



# California Interagency Council on Homelessness

## ERF-3-R, Application

### Part 1 (A): ADMINISTRATIVE INFORMATION

#### Application Window

- Window #1, 11/3/2023 - 1/31/2024  
 Window #2, 2/1/2024 - 4/30/2024  
 Window #3, 5/1/2024 - 6/30/2024

*Applications received after 5:00 p.m. on the last day of the application window will be reviewed and evaluated during the following application window. **Note, applications submitted after 5:00 p.m. on 6/30/2024 will not be reviewed.***

#### Eligible Applicant

Select the eligible applicant's jurisdiction type.

- CoC  City  County

What is the name of the city or county?

Petaluma

### Part 1 (B) Contracting Information

Complete all elements of the below section. This information is required for contracting should this application be chosen for award.

#### Contractor Information

Contractor Name (the legal entity entering into contract with the State)

City of Petaluma

What is the Federal Employer Identification Number (FEIN # or tax id number) for the contractor?

94-6000392

Tax ID Form

TIN 2024 - City of Petaluma.pdf

Governmental entities will need to submit a GovTIN Tax Form, and Non-governmental entities will need to submit a STD 204 Tax Form. Links to each are below:

GovTIN: [Taxpayer ID Form \(ca.gov\)](#)

STD 204: [STD 204 - Payee Data Record \(ca.gov\)](#)

## Who is the best contact person for this contract?

### Primary Contact

<input type="text" value="Peggy"/>	<input type="text" value="Flynn"/>
First	Last

*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

### Job title

<input type="text" value="City Manager"/>
job title

### Email

<input type="text" value="PFlynn@cityofpetaluma.org"/>
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### Phone

<input type="text" value="(707) 778-4345"/>
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*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

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### Secondary Contact

<input type="text" value="Karen"/>	<input type="text" value="Shimizu"/>
First	Last

### Job title

<input type="text" value="Assistant Director of Community Development"/>
job title

### Email

<input type="text" value="KShimizu@cityofpetaluma.org"/>
--

### Phone

<input type="text" value="(707) 324-0708"/>
---

*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

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### Contact Person for Reporting

<input type="text" value="Carissa"/>	<input type="text" value="Cooper"/>
First	Last

### Job title

Management Analyst

job title

**Email**

CCooper@cityofpetaluma.org

**Phone**

(707) 776-3605

*This contact will ONLY receive grant reporting correspondence (inclusive of guidance, report releases/reminders, report follow-ups).*

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**Authorized Representative**

Peggy

First

Flynn

Last

**Job title**

City Manager

job title

**Email**

PFlynn@cityofpetaluma.org

**Phone**

(707) 778-4345

*The Authorized Representative has authority to contract on behalf of the eligible applicant*

**If this application is funded, what address should the check be mailed to?**

**Address**

City of Petaluma

Address Line 1

11 English Street

Address Line 2

Petaluma

City

California

State

94952

Zip Code

**Attention to (if applicable):**

Peggy Flynn

** This Application uses character limits **

**Reaching these limits is not required, however competitive responses will address all parts of each**

# question asked.

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## **Part 2: PROPOSAL OVERVIEW**

### **Guidance:**

In completing this application, applicants must identify the specific encampment that will be prioritized for resolution.

If an applicant proposes to prioritize a large, noncontiguous, or multiple site(s), the encampments may only be addressed through a single application if: (a) the justification for prioritizing the encampments is the same, **and** (b) the demographics and service needs of the residents of the encampments is sufficiently the same that, (c) the same set of services, and service providers, including outreach, interim and permanent housing programs, will be used to resolve the identified people's experience of homelessness in encampments.

*Applicant must prepare a separate application for each encampment that does not meet the requirements of (a) – (c).*

### **Proposal Summary**

**Summarize the proposed Encampment Resolution Fund (ERF) project, including an overview of all key components and/or phases of the project that will be funded in whole or in part with ERF-3-R resources. (1500-character limit)**

The Petaluma 101 Encampment Resolution Project will move 100 people from prioritized encampment sites into safe interim and permanent housing. This project proposes resolution of a string of six encampments targeted because they are growing and proximal to Highway 101. The targeted sites share similar demographics, will be served by the same outreach teams, and have a majority of residents needing similar service levels and housing types.

The City of Petaluma is in Sonoma County and located just over 30 miles north of San Francisco. Petaluma spans an area of 14.5 square miles divided roughly in half by CA Highway 101. Approximately 60,000 people live in Petaluma; 266 are experiencing homelessness.

The project will address barriers to housing through intensive street outreach with case management support modeled after the best practice Assertive Community Treatment. Expanded shelter options will expedite moves from encampments. A flexible “housing problem solving fund” will rapidly resolve barriers that can be addressed with modest financial aid, such as pet security deposits and temporary storage or other one-time expenses.

Encampment residents will be prioritized through Coordinated Entry for 59 new Petaluma permanent supportive housing units coming available between 2024 and early 2026. This project will support long-term stability with case management extended for up to 24 months in permanent housing, dedicated mental health support, and direct rental assistance.

## People Served

**Number of people currently residing in prioritized encampment site**

80

#

**Potential inflow of people into the prioritized encampment site during the grant term.**

20

**Of people currently residing in prioritized encampment site, how many will be served by this proposal?**

80

#

**Given the potential for inflow of people into the prioritized encampment site, how many people are projected to be served across the entire grant period?**

100

#

**Of people projected to be served across the entire grant period, number of people projected to transition into interim housing.**

40

#

**Of people projected to be served across the entire grant period, number of people projected to transition into permanent housing**

75

#

*This should include both people who transition directly into permanent housing **and** people who may first transition into interim housing.*

**Is the prioritized encampment site part of a larger encampment area?**

Yes  No

## **Encampment Information**

**1. Briefly describe the characteristics of the people residing within the prioritized encampment site, including demographics, household compositions, disabilities, and projected service and housing needs. Include how this information was gathered. (1500-character limit)**

People living in the string of prioritized encampment sites are a combination of single adults and a fluctuating average of 2-5 families with children. People living in the prioritized sites are included in the Petaluma By Names List (BNL.) At the end of December 2023, 266 people were on the BNL; 179 of them were unsheltered – with approximately 80 living in the target encampments. In 2023, approximately 90% of unsheltered individuals in Petaluma had substance abuse disorders (with 33% being primarily alcohol-dependent and 66% being primarily methamphetamine-dependent), 55% had serious mental illness (with 82% of those individuals having co-occurring mental illness and substance use disorders), 25% had disabling physical health conditions, and 20% had traumatic brain injuries. Based on total prioritization scores from Coordinated Entry assessments, 9 out of 10 unsheltered people on the Petaluma BNL need permanent supportive housing (PSH).

Given the intensity and complexity of needs among individuals residing in the targeted sites, this project will provide intensive housing-focused street outreach and case management, improve/expand interim shelter options, and leverage new PSH in Petaluma.

Information about people residing within the prioritized set of encampment sites was gathered through weekly Petaluma By Names List team meetings, additional data provided by the Petaluma Street Outreach teams, City Police and Fire records, and City staff observation.

*If this proposal seeks to serve a particular target population, specify and describe.*

**2. Briefly describe physical characteristics of the prioritized encampment site in which the people you are proposing to serve are residing. The description must include the specific location, physical size of the area, the types of structures people are residing in at the site, whether vehicles are present, and any other relevant or notable physical characteristics of the site. (1000-character limit)**

The string of six prioritized encampment sites range from 2,000-12,000 square feet. They include four sites located directly at Highway 101 where 2 to 10 people at each have set up tents, tarps and makeshift temporary structures. These sites are developing in and around vegetation near the highway on/off ramps and overpass. The southernmost location in the string of highway-proximal sites spans approximately 9,000 square feet along Payran Street and includes an estimated 30 individuals and families sleeping in cars or RVs. The northernmost location in the string of highway-proximal sites is referred to as the “Trestle”, has overtaken 12,000 square feet on private property with approximately 20 residents, and is growing. Around the Trestle site, residents installed a fence and locked gate. Two sites in the string encroach on SMART train property. Four encroach on CalTrans property. Two sites are along the Petaluma River, increasing risk of hazardous material entering the waterway.

**3. Why is this encampment site being prioritized? Applicant should identify any distinguishing needs and/or vulnerabilities of the people living in this encampment and/or any health, safety, or other concerns that led the applicant to prioritize this site over other encampments. (1000-**

**character limit)**

The prioritized sites are the highest-risk in the City based on proximity to state right of way and SMART train paths, recent rapid growth, and concerns for safety of residents and general public. The sites generate frequent calls for public safety response. Every week, City public safety officers respond to multiple calls to these sites for domestic disturbances, welfare checks, theft investigations, need for emergency medical assistance, and safety hazards such as fires. City of Petaluma police officers know many of the people living in the encampments by name and along with street outreach teams have established relationships with encampment residents. It is imperative that resources and a multi-faceted resolution plan be implemented at these established and growing encampments. While other encampments exist throughout the City, they are not on or near the Highway 101 state right of way, they are in or near resolution, or they have significantly fewer people residing in them.

*ERF authorizing legislation requires funding be used for “prioritized” encampments. Applicants must, therefore, provide a justification for the prioritization of the encampment proposed to be served. Except in very small communities where it may be possible to justify prioritizing all of a small number of encampments for resolution using this fund source, ERF is not intended to be used to fund a community-wide encampment resolution program.*

**Attachment: Map**

Petaluma\_Encampments\_March2024.pdf

*The provided map should clearly indicate the area of the prioritized encampment. The map may also indicate the location of other key service, shelter, and housing resources described in this proposal.*

**4. Is the prioritized site on a state right-of-way?**

No  Yes - partially  Yes - entirely

**Attachment: Caltrans Letter of Support**

CalTrans City of Petaluma 2024 Letter of Commitment.pdf

SMART 2024.Petaluma.EncampmentResolutionGrant.Support.pdf

Projects entirely or partially on a state right-of-way must include a Letter of Support from Caltrans.

- This letter must include confirmation from Caltrans that they are aware of and in support of the ERF project, including the projected timeline, and that they will only take action on that encampment site in collaboration with and at least 2 weeks-notice to the ERF grantee, unless critical circumstances exist when an encampment poses an imminent threat to life, health, safety, or infrastructure and must be immediately addressed.
- This letter should be signed by the local Caltrans Deputy District Director of Maintenance (DDDM) or their designee.
- This letter may also include Caltrans role in the proposal and what Caltrans resources are being leveraged.

## Proposal’s Outcomes

**5. What outcomes does this proposal seek to accomplish by 6/30/2027? Outcomes should be specific, measurable, attainable, relevant, and time-bound (SMART). (1000-character limit)**

The Petaluma 101 Encampment Resolution Project aims to move 75% (75/100) of all people served into permanent housing by the end of the project period. Of this 75, 60 will move directly into permanent housing from encampment and 15 will first move into shelter.

Additional outcome targets include:

100 project participants assessed for Coordinated Entry

75 participants receive housing document readiness support (e.g., ID, evidence of benefits)

50 participants receive Housing Problem Solving Fund financial aid

40 participants move into new Petaluma PSH units

10 participants move into Sonoma County PSH units outside Petaluma

5 participants move into existing Petaluma PSH through unit turnover

20 participants move into permanent housing through linkage with HomeFirst Landlord Recruitment program and/or ERF-funded rental assistance

System improvement; shelter capacity increased by 20 beds

**6. What are the primary activities the applicant will implement to achieve each of the proposal's outcomes? (1000-character limit)**

The primary activities to be implemented include 1) expanding capacity and utilization in existing Petaluma emergency shelter programs at Mary Isaak Center (adults/congregate – through purchase of new beds and lockers) and Kids First (families – through renovation to increase number of shelter units), 2) subsidizing operating cost of Peoples Village and Mary Isaak Center interim shelters, 3) increasing the number of permanent supportive housing units in Petaluma, 4) contracting for housing-focused street outreach with "housing problem solving fund", 5) contracting for dedicated clinical behavioral health support for encampment residents 6) offering medium-term rental assistance (up to 24 months) if housing vouchers not available, 7) staffing two new Housing Retention case manager positions to ensure stability after move into permanent housing, and 8) staffing new Landlord Liaison position to serve as point of contact for landlord separate from case manager.

**7. How will the applicant measure progress towards the proposal's outcomes? (1000-character limit)**



Key participant data, case notes and Coordinated Entry information will be entered in HMIS. All progress towards proposed outcomes will be calculated and reported monthly, quarterly, and yearly. Standalone reports will provide progress updates on interim shelter improvements and renovations.

Progress measures will include:

- \*Numbers served on outreach and housing retention caseloads
- \*Outreach hours and contacts
- \*Coordinated Entry Assessments
- \*Document readiness support provided to unique clients
- \*Action/housing plans
- \*Services care coordination
- \*Successful benefit applications
- \*Medical/mental health care access
- \*Housing Retention Case Management contacts
- \*Interim Shelter Case Management contacts
  
- \*Housing problem solving fund utilization and success
- \* Rental assistance utilization
- \*Units procured through landlord recruitment
- \*New PSH units opened - Petaluma
  
- \*Exits to shelter
- \*Exits to permanent housing
- \*Retention of permanent housing
- \*Recidivism to homelessness

**8. Are there any local ordinances, resources, or other factors that may hinder achieving the proposal's outcomes? If so, how will the applicant navigate these challenges? (1000- character limit)**

No; the City of Petaluma actually enacted a Homeless State of Emergency ordinance in 2021 that makes it easier to make changes within existing City-owned facilities to address emergency shelter needs, and provides more flexibility in implementing other homeless solutions and approaches. The ordinance enables the City to be nimble and respond quickly to the changing needs of people experiencing homelessness in the community. The City has dedicated significant levels of new resources to homeless services over the past three years as well, securing new funding from County, State and Federal sources to launch non-congregate shelter, expand services, and to build more affordable housing including permanent supporting housing units.

**9. Does this proposal fund a standalone project, or is the proposed project one component of a larger initiative?**

Standalone  Larger initiative

**If it is part of a larger initiative, describe the role and significance of this project in achieving the objectives of the larger initiative. (1000-character limit)**

In 2024, the Sonoma County CoC is facilitating a new subregional outreach approach to improve service coordination and outcomes. The City of Petaluma was an early proponent and informing partner for the subregional approach now evolving county-wide. Through a phased implementation, the subregional approach would organize street outreach (SO) teams to be assigned within specific subregions of the county, with a caseload of 1 SO worker to 20-25 unsheltered individuals. The goal is to ensure 50% of unsheltered individuals have a caseworker. Petaluma was one of the first localities to implement street outreach with this housing-focused case management model through its CA ICH ERF-1 project. The countywide approach will align SO goals across the CoC to focus on housing, including housing readiness, reducing time between housing referrals and move-in, ensuring warm handoff to housing case management for long-term stability, and maximizing Coordinated Entry efficiency.

## Centering People

**10. Describe how the perspectives of people with lived experience of homelessness meaningfully contributed to the content of this proposal? How will people with lived experience be part of the implementation of this ERF project? If individuals living in the encampment site were included in the development of this proposal, describe how their input was obtained and how that input shaped the proposal. (1000-character limit)**

For the past three years, Petaluma has conducted comprehensive surveys to obtain the most up-to-date, in-depth understanding of what people without a home in the community are experiencing. The most recent was in October 2023 through individual surveys during outreach, at the local adult shelter, and a focus group at the family shelter. Feedback from 69 participants shed light on demographics, program needs, and emergency services. The top four reported barriers to accessing services were: lack of transportation (45%), storage of possessions (35%), difficulty scheduling or making appointments (33%), phone or other communication challenge (25%), difficulty with documents and paperwork (25%) – all barriers addressed through the proposed intensive housing focused outreach and housing solutions that form the core of this project. Lived experience input will continue to shape the project throughout implementation via semi-annual surveys.

**11. Briefly describe how the proposal exemplifies Housing First approaches as defined in Welfare and Institutions Code section 8255. (1000-character limit)**

The Petaluma 101 Encampment Resolution Project aligns with all core principles of Housing First. The 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 problems 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.

**12. Describe how each of the following service delivery practices are incorporated into the outreach, interim shelter (if applicable), and permanent housing aspects of the proposed ERF project: (a) individual participant choice and (b) trauma informed care. (1000-character limit)**

This project focuses on an individual pathway to housing for each encampment resident. All project team members will collaborate to help people move along their pathway to housing at different speeds and with different entry points to housing, 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. The 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.

**13. Describe how harm reduction principles will be incorporated into the outreach, interim housing (if applicable), and permanent housing aspects of this ERF project. (1000-character limit)**

This project embraces the proven value of harm reduction and integrates multiple related strategies into outreach, interim shelter and permanent housing. Throughout all phases of the project, participants are asked about drug use only in the context of understanding potential support they may need and desire. Abstinence or testing is not required. Outreach case managers are trained in motivational interviewing, which helps identify most appropriate responses to substance abuse (from offering information and access to safety testing or clean supplies to facilitating entry in treatment.) Project partner Petaluma Health Center facilitates interested encampment residents' access to MAT (Medically Assisted Treatment – a comprehensive program that combines behavioral therapy and medications to treat substance use disorders.) Case management in shelter and housing operates within harm reduction principles, emphasizing safe use and progress toward readiness to quit.

**14. Describe the services that will be provided to improve people's health, dignity, and safety while they continue to reside within the prioritized encampment site. (1000-character limit)**

The dignity, autonomy, safety and health of people residing within the prioritized encampment are top priority for the City and its service partners. The street outreach team works closely with Petaluma Health Center Healthcare for the Homeless program staff to facilitate connections to medical care, mental health care and substance use disorder harm reduction interventions or treatment. A full-time behavioral clinician with PPSC's counseling team will be dedicated to supporting people in the encampment and consulting with outreach team members to formulate support plans. Choice to engage or not with services is emphasized throughout project implementation, and multiple options for interim shelter and permanent housing are offered to all clients. Prior to any cleaning or clearing of sites, significant advance notice to residents is provided along with additional supports such as moving assistance, temporary storage, pet support, and assistance moving to interim or permanent housing.

**15. Identify what controls are or will be in place to ensure that all ERF-3-R funded parties will not penalize homelessness. The term "penalize homelessness" means to impose, by a governmental unit, criminal or civil penalties on persons who are homeless in a manner that is related to those persons' engagement in necessary human activities, including sleeping, resting, and eating. (1000-character limit)**

The City of Petaluma demonstrates through policy and practice its commitment to not penalize homelessness. On September 13, 2021, the Petaluma City Council declared a Homeless State of Emergency in the City which removed some barriers to implementation of creative interim housing options and prioritized funding for affordable and permanent supportive housing projects.

The City-funded SAFE Team is a mobile crisis response team that assists law enforcement in crises involving mental health, addiction, and homelessness - bringing professionals trained in these areas to respond to public calls for assistance, offering help in place of, or in addition to, police officers.

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 homeless advocacy groups, and collaborate closely with law enforcement throughout the project.

**16. Describe how this proposal considers sanitation services for people residing in the prioritized encampment. This may include but is not limited to non-intrusive, curbside waste removal and access to clean and available bathrooms. (1000-character limit)**

The City of Petaluma operates a mobile shower unit which will provide regular access to showers and bathrooms within easy walking distance of the prioritized string of encampment sites, toiletries and clean undergarments for encampment residents. Waste removal containers will be stationed near sites along the targeted encampment string and maintained regularly by the City. Should periodic removal of highly hazardous materials require additional intervention by the City, it will be planned and coordinated with outreach case managers to ensure minimal disruption of relationship building and housing progress made throughout the project.

## **Part 3: IMPLEMENTATION**

### **Core Service Delivery and Housing Strategies**

**17. Describe the proposed outreach and engagement strategy, case management, and / or service coordination for people while they are continuing to reside within the encampment site. Quantify units of service to be delivered including the ratio of staff to people served, frequency of engagement, and length of service periods. (2000-character limit)**

The primary focus of the project is to facilitate movement into permanent housing. Four (4) street outreach case managers will each carry a caseload of 20-25 people at a time. Outreach to encampment sites will continue two to three times weekly until the last site clearing anticipated to occur 24 months from the project start. A reduced team (one pair of outreach staff) will monitor for six months after final clearing to help move and serve any new site residents. Services that may be provided to people while they continue to reside in the encampment include:

Permanent housing plan development including CE Assessment, support applying to housing waitlists; mediation with family, friends, or past landlords who can provide a housing placement; facilitating warm handoff to housing stabilization case management support.

Documentation assistance including but not limited to IDs, birth certificates, social security cards, chronic homelessness documentation.

Connection to emergency shelter or other transitional housing options.

Applications to public benefits and other income development: food stamps, General Assistance, SSI/SSDI, free phone programs, and employment resources when appropriate.

Basic needs: Outreach Case managers provide information, referral and connection to shower services, free clothing, and food pantry, and have capacity to distribute "outreach kits" which include food, water, socks, and basic hygiene supplies to encourage program engagement.

Basic health/mental health needs: Outreach case managers help connect clients to health insurance and mental and physical health care. If a participant identifies substance use treatment as a goal, the Outreach Case manager will support connecting them to available detox and rehabilitation programs in collaboration with health service partners.

Legal: Probation/parole advocacy, making appointments, court hearings, and coordinating with public defenders to maintain the path to permanent housing

**18. Describe the role of Coordinated Entry in the context of this proposal and how Coordinated Entry policies or processes will support and / or hinder the implementation of this proposal. (1000-character limit)**

The Petaluma 101 Encampment Resolution Project prioritizes engaging every participant in Coordinated Entry (CE.) Coordinated Entry integration is facilitated significantly by the fact that HomeFirst – the agency responsible for leading the Sonoma County Coordinated Entry program – also manages the City of Petaluma Street Outreach Program, and will lead this proposed Encampment Resolution Project and the By Names List meetings. Outreach staff attend Coordinated Entry Case Conference each Friday, and the Outreach Program Coordinator participates in a countywide biweekly Coordinated Entry team meeting to exchange ideas and share information. Outreach staff make efforts to ensure that anyone they contact already participating in CE has updated contact information, Release of information, and documentation necessary for housing referrals uploaded into HMIS. The BNL weekly meeting helps the outreach team target efforts towards people who have not yet been assessed into CE.

**19. Describe each of the specific (a) interim housing and (b) permanent housing opportunities that will be used to achieve the proposed outcomes of this ERF project. Demonstrate that any ERF-3-R funded interim housing capacity is either non-congregate or clinically enhanced congregate shelter. (2000-character limit)**

Three interim housing and seven permanent housing opportunities will help achieve proposed outcomes:

\* Interim (clinically enhanced congregate) - Mary Isaak Center: 80-bed capacity co-located with a medical clinic. Approximately 20 top bunks frequently go unutilized due to limited physical access. Lack of storage for personal belongings is another common utilization barrier. ERF-R-3 budget includes funds to purchase new beds and lockers, and a portion of operating costs.

\* Interim (non-congregate) - Peoples Village: 25 tiny home units, with turnover at approximately 9-12 months. Project budget includes a portion of Peoples Village operating costs.

\* Interim (non-congregate) - Kids First Family Shelter: current shelter serves 2-4 families at a time with turnover at approximately 6-12 months. ERF-R-3 budget includes renovations that create 8 new non-congregate, human-centered design family units with new classroom, meeting and office space. Will address growing number of families living in encampments; over 100 families on combined waitlist of county's two largest family shelters.

\* Petaluma PSH (existing) – Studios at Montero: 60 units; estimate 5 to turnover during project period.

\* Petaluma PSH (new) – 414 Boulevard: New affordable housing opening mid-2024; 13 of 43 units will be PSH.

\*Petaluma PSH (new) - River Place: New affordable housing opening Fall 2025; 13 of 50 units will be PSH.

\* Petaluma PSH (new) - Meridian: New affordable housing opening Spring 2026; 33 of 131 units will be PSH.

\* Petaluma Landlord Recruitment program: City-funded program recruits landlords, matches units with individuals or families exiting shelter or encampments. ERF-R-3 budget includes rental assistance and one-time problem-solving funds to incentivize matches.

\* Sebastopol PSH (new) – SVdP/Gravenstein Commons: Homekey new construction of 22 units in neighboring city to open early 2025.

\* Other PSH (existing) - 1,057 PSH units exist outside Petaluma; turnover thru CE

**20. Demonstrate the applicant's commitment and ability to deliver permanent housing solutions to the people residing in the prioritized encampment, including by providing examples of prior successful efforts to permanently house similarly situated individuals. (2000-character limit)**

Over the last two years, the City of Petaluma was successful in achieving its goal to rapidly expand the availability of both non-congregate emergency shelter and permanent supportive housing:  
Peoples Village – 25 individual “tiny” units provide non-congregate shelter for adults and engage people long resistant to services, beginning them on their path to permanent housing. Opened in 2022.  
Studios at Montero – Homekey-funded conversion of existing motel into a 60-unit PSH project for chronically homeless individuals. Opened in 2023, housed individuals served by the City’s ERF-1 encampment resolution project, and was at capacity in less than 90 days.

In 2022, the City Council approved a resolution declaring affordable housing development projects would be exempt from City impact fees – a significant incentive that reduces the development cost of affordable housing projects in the City by \$1M or more. Four (4) projects in the current Petaluma housing development pipeline are taking advantage of the impact fee waiver. Between 2024 and 2026, the City will open 224 new affordable housing units across three developments – including 59 new permanent supportive housing units. Through Coordinated Entry, program participants will have access to new PSH projects opening outside Petaluma, such as 22-unit Gravenstein Commons in neighboring Sebastopol.

**21. Describe how this proposal is tailored to meet the needs and preferences of people residing within the prioritized encampment. (1500-character limit)**

This proposal was developed using Sonoma County Point in Time data, Petaluma By Names List, consultation with current homeless services providers in the City, results of 2021-2023 lived experience surveys, and ongoing research of best practices in street outreach including Assertive Community Treatment, Multidisciplinary Outreach Teams, Street Based Services, Trauma Informed Care, Cultural Competency, and Peer Support.

To meet the needs and preferences of individuals residing in the prioritized encampment sites, the HomeFirst outreach team begins by assigning a specific case manager to each encampment resident. In twice weekly caseload review meetings, the team reviews the entire project caseload and re-assigns clients as needed to optimize fit and progress. Services will be individualized in the following ways: Caseloads within each team assigned based on best staff relationship with individual, with changes as needed as client preferences become apparent.

Bi-weekly team case conference meeting with the Program Coordinator guiding the team through each individual on the caseload and planning the goals for each person for the following days.

A services/action plan will be offered to each encampment resident. The resident and outreach case manager will collaboratively assess strengths and needs. The plan will set as a primary goal permanent housing and identify the steps to reach that goal, while also setting immediate safety goals. All goals incorporate resident choice.

*Where applicable, identify the people, data, evidence, and / or other sources of information that was relied upon for this proposal.*

**Table 1: Projected Living Situations Immediately Following the Encampment**

For people served who exit the encampment, what are the projected Living Situations Immediately Following the Encampment, including but not limited to, permanent housing, interim sheltering, and

unsheltered?

Please provide responses in the table below. Add a row for each projected living situation. (250-character limit for each cell)

Briefly Describe Each Projected Living Situation Immediately Following the Encampment	Is This Permanent Housing?	Quantify the Capacity (e.g., number of beds/units, frequency of bed/unit availability)	Prioritized or Set-Aside for ERF-3-R?	Is this living situation funded by ERF-3-R and / or Leveraged Funds?	% of Served Persons Projected to Fall Within This Living Situation
Congregate Shelter – Mary Isaak Center (adults only)	No Yes/No	With renovations to increase accessibility and utilization, will provide 80 beds with turnover approximately every 6 months	Prioritized Pri/Set-Aside/Neither	Both ERF/Lev/Both	10 %
Non-congregate Shelter - Peoples Village (adults only)	No Yes/No	25 tiny home units turnover approximately every 9-12 months	Prioritized Pri/Set-Aside/Neither	Both ERF/Lev/Both	20 %
Non-congregate Shelter - Kids First Shelter (families)	No Yes/No	With renovation, will provide 8 new family units with turnover approximately every 6-12 months	Prioritized Pri/Set-Aside/Neither	Both ERF/Lev/Both	10 %



Studios at Montero (Petaluma PSH)	Yes Yes/No	60 units - with anticipated turnover of 10 units between 2024-2027. ERF-R-3 \$ may help with one-time costs +/- or rental assistance.	Prioritized (based on assumed continued high CE assessment scores of encampment residents) Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	10 %
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414 Boulevard (Petaluma PSH)	Yes Yes/No	13 PSH units (of total 43) ERF-R-3 \$ may help with one-time costs +/- or rental assistance.	Prioritized (based on assumed continued high CE assessment scores of encampment residents) Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	5 %
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River Place (Petaluma PSH)	Yes Yes/No	13 PSH units (of total 50) ERF-R-3 \$ may help with one-time costs +/- or rental assistance.	Prioritized (based on assumed continued high CE assessment scores of encampment residents) Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	5 %
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Meridian (Petaluma PSH)	Yes Yes/No	33 PSH units (of total 151) ERF-R-3 \$ may help with one-time costs +/- or rental assistance.	Prioritized (based on assumed continued high CE assessment scores of encampment residents) Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	15 %
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Landlord Recruitment Units	Yes Yes/No	Program overall to negotiate 20+ units per year; estimate 20 units for ERF-R-3 over 3-year period	Prioritized by program Pri/Set-Aside/Neither	Both ERF/Lev/Both	20 %
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Gravenstein Commons (Sebastopol PSH)	Yes Yes/No	22 units total; Homekey, operated by St Vincent de Paul. ERF-R-3 \$ may help with one-time costs +/- rental assistance.	Prioritized (based on assumed continued high CE assessment scores of encampment residents) Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	10 %
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Other PSH Units in County	Yes Yes/No	To be identified and accessed through Coordinated Entry throughout the project period. ERF-R-3 \$ may help with one-time costs +/- rental assistance.	Prioritized (based on assumed continued high CE assessment scores of encampment residents) Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	10 %
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## Table 2: Permanent Housing Opportunities

A permanent housing opportunity is a combination of project and/or service provided to an individual with the goal of helping the individual obtain permanent housing. Of course, applicants cannot and do not need to provide every possible scenario; Cal ICH is looking to understand the primary, expected permanent housing opportunities for people projected to be served by this proposal.

Please provide responses in the table below. Add a row for each projected opportunity. (250-character limit for each cell)

Describe the Permanent Housing Opportunity	Prioritized or Set-Aside for ERF-3-R?	Quantify the Capacity of the Housing and Service Opportunity	Is this Housing Opportunity Funded by ERF-3-R and / or Leveraged Funds?
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Units procured through Petaluma Landlord Recruitment Program	<b>Prioritized</b> Pri/Set- Aside/Neither	Continuous recruitment; projected to secure 20 units for encampment residents	<b>Both</b> ERF/Lev/Both
New PSH units in Petaluma	<b>Prioritized</b> Pri/Set- Aside/Neither	59 new PSH units opening 2024-2026; 25 units projected for encampment residents	<b>Leveraged</b> ERF/Lev/Both
New PSH units in County outside Petaluma	<b>Prioritized</b> Pri/Set- Aside/Neither	New Homekey funded 22 unit PSH in neighboring Sebastopol in 2025 (Gravenstein Commons); 10 units projected for encampment residents	<b>Leveraged</b> ERF/Lev/Both
Existing PSH in Petaluma turnover	<b>Prioritized</b> Pri/Set- Aside/Neither	60-unit Studios at Montero with 1-2 unit turnover per year; 10 units projected for encampment residents	<b>Leveraged</b> ERF/Lev/Both

Existing PSH in County outside Petaluma turnover	Prioritized	1,057 units existing PSH in Sonoma County outside Petaluma; all accessed via Coordinated Entry. Anticipate turnover to provide 10 units (1% of total units) over 3 years project period.	Leveraged
	Pri/Set-Aside/Neither		ERF/Lev/Both

**22. Describe strategies the applicant will use to ensure that people are not displaced from the prioritized encampment into another unsheltered location. Include strategies that are in addition to/complement the interim shelter and permanent housing opportunities that are part of this proposal. (1000-character limit)**

The primary strategy to ensure people do not simply move from the prioritized sites to another unsheltered location is to ensure street outreach hand-off to strong shelter and housing retention case management partners and to employ comprehensive evidence-based tactics such as:

Emphasizing Importance of Storage and Retrieval of Belongings: Outreach will provide assistance with packing, storage, and retrieval of belongings to prevent loss or displacement of personal possessions.

Cultural Sensitivity and Respect: Outreach team now includes individual(s) who are bilingual (Spanish and English) and bicultural – responding to a primary unmet need in street outreach that surfaced in recent Petaluma lived experience surveys.

Community Reintegration and Support: Housing Retention Case Managers will connect clients with community organizations, peer support networks and other resources to help them rebuild social connections and access needed assistance.

**23. Describe specific strategies and/or services the applicant will use to prevent returns to unsheltered homelessness among people from the prioritized encampment who are sheltered and housed through this ERF project. Include whether these strategies will be funded with ERF-3-R funds and, if not, what other resources will be leveraged. (1000-character limit)**

Housing Retention Case Managers funded by ERF-R-3 will support individuals housed through the project. These Housing Retention Case Managers will: 1) collaboratively develop with client an Individualized Support Plan that focuses on client's unique strengths, needs, preferences and goals with tailored corresponding interventions to maintain housing, 3) Conduct regular assessments to identify emergency issues or changes in circumstances that may impact housing stability, 4) Provide financial assistance and budgeting support, 5) Facilitate connection to services, and 6) Maintain regular contact through calls, visits, texts and email.

A Landlord Liaison funded by this grant will serve as an ongoing point of contact with landlords to resolve conflicts or disputes and help address issues related to payments, property maintenance, or tenant behavior to prevent eviction.

Shelter Case Managers funded by other resources provide tailored support focused on obtaining permanent housing.

**24. Describe how this proposal considers and plans for the dynamic nature of encampments including potential inflow of people into the geographically served areas. (1000-character limit)**

The Petaluma 101 Encampment Resolution Project is located along a string of sites that experiences a significant amount of movement of people among sites, and influx of new people into the area because of its proximity to major thoroughfares and services. The City estimates inflow of 20 people into the encampments over the project period (with 80 currently estimated across the string of sites.) Through frequent, regular outreach team visits to the encampments, thorough collection of contact data and locations tracked in HMIS, and adequate staffing to provide optimal case management ratios, the project will manage inflow and serve all individuals residing in the encampments during the project period. After each site along the targeted string is closed, outreach teams and City public safety will increase monitoring to prevent encampment re-establishment at the site.

**25. Describe how participants in this ERF project will be supported with continued access to, and storage of, their personal property while in the encampment, in interim housing (if applicable), and in permanent housing. (1000-character limit)**

Concerns regarding ability to store personal property surfaced in multiple local lived experience surveys as a barrier to entering both interim and permanent housing. To address this challenge, the proposed project budget includes installation of heavy-duty lockers at the Mary Isaak Center adult shelter and provides financial aid to fund moving assistance and off-site storage for individuals who move into permanent supportive housing units with limited in-home storage capacity. Travel assistance to/from storage is provided by the project.

Special temporary storage is also arranged prior to and during the final phase of closing any encampment site in the city. The storage plan during encampment closures includes communication of the location, duration and retrieval process with program participants as well as assistance packing and moving belongings.

**26. Describe how participants in this ERF project who have service animals and/or pets will be supported while in the encampment, in interim shelter (if applicable), and in permanent housing. (1000-character limit)**

Street outreach case managers will periodically distribute pet supplies and essentials, and coordinate with shelter operator to keep pets with clients when possible or to arrange temporary boarding at the nearby animal shelter. The project budget includes a Pet Solutions Fund to cover necessary veterinary care and vaccinations for pets to ensure safety and shelter/housing eligibility. Temporary boarding will be available through the city animal shelter which is located less than a block from the Mary Isaak Center adult shelter. Pet-friendly transportation assistance will be provided for individuals and their pets to access shelter, housing, or veterinary appointments. Pet behavior and training resources will be offered to help individuals address any behavioral issues or challenges their pets may face during the transition to shelter or housing. Long-term planning for pet care will be incorporated into clients' individualized shelter case management or housing retention plans.

## Budget and Resource Plan

### 27. State the total amount of ERF-3-R funds requested.

\$8,098,978.00

\$

### 28. State the estimated dollar value of secured, non-ERF-3-R resources that will help meet this proposal's outcomes.

\$23,571,938.00

\$

### 29. Identify and describe each leveraged non-ERF-3-R resource and how that specific resource will be used to help meet the proposal's outcomes, including the permanent housing outcomes. (1000-character limit)

Leveraged resources total nearly 3 times the requested ERF-R-3 budget. The \$23,571,938 leverage includes \$14.3M for PSH development (waived City impact fees) for the new PSH projects expected to house one third of encampment residents and to permanently expand the City's PSH inventory by 59 units. Additional leverage includes \$2.4M for interim housing (from Transit Occupancy Tax and county grants), \$1.5M for outreach, crisis team and mental health services (from TOT, general fund, county and COPS grants), and approximately \$1.5M for homeless prevention, fair housing and rental assistance programs (from City commercial linkage, housing in-lieu, and Permanent Local Housing Authority/PLHA), and \$3.24M representing the value of constructing new St Vincent de Paul PSH units. To sustain the project beyond the grant term, the City has expanded its five-year PLHA Plan (total \$1.1M) to include homeless services, and applied for \$840,000 from Prohousing Incentive funds.

*Applicants are directed to provide a detailed description of other fund sources, and system capacity, that will be leveraged to achieve the outcomes proposed for the ERF-3-R funded project (especially as it relates to meeting this proposal's permanent housing outcomes) and, if applicable, to sustain the new programming beyond the end of*

*the grant term.*

*This includes prior ERF awards, HUD unsheltered NOFO, and other federal, state, and local funding sources.*

*Applications will be evaluated with the understanding that communities vary significantly with respect to the current availability of other fund sources that can be used as leverage for their proposed projects and to sustain the projects beyond the grant term.*

*In the absence of currently available resources, Applicants are encouraged to provide a specific plan for obtaining the funding necessary to sustain their project beyond the grant term if the project is intended to continue.*

**30. Describe how the proposal is a prudent and effective use of requested funding relative to the number of people it seeks to serve, the types of services and housing to be provided, and any benefits to the community's efforts to address homelessness that will extend beyond the grant term, including ongoing expansion of interim and permanent housing capacity. Include an explanation of how the requested ERF-3-R amount was determined. (1000- character limit)**

The Cal ICH Guide to Strategic Uses of State and Federal Funds informs the funding plan for this project and the City's continuum of homeless services. Given the City's significant local investment in affordable housing and services, this ERF-R-3 grant will fund a strategically identified remaining need to permanently house some of the community's most vulnerable individuals and families. Petaluma actively pursues all funding sources that align with its Homelessness Strategic Action Plan, including county, state, federal and private sources. Most recently, Petaluma committed \$300,000 toward a new homelessness prevention initiative in partnership with the City of Santa Rosa, County of Sonoma and All Home, a private nonprofit that will match 1:1 the local jurisdictions contributions to the total \$3M pilot. This ERF budget is built using current known costs for staffing, services, construction and supplies and assumption of increased based costs over the project period.

**Attachment: Standardized Budget**

ERF Standardized Budget\_Petaluma\_03.24.xlsx

*Applicants must use the [ERF-3-R Budget Template](#) available on [box.com](#)*

## **Key Entities and Staff**

**31. First, describe the implementing organization and specific unit or office within the implementing organization that would administer ERF-3-R. Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500-character limit)**

The Housing Department of the City of Petaluma Community Development division will administer this ERF-3-R project. To effectively coordinate services among multiple providers, the City recently hired a full-time Management Analyst, who brings significant experience in community level homeless services management in the Bay Area. The Management Analyst will coordinate and monitor the proposed Petaluma 101 Encampment Resolution project. The Analyst reports to the City Assistant Director of Community Development, Karen Shimizu, who brings nearly 40 years of experience managing city and countywide homeless services and housing programs. This reporting ensures oversight by City leadership and alignment with the City's long-term housing strategy.

Petaluma is halfway through its first ever 3-year strategic plan to end homelessness and will cast its next plan during this ERF project. Successes of the current plan include establishing the By Names List process, launching a Landlord Recruitment Program, and leading efforts to coordinate and standardize street outreach countywide. The City's Cal ICH ERF-1 Cedar Grove project played a significant role in informing these developments and the strategic plan to end homelessness in Petaluma.

While Petaluma's current housing and homeless services programs have achieved meaningful outcomes, the resources requested through this ERF-R-3 proposal are required to resolve homelessness for people living in the targeted 101 encampment string.

### Table 3: Key Staff

Identify all staff positions (e.g. administrative, programmatic, development etc.) which are integral to this ERF project and to achieving the proposal's outcomes. For each position include the title, whether the position is filled or vacant, the approximate fulltime equivalent (FTE) of the position dedicated to the ERF project, whether the position is funded through ERF-3-R and/or Leveraged (i.e. non-ER-3-R) funds, and a brief description of the duties. Please provide responses in Table 3 below.

Title	Currently Filled Position?	FTE of Staffing for This Proposal	Funded by ERF-3-R and / or Leveraged Funds?	Brief Description of Duties
Street Outreach Case Managers (HomFirst)	Yes <small>Yes/No</small>	4.0 <small># FTE</small>	Both <small>ERF/Lev/Both</small>	Primary street outreach team providing housing focused engagement and service coordination
Street Outreach Program Coordinator (HomeFirst)	Yes <small>Yes/No</small>	.50 <small># FTE</small>	Leveraged <small>ERF/Lev/Both</small>	Street outreach program management including CM supervision, HMIS oversight, outcome reporting Street outreach program management including CM supervision, HMIS oversight, outcome reporting



By Names List Manager (HomeFirst)	Yes Yes/No	.50 # FTE	Both ERF/Lev/Both	Facilitate weekly BNL meetings, coordination with county subregional SO project
Dedicated Behavioral Health Clinician (PPSC)	Yes Yes/No	1.0 # FTE	ERF ERF/Lev/Both	Provide dedicated BH support to encampment residents in 1-1 and group services
Mary Isaak Center Shelter Case Manager	Yes Yes/No	1.0 # FTE	Leveraged ERF/Lev/Both	Provide housing-focused case management for encampment residents who first move to shelter
Peoples Village Case Manager	Yes Yes/No	.50 # FTE	Leveraged ERF/Lev/Both	Provide housing-focused case management for encampment residents who first move to shelter
Kids First Shelter Case Manager	Yes Yes/No	.20 # FTE	Leveraged ERF/Lev/Both	Provide housing-focused case management for encampment residents who first move to shelter
Housing Retention Case Managers (Provider TBD)	No Yes/No	2.0 # FTE	ERF ERF/Lev/Both	Provide continued stabilization support and service coordination after encampment residents move to permanent housing
Landlord Recruitment Program Manager	Yes Yes/No	.50 # FTE	Both ERF/Lev/Both	Recruit and negotiate with landlords to secure new permanent housing units for encampment residents
Landlord Liaison (Provider TBD)	No Yes/No	1.0 # FTE	ERF ERF/Lev/Both	Interface with permanent housing landlords to preserve housing retention CM relationship

SAFE Team (aggregate FTE of multi-person team)	Yes Yes/No	.30 # FTE	Leveraged ERF/Lev/Both	City public safety and PPSC BH team to respond to encampment or shelter residents experiencing crisis
Management Analyst: Homeless Services (City)	Yes Yes/No	.50 # FTE	Both ERF/Lev/Both	ERF Project Manager, provider contracting, facilitates regular project team meetings w providers, reporting

**32. First, describe key partners that will be responsible for implementing this ERF project and achieving the proposal's outcomes (e.g. service providers, public agencies, development entities etc.). Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500-character limit)**

Project partners each have average of 40+ years' experience implementing complex collaborative homeless services and provided input that shaped this proposal:

HomeFirst is Petaluma's contracted service provider for its housing focused Street Outreach program. HomeFirst also operates the County of Sonoma Coordinated Entry System.

COTS City's emergency shelter provider. Project will coordinate closely with COTS' shelter staff to facilitate warm hand-offs for encampment residents seeking interim housing prior to permanent housing.

SAFE Team provides highly skilled civilian first responders for crisis response and intervention for community members experiencing crisis with mental health or substance use. Provides support to individuals at encampments.

Petaluma People Services Center (PPSC) multi-service agency; county Fair Housing operator, offers rental assistance, leads SAFE, and provides licensed therapy and mental health services. PPSC will staff a behavioral health clinician who provides individual and group support for people in encampments.

Sonoma County's Interdepartmental Multidisciplinary Team includes highly experienced behavioral health professionals who provide collaborative high-needs client case management for individuals experiencing homelessness in the County.

Petaluma Health Center (PHC) operates a Healthcare for the Homeless clinic, participates in the By Names List work group, and facilitates connections to medical and mental health services.

**33. Describe specific examples of how Local Jurisdiction(s) and the CoC have collaborated on the design and implementation of this proposal. (1000-character limit)**

Petaluma is a leading participant with the Sonoma County Subregional Street Outreach initiative for coordination and improvement of street outreach. Through this approach, Petaluma is working with the CoC and outreach providers county-wide to improve collaboration among subregional By Names List coordinators, develop and implement a standardized approach to caseload-based, housing-focused outreach, share best practices, support dynamic prioritization in Coordinated Entry, and ensure outreach is directed by leads who emphasize permanent housing as ultimate outcome of street outreach. Petaluma was an early leader in this countywide process through some of its outreach model development and implementation funded by Cal ICH in ERF Round 1. This proposed Petaluma 101 Encampment Resolution Project has been designed within this collaborative Subregional SO initiative context, as evidenced by the attached letters of support from Sonoma County CoC, City of Santa Rosa and City of Rohnert Park.

*Applicants may upload evidence of cross-jurisdictional collaboration such as MOUs, letters of support, or interagency agreements etc. in the field immediately below.*

**Optional Upload: Evidence of Cross-Jurisdictional Collaboration**

City of Petaluma ERF-3 LoS - Coalition.pdf

Letter of Support - Rohnert Park.pdf

Letter of Support - Santa Rosa.pdf

**34. Identify any entities that have a right to and/or control of the property upon which the encampment site resides. Describe how applicant has engaged with these entities and confirm that each of these entities has committed to allowing the implementation of this proposal. (1000-character limit)**

Three entities control property involved in the proposed Petaluma 101 Encampment Resolution Project:

CalTrans: Four of the six proposed sites are located on CalTrans property. CalTrans worked actively with the City team developing this Petaluma 101 Encampment Resolution Project to verify sites of concern to CalTrans based on recent encampment activity along the state highway that runs through the center of Petaluma.

SMART Train: Sonoma-Marin Area Rail Transit connects Sonoma and Marin counties. Two sites along the targeted encampment string encroach upon property owned by SMART. SMART provided a letter of support for the proposed project (attached) and assisted with verification of impacted SMART locations.

Private Property Owner: The Trestle site in the target encampment string is located on private property. The City Housing staff and police department have been in regular communication with the owner to resolve the site and the owner is in support of this ERF proposal.

## **Accelerated Timeline**

**35. How is your community currently supporting and / or engaging with people residing within the prioritized encampment? (1000-character limit)**

In 2023, Petaluma launched an expanded, intensive housing focused street outreach program operated by HomeFirst, a new City partner. At the end of its first quarter of operation, the HomeFirst team had served 42 individuals, enrolled 42 into Coordinated Entry and made 4 referrals to permanent housing. Nearly 40% of individuals assessed for CE had never been enrolled in any HMIS program before. This proposed ERF project will dedicate a team of 4 Street Outreach workers to serve prioritized encampments.

In addition to the current outreach team, the Petaluma SAFE team delivers - and will continue to deliver - immediate response to encampment sites when residents are experiencing severe crises from mental health and/or substance use. Team members assess the resident and situation, stabilize as needed, provide transportation if necessary to nearby medical facilities, and give updates to the Street Outreach Case Managers for follow-up.

**36. If this proposal is selected, in advance of receiving funding, what steps will your community take to support the people living in the encampment and swift implementation of this proposal? (1000-character limit)**

To ensure swift project implementation, the City will select project service providers through a preparatory Request for Proposal process in April/May 2024 and prepare to execute contracts as soon as ICH announces ERF-R-3 award. This will enable service providers to hire new staff rapidly, train and orient outreach teams, behavioral health staff, landlord recruitment and liaison staff, housing retention case managers, shelter staff and all By Names List partners. The City will work with service providers and County HMIS lead to ensure all systems for data tracking and reporting that complies with ICH requirements are in place at project start. Lastly, outreach case managers will begin notifying encampment residents of new resources available through the project including targeted rental assistance, pet assistance, and other new supports that do not currently exist in the local homeless services system.

**Table 4: Project Timeline**

Cal ICH should be able to use the project timeline to understand the general parameters of the project and how it will be implemented.

This Standardized Project Timeline Template will not perfectly capture every nuance - that's Ok. However, applicants are strongly encouraged to provide incremental milestones for achieving the interim shelter and permanent housing goals set out in the proposal. For projects that include interim shelter and/or permanent housing development, the timeline should include major development milestones.

Where there is ambiguity, conflict, or silence, use your judgment.

Date	Milestone	Category	Additional Detail for Milestone
6/1/2024	ERF-R-3 Award	Project Management	Timeline assumes 7/1/24 contract start

7/1/2024	New PSH opens at 414 Boulevard; first encampment resident(s) move to PSH	People	Projecting encampment residents to move into 5 units
7/1/2024	Establish new project in HMIS for data collection, analysis and reporting	Project Management	Includes training/orientation for project staff to data collection and reporting requirements
7/1/2024	CalTrans project coordinating plan established	Project Management	Notify CalTrans rep of ERF award, project confirmation, plan coordinated action steps/timeline for state ROW sites
7/1/2024	SMART Train project coordination	Project Management	Notify SMART of ERF award, project confirmation, plan coordinated action steps/timeline for area abutting SMART trail
8/1/2024	Team orientation to ERF-R-3 goals/target outcomes. Project-focused street outreach begins	Project Management	Coordinated Entry assessment and updates remain initial focus

8/1/2024	Begin Housing Retention case management - supports former encampment residents in permanent housing	People	Continues through 6/30/2027. Tapers over 12-24 months depending on date of move into permanent housing, and level of case management/retention support available via PSH program or other non-ERF-funded services.
9/1/2024	Mary Isaak Center shelter improvements begin (bed and locker project)	Place	
10/31/2024	First quarterly report submitted to Cal ICH for ERF-R-3	Project Management	Continues quarterly til project close-out with Cal ICH
11/1/2024	First encampment resident(s) move to interim shelter at Mary Isaak Center and/or Peoples Village	People	
11/1/2024	First encampment resident moves into Other Countywide PSH unit accessed through Coordinated Entry System	People	
12/31/2024	Mary Isaak Center shelter improvements complete (beds and lockers installed)	Place	Expands usable capacity by 20 beds. Expanded storage capacity. Improvements announced in encampment outreach.

1/1/2025	Kids First Family Shelter renovation plans and permit finalized and contractor selected	Place	
2/1/2025	First encampment resident moves into unit negotiated through Landlord Recruitment program	People	New units come available and more encampment residents move into those units throughout the project period
5/1/2025	Kids First Family Shelter renovation complete.	Place	Creates minimum of 8 new non-congregate family units plus new classroom/ meeting and office space
6/1/2025	First families move into renovated Kids First Family Shelter	People	
6/30/2025	50% of ERF-R-3 contract funds expended by City of Petaluma	Project Management	Per regulatory requirement and based on establishing shelter operating reserves
10/1/2025	New PSH opens at River Place; encampment residents move to new units	People	Projecting 5 encampment residents move into new PSH units (depending on development schedule)
6/30/2026	Last resident moves from encampment into shelter or permanent housing	People	Total 24 months from project start. Outreach continues to monitor prioritized sites and advise By Names List process

10/1/2026	New Meridian affordable housing development opens - 151 units total and 33 PSH. Encampment residents move into PSH.	People	Projecting 15 encampment residents move into new PSH units (based on project development)
6/30/2027	100% of ERF-R-3 contract funds expended by City of Petaluma	Project Management	Per regulatory requirement and agreement with Cal ICH
7/30/2027	Final ERF-R-3 Report	Project Management	

### Table 5: Projected Milestones

Answer the following questions in relationship to April 30, 2024. Cal ICH assumes disbursement will occur approximately 3-6 months after April 30, 2024.

Please provide responses in the table below including the month and year. (15-character limit for each cell)

Outreach to the people residing in the prioritized encampment site began / will begin in mm/yyyy.	This proposal will reach full operating capacity in mm/yyyy.	The first planned exit of a person or household from the prioritized encampment will occur in mm/yyyy.	The last planned exit of a person or household from the prioritized encampment will occur in mm/yyyy.
02/2024	08/2024	07/2024	06/2026

### CERTIFICATION

Before certifying, applicants are strongly encouraged to review the NOFA.

*I certify that all information included in this Application is true and accurate to the best of my knowledge.*

**Name**

Karen	Shimizu
First	Last

*This does not have to be an authorized representative or signatory.*

**Title**

Assistant Director of Community Development
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**Email**



[KShimizu@cityofpetaluma.org](mailto:KShimizu@cityofpetaluma.org)

		ELIGIBLE USE CATEGORY	~5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL				ERF-3-R PROPOSED BUDGET	LEVERAGED FISCAL SUPPORT	~2 SENTENCE DESCRIPTION
Guidance and Intended Use	This budget template may be slightly modified to meet local needs. If awarded funding, this budget, once approved, will serve as your community's official project budget. Any future changes to this budget must be authorized through the change request process.	Use dropdowns. See NOFA, III. A.	Enables Cal ICH to immediately understand the line item.	Enables Cal ICH to associate the line item with specific entities or parts of a proposal.				Only ERF-3-R Funds	Non ERF-3-R Funds That WILL be Used to Support this Proposal	Enables Cal ICH to better understand the line item, context, and / or other pertinent information related to the proposed line item.
<b>PERSONNEL COSTS</b>					<b>SALARY and</b>	<b>FTE</b>	<b>MONTHS</b>			
		Street Outreach	Street Outreach Case Managers (ERF)	HomeFirst	75,000.00	4.00	30	675,000.00	-	4.0 FTE allocated to ERF; 2 teams of 2 street outreach case managers provide housing focused engagement and service coordination to residents of targeted
		Street Outreach	Street Outreach Case Managers (nonERF)	HomeFirst	75,000.00	2.00	30.00	-	337,500.00	4.0 FTE allocated to ERF; 2 teams of 2 street outreach case managers provide housing focused engagement and service coordination to residents of targeted
		Street Outreach	Street Outreach Program Coordinator	HomeFirst	112,500.00	1.00	30	126,562.50	126,562.50	.5 FTE allocated to ERF. Supervises ERF SO teams, program management, HMIS oversight, outcome reporting and analysis. BNL participant.
		Street Outreach	Outreach & Engagement Director	HomeFirst	156,250.00	0.10	30	-	15,625.00	Overall outreach program oversight and quality management. Ensures alignment with organization and City strategic plans.
		Street Outreach	Mobile Shower Program Coordinator	HomeFirst	75,000.00	1.00	30	93,750.00	93,750.00	Operates mobile shower program at or near prioritized encampment string sites. Includes showers, bathrooms, toiletries, supply distribution and data
		Services Coordination	By Names List Coordinator	HomeFirst	93,750.00	1.00	36	140,625.00	140,625.00	Manages comprehensive BNL process for all individuals and families experiencing homelessness in Petaluma, including ERF prioritized encampment
		Interim Sheltering	Mary Isaak Center Case Manager	COTS	75,000.00	1.00	36	-	225,000.00	Provide housing-focused case management for encampment residents who move to interim housing before permanent.
		Interim Sheltering	Peoples Village Case Manager	COTS	75,000.00	0.50	36	-	112,500.00	Provide housing-focused case management for encampment residents who move to interim housing before permanent.
		Interim Sheltering	Kids First Case Manager	COTS	75,000.00	0.20	36	-	45,000.00	Provide housing-focused case management for encampment residents who move to interim housing before permanent.
		Services Coordination	Behavioral Health Clinician	PPSC	180,000.00	1.00	36	540,000.00	-	Dedicated clinician for ERF clients living unsheltered or in interim housing. Provides individual and group therapeutic counseling and BH referrals; BNL
		Services Coordination	Housing Retention Case Managers	TBD	75,000.00	2.00	36	450,000.00	-	Provide continued stabilization support and service coordination for encampment residents who move into permanent housing.
		Services Coordination	Landlord Recruitment Manager	HomeFirst	106,250.00	1.00	36	159,375.00	159,375.00	Recruit and negotiate with landlords to secure new permanent housing units for residents of prioritized ERF encampments. .5 FTE allocated to ERF project.
		Services Coordination	Landlord Liaison	TBD	75,000.00	1.00	36	225,000.00	-	Interface with permanent housing landlords of previous ERF encampment residents. Preserves/strengthens client relationship with Housing Retention CM
		Services Coordination	SAFE Team Members	City and PPSC	180,000.00	0.30	36	-	162,000.00	Average aggregate SAFE team member cost per FTE; 2.0 FTE, 2-person teams (BH and public safety). Average 15% of SAFE team calls for unsheltered
		Systems Support	Management Analyst: Homeless Services	City of Petaluma	150,000.00	1.00	36	225,000.00	225,000.00	
<b>Subtotal - Personnel Costs</b>								<b>\$ 2,635,312.50</b>	<b>\$ 1,642,937.50</b>	<b>SUBTOTAL PERSONNEL</b>
<b>NON-PERSONNEL COSTS</b>					<b>UNIT</b>	<b>RATE</b>	<b>TIME</b>			
		Street Outreach	Mobile Shower operating costs	HomeFirst	Annual	36,000	3	54,000.00	54,000.00	Fuel, supplies, mobile unit maintenance
		Street Outreach	Street Outreach operating costs	HomeFirst	Annual	50,000	3	75,000.00	75,000.00	Supplies, phones, computers, mileage, liability insurance, staff training and recruitment
		Interim Sheltering	Mary Isaak Center operating costs	COTS	Annual	1,000,000	1	200,000.00	800,000.00	To provide interim housing during project year 1
		Interim Sheltering	Mary Isaak Center operating reserve	COTS	Annual	2,000,000	2	400,000.00	1,600,000.00	Reserve to ensure capacity to provide interim housing during project years 2 and 3
		Interim Sheltering	Peoples Village shelter operating costs	COTS	Annual	470,000	1	150,000.00	320,000.00	To provide interim housing during project year 1
		Interim Sheltering	Peoples Village shelter operating reserve	COTS	Annual	940,000	2	300,000.00	640,000.00	Reserve to ensure capacity to provide interim housing during project years 2 and 3
		Interim Sheltering	Kids First shelter operating costs	COTS	Annual	350,000	1	150,000.00	200,000.00	To provide interim housing during project year 1
		Interim Sheltering	Kids First shelter operating reserve	COTS	Annual	700,000	2	300,000.00	400,000.00	Reserve to ensure capacity to provide interim housing during project years 2 and 3
		Services Coordination	Pet Solutions Fund	TBD	Annual	25,000	3	75,000.00	0	Extra move-in deposits, rent differential, veterinary services required for safety/housing. Assumes use by 20% of project clients; 20 x \$3,750 average.
		Street Outreach	Waste disposal at encampment sites	City of Petaluma	Annual	12000	2	24,000.00	0	Periodic collection of waste including hazardous materials from prioritized ERF sites while people still residing in encampments.
		Systems Support	Planning and Development Consultant	City of Petaluma	Annual	30,000	3	90,000.00	0	Professional services - contracted - to lead next 3 Year Ending Homelessness Action Plan for City of Petaluma, provide specialized training and development.
		Improvements to Existing Emergency Shelters	Mary Isaak Center reconfiguration	COTS	One time	100,000	0	100,000.00	0	Purchase and installation of 80 heavy duty full size lockers for storage of personal belongings and paperwork for MIC shelter residents. Purchase and installation of
		Improvements to Existing Emergency Shelters	Kids First shelter renovation	City of Petaluma	One time	1,000,000	1	1,000,000.00	0	Renovation of 4,500 square foot facility to create 8 new non-congregate family shelter units, new classroom and meeting space and increase utilization overall of

	Prevention and Diversion	Petaluma Homeless Prevention Program	City of Petaluma	One time	300,000	1	-	300,000.00	Homeless prevention funds contributed by Petaluma to \$3M City/County/All Home Prevention Pilot 2024-2026. Resource to support housing retention by	
	Delivery of Permanent Housing	Affordable Housing Impact Fee Waivers	City of Petaluma	One time	14,300,000	1	-	14,300,000.00	Value of waived city impact fees for the three affordable housing developments (414 Boulevard, River Place, and Meridian) providing total of 59 new PSH units	
	Delivery of Permanent Housing	Gravenstein Commons - new PSH	St Vincent de Paul	One time	7,200,000	0.45	-	3,240,000.00	Cost to build 10 of 22 new PSH units in neighboring city of Sebastopol by SVdP projected for residents of prioritized encampments in this ERF project.	
	Delivery of Permanent Housing	Rental Assistance	TBD	Varies	160,000	1	160,000.00	-		
	Delivery of Permanent Housing	Housing Problem Solving Fund	TBD	Varies	2,000,000	1	2,000,000.00	-		
<b>Subtotal - Non-Personnel Costs</b>								<b>\$ 5,078,000.00</b>	<b>\$ 21,929,000.00</b>	<b>SUBTOTAL NON PERSONNEL</b>
<b>ADMINISTRATIVE COSTS</b>										
	Administrative Costs	City of Petaluma Project Administration	City of Petaluma	Total	5%	1	385,665.50	-		
<b>Subtotal - Administrative Costs</b>								<b>\$ 385,665.50</b>	<b>\$ -</b>	<b>SUBTOTAL ADMINISTRATIVE COSTS</b>
<b>TOTAL BUDGET</b>								<b>\$ 8,098,978.00</b>	<b>\$ 23,571,937.50</b>	<b>TOTAL</b>

## California Department of Transportation

OFFICE OF THE DIRECTOR  
P.O. BOX 942873, MS-49 | SACRAMENTO, CA 94273-0001  
(916) 654-6130 | FAX (916) 653-5776 TTY 711  
[www.dot.ca.gov](http://www.dot.ca.gov)



March 7, 2024

Attn: Jeannie McKendry, Grants Development Section Chief  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601 Sacramento,  
CA 95814  
[calich@bcsh.ca.gov](mailto:calich@bcsh.ca.gov)

**RE: Letter of Commitment for the City of Petaluma application for funding for the Encampment Resolution Funding Program (ERF-3)**

Dear Chief Jeannie McKendry:

The City of Petaluma Encampment Resolution Fund Program Round 3 Grant Application has the involvement and endorsement of the California Department of Transportation (Caltrans) in this letter. Officials from Caltrans and the City of Petaluma collaborated to find current and active sites across the city:

- NB/SB 101 Petaluma River Bridge
- EB 116 Under 101 Lakeville
- SB 101 Washington Creek
- SB 101 Kenliworth Under POC

Three of the aforementioned locations have had three cleanups in the last two years. These encampments pose significant safety risks for encampment occupants and other city residents due to the proximity to heavily traveled roadways, which creates a risk that both Caltrans and the City of Petaluma prioritize resolving.

Caltrans recognizes that the City of Petaluma has invested significant local funding in encampment resolution as part of the City's long-term Homelessness Strategic Plan. The recent and proposed improvements in housing-focused street outreach, shelter, and permanent housing options greatly increase the likelihood of long-term housing success for people currently staying in the prioritized encampments.

The City of Petaluma is proposing an encampment resolution project that addresses core barriers to housing for people residing in encampments, including targeted, intensive street outreach services with enriched case management support,

Ms. Jeanie McKendry  
Grants Development Section Chief  
March 7, 2024  
Page 2

expanded interim shelter options, and unique supports to ensure long-term stability once people move into permanent housing. These targeted permanent housing supports include housing stabilization case management services, dedicated mental health services, direct rental assistance, and establishment of a Housing Problem Solving Fund to needs ranging from pet-related security deposits and temporary storage to other one-time expenses serving as barriers to housing.

Petaluma proposes an accelerated timeline, with the goal of engaging project participants and supporting their moves into interim shelter or housing during the first 18 months of the project and providing continued housing stabilization support throughout the remainder of the three year grant period.

Caltrans is committed to only act on the encampment sites in the proposal in collaboration with the City of Petaluma and with at least two weeks-notice to the ERF grantee (unless critical circumstances exist when an encampment poses an imminent threat to life, health, safety, or infrastructure and must be immediately addressed).

We will partner with the City of Petaluma to serve the unhoused community members living in the areas identified. I fully support the City of Petaluma's application for the State of California Encampment Resolution Funding Grant. These state resources will be instrumental to serving unsheltered community members along the state right of way in Petaluma with dignity and moving them into permanent housing.

Thank you,

*Leah Budu*

Leah Budu  
District Director, Maintenance

Cc: Carissa Cooper, Management Analyst 1, City of Petaluma,  
[CarissaC@cityofpetaluma.org](mailto:CarissaC@cityofpetaluma.org)

# City of Petaluma 2024 Letter of Commitment

Final Audit Report

2024-03-07

Created:	2024-03-07
By:	Ashwini Reddy (s138299@dot.ca.gov)
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## "City of Petaluma 2024 Letter of Commitment" History

-  Document created by Ashwini Reddy (s138299@dot.ca.gov)  
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2024-03-07 - 9:54:14 PM GMT



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February 29, 2024

Meghan Marshall, Executive Officer  
California Interagency Council on Homelessness  
Encampment Resolution Funding Program  
801 Capitol Mall Suite 601 Sacramento, CA 95814

RE: Support of City of Petaluma for ERF Round 3 Grant Application

Dear Ms. Marshall:

The Sonoma County Homeless Coalition (formerly referred to as the Continuum of Care) supports the City of Petaluma Encampment Resolution Fund Program Round 3 Grant Application. The City is an active participant with the Coalition's countywide subregional approach to coordination and improvement of street outreach. Through this integrated approach, the City is working with the Coalition and street outreach providers throughout the county to improve coordination and collaboration among subregional By Names List coordinators, develop and implement a standardized approach to caseload-based, housing-focused outreach, support dynamic prioritization in Coordinated Entry, and ensure that outreach is directed by subregional leads who are connected to the broader housing process to increase the numbers of people moving into housing. The City was an early leader in this countywide process through some of its outreach model development and implementation in Petaluma funded by Cal ICH in ERF Round 1.

The City of Petaluma has prioritized multiple encampments for resolution, including one site which encroaches upon CalTrans property and nearby thoroughfares. Two other prioritized locations in the proposed integrated multi-site encampment resolution project include a rapidly growing site on private property referred to as "The Trestle" where access is restricted by a fence and locked gate built by members of the encampment, and a growing encampment on Payran Street with approximately 15 vehicles. More than 50 individuals occupy the three sites, many of these people are experiencing chronic homelessness and are known to current homeless outreach teams and local law enforcement, and all these encampments are growing.

The City of Petaluma is proposing an encampment resolution project that addresses core barriers to housing for people residing in encampments, including targeted, intensive street outreach services with enriched case management support, expanded interim shelter options, and unique supports to ensure long-term stability once people move into permanent housing. These targeted permanent housing supports include housing stabilization case management services, dedicated mental health services, direct rental assistance, and establishment of a Housing Problem Solving Fund to needs ranging from pet-related security deposits and temporary storage to other one-time expenses serving as barriers to housing. Petaluma proposes an accelerated timeline, with the goal of engaging project participants and



supporting their moves into interim shelter or housing during the first 18 months of the project, and providing continued housing stabilization support throughout the remainder of the three year grant period.

The Sonoma County Homeless Coalition values this collaboration with the City of Petaluma and supports their innovative Encampment Resolution proposal.

Sincerely,

*Dave Kiff*

Dave Kiff  
Division Director, Homelessness Services  
County of Sonoma, Department of Health Services  
Lead Agency to the Sonoma County Homeless Coalition



## **City Council**

Susan Hollingsworth Adams  
*Mayor*

Gerard Giudice  
*Vice Mayor*

Jackie Elward  
Samantha Rodriguez  
Emily Sanborn  
*Councilmembers*

---

Marcela Piedra  
*City Manager*

Michelle Marchetta Kenyon  
*City Attorney*

Lee Burdick  
*Assistant City Attorney*

Cindy Bagley  
*Director of Community Services*

Jamie Cannon  
*Director of Human Resources*

Vanessa Garrett  
*Director of Public Works*

Alicia Giudice  
*Director of  
Development Services*

Sylvia Lopez Cuevas  
*City Clerk*

Tim Mattos  
*Public Safety Director*

Jessica O'Connell  
*Acting Finance Director*

February 29, 2024

Meghan Marshall, Executive Officer  
California Interagency Council on Homelessness  
Encampment Resolution Funding Program  
801 Capitol Mall Suite 601 Sacramento, CA 95814

RE: Support of City of Petaluma for ERF Round 3 Grant Application

Dear Ms. Marshall:

As a partner in the Sonoma County Subregional Street Outreach workgroup, and ongoing efforts to collaborate in homeless prevention and resolution in southern Sonoma County, the City of Rohnert Park is pleased to support the City of Petaluma Encampment Resolution Fund Program Round 3 Grant Application.

Petaluma is an active participant with the Sonoma County Continuum of Care's subregional approach to coordination and improvement of street outreach. Through this integrated approach, the City is working with the CoC and street outreach providers throughout the county to improve coordination and collaboration among subregional By Names List coordinators, develop and implement a standardized approach to caseload-based, housing-focused outreach, support dynamic prioritization in Coordinated Entry, and ensure that outreach is directed by subregional leads who are connected to the broader housing process to increase the numbers of people moving into housing. Petaluma was an early leader in this countywide process through some of its outreach model development and implementation funded by Cal ICH in ERF Round 1.

The City of Petaluma has prioritized multiple encampments for resolution, including one site which encroaches upon CalTrans property and nearby thoroughfares. Two other prioritized locations in the proposed integrated multi-site encampment resolution project include a rapidly growing site on private property referred to as "The Trestle" where access is restricted by a fence and locked gate built by members of the encampment, and a growing encampment on Payran Street with approximately 15 vehicles. More than 50 individuals occupy the three sites, many of these people are experiencing chronic homelessness and are known to current homeless outreach teams and local law enforcement, and all these encampments are growing.

The City of Petaluma is proposing an encampment resolution project that addresses core barriers to housing for people residing in encampments, including targeted, intensive street outreach services with enriched case management support, expanded interim shelter options, and unique supports to ensure long-term stability once people move into permanent housing. These targeted permanent housing supports include housing stabilization case management services, dedicated mental health services, direct rental assistance, and establishment of a Housing Problem Solving Fund to needs ranging from pet-related security deposits and temporary storage to other one-time expenses serving as barriers to housing. Petaluma proposes an accelerated timeline, with the goal of engaging project participants and supporting their moves into interim shelter or housing during the first 18 months of the project, and providing continued housing stabilization support throughout the remainder of the three-year grant period.

The City of Rohnert Park values its multi-faceted partnership with the City of Petaluma in coordination of efforts to end homelessness throughout Sonoma County and supports their innovative Encampment Resolution proposal.

Sincerely,

A handwritten signature in blue ink, appearing to read "Marcela Piedra". The signature is fluid and cursive, with a large initial "M".

Marcela Piedra, City Manager



**Eric Lucan, Chair**  
Marin County Board of Supervisors

**Melanie Bagby, Vice Chair**  
Sonoma County Mayors' and  
Councilmembers Association

**Kate Colin**  
Transportation Authority of Marin

**Chris Coursey**  
Sonoma County Board of Supervisors

**Rachel Farac**  
Transportation Authority of Marin

**Debora Fudge**  
Sonoma County Mayors' and  
Councilmembers Association

**Patty Garbarino**  
Golden Gate Bridge,  
Highway/Transportation District

**Barbara Pahre**  
Golden Gate Bridge,  
Highway/Transportation District

**Gabe Paulson**  
Marin County Council of Mayors and  
Councilmembers

**David Rabbitt**  
Sonoma County Board of Supervisors

**Chris Rogers**  
Sonoma County Mayors' and  
Councilmembers Association

**Mary Sackett**  
Marin County Board of Supervisors

**Eddy Cumins**  
General Manager

5401 Old Redwood Highway  
Suite 200  
Petaluma, CA 94954  
Phone: 707-794-3330  
Fax: 707-794-3037  
[www.SonomaMarinTrain.org](http://www.SonomaMarinTrain.org)

February 26, 2024

Meghan Marshall, Executive Officer  
California Interagency Council on Homelessness  
Encampment Resolution Funding Program  
801 Capitol Mall Suite 601 Sacramento, CA 95814

RE: SMART collaboration with City of Petaluma for ERF Round 3 Grant Application

Dear Ms. Marshall:

The Sonoma-Marin Area Rail Transit (SMART) is pleased to provide this letter of support and collaboration for the City of Petaluma Encampment Resolution Fund Program Round 3 Grant Application. The City of Petaluma has prioritized multiple encampments for resolution, including several encroaching upon SMART property along the railroad and pathway.

These encampments pose significant safety risks for encampment occupants and create a sense of insecurity for the public, including those walking and bicycling on the SMART path. SMART's publicly-owned rail and path system has been built to support healthy and affordable transportation options for residents, workers, students and visitors. Ensuring our transportation system, including the pathway, feels safe and attractive for people to use is SMART's top priority to achieve our state's climate protection, economic development and public health goals.

SMART recognizes and applauds the City of Petaluma efforts to resolve encampments as part of the City's long-term Homelessness Strategic Plan. The recent and proposed improvements in housing-focused street outreach, shelter, and permanent housing options greatly increase the likelihood of success. Petaluma proposes an accelerated timeline for this effort around SMART's public pathway and railroad, where walking, biking and rail ridership is the highest it has ever been as people emerge from the pandemic and return to work and in person recreation and activities. SMART's success is dependent on the public feeling safe in their daily travels on SMART's system.

SMART stands ready to collaborate with the City of Petaluma in their housing-focused approach to encampment resolution so that our public transportation network can help our communities thrive. SMART values this collaboration with the City of Petaluma and urges your approval of this innovative Encampment Resolution proposal.

Sincerely,

A handwritten signature in black ink, appearing to read "Eddy Cumins", written over a light blue horizontal line.

Eddy Cumins  
General Manager



February 27, 2024

Meghan Marshall, Executive Officer  
California Interagency Council on Homelessness  
Encampment Resolution Funding Program  
801 Capitol Mall Suite 601 Sacramento, CA 95814

RE: Support of City of Petaluma for ERF Round 3 Grant Application

Dear Ms. Marshall:

As a partner in the Sonoma County Subregional Street Outreach workgroup, and a new countywide homeless prevention initiative currently under development, the City of Santa Rosa is pleased to support the City of Petaluma Encampment Resolution Fund Program Round 3 Grant Application.

Petaluma is an active participant with the Sonoma County Homeless Coalition's (formerly the Sonoma County Continuum of Care (CoC)) subregional approach to coordination and improvement of street outreach. Through this integrated approach, the City is working with the CoC and street outreach providers throughout the county to improve coordination and collaboration among subregional By Names List coordinators, develop and implement a standardized approach to caseload-based, housingfocused outreach, support dynamic prioritization in Coordinated Entry, and ensure that outreach is directed by subregional leads who are connected to the broader housing process to increase the numbers of people moving into housing. Petaluma was an early leader in this countywide process through some of its outreach model development and implementation funded by Cal ICH in ERF Round

1.

The City of Petaluma has prioritized multiple encampments for resolution, including one site which encroaches upon CalTrans property and nearby thoroughfares. Two other prioritized locations in the proposed integrated multi-site encampment resolution project include a rapidly growing site on private property referred to as "The Trestle" where access is restricted by a fence and locked gate built by members of the encampment, and a growing encampment on Payran Street with approximately 15 vehicles. More than 50 individuals occupy the three sites, many of these people are experiencing chronic homelessness and are known to current homeless outreach teams and local law enforcement, and all these encampments are growing.

The City of Petaluma is proposing an encampment resolution project that addresses core barriers to housing for people residing in encampments, including targeted, intensive street outreach services with enriched case management support, expanded interim shelter options, and unique supports to ensure long-term stability once people move into permanent housing. These targeted permanent housing supports include housing stabilization case management services, dedicated mental health services, direct rental assistance, and establishment of a Housing Problem Solving Fund to needs ranging from



pet-related security deposits and temporary storage to other one-time expenses serving as barriers to housing. Petaluma proposes an accelerated timeline, with the goal of engaging project participants and supporting their moves into interim shelter or housing during the first 18 months of the project, and providing continued housing stabilization support throughout the remainder of the three year grant period.

The City of Santa Rosa values its multi-faceted partnership with the City of Petaluma in coordination of efforts to end homelessness throughout Sonoma County and supports their innovative Encampment Resolution proposal.

Sincerely,

Maraskeshia Smith, City Manager

  
Maraskeshia Smith (Feb 28, 2024 11:37 PST)


# ERF-3 City of Petaluma Letter of Support


Final Audit Report


2024-02-28


Created:	2024-02-28
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## "ERF-3 City of Petaluma Letter of Support" History

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Signature Date: 2024-02-28 - 7:37:53 PM GMT - Time Source: server

 Agreement completed.  
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# City of Petaluma Homeless Encampments

