services. The Housing Locator/Navigator will work with each Cedar Grove resident and their Housing Case Manager to identify affordable housing, develop strong relationships with landlords and

rental properties, advocate for clients in the rental process, assist with rental applications, and mentor clients on good tenant and neighbor practices. As the designated Fair Housing agency for Sonoma County and a long-time provider of rental assistance and other housing programs in the City, PPSC also will manage housing voucher access and administration for this project.

Housing Focused Case Management: IMDT will provide housing focused case management when encampment residents move to interim or permanent housing and elect to continue receiving supportive services. Through IMDT, comprehensive resources will be facilitated to address challenges commonly leading to instability and loss of housing, such as unaddressed physical and mental health needs, low income, substance use, or unresolved legal issues. The Case Manager will work closely with the project's interim housing and housing location providers. Because many encampment residents fear the loss of community when transitioning to more sustainable housing options, each person's personalized care plan will include active means to build and/or maintain healthy community connections to support continued program engagement and stability in housing.

Workforce Development: Recognized by the League of California Cities and the California State Association of Counties Joint Homelessness Task Force recognized DST as a top five "best practice" for providing innovative services and effective support to individuals in California experiencing homelessness, the Downtown Streets Team operates an employment social enterprise that provides supported employment opportunities for people impacted by homelessness, systemic trauma, or incarceration. Employees in the "Streets Team Enterprise (STE)" employment program build skills on

the job while making a fair wage in work opportunities ranging from street cleanup to neighborhood beautification. STE would provide Cedar Grove encampment residents opportunities for employment utilizing the knowledge, skills and life experience they develop with DST to support projects in the local community. As they transition into employment, STE employees are provided ongoing employment coaching from DST to support further advancement into future living-wage employment opportunities. STE cultivates a safe platform for individuals to develop their strong workplace identity and build additional marketable skills with the knowledge that they have ongoing wrap around support services to meet their individual needs. The DST employment case manager and IMDT housing focused case manager will collaborate closely to support people participating in the STE program.

The Cedar Grove Encampment Resolution project is aligned with all core principles of Housing First. As described by the National Alliance to End Homelessness, the program approach “views housing as the foundation for life improvement and enables access to permanent housing without prerequisites or conditions beyond those of a typical renter.” Aligned with these principles, the City of Petaluma project design: 1) is rooted in prioritizing permanent housing, and delivering services in a way that supports this end goal, 2) expands available housing options and emphasizes choice in both housing type and service participation – approaches that Housing First has shown significantly increase the likelihood of remaining housed, 3) is extremely low-barrier; i.e., people will not be expected to become sober or address all of their other life programs before accessing housing, 4) provides and facilitates rental assistance, housing vouchers, housing location, landlord advocacy and other direct supports to obtain

permanent housing, and 5) offers long-term case management focused on maintaining housing stability and well-being following housing placement. All program services will be highly individualized based on each person's unique strengths, needs and available resources. Health and safety challenges will be addressed via the high level of coordination of services from project inception that include community health, the City's SAFE Team, and public safety officers in all phases of program implementation.

Number of individuals and prioritization of resident wellness: The City estimates that 60 individuals experiencing homelessness will be served by the Cedar Grove Encampment Resolution project. By rooting the project's outreach and case management in trauma-informed practices, this Encampment Resolution project will prioritize physical and mental health and wellness while supporting people's transition onto meaningful pathways to stable housing. The City will align with the Substance Abuse and Mental Health Services Administration (SAMHSA) identification of trauma informed homeless services; i.e., the Cedar Grove Encampment Resolution team will be trained in trauma informed methods to: 1) realize the widespread impact of trauma and understand potential paths for recovery, 2) recognize the signs and symptoms of trauma in clients and others involved with the system, 3) respond by fully integrating knowledge about trauma into the project's policies, procedures, practices, and settings, and 4) seeks to actively resist re-traumatization (e.g., via using trauma aware interviewing methods, following-through on commitments/agreements with clients, and offering choice to counter a client's sense of powerlessness.)

Sustainable restoration and wellness of people experiencing homelessness:
To prioritize the health and wellness of people experiencing homelessness, while

restoration planning will begin upon notice of funding award, the actual site clearing will begin only after all residents of the encampment have moved to interim or permanent housing. Once residents of the encampment have moved to housing and the area is cleared of debris and waste, the City of Petaluma will work with a contractor that specializes in environmental restoration to restore the section of riparian habitat to its original state. Restoration of the encampment area may include removal of invasive weeds, soil care, erosion control, bank stabilization, seeding of areas of bare ground with native grasses, and planting of native trees. To ensure establishment and long-term success of restoration activities at this site, an irrigation and maintenance plan will be established for planted areas.

Part 4: Coordination of Services and Housing Options

Coordination with other systems: In addition to funding outreach, shelter, rapid rehousing and permanent supportive housing programs in Petaluma, the City has invested in local and regional collaboration to coordinate service delivery, leverage limited resources and pursue new funding. Recognizing that homelessness is a community-wide challenge beyond the capacity of the City alone to solve, the City convenes a Homeless Roundtable – a group of the City’s contracted homeless service providers to coordinate services and planning. The Roundtable meets weekly and currently includes COTS, PPSC, DST, Nations Finest, the Petaluma Health Center, the Petaluma Police Department, City Manager’s office, Park and Recreation, and Housing. The Roundtable brings providers together to address the high-level needs in the community and the individual needs of those served with a “By-Name-List” approach. The By-Name-List Working Group meets weekly to discuss the needs of people identified by health systems, law enforcement, and homeless outreach as having

complex needs requiring intensive collaboration on strategies to support their obtaining and remaining in stable housing. Individuals served through the By Names service coordination often live completely unsheltered or in encampments, so continued collaboration with this group will be an important element of this project – especially for tracking and managing people’s in-flow and out-flow from the encampment.

The City of Petaluma also has been a leading participant in the Sonoma County Continuum of Care for over two decades. City of Petaluma Council Member Kevin McDonnell has a seat on the CoC Board and City of Petaluma Housing Manager, Karen Shimizu, is an active participant in all CoC membership meetings. Along with the Cedar Grove Encampment Program Manager, the City’s CoC leadership representatives will ensure the project integrates with CoC strategies and initiatives.

New/enhanced partnerships: In early December 2021, the City of Petaluma submitted a Homekey 2 project application to the State of California Housing and Community Development department to increase the number of permanent supportive housing units in the City. The project will convert a hotel in downtown Petaluma to provide 60 individual units with housing vouchers and on-site case management and wrap around supportive services. If awarded, this new permanent supportive housing project will open in late 2022, perfectly timed to offer new housing options to residents of the Cedar Grove encampment through this resolution project.

Risk mitigation: To mitigate risk and safety concerns, the expansion of street outreach and engagement capacity will ensure that all outreach work is team-based versus solo (an outreach best practice), trauma-informed (critical to ensure outreach approaches do not inadvertently cause additional harm to encampment residents) and

provided by highly trained and experienced team members. By increasing the number of available pathways to housing through expanded interim and housing programs and partner agency options, encampment residents will be more likely to: build a relationship of trust with program representatives, engage with immediate services including addressing health and safety concerns, and accept the support they need to move to and remain stable in long-term housing. Outreach advocates create initial engagement and facilitate transition to interim and permanent housing partners, with long-term housing solutions to include housing vouchers, deed restricted housing, and permanent housing options.

Coordinated data-informed approach: Coordination of data informed services is rooted in documentation of individualized assessments for every person at the encampment who accepts services and support. The Outreach Lead guides use of IMDT's HEART Housing Options Assessment for individual assessment, HEART Case Management Referrals and Services form for alignment with available services, and Outreach ANSA Assessment to assess needs and strengths. All assessment form information is entered into the County's Watson Care Manager electronic record system with ability to report each data point in Excel. This supports evaluation to track the extent to which client housing preferences and service requests/needs are met. The City will engage its Homeless Strategy Consultant to provide program-level data analysis and evaluation for reporting project results and integrating those findings into the City's long-term homelessness strategy. ***Letters of intent*** to commit to project partnership are enclosed from key project partners DST, IMDT, COTS and PPSC.

Part 5: Ensuring Dignity, Safety, and Wellness

Lived experience input: Obtaining feedback and input from people with lived

experience of homelessness is of paramount importance to the City of Petaluma. In the summer of 2021, the City contracted with an experienced homeless services consultant to aide in developing a homelessness strategic plan for the community – beginning with conducting lived experience feedback sessions with people experiencing homelessness in Petaluma. The most recent session occurred on September 30, 2021. 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 has 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 of 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 of time 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 of time 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 – and honoring the community they may have established in an encampment – will be key to successfully helping people move from encampment to housing. 4) People are ok

with smaller unit types. People described not needing a 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. Simply acting – and acting with urgency through projects such as this Cedar Grove Encampment Resolution – is a major priority for the City.

Housing First, trauma-informed, culturally appropriate services: The Cedar Grove Encampment Resolution project focuses on the individual pathway to housing for each encampment resident. All project team members will collaborate to help people moving from the encampment to move along their pathway to housing at different speeds and with different entry points to housing, continually reinforcing and respecting participants' choice in service engagement and selection of housing options. Permanent housing is the long-term goal for all project participants, and if that is available first, that will be offered as a preferred option. If interim housing is necessary, non-congregate shelter is the primary option offered to support personal dignity and safety perceptions. All services will be low or no barrier (e.g. no drug testing, no minimum income or credit requirements, and no clean rental history required to move into housing.)

The proposed Cedar Grove outreach, housing placement and case management strategies are trauma informed – e.g., emphasizing clear, frequent, transparent communications with encampment residents, respecting residents' need for adequate notice of encampment clearing, and support storing and accessing belongings after encampment clearings. Incorporating insights from people with lived experience into program approach is the most important way the project will maintain and align with cultural awareness throughout the program.

Local laws/ordinances/responses: On September 13, 2021, the Petaluma City Council declared a Homeless State of Emergency in the City. This resolution removed some barriers to implementation of creative interim housing options and prioritized seeking and allocating funding to expanded affordable and permanent supportive housing projects across the City. To support project success and encampment residents' dignity and safety, the City will: provide early and frequent notice prior to encampment clearing activities, communicate encampment resolution plan and timeline to adjacent neighborhood and local homeless advocacy groups, and collaborate closely with local law enforcement throughout the project. Designating a clear City point person (Encampment Resolution Project Manager) whose contact information will be shared in all public communications regarding the project also will help the team navigate potential public concerns.

Part 6: Personnel

List of program positions: The **Encampment Resolution Program Manager (1.0 FTE)** will lead the collaborative work of the City with the four key program partners and over 50 other cross-sector community partner organizations to facilitate Cedar Grove encampment residents' transition to safe, stable housing. The Program Manager will oversee restoration of the encampment site to its original state and intended purpose as part of a critical flood mitigation area. Through facilitation of weekly team meetings, frequent project data analysis and reporting, and project-related community engagement, the Program Manager will ensure overall project success. The **Outreach Lead** through Sonoma County Health Services IMDT (.5 FTE) will provide professional oversight and guidance of all outreach efforts, including partnering to provide on-site outreach and connecting encampment residents to services and housing. The

Outreach Case Manager through DST (1.0 FTE) will provide direct outreach to encampment residents, complete assessments, and facilitate moves to interim or permanent housing. The **Outreach Coordinator** through COTS (.5 FTE) will accompany the Outreach Lead and/or Outreach Case Manager to outreach to encampment residents, support on-site assessments, and facilitate referrals to interim housing. The **Housing Locator** through PPSC (1.0 FTE) will provide housing locator services, marketing to landlords in the community to increase available housing options for encampment residents and administering all available housing vouchers. The **Housing Case Manager** with IMDT (1.0 FTE) – will support clients from their move to interim or permanent housing, developing individualized care plan to support housing retention and facilitating access to healthcare, mental health services, substance use recovery services, public benefits and employment. The **Workforce Development Coordinator** with DST (.5 FTE) will facilitate encampment residents’ participation in DST social enterprise paid work experience, provide support in resume writing, job search, and interview skills, and collaborate with the Housing Case Manager to support successful transition to non-DST employment. The **City of Petaluma Housing Manager** (.15 FTE) will supervise the ERP Program Manager, support community engagement and partnership collaborations, and ensure alignment with City and County strategies and initiatives.

Key staff success factors: The City of Petaluma Housing Manager leading this project design and implementation brings significant experience both in housing program development and in highly complex social service program operations. The selected key partner organizations bring not only experience in providing the services

they will lead in this project, but also experience working with each other on similar projects and navigating the City and County housing and homeless service systems. New staff hired to participate on the project team will be required to have prior experience in their designated role, demonstrate cultural sensitivity for people experiencing homelessness, meet all educational requirements, and complete training in Housing First and trauma informed services. Candidates with lived experience will be given priority in outreach positions. **Resumes/Duty Statements:** The City of Petaluma Housing Manager resume is included with this proposal. Duty statements for all other key project positions as those positions are either To be Hired, or to be designated from partners' existing staffing upon grant award.

Part 7: Proposed Budget and Fiscal Planning

Determination of amount requested: The total budget proposed for the Cedar Grove Encampment Resolution Project is \$1,321,215. This funding will support 60 encampment residents' move to housing and retention of that housing through continued individualized wraparound support. If less funding than requested is awarded, fewer encampment residents will be served, and fewer of those served will receive the focused case management support needed for individuals to retain permanent housing once they've acquired it. If more funding is requested, the project could be scaled up to serve residents of other encampments in the City, expedite moves into permanent housing by funding landlord incentives and/or additional rental assistance, and expand data collection, analysis and reporting to deepen engagement of encampment residents in the development of future encampment resolution strategy.

Other funds supporting project: A combination of City of Petaluma General

Funds, City of Petaluma CDBG, County of Sonoma Community Development Commission, and County of Sonoma Health Services funding will provide \$1,101,500 in leverage to ensure the success of this project.

Maximizing use of resources: At an average cost of approximately \$22k per person served, the Cedar Grove Encampment Resolution project will maximize use of resources for program services by providing significant leveraging of ERFP funds saving public dollars across community expenses. For comparison, as summarized in Figure 3, the Massachusetts Housing and Shelter Alliance (MHSA) published a report in December 2017 that details an individual’s annual cost before entering permanent supported housing and their annual cost while housed.

Cost per person/year - Before Housing	Cost per person/year - After Housing
\$37,434 (housing and supportive services)	\$25,633 (housing and supportive services)
\$30,669 (medical services)	\$10,029 (medical services)

Figure 3: Cost savings of Housing

Cedar Grove Encampment Resolution costs align with these housing and services cost ranges and are anticipated to generate similar levels of community cost savings.

Spending strategy: The proposed two-year budget designates approximately two-thirds of awarded funds to be expended by June 30, 2023, and remaining funds expended no later than June 30, 2024. Expenses are weighted more heavily in year one based on the need for more intensive outreach and engagement and housing location services earlier in the project. The Encampment Resolution Project Manager – in conjunction with the City Manager – will analyze program data and project expenses monthly to ensure that program outcome and financial targets remain on target and to address immediately any significant variances from the project plan. **Budget**

narrative/line-item budget: The attached Work Plan Budget provides a detailed description of all Cedar Grove Encampment Resolution Project budget information.

CEDAR GROVE ENCAMPMENT RESOLUTION WORK PLAN LINE-ITEM BUDGET & NARRATIVE

December 2021

ERFP Grant Funded Project Costs	Year 1	Year 2	2-YEAR TOTAL
STAFFING - Title (Year 1/Year 2 FTE)			
Encampment Resolution Program Manager (1.0/1.0 FTE)	\$ 80,000	\$ 80,000	\$ 160,000
Outreach Lead (.5/0.0 FTE)	\$ 35,000	\$ -	\$ 35,000
Outreach Case Manager (1.0/0.0 FTE)	\$ 55,000	\$ -	\$ 55,000
Outreach Coordinator (.5/0.0 FTE)	\$ 25,000	\$ -	\$ 25,000
Housing Locator/Housing Case Manager (1.0/0.5 FTE)	\$ 65,000	\$ 35,000	\$ 100,000
Housing Retention Case Manager (1.5/1.5 FTE)	\$ 112,500	\$ 112,500	\$ 225,000
Employment Specialist (1.0/1.0 FTE)	\$ 55,000	\$ 55,000	\$ 110,000
STAFFING - SALARIES	\$ 427,500	\$ 282,500	\$ 710,000
STAFFING- TAX/FRINGE BENEFITS (23%)	\$ 98,325	\$ 64,975	\$ 163,300
STAFFING SUBTOTAL	\$ 525,825	\$ 347,475	\$ 873,300
NON-STAFF PROJECT COSTS			
Homeless Solutions Strategy (data analysis, reporting, strategy development based on ERP project findings)	\$ 25,000	\$ 25,000	\$ 50,000
Interim Housing (Peoples Village non-congregate shelter operating subsidy - 50% decrease in project year 2)	\$ 200,000	\$ 100,000	\$ 300,000
Campsite Restoration Subcontract (contract with nonprofit watershed restoration specialist)	\$ 25,000	\$ 10,000	\$ 35,000
NON-STAFFING SUBTOTAL	\$ 250,000	\$ 135,000	\$ 385,000
PROJECT SUBTOTAL	\$ 775,825	\$ 482,475	\$ 1,258,300
ADMINISTRATION (City Housing Manager/Project Oversight)	\$ 38,791	\$ 24,124	\$ 62,915
TOTAL ERFP GRANT REQUEST	\$ 814,616	\$ 506,599	\$ 1,321,215
LEVERAGED RESOURCES FOR ENCAMPMENT RESOLUTION PROJECT IMPLEMENTATION			
Sonoma County Community Development Commission (People's Village capital grant)			\$ 26,000
City of Petaluma CDBG/General Fund (Mobile Shower Program for homeless outreach)			\$ 62,500
City of Petaluma CDBG (Community meals program on site at COTS Mary Isaak Center)			\$ 20,000
City of Petaluma CDBG/General Fund (COTS Mary Isaak Center congregate shelter)			\$ 50,000
City of Petaluma General Fund/CDBG (Operating Support for Peoples Village)			\$ 500,000
City of Petaluma General Fund (SAFE alternative public safety response for mental health)			\$ 250,000
City of Petaluma General Fund/CDBG (ERP Program Administration by partner agencies)			\$ 50,000
City of Petaluma General Fund/CDBG (ERP Program Operating Costs - phone, computer, mileage, supplies -total for all 4 partner agencies)			\$ 80,000
City of Petaluma General Fund (City program administration not covered by ERP)			\$ 63,000
TOTAL LEVERAGED FUNDS			\$ 1,101,500

ERFP FUNDING AS % OF TOTAL PROJECT COSTS

55%

December 14, 2021

Lourdes M. Castro Ramírez, Secretary
State of California Business, Consumer Services and Housing Agency
HOMELESS COORDINATING AND FINANCING COUNCIL (HCFC)
Encampment Resolution Funding (ERF) Program
915 Capitol Mall
Sacramento, CA 95814

RE: Commitment to City of Petaluma Cedar Grove Encampment Resolution Project

Dear Secretary Castro Ramírez:

The Committee on the Shelterless (COTS) enthusiastically supports the City of Petaluma's proposal to partner with the HCFC through the Encampment Resolutions Funding program to help the people living in the Cedar Grove encampment engage with the services they need, and move into safe, stable housing.

At COTS, our mission is to assist those experiencing homelessness in finding and keeping housing, increasing self-sufficiency, and improving well-being. We envision a community where everyone has a place to call home. For 32 years, COTS has been working to combat the housing crisis in our county, providing hot and nutritious meals daily to anyone in need, and a range of services to support people in reaching their short- and long-term housing, healthcare, and employment goals. Our programs and services are rooted in a deep understanding of the experience of homelessness – and are shaped by an evidence-based approach that emphasizes dignity, care, and inclusivity for our clients.

COTS has been partnering with the City of Petaluma for over 30 years. We know the needs for more interim housing options for unsheltered people in our community, and for expanded outreach and engagement. Should the City's proposal be selected for funding through this process, COTS will provide:

- Congregate Interim Housing options through the COTS Mary Isak emergency shelter,
- Non-congregate Interim Housing options at the COTS Peoples Village, and
- Targeted outreach and engagement services to residents of the Cedar Grove encampment.

Thank you for this opportunity to express our support for this important project. Please contact me at (707) 738-2034 if you have any questions.

Sincerely,



Chuck Fernandez
Chief Executive Officer



December 14, 2021

Lourdes M. Castro Ramírez, Secretary
State of California Business, Consumer Services and Housing Agency
HOMELESS COORDINATING AND FINANCING COUNCIL (HCFC)
Encampment Resolution Funding (ERF) Program
915 Capitol Mall
Sacramento, CA 95814

RE: **Commitment to City of Petaluma Cedar Grove Encampment Resolution Project**

Dear Secretary Castro Ramírez:

The Sonoma County Department of Health Services Interdepartmental Multidisciplinary Team (IMDT) enthusiastically supports the City of Petaluma's proposal to partner with the HCFC through the Encampment Resolutions Funding program to help the people living in the Cedar Grove engage with the services they need and move into safe, stable housing.

The IMDT is a care coordination, advisory team of subject matter experts from Health Services, Human Services, Community Development Commission, Probation, and Child Support Services. The IMDT is structured to case manage multiple cohorts simultaneously and is scalable, meaning it serves as the blueprint for how the County case manages various populations in need of collaborative care management. The **Homeless Encampment Access & Resource Team (HEART)** is a targeted IMDT cohort with experience most applicable to the Cedar Grove Encampment Resolution Project. HEART focuses on sheltering Sonoma County's homeless population and was established to engage with the homeless population on the Joe Rodota Trail, the largest encampment in the County's history. HEART expanded in March of 2020 to outreach and provide coordinated care to individuals living in encampments throughout the County. The cohort provides integrated care management services to individuals with higher needs and more complex housing barriers.

The Sonoma County Department of Health Services understands firsthand the needs for expanded outreach and case management options tailored to the unique needs of the most vulnerable individuals who live in homeless encampments. Should the City's proposal be selected for funding through this process, the Sonoma County Health Services IMDT will provide:

- Dedicated Outreach staff to engage directly with Cedar Grove encampment residents, and
- Integrated Housing Case Management including housing navigation, move-in and retention.

Thank you for this opportunity to express our support for this important project. If you have any questions, please contact me at (707) 565-4700.

Sincerely,

A handwritten signature in blue ink that reads "Tina Rivera".

Tina Rivera, Interim Director
Sonoma County Department of Health Services



1500 PETALUMA BOULEVARD SOUTH
PETALUMA, CALIFORNIA 94952
(707) 765-8488

December 20, 2021

Lourdes M. Castro Ramírez, Secretary
State of California Business, Consumer Services and Housing Agency
HOMELESS COORDINATING AND FINANCING COUNCIL (HCFC)
Encampment Resolution Funding (ERF) Program
915 Capitol Mall
Sacramento, CA 95814

RE: Commitment to City of Petaluma Cedar Grove Encampment Resolution Project

Dear Secretary Castro Ramírez:

The Petaluma People Services Center (PPSC) supports the City of Petaluma's proposal to partner with the HCFC through the Encampment Resolutions Funding program to help the people living in the Cedar Grove engage with the services they need and move into safe, stable housing.

PPSC is dedicated to improving the social and economic health of our community by providing programs that strengthen the dignity and self-sufficiency of the individual. Our core services include: Senior Services, Counseling, Youth Programming including Mentor Me, Housing, Employment and Petaluma Bounty Farms. For 47 years, PPSC has been working to provide over 70 Human Services programming that are Upstream and evidenced based. Our housing programs are rooted in prevention and intervention.

PPSC has been partnering with the City of Petaluma for those 47 years providing homelessness prevention. With our eye on prevention, PPSC recognizes that finding secure permanent housing is key to helping to solve homelessness in the future. PPSC also partners with the Committee On the Shelterless (COTS) in providing economic stability, counseling services and housing navigation. Should the City's proposal be selected for funding through this process, PPSC would expand these programs and additional provide:

- Housing locator services, based on our existing programs, and
- Manage the housing voucher program.

Thank you for this opportunity to express our support for this important project. Please contact me at (707) 738-2034 if you have any questions.

It is all about community,

Elece Hempel
Executive Director

PETALUMA TEAM

620 Petaluma Blvd North, Suite C2, Petaluma, CA 94952



December 14, 2021

Lourdes M. Castro Ramírez, Secretary
State of California Business, Consumer Services and Housing Agency
HOMELESS COORDINATING AND FINANCING COUNCIL (HCFC)
Encampment Resolution Funding (ERF) Program
915 Capitol Mall
Sacramento, CA 95814

RE: Commitment to City of Petaluma Cedar Grove Encampment Resolution Project

Dear Secretary Castro Ramírez:

The Downtown Streets Team (DST) enthusiastically supports the City of Petaluma's proposal to partner with the HCFC through the Encampment Resolutions Funding program to help the people living in the Cedar Grove engage with the services they need and move into safe, stable housing.

DST works in 16 locations in Central and Northern California. In each community that we serve, we build teams that restore dignity, inspire hope, and provide a pathway to recover from homelessness. Teams are comprised of unhoused neighbors and those at risk of experiencing homelessness. Team Members (program participants) receive access to case management, system navigation, and employment placement services from trained DST Case Managers and Employment Specialists. Team Members engaging in community beautification and clean-up projects challenge common negative perceptions of homelessness.

The DST is in the State of California and has been partnering with the City of Petaluma since July 2020. We know the needs for expanded outreach and engagement, supportive services and housing exceed the community's current capacity. Should the City's proposal be selected for funding through this process, DST will provide:

- Targeted outreach and engagement services to residents of the Cedar Grove encampment,
- Connecting encampment residents to interim and permanent housing solutions providers, and
- Workforce development opportunities for adults living in the encampment.

Thank you for this opportunity to express our support for this important project. Please contact me at (415) 636-1459 if you have any questions.

Sincerely,

A handwritten signature in black ink that reads "Karen Strolia".

Karen Strolia
Senior Director of the North Bay

Downtown Streets, Inc. is a 501(c)(3) non-profit corporation. Tax ID: 20-5242330

StreetsTeam.org

ATTACHMENT 1

Application Organization and Required Document Checklist

A complete application package must consist of the items identified below. Complete this checklist to confirm the items are included in your application. Place a check mark or "X" next to each item that you are submitting to the State. For your application to be responsive, **all required documents listed below must be returned with bid**. This checklist must also be returned with your bid package.

Name/Description

- ✓ Required Attachment Check List (Attachment 1)
- ✓ Cover Sheet (Attachment 2) signed by authorized representative
- ✓ Work Plan (maximum of 20 pages)
- ✓ Work Plan Budget
- ✓ Proof of insurance coverage
- ✓ Two Letters of Support
- ✓ Staff resumes or Duty Statements for key personnel or position identified who will provide RFA related duties during the grant period