

**ERF-3-R Application  
APPLICATION TEMPLATE**

**January 28, 2024**

**Part 1: ADMINISTRATIVE INFORMATION**

**Application Window**

This application is being submitted in the following window:

<a href="#">X</a>	Window #1	11/3/2023 – 1/31/2024
	Window #2	2/1/2024 – 4/30/2024
	Window #3	5/1/24 – 6/30/24

*Applications received after 5:00 p.m. on the last day of the application window will be reviewed and evaluated during the following application window. **Note, applications submitted after 5:00 p.m. on 6/30/2023 will not be reviewed.***

**Eligible Applicant**

Select the eligible applicant's jurisdiction type:

CoC	City	County X
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What is the name of the City or County?	<a href="#">Monterey</a>
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**Part 1 (B) Contracting Information**

**Contractor Name** (the legal entity entering into contract with the State): County of Monterey

**Federal Employer Identification Number for the contractor (Upload GovTin Tax Form or STD 204 Tax Form):** 94-6000524

**Who is the best contact person for this contract?** Roxanne V. Wilson

**Primary Contact** – this contact will receive ALL grant related correspondence.

Title	<a href="#">County Homeless Services Director</a>
First Name	<a href="#">Roxanne</a>
Last Name	<a href="#">Wilson</a>
Email	<a href="mailto:wilsonr@co.monterey.ca.us">wilsonr@co.monterey.ca.us</a>
Phone	<a href="#">831-755-5445</a>

**Secondary Contact** - this contact will receive ALL grant related correspondence

Title	Management Analyst II
First Name	Sarah
Last Name	Federico
Email	<a href="mailto:federicos@co.monterey.ca.us">federicos@co.monterey.ca.us</a>
Phone	831-755-5341

**Contact Person for Reporting** - This contact will ONLY receive grant reporting correspondence

Title	Management Analyst II
First Name	Sarah
Last Name	Federico
Email	<a href="mailto:federicos@co.monterey.ca.us">federicos@co.monterey.ca.us</a>
Phone	831-755-5341

**Authorized Representative** – The authorized representative has authority to contract on behalf of the eligible applicant.

Title	Assistant County Administrative Officer
First Name	Debbie
Last Name	Paolinelli
Email	<a href="mailto:paolinellid@co.monterey.ca.us">paolinellid@co.monterey.ca.us</a>
Phone	831-755-5309

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

Address Line 1	168 W. Alisal
Address Line 2	3 <sup>rd</sup> Floor
City	Salinas
State	CA
Zip Code	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) **1469**

This proposed project will resolve an encampment of 40 people who are living in the Salinas Riverbed within the City of Soledad in southern Monterey County. The City has a total population of 25,000 and 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 in the City that are nearing completion. The requested ERF will fund 1.0 FTE City Outreach Worker to engage and support encampment residents with service connections, interim and permanent housing, 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 to be selected through an RFP process, and 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. Affordable units available in new apartment buildings in the City will additionally be available in 2024, of which 8-10 households will have access for permanent housing. With a small investment of ERF resources, the City and County will be able to substantially reduce homelessness, 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
Of people currently residing in prioritized encampment site, how many will be served by this proposal? (#)	40
Potential inflow of people into the prioritized encampment site during the grant term (text)	None
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 shelters. (#)	22
Of people projected to be served across the entire grant period, number of people projected to transition into permanent housing. <i>This should include both people who transition directly into permanent housing <b>and</b> people who may first transition into interim shelter.</i> (#)	30
Is the prioritized encampment site part of a larger encampment area? Y/N	N

### Encampment Information

1. Briefly describe the characteristics of the people residing within the prioritized encampment site. The description must include demographics and may include household compositions, disabilities, and projected service and housing needs. (1500 character limit). *If this proposal seeks to serve a particular target population, specify and describe.* 1156

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. Based on the survey and PD reports, 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. Most are documented though there are estimated to be a few (10 to 20 %) who are undocumented. About 15% of them are employed. About 50% have mental health issues. Only 7 of the residents have pets. 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. A few would be willing to go to Salinas to secure housing (about 30 miles away).

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 notable physical characteristics of the site. 969

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 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 particular 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). *ERF authorizing legislation requires funding be used for "prioritized" encampments. Applicants must, therefore, provide a justification for the prioritization of the encampment proposed to be served. Except in very small communities where it may be possible to justify prioritizing all of a small number of encampments for resolution using this fund source, ERF is not intended to be used to fund a community-wide encampment resolution program.* 979

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 S. 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.**

*The provided map should clearly indicate the area of the prioritized encampment. The map may also indicate the location of other key service, shelter, and housing resources described in this proposal.*

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4. Is the prioritized site on a state right-of-way?

No	Yes – Partially X	Yes - Entirely
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**PROPOSAL'S OUTCOMES**

5. What are the outcomes this proposal seeks to accomplish by the grant close (6/30/2027)? Outcomes should be specific, measurable, attainable, and time-bound (SMART). (1000 character limit) 644

1. Of the 40 estimated encampment residents, 22 (55%) 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 medium-term rental assistance and placement into affordable housing units currently being built within the city. 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). 997

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 housing-focused case management and navigation 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% Encampment residents will receive assistance to move directly into housing and 60% 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) 655

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) 702

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	Larger Initiative
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## 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) 975

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) 849

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) 791

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) 934

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) 587

While the residents continue to live in the encampment, they will receive regular outreach and service connections from the County's outreach program, 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 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) 416

Monterey County and the City of Soledad do not have any laws in place to penalize homelessness. However, some of this encampment is on privately owned property and the owners may request people get moved 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) 481.

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) 1345

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 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). 773

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) 1011

- 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% of encampment residents will receive assistance to move directly from being unsheltered into housing and 60% will move to interim housing and then to permanent housing. This will include placement into new affordable housing units coming

online. Some residents will need rental subsidies to afford these units, while others might need rental assistance to secure units in market rate units.

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) 1602

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) *Where applicable, identify the people, data, evidence, and / or other sources of information that was relied upon for this proposal.* 1256

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**

**For people served who exit the encampment, what are the projected Living Situations Immediately Following the Encampment, including but not limited to, permanent housing, interim sheltering, and unsheltered?**

Please provide responses in the table below. Add a row for each projected living situation. (250-character limit for each cell).

<b>Briefly Describe Each Projected Living Situation Immediately Following the Encampment</b>	<b>Is This Permanent Housing? Y/N</b>	<b>Quantify The Capacity (e.g., number of beds/units, frequency of bed/unit availability)</b>	<b>Prioritized or Set-Aside for ERF-3-R? (Pri/Set Aside/Neither)</b>	<b>Is this living situation funded by ERF-3-R and / or Leveraged Funds? (ERF/Lev/Both)</b>	<b>% of Served Persons Projected to Fall Within This Living Situation (%)</b>
New 12 unit non-congregate IH project.	N	12 beds	Set Aside	ERF	40% (16/40)
Motel vouchers	N	10 beds	Set aside	ERF	25% (10/40)
Directly to housing	Y	10	Neither	Both	25% (10/40)
Other unsheltered locations	N	4	Neither		10% (4/40)

**Table 2: Permanent Housing Opportunities**

A permanent housing opportunity is a combination of project and/or service provided to an individual with the goal of helping the individual obtain permanent housing. Of course, applicants cannot and do not need to provide every possible scenario; Cal ICH is looking to understand the primary, expected permanent housing opportunities for people projected to be served by this proposal.

Please provide responses in the table below. Add a row for each projected pathway. (250-character limit for each cell).

<b>Describe the Permanent Housing Opportunity</b>	<b>Prioritized or Set-Aside for ERF 3-R?</b>	<b>Quantify the Capacity of the Housing and Service Opportunity</b>	<b>Is this Housing Opportunity funded by ERF-3-R and / or Leveraged Funds? (ERF/Lev/Both)</b>
Emergency Housing Vouchers	Prioritized	5 Units	Leveraged
Rapid Re-Housing (Market Rate Housing)	Set-Aside	20 Units	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) 602

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) 738

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) 300

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 / or the storage of their personal property. (1000 character limit) 640

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) **637**

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 could be certified as therapeutic pets where appropriate.

### **Budget and Resource Plan**

27. State the total amount of ERF-3-R funds requested. **\$4,550,258.16**

28. State the estimated dollar value of secured non-ERF-3-R resources that will help meet this proposal's outcomes. **\$1,171,185.75**

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 Medium Term Rental Assistant
- \$ 335,400 Homeless Set-Aside Vouchers


*Applicants are directed to provide a detailed description of other fund sources, and system capacity, that will be leveraged to achieve the outcomes proposed for the ERF-3-R funded project (**especially as it relates to meeting this proposal's permanent housing outcomes**) and, if applicable, to sustain the new programming beyond the end of the grant term.*

*This includes prior ERF awards, HUD unsheltered NOFO, and other federal, state, and local funding sources.*

*Applications will be evaluated with the understanding that communities vary significantly with respect to the current availability of other fund sources that can be used as leverage for their proposed projects and to sustain the projects beyond the grant term.*

*In the absence of currently available resources, Applicants are encouraged to provide a specific plan for obtaining the funding necessary to sustain their project beyond the grant term if the project is intended to continue.*

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). 947

 proposal is highly cost effective in that the total ERF request is only \$4,550,258 for 40 encampment residents [\$113,756/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

Applicants must use the [ERF-3-R Budget Template](#) available on box.com

### **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) 807

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**

Identify all staff positions (e.g. administrative, programmatic, development etc.) which are integral to this ERF project and to achieving the proposal's outcomes. For each position include the title, whether the position is filled or vacant, the approximate fulltime equivalent (FTE) of the position dedicated to the ERF project, whether the position is funded through ERF-3-R and/or Leveraged (i.e.non-ER-3-R) funds, and a brief description of the duties. Please provide responses in Table 3 below.

<b>Title</b>	<b>Currently Filled Position (Y/N)</b>	<b>FTE of Staffing for This Proposal (#FTE)</b>	<b>Funded by ERF-3-R and / or Leveraged Funds? (ERF/Lev/Both)</b>	<b>Brief Description of Duties</b>
<i>County Homeless Services Director</i>	<b>Y</b>	<b>.10</b>	<b>Lev</b>	<b><i>Lead Project Manager</i></b>
Homeless Services Management Analyst	<b>Y</b>	<b>.20</b>	<b>Lev</b>	<b><i>Contract Management and grant administration</i></b>
Chief of Police	<b>Y</b>	<b>.20</b>	Leverage	Oversee Outreach and Encampment Engagement; Serve as Liaison to Businesses; Support Safety in Interim Housing
City Manager	<b>Y</b>	<b>.05</b>	Leverage	Oversee ERF Implementation Support of all City Departments and Support of Interim Housing
Housing Analyst	<b>Y</b>	<b>.15</b>	Leverage	Coordinate Housing Pipeline and Assist Housing Navigator; Assist County in Monitoring Outcomes
Code Enforcement/Animal Control	<b>Y</b>	<b>.10</b>	Leverage	Coordinate Encampment Clean Up Efforts and Animal Services; Assist

				with Emergency Services and Basic Needs Assistance
Victims Advocate	Y	.15	Leverage	Assist Street Outreach Worker with Case Management and Secure Additional Resources for Encampment Residents
Battalion Chief	Y	.05	Leverage	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) **1029**

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) **857**


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.

*Applicants may upload evidence of cross-jurisdictional collaboration such as MOUs, letters of support, or interagency agreements etc. in the field immediately below.*

#### Optional Upload: Evidence of Cross-Jurisdictional Collaboration

 34. Identify any entities that have a right to and/or control of the property upon which the encampment site resides. Describe how applicant has engaged with these entities and confirm that each of these entities has committed to allowing the implementation of this proposal. (1000-character limit) **641**

This encampment spans over private and public lands in the jurisdictions of the City of Soledad and the County of Monterey. Each year, the County partners with the City and private property owners to coordinate trash and debris clean-ups while allowing people to remain in the encampment. Private property owners have historically provided Right-of-Entry forms to allow for government officials and non-profits to provide trash and debris removal. Both jurisdictions will follow this process to ensure all occupants are offered the opportunity to participate in this program, while maintaining meaningful relationships with property owners.

#### **Accelerated Timeline**

35. How is your community currently supporting and / or engaging with people residing within the prioritized encampment? (1000 character limit) **799**

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 limit) **472**

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 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: Projected Timeline**

Cal ICH should be able to use the project timeline to understand the general parameters of the project and how it will be implemented.

This Standardized Project Timeline Template will not perfectly capture every nuance - that's Ok. However, applicants are strongly encouraged to provide incremental milestones for achieving the interim shelter and permanent housing goals set out in the proposal. For projects that include interim shelter and/or permanent housing development, the timeline should include major development milestones.

Where there is ambiguity, conflict, or silence, use your judgment.

Date	Milestone	Category	Additional Detail for Milestone
April 2024	ERF award announced		
June 2024	Begin soliciting bids for the non-congregate housing units (mobile homes		
June 2024	Begin process to select interim housing operator/provider; begin hiring for City outreach workers.		
July 2024	ERF disbursement begins		
August 2024	Award non-congregate housing contracts (for unit development and operator); outreach workers hired		
August 2024	Begin IH site development; outreach workers begin working with encampment residents		
November 2024	Non congregate IH is ready for occupancy		

December 2025	All encampment residents have moved to either IH or PH		
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#### Table 5: Projected Milestones

Answer the following questions in relationship to January 31, 2024. Cal ICH assumes disbursement will occur approximately 3-6 months after January 31, 2024.

Please provide responses in the table below including the month and year. (15-character limit for each cell)

Outreach to the people residing in the prioritized encampment site began / will begin in <b>January 2023</b>	This proposal will reach full operating capacity in <b>December 2025</b>	The first planned exit of a person or household from the prioritized encampment will occur in <b>November 2024</b>	The last planned exit of a person or household from the prioritized encampment will occur in <b>December 2025</b>

#### CERTIFICATION

Before certifying, applicants are strongly encouraged to review the NOFA.

*I certify that all information included in this Application is true and accurate to the best of my knowledge.*

Name*	Roxanne Wilson
Title	Homeless Services Director
Email	<a href="mailto:wilsonr@co.monterey.ca.us">wilsonr@co.monterey.ca.us</a>

\*This does not have to be an authorized representative or signatory