



FOCUS *strategies*

CITY OF SANTA ROSA

ASSESSMENT OF THE HOMELESSNESS RESPONSE SYSTEM IN THE CITY OF SANTA ROSA

Prepared for the City of Santa Rosa by Focus Strategies

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TABLE OF CONTENTS

Executive Summary	1
I. Background and Purpose	3
II. Information Sources	3
III. Findings	4
A. Population of People Experiencing Homelessness.....	4
B. Response to Homelessness: Strengths and Challenges of the Existing System.....	6
IV. Next Steps and Initial Recommendations	13
APPENDIX A: Stakeholder participants	16
APPENDIX B: List of Documents Reviewed	18
A. System Policy and Design:	18
B. Homelessness Governance and Leadership Documents	18
C. Funding and Investment Documents.....	18
D. System and Program Annual Performance Reports (APR)	18
APPENDIX C: HOMELESSNESS RESPONSE SYSTEM RESOURCES	22



EXECUTIVE SUMMARY

The City of Santa Rosa engaged Focus Strategies to assist in the development of a Homelessness Solutions Strategic Plan. This report is the product of the first phase of a project with three phases that will result in a Strategic Plan that is specific, action-oriented, and includes realistic implementation steps.

The report draws upon quantitative and qualitative data to develop an understanding of the strengths and challenges of the current response to homelessness in the city. It is based on a series of key stakeholder interviews including virtual focus groups, meetings with city and system leadership, and a review of local documents and reports. Focus Strategies assessed homelessness response efforts within the City of Santa Rosa as well as its interconnectedness with the countywide homelessness response system in the Sonoma County Continuum of Care.

Findings in the report are presented within a *homeless crisis response system* framework. Experience from jurisdictions around the country, federal policy direction, and research all point to the need for communities to create a system to effectively end homelessness. To identify the strengths and gaps in the homeless system in Santa Rosa, Focus Strategies considered how well the system aligns with three key principles: (1) housing-focused programs and services; (2) coordinated, data driven planning and decision-making; and (3) person-centered and equitable approach.

Overall, we found that the City of Santa Rosa is a key partner in the countywide homelessness response system. The City is investing nearly \$5 million annually in services including day services, street outreach and encampment resolution, housing-focused emergency shelter, housing supports and community-based solutions including safe parking. Santa Rosa has been gradually becoming more housing-focused, particularly through expansion of the shelter system and a focus on more service-enriched shelter beds. The city and regional partners have pursued the expansion of permanent supportive housing leveraging funding from the State's Homekey program. Mobile outreach capacity has increased through the implementation of the Homeless Encampment Assistance Program (HEAP), In-Response Team, as well as the Homeless Outreach Services Team (HOST) operated by Catholic Charities. The city has established a safe parking pilot program within the last year. Yet gaps in the homelessness response system remain, most extensively related to successfully connecting persons in encampments with available interim placements and housing



resources. Developing an effective and compassionate response to unsheltered homelessness is the most frequently shared concern among stakeholders including those experiencing homelessness in Santa Rosa.

Coordination among regional partners including the County of Sonoma and the Sonoma County Continuum of Care (CoC) is also an area of opportunity for improvement. The County and CoC are developing a Homelessness Strategic Plan and have conveyed interest in aligning all the regional plans including the recently adopted plans in the City of Petaluma and North County. Homelessness is a concern throughout the region and collaboration among all these entities is critical to achieving regional and city goals to reduce homelessness.



I. BACKGROUND AND PURPOSE

In early 2022, the City of Santa Rosa engaged Focus Strategies to assist in the development of a Homelessness Solutions Strategic Plan. The goal of the planning process is to identify solutions and strategies that shift the homeless system towards a more coordinated, housing-focused, and person-centered model. The updated Plan will be specific, action-oriented, and include realistic implementation steps.

The City of Santa Rosa Homelessness Solutions Strategic Plan is being developed in three phases, to be completed over a nine-month period from March 2022 through September 2022. In the initial phase, Focus Strategies developed a preliminary understanding of homelessness in Santa Rosa and the community's current efforts to implement an effective response. This report documents these findings, including observations about the strengths and challenges of the existing homelessness response system within the city. The report concludes with suggestions about steps that can be taken in the short-term to improve it. The report reflects input from interviews with over 20 key stakeholders, focus groups with homeless service providers, local housing developers, and with city interdepartmental groups. Additional focus groups and interviews were conducted with people experiencing homelessness in Santa Rosa including both persons staying in the city-funded emergency shelter and safe parking programs as well as those living in unsheltered locations.

The primary product of the next phase will be a draft Strategic Plan for review by city staff and select stakeholders. The draft plan will include: (1) analysis of people experiencing homelessness; (2) resource inventory; (3) needs analysis; (4) identification of relevant best practices; (5) goals and implementable strategies for reducing homelessness; (6) approach to address equity; and (7) action steps for the first year of Plan Implementation.

II. INFORMATION SOURCES

To understand the strengths and challenges of the current community response to homelessness in Santa Rosa and to begin identifying strategies for improved results, we gathered information from the following sources:

City Leadership

Focus Strategies facilitated two virtual meetings with city leadership teams working to address homelessness. The Homeless Action Team (HAT) consisting of key city leaders and key community stakeholders and the Homeless Encampment Assistance Program (HEAP)



committee members. These meetings focused on gaining input on the strengths and challenges of the current homelessness response system and opportunities for improvement.

Interviews

Focus Strategies conducted virtual interviews with 20 stakeholders representing a variety of different sectors, including elected officials and local government staff from the City of Santa Rosa and the County of Sonoma, philanthropic funders, non-profit housing and service providers, advocates, and people with lived experience of homelessness. A complete list of interviewees and the agencies they represent is included in Appendix A. The list was developed in consultation with City of Santa Rosa staff.

Document Review

Focus Strategies conducted a review of local policy documents, evaluations, reports, and related documents relevant to the homelessness response system. These included documents on system planning, governance, funding and allocations, previous evaluations and analyses, and performance reports. A list of documents reviewed is provided in Appendix B.

III. FINDINGS

A. Population of People Experiencing Homelessness

Focus Strategies gathered information on the population of people who are experiencing homelessness in the City of Santa Rosa. Information sources included published reports, particularly the 2020¹ Point in Time (PIT) Count, as well as from the stakeholder impressions conveyed during the interview process. This section summarizes our primary learnings about who is experiencing homelessness in the community.

1. Size of Population and Trends

The Department of Housing and Urban Development (HUD) requires that Continuums of Care regularly identify the number of people experiencing homelessness within their region through a Point-in-Time Count (PIT Count). The most recent available data from the 2020 PIT found that:

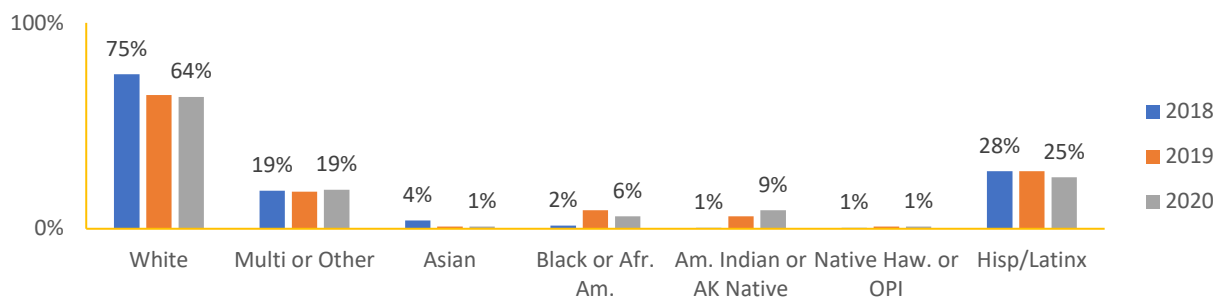
¹ The City of Santa Rosa 2022 PIT data was not yet available. Focus Strategies will update this section by incorporating the 2022 data into the draft Strategic Plan.



- There were 1,524 people experiencing unsheltered and sheltered homelessness in the City, representing a decrease from 2018 of 15.2% when the number of people was 1,797.

This decrease was primarily due to a decline in the number of white (75% to 64%) and Asian (4% to 1%) individuals experiencing homelessness. Many BIPOC populations saw increases in representation among those experiencing homelessness, including Black or African American (2% to 6%) and American Indian or Alaskan Native (1% to 9%).

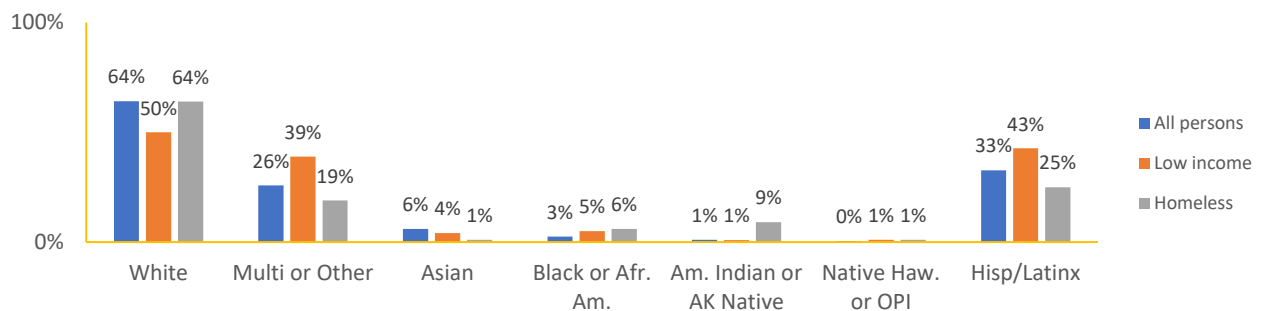
Racial composition of individuals experiencing homelessness, per PIT Count



2. Racial and Ethnic Disparities

When comparing the breakdown of the overall Santa Rosa population with those falling below the federal poverty level and those experiencing homelessness, several disproportionalities are evident. All populations except white and Asian experience higher representation among the poverty population. Black or African American and American Indian or Alaskan Native populations, while representing a small proportion of the population, are disproportionately represented among the population experiencing homelessness (3% vs. 6% and 1% vs. 9%, respectively).

Racial composition of all, low-income, and homeless populations



B. Response to Homelessness: Strengths and Challenges of the Existing System

To frame our observations about the community's homelessness response system, we drew from the review of documents, discussions with homeless system leadership, and interviews with key stakeholders, using the concept of a *homeless crisis response system* as a guiding framework. Experience from jurisdictions around the country, federal policy direction, and research all point to the need for communities to create a system to effectively end homelessness. While individual programs and initiatives may yield results with a subpopulation or group, making progress on the overall size of the homeless population requires a systematic approach.

Key principles of a homelessness crisis response system are:

- *Housing-focused*: An effective homeless system is built upon the understanding that homelessness is a crisis – the loss of housing – and the solution is to quickly return people to housing. The goal is to identify an appropriate housing solution for each homeless household, and along the way to connect them to other services they might need. This does not mean that every program or service in the system must directly provide housing but should in some way help people along the pathway to housing.
- *Strategic and data-informed*: A robust homeless system has strong and coordinated leadership that makes strategic decisions informed by data. A priority is placed upon the collection and analysis of data to set goals, understand whether the system is meeting its objectives and improve effectiveness. System leadership and funders work in a coordinated manner to ensure that all sources of funding for addressing homelessness are aligned to maximize impact and achieve identified system objectives.
- *Person-centered and equitable*: A fair and equitable homeless system is focused on meeting people's needs for housing, not on meeting provider needs to fill their programs. It respects client choice and preferences about where and how they will be housed. The system is also easily understood and navigated by people experiencing homelessness, with minimal barriers to access. Disparities in access and in outcomes are analyzed and addressed.

The sections below describe the strengths and challenges of the Santa Rosa homelessness response system in their alignment to these three principles.



1. Housing-Focused Programs and Services

- *Mobile Outreach and Services.* In communities with large numbers of people experiencing unsheltered homelessness, solutions oriented mobile outreach is critically important to locate and engage with people who might not otherwise seek out assistance. Outreach that goes beyond meeting basic needs is beneficial for developing trust and connecting people to the services and supports they need to transition back to housing. Effective outreach teams have the training and capacity to build relationships with people who have experienced significant trauma. Outreach teams also must be equipped to connect people to low-barrier services and supports that they need and want, specifically, pathways to shelter and/or housing.

The Homeless Encampment Assistance Program (HEAP) is a multi-disciplinary team comprised of representatives from city departments and Catholic Charities Homeless Outreach Services Team (HOST) to engage with persons living in encampments. Stakeholders reported, however, that outreach in the community can be improved in several ways. For example, outreach generally does not provide coverage outside of regular business hours and stakeholders emphasized the need for services to be accessible outside of traditional business hours. Numerous stakeholders pointed to the need for more robust mobile outreach and mobile services for people in underserved areas who are not able to travel and/or do not feel comfortable seeking out services outside their communities. Persons who are currently experiencing homelessness suggested improvements in frequency, approach and accessibility of outreach and mobile services.

Stakeholders shared additional concerns regarding services for unsheltered persons.

- Behavioral health services are not readily accessible and available for people with very high service needs including substance use treatment.
 - Stakeholders, including persons experiencing homelessness, expressed that day services (e.g., showers and other service sites) were not readily accessible based on schedule and location.
- *Emergency Shelter and Transitional Housing.* Emergency shelters play an important role in any community's response to homelessness, providing a safe place for people to come indoors and access essential services. Yet for the community's homeless response to be effective, it is essential that shelters are intentionally designed and



funded to support all residents to secure housing when they leave. Key features of a successful housing-focused shelter include having low barriers to entry, being open 24/7, providing housing-focused case management and housing navigation, and connecting participants to other desired services. Exit destinations should be recorded so that the shelter provider and system leadership can assess how effectively the programs are helping people secure a housing solution. The goal of housing-focused shelter is to connect persons to permanent housing as quickly as possible.

While the shelter system in Santa Rosa has been growing in terms of capacity, stakeholder input reflected concern about the quality of programming and effectiveness at linking shelter participants to housing. Shelter providers conveyed a changing landscape in delivering congregate emergency shelter programs including a need for more: privacy within shelters, staffing capacity, and housing resources to transition participants effectively from shelter to permanent housing. System performance reports for the Sonoma County Continuum of Care detail that in Fiscal Year 2021 (September 1, 2020-August 30, 2021, the average length of stay in emergency shelters was 121 nights. The system performance reports also include that 43% of persons in emergency shelter, transitional housing and rapid rehousing projects exited to permanent housing. Returns to homelessness from emergency shelter in the CoC are high with 17% of persons returning to the homeless system within six months and 28% returning to homelessness within 2 years of exiting to housing.

Many stakeholders pointed to the Safe Parking Pilot Program as a new initiative that provides a safe place for persons residing in vehicles (including recreational vehicles). Program participants reported a range of experiences in accessing this program and suggestions on making the program more accessible including improved outreach and connection, more staff to support development of housing plans, and consideration of adding potable water, electricity, and services onsite.

Housing Strategies. Fundamentally, the goal of any effective homeless system is to ensure that each person experiencing homelessness finds a pathway to housing. There is no “one size fits all” housing solution, so effective systems offer a range of different options that best fit each person’s needs and goals. Strategies to provide housing also must encompass both the production of new units as well as ways to



make more effective use of existing housing inventory through short-term and longer-term rent subsidies and other kinds of support that help people access housing that already exists.

In Santa Rosa, the inventory of housing programs has been expanding and diversifying yet remains under-developed in relation to need.

- *Problem-Solving/Diversion*. Currently there is very little in the way of problem-solving or diversion in the city or countywide system. Problem-solving is a low-cost intervention that helps people who are seeking shelter or other homeless services to remain housed or identify an alternative housing solution outside of the homeless response system, such as by staying with friends or family. Problem-solving/diversion is a housing strategy designed to assist households that have already lost their housing or are living in an informal shared housing situation (doubled up) to move directly to alternative housing, avoiding a shelter stay or other homeless system response. This is a strengths-based approach to help households brainstorm and identify next-step solutions to their housing crisis.
- *Rapid Rehousing (RRH)*. This approach provides households with short, medium, or long-term (up to 24 months) rental subsidies and time-limited case management to help them secure a rental unit in the private housing market. At the end of the term of assistance, most households are paying 100% of the rent (unless another subsidy is secured). Evidence from around the nation shows that RRH is more cost effective and yields better results than other approaches such as transitional housing, consequently HUD has encouraged communities to expand this intervention. There are multiple providers and programs providing RRH assistance in Santa Rosa with overall positive outcomes.
- *Permanent Supportive Housing (PSH)*. This program type provides non-time-limited deeply affordable housing and intensive ongoing support services, targeting the resource towards households with the most significant or acute service needs. This takes the form of scattered-site units where participants receive a rental subsidy as well as site-specific developments. Housing development stakeholders conveyed that Santa Rosa is a supportive city



partner in creation of new PSH. Stakeholders shared opportunities for the city to further streamline and expedite the development process by focusing on zoning changes and utilizing the ability to make administrative decisions. Stakeholders also identified opportunities for increasing and improving supportive services connected with PSH. Stakeholders recognize that many supportive services are funded through County systems (behavioral health) and emphasized the need for improved coordination and collaboration between the City, County, and PSH operators.

- *Coordinated Entry (CE)*. The Coordinated Entry system shifted operators effective April 1, 2022, from Catholic Charities to HomeFirst out of Santa Clara County. The Sonoma County Coordinated Entry System is a housing-focused referral service for individuals experiencing homelessness. Access points include phone-based and outreach programs as well as the following agencies within Santa Rosa:
 - Homeless Services Center (Adult individuals)
 - Social Advocates for Youth (Youth 18-24)
 - Nation's Finest
 - Family, Youth, and Children's Services (FY&C)
 - TLC Children and Family Services
 - Face 2 Face
 - VA Clinic (Veterans)

The City of Santa Rosa has updated information on its website regarding CE and for people looking for housing and shelter. Access points are not currently detailed on the city website.

2. Coordinated, Data-Driven Planning and Decision-Making

One of the most crucial elements of an effective homelessness crisis response system is a unified governance structure that leads community stakeholders and key system funders, both public and private, within a single entity or coordinated set of entities. The structure must do more than just support collaboration across the different parts of the system. To be effective, the system governance must be empowered to guide data-driven, system-level planning and decision-making - bringing decision-makers from across jurisdictions within a given planning geography (or CoC) together to develop, adopt, implement, and evaluate a



single shared set of strategies and policies, including policies governing how funds are invested.

A homelessness crisis response system must also have the infrastructure to support ongoing assessment of performance at both the project and overall system levels. This includes having a robust Homeless Management Information System (HMIS) data system that achieves high participation rates and data quality. Expertise and strong data analysis capacity are also needed so that leadership and key stakeholders can understand regional experiences of homelessness and system performance, and then use this information to shape strategies that will lead to reductions in homelessness.

There appears to be an opportunity to improve the coordination and decision-making between the City of Santa Rosa, the Sonoma County Continuum of Care, and County of Sonoma. Stakeholders from all sectors emphasized that improved coordination and collaboration is needed to unify messaging to the community and service providers. The CoC is in the process of developing a regional strategic plan and stakeholders urged leaders to work to align plans and partner on efforts to improve the homeless response system and reduce homelessness throughout the region.

Current governance, leadership, and planning structures provide a strong foundation from which to build an even stronger and more effective homeless crisis response. Areas offering opportunities for improvement or refinement include:

- *Using data to assess system performance, set goals, and track results.* Currently, the City of Santa Rosa does not have a strong or consistent practice to review system performance data and use that information to guide decision-making. HUD-mandated data is being collected in HMIS and required reports are generated and sent to HUD, however, the city could develop a systematic approach to identify what is working well and where the gaps are, and to prioritize how resources should be invested.
- *Results-oriented and actionable strategic planning.* There is an opportunity to improve use of data to inform system planning and strategic investments. The new Santa Rosa Homelessness Solutions Plan being developed should identify and prioritize the highest impact strategies and set measurable and actionable goals. For example, instead of setting a generalized goal of housing people who are experiencing homelessness, the new plan should set a specific quantitative goal for the number of



households to be housed, and through which specific strategies (diversion, RRH, etc.), in a specific timeframe.

- *Investment Planning.* Investment planning within the city should align with results the city seeks to achieve. Stakeholders expressed a desire for increased transparency and equity with awarding funds towards housing and services. The city could adopt an investment plan that lays out specific funding priorities with measurable goals and ensure that the various funding streams are allocated in support of a shared set of objectives. This will not only improve system effectiveness, but it will also increase transparency and equity in funding decisions; both are areas where stakeholders observed there is a need for improvement.

3. Person Centered System and Equity Lens

One of the hallmarks of an effective homelessness response system is that it centers the expertise of people who are experiencing homelessness, responds to the needs and wishes they articulate with dignity and respect, and identifies and addresses disparate access and results based on race, ethnicity, and other factors.

Based on what we heard from stakeholders, including providers, advocates, and people experiencing homelessness, it appears that the existing system could benefit from an improved focus in this area. Providers we spoke with described a wide range of program models and practices, some of which were aligned with principles of Housing First, Trauma-Informed Care, Harm Reduction, and other person-centered approaches, while others were not. Several stakeholders expressed the view that while most programs assert, they follow Housing First principles, in practice there are a lot of barriers to entry (such as sobriety or service participation requirements), inflexible program participation rules, and an overall lack of an orientation towards “meeting people where they are.”

Many stakeholders noted that the approach to addressing encampments in the community has historically been the domain of law enforcement and that the “clearing” of encampments has been a common practice. Many stakeholders expressed understanding of the complex nature of encampments and the pressure the city faces from diverse stakeholders within the broader community. Advocates, providers, and people experiencing homelessness expressed the desire for transparency and the need for more safe locations for people to stay as an alternative to encampments. Stakeholders articulated a goal of continuing to build the



system's capacity to conduct outreach to people living outdoors and using service-based outreach to engage, build trust, and connect people to shelter and housing while providing basic needs services to those who remain unsheltered.

IV. NEXT STEPS AND INITIAL RECOMMENDATIONS

Focus Strategies is working on the next steps in the development of the Santa Rosa Homelessness Solutions Plan. Next steps include a more comprehensive evaluation of program and system-level performance of the homeless response system and development of strategies and activities to include in the Homelessness Solutions Plan. This report identifies several possible strategies to integrate in the plan, including strategies to:

1. *Increase the Effectiveness and Approach of Street Outreach Programs*

Stakeholders conveyed that service and solutions-based outreach is needed to engage persons who are unsheltered, develop rapport, and connect them to services, temporary placements, and permanent housing.

- a) Review and implement best practices in solutions-based outreach programs.
- b) Convene a working group with representation from the CoC, County, city jurisdictions, service providers, and people with current or recent lived experience of unsheltered homelessness to begin development of a common set of guidelines relating to encampment response.
- c) Provide training to outreach teams to ensure they are equipped to provide people living in encampments with connections to available services and supports, especially access to shelter and housing.

2. *Increase the Effectiveness of Emergency Shelter and Safe Parking Programs*

A high-performing housing-focused emergency shelter program supports participants in quickly transitioning into permanent housing. The ability of a shelter program to perform effectively and efficiently impacts the full system by quickly transitioning participants to permanent housing therefore having the ability to bring more unsheltered persons into the program.

Stakeholders including homeless service providers and persons experiencing homelessness shared concerns about the capacity of emergency shelter programs and how capacity is impacting performance. Providers clearly communicated that city



and regional leadership should look to improve upon the inventory of services that exist before creating new programs and resources. Persons experiencing homelessness shared the need for improvements within shelter programs including the need for more behavioral health services onsite, more privacy, and more staff to help with housing plans.

- a) Facilitate capacity building and training for emergency shelter and safe parking providers to implement housing-focused and trauma-informed shelter programs.
- b) Develop and implement a policy for City-funded shelter programs focused on staff to client ratios.
- c) Provide enhancements to emergency shelter programs to promote privacy, allow for pets, and build strong linkages to permanent housing placements.

3. *Improve Access to Services for Unsheltered Persons*

Persons experiencing unsheltered homelessness who are living in encampments and vehicles shared a variety of challenges in attempts to access services. Outreach and mobile services are found to be difficult to access and persons are fearful of losing property and possessions if they leave their encampment or vehicle to try to access services.

- a) Expand and improve provision of basic needs to persons living in encampments (nutrition, health, hygiene).
- b) Provide storage of personal possessions to facilitate improved access to services.

4. *Collaborate with the County to Increase Access to Behavioral Health Services Including Substance Use Services*

Stakeholders conveyed that access to behavioral health services are a gap in the homelessness response system countywide including within Santa Rosa. This theme is reflective in the development of the countywide strategic planning effort which may provide an opportunity to collaborate with regional partners to expand and enhance access to services.



- a) Explore development of partnerships with the County to expand and improve access to behavioral health services for people experiencing homelessness within the City of Santa Rosa.

5. *Participate in Ongoing Regional and Countywide Strategies to Develop a More Robust Regional Service Delivery System to Prevent and Address Homelessness.*

Regional coordination and decision-making are key to an effective homeless response system. The City of Santa Rosa is a key partner in regional efforts to reduce homelessness and should continue to participate in regional coordination efforts.

- a) Continue city participation in the Sonoma County Continuum of Care efforts.

- b) Explore opportunities for mutual investments with regional partners in permanent housing solutions.

6. *Increase Supply of Affordable and Supportive Housing.*

A wide range of stakeholders including housing developers point to the lack of available affordable and supportive housing as a significant challenge in addressing homelessness in Santa Rosa and throughout the region. Developers point to opportunities in streamlining funding and approval processes for affordable and supportive housing developments. Streamlining the process for zoning and land-use approvals could facilitate more deeply affordable units in the city.

- a) Adopt and strengthen policies to further promote affordable housing preservation and development within the city.
- b) Conduct an environmental scan to assess opportunities to support a favorable environment for affordable housing development.



APPENDIX A: STAKEHOLDER PARTICIPANTS

Stakeholder Interviews

Name	Title	Organization	Interview Date
Shirley Cheal		First United Methodist Church	04/13/2022
Chris Keys	Director of Shelter & Recovery	Redwood Gospel Mission	04/18/2022
Adrienne Lauby	Board President	Sonoma Applied Village Services (SAVS)	04/28/2022
Heather Jackson		Sonoma County Acts of Kindness	04/05/2022
Peter Rumble	CEO	Santa Rosa Metro Chamber	04/25/2022
Ben Leroi	CEO	Santa Rosa Community Health	04/25/2022
Dave Kiff	Interim Executive Director	Sonoma County Community Development Corporation	04/27/2022
Don Schwartz	Assistant City Manager	City of Rohnert Park	04/19/2022
Marakeshia Smith	City Manager	City of Santa Rosa	04/26/2022
Megan Basinger	Director of Housing and Community Services	City of Santa Rosa	04/18/2022
Tom Schwedhelm	Council Member	City of Santa Rosa	04/14/2022
Victoria Fleming	Council Member	City of Santa Rosa	05/04/2022
Jeffery Hoffman	Directing Attorney	California Rural Legal Assistance	05/03/2022
Ronit Rubinoff	Executive Director	Sonoma County Legal Aid	04/26/2022
Jennielynn Holmes	Chief Program Officer	Catholic Charities	04/25/2022
Katie Swan	Program Manager	Buckelew Programs	05/02/2022
Robin Hammond	Assistant City Attorney	City of Santa Rosa	04/18/2022
John Cregan	Chief of Police	City of Santa Rosa	05/17/2022
Kris Wilson		Railroad Square	07/01/2022
Alma Magollon	President	Hispanic Chamber Sonoma County	07/08/2022



Provider Focus Group

Name	Title	Organization	Interview Date
City Pasko	Executive Director	Living Room	05/02/2022
Susan Cooper	Executive Director	CAP Sonoma County	05/02/2022
Madeleine Keegan O'Connell	CEO	YWCA Sonoma County	05/02/2022
Lisa Fatu	Director of Youth Crisis and Career Services	Social Advocates for Youth	05/02/2022
Tom Bieri	Executive Director	Community Support Network	05/02/2022
Beth Henigan	Executive Director	Interfaith Shelter Network	05/02/2022
Amber Twitchell	Associate Director	On the Move/VOICES Youth Services	05/02/2022

Housing Focus Group

Name	Title	Organization	Interview Date
Mark Krug	Special Projects Manager	Burbank Housing	05/04/2022
Robin Zimbler	Founder	Freebird Development Company	05/04/2022
John White		Allied Housing/Abode Services	05/04/2022
Macy Leung		Allied Housing/Abode Services	05/04/2022
Hailey Del Grande	Development Project Manager	DANCO	05/04/2022

Other Focus Groups and Engagements

Group	Category	Interview Date
Community Members	Community Input Session	05/23/2022
HEAP - Homeless Encampment Assistance Program	City Interdepartmental Groups	04/28/2022
HAT - Homelessness Action Team	City Interdepartmental Groups	05/02/2022
People who are Unsheltered	Lived Experience Focus Groups/Interviews	07/18/2022
People who are Sheltered	Lived Experience Focus Groups/Interviews	07/19/2022
Sonoma County LEAP - Lived Experience Advisory Panel	Lived Experience Focus Groups/Interviews	06/17/2022



APPENDIX B: LIST OF DOCUMENTS REVIEWED

To understand the work accomplished, currently in place, and planned in the City of Santa Rosa to reduce homelessness, Focus Strategies requested and received the following documents from the City. The documents help establish a baseline understanding of homelessness reduction efforts in the City of Santa Rosa prior to the launch of the strategic action plan process.

A. System Policy and Design:

- County of Sonoma Request for Proposals (RFP) for Consultation Services for Strategic Planning
- Sonoma County Continuum of Care Board, Committee, and Workgroup Minutes and Materials

B. Homelessness Governance and Leadership Documents

- Sonoma County CoC Governance Charter December 29, 2021
- Sonoma County CoC Program Standards

C. Funding and Investment Documents

- Santa Rosa Homeless Services Request for Proposals
- Santa Rosa Safe Parking Request for Proposals
- Catholic Charities Family Support Center grant agreement
- Catholic Charities Homeless Service Center grant agreement
- The Living Room Center grant agreement
- Santa Rosa Safe Parking Pilot grant agreement
- Sam Jones Hall and Sam Jones Hall Annex grant agreement
- Sam Jones Hall Housing-Focused Program grant agreement
- Community Action Partnership HCA Family Fund grant agreement
- Homeless Outreach Services Team (HOST) grant agreement
- Safe Parking Operating grant agreement
- YWCA grant agreement

D. System and Program Annual Performance Reports (APR)

- 2020 Point in Time Count report
- 2020 Housing Inventory Count report



- FY21 CoC System Performance report
- Buckelew Programs, Boulevard Apartments APR
- Buckelew Programs, Henry House APR
- Buckelew Programs, Samaritan FACT APR
- Buckelew Programs, Sonoma SHP APR
- Buckelew Programs, Sonoma County HEART APR
- Catholic Charities, DeMeo House APR
- Catholic Charities, Alternatives for Unsheltered APR
- Catholic Charities, Family Support Center APR
- Catholic Charities, HUD CC State ESG APR
- Catholic Charities, Nightingale House APR
- Catholic Charities, PSH Kenton Court APR
- Catholic Charities, PSH Mill Court APR
- Catholic Charities, PSH #3 APR
- Catholic Charities, RRH Nightingale Expansion APR
- Catholic Charities, RRH Palms Inn County HCV APR
- Catholic Charities, RRH Palms Inn City APR
- Catholic Charities, RRH Rohnert Park APR
- Catholic Charities, Sam Jones Hall (City HOST) APR
- Catholic Charities, Sam Jones Hall Emergency Shelter APR
- Catholic Charities, Sam Jones Hall Emergency Shelter Annex APR
- Catholic Charities, Sandman COVID Response (NCS) APR
- Catholic Charities, Tammy Way APR
- Catholic Charities, Transitional Resident Program APR
- Catholic Charities, Yukon APR
- Community Action Partnership, Aston Avenue Apartments APR
- Community Action Partnership, Earle Street APR
- Community Action Partnership, Harold's Home APR
- Community Action Partnership, Sloan House APR
- Community Support Network, Bridges APR
- Community Support Network, Grand Avenue APR
- Community Support Network, Opportunity House APR
- Community Support Network, Sanctuary House APR
- Community Support Network, Sanctuary Villas APR
- Community Support Network, Stony Point Commons APR



- COTS, Benton Veterans Village APR
- COTS, Integrity Houses APR
- COTS, Kids First Family Shelter APR
- COTS, Mary Isaak Multi-service Center APR
- COTS, MIC Petaluma Beds APR
- COTS, PSH-MIC APR
- COTS, PSH Singles APR
- COTS, Recuperative Care APR
- COTS, RRH ESG APR
- COTS, RRH Private APR
- Drug Abuse Alternative Center (DAAC), Transitional Living Program APR
- DEMA, Astro Hotel APR
- DEMA, Fairgrounds Trailers APR
- DEMA, Mickey Zane Place APR
- DEMA, Sebastopol Inn APR
- Interfaith Shelter Network, Blair APR
- Interfaith Shelter Network, Carina APR
- Interfaith Shelter Network, Elsa APR
- Interfaith Shelter Network, Hill APR
- Interfaith Shelter Network, JMH APR
- Interfaith Shelter Network, Kahlo APR
- Interfaith Shelter Network, Mariposa APR
- Interfaith Shelter Network, Meadow Lane Women APR
- Interfaith Shelter Network, Meadow Lane Men APR
- Interfaith Shelter Network, Moorland APR
- Interfaith Shelter Network, Re-Entry RRH APR
- Interfaith Shelter Network, RRH BFH APR
- Interfaith Shelter Network, RRH HAPP APR
- Interfaith Shelter Network, RRH ESG DR APR
- Interfaith Shelter Network, RRH HDAP APR
- Interfaith Shelter Network, RRH HHAP APR
- Interfaith Shelter Network, RRH Youth HAP APR
- Interfaith Shelter Network, Steele APR
- Interfaith Shelter Network, Stewart APR
- Nation's Finest, Hearn House APR



- Nation's Finest, Robinson House APR
- Nation's Finest, SSVF Emergency Shelter APR
- Nation's Finest, SSVF Rapid Rehousing APR
- Reach for Home, Emergency Shelter APR
- Reach for Home, PSH APR
- Reach for Home, Rapid Rehousing APR
- Redwood Gospel Mission, Alliance Redwoods NCS APR
- Social Advocates for Youth, BCP Coffee House APR
- Social Advocates for Youth, Dream Center ES APR
- Social Advocates for Youth, Dream Center PH APR
- Social Advocates for Youth, Pregnant and Parenting Youth APR
- Social Advocates for Youth, Sponsor Based Rental Assistance APR
- Social Advocates for Youth, Stepping Stones APR
- Social Advocates for Youth, Tamayo Community Beds APR
- Sonoma Advocates for Youth, Winter Shelter APR
- Sonoma County Housing Authority, CE Super APR
- Sonoma County Housing Authority, CH SPC10 SNAP APR
- Sonoma County Housing Authority, Mainstream APR
- Sonoma County Housing Authority, S+C SPC1A APR
- Sonoma County Housing Authority, S+C SPC6 APR
- Sonoma County Housing Authority, S+C SPC7 APR
- St. Vincent de Paul Sonoma County, Los Guilicos APR
- St. Vincent de Paul Sonoma County, NCS Fairground Trailers APR
- The Living Room, Transitional APR
- TLC Child and Family Services, TLC RRH APR
- West County Community Services, COVID-19 NCS APR
- West County Community Services, Park Village PH APR
- West County Community Services, WCCS RRH APR



APPENDIX C: HOMELESSNESS RESPONSE SYSTEM RESOURCES

Crisis Response Services

- **Outreach and Engagement:** These services, provided by both public and non-profit operators, focus on connecting people experiencing unsheltered homelessness with housing and services. At present there are countywide outreach services that span the entire CoC as well as dedicated outreach teams for youth, veterans, and those with mental health challenges.
- **Drop-In Services:** These programs provide a variety of supports and services, which can include meals, hygiene services (e.g., showers), laundry, storage, and direct or linked access to supports such as case management or behavioral health services.
- **Safe Parking Programs:** These programs are typically night-time programs that serve households experience vehicular homelessness by providing a safe space to park a vehicle overnight while offering access to facilities.

Temporary Solutions

- **Emergency Shelters:** Shelters offer short-term, interim housing resources, with a focus on linkages to services or supports that can resolve a household's housing crisis. Some shelters operate year-round while others operate seasonally in the winter months.
- **Transitional Housing:** Transitional housing programs, also a temporary housing resource, tend to offer longer lengths of stay (up to 24 months) and more intensive case management services to help households resolve housing crises.

Permanent Housing Solutions

- **Rapid Rehousing:** This program type provides households with case management and short-term rental subsidies to secure housing in the private rental market: in rapid rehousing, households gradually increase contributions to rent payments until they are sustaining their unit on their own. Rapid rehousing program resources are available for adults, families with children, and veterans.



- **Permanent Supportive Housing:** This permanent housing type provides non-time-limited deeply affordable housing and intensive ongoing support services, with the intention of targeting the resource towards households with the most significant or acute service needs.

The next table provides a summary of the beds available for temporary and permanent housing solutions in Sonoma County by population type.

Composition of housing inventory by type and target population

Population	ES		TH		PSH		RRH		OPH		Total	
Children	4	1%	0	0%	0	0%	0	0%	0	0%	4	0%
TAY	33	4%	4	1%	36	4%	21	5%	36	19%	130	5%
Veteran	44	6%	29	9%	438	45%	10	3%	1	1%	522	20%
Chronic	0	0%	0	0%	199	20%	0	0%	0	0%	199	8%
Other adults	475	64%	292	86%	95	10%	192	50%	60	32%	1,114	42%
Families	182	25%	16	5%	211	22%	163	42%	92	49%	664	25%
Total	738	28%	341	13%	979	37%	386	15%	189	7%	2,633	100%

