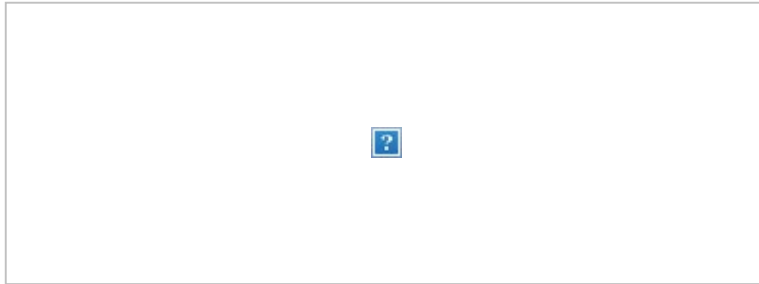


**From:** [Federico, Sarah](#)  
**To:** [Federico, Sarah](#)  
**Subject:** FW: ERF-2-R, Application - Submission County- Monterey  
**Date:** Tuesday, June 4, 2024 10:48:15 AM

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**From:** California Interagency Council on Homelessness <[notifications@cognitofrms.com](mailto:notifications@cognitofrms.com)>  
**Sent:** Wednesday, January 31, 2024 3:37 PM  
**To:** Wilson, Roxanne <[WilsonR@co.monterey.ca.us](mailto:WilsonR@co.monterey.ca.us)>  
**Subject:** ERF-2-R, Application - Submission County- Monterey

[CAUTION: This email originated from outside of the County. Do not click links or open attachments unless you recognize the sender and know the content is safe. ]



## California Interagency Council on Homelessness

### ERF-3-R, Application

Cal ICH has received your submitted Application.

General questions and requests for assistance may be submitted by email to [calichgrants@bcsh.ca.gov](mailto:calichgrants@bcsh.ca.gov), heading "ERF-2-R"; please know that Cal ICH will likely respond to any inquiries through official channels that are directed to the entire eligible applicant pool.

**Cal ICH cannot guarantee a response for general questions or requests for assistance submitted within the week of a submission deadline.**

California Interagency Council On Homelessness (Cal ICH)

## Entry Details

### Part 1 (A): ADMINISTRATIVE INFORMATION

#### Application Window

THIS APPLICATION IS BEING  
SUBMITTED IN THE FOLLOWING  
APPLICATION WINDOW:

Window #1, 11/3/2023 - 1/31/2024

#### Eligible Applicant

SELECT THE ELIGIBLE  
APPLICANT'S JURISDICTION TYPE.

County

WHAT IS THE NAME OF THE CITY OR  
COUNTY? Monterey

## Part 1 (B) Contracting Information Contractor Information

CONTRACTOR NAME (THE LEGAL  
ENTITY ENTERING INTO CONTRACT  
WITH THE STATE) County of Monterey

WHAT IS THE FEDERAL EMPLOYER  
IDENTIFICATION NUMBER (FEIN # OR  
TAX ID NUMBER) FOR THE  
CONTRACTOR? 94-6000524

TAX ID FORM MoCo TIN.pdf

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

PRIMARY CONTACT Ms. Roxanne Wilson

EMAIL [wilsonr@co.monterey.ca.us](mailto:wilsonr@co.monterey.ca.us)

PHONE (831) 755-5445

SECONDARY CONTACT Ms. Sarah Federico

EMAIL [federicos@co.monterey.ca.us](mailto:federicos@co.monterey.ca.us)

PHONE (831) 755-5445

CONTACT PERSON FOR REPORTING Ms. Sarah Federico

EMAIL [federicos@co.monterey.ca.us](mailto:federicos@co.monterey.ca.us)

PHONE (831) 755-5445

AUTHORIZED REPRESENTATIVE Ms. Debbie Paolinelli

EMAIL [paolinellid@co.monterey.ca.us](mailto:paolinellid@co.monterey.ca.us)

PHONE (831) 755-5309

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

ADDRESS 168 W. Alisal, 3rd Floor, Salinas, California 93901

ATTENTION TO (IF APPLICABLE): Roxanne V. Wilson

## Part 2: PROPOSAL OVERVIEW

### Proposal Summary

SUMMARIZE THE PROPOSED ENCAMPMENT RESOLUTION FUND (ERF) PROJECT, INCLUDING AN OVERVIEW OF ALL KEY COMPONENTS AND/OR PHASES OF THE PROJECT THAT WILL BE FUNDED IN WHOLE OR IN PART WITH ERF-3-R RESOURCES. (1500-CHARACTER LIMIT)

This proposed project will resolve an encampment of 40 people living in the Salinas Riverbed within the City of Soledad in southern Monterey County. As a small City with a total population of 25,000, Soledad has partnered with the County to develop a plan to support the encampment residents with increased outreach services, expanded interim housing capacity, rental subsidies, and linkages to affordable housing units. The requested ERF grant will fund (1) 1.0 FTE City Outreach Worker to engage and support encampment residents with service connections, interim and permanent housing; (2) the creation of 12 units of non-congregate interim housing with housing navigation services in mobile homes on a City-owned, undeveloped site close to the encampment to be operated by a non-profit partner; and (3) motel vouchers to provide some additional interim housing capacity. The City estimates 15% of employed encampment residents can also secure housing directly with the help of short-term rental subsidies and housing navigation. With a small investment of ERF resources, the City and County will be able to substantially reduce homelessness in Soledad, as this encampment represents the only large grouping of people experiencing homelessness in the community.

### People Served

NUMBER OF PEOPLE CURRENTLY RESIDING IN PRIORITIZED ENCAMPMENT SITE 40

POTENTIAL INFLOW OF PEOPLE INTO THE PRIORITIZED ENCAMPMENT SITE DURING THE GRANT TERM. None

OF PEOPLE CURRENTLY RESIDING IN PRIORITIZED ENCAMPMENT SITE, HOW MANY WILL BE SERVED BY THIS PROPOSAL? 40

GIVEN THE POTENTIAL FOR INFLOW OF PEOPLE INTO THE PRIORITIZED ENCAMPMENT SITE, HOW MANY PEOPLE ARE PROJECTED TO BE SERVED ACROSS THE ENTIRE GRANT PERIOD?

40

OF PEOPLE PROJECTED TO BE SERVED ACROSS THE ENTIRE GRANT PERIOD, NUMBER OF PEOPLE PROJECTED TO TRANSITION INTO INTERIM HOUSING.

26

OF PEOPLE PROJECTED TO BE SERVED ACROSS THE ENTIRE GRANT PERIOD, NUMBER OF PEOPLE PROJECTED TO TRANSITION INTO PERMANENT HOUSING

30

IS THE PRIORITIZED ENCAMPMENT SITE PART OF A LARGER ENCAMPMENT AREA?

No

## Encampment Information

1. BRIEFLY DESCRIBE THE CHARACTERISTICS OF THE PEOPLE RESIDING WITHIN THE PRIORITIZED ENCAMPMENT SITE, INCLUDING DEMOGRAPHICS, HOUSEHOLD COMPOSITIONS, DISABILITIES, AND PROJECTED SERVICE AND HOUSING NEEDS. INCLUDE HOW THIS INFORMATION WAS GATHERED. (1500-CHARACTER LIMIT)

The prioritized encampment consists of about 40 people, made up of 24 single individuals and 8 couples. The City staff conducted a survey of the site in January 2024 and were able to speak to 33 of the people present. The City's Police Department has also regularly visited the site and know the residents by name. The City estimates that about 55% of residents are men and 45% are women. Almost all are Latino/Hispanic and most are bi-lingual in English and Spanish. Only a few are monolingual Spanish speakers. About 15% are employed and approximately 10% to 20% are undocumented. About 50% have mental health issues. The encampment has a mix of people who are from Soledad and from other communities, including Salinas, Greenfield, and Gonzalez. All have indicated they are open to receiving help with services, shelter, and housing. Most would prefer to remain in or near Soledad and the rest would be open to moving elsewhere in south county.

2. BRIEFLY DESCRIBE PHYSICAL CHARACTERISTICS OF THE PRIORITIZED ENCAMPMENT SITE IN WHICH THE PEOPLE YOU ARE PROPOSING TO SERVE ARE RESIDING. THE DESCRIPTION MUST INCLUDE THE SPECIFIC LOCATION, PHYSICAL SIZE OF THE AREA, THE TYPES OF STRUCTURES PEOPLE ARE RESIDING IN AT THE SITE, WHETHER VEHICLES ARE PRESENT, AND ANY OTHER RELEVANT OR

The encampment spans over 1.3 miles of both City and County jurisdictions on public and private lands along the Salinas River, which includes areas below a Highway 101 overpass. The encampment consists of elaborate and complex structures made of lumber, tarps, pallets, with stairs, outdoor kitchens, and decks. The City identified at least one dugout bunker covered with a tarp and no supporting infrastructure and a separate 15' cave dug into

**NOTABLE PHYSICAL CHARACTERISTICS OF THE SITE. (1000-CHARACTER LIMIT)**

the riverbank which poses a major health and safety risk to encampment occupants. Encampment occupants built a treehouse to prepare for the possibility of flood. There are three abandoned vehicles at the site, one of which is sunken into the Salinas River and the others being completely stripped of parts. This rural encampment has been historically difficult to address due to the complete absence of services in South Monterey County. The proposed Interim Housing location is less than one mile from the encampment site.

**3. WHY IS THIS ENCAMPMENT SITE BEING PRIORITIZED? APPLICANT SHOULD IDENTIFY ANY DISTINGUISHING NEEDS AND/OR VULNERABILITIES OF THE PEOPLE LIVING IN THIS ENCAMPMENT AND/OR ANY HEALTH, SAFETY, OR OTHER CONCERNS THAT LED THE APPLICANT TO PRIORITIZE THIS SITE OVER OTHER ENCAMPMENTS. (1000-CHARACTER LIMIT)**

This encampment is being prioritized because it is the second largest in the southern area of Monterey County, and because the area is not safe for the residents to live in. It was flooded in January 2023 and continues to be prone to flooding. The Fire Department put out 2 fires there recently, including one instance where occupants set a stolen vehicle on fire under the CalTrans overpass. Highway 101 is the sole access point from the City to other parts of Monterey County. Damage or destruction of the highway will be detrimental for emergency services and will have severe impacts to the entire southern Monterey County region. The residents are also digging into the river embankment and creating risk of landslide and other damage from erosion. There is also a lot of trash at the site, that residents often burn causing pollution to the river and other health hazards. PD responds to calls from encampment occupants and surrounding community at least once per day.

**ATTACHMENT: MAP**

Map of Soledad Encampment.pdf  
Map of Soledad Interim Housing Site.pdf

**4. IS THE PRIORITIZED SITE ON A STATE RIGHT-OF-WAY?**

Yes - partially

**ATTACHMENT: CALTRANS LETTER OF SUPPORT**

ERF Support Letter County of Monterey - Soledad - signed.pdf

## **Proposal's Outcomes**

**5. WHAT OUTCOMES DOES THIS PROPOSAL SEEK TO ACCOMPLISH BY 6/30/2027? OUTCOMES SHOULD BE SPECIFIC, MEASURABLE, ATTAINABLE, RELEVANT, AND TIME-BOUND (SMART). (1000-CHARACTER LIMIT)**

1. Of the 40 estimated encampment residents, 26 (65%) will secure interim housing at the proposed new non-congregate mobile home/trailer interim housing project (12 beds) or using motel vouchers (10 beds) by December 2024.
2. Of the 40 estimated encampment residents, 30 (75%) will secure permanent housing through a combination of leveraged homeless set-aside

housing vouchers and medium-term rental assistance. Placement into permanent housing will be completed by June 2027.

3. Of the 40 estimated encampment residents, 90% will receive outreach, engagement, and connections to needed services by December 2024.

**6. WHAT ARE THE PRIMARY ACTIVITIES THE APPLICANT WILL IMPLEMENT TO ACHIEVE EACH OF THE PROPOSAL'S OUTCOMES? (1000-CHARACTER LIMIT)**

1. Interim Housing: The City will acquire 12 mobile homes to create an interim housing facility on a City-owned property near the encampment and will identify a non-profit partner to operate the units to provide services to the residents. The ERF grant will also create a pool of flexible motel voucher funds to assist some of the residents who are not able to move into to the mobile homes.

2. Permanent Housing/Rapid Rehousing: 15% of encampment residents (about 6 people) will receive assistance to move directly into housing and 60% (about 24) will move to interim housing and then to permanent housing.

3. Outreach/Service Connections: The City's PD and the County's CHE outreach team are already providing outreach and engagement to this site. The proposed ERF project will include funding for 1 FTE outreach worker who will be housed within the PD to engage and provide service connections for the residents. This person will work in partnership with the City's Victims Advocate Unit.

**7. HOW WILL THE APPLICANT MEASURE PROGRESS TOWARDS THE PROPOSAL'S OUTCOMES? (1000-CHARACTER LIMIT)**

Housing and service outcomes will be tracked using HMIS data. Clients will be entered into the Monterey/San Benito County HMIS system by the identified non-profit partner operating the proposed new interim housing and by the City's outreach workers. Monterey County also has a system administrator user license and will receive data exports for purposes of grant tracking and ERF program reporting. APR and CAPER reports will allow for understanding the longitudinal achievements of a person as they progress in a program and the combination of services that ultimately led to their housing outcomes. The PIT will determine if we achieve functional zero.

**8. ARE THERE ANY LOCAL ORDINANCES, RESOURCES, OR OTHER FACTORS THAT MAY HINDER ACHIEVING THE PROPOSAL'S OUTCOMES? IF SO, HOW WILL THE APPLICANT NAVIGATE THESE CHALLENGES? (1000- CHARACTER LIMIT)**

There are no City or County ordinances or other factors that might hinder achieving the proposal's outcomes. The City is very pro-housing and has a number of new rental complexes in the pipeline that have inclusionary affordable units. The City's Police Department approaches homelessness from a services-based, non-enforcement-centric approach. The PD regularly visit the prioritized encampment and knows everyone by name.

They have the trust of the residents and have helped in a variety of ways, even though they are not service providers. The primary challenge for this project, as with any project addressing homelessness, will be securing safe and affordable housing for the encampment residents.

9. DOES THIS PROPOSAL FUND A STANDALONE PROJECT, OR IS THE PROPOSED PROJECT ONE COMPONENT OF A LARGER INITIATIVE?

Standalone

## Centering People

10. DESCRIBE HOW THE PERSPECTIVES OF PEOPLE WITH LIVED EXPERIENCE OF HOMELESSNESS MEANINGFULLY CONTRIBUTED TO THE CONTENT OF THIS PROPOSAL? HOW WILL PEOPLE WITH LIVED EXPERIENCE BE PART OF THE IMPLEMENTATION OF THIS ERF PROJECT? IF INDIVIDUALS LIVING IN THE ENCAMPMENT SITE WERE INCLUDED IN THE DEVELOPMENT OF THIS PROPOSAL, DESCRIBE HOW THEIR INPUT WAS OBTAINED AND HOW THAT INPUT SHAPED THE PROPOSAL. (1000-CHARACTER LIMIT)

Both the City and County are voting members of the Monterey/San Benito Continuum of Care and have adopted CoC's Lead Me Home Plan, which includes a commitment to involving people with lived experience in the design and implementation of the homelessness response system. The Soledad PD, Community Development, CalFire, and Public Works, and the County's outreach team have regularly visited this encampment to talk with the residents to learn what their needs are. In January 2024, a team of city staff (including the City Manager and the Housing Analyst) conducted a survey and talked to 26 of the estimated 40 residents in the encampment. All of them indicated that they would welcome help with securing interim and permanent housing. When asked about the type of shelter they would prefer, most indicated they wanted private, non-congregate settings. Some also indicated they needed help with employment, getting identification, health care, and behavioral health services.

11. BRIEFLY DESCRIBE HOW THE PROPOSAL EXEMPLIFIES HOUSING FIRST APPROACHES AS DEFINED IN WELFARE AND INSTITUTIONS CODE SECTION 8255. (1000-CHARACTER LIMIT)

The City and County are committed to Housing First Principles as defined by the State of California and by HUD. This project exemplifies Housing First approaches in that all the residents of the encampment are presumed to be "housing ready" and the proposed interim housing will not impose barriers to entry or to ongoing participation. Using ERF resources, the City will employ one FTE outreach worker and will also engage a service provider partner to operate and deliver services at the proposed interim housing. These services will be person-centered and trauma-informed, with a focus on doing whatever it takes to support residents to sustain their housing and not to exit back to homelessness. Encampment residents placed into housing who are Medi-Cal eligible may also receive ECM services through Cal AIM to help them sustain their housing.

**12. DESCRIBE HOW EACH OF THE FOLLOWING SERVICE DELIVERY PRACTICES ARE INCORPORATED INTO THE OUTREACH, INTERIM SHELTER (IF APPLICABLE), AND PERMANENT HOUSING ASPECTS OF THE PROPOSED ERF PROJECT: (A) INDIVIDUAL PARTICIPANT CHOICE AND (B) TRAUMA INFORMED CARE. (1000-CHARACTER LIMIT)**

The City and County are committed to identifying and working with individual staff people and non-profit service provider partners that are experienced in the implementation of evidence-based practices, including individual participant choice and trauma-informed care. Providers must have a commitment to ensuring that encampment residents have a choice in what services they receive, and must utilize trauma-informed care standards, which ensure that clients are not required to participate in treatment services. Progress towards achieving goals will be measured at a pace that is comfortable for each client. Trauma Informed Care practice will engage individuals to acknowledge the role that trauma has played in their choices, self-concept, behavior, development, health, and well-being.

**13. DESCRIBE HOW HARM REDUCTION PRINCIPLES WILL BE INCORPORATED INTO THE OUTREACH, INTERIM HOUSING (IF APPLICABLE), AND PERMANENT HOUSING ASPECTS OF THIS ERF PROJECT. (1000-CHARACTER LIMIT)**

The City and County are committed to working in a harm reduction approach to deliver services and housing to encampment residents. The proposed new 12-unit interim housing project will employ harm reduction in resident screening and in ongoing operational policies and procedures. Harm reduction incorporates a spectrum of strategies that includes safer use, managed use, abstinence, meeting people who use drugs “where they are at,” and addressing conditions of use along with the use itself. Harm reduction is grounded in justice and human rights. It focuses on positive change and working with people without judgment, coercion, discrimination, or requiring that people stop using drugs as a precondition of support. Participants in the interim housing will not be required to maintain sobriety but are held to a set of behavioral standards that are grounded in considerations for the safety of the participant and other residents.

**14. DESCRIBE THE SERVICES THAT WILL BE PROVIDED TO IMPROVE PEOPLE’S HEALTH, DIGNITY, AND SAFETY WHILE THEY CONTINUE TO RESIDE WITHIN THE PRIORITIZED ENCAMPMENT SITE. (1000-CHARACTER LIMIT)**

While the residents continue to live in the encampment, they will receive regular outreach and service connections from the County’s outreach program, the City’s Police Department, and the Rapid Rehousing agency. Once the ERF grant is executed, the City will hire an additional FTE outreach worker who will be able to focus more dedicated time and expertise in helping encampment residents with their daily needs (hygiene, etc.), connections to the health system, employment, etc. The City is also providing a dumpster so that residents can throw away their trash and will continue to do so.

**15. IDENTIFY WHAT CONTROLS ARE OR WILL BE IN PLACE TO ENSURE THAT ALL ERF-3-R FUNDED PARTIES**

Monterey County and the City of Soledad do not have any laws in place to penalize



WILL NOT PENALIZE HOMELESSNESS. THE TERM “PENALIZE HOMELESSNESS” MEANS TO IMPOSE, BY A GOVERNMENTAL UNIT, CRIMINAL OR CIVIL PENALTIES ON PERSONS WHO ARE HOMELESS IN A MANNER THAT IS RELATED TO THOSE PERSONS’ ENGAGEMENT IN NECESSARY HUMAN ACTIVITIES, INCLUDING SLEEPING, RESTING, AND EATING. (1000-CHARACTER LIMIT)

homelessness. However, some of this encampment is on privately owned property and the owners may request people move from the site sooner, although the landowners have been willing to work with both the City and County thus far. As it relates to this specific encampment, the City has responded to emergency situations (fires, floods, medical emergencies) as would be the case for any location where people are in need of assistance.

16. DESCRIBE HOW THIS PROPOSAL CONSIDERS SANITATION SERVICES FOR PEOPLE RESIDING IN THE PRIORITIZED ENCAMPMENT. THIS MAY INCLUDE BUT IS NOT LIMITED TO NON-INTRUSIVE, CURB-SIDE WASTE REMOVAL AND ACCESS TO CLEAN AND AVAILABLE BATHROOMS. (1000-CHARACTER LIMIT)

The encampment currently has a significant volume of trash, so the City is providing a dumpster which is regularly emptied. In 2023, the County worked with the City and the CoC to coordinate a trash and debris clean-up while allowing occupants to remain. The CoC used foundation funding to provide stipends to people with lived experience to clean-up their areas. This method proved to be fairly successful and may be used during the summer months to prepare for the rainy season.

### Part 3: IMPLEMENTATION

#### Core Service Delivery and Housing Strategies

17. DESCRIBE THE PROPOSED OUTREACH AND ENGAGEMENT STRATEGY, CASE MANAGEMENT, AND / OR SERVICE COORDINATION FOR PEOPLE WHILE THEY ARE CONTINUING TO RESIDE WITHIN THE ENCAMPMENT SITE. QUANTIFY UNITS OF SERVICE TO BE DELIVERED INCLUDING THE RATIO OF STAFF TO PEOPLE SERVED, FREQUENCY OF ENGAGEMENT, AND LENGTH OF SERVICE PERIODS. (2000-CHARACTER LIMIT)

The City of Soledad Police Department is currently the primary provider of outreach to the encampment. They know each of the residents by name and have positive relationships with them. The PD is trained in trauma-informed care. The County’s outreach team, operated by CSUMB, also has some contact with this encampment, though less regularly than the PD. The proposed ERF grant will significantly expand services to these residents, through:

- Addition of 1.0 FTE City outreach worker housed at the PD who will provide dedicated engagement and service connections at the encampment.
- Addition of 1.0 FTE Housing Navigator who will be connected to the proposed 12 unit interim housing project but will also support encampment residents who do not move to the interim housing and need help identifying a permanent housing pathway while living unsheltered.
- 4 Service Coordinators and a part-time peer support person will staff the 12 unit interim housing project.
- The interim housing will be operated by a service provider partner to be identified by the City of Soledad. The County will work with the City to help this provider become an ECM provider (if they are not already), which will allow them to leverage CalAIM resources. City Community Development staff will serve as a

liaison to the Housing Navigators and the housing pipeline/landlords.

**18. DESCRIBE THE ROLE OF COORDINATED ENTRY IN THE CONTEXT OF THIS PROPOSAL AND HOW COORDINATED ENTRY POLICIES OR PROCESSES WILL SUPPORT AND / OR HINDER THE IMPLEMENTATION OF THIS PROPOSAL. (1000-CHARACTER LIMIT)**

Coordinated Entry is one of the tools the outreach workers, housing navigator, and interim housing services staff will utilize to connect encampment residents to housing. Participants in the ERF project will be entered into the Monterey County Coordinated Entry System. The CE system generally tend to have large backlogs of people waiting for a housing match and many are not prioritized due to their assessed level of vulnerability. The City and County is projecting only a small number of encampment residents will secure housing through CE. Another barrier to using CE is distance. The Soledad encampment is 27 miles away from the nearest site-based PSH project (in Salinas) and many residents in south county do not wish to re-locate to the central part of the county. If Homekey in King City gets resolved, that could be a potential placement for Soledad residents.

**19. DESCRIBE EACH OF THE SPECIFIC (A) INTERIM HOUSING AND (B) PERMANENT HOUSING OPPORTUNITIES THAT WILL BE USED TO ACHIEVE THE PROPOSED OUTCOMES OF THIS ERF PROJECT. DEMONSTRATE THAT ANY ERF-3-R FUNDED INTERIM HOUSING CAPACITY IS EITHER NON-CONGREGATE OR CLINICALLY ENHANCED CONGREGATE SHELTER. (2000-CHARACTER LIMIT)**

- Interim Housing – The City of Soledad will acquire 12 mobile homes/trailers to create a new interim housing facility on a City-owned property near the encampment and will identify a non-profit partner to operate the units and provide housing-focused case management and housing navigation to the residents. The ERF grant will also create a pool of flexible motel voucher funds that the City may use to assist some of the encampment residents during emergencies, inclement weather, or when units at the interim housing site are unavailable. All these interim housing options are non-congregate.
- Permanent Housing – 15% (about 6 people) of encampment residents will receive assistance to move directly from being unsheltered into housing and 60% (24 people) will move to interim housing and then to permanent housing. In total, 30 people (25 households) will secure housing, either with a homeless set aside voucher (leveraged housing resources) or through medium-term rental assistance funds.

**20. DEMONSTRATE THE APPLICANT'S COMMITMENT AND ABILITY TO DELIVER PERMANENT HOUSING SOLUTIONS TO THE PEOPLE RESIDING IN THE PRIORITIZED ENCAMPMENT, INCLUDING BY PROVIDING EXAMPLES OF PRIOR SUCCESSFUL EFFORTS TO PERMANENTLY HOUSE SIMILARLY SITUATED INDIVIDUALS. (2000-CHARACTER LIMIT)**

Monterey County has partnered with the City of Salinas on a number of similar projects. These have involved extensive outreach and engagement with encampment residents, support to help residents transition to temporary housing in Project Roomkey motels, and then transition to Project Homekey permanent housing. About 50% of those served have moved into permanent housing. Monterey County is also currently partnering with Santa Cruz County and the City of

Watsonville to implement an ERF-2 project to create new modular non-congregate shelter and pathways to permanent housing for residents of a large encampment in Pajaro, a small community on the border between Monterey and Santa Cruz that was devastated in a March 2023 flooding event that displaced the encampment residents before the grant funds were even awarded. The County stood up an emergency response, engaged our partners, and located temporary housing for 600 residents of the town of Pajaro, in addition to providing services and support to the encampment residents who continue to be displaced and are awaiting the opening of the facility in Watsonville. The County coordinated outreach efforts during the disaster with the local Continuum of Care, including homeless shelters, non-profit developers, rapid re-housing agencies, and the Housing Authority. 30 households obtained Emergency Housing Vouchers among other vouchers they were eligible for. The County of Monterey's Board of Supervisors has adopted the Lead Me Home 5 Year Plan to Reduce Homelessness by 50% - demonstrating their commitment to address unsheltered homelessness.

**21. DESCRIBE HOW THIS PROPOSAL IS TAILORED TO MEET THE NEEDS AND PREFERENCES OF PEOPLE RESIDING WITHIN THE PRIORITIZED ENCAMPMENT. (1500-CHARACTER LIMIT)**

The City of Soledad PD and other City staff, as well as countywide outreach teams, have conducted extensive outreach with encampment residents to gain their trust by authentically listening and meeting people where they are. During these visits, staff have asked residents what they need and want in the next step in their lives. Virtually all the residents indicated they would like to move forward with housing, especially if it affords them some privacy and they are able to bring their partners, pets, and belongings. Some occupants have mentioned their ability to reunite with family members. The proposed ERF project will meet this need by offering 12 units of new non-congregate interim housing in mobile homes/trailers and also motel vouchers. Residents will also be assisted to identify housing solutions, either directly from the encampment or while they are in the interim housing. Throughout the project, participants will be afforded many opportunities to voice their concerns and make recommendations for improvement. The City's selected operator/service provider for the interim housing will be expected to offer frequent opportunities for feedback to further engender engagement with program participants. Participants will be able to offer input through case management sessions, satisfaction surveys, and exit interviews.

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

### Item 1

BRIEFLY DESCRIBE EACH PROJECTED LIVING SITUATION IMMEDIATELY FOLLOWING THE ENCAMPMENT

New 12 unit non-congregate IH project.

IS THIS PERMANENT HOUSING? N

QUANTIFY THE CAPACITY (E.G., NUMBER OF BEDS/UNITS, FREQUENCY OF BED/UNIT AVAILABILITY)

12 beds (16 people over grant term)

PRIORITIZED OR SET-ASIDE FOR ERF-3-R?

Set Aside

IS THIS LIVING SITUATION FUNDED BY ERF-3-R AND / OR LEVERAGED FUNDS?

ERF

% OF SERVED PERSONS PROJECTED TO FALL WITHIN THIS LIVING SITUATION

40

### Item 2

BRIEFLY DESCRIBE EACH PROJECTED LIVING SITUATION IMMEDIATELY FOLLOWING THE ENCAMPMENT

Motel vouchers

IS THIS PERMANENT HOUSING? N

QUANTIFY THE CAPACITY (E.G., NUMBER OF BEDS/UNITS, FREQUENCY OF BED/UNIT AVAILABILITY)

10 beds

PRIORITIZED OR SET-ASIDE FOR ERF-3-R?

Set aside

IS THIS LIVING SITUATION FUNDED BY ERF-3-R AND / OR LEVERAGED FUNDS?

ERF

% OF SERVED PERSONS PROJECTED TO FALL WITHIN THIS LIVING SITUATION

25

### Item 3

BRIEFLY DESCRIBE EACH PROJECTED LIVING SITUATION IMMEDIATELY FOLLOWING THE ENCAMPMENT	Directly to housing
---	---------------------

IS THIS PERMANENT HOUSING?	Y
----------------------------	---

QUANTIFY THE CAPACITY (E.G., NUMBER OF BEDS/UNITS, FREQUENCY OF BED/UNIT AVAILABILITY)	6 people
--	----------

PRIORITIZED OR SET-ASIDE FOR ERF-3-R?	Neither
---------------------------------------	---------

IS THIS LIVING SITUATION FUNDED BY ERF-3-R AND / OR LEVERAGED FUNDS?	Both
--	------

% OF SERVED PERSONS PROJECTED TO FALL WITHIN THIS LIVING SITUATION	15
--	----

#### Item 4

BRIEFLY DESCRIBE EACH PROJECTED LIVING SITUATION IMMEDIATELY FOLLOWING THE ENCAMPMENT	Unsheltered locations
---	-----------------------

IS THIS PERMANENT HOUSING?	N
----------------------------	---

QUANTIFY THE CAPACITY (E.G., NUMBER OF BEDS/UNITS, FREQUENCY OF BED/UNIT AVAILABILITY)	8
--	---

PRIORITIZED OR SET-ASIDE FOR ERF-3-R?	Neither
---------------------------------------	---------

IS THIS LIVING SITUATION FUNDED BY ERF-3-R AND / OR LEVERAGED FUNDS?	NA
--	----

% OF SERVED PERSONS PROJECTED TO FALL WITHIN THIS LIVING SITUATION	20
--	----

### Table 2: Permanent Housing Opportunities

#### Item 1

DESCRIBE THE PERMANENT HOUSING OPPORTUNITY	Emergency Housing Vouchers
--	----------------------------

PRIORITIZED OR SET-ASIDE FOR ERF-3-R?      Prioritized

QUANTIFY THE CAPACITY OF THE HOUSING AND SERVICE OPPORTUNITY      5 units

IS THIS HOUSING OPPORTUNITY FUNDED BY ERF-3-R AND / OR LEVERAGED FUNDS?      Leveraged

**Item 2**

DESCRIBE THE PERMANENT HOUSING OPPORTUNITY      Rapid Re Housing (Market Rate Housing)

PRIORITIZED OR SET-ASIDE FOR ERF-3-R?      Set Aside

QUANTIFY THE CAPACITY OF THE HOUSING AND SERVICE OPPORTUNITY      20 Units

IS THIS HOUSING OPPORTUNITY FUNDED BY ERF-3-R AND / OR LEVERAGED FUNDS?      ERF

22. DESCRIBE STRATEGIES THE APPLICANT WILL USE TO ENSURE THAT PEOPLE ARE NOT DISPLACED FROM THE PRIORITIZED ENCAMPMENT INTO ANOTHER UNSHELTERED LOCATION. INCLUDE STRATEGIES THAT ARE IN ADDITION TO/COMPLEMENT THE INTERIM SHELTER AND PERMANENT HOUSING OPPORTUNITIES THAT ARE PART OF THIS PROPOSAL. (1000-CHARACTER LIMIT)

Ensuring people in the prioritized encampment do not move to another unsheltered location in the city of Soledad or elsewhere in south county will be challenging. However, the City and County does not intend to force anyone to move and will instead rely on outreach and engagement to build rapport with residents and support them to move directly to interim and permanent housing. The City's goal is that everyone will remain in the current location and receive support from outreach workers and housing navigators until they are able to avail themselves of either interim housing or permanent housing.

23. DESCRIBE SPECIFIC STRATEGIES AND/OR SERVICES THE APPLICANT WILL USE TO PREVENT RETURNS TO UNSHELTERED HOMELESSNESS AMONG PEOPLE FROM THE PRIORITIZED ENCAMPMENT WHO ARE SHELTERED AND HOUSED THROUGH THIS ERF PROJECT. INCLUDE WHETHER THESE STRATEGIES WILL BE FUNDED WITH ERF-3-R FUNDS AND, IF NOT, WHAT OTHER RESOURCES WILL BE LEVERAGED. (1000-CHARACTER LIMIT)

The City intends to select a provider partner to operate the new interim housing project that is experienced in delivering person-centered and trauma-informed services to help participants sustain their housing and avoid exits back to homelessness. Participants will be encouraged to develop individualized Housing Stability Plans and support access to health, behavioral health, employment or other services they need for ongoing stability. Once participants have moved to permanent housing, either the City's outreach workers or interim housing provider will ensure they are connected to the support they need to sustain housing. Those who are Medi-Cal eligible

will be able to receive ECM services to support housing stability.

**24. DESCRIBE HOW THIS PROPOSAL CONSIDERS AND PLANS FOR THE DYNAMIC NATURE OF ENCAMPMENTS INCLUDING POTENTIAL INFLOW OF PEOPLE INTO THE GEOGRAPHICALLY SERVED AREAS. (1000-CHARACTER LIMIT)**

The City is not anticipating that there will be any significant further inflow into this site once the ERF project launches. The City will provide City IDs to identify which occupants are to be served from this project. If any new residents take up occupancy, the City will endeavor to extend outreach services to help connect them to needed services and identify alternative places they can go. If no other places are identified, and if capacity permits, new occupants may be enrolled for services through the duration of the ERF program.

**25. DESCRIBE HOW PARTICIPANTS IN THIS ERF PROJECT WILL BE SUPPORTED WITH CONTINUED ACCESS TO, AND STORAGE OF, THEIR PERSONAL PROPERTY WHILE IN THE ENCAMPMENT, IN INTERIM HOUSING (IF APPLICABLE), AND IN PERMANENT HOUSING. (1000-CHARACTER LIMIT)**

The County will work with the City to provide POD storage onsite at the interim housing location to reduce barriers to entry. The storage will be locked to protect the belongings of individuals and will be made accessible by the identified service provider. This particular encampment has excessive amounts of trash and debris and City outreach workers will compassionately work with the occupants to determine what occupants would like to dispose of and what they deem necessary to keep. Personal storage containers may be offered to encampment occupants to safely transition their items to their new interim or permanent housing location.

**26. DESCRIBE HOW PARTICIPANTS IN THIS ERF PROJECT WHO HAVE SERVICE ANIMALS AND/OR PETS WILL BE SUPPORTED WHILE IN THE ENCAMPMENT, IN INTERIM SHELTER (IF APPLICABLE), AND IN PERMANENT HOUSING. (1000-CHARACTER LIMIT)**

The most recent survey of encampment residents found that only 7 of the 40 residents have pets and only 5 of these are large dogs. This means that pets will not be a barrier for the vast majority of residents. The interim housing project will allow for pets of all sizes, assuming the pets aren't aggressive. The ERF project includes funding for pet care, which includes food, flea remediation, and other pet-specific services. For the few that have large dogs, the strategy will be to help them secure permanent housing in pet-friendly buildings directly from the encampment, rather than trying to bring their dogs into interim housing. The County will work with clinicians to determine if pets can be certified as therapeutic pets where appropriate.

## **Budget and Resource Plan**

**27. STATE THE TOTAL AMOUNT OF ERF-3-R FUNDS REQUESTED.** \$4,726,963.50

**28. STATE THE ESTIMATED DOLLAR VALUE OF SECURED, NON-ERF-3-R RESOURCES THAT WILL HELP MEET** \$1,354,848.55

## THIS PROPOSAL'S OUTCOMES.

29. IDENTIFY AND DESCRIBE EACH LEVERAGED NON-ERF-3-R RESOURCE AND HOW THAT SPECIFIC RESOURCE WILL BE USED TO HELP MEET THE PROPOSAL'S OUTCOMES, INCLUDING THE PERMANENT HOUSING OUTCOMES. (1000-CHARACTER LIMIT)

This proposal leverages more than \$1.1 million in resources, including:

- \$ 222,561 cost savings for administrative personnel costs, to be paid for by City of Soledad and County of Monterey.
- \$ 270,000 costs savings from the use of City-owned property for the proposed 12-unit non-congregate IH project.
- \$ 330,000 CalAIM/ECM funding
- \$ 335,400 Homeless Set-Aside Vouchers

30. DESCRIBE HOW THE PROPOSAL IS A PRUDENT AND EFFECTIVE USE OF REQUESTED FUNDING RELATIVE TO THE NUMBER OF PEOPLE IT SEEKS TO SERVE, THE TYPES OF SERVICES AND HOUSING TO BE PROVIDED, AND ANY BENEFITS TO THE COMMUNITY'S EFFORTS TO ADDRESS HOMELESSNESS THAT WILL EXTEND BEYOND THE GRANT TERM, INCLUDING ONGOING EXPANSION OF INTERIM AND PERMANENT HOUSING CAPACITY. INCLUDE AN EXPLANATION OF HOW THE REQUESTED ERF-3-R AMOUNT WAS DETERMINED. (1000-CHARACTER LIMIT)

This proposal is highly cost effective in that the total ERF request is only \$4,726,963.50 for 40 encampment residents (\$118,174/person). As a result of this investment, the State of California will be supporting the resolution of the only large encampment in the City of Soledad (currently the largest in South Monterey County) and assist most of the residents to secure interim and/or permanent housing. The requested funds will also create an expansion of non-congregate interim housing in the community that may extend beyond the grant term. There are no other options for people experiencing homelessness in Soledad, and the ERF will build a full-service continuum. Additionally, the City will save money due to the extensive service calls that require PD and Fire to respond on daily basis. The ERF 3 budget was determined by costing out each individual line item (see budget notes) and identifying leveraged funding sources wherever possible.

ATTACHMENT: STANDARDIZED BUDGET

FINAL Soledad ERF 3 Budget 01\_30\_2024.xlsx

## Key Entities and Staff

31. FIRST, DESCRIBE THE IMPLEMENTING ORGANIZATION AND SPECIFIC UNIT OR OFFICE WITHIN THE IMPLEMENTING ORGANIZATION THAT WOULD ADMINISTER ERF-3-R. THEN, DESCRIBE THEIR ROLE AND PRIMARY RESPONSIBILITIES FOR THIS PROPOSAL. FINALLY, IF THESE ENTITIES HAVE MANAGED A COMPLEX HOMELESSNESS PROJECT OR GRANT, DESCRIBE HOW THOSE EXPERIENCES INFORMED THIS PROPOSAL. (1500-CHARACTER LIMIT)

The implementing organization for this grant is the Monterey County Homeless Services Unit, within the County Administrative Office, Office of Legislative and Intergovernmental Affairs. This is a relatively new unit created in 2022 to coordinate work to reduce homelessness that is spread across several departments, including Social Services, Health, and Housing and Community Development. All of these Departments have experience managing complex homelessness projects including Project Roomkey, SHARE Center (Navigation Center), HDAP, Family Stabilization Program, and the Housing Support Program. For this ERF project, Monterey County's role will be to receive and administer the funding from Cal-ICH, prepare required reports,



and serve as the overall coordinator of the work of the different partners.

### **Table 3: Key Staff**

#### **Item 1**

TITLE	County Homeless Services Director
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CURRENTLY FILLED POSITION?	Y
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FTE OF STAFFING FOR THIS PROPOSAL	0.10
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FUNDED BY ERF-3-R AND / OR LEVERAGED FUNDS?	Lev
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BRIEF DESCRIPTION OF DUTIES	Lead Project Manager
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#### **Item 2**

TITLE	Homeless Services Management Analyst
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CURRENTLY FILLED POSITION?	Y
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FTE OF STAFFING FOR THIS PROPOSAL	0.20
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FUNDED BY ERF-3-R AND / OR LEVERAGED FUNDS?	Lev
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BRIEF DESCRIPTION OF DUTIES	Contract Management and Grant Administration
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#### **Item 3**

TITLE	Chief of Police
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CURRENTLY FILLED POSITION?	Y
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FTE OF STAFFING FOR THIS PROPOSAL	0.20
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FUNDED BY ERF-3-R AND / OR LEVERAGED FUNDS?	Lev
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BRIEF DESCRIPTION OF DUTIES	Oversee Outreach and Encampment Engagement; Serve as Liaison to Businesses; Support Safety in Interim Housing
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**Item 4**

TITLE	City Manager
CURRENTLY FILLED POSITION?	Y
FTE OF STAFFING FOR THIS PROPOSAL	0.05
FUNDED BY ERF-3-R AND / OR LEVERAGED FUNDS?	Lev
BRIEF DESCRIPTION OF DUTIES	Oversee ERF Implementation Support of all City Departments and Support of Interim Housing

**Item 5**

TITLE	Housing Analyst
CURRENTLY FILLED POSITION?	Y
FTE OF STAFFING FOR THIS PROPOSAL	0.15
FUNDED BY ERF-3-R AND / OR LEVERAGED FUNDS?	Lev
BRIEF DESCRIPTION OF DUTIES	Coordinate Housing Pipeline and Assist Housing Navigator; Assist County in Monitoring Outcomes

**Item 6**

TITLE	Code Enforcement/Animal Control
CURRENTLY FILLED POSITION?	Y
FTE OF STAFFING FOR THIS PROPOSAL	0.10
FUNDED BY ERF-3-R AND / OR LEVERAGED FUNDS?	Lev
BRIEF DESCRIPTION OF DUTIES	Coordinate Encampment Clean Up Efforts and Animal Services; Assist with Emergency Services and Basic Needs Assistance

**Item 7**

TITLE	Victims Advocate
CURRENTLY FILLED POSITION?	Y
FTE OF STAFFING FOR THIS PROPOSAL	0.15
FUNDED BY ERF-3-R AND / OR LEVERAGED FUNDS?	Lev
BRIEF DESCRIPTION OF DUTIES	Assist Street Outreach Worker with Case Management and Secure Additional Resources for Encampment Residents

**Item 8**

TITLE	Battalion Chief
CURRENTLY FILLED POSITION?	Y
FTE OF STAFFING FOR THIS PROPOSAL	0.05
FUNDED BY ERF-3-R AND / OR LEVERAGED FUNDS?	Lev
BRIEF DESCRIPTION OF DUTIES	Oversee the Provision of Emergency and EMT Services; Conduct Emergency Training to Keep Encampment Residents Safe

32. FIRST, DESCRIBE KEY PARTNERS THAT WILL BE RESPONSIBLE FOR IMPLEMENTING THIS ERF PROJECT AND ACHIEVING THE PROPOSAL'S OUTCOMES (E.G. SERVICE PROVIDERS, PUBLIC AGENCIES, DEVELOPMENT ENTITIES ETC.). THEN, DESCRIBE THEIR ROLE AND PRIMARY RESPONSIBILITIES FOR THIS PROPOSAL. FINALLY, IF THESE ENTITIES HAVE MANAGED A COMPLEX HOMELESSNESS PROJECT OR GRANT, DESCRIBE HOW THOSE EXPERIENCES INFORMED THIS PROPOSAL. (1500-CHARACTER LIMIT)

The key partners for this project are:

- City of Soledad: The City's Community and Economic Development Department (CED) (housing, permitting, planning), will coordinate the development of the 12-unit non-congregate interim housing project and procurement of an operator/service provider. The City will also hire, train and supervise 1 FTE outreach worker who will expand the services currently provided by the Police Department. The CED has strong experience in oversight of development projects and operates a number of different housing programs and housing development projects to address community needs. The City works with residents, developers, stakeholders, and non-profit organizations to preserve affordable and accessible rental and ownership housing opportunities for diverse income levels to help boost economic activity in the community.
- Non-profit operator and service provider for non-congregate interim housing: The City will identify

an experienced service provider to operate the new interim housing project.

**33. DESCRIBE SPECIFIC EXAMPLES OF HOW LOCAL JURISDICTION(S) AND THE COC HAVE COLLABORATED ON THE DESIGN AND IMPLEMENTATION OF THIS PROPOSAL. (1000-CHARACTER LIMIT)**

The City of Soledad and County of Monterey have held regular coordination meetings with the Coalition of Homeless Services Providers (the CoC lead agency), countywide outreach teams and other direct service providers that understand the needs of the population intended to be served by this project and develop strategies to assist them. These high-level meetings provided the space and opportunity to foresee and overcome complications that may arise as the ERF project application develops. To develop this application, the City and County have been holding strategy meetings/brainstorming sessions since the fall of 2023. Monterey County also participated in the CoC's development of the local Emergency Shelter Standards, which will be incorporated into the City's contract with the selected operator/provider for the new non-congregate interim housing.

**OPTIONAL UPLOAD: EVIDENCE OF CROSS-JURISDICTIONAL COLLABORATION**

Encampment Resolution Funding - Soledad Letter of Support.pdf

## **Accelerated Timeline**

**35. HOW IS YOUR COMMUNITY CURRENTLY SUPPORTING AND / OR ENGAGING WITH PEOPLE RESIDING WITHIN THE PRIORITIZED ENCAMPMENT? (1000-CHARACTER LIMIT)**

As previously noted, there is ongoing outreach and engagement, as well as crisis response, taking place at the prioritized encampment. The City is also providing a dumpster and regular trash removal and coordinates annual trash and debris clean-ups with the County.

The County hosted a community engagement session per HHAP requirements in the City of Soledad, and many people experiencing homelessness attended. Through this engagement, occupants voiced their desire for more services and pathways to permanent housing. Many people were severely impacted by the January storms (Federally Declared Disaster #4683) and lost all of their belongings due to the rise of the Salinas River. The County deployed the CHE outreach team to engage with encampment occupants and register them for FEMA benefits.

**36. IF THIS PROPOSAL IS SELECTED, IN ADVANCE OF RECEIVING FUNDING, WHAT STEPS WILL YOUR COMMUNITY TAKE TO SUPPORT THE PEOPLE LIVING IN THE ENCAMPMENT AND SWIFT IMPLEMENTATION OF THIS PROPOSAL? (1000-CHARACTER**

If this proposal is funded, all of the above-mentioned activities will continue. The City of Soledad will move swiftly to begin hiring the one (1) FTE outreach workers, which will allow for stepped-up engagement as well as housing and service connections. The City will also move to

LIMIT)

procure a provider/operator for the proposed new interim housing; this contract will include a Housing Navigator that can work with residents while they are still living in the encampment.

## Table 4: Project Timeline

### Item 1

DATE	4/1/2024
MILESTONE	ERF award announcement
CATEGORY	Project Management
ADDITIONAL DETAIL FOR MILESTONE	Per RFP

### Item 2

DATE	6/1/2024
MILESTONE	Begin soliciting bids for the non-congregate housing units (mobile homes
CATEGORY	Place

### Item 3

DATE	6/1/2024
MILESTONE	Begin process to select interim housing operator/provider; begin hiring for City outreach workers.
CATEGORY	People

### Item 4

DATE	7/1/2024
MILESTONE	ERF disbursement begins
CATEGORY	Project Management
ADDITIONAL DETAIL FOR MILESTONE	Assumes 3 months from award

### Item 5

DATE	8/1/2024
MILESTONE	Award non-congregate housing contracts (for unit development and operator)
CATEGORY	Place

#### Item 6

DATE	8/1/2024
MILESTONE	Outreach workers hired
CATEGORY	People
ADDITIONAL DETAIL FOR MILESTONE	Enhanced outreach to encampment begins

#### Item 7

DATE	8/30/2024
MILESTONE	Begin IH site development;
CATEGORY	Place

#### Item 8

DATE	9/30/2023
MILESTONE	Residents begin moving to PH or IH (with motel vouchers)
CATEGORY	People

#### Item 9

DATE	11/30/2024
MILESTONE	Non congregate IH is ready for occupancy
CATEGORY	Place

#### Item 10

DATE	12/1/2024
MILESTONE	Residents begin moving into non-congregate IH
CATEGORY	People

**Item 11**

DATE	6/30/2027
MILESTONE	All encampments residents have moved to IH or PH

**Table 5: Projected Milestones**

**Item 1**

OUTREACH TO THE PEOPLE RESIDING IN THE PRIORITIZED ENCAMPMENT SITE BEGAN / WILL BEGIN MM/YYYY.	August 2024
THIS PROPOSAL WILL REACH FULL OPERATING CAPACITY IN MM/YYYY.	December 2025
THE FIRST PLANNED EXIT OF A PERSON OR HOUSEHOLD FROM THE PRIORITIZED ENCAMPMENT WILL OCCUR IN MM/YYYY.	September 2024
THE LAST PLANNED EXIT OF A PERSON OR HOUSEHOLD FROM THE PRIORITIZED ENCAMPMENT WILL OCCUR IN MM/YYYY.	December 2025

**CERTIFICATION**

NAME	Roxanne Wilson
TITLE	Homeless Services Director
EMAIL	<a href="mailto:wilsonr@co.monterey.ca.us">wilsonr@co.monterey.ca.us</a>