



# Homelessness Solutions Strategic Plan

City Council  
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# Overview

- Background
- Purpose of Plan & Scope
- Process & Findings
- Stakeholder Engagement
- Key Strategies
- Implementation
- Council Feedback

# Background

- Council Goal #2 – Reduce Homelessness and its Impacts
- Homelessness in Santa Rosa
  - 1,658 persons
  - 66% unsheltered – 1,089
  - 57% of Countywide Count – 2,893
  - 13% increase from 2020 – 1,461

# Background

- Increased Investment, Coordination, Collaboration
- 2016 - Housing First Approach
- \$5 million Annual Investment
- \$2.3 million Safe Parking
- \$10 million COVID Response
- InRESPONSE
- \$24.6 State Homekey Award

# Background

- RFP - Focus Strategies selected from 6 proposals received
- March 2022 – Strategic planning process starts
- Regional Efforts
  - Recently Adopted – Northern Sonoma County, Cities of Sonoma and Petaluma
  - CoC – December 2022
  - Regional Effort to Evaluate Plans – Sonoma County CDC, CoC, Homebase
  - Potential adjustments to City Plan

# Purpose of Plan

- 5-year Strategic Plan and Action Plan aimed at achieving “Functional Zero” in alignment with Sonoma County CoC
- “Functional Zero” – Homelessness is rare, brief, and non-recurring and resources meet or exceed demand
- Inflow and Outflow – 1:1 ratio

# Purpose of Plan

- Identify resources and gaps
- Develop goals that are actionable, measurable
- Implement strategies to effectively reduce homelessness in Santa Rosa

# Scope of Services

- Phase 1: Conduct Assessment of Existing Systems and Stakeholders
- Phase 2: Synthesis and Draft Plan Development
- Phase 3: Finalize and Approve
- Plan Implementation not part of Scope of Services



# Process – Phase 1 & 2

- Quantitative & Qualitative Assessment
- Program and System Data – Santa Rosa focused
- Stakeholder Engagement – Assessment & Draft Plan Phases
- Draft Plan

# Key Findings

## Strengths

- Housing First
- Increased shelter capacity
- Outreach services

## Opportunities

- Interim housing that supports rapid transition to housing
- Prevention
- RRH, PSH, Affordable Housing
- Supportive Services

# Stakeholder Engagement

## Assessment Phase

39 one-on-one meetings

- City & Other City/County Staff (6)
- City Council (2)
- Health, Behavioral Health, Legal Services, Business, Advocacy, Faith (11)
- Lived Experience (20)

# Stakeholder Engagement

## Assessment Phase

### 5 Focus Groups

- Housing Provider/Developer
- Homeless Services Providers
- Lived Experience
- City Interdepartmental Groups (2)

# Stakeholder Engagement

## Assessment Phase

### Community Input Session & Survey

- 75 attended
- Option to provide input via email
- 107 responses to survey

## Draft Phase – Focus Group

- Housing, Business, Homeless Services, Neighborhood, County/other City, Advocacy, Lived Experience

# Stakeholder Feedback

- Improve unsheltered response
- Invest strategically in existing system and new resources
- Further regional collaboration
- Increase access to services – basic services, health, behavioral health, substance use
- Increase housing solutions
- Focus on broader community well being

# Draft Strategic Plan

- Informed by local data, input from stakeholders, aligned with best practices
- Framework for guiding program and policy decisions
- City is part of a broader system of care

# Strategy One: Performance

**Improve the performance of the City's homeless response in alignment with the regional homelessness response system**

- Prevent homelessness
- Enrich and expand mobile outreach services
- Provide low barrier shelter
- Expand housing solutions
- Embrace Housing First
- Support people to retain housing
- Implement performance measurements
- Invest strategically



# Strategy Two: Unsheltered Response

## Expand service-oriented responses to unsheltered homelessness

- Provide services & support to encampments
- Build collaborative relationships with people living in encampments
- Provide safe, temporary locations for people to stay
- Connect unsheltered people to housing
- Provide enhanced community supports to neighborhoods

# Strategy Three: Collaboration

## Continue and enhance collaboration in regional homelessness solutions with key stakeholders

- Adopt five-year plan
- Continue partnerships for regional housing solutions
- Develop formal partnerships with regional partners
- Include people with lived experience
- Center equity and address disparities

# Modeling

Modeling Estimates	
Total number of people currently experiencing homelessness	1,658
<i>Non-chronic population; 75% of total population (1,244)</i>	
Self-resolvers; 20% of non-chronic population	(249)
<b>Total number of people that might benefit from permanent housing</b>	<b>1,409</b>

- Data informs how population may grow/shrink relative to system changes
- 827 units – current system gap
- Adjusted 3-year model with increased RRH & PSH = Sufficient shelter capacity for unsheltered
- Adapt for Santa Rosa based on current housing pipeline

# Action Plan & Implementation

- Year One – 2023
- Builds on Key Actions
- Develop Implementation Plan
- Policy or Funding Considerations to Council

## Phase 3 – Adopt Plan

- Council feedback and revisions
- Potential alignment with Regional Plans
- City Manager – ability to make changes

# Recommendation

It is recommended by the Housing and Community Services Department that the Council, by resolution: 1) approve the Homelessness Solutions Strategic Plan for the five-year period, 2023 through 2027, which provides key strategies and actions to improve the City's response to homelessness in alignment with the Sonoma County Continuum of Care (CoC) to achieve "Functional Zero" homelessness;

## **Recommendation cont'd**

and 2) authorize the City Manager to make minor or non-substantive modifications to amend the Strategic Plan to ensure alignment with the CoC regional plan.