



Draft Homelessness Strategic Plan Framework

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City of Cloverdale

Acknowledgments

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TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
VISION OF SUCCESS	2
GUIDING PRINCIPLES	2
GOALS.....	3
I. INTRODUCTION	4
Purpose of Strategic Plan	4
Overview of the Strategic Plan	5
II. BACKGROUND	6
State of Homelessness in Cloverdale.....	6
Community Efforts to Address Homelessness	7
City of Cloverdale and Sonoma County Sheriff Homeless Programs	8
Cloverdale Homelessness Program and Sonoma County Homeless Initiative	9
III. BEST PRACTICES FOR ADDRESSING HOMELESSNESS	10
Housing First	10
Rapid Rehousing	10
Supportive Housing	10
Coordinated Outreach Teams	11
Landlord Outreach.....	11
Homeless Prevention.....	11
Coordinated Entry System (CES).....	11
IV. PLANNING PROCESS	12
V. STRATEGIC PLAN FRAMEWORK	13
OUR VISION OF SUCCESS.....	15
GUIDING PRINCIPLES	16
GOALS.....	16
PERFORMANCE MEASURES.....	17
VI. ACTION PLANS	16
Goal 1.....	17
Goal 2.....	18
Goal 3.....	19
Goal 4.....	20
Goal 5.....	21
Goal 6.....	22
Goal 7.....	23
VII. CLOVERDALE HOMELESSNESS RESOURCES	24

EXECUTIVE SUMMARY

The City of Cloverdale has developed a Draft Homelessness Strategic Plan Framework to help guide and coordinate efforts to prevent and alleviate homelessness within the Cloverdale community. The Framework is developed by the City of Cloverdale and its community partners to address the homelessness crisis.

In order to identify meaningful, substantive and relevant strategies, the City intends to rely on extensive community input. The core of this Plan is intended to be the Strategic Plan Framework, found in Section V on page 13 of the Plan and presented on the following page of this summary. The framework will outline the Vision for Success, Guiding Principles, and seven primary Goals that the Plan intends to achieve. Each goal will be connected to a series of Supporting Actions, with detailed recommendations for successful implementation. The Supporting Actions will be presented in detail in Section VI. Performance measures will be outlined in Section VII will be used to monitor the effectiveness of the Plan.

This Strategic Plan Framework is intended to align with regional efforts led by Sonoma County. The purpose of the document is to provide a framework for categorizing input provided by the people who live and work in Cloverdale and surrounding unincorporated area and is intended to reflect their understanding of the local conditions, challenges, and opportunities for addressing homelessness here in our community.

Vision of Success

Homelessness is declining steadily, as people are finding permanent housing with services as needed, while public safety and health concerns are alleviated.

Many factors have come together to create this **Vision of Success** in Cloverdale:

- ✓ There is a Plan in place with solid support from all sectors.
- ✓ Our Plan is being implemented by a closely coordinated network of local organizations.
- ✓ Our solutions are responsive to the diverse needs of individuals.
- ✓ It is a sustainable initiative that is fully aligned with a larger regional effort.
- ✓ The City is proactively engaged in homelessness advocacy efforts.
- ✓ The services and supports provided are helping to stabilize lives and create hope for the future.

Guiding Principles

- We believe a **shared framework** with a **clear Plan of action** will ensure all involved are **working together** to address homelessness in Cloverdale.
- We are striving to develop and implement **long-term solutions** using a **field-based model** to help each individual experiencing homelessness find **permanent housing with supportive services**.
- We believe the **safety and well-being of the community is a priority**, including people experiencing homelessness. Any individual (homeless or otherwise) who commits a criminal act will be prosecuted according to the law.
- Our **Plan is flexible** to adapt to changing conditions over time.
- We assess the effectiveness of our Plan to address homelessness by **tracking outcomes** that are meaningful indicators of success.
- We recognize homelessness is not a crime;
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- We understand **community awareness and involvement** in our initiative is critical to our success.
- We recognize that those experiencing homelessness are **unique individuals** with diverse needs requiring a **tailored case management approach** founded on **trust and respect** for each individual.

Goals

1. Reduce the number of people experiencing homelessness in Cloverdale by providing access to temporary and permanent housing solutions within Sonoma County.
2. Prevent and mitigate any public health and public safety impacts on the community stemming from homelessness.
3. Implement programs to prevent homelessness among residents of Cloverdale.
4. Provide coordinated outreach and supportive services to homeless individuals and families that promote self-sufficiency and personal stability.
5. Increase community awareness of the Cloverdale homeless initiative, it's progress, and successes.
6. Advocate for systemic changes at the county, state, and federal levels that will strengthen efforts to prevent and reduce homelessness.
7. Develop governance infrastructure to facilitate collaboration, provide oversight, and support development of this framework and implementation of homelessness strategic Plan.

I. INTRODUCTION

Purpose of Strategic Plan

The City of Cloverdale is developing a draft strategic Plan to increase efforts to prevent and alleviate homelessness within the City. The increasing presence of people experiencing homelessness has led to public health and safety concerns, along with a desire to provide compassionate, effective solutions. Community organizations, the City, and residents in Cloverdale have already taken steps to help the homeless living in our community and have provided funding or labor to support these efforts.

Given the complex nature of the homeless challenge, however, a more coordinated, integrated effort is now required. The challenge is bigger than any single public or private entity or local city acting on its own can surmount. The purpose of developing the Plan collaboratively is to leverage existing resources, identify new strategies and resources, and align with a regionwide Homeless Initiative that is being led by the County of Sonoma. Success requires an overarching strategy and shared goals that will tie all our actions together toward a common purpose.

To create this shared framework for action, the City is reaching out to form a Community Advisory Group consisting of community members, business interests, not-for-profits and faith-based organizations who can help address the challenge of homelessness. The Goal of the City is to establish the Cloverdale Homelessness Task Force to hold a series of meetings, wherein advisory group members will share their ideas and views based on their experience working with and interacting with the homeless, and to help input has form the core content of a Homeless Strategic Plan. The Plan should be designed to be a three-five-year Plan

Overview of the Strategic Plan

Following this introduction, **Section II** of the Strategic Plan provides an overview of the current state of homelessness in Cloverdale and a description of past and current efforts to reach out to and help the homeless members of our community. This section also describes how the Cloverdale Plan relates to and supports the larger regional efforts being undertaken by the County of Sonoma to address homelessness.

Section III is an overview of some of the best practices from other cities and counties around the country.

Section IV portrays the community outreach and Planning process used to generate information for development of this Plan. Findings from the outreach including stakeholder interviews and a community survey are provided in the appendices, separately

Section V contains the strategic Plan framework, which is the core of this Planning document. It consists of a Vision for Success, Guiding Principles, seven primary Goals, and their corresponding Performance Measures.

- The Vision for Success describes the desired impact on homelessness we are striving to achieve in the future through the successful implementation of this strategic Plan.
- Guiding Principles are the long term, underlying beliefs and values that have shaped our approach to the homelessness challenge.
- Goals are broad statements of direction that define the key results we are striving to achieve.
- Performance Measures are the metrics that will be used to monitor the progress of the Plan and to provide feedback if there is a need to modify the Plan to achieve its goals.

Section VI presents the Goals with Supporting Actions that will be carried out to achieve each Goal. There is a specific Action Plan for each Goal, which identifies the supporting actions along with:

- An organization that will have lead responsibility for that action
- Supporting partners that will work with the lead agency,
- Required resources, and
- Estimated timeframe for implementation.

Section VII concludes with a directory of resources for addressing homelessness, including ways for members of Cloverdale community to join this effort and for individuals experiencing homelessness to seek help.

II. BACKGROUND

State of Homelessness in Sonoma County Cloverdale

The biennial homeless count for Sonoma County conducted on January 23, 2015 found 3,107 people who were homeless on a single night: 4 • 1,037 (33%) were “sheltered”, sleeping in emergency shelters or transitional housing • 2,070 (67%) were “unsheltered”, sleeping in encampments, abandoned buildings, vehicles, and other outdoor areas An annualization formula using count demographics estimates that 5,574 people – more than 1% of the County’s population – experience homelessness over the course of a year

State of Homelessness in Sonoma County Cloverdale

In recent years, Cloverdale has seen a substantial increase in the number of homeless living in our community. Homelessness in Cloverdale is not a recent phenomenon, but the homeless surge is. According to the most recently available data (Source: 2015 Sonoma Homeless Count by Jurisdiction Homeless Unsheltered and Sheltered Persons by Region and Jurisdiction- Applied Survey Research, 2015, p. 17), the number of homeless in Cloverdale consist of 43 unsheltered and 6 sheltered individuals for a total of 49 homeless.

Based on anecdotal evidence the number of unsheltered homeless individuals in Cloverdale has grown from 2015 to the present. In order to be effective, it is recommended that the following categories of homeless be categorized:

- ____ persons living on the Street / Russian River
- ____ persons living in Makeshift Shelters
- ____ persons living in Cars
- ____ persons living in RVs/Campers
- ____ persons living in Tents
- ____ persons living in Vans

¹ A new homeless count will be conducted on <date, 2018>. Data from that count has not yet been released at the time of this writing.

Community Efforts to Address Homelessness

Efforts to help the homeless in Cloverdale have been underway for many years, including several community-led initiatives. It is extremely likely that the number of homeless in Cloverdale would be even higher than it is today were it not for the dedicated efforts of these groups, most of whom collaborate with each other while receiving financial support from the City of Cloverdale.

Wallace House Homeless Services Emergency, Transitional & Supportive Housing

Reach for Home

Alexander Valley Healthcare

St. Vincent de Paul @ St. Peter's Church

Catholic Charities

City of Cloverdale and Sonoma County Homeless Programs

City of Cloverdale

The City of Cloverdale works to address issues regarding affordable housing and homelessness on many fronts including providing funding and/or staff support to the community-based initiatives described in the previous pages.

Sonoma County

Sonoma County works together with other local jurisdictions to reduce homelessness through a variety of planning and funding processes. Sonoma County's Coordinated Intake Project offers a single access point for intake into all homeless services. Beginning in February 2015, families with children who are currently experiencing homelessness may enroll in the Coordinated Intake project by dialing 2-1-1 during business hours.

The Sonoma is staffed by volunteers who provide the link between people who have needs with the services that can alleviate those needs. Click on the link above or simply dial 2-1-1 on your phone.

The Sonoma County Taskforce for the Homeless publishes the [Homeless Resource Guide](#) listing many governmental agencies, housing authorities and non-profit organizations that provide housing and supportive services to homeless people throughout Sonoma.

Sonoma County Sheriff County

The Sonoma County Sheriff's Office (SCSO) is responsible for providing law enforcement services in Sonoma County. The SCSO is a critical partner for addressing crime in the unincorporated area around Sonoma County.

Cloverdale Homelessness Program and Sonoma County Building HOMES: A Policy Maker's Toolbox for Ending Homeless

Many cities in Sonoma County including the City of Cloverdale are broadening the collective impact by undertaking local Planning initiatives to combat homelessness.

[A Policy Maker's Toolbox for ending homelessness by 2025.](#)

On August 25th, 2015, the Sonoma County Board of Supervisors in their role as the Sonoma County Community Development Commission, embraced the Toolbox as the focus for a vast ten year effort to end homelessness in all communities of Sonoma County. Built upon best practices and demonstrating the depth of the challenges before cities and the County, the Toolbox is a comprehensive set of options (or "tools") for use to provide safe, secure and sustainable homes for those most in need. This effort will begin with the development of an Implementation Plan which will be brought back to the Board and the launching of a robust effort to build new collaboration among all interest working to end the tragedy of homelessness."

The Sonoma County Toolbox is focused on three strategic objectives. The objectives to support the Toolbox prime Goal to reduce the number of homeless persons to zero is to focus on 1.) Housing, 2.) Income, and 3.) Health as identified by the Continuum of Care's 10-Year Homeless Action Plan 2014 Update.

Many of the regional strategies that support these key areas are beyond the capabilities of a city the size of Cloverdale with no housing authority or dedicated homeless services infrastructure. However, the City of Cloverdale is actively working with Sonoma County to support the regional effort and Cloverdale's Homelessness Strategic Plan includes meaningful contributions, as follows:

Prevent Homelessness

Cloverdale Goal 3: Implement programs to prevent homelessness among residents of Cloverdale.

Provide Case Management and Services

Cloverdale Goal 4, Supporting Action 4a: Provide field-based outreach to connect homeless individuals with services and permanent housing options.

Create a Coordinated System

Cloverdale Goal 4, Supporting Action 4c: Establish regular communication among all who regularly interact with the homeless in order to share information.

Cloverdale Goal 7c. Align the Cloverdale program with the Sonoma County Housing Toolbox and coordinate with nearby cities on shared strategies.

The City of Cloverdale Homelessness Strategic Plan Framework provides a framework to coordinate and leverage the local community-initiated efforts undertaken in recent years by organizations such as the Wallace House, and the faith-based community. A Homelessness Community Advisory Group that will be appointed by the City Council (Goal 7, Supporting Action 7a) will serve as the primary forum for this coordination.

III. BEST PRACTICES FOR ADDRESSING HOMELESSNESS

Communities throughout the nation and California are engaged in efforts to address and alleviate homelessness. While some strategies have proven more effective than others in practice, the process of learning what works best continues. The “best practice” model for identifying effective approaches has proven effective through rigorous scientific research in other fields and can be adapted and applied to other contexts such as this. The *Homelessness Task Force Report* recently released by the League of California Cities and the California State Association of Counties features numerous case studies of current best practices applied by cities and counties throughout California. The following paragraphs offer a brief overview of current best practices specifically applied to address homelessness.

Housing First

The Housing First strategy provides homeless persons safe and secure housing with few or any preconditions and includes needed supportive services with that housing. This approach reverses the traditional shelter model that requires people without homes to demonstrate they are “housing ready” by undergoing treatment for issues such as drug and alcohol addictions or mental health problems. The Housing First model first removes or reduces financial barriers for those with substance use issues, poor credit or financial history, or past involvement with the criminal justice system. This model is used successfully in communities across the nation and provides homeless individuals with a stable environment in which to improve their mental and physical health, as well as their future employability and capacity to live independently.

“Housing First” is a proven strategy for ending all types of homelessness and has been demonstrated to be the most effective overall approach to ending chronic homelessness. Housing First offers people immediate access to permanent housing and provides any needed services after they are in a safe and stable living environment. The Housing First model yields higher success in treatment outcomes, higher housing retention rates, lower returns to homelessness, and significant reductions in the use of crisis services, hospitals, jails, and other institutions. (Source: National Alliance to End Homelessness)

Rapid Rehousing

The Rapid Rehousing approach is designed to help homeless individuals and families entering the emergency shelter and transitional housing system to quickly exit homelessness and return to permanent housing. It is a version of the Housing First strategy that is particularly effective for those who have only recently become homeless and remain open and willing to receive assistance. This assistance is typically in the form of temporary rental assistance and case management to stabilize and maintain their housing once it has been established.

Supportive Housing

Supportive Housing is a variation of the Housing First strategy designed for people experiencing chronic homelessness, or those leaving institutional and restrictive settings. It provides affordable housing in combination with an array of on-site services such as case management, substance abuse

or mental health counseling, advocacy, independent living skills, child care, and employment services. It is “permanent” in that it is not time limited and is not transitional. Housing tenants are not expected to pay more than 30 percent of their income toward rent and utilities.

Coordinated Outreach Teams

Coordinated Outreach Teams identify and engage with people experiencing chronic homelessness and link them to housing and services. The outreach is person-centered and intended to build rapport and trust over time to help them accept the assistance they need. Outreach teams may include Sonoma Law enforcement officers as well as health and human service representatives and clinicians.

Landlord Outreach

Landlords are provided financial incentives to encourage them to rent units to homeless individuals or families. Incentives can include payments to hold the rental unit while a tenant is being referred, money for the security deposit, and financial assistance to the landlord to mitigate any potential damage caused by tenants.

Homeless Prevention

Prevention assistance can help individuals and families preserve their current housing situation and avoid becoming homeless in the first place. This may take the form of short-term rental assistance to prevent evictions or more long-term support through vocational and job training to increase self-reliance and earning potential.

Coordinated Entry System (CES)

CES is an assessment process designed to quickly identify, assess, refer and connect people in crisis to housing and assistance no matter where they initially ask for help. It is a shared tool that is used by homeless programs working collaboratively within a community to match people experiencing homelessness to the most appropriate housing and services. CES is meant to help people move through the system faster by reducing the amount of time they spend moving from one program to another before finding the right match. It can also reduce homelessness by offering prevention and diversion services upfront when that is the most appropriate solution, rather than entering the homelessness system.

IV. PLANNING PROCESS

Homelessness is an issue that affects everyone, and any strategies designed to prevent and alleviate homelessness should have community involvement. The City intends to reach out to the community for its help to help develop a Homelessness Strategic Plan, understanding that if it were to be an effective guide for the work to come, the Plan must be based on public knowledge of local conditions, challenges, and opportunities for addressing homelessness. With this goal in mind, the City designed a process centered on public participation and input to help address homelessness.

Community participation will encompass the following

1. Direct interviews of community groups with knowledge about homelessness,
2. an on-line survey, and
3. an advisory group composed of 20-30 community members, who have prior extensive experience with the homeless.

The process will begin with stakeholder interviews held with five – ten community leaders who will share their insights based on their experience with the homeless. Complementing these in-person interviews will be a questionnaire sent out to all members of the Community Advisory Group (CAG) that will explore many of the same topics covered in the interviews.

Information generated by the interviews and the questionnaire responses will be utilized to develop an online survey posted on the City of Cloverdale’s public website. Results from all outreach (including survey results received to date) will be shared with the CAG during its first meeting in 2019. A summary of the community outreach results will be made available on the City’s website.

The CAG shall meet three times to generate the overall structure, content and substance of the Strategic Plan.

Meeting One

During the first meeting the CAG will utilize their own expertise to clarify homeless issues, challenges, and opportunities facing Cloverdale and define what “success” would look like—what the Plan should aspire to and what they believed the community would support.

Meeting Two

At the second meeting, the CAG shall be presented with a draft vision for success and an initial set of goals and proposed actions for achieving these goals, derived from input provided during the prior meeting. CAG members will review and refine the draft materials and refine the draft vision and goals of the Strategic Plan Framework and to craft the actions that would be carried out to implement them effectively.

Meeting Three

During the third and final meeting, the CAG shall determine the need for additional goals, continue to refine action Plans, and considered potential performance measures that would be used to monitor the progress of the Plan once implementation begins. A Draft Strategic Plan will be finalized after it is shared with the public in a community meeting to be held in 2019, after which it will be presented to the Cloverdale City Council.

V. STRATEGIC PLAN FRAMEWORK

The core of the Homelessness Strategic Plan is expressed by the strategic Plan framework, which is defined by the following elements:

Vision for Success: The preferred future that the City and community of Cloverdale are striving to achieve through their efforts to address homelessness.

Guiding Principles: The beliefs, principles and values that guided the development of the Plan and its implementation.

Goals: The key outcomes that must be accomplished to achieve the vision and around which all actions are organized

Performance Measures: The indicators that will be used to monitor the progress of the Homelessness Strategic Plan and to provide feedback to modify the Plan if needed to achieve its goals.

Our Vision of Success

Homelessness is declining steadily, as people are finding permanent housing with services as needed, while public safety and health concerns are alleviated.

Many factors have come together to create this **Vision of Success** in Cloverdale:

- ✓ There is a Plan in place with solid support from all sectors.
- ✓ Our Plan is being implemented by a closely coordinated network of local organizations.
- ✓ Our solutions are responsive to the diverse needs of individuals.
- ✓ It is a sustainable initiative that is fully aligned with a larger regional effort.
- ✓ The City is proactively engaged in homelessness advocacy efforts.
- ✓ The services and supports provided are helping to stabilize lives and create hope for the future.

Guiding Principles

- We believe a **shared framework** with a **clear Plan of action** will ensure all involved are **working together** to address homelessness in Cloverdale.
- We are striving to develop and implement **long-term solutions** using a **field-based model** to help each individual experiencing homelessness find **permanent housing with supportive services**.
- We believe the **safety and well-being of the community is a priority**, including people experiencing homelessness.
- Our **Plan is flexible** to adapt to changing conditions over time.
- We assess the effectiveness of our Plan to address homelessness by **tracking outcomes** that are meaningful indicators of success.
- **We recognize homelessness is not a crime.**
- We understand **community awareness and involvement** in our initiative is critical to our success.
- We recognize that those experiencing homelessness are **unique individuals** with diverse needs requiring a **tailored case management approach** founded on **trust and respect** for everyone.

Goals

1. Reduce the number of people experiencing homelessness in Cloverdale by providing access to temporary and permanent housing solutions within Sonoma County.
2. Prevent and mitigate any public health and public safety impacts on the community stemming from homelessness.
3. Implement programs to prevent homelessness among residents of Cloverdale.
4. Provide coordinated outreach and supportive services to homeless individuals and families that promote self-sufficiency and personal stability.
5. Increase community awareness of the Cloverdale homeless initiative, its progress, and successes.
6. Advocate for systemic changes at the county, state, and federal levels that will strengthen efforts to prevent and reduce homelessness.
7. Develop governance infrastructure to facilitate collaboration, provide oversight, and support implementation of the homelessness strategic Plan.

Performance Measures

Measure	Data Source	Goal
Number of people experiencing homelessness in Cloverdale	Annual Homeless Count/Sonoma County	Goal 1 Homelessness Reduction
Number of homeless that are off the streets, i.e. housed in interim housing or stable permanent housing	Not-For Profits Sonoma County	Goal 1 Homelessness Reduction
Number of calls for service regarding homeless individuals	Cloverdale Police Dept. Sonoma County Sheriff	Goal 2 Public Safety
Number of known encampments	City of Cloverdale	Goal 2 Public Safety
Number of Cloverdale residents at risk of becoming homeless that were able to retain housing due to local efforts	City of Cloverdale	Goal 3 Homelessness Prevention
Number of homeless who have consented to receive homeless services		Goal 4 Outreach/Support
Increased community awareness and support for services provided to the homeless in Cloverdale	Options – complaint log, media coverage, social media counts, community survey	Goal 5 Community Awareness

VI. ACTION PLANS

This section will present the detailed Action Plans identified by the Community Advisory Group as the means for achieving the goals of the strategic Plan. There is one action Plan for each of the seven goals.

Goal 1: Reduce the number of people experiencing homelessness in Cloverdale by providing access to temporary and permanent housing solutions within Sonoma County.

Supporting Actions		Lead	Partner(s)	Resources	Timeline
1a.	Conduct outreach to encourage landlords to accept housing and rental subsidies for the homeless.	Sonoma County City	TBD		Mid-term
1b.	Establish a flexible spending account funded by donations and City grants which helps fund rapid rehousing and other related services for homeless individuals.	Community Organization	Homeless Service Providers Community Stakeholders	City and Private Grants	Mid-term
1c.	Explore the feasibility of developing a new building or converting an existing building to provide bridge/permanent housing.	Community Organization City	City County Non-Profit or For-Profit Developers		Long-term
1d.	Explore creative housing solutions to create more affordable housing.	Community Organization	City County Non-Profit or For-Profit Developers		Long-term

Goal 2: Prevent and mitigate any public health and public safety impacts on the community stemming from homelessness.

Supporting Actions		Lead	Partner(s)	Resources	Timeline
2a.	Expand public safety enforcement and surveillance capacity by organizing and training volunteers to support the Police Department, Sonoma County Sheriff and Cloverdale Fire Departments.	City Sonoma County Sherriff Cloverdale Fire	Private property owners Arson Watch		Short-term
2b.	Provide access to temporary housing during red flag warnings or local flooding incidents through vouchers that can be used at motels and local shelters.	County	City		Short-term
2c.	Reduce fire risk through an encampment management initiative designed to ensure that fire restricted zones are not used by the homeless or other community members for illegal camping.	Cloverdale Fire City	Sheriff Fire Faith-based Institutions Arson Watch	Sheriff	Ongoing
2d.	Develop strategies for increasing access to sanitation facilities (showers and bathrooms) for the homeless.	County City	City, Stakeholders	County Parks	Short-term
2e.	Develop a Plan to prevent and mitigate potential safety impacts on private property residential neighborhoods and travel ways near encampments.	City	Stakeholders County	Sheriff	Short-term
2f.	Seek opportunities to improve coordinated outreach to homeless in congregating in the Downtown Business District.	Reach for Home Catholic Charities Sonoma County	City Faith-based Institutions		Mid-term
2g.	Request help from a peer-advocate group of the homeless (see action 4h) to improve cooperation between Police, Sheriff deputies and the homeless community.	TBD	St. Josephs Center Sonoma County Sheriff		Short-term

Goal 3: Implement programs to prevent homelessness among residents of Cloverdale.

Supporting Actions		Lead	Partner(s)	Resources	Timeline
3a.	Create a mechanism to identify and assist individuals or families at imminent risk of becoming homeless (such as receiving an eviction notice).	Community Organization County	City		Short-term
3b.	Implement an emergency housing fund to assist Cloverdale residents who are at risk of becoming homeless. (complements action 1b.	Community Organization	City Foundations United Way Donors	City Grants	Short-term
3c.	Establish a pilot inter-generational affordable housing program for single moms and their children, students, and seniors modeled after Home4Veterans that uses “sweat equity” to empower individuals and build community.	Community Organization Wallace House	City		Long-term
3d.	Support establishment of new revenue sources for funding programs for the homeless and implementation of a Homelessness Strategic Plan.	City	Chamber of Commerce		Mid-term
3e.	Explore strategies to encourage developers to provide more affordable housing by allowing increased density for projects that set aside a minimum percentage for affordable units.	City	Chamber of Commerce		Long-term

Goal 4: Provide coordinated outreach and supportive services to homeless individuals and families that promote self-sufficiency and personal stability.

Supporting Actions		Lead	Partner(s)	Resources	Timeline
4a.	Provide field-based outreach to connect homeless individual with services and permanent housing options.	Not for Profit	City St. Joseph Catholic Charities	City St. Joseph	Ongoing
4b.	Use the {Name of Facility or location} as a centrally located facility for providing meals and services to the homeless.	County of Sonoma	County City Faith-Based Organizations	TBD	Short-term
4c.	Establish regular communication among all who regularly interact with the homeless to share information.	City Reach for Home Community Organization	Sheriff Faith-Based Organizations	Technology	Short-term
4d.	Expand outreach to homeless individuals by using trained volunteer teams to remain in touch with the homeless population.	Community Organization	Non-profits Faith-Based Organizations	Community members	Ongoing
4e.	Establish partnership with Sonoma State University social work students and faculty to strengthen local outreach capacity.	City		Sonoma State Univserity	Short-term
4f.	Expand availability and access to case management services in Cloverdale.	City/County	Alexander Valley Health	St. Josephs	Short-term
4g.	Incorporate best practices for addressing homelessness from other municipalities which are applicable to Cloverdale.	City	Chamber Faith-Based Organizations Non-profits		Short-term and Ongoing
4h.	Create a peer-advocate group to self-regulate the homeless community.	Not-for-Profit	Non-profits Faith-Based Organizations		Short Term
4i	Partner with local businesses and not-for-profits to identify jobs for the homeless.	Community Organization	City Chamber of Commerce		On-going

Goal 5: Increase community awareness of the Cloverdale homeless initiative, it's progress, and successes.

Supporting Actions		Lead	Partner(s)	Resources	Timeline
5a	Implement strategies to change the public perception of affordable housing by demonstrating it meets the real need of members of the Cloverdale community (e.g. seniors).	City	County Future Stakeholders	TBD	Short Term & Ongoing
5b.	Host regular community meetings and educational workshops to improve community understanding of homelessness and progress in implementing the Homelessness Strategic Plan.	City	Faith-Based Organizations	City Hall Library Cloverdale High School	Short Term & Ongoing
5c.	Create and disseminate FAQs.	City	Chamber Service providers Non-profits		Short Term & Ongoing
5d.	Create a website.	City	Community Stakeholders	Volunteer / Staff Time	Short Term & Ongoing
5e.	Develop a social media strategy for the Community to keep them informed about Homelessness.	City	Community Stakeholders	Local Press	Short Term & Ongoing
5f.	Promote hotlines for the homeless living in Cloverdale.	City	County	Sonoma County 2-1-1 SONOMA County Homeless Outreach	Short Term & Ongoing

Goal 6: Advocate for systemic change at the county, state, and federal levels that will strengthen efforts to prevent and reduce homelessness.

Supporting Actions	Lead	Partner(s)	Resources	Timeline	
6a.	Work with the U.S. Department of Housing and Urban Development to reform housing voucher rules and restrictions that will broaden housing opportunities for the homeless.	County of Sonoma	City of Cloverdale		
6b.	Collaborate with other local agencies to lobby for policy changes in the criminal justice system to help prevent and reduce homelessness.	County of Sonoma	City of Cloverdale		
6c.	Collaborate with other local agencies to lobby at a state and national level to expand and improve mental health services to reduce the number of mentally ill individuals who are living on the street.	County of Sonoma	City of Cloverdale		
6d.	Advocate for a system-wide assessment of the capacity and effectiveness of homelessness programs and services available in Sonoma County.	County of Sonoma	City of Cloverdale		
6e.	Advocate for budget allocations at the city, county, state, and federal levels to increase funding for programs that prevent and end homelessness.	County of Sonoma	City of Cloverdale		

Goal 7: Develop governance infrastructure to facilitate collaboration, provide oversight, and support implementation of the homelessness strategic Plan.

Supporting Actions		Lead	Partner(s)	Resources	Timeline
7a.	Establish a 10 to 20-member Working Group on homelessness to oversee the implementation of the homeless initiatives in Cloverdale.	City	Homeless Service Providers Community Stakeholders County	Community Advisory Group for Homelessness	Short term
7b.	Increase the City's capacity to manage all matters related to homelessness in Cloverdale.	City			Short-term
7c.	Monitor and evaluate the effectiveness of the Homelessness Strategic Plan through the Performance Measures (page 17).	City	County Sheriff's Department		Short Term & Ongoing
7d.	Align the Cloverdale program with other Sonoma County Homeless Initiatives and coordinate with nearby cities on shared strategies.	City	Homeless Service Providers Community Stakeholders		Ongoing

VII. CLOVERDALE HOMELESSNESS RESOURCES

The following are organizations and resources available in Cloverdale to assist the homeless, to respond to concerns and questions about the homeless, and that offer volunteer opportunities for those who wish to be more involved in responding to the needs in our community.

Provider	Services	Contact Information
Alexander Valley Healthcare 6 Tarman Drive Cloverdale, CA 95425 www.alexandervalleyhealthcare.org	Intensive case care management/Whole Person Care for homeless Housing vouchers Mental & physical Health care. Substance abuse treatment. Application assistance for CalFresh (food stamps) & MediCal	Call front desk to schedule appointment (707) 894-4229
BEHAVIORAL HEALTH Community Mental Health Center	Mental health & psychiatric services for homeless	Sky Ashley (707) 271-2532 Mental Health Clinician
Crisis Stabilization Unit/Sonoma County Behavioral Health	Psychiatric services for homeless in crisis	(707) 576-8181 <u>Please also call 911</u>
HOST (homeless outreach services team) Catholic Charities	Homeless street outreach and onsite services into the camps.	Giselle Lafayette glafayette@srcharities.org (707) 867-6187 (707) 525-0226 x224
Coordinated Entry/Intake Catholic Charities SONOMA COUNTY ONE-STOP	Performs assessments using vulnerability Index Survey (Vi-SPDAT). Chronically homeless with high scores are prioritized for shelter & housing. Service navigation	Kaitlyn Carney Service Navigator kcarney@srcharities.org (707) 791-8968 - cell (866) 542-5480 – main #
Reach for Home www.reachforhome.org 443 Hudson Street Healdsburg, CA 95448	Street Outreach (camps) Transportation for homeless to appointments Housing-First (no sobriety requirements) for their transitional & supportive housing	Colleen Carmichael colleen@reachforhome.org (707) 433-6161 Office (707) 331-0694 cell Rick Caferatta (707) 889-5496
St. Vincent de Paul @ St. Peter's Church 491 South Franklin Cloverdale, CA 95425 Tuesday mornings 9:30 to 11:00 a.m.	Service navigation for homeless for shelter & Housing referrals Food & clothing distribution Financial assistance Bus tickets	Michael Velasquez (650) 867-4465 Dfc20a@yahoo.com
Wallace House www.wallacehouse.org	Clean & sober transitional & supportive housing Referrals & service navigation	Colleen Halbohm Executive Director halbohm@sbcglobal.net (707) 292-4785
National Suicide Prevention hotline North Bay Suicide Hotline	For anyone struggling, trained, compassionate people ready to listen	1 (800) 273-8255 1 (855) 587-6373