



PO Box 2744  
Petaluma CA 94953

And homeless near a  
thousand homes I stood,  
And near a thousand tables  
pined and wanted food.

- William Wordsworth

# THE COTS RAFFLE IS BACK!

Century 21 Bundesen is once again hosting its annual COTS Raffle, a fundraiser benefiting COTS! **Raffle tickets are available now through October 13th, with a drawing to be aired on Facebook Live on October 13th.** Prizes include 10 dining packages to a selection of amazing Petaluma restaurants, with a total of \$10,000 in dining prizes!

**You can purchase raffle tickets at Century 21 Bundesen (616 Petaluma Blvd S. or 522 Petaluma Blvd. S) for \$20 each, or by contacting Century 21 Bundesen at [info@bundesen.com](mailto:info@bundesen.com) or 707.769.9000.**

**Visit [cotsraffle.com](https://cotsraffle.com) (or scan the QR code to the right) for more information** and a full list of prize packages. Thank you to Century 21 Bundesen for holding this event once again!



*2021's COTS Raffle 1st place winner Jennifer Crayne with her winnings*



scan me for more info!

## COTS Est. 1988 SUMMER NEWS 2022



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# A Note From Chuck

Dear COTS Friends and Family,

Over the last four years at COTS, it has been my work to ensure that this organization has all it needs to continue pursuing its mission long into the future. As CEO, that has meant hiring the best service providers in Sonoma County and paying them a wage they can live on. It has meant expanding our partnerships so that our community’s safety net for those experiencing homelessness is strong and resilient. And it has meant expanding COTS’ income sources so that our programs and services are available for our neighbors in need no matter what the future holds.

This issue of COTS’ newsletter celebrates sustainability in all its forms. You will learn about how our Executive Chef Janin Harmon ensures that extra food is shared across the community and that our kitchen waste isn’t ending up in local landfills. We’ll also share more about upgrades at the Mary Isaak Center to keep our facilities green and efficient.

A major project on the horizon here at COTS is Studios at Montero, a partnership between COTS, the City of Petaluma, and Burbank Housing to transform a former motel into 60 units of permanent supportive housing for the chronically homeless in Petaluma. Mark Krug, COTS’ incoming Board President and Special Project Manager at Burbank Housing, will share more about this new step in our Pathways to Housing – and why we feel confident that our partnership model will prove successful in sustaining Studio residents in their homes permanently.

Mark will also share a little on the search process as COTS looks for its next leader. We are excited to see where our next CEO will take our organization, and are looking for someone with energy, vision, and a deep commitment to our values. Most of all, we promise that sustainability will continue to be a focus for all of us at COTS, including the next person to take the helm.

Thank you for helping to sustain our work through your generous investments of time and financial support. COTS is stronger because of our community, and we could not be more grateful.

Sincerely yours,

*Chuck Fernandez*  
Chuck Fernandez, CEO



The Facilities Team, left to right: Robert Carson, Maintenance Tech, Sean Andrews, Environmental Services Tech, and John McEntee, Director of Facilities, in front of the People's Village offices

# Staying Green with Maintenance

“Possible impacts on climate change are always on my mind as a Facility Manager,” wrote John McEntee, Director of Facilities, in an email to the City of Petaluma in April of 2021. He was talking about the new HVAC system being installed, which included energy-efficient cooling units that “seriously reduce energy usage.” This sentiment continues to be true for him and his team, and it reflects in everything they do for COTS.

**“There’s definitely a focus on sustainability,” John says.** “At least a year ago now we stopped using all gas-powered equipment, and we’ve purchased all cordless equipment. That was all started by Chuck [Fernandez, CEO].”

Facilities has also replaced all the lights on the Mary Isaak Center campus with energy efficient LEDs, “which is making a huge difference over incandescent,” John says. In addition, John and his team have installed touch-less water faucets in all bathrooms, low-flow water faucets in the kitchen, and low-flow shower heads in the showers, and replaced the kitchen dishwasher with a steam sanitizer that uses 75% less water, all resulting in a reduction of our total

water usage from a high of 19,387 cubic feet per month in 2019 to 11,376 cubic feet per month in 2021 – **a total of a 41% reduction in water usage.**

But the biggest change they’ve made, in John’s opinion, has been the laundry.

Earlier this summer, Facilities installed new ENERGY STAR certified washers and dryers in the Mary Isaak Center laundry room, replacing old equipment that was “using obscene amounts of water and power,” says John. “Just the one 60-pound washer would use a gallon of water per pound of clothes per load, and that thing was in operation every day.” **The new machines use 25% less energy and 33% less water**, and are completely programmable. “You can tell it how much water to use per load. So that, that in my mind is the biggest Improvement we’ve done.”

At the same time, Facilities also installed an aqueous ozone disinfection system (which they fondly refer to as “the ozonater”) into the washers, which completely disinfects an entire laundry load using only cold water; no detergent necessary. “They’re really cool,” John says. “I’m probably gonna get one



## Green Initiatives Highlights



Replaced all lights with energy-efficient LEDs



Reduced total water usage by 41% from 2019 to 2021



Installed ENERGY STAR certified washers and dryers, which use 25% less energy and 33% less water



Eliminated the need for detergents and hot water when washing laundry



Replaced all gas-powered equipment with electric





*The playground at Vida Nueva, another Burbank Housing/COTS permanent supportive housing collaboration.*



*Incoming COTS Board President Mark Krug*

# Meet the New Board President: Mark Krug

*Incoming Board President Mark Krug sat down with COTS staff to share more about his career in housing and homeless services, the upcoming Studios at Montero project, and COTS' current CEO Search. Mark has served on the board for over a year and will officially become Board President at our October meeting, following the three-year tenure of departing President Bill Gabbert.*

**What is something that surprised you during your time on the Board?**  
How well integrated the work of the board and staff are. With many non-profits, the staff and board operate in largely separate spheres, but at COTS, we're all rowing together in the same direction, and I feel the communication between all parties is really impressive. I'm also blown away by the quality and dedication of the COTS staff. I knew when I joined the board that this was the case, that is largely why I joined the board, but having this front row seat as a board member has allowed me to see in high detail just how amazing and effective the COTS staff is, a truly inspiring group of people.

**What is your role at Burbank Housing? What do you think that perspective brings to our COTS community?**  
I am the Special Projects Manager for Burbank, which simply means I am a project manager with an emphasis on homeless-housing projects. I've worked on homelessness in Sonoma County for about thirty years, so I bring homeless services and funding expertise to Burbank and affordable housing and homeless-dedicated housing experience to the COTS board. My dual roles as staff to Burbank and a COTS board member really complement one another and, I believe, makes me more effective in both roles.

**The Studios at Montero project is a collaboration between local and state government funding, Burbank Housing, and COTS [see sidebar]. How do you see these partnerships working to support future clients?**  
I am of the belief that permanent supportive housing projects for formerly homeless people will succeed in the long haul if and only if the project partnerships are rationally structured and strong. This means that the property

management entity, the ownership entity, the service provider and local government all need to work collaboratively, and each must understand their role as well as the role of others. Shared goals, role clarity and communication are key.

Those elements appear to be in place for [Studios at] Montero. While roles are new for many partners, to-date the communication we've shared about our respective roles has been impressive and we have a strong team all moving in the same direction with the unifying goal of housing chronically homeless individuals in a supportive and safe place. I believe Montero will be successful because of how we have all structured both the project and the partnership, with adequate resources to support long term housing stability for tenants. This project then can become a model for additional homeless-dedicated housing in the region.

**What are some of the challenges you're facing?**  
The most serious challenge is the timeline. We very much want to complete the property acquisition

and renovation in time to complete a full lease-up this calendar year. But, as many people know, procurement issues abound in construction, and further, we're in such a building boom that labor shortages and over-subscribed architects, engineers, technical consultants and so forth make it exceedingly difficult to really rush a project to completion. Funding is also a challenge because construction costs escalation is unprecedented - making it hard to avoid a funding gap. Fortunately, the City of Petaluma and the County of Sonoma are well-aware of this and willing to help with funding as much as they can. Burbank also holds a great deal of optimism that we can obtain additional funding for Montero, if needed, from health system and philanthropic partners. It is now a truism that affordable housing projects need a large number of financial partners to get to completion, and Montero is no exception.

**What's something you want community members to know about the Studios at Montero project?**

Unlike some earlier iterations of motel conversions to homeless-dedicated housing, Montero and other permanent supported housing projects for homeless persons that are in the Burbank pipeline will feature significant amounts of operational funding for tenant and

**“ At COTS, we're all rowing together in the same direction, and I feel the communication between all parties is really impressive.**

neighborhood security and critically, adequate funding for services to the formerly homeless tenants to help assure they enjoy housing stability in a safe, secure and supportive environment. COTS and Burbank are adopting best practices and making sure that ongoing financial resources are adequate to support professional, robust high-quality

project and services staffing to assure success.

**You are also part of the CEO Search Committee to help COTS identify its next leader. What are you finding as part of that process?**  
I can't answer for others on the Recruitment Committee, but for me, the main take-away so far is just how hard it is to try and fill Chuck Fernandez's shoes. He brought to COTS such a deep understanding of, and experience with, homeless services—coupled with really brilliant leadership and management skills—that searching for a replacement CEO is truly daunting. That said, we've come across some gifted and impressive candidates and so I think we're all genuinely optimistic about securing a talented and committed new COTS CEO, our occasional forlornness for Chuck's retirement notwithstanding! Our ace in the hole is that we can attract quality candidates because COTS is an agency with such a well-deserved reputation for excellence and because working and living in the North Bay is such a gift.

## Studios at Montero

Opening in winter 2022-23, the Studios at Montero will transform the former America's Best Hotel in Petaluma into 60 units of permanent supportive housing for chronically homeless individuals and families.

Studios at Montero is a partnership between the City of Petaluma, which is providing funding; COTS, which is providing wraparound services and case management; and Burbank Housing, which is constructing the units and providing property management for the long term. We believe this model will allow residents of Studios at Montero to thrive in well-funded, well-cared for apartments as they receive all the services they need to be successful.

Studios at Montero is an essential part of COTS' and the City of Petaluma's Pathways to Housing, helping to fulfill the City's Strategic Plan to End Homelessness. We look forward to sharing more about the Studios at Montero project this fall as we get closer to completion.



*The future site of Studios at Montero. Photo courtesy of the Argus Courier, staff photographer Crissy Pascual.*





## Spreading Hope with Skyler Padgett

“Well, I moved here three years ago from Missouri, ‘cause of her,” Skyler Padgett says, gesturing to his wife, Tricia Potter. They’re sitting on the back porch outside their Santa Rosa home, under a shady overhang, wind chimes tinkling behind them, and this makes them both smile. “We met in a LGBTQ+ group on Facebook. And we started talking and just instantly connected.”

“Life in St. Louis wasn’t that great for me,” he continues. “St. Louis is not trans-friendly at all. A friend of mine had been murdered there, for being trans. **So I knew there was no way I could be there and live my life how I wanted to be, to live as my true self.**”

When Skyler and Tricia met, he was running the cafeteria at Edward Jones. “This is before I came out as trans,” Skyler says, “and I didn’t shave one day. And my boss told me, ‘You need to go home and shave.’ And I was like, ‘I don’t want to.’ My boss said, ‘Well, if you don’t shave, we have a problem.’ So I didn’t shave. And I went from being in charge of the cafeteria to demoted to a grill cook.” Then, as he was driving home, he received a call

letting him know that he no longer had a position with the company. “That was the final straw.”

Skyler had been stationed in San Diego when he was in the Navy, so he was familiar with California, and already loved it. “My first Pride was in San Francisco,” he says, “so I fell in love with California like that. [When I was there] I thought, this is my home. This is where I wanna live.” So when Tricia asked him to move out to California with her, it was a no brainer.

At the time, Tricia was living with a friend in a studio apartment in Guerneville. “Already two people in a studio is a lot, but three people in a studio?” Tricia says with a laugh. While they were looking for a bigger place, they stayed with Tricia’s sister on her living room floor for a time. Then an acquaintance had a mother-in-law unit in Cloverdale, but unfortunately, the situation devolved quickly. “We were only there for a month, and that’s when we found COTS,” she says.

They got connected to COTS through the Veteran’s Resource Center (VRC, now Nation’s Finest),

where Skyler was employed as a cook. With bad credit between them and Tricia’s emotional support cat, they found it nearly impossible to find viable housing options. One after another, they applied to and either were rejected or had units fall through, mostly due to credit checks. **“I was at the point where I was just ready to give up,” Skyler says. “We were looking at sleeping in our car.”**

In the nick of time, Skyler’s case manager, Trevor, found them a house in Bennett Valley. They had a roommate, Art, an older Vietnam vet who also served in the Navy, and a spacious three-bedroom house with hardwood floors and a built-in closet. Skyler and Art hit it off “like peas and carrots,” says Tricia. It felt like a dream come true.

Then, the owner sold the building, and they had to move. They were devastated.

They moved into another shared living situation with several housemates, including a couple who lived downstairs. It was alright at first. “The wife and [Tricia] became friends,” Skyler said. “But then there

was a confrontation, and I was called an ‘it’ by her husband.” The tension in the house became unbearable.

Eventually, COTS broke off its agreement with the landlord, and moved all the tenants out of the house into other units.

That led Skyler and Tricia to the house they live in now. They were nervous at first because they were going to have roommates again. “I don’t like to come out as trans [at home] because I don’t know if there’s transphobic people,” says Skyler. “And I do not want to create a toxic environment, not only for me, but for my wife. This is my comfort zone. I go home to get away from that.”

Fortunately, they were pleasantly surprised. “It’s been wonderful,” Skyler says, relief clear on his face. “I can’t even describe it. We’re all just one big happy family here. We all look out for each other. We take care of each other, and they don’t make me feel any different than anybody else. It’s incredible, you know, it’s very accepting. And you can’t put a price on that.”

They’ve been in their current home for a year and a half, and they plan to stay with COTS as long as they need to. “They’ve been good to us,” says Skyler. “I mean if it wasn’t for COTS we’d be houseless. And Debbie [Robbins, their case manager] is very understanding. We were severely behind on rent because I can’t afford it. I just keep her up to date on things and I just pay what I can. Thank God we’re in the COTS system.”

Last November, after two bad job experiences as a cook (the only thing he’s ever done), one including

transphobic treatment, Skyler made the hard decision to go on disability and reevaluate his career choices. That’s when Debbie got a flyer for a peer support class. “She thought of me, and she brought it by and she said, ‘Skyler, what do you think

a garage and just left it running, and my car was perfectly fine, and then the battery died. So I am supposed to be here. I don’t know what my purpose is, but the universe and God led me to this peer support, so this is the path I’m walking on, and I’m

**“We’re all just one big happy family here. We all look out for each other. We take care of each other, and they don’t make me feel any different than anybody else. It’s incredible, you know, it’s very accepting. And you can’t put a price on that.”**

about this?’ I took the class, and not only did I fall in love with the class, but I realized that I can really help somebody, with just my learned experience.”

And Skyler does have learned experience. He has childhood trauma from ongoing sexual abuse, which led him to develop dissociative identity disorder (DID), and PTSD from his time on a Naval supply ship. He was addicted to heroin for eight years, has experienced homelessness, and struggled with his identity as a trans man.

“The thing with me is, I’ve had a hard journey, but I’m not afraid to tell my story,” Skyler says. “I want people to know I’m trans and I want them to hear my story. Because it does get better. My journey’s been hard, but you know, there’s always tomorrow, ‘cause the sun will come up no matter what, it always does.

“I’ve tried to kill myself more times than I even like to mention, but failed every time. I put a gun in my mouth; it jammed. I tried to hang myself; the rope broke. I pulled my car into

gonna share my story with people and hopefully help somebody turn their life around, like my life has been turned around. **Don’t give up because hope – and you can take this home with you – hope is: hold on pain ends. That’s what it stands for. And I’m getting that [tattooed] next for a constant reminder because you know what, it does end; hold on. It will end, and it does.”**

As of the publication of this newsletter, Skyler has started his new job as a Peer Support Specialist through the Wellness Center, a brand new program beginning early August. “I’ll be assigned three members, and I’m helping them transition from being houseless to getting stable, permanent housing,” Skyler says. “And whatever services they need, I’m gonna help them stabilize their environment. I am over the moon happy and excited.”





# Sustainability in the Kitchen

California law now requires all residents and businesses to compost organic waste, which produces large amounts of methane gas when dropped in landfills. The law went into effect in January 2022, but Janin has been aggressively composting for over a year now.

“I believe they were throwing close to about 3,000 pounds of garbage in the landfills every month before we started the process,” says Janin. Now, Mary’s Table donates that same amount of excess food waste to worm, goat, sheep, and pig farmers, as well as people that use eggs for fertilizer. **That amounts to over 36,000 pounds of food averted from landfills every year.**

“My mission is to have no food in the landfills, because it’s affecting our climate,” says Chef Janin Harmon. “Right now we’re getting overwhelming amounts of plums and nectarines and peaches...because they’re ripening too fast in the stores and they can’t sell them. This is great for our clients, but in the long run, it’s really not good for the world when the fruit ripens too fast, and it’s because of everything we’re throwing into the landfills.”

“Any food that we can outsource to people, we outsource, and then what we do have to compost, we do our best to make sure it doesn’t go in the landfill.”

In addition to composting, Chef Janin donates any food that’s still edible to folks in our community who need it. “Any food that we can outsource to people, we outsource,” says Janin. Elim Church, PEP Housing, SAY, and the Rosenberg Building (a low-income housing facility in Santa Rosa for individuals who are elderly or disabled, or receiving supportive services) are all

recipients of the Mary’s Table food box program.

Janin also donates a lot of one-off protein items, such as meats and cheeses, to seniors living in PEP Housing. “[These are] things they can’t buy anymore,” Janin says. “I mean, if I had to, I could get a night job. It might not be ideal, but I do have the opportunity to do that. I have the opportunity to rent a space out of my house. Senior citizens with a fixed income, they don’t. They’re living in apartments where they’re not allowed to bring anybody into their home, and their income is not going up, but the gas and the cost of food and medication is.” We are grateful for Janin’s compassion for

our community, and her dedication to helping not only COTS clients, but anyone else in need.



## Is your garden growing?

Mary’s Table would love your excess produce! Contact Diana Morales, Engagement Specialist, at **707.765.6530 x135** or **dmorales@cots.org** to arrange a donation.

# Partner Spotlight: Protein Products

One of the primary places Mary’s Table sends its compost is Protein Products, LLC, a bio-safe black soldier fly (BSF) farm located in Petaluma run by Vincent Ajayi. Vincent is an experienced farmer who also owns an insect farm in Nigeria. He came to the US after an insect training program in Europe, and became fascinated with what he could do with post-consumer food waste, agricultural waste, and edible industrial waste in the the States.

Within a few months, he met Max Mendoza, who fell in love with the project. Max introduced Vincent to Genaro Mendoza, who was looking for a way to give back to a society from which he had received so much, expand his business concerns, and make Petaluma “the worm capital of the world.” Together, they partnered to make Protein Products. The company uses a sustainable

farming system to grow, hatch, and raise BSFs, which are native to the United States and feed on organic food waste, producing rich fertilizer (insect frass). BSF larvae are also a great source of protein for livestock and can be used as an alternate food source for animals of all kinds (including humans!). “I believe Petaluma can be the capital for quality insect feed for poultry, pets, and fish in the near future,” says Vincent. This, coupled with the transmutation of food-waste into fertilizer, can “save our world from avoidable pollution and preventable climate crisis.”

Vincent has been coming to Mary’s Table for about three years, but he’s now picking up much more regularly, about 3-4 days a week.

This isn’t the only way Vincent is dedicated to helping out. He also



owns a ministry in Nigeria, assisting twenty children – ten boys and ten girls. “He supplies their schooling, their food, their housing, their education,” says Janin. “We’ve actually filled up a van with a lot of dry beans, and a lot of things that we would not use here ‘cause we had an overabundance, and he sent it to Nigeria before.” We are proud to partner with such a kind and compassionate human and company. Thank you Vincent and Protein Products, LLC!

# Volunteer Spotlight: Glendora



When Glendora Norwood heard she’s been a core volunteer at COTS for over four years, she incredulously asked, “That long?” and shook her head, before getting back to diligently sorting bread.

“She stayed with us through the whole pandemic,” says Janin, fondly. “She comes in here every

Wednesday and Friday and sorts all of our groceries. She helps us sort over about 1,400 pounds of groceries a week.” As Janin talks, Glendora is busy sorting through dry goods, pulling out bread and pastries that aren’t good anymore, and finding cakes for the volunteer chefs to cut up for lunch. “She’ll put all this bread away,” Janin continues. “She’ll go through all this bread and sort the good from the bad; she keeps this whole area together for me.” “I try to!” Glendora adds with a laugh.

Glendora is a woman of many talents. She used to work for Petaluma High School, “so all the young children that have to come in here and do community service

hours, they know who Glendora is,” Janin says. She’s been a dog breeder for over forty years, raising prize schnauzers who she’s taken to Westminster Dog Show.

“What she does that’s really great,” says Janin, “is that she has two friends that are recovering from cancer, and a couple low-income seniors, that she makes [food] boxes for once a week, and she takes them to them.”

We are so grateful that volunteers like Glendora find the time in their busy schedules to come serve with us at Mary’s Table. We couldn’t do it without you!

## Between April and June 2022, Mary’s Table:

served  
**30,106**  
meals

diverted  
**6.8**  
tons of food from  
the landfill

composted  
**6,350**  
pounds of food  
waste

shared more than  
**7,300**  
pounds of food with  
community partners



# Leaving a Legacy with Chris Baker



Chris Baker understands how important supporting your community is to leaving a legacy. His family has been an integral part of the Petaluma community for a long time, including running Petaluma's famous Chicken Pharmacy. He and his wife Lori have lived in Petaluma

for over 35 years now, and they have been involved in several charitable organizations, working to create positive changes in the community that is so important to them.

were life-changing. **"Within a couple of days, he was almost back to his normal personality,"** said Chris. Though the transition from homelessness to COTS to permanent housing was not always smooth or linear, Chris credits COTS, their programs, and its case managers for making a real difference in his brother's life. **"He wouldn't be alive if it wasn't for COTS."**

Chris and Lori have always had a philanthropic heart and volunteered with several organizations, but knew they wanted their support to have a lasting impact. When they reached retirement age, they started thinking about their estate planning. Lori, who was a legal secretary, had a former co-worker who suggested partnering with the Community Foundation of Sonoma County to manage their estate.

They chose several organizations, including COTS, to include in their will. **"COTS has a program that works,"** said Chris. He and Lori then joined COTS' Legacy Society, which aims to honor those in our community who are most determined to make a lasting impact on the issue of homelessness. He hopes that through legacy giving, COTS can

broaden and deepen its services.

We know many of our supporters share that determination, and we invite you to join the COTS Legacy Society by making a commitment to our work through your estate plans or an eventual bequest. If you are interested in learning more or have already made that commitment, please contact Erin Krueger, Development Manager at [ekrueger@cots.org](mailto:ekrueger@cots.org) or 707-765-6530 ext. 126 for more information.

**"A dollar given to your son or daughter can have an impact, but a dollar given to a program that helps improve your community, consider that. And I don't think it's an either-or. I consider it a great investment in the community in which your family may choose to live."**

Of these organizations, COTS is especially important to Chris. He has a deeply personal connection to COTS and has seen the importance of the work firsthand. Chris' brother suffered from mental illness and addiction that resulted in homelessness. There came a point where the family could only continue their support if his brother went to stay at COTS.

It took a few tries, but Chris' brother came to COTS and his case manager helped him connect to a variety of support programs and medical care that



Thanks to your support this past fiscal year, more donations were made to COTS than ever before. Because of this incredibly generous support, COTS was able to say yes to new ventures, some of which are already having a deep impact on our community.

We wanted to highlight a few areas where your investment in COTS' operating fund made a difference in our ability to pivot and expand our services:

- **Staff for New Endeavors.** The Studios at Montero will provide 60 units of permanent supportive housing to chronically homeless adults in Petaluma. We are so grateful for our city partners and the federal funding that make the project possible. And with the support of our donor community, COTS has already begun laying a strong foundation to run this program effectively. Your investment has allowed us to research best practices, hire and onboard staff, and tailor our services to the specific needs of our community before the first client moves in. Because of your support, we will be able to hit the ground running, working to reduce unsheltered homelessness in Petaluma as soon as construction is finished.
- **Responding to the Need When New Challenges Arise.** Steamer Landing wasn't always a large encampment for the unsheltered. Because of your support, we were able to respond to the

need, by hiring staff to help move people into the Temporary Placement Center and eventually into People's Village. Today, People's Village is at full capacity. **"We're so pleased with the success of People's Village and the noticeable impact it's having on our clients' lives,"** says Stacie Questoni, People's Village Services Manager. **"Folks who have been out on the streets for 8 to 20 years are learning how to trust people again, and feel secure and safe in a unit they can make their own."**

- **Giving Us the Foundation to do the Work Well.** Your support enables COTS to staff and run successful programs that helped a total of 1,242 clients last year. It also allows us to expand successful programs, like our Recuperative Care Program, which provides a bed for homeless individuals discharged from the hospital. With you behind us, we are providing vital services to the most vulnerable in our community and finding innovative solutions to intractable problems.

Thank you for your support this past fiscal year. We are excited about the new opportunities that lie in the year ahead to serve more individuals and families facing homelessness. Because of your generous investment in COTS, we can tackle any challenges we face!

ways to give

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APPRECIATED SECURITIES & STOCKS

LEAVE A LEGACY

MATCHING GIFTS

To learn more about giving to COTS, visit [cots.org/ways-to-give](https://cots.org/ways-to-give), or contact Jamieson Bunn, Chief Development Officer, at [jbunn@cots.org](mailto:jbunn@cots.org) or (707) 789-6380.