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ERF 2R Monterey County — Pajaro River

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SUBMISSION PORTAL OVERVIEW

Is the Application a "Test" Submission?
No, this is my official Submission.

Part 1: ADMINISTRATIVE INFORMATION

Application Window

This application is being submitted in the following application window:
Window #1, 12/1/2022 - 2/28/2023

Eligible Applicant

Select the eligible applicant's jurisdiction type.
County

What is the name of the city or county?
Monterey

Implementing Organization

Implementing Organization
County of Monterey

Specific Unit or Office Within the Implementing Organization
County Administrative Office, Intergovernmental & Legislative Affairs Division

Implementing Organization's Address
168 West Alisal, 3rd Floor

City	Zip Code	County
Salinas	93901	Monterey

Implementing Organization's Tax ID Number
94-6000524

Project Director

Name
Roxanne Wilson

Title
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Name
Nick Chiulos

Title
Assistant County Administrative Officer

⚠This Application uses character limits ⚠

Reaching these limits is not required. Competitive responses may fall well short of these limits.

Part 2: PROPOSAL OVERVIEW

People Served

Number of people currently residing in prioritized encampment site
60

Of people currently residing in prioritized encampment site, how many will be served by this proposal?
60

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?
70

Of people projected to be served across the entire grant period, number of people projected to transition into interim shelters
60

Of people projected to be served across the entire grant period, number of people projected to transition into permanent housing
42

Is the prioritized encampment site part of a larger encampment area?
Yes

Approximately how many people are residing in the entire larger encampment area, including the prioritized site?
100

Briefly describe the prioritized site in relation to the larger encampment area. (1000 character limit)
The entire encampment site spans approximately 7 river miles. The area of focus for this proposal is between river mile markers 2 through 5.5.

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)

The prioritized encampment sites are located along the Pajaro River and Lower Salsipuedes Creek near the City of Watsonville (Santa Cruz County) and unincorporated town of Pajaro (Monterey County). A multi-jurisdictional collaborative that includes both Santa Cruz and Monterey counties, the City of Watsonville and the Pajaro Regional Flood Management Agency (PRFMA) has identified this encampment to be prioritized for funding through ERF-2R.

Cal State University Monterey Bay (CSUMB) Center for Community Health Engagement (CHE) has been providing outreach and mobile case management to the Pajaro River occupants no less than once a week for over a year. Based on their interactions with the individuals in the encampment, the CHE team estimates that there are about 60 people on the site. In general, the occupants of the encampment are chronically homeless, unaccompanied adults who work in the surrounding agricultural fields. They are primarily Spanish speaking and about 50% are believed to be undocumented. The majority are men. Ages range mostly from 30 to 60. There is a subgroup of individuals who suffer from one or more co-occurring health and behavioral health issues. Some occupants have disclosed that they have criminal backgrounds and other barriers to housing, and that they need assistance with securing housing. Occupants have also shared their need for immigration and citizenship services, pet care, transportation, legal assistance, and employment and educational services.

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. (1000 character limit)

The site is located along the Pajaro River and Lower Salsipuedes Creek near the City of Watsonville (Santa Cruz County) and unincorporated town of Pajaro (Monterey County). The approximate location is latitude 36.907229, longitude -121.748089. The total area covers roughly 100 acres along 3.5 miles of stream length. The area is composed primarily of ecologically sensitive wooded, riparian habitat. The area is contained within the Pajaro River and Salsipuedes Creek flood control system, which is under management of the Pajaro Regional Flood Management Agency (PRFMA). The flood control system consists of earthen levee embankments. Structures within this community range from simple tents to larger assemblies constructed from pallets, tarps, vegetation and other debris. These structures have been dug into channel and levee banks which destabilizes the soil and increases the chance of erosion and bank failure. Vehicles are often found parked in unauthorized areas if the river.

3. Why is this particular encampment site being prioritized? (1000 character limit)

This encampment is being prioritized due to the vulnerability of the residents. Many have significant health and behavioral health challenges and their status as immigrants makes it challenging for them to access housing and services. The area surrounding the encampment is a “service desert” with minimal community-based supports available. The encampment sits in a flood plain, putting residents in danger during rainy periods such as the recent atmospheric river events.

Another reason for prioritizing this site is that the land it occupies is slated for a major levee construction project that will require the current residents to move. The levees have broken multiple times, causing nearly $100M in damages and loss of lives. The US Army Corps of Engineers and the State have agreed to jointly invest $400M to expand and repair the levee in upcoming years. This work will be overseen by the Pajaro Regional Flood Management Agency (PRFMA), one of the collaborative partners in this project.

Attachment: Map

Map.pdf

4. Is the prioritized site on a state right-of-way?
No

Proposal's Outcomes

5. What are the outcomes this proposal seeks to accomplish by the grant close (6/30/2026)? If funded, what are the primary activities you are planning to implement to achieve the proposal's outcomes? (1000 character limit)
1. Outcome: 100% of the current encampment residents will engage with outreach. Activity: Trauma-informed outreach services provided by CHE.
2. Outcome: 85% of individuals will enter interim housing. Activity: Create new interim housing project (Recurso de Fuerza); offer placement in other interim housing in Monterey and Santa Cruz Counties.
3. Outcome: 60% of individuals served by Recurso de Fuerza and other IH options will secure permanent housing in a median time frame of 180 days. Activity: Provide flexible rapid rehousing funds, problem solving services, placement in housing through CE, housing focused case management in interim housing.
4. Outcome: 25% of participants at Recurso de Fuerza will increase income. Activity: employment assistance and case management by HomeFirst, referral to project partners
5. Outcome: 90% or greater of participants at Recurso de Fuerza will be satisfied with the program. Activity: measured via satisfaction surveys administered twice per year.

6. 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 Santa Cruz County HMIS system. Monterey County will receive a user license and will also receive data exports from Santa Cruz County 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. All partners will enter into a data-sharing agreement and will customize existing HMIS and Coordinated Entry release of information forms to create a fluid space for case-conferencing. Bi-weekly case-conferencing with service providers, administrators and outreach workers will promote accountability, transparency, and data quality.

7. 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 local ordinances or other jurisdictional factors that would hinder achieving the proposal outcomes. The primary resource challenge will be securing housing for the participants, given the very limited supply of deeply affordable housing that is accessible to the encampment residents, particularly those who are undocumented.

8. Is this proposal a standalone project or part of a larger initiative?
Larger initiative

8. a) How would this larger initiative be categorized?
Part of a larger project for this specific encampment site

Please describe. (1000 character limit)
The Pajaro River Flood Risk Management Project – a $400 million effort to reduce flood risk from the lower Pajaro River and Corralitos and Salsipuedes Creeks -- will provide 100-year flood protection to the City of Watsonville and the town of Pajaro, and a mix of 100-year and 25-year flood protection to the surrounding agricultural areas. The US Army Corps of Engineers and the CA Department of Water Resources will pay 100 percent of all project costs.

Part 3: IMPLEMENTATION

Core Service Delivery and Housing Strategies

9. 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)

CSUMB's Center for Community Health Engagement (CHE) currently provides county-wide outreach, field-based case management, and housing resource navigation services to people experiencing homelessness in Monterey County. The CHE outreach team assigned to northern Monterey County is composed of two outreach workers and one MSW case manager assigned to work on the Pajaro river encampment twice per week. These activities are currently funded with HHAP from both the CoC and County allocations. Should ERF be awarded, this team will pivot to being 50% dedicated to the project and will engage daily and will be leveraged with PLHA from County HCD and HHIP from the Managed Care Plan. This ratio equates to 1:20 and is in alignment with the Monterey County Outreach guidelines and best practices.

CHE outreach workers use person-centered and harm reduction approaches to actively develop a rapport with participants based on respect and trust to engage them in services. They have already identified encampment leaders as points of contact and this ensures there is a robust connection between the team and the encampment. One of the main goals of CHE for this project will be working to connect people from the encampment to the available interim housing options, including the planned Recurso de Fuerza non-congregate, low barrier interim housing project to be funded through this grant.

In addition to CHE, there are other community-based providers delivering services to people living in this encampment. Volunteers from Westview Presbyterian Church provide food to the residents and will continue to do so until everyone has moved from the site. Santa Cruz County outreach providers including an employment and training program known as Watsonville Works, a behavioral health outreach team known as Healing the Streets, and a federally designated Health Care for the Homeless program, known as the Homeless Persons Health Project (HPHP), also outreach to those living there.

10. 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 CHE outreach workers and interim housing case managers will utilize to connect encampment residents to housing. Participants in the ERF project will be entered into the Santa Cruz or Monterey County CES based on their preferred county of residence and where they have linkages with public benefits such as Medi-Cal. Some participants may be entered into both CES systems if they move between counties. The Medi-Cal managed care plan for the region, the Central California Alliance for Health covers the counties in the region so participants can retain their connection with the same managed care plan even when they change their county of residence. CE systems in both counties 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. We are projecting only a small number of encampment residents will secure housing through CE.

11. Please describe the interim shelter and permanent housing opportunities proposed to support this proposal and provide evidence of the applicant's demonstrated ability and commitment to deliver permanent housing for people residing in the prioritized encampment. (2000 character limit)

The Collaborative will offer both interim housing and permanent housing opportunities for residents of the encampment with the goal that 85% will secure an interim housing placement and 60% will secure permanent housing.

The area surrounding the encampment lacks easily accessible services and sheltering programs. As part

of this ERF-2 project, the Collaborative partners will stand up a 34-bed non-congregate interim housing program – Recurso de Fuerza. The project will be developed by Dignity Moves using modular units manufactured and designed by BOSS. The program operator will be HomeFirst. The project site is a lot in Watsonville owned by Westview Presbyterian Church, a key project partner that views this project as advancing their social mission. HomeFirst will operate a low-barrier, person-centered and trauma-informed program. Recurso de Fuerza will be the primary interim housing option offered to participants, but they will also be offered placement in other shelters or residential programs in the region if they are seeking another type of environment, such as a recovery residence or domestic violence shelter.
Permanent housing for the encampment residents will be challenging to secure given their high needs and immigration status. The CHE outreach team will provide navigation services to support residents to secure housing directly from the encampment, but most will first enter interim housing as the initial step to permanent housing. HomeFirst's service model will focus on providing support to interim housing residents to secure housing via a variety of pathways. HomeFirst will leverage a flexible pool of rapid rehousing and problem-solving funds to help support rehousing activities. Leveraged housing pathways will also include Project Homekey units that are coming online in Santa Cruz County and housing placements through CE in both counties.

12. Describe how this proposal is tailored to meet the needs and preferences of people residing within the prioritized encampment. (1500 character limit)
CSUMB's Center for Community Health Engagement (CHE) is already conducting and will continue to conduct outreach and engagement with encampment residents. CHE's approach to engagement is to first focus on building trust, which means authentically listening and meeting people where they are. Over the past several months, the CHE team has been consulting with occupants of the Pajaro River encampment to understand what they need and want as the next step in their lives. CHE interviewed over 40 residents and virtually all of them indicated they would prefer to move to interim housing, provided it is non-congregate, low-barrier and allows them to bring their partners, pets and belongings. The proposed project will meet this need through the Recurso de Fuerza interim housing project, as well as by offering other interim housing opportunities. Employment services, transportation, veterinary services, immigration services, health (SUD/physical/mental) and legal services were also listed as high priorities. Connections to these services will be offered by CHE and by HomeFirst at Recurso de Fuerza.
Throughout the project, participants will be afforded many opportunities to voice their concerns and make recommendations for improvement. HomeFirst offers frequent opportunities for feedback to further engender greater engagement with the Interim Housing program. Participants can offer input through case management sessions, satisfaction surveys, and exit interviews.

Table 1: Projected Living Situations Immediately Following the Encampment

Briefly Describe Each Projected Living Situation Immediately Following the Encampment	Is This Permanent Housing?	Quantify The Capacity (e.g., number of beds/units, frequency of bed/unit availability)	Prioritized or Set-Aside for ERF-2-R?	Is this living situation funded by ERF-2-R and / or Leveraged Funds?	% of Served Persons Projected to Fall Within This Living Situation
Recurso de Fuerza (operated by Home First)	No	35 bed capacity; serving 55 people over course of project	Set-Aside	ERF-2-R	79

Community based IH beds	No	5	Neither	Leveraged	7
Housing in community using rapid rehousing or problem solving funds, directly from encampment	Yes	3	Set-Aside	Leveraged	4
Unsheltered locations	No	7	Neither	Leveraged	10

Table 2: Projected Housing and Service Pathways to Permanent Housing

Describe Projected Housing and Service Pathway to Permanent Housing	Quantify the Capacity of the Housing and Service Pathway	Is this Housing and Service Pathway Funded by ERF-2-R and / or Leveraged Funds?
Rapid Rehousing flexible funds (participants can access while unsheltered or once they move to interim housing)	20	Leveraged
Problem solving, light touch support (e.g., to move in with family friends). Resources can be accesses while unsheltered or once they move to interim housing.	5	Leveraged
Community-based placements (using CE from either of the two counties, other pathways identified by HomeFirst as part of housing services for interim housing participants)	15	Leveraged
Self-resolution (participants identify their own housing solution)	2	Leveraged

Table 3: Strategies to Mitigate Displacement

Strategy	Is this Strategy Funded by ERF-2-R and / or Leveraged Funds?
The primary strategy will be to conduct trauma-informed engagement (by CHE) to encourage participants to move from the encampment to interim housing or directly to permanent housing. Housing.	Leveraged
Incentives – HomeFirst will have a budget to offer unsheltered individuals living in the encampment an incentive of $200 to try out the Recurso de Fuerza non-congregate shelter	ERF-2-R

Table 4: Strategies to Mitigate Returns to Unsheltered Homelessness

Strategy	Is this Strategy Funded by ERF-2-R and / or Leveraged Funds?
HomeFirst will provide trauma-informed, person centered services in a welcoming environment at the Recurso de Fuerza IH program with the goal that participants are able to exit to permanent housing or other indoor location and remain housed	ERF-2-R
Central California Alliance for Health will provide CalAIM enhanced care management and housing supports referrals to help participants secure and sustain housing	Leveraged
Several partners (HomeFirst, CAB, CHE) will provide services to support participants to maintain or increased their income and benefits	Both

13. 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 Pajaro River encampment site has been occupied by unsheltered individuals for many years and exemplifies the dynamic nature of encampments. The site has been cleared by law enforcement numerous times, often as a safety measure in response to expected flooding, such as during the January 2023 storm event. However, residents typically return to the site within a few weeks after it is cleared. This proposal intends to serve all the current residents and has set a goal that 85% will move to interim housing. Due to the levee improvement project that will be starting in 2025, the site will be secured and people will not be able to come back. However, if there are new people who arrive at the site or people who decline interim housing, the project will continue to work with them and will offer them services, shelter, and housing. The CHE outreach team will also engage with Pajaro River encampment residents who have chosen to move to another location and encourage them to enter shelter.

14. Describe how this proposal will support individuals with continued access to and / or the storage of their personal property. (1000 character limit)
The project and all the partners will embrace Housing First principles, including allowing people to bring their partners, pets, and possessions when they move to interim housing. The Recursa de Fuerza project operated by HomeFirst will allow people to bring possessions into their units. Storable personal belongings that cannot fit into non-congregate units will be stored in an onsite storage container where individuals will have access to their belongings throughout the duration of the project. Case managers will work with individuals to assess needs, wants and discardable items after trust and rapport are established. Whenever possible, case managers will work with individuals to replace broken but important items, like medical equipment or clothing. Most of the other interim housing options that will be offered to encampment residents have capacity for storage of belongings.

15. Describe how this proposal will support individuals with service animals and/or pets. (1000 character limit)
Pets are often the only reliable and loyal living thing to a person experiencing homelessness; therefore, they too will be provided support throughout the duration of the project. Many of the current encampment residents have dogs and cats, and some have chickens. The Recurso de Fuerza interim housing program will allow people to bring their pets into their individual units. There will also be a kennel facility on site for larger animals and space for residents to keep chicken coops. All residents of the encampment will be offered pet food, litter, vaccinations, flea remediation, spaying/neutering, and chicken coops through the

SPCA and other community partners. Qualified individuals will be connected to a health provider who can provide reasonable accommodation and emotional support letters when needed and appropriate.

Budget and Resource Plan

16. State the total amount of ERF-2-R funds requested.
$7,986,354.26

17. State the estimated dollar value of secured, non-ERF-2-R resources that will help meet this proposal's outcomes.
$1,265,335.00

18. Identify and describe these non-ERF-2-R resources. (1000 character limit)
- CHE outreach team – Monterey County PLHA, Monterey County HHIP
- HomeFirst – case management, housing specialist, clinician, shift supervisor, maintenance tech lead, janitorial services, operations, and program administration staff – in kind contribution
- HomeFirst – rapid rehousing and problem-solving fund – Santa Cruz County HHAP R3 & R4, Santa Cruz County PLHA
- Santa Cruz Housing for Health Partnership – HMIS licenses – in kind contribution

19. Describe how the proposal is a prudent and effective use of requested funding relative to the number of people it seeks to serve and the types of services and housing to be provided in the proposal. Include an explanation of how the requested ERF-2-R amount was determined. (1000 character limit)
The total ERF request is $7,986,354, which translates to$114,090 per person from the encampment served. However, the collaborative partners view this project as an investment in infrastructure to reduce homelessness in Santa Cruz and Monterey Counties over the long term. Once the term of the ERF-2 grant ends, Santa Cruz County intends to prioritize available funding resources to continue operating the Recurso de Fuerza interim housing site so that it can be a continuing resource for unsheltered people throughout southern Santa Cruz County. Santa Cruz County intends to partner with the Managed Care Plan to transition the interim housing to include recuperative care and short-term post hospitalization housing capacity. Resolving this encampment will also ensure that the $400 million levee repair project overseen by the Pajaro Regional Flood Management Agency (PRFMA) can proceed without displacing people to other unsheltered locations.

Attachment: Standardized Budget
ERF-2-R, Budget Template_Monterey County FINAL.xlsx

Key Entities and Staff

20. First, describe the implementing organization and specific unit or office within the implementing organization that would administer ERF-2-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 CA-ICH, prepare required reports, and serve as the overall coordinator of the work of the different partners. Due to their ability to be nimbler and more flexible in contracting, Monterey County will pass through the funding to the Coalition of Homeless Services Providers (CHSP), the CoC lead agency, to enter into and manage contracts with the project partners. This will ensure the funds are disbursed and the activities implemented as quickly as possible.

Table 5: Key Staff

Title	Currently Filled Position?	FTE of Staffing for This Proposal	Funded by ERF-2-R and / or Leveraged Funds?	Brief Description of Duties
Homeless Services Director	Yes	.10	Leveraged	Grant oversight, reporting, contracting, billing, etc.
Outreach Worker	Yes	1	Leveraged	Outreach and engagement, mobile case management
Outreach Coordinator	Yes	.5	Leveraged	Lead Outreach Worker, mobile case management
Director of Interim Housing	Yes	.10	ERF	IH Contract Oversight
Case Manager	No	2	ERF	Coordinate the integration of social services through case management with external service organizations. Promote effective and efficient utilization of local housing, legal, mental health and other agencies to assist the resident to remove barriers
Resident Advocate	No	9	ERF	provide a high level of customer service to our residents at all times and executes operational tasks while on site
Housing Specialist	No	1	ERF	Housing Navigation, Landlord Engagement
Program Manager	No	1	ERF	Manages and directs day-to-day operations of IH program

Clinician	Yes	.10	ERF	Provides clinical counseling to clients electing services
Manager of Outreach	Yes	.25	ERF	Strategizes with and trains outreach professionals

21. First, describe key partners that will collectively pursue the proposal's outcomes. 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)

- County of Monterey – see above.
- County of Santa Cruz, Housing for Health (H4H) Division (also serves as the CoC CA-508) - leveraged services, interim and permanent housing, CE and HMIS. Experience managing CoC, HHAP and Homekey projects among others.
- Coalition of Homeless Services Providers (CoC lead for Monterey/San Benito Counties) - manage ERF funds passed through from Monterey County for contracts with provider partners; managing HMIS and CE systems.
- City of Watsonville - supporting the overall project and assisting with the development of Recurso de Fuerza (land use approvals, etc.).
- Pajaro Region Flood Management Agency (PRFMA) -- overseeing the rebuilding of the levee where the encampment is located.
- CSUMB Community Health Engagement (CHE) – lead entity providing outreach to encampment residents; more than three-years' experience as county-wide outreach provider.
- Dignity Moves –developer of the Recurso de Fuerza modular interim housing project; prior experience with IH project development.
- HomeFirst –service provider operating the Recurso de Fuerza IH project. Providing shelter, housing and services to homeless individuals and families since 1980.
- Westview Presbyterian Church – owns the land on which Recurso de Fuerza will be developed and will provide food, outreach and support to encampment residents.
- Central California Alliance for Health – managed care plan, CalAIM
- Community Action Board – immigration services and rehousing fund management

22. Describe specific examples of how Local Jurisdiction(s) and the CoC have collaborated on the design and implementation of this proposal. (1000 character limit)

Due to the complex needs of the occupants and overlapped jurisdictional boundaries in which the encampment exists, the County of Monterey engaged with the County of Santa Cruz and its CoC, the City of Watsonville, the Coalition of Homeless Services Providers (Monterey County CoC) and the Pajaro Regional Flood Management Agency (PRFMA) to create a highly collaborative partnership, aka "The Collaborative". The Collaborative has held regular coordination meetings with outreach teams and other direct service providers to get insight on the diverse needs of the population intended to be served by this grant. 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 Collaborative has been holding bi-weekly strategy meetings/brainstorming sessions since August 2022. Each of the jurisdictional partners has provided a letter of support for this application.

Optional Upload: Evidence of Cross-Jurisdictional Collaboration

ERF-2 Letter of Support Santa Cruz County February 2023.pdf

PRFMA ERF Letter of Support.pdf

Other Partners.pdf

23. Identify any entities that have a right to and/or control of the property upon which the encampment site resides and discuss whether each of these entities committed allowing the

implementation of this proposal. If they have not committed, please explain how you have or plan to engage with this entity to implement your proposal. (1000 character limit)
Existing encampments within the Pajaro River corridor are positioned on both public and private lands. Regardless of land ownership, existing levee maintaining agencies (Santa Cruz County Flood Control and Water Conservation District – Zone 7 ("Zone 7") and Monterey County Water Resources Agency ("MCWRA") hold maintenance easements and other rights, and in some cases fee title ownership, that allow these entities to maintain the Pajaro River levee system and the river channel. Beginning in 2023, the Pajaro Regional Flood Management Agency ("PRFMA") will secure these rights and assume full responsibility for levee and river channel maintenance. PRFMA, and by extension the existing levee and river maintaining agencies (Zone 7 and MCWRA) are in full commitment to allow implementation of the proposal in this application which will support the current encampment residents to relocate to locations outside of the river and levee corridor, ideally in interim and/or permanent housing.

Centering People

24. How were persons with lived experience meaningfully incorporated into the planning and proposed implementation of this proposal? Please identify whether any perspectives were incorporated from persons that are currently unsheltered and / or formerly or currently residing within the prioritized encampment. (1000 character limit)
The Monterey and San Benito County CoC has adopted a Five-Year Plan that was developed with strong input and involvement from people with lived experience of homelessness. One of the primary goals of the Plan is to "Expand Service-Oriented Responses to Unsheltered Homelessness" by providing services and supports to encampments, building collaborative relationships with people living in encampments, providing safe temporary housing, and connecting people to permanent housing.
The CHE outreach team and members of Westview Presbyterian have provided services and consulted with more than 40 occupants of the Pajaro River encampment to understand their needs and desires. The residents indicated they would prefer to move to interim housing, provided it is non-congregate and low barrier. The proposed project will meet this need through the new interim housing project – Recurso de Fuerza - to be funded through this grant. Encampment residents proposed this name for the project.

25. Briefly describe how the proposal exemplifies Housing First approaches as defined in Welfare and Institutions Code section 8255. (1000 character limit)
Monterey County and the CoC embrace Housing First principles and require contracting agencies to align their policies and procedures to Housing First requirements as set forth by the State of CA and best practices in the field. CHE will provide trauma informed outreach and engagement services to build rapport with encampment residents and address basic needs first to steward participants away from "survivor-mode" and into a place where they feel safe and stable enough to voluntarily participate in supportive services and begin the journey towards housing. HomeFirst will operate the low-barrier, non-congregate interim housing program – Recurso de Fuerza. This program will not impose sobriety requirements, requirements to participate in services or other barriers; allow participants to bring pets, possessions and partners; and employ staff with expertise in housing search and navigation. The project budget includes flexible funds for rapid rehousing and housing problem solving.

26. Briefly describe how this proposal will center an individual's choice and provide trauma informed services and supports. (1000 character limit)
The primary provider partners that will be providing services to the occupants of the Pajaro River encampment, CHE (outreach) and HomeFirst (interim housing) are well-versed in trauma-informed services and integrate this approach into their work with people experiencing homelessness. CHE outreach adopts an engagement philosophy that recognizes the impact of trauma – they seek to help people access whatever resources they first need in the moment (which could be as simple as a bottle of water) to help build trust that can lead to engaging on more challenging issues such as accessing shelter or housing. HomeFirst practices a Trauma Informed model of care that fosters supportive engagement with program participants including those in the pre-contemplative and contemplative stages of change, and in

turn contributes to increased participant involvement in goal setting, the development of their individual Housing Action Plan, and the steps necessary to execute that plan.

27. Describe how this proposal will operationalize harm reduction and provide services that improve a person's health, dignity, and safety while they continue to reside within the prioritized encampment site. (1000 character limit)
Monterey County and the CoC embrace harm reduction principles and expect contracting agencies to implement harm reduction approaches to the maximum extent possible. CHE offers intensive, trauma informed outreach and engagement services and provides connections to a range of treatment options that include MAT and other non-abstinence focused approaches. The Recurso de Fuerza interim housing program operated by HomeFirst will not impose any sobriety requirements as a condition of access to the shelter or continuing participation. Shelter rules will focus on ensuring the safety of participants and not behavior modification or mandatory service participation. Both providers will connect participants to health and behavioral health services, as well as the Central California Alliance for Health – the regional Medi-Cal health plan and payor for CalAIM.

28. For encamped locations that are objectively dangerous, describe how the proposal will seek to prevent harm for people experiencing unsheltered homelessness in these locations. (1000 character limit)
The primary safety issue at the Pajaro River encampment is the danger of flooding. The site sits in a flood plain protected by an inadequate levee that is slated to be improved by the Pajaro Regional Flood Management Agency with federal and State funding. This proposal seeks to prevent harm by ensuring that the residents can move to an interim housing situation that meets their needs and preferences, and from there to housing. Once construction begins on the levee project, it will not be safe for people to return, so the site will be secured while under construction to prevent people from attempting to camp in a construction zone.

29. Identify what controls are or will be in place to ensure that all ERF-2-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)
Currently there are no policies in place to penalize or criminalize the people living at the Pajaro River encampment. Law enforcement has required residents to evacuate during flooding events for their own safety. Occasional clean-ups are mandated to address environmental impacts of people camping in the levee area. Once the ERF project launches, the CHE outreach team will work with everyone to identify a pathway to interim housing, directly to permanent housing, or other options such as in-patient treatment. No one will be allowed to remain on the site once construction on the levee project begins in 2025. If anyone refuses to leave, CHE will continue with daily, continual engagement. As a last result, the Monterey County Sherriff will be called in to tell people they must move.

30. 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 Pajaro Regional Flood Management Agency limits what sanitation services can be provided in the environmentally sensitive levee area where the encampment is located. As the ERF project launches, Monterey County will work with PRFMA to begin providing waste removal services to engage the residents and begin preparing them to move.

Accelerated Timeline

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

CSUMB's Center for Community Health Engagement (CHE) currently provides outreach and engagement to the residents of the Pajaro River encampment. They are using person-centered and harm reduction approaches to actively develop rapport with current residents based on respect and trust. They help meet residents' immediate needs for food, clothing, IDs and other practical items. They also assess each individual and work to connect them to services and resources they need or are eligible for. They are working to identify interim and permanent housing options for any interested resident. There are also a few Watsonville-based CBOs delivering services to this encampment, including the Community Action Board, Healing the Streets and Watsonville Works. Westview Presbyterian volunteers have been serving breakfast at the levee 5/days week for the past 5 years, building relationships and earning trust. They will continue to do so until everyone has moved from the site.

32. 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)
If this proposal is selected for funding, the CHE team will continue their outreach efforts and will begin advising the residents of the many services that will become available through this project, and particularly the new non-congregate shelter. They will also begin to inform residents of the imminent start of the levee construction project and the need for them to identify alternative places to stay. Any resident who wishes to move to the Recurso de Fuerza will be placed on a list to move there once it opens, which is expected to be within six months of the grant award date. Residents who wish to explore other options for interim or permanent housing can do so immediately with support from CHE.

Table 6: Projected Milestones

Outreach to the people residing in the prioritized encampment site began / will begin in month ____.	This proposal will reach full operating capacity in month _____.	The first planned exit of a person or household from the prioritized encampment will occur in month_____.	The last planned exit of a person or household from the prioritized encampment will occur in month _____.
1	9	1	24

Attachment: Standardized Timeline
Monterey County ERF Timeline Draft 02_23_2023.xlsx

Applicants must use the ERF-2-R Timeline Template available on box.com

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.

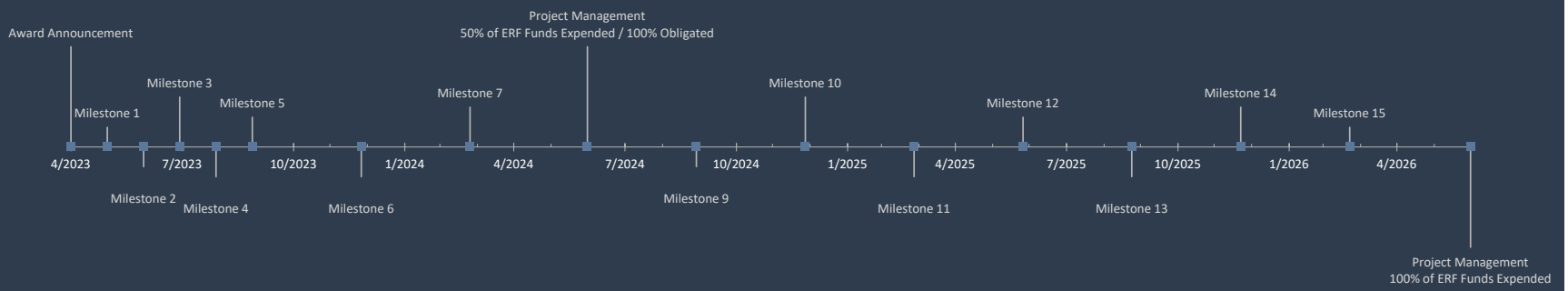
Name
Roxanne Wilson

Title
Monterey County Homeless Services Director

Email
wilsonr@co.monterey.ca.us

ERF-2-R Project Timeline

JURISDICTION



Project Milestones

Date	Milestone	Category	Vertical Position	Additional Detail for Milestone
4/30/2023	Award Announcement		50	
5/30/2023	Milestone 1		10	
6/29/2023	Milestone 2		-10	
7/29/2023	Milestone 3		25	
8/28/2023	Milestone 4		-15	
9/27/2023	Milestone 5		15	
12/26/2023	Milestone 6		-15	
3/25/2024	Milestone 7		20	
6/30/2024	**50% of ERF Funds Expended / 100% Obligated**	**Project Management**	**50**	**Statutory Deadline for 50% of ERF funds to be spent and 100% Obligated**
9/28/2024	Milestone 9		-10	
12/27/2024	Milestone 10		25	
3/27/2025	Milestone 11		-15	
6/25/2025	Milestone 12		15	
9/23/2025	Milestone 13		-15	
12/22/2025	Milestone 14		20	
3/22/2026	Milestone 15		10	
6/30/2026	**100% of ERF Funds Expended**	**Project Management**	**-50**	**Statutory Deadline for 100% of ERF funds to be spent**

PROJECT TIMELINE TIPS

1. Fill in the light blue cells to customize this template with your project's specific milestones.

2. Insert entire rows to the Project Milestones table to add additional milestones.

3. Column B should be a date

3. Column C should be the milestone name- however your team refers to it.

4. Column D provides a dropdown menu with options to help categorize milestones into broad groups. To add an option, go to sheet 1 and add the option in one of the green calls at the bottom of the list.

5. Column E Indicates the *Vertical Position* of milestone markers in the Project Milestones table at the top of the sheet. Changing this number allows you to change the vertical position of the milestone relative to the horizontal axis. Use positive numbers to position them above the axis and negative numbers to position them below.

6. Column F is a space to provide additional context, detail, or description for a specific milestone.

		ELIGIBLE USE CATEGORY	<5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL				ERF-2-R PROPOSED BUDGET	LEVERAGED FISCAL SUPPORT	2 SENTENCE DESCRIPTION
Guidance and Intended Use	*This budget template may be slightly modified to meet local needs. If awarded funding, this budget, once approved, will serve as your communitys official project budget. Any changes to this budget must be authorized through the change request process.* ***Principle** : Cal ICH should be able to navigate only your submitted budget and understand the general parameters of the proposal and how it may be funded.*	*Use dropdowns. See NOFA, III. A.*	*Enables Cal ICH to immediately understand the line item.*	*Enables Cal ICH to associate the line item with specific entities or parts of a proposal.*				*Only ERF-2-R Funds*	*Non ERF-2-R Funds That WILL be Used to Support this Proposal*	*Enables Cal ICH to better understand the line item, context, and / or other pertinent information related to the proposed line item.*
	PERSONNEL COSTS				**SALARY**	**FTE**	**MONTHS**			
	Outreach Worker	Street Outreach		Community Health Engagement (CHE)		0.50	24		$ 85,505.00	salary + .42 fringe + .20% indirect
	Outreach Worker	Street Outreach		Community Health Engagement (CHE)		0.50	24		$ 85,505.00	salary + .42 fringe + .20% indirect
	Outreach Coordinator	Street Outreach		Community Health Engagement (CHE)		0.50	24		$ 130,000.00	salary + .42 fringe + .20% indirect
	Outreach Manager	Street Outreach		Community Health Engagement (CHE)		0.25	24		$ 78,655.00	salary + .42 fringe + .20% indirect
	Outreach Program Director	Street Outreach		Community Health Engagement (CHE)			24		29,520.00	salary + .42 fringe + .20% indirect
	Vice President Emergency Housing	Interim Sheltering	Strategic oversight	Home First	187,500.00	0.05	24	18,750.00		$150k/year x 2 years plus fringe, 5% allocation
	Director of Interim Housing	Interim Sheltering	Direction and program guidance	Home First	150,000.00	0.10	24	30,000.00		$120k/year x 2 years plus fringe, 15% allocation
	Case Manager	Interim Sheltering	Services coordination	Home First	78,000.00	1.00	24	78,000.00	$ 78,000.00	$30/hour x 2080 hours x 2 years plus fringe
	Case Manager	Interim Sheltering	Services coordination	Home First	78,000.00	0.50	24	39,000.00	$ 39,000.00	$30/hour x 2080 hours x 2 years plus fringe
	Resident Advocate	Interim Sheltering	Daily operations and participant safety	Home First	70,200.00	1.00	24	140,400.00		$27/hour x 2080 hours x 2 years plus fringe
	Resident Advocate	Interim Sheltering	Daily operations and participant safety	Home First	70,200.00	1.00	24	140,400.00		$27/hour x 2080 hours x 2 years plus fringe
	Resident Advocate	Interim Sheltering	Daily operations and participant safety	Home First	70,200.00	1.00	24	140,400.00		$27/hour x 2080 hours x 2 years plus fringe
	Resident Advocate	Interim Sheltering	Daily operations and participant safety	Home First	70,200.00	1.00	24	140,400.00		$27/hour x 2080 hours x 2 years plus fringe
	Resident Advocate	Interim Sheltering	Daily operations and participant safety	Home First	70,200.00	1.00	24	140,400.00		$27/hour x 2080 hours x 2 years plus fringe
	Resident Advocate	Interim Sheltering	Daily operations and participant safety	Home First	70,200.00	1.00	24	140,400.00		$27/hour x 2080 hours x 2 years plus fringe
	Resident Advocate	Interim Sheltering	Daily operations and participant safety	Home First	70,200.00	1.00	24	140,400.00		$27/hour x 2080 hours x 2 years plus fringe
	Resident Advocate	Interim Sheltering	Daily operations and participant safety	Home First	70,200.00	1.00	24	140,400.00		$27/hour x 2080 hours x 2 years plus fringe
	Housing Specialist	Interim Sheltering	Permanent housing navigation	Home First	78,000.00	0.50	24		78,000.00	$30/hour x 2080 hours x 2 years plus fringe
	Program Manager	Interim Sheltering	Day-to-day management of program	Home First	116,250.00	1.00	24	232,500.00		$93k/yr x 2 years plus fringe
	Clinician	Interim Sheltering	Therapeutic services	Home First	100,000.00	0.15	24		30,000.00	$80k/yr x 2 years plus fringe, 25% allocation
	Shift Supervisor	Interim Sheltering	Supervision during weekends, evenings	Home First	91,000.00	1.50	24	91,000.00	$ 91,000.00	$35/hour x 2080 x 2 years plus fringe
	Maintenance Tech Lead	Interim Sheltering	Operations Manager	Home First	91,000.00	1.00	24	91,000.00	$ 91,000.00	$35/hour x 2080 x 2 years plus fringe
	Janitorial Services	Interim Sheltering	7 days janitorial and maintenance	Home First	57,200.00	1.00	24	57,200.00	$ 57,200.00	$22/hour x 2080 x 2 years plus fringe
	Program Administration Staff	Interim Sheltering	Quality Control, Training, DEI	Home First				114,063.00		6% of subtotal personnel less Program Administration
							SUBTOTAL	2,015,113.00		
	NON-PERSONNEL COSTS				**UNIT**	**RATE**	**TIME**			
		Street Outreach	Outreach and Engagement	Community Health Engagement (CHE)	2	$ 34,975.00	annual		$ 69,950.00	Mileage, bus vouchers, uniforms, supplies
		Interim Sheltering	Contingencies	County of Monterey	2.00	$ 25,000.00	annual	50,000.00		
		Interim Sheltering	Site Development (Units, Design, Consultants)	Dignity Moves	1	$ 3,834,459.00	one-time	3,834,459.00		Development of 36 low-barrier, non-congregate, interim housing units.
		Interim Sheltering	HMIS Licenses	Housing for Health Partnership	15.00	$ 560.00	annual		$ 16,800.00	Santa Cruz County HMIS Licensing
		Interim Sheltering	Meals	Salvation Army	29,200.00	$ 10.00	day	292,000.00		365 days x 2 years x 2 meals a day x 40 ppl (including staff) x $10 per diem
		Interim Sheltering	Rent	Westview Presbyterian	24	$ 1,300.00	monthly		31,200.00	
		Interim Sheltering	Paving	Westview Presbyterian		$ 80,000.00	one-time	80,000.00		
		Interim Sheltering	Incentives	Home First	24.00	$ 500.00	month	12,000.00		Incentives for participating in services, achieving goals, assisting with project (i.e. leading meetings, keeping areas clean, etc)
		Rapid Rehousing	Flexible Rapid Re-Housing	Home First	20.00	$ 12,000.00			240,000.00	Deposits, Landlord Incentives, Furniture, Application fees, **3-month subsidies,** vital documents, moving expenses, etc.
		Rapid Rehousing	Flexible Problem Solving Fund	Home First	5.00	$ 2,000.00			10,000.00	
		Interim Sheltering	Pet Services	Home First	1.00	$ 10,000.00	annual	20,000.00		Funding to assist with pet care, including licensing, vaccinations, spay/neuter, flee remediation, etc.
		Interim Sheltering	PGE	Home First		7,000.00	month	168,000.00		
		Interim Sheltering	Water	Home First		2,000.00	month	48,000.00		
		Interim Sheltering	Sewage	Home First		500.00	month	12,000.00		
		Interim Sheltering	Waste management	Home First		2,000.00	month	48,000.00		
		Interim Sheltering	Internet services	Home First		2,000.00	month	48,000.00		Including access for participants as well as staff
		Interim Sheltering	Surveillance	Home First		165,000.00	one time	165,000.00		Equipment and installation
		Interim Sheltering	Vehicles	Home First		12,000.00	annual	24,000.00		
		Interim Sheltering	Facility equipment and supplies	Home First		57,000.00	one time	57,000.00		Bedbug heater, shower curtain rods, bedding, cones, AEDs, PPE supplies, shelving, janitorial equipment etc.
		Interim Sheltering	Office furnishings	Home First		8,000.00	one time	8,000.00		green standard
		Interim Sheltering	IT equipment	Home First		19,000.00	one time	19,000.00		9 workstations + infrastructure, cabling & wiring
		Interim Sheltering	Training expenses	Home First		4,500.00	month	9,000.00		
		Interim Sheltering	Staff mileage & travel	Home First		12,000.00	annual		24,000.00	
		Interim Sheltering	Pest Control	Home First		200.00	month	4,800.00		
		Interim Sheltering	Landscaping	Home First		800.00	month	19,200.00		
		Interim Sheltering	Vendors/Contractors	Home First		42,000.00	annual	84,000.00		Steri-clean 12,000; plumbing 24,000; locksmith 6,000
		Interim Sheltering	Shared space furnishings	Home First		17,000.00	one time	17,000.00		
		Interim Sheltering	Laundry equipment	Home First		600.00	month	14,400.00		
		Interim Sheltering	Pantry	Home First		1,000.00	month	24,000.00		
		Interim Sheltering	Kitchen equipment	Home First		17,000.00	one time	17,000.00		microwave, toaster, refrigerator,etc
		Interim Sheltering	Radios	Home First		3,700.00	one time	3,700.00		
		Interim Sheltering	Fire monitoring	Home First		200.00	month	4,800.00		
		Interim Sheltering	Property Insurance			3,000.00	annual	6,000.00		
			Federally Approved Indirect 13.5%	Home First			one time	$ 501,579.68		
							SUBTOTAL	**5,590,938.68**		
	Subtotal - Administrative Costs							**380,302.58**		
	TOTAL BUDGET							**$ 7,986,354.26**	**$ 1,265,335.00**	

Superseded by Current Budget

County of Santa Cruz

HUMAN SERVICES DEPARTMENT

Housing for Health Division

Robert Ratner, Director

1000 Emeline Avenue Santa Cruz, CA 95060

(831) 454-4130 FAX: (831) 454-4642

February 11, 2023

Roxanne Wilson
Monterey County Homeless Services Director

Re: Support for Encampment Resolution Fund Round 2 (ERF-2) for Pajaro River Collaborative Project

Dear Roxanne:

The County of Santa Cruz Human Services Department, Housing for Health Division, is pleased to offer our support for Monterey County's Collaborative ERF-2 proposal to address encampments in and around the Pajaro River that serves as a boundary line between the two counties. The County and our CoC deeply appreciate the collaborative nature of this proposal and the key partnerships developed over the past few months. Two counties, the City of Watsonville, the Pajaro Regional Flood Management Joint Powers Authority (PRFMA), two Continuum of Care (CoC) entities, a Medi-Cal Managed Care Plan, and a faith-based community came together to support the development of the proposed ERF project and its future implementation. The project has the potential to serve as a statewide model of the value of cross-jurisdictional collaboration to address homelessness.

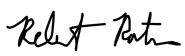
Santa Cruz County and our CoC, known as the Housing for Health Partnership, plan to contribute in several key areas to support this project. The proposed newly built interim housing site will receive some Santa Cruz County financial support during the ERF implementation period and the County, in partnership with our Medi-Cal managed care plan intend to support the continued operations of this new program after the ERF-2 grant funds are fully utilized. Outreach programs on the Santa Cruz County side of the river will coordinate outreach efforts with the lead outreach provider on the proposed grant, Community Health Engagement (CHE). Our CoC will make our HMIS resources, including data sharing and analysis capabilities, available to support this project. Participants in the program linked with the Santa Cruz County coordinated entry system will have access to our rehousing flexible fund that provides up to $5,000 per household to help with move-in assistance. Our Division, will utilize a mix of resources including, PLHA, HHAP, and local jurisdictional contributions to support and sustain the new proposed program. Our Homeless Persons Health Project (HPHP) and Healing the Streets behavioral health outreach program will help link participants with ongoing health care services and Medi-Cal managed care housing and health care management services.

Our County Human Services Department maintains an office in the City of Watsonville that offers resources to participants including assistance with public benefits, health insurance, and employment. Our department contracts with the Community Action Board (CAB) to provide a range of services to residents in the community including immigrant services, housing services and funding, youth services, and workforce and training opportunities. CAB serves as an access point for the Santa Cruz County coordinated entry system and will serve a critical role in linking ERF-2 participants with the Housing for Health Partnership system of resources. This includes rapid rehousing programs for families, people with disabilities not currently receiving social security benefits, and permanent supportive housing vouchers and building-based units.

Santa Cruz County plans to submit a Homekey Round 3 application for a new 92-unit permanent supportive housing project in Watsonville. If funds are received and the project is completed within its planned timeframe, some units at the site may become available for former encampment residents.
I estimate the value of these leveraged resources as at least $800,000 per year in support of the proposed ERF-2 proposal excluding proposed health care service resources. Once ERF-2 funding expires, Santa Cruz County and the Central California Alliance for Health intend to develop a shared investment strategy to sustain operations of the ERF-2 interim housing project.

Receipt of ERF-2 funding for this project will help transform the lives of people living in a high-risk, jurisdictional border encampment. This project will also help develop a new, lasting infrastructure within a region of both counties that has historically lacked coordinated housing, health, and human services infrastructure. I hope our state colleagues see the value of this proposed model and collaboration across government, nonprofit, and faith community boundaries and that we can begin working on implementing this project together in the next few months.

Sincerely,



Robert Ratner, MPH, MD
Housing for Health Division Director
County of Santa Cruz Human Services Department
(831) 454-4925; robert.ratner@santacruzcounty.us

THE COALITION
OF HOMELESS SERVICES PROVIDERS

MEMBERS

Access Support Network
Central Coast Center for Independent Living
CHISPA
City of Salinas
Community Homeless Solutions
Community Human Services
CSU Monterey Bay – CHE Center
Dorothy's Place
Downtown Streets Team
Eden Housing
Gathering for Women - Monterey
Housing Authority of the County of Monterey
Housing Resource Center
Interim, Inc.
MidPen Housing Corporation
Monterey County Department of Social Services
San Benito County Health & Human Services Agency
Sun Street Centers
The Salvation Army - Monterey Peninsula Corps
Veterans Transition Center of California
YWCA Monterey County

Board of Directors
Kurt Schake, President
Jill Allen, Vice President
Judith Cabrera, Treasurer
Anna Foglia, Secretary
John Bennett
Enrique Arreola
Robin McCrae
Gregory Baker
Maria Gurrola
Tory Gunsolley
Alexa Johnson
Barbara Mitchell
Rod Powell
Lauren Suwansupa

February 18th

Roxanne V. Wilson
Director, Monterey County Homeless Services County Administrative Office
168 W. Alisal Street, 3rd Floor
Salinas, CA 93901

Subject: Letter of Support for County of Monterey's Encampment Resolution Funding Program Grant Application

Dear Ms. Wilson,

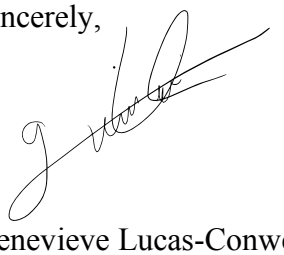
The Coalition of Homeless Services Providers (CHSP) is thrilled to partner with Monterey County's Department of Homeless Services on the Encampment Resolution Fund to support the Pajaro River community.

As the Continuum of Care for Monterey and San Benito County, CHSP is responsible for the implementation of the regional strategic plan, the 5YR Lead Me Home plan. Within this plan, the CoC has set a goal to reduce homelessness within our region by 50%. The three overarching strategies within this plan are to increase stakeholder participation, improve the performance of homelessness response systems & to expand service-oriented response to unsheltered homelessness.

This application to support the Pajaro River community meets all three of the overarching strategies set out in the 5YR Plan. CHSP is confident that if funded, this program will support the overall goal of reducing homelessness in the Monterey region.

The Coalition is committed to the success of this project and for it to present a model of what cross-jurisdictional collaboration can do to support the unhoused residents of California. If you have any questions, please reach me at glucas-conwell@chsp.org

Sincerely,



Genevieve Lucas-Conwell
Executive Director
Coalition of Homeless Services Providers CA-506 Continuum of Care Lead

STATE CAPITOL
P.O. BOX 942849
SACRAMENTO, CA 94249-0029
(916) 319-2029
FAX (916) 319-2129

Assembly
California Legislature

ROBERT RIVAS
ASSEMBLYMEMBER, TWENTY-NINTH DISTRICT

February 21, 2023

Roxanne Wilson
Monterey County Homeless Services Director
County Administrative Office
168 West Alisal Street, 3rd Floor
Salinas, CA 93901

Re: Support for Encampment Resolution Fund Round 2R (ERF-2R) for Pajaro River Collaborative Project

Dear Director Wilson:

I write share to share my support for the application Monterey County is submitting to the State of California Interagency Council on Homelessness (CA-ICH) for the Encampment Resolution Funding Program Round 2R (ERF-2R).

This innovative and collaborative proposal will resolve a long-standing encampment on the Pajaro River straddling the boundary between Monterey and Santa Cruz Counties in an environmentally sensitive levee system. The two counties, City of Watsonville, Pajaro Regional Flood Management Joint Powers Authority (PRFMA), two Continuum of Care (CoC) entities, a Medi-Cal Managed Care Plan, non-profit organizations and a faith-based community have all joined together to support the development of the proposed ERF project and its future implementation. The project has the potential to serve as a statewide model of the value of cross-jurisdictional collaboration to address homelessness.

The requested ERF-2 funding for this project will be invaluable in helping a highly vulnerable group of unhoused individuals to secure the services and supports they need to end their experience of homelessness. The project encompasses outreach and other services, interim and permanent housing. A key feature will be the development of a new, 35-bed low-barrier non-congregate interim housing project in the City of Watsonville. This interim housing project will significantly expand infrastructure to address homelessness in a historically under-resourced area of Santa Cruz County.

Thank you for your time and thoughtful consideration in this matter. If your office has any questions or concerns, please do not hesitate to reach out to me at (831) 759-8676.

Printed on Recycled Paper

Sincerely,

ROBERT RIVAS
Assemblymember, District 29
State of California

City of Watsonville

"A Community of Opportunities"

February 21, 2023

Roxanne Wilson
Monterey County Homeless Services Director
710 Old Stage Rd.
Salinas, CA 93908

Re: Support for Encampment Resolution Fund Round 2R (ERF-2$) for Pajaro River Collaborative Project

Dear Roxanne:

The City of Watsonville is highly supportive of the application Monterey County is submitting to the State of California Interagency Council on Homelessness (CA-ICH) for the Encampment Resolution Funding Program Round 2R (ERF-2R). We are delighted to be a part of this highly collaborative proposal to resolve the identified encampment on the Pajaro River, which straddles the boundary between Monterey and Santa Cruz Counties, in very close proximity to our city. The City of Watsonville, the two counties, the Pajaro Regional Flood Management Joint Powers Authority (PRFMA), two Continuum of Care (COC) entities, a Medi-Cal Managed Care Plan and a faith-based community came together to support the development of the proposed ERF project and its future implementation. The project has the potential to serve as a statewide model of the value of cross-jurisdictional collaboration to address homelessness.

A critical element of the proposed project will be the development of a new interim housing project on land within the City of Watsonville that is owned by the Westview Presbyterian Church. We will support this transformational project through the permitting process and will work with both Counties to provide the needed in-kind services.

The requested ERF-2 funding for this project will be invaluable in helping a highly vulnerable group of unhoused individuals to secure the services and supports they need to transition to permanent housing. It will also allow the City of Watsonville and Santa Cruz County to build expanded infrastructure to address homelessness in a historically under-resourced area of the County.

I enthusiastically support this proposal and hope the State will look favorably on this request.

Sincerely,

René Mendez,
City Manager
City of Watsonville

831-768-3010
citymanager@cityofwatsonville.org
www.cityofwatsonville.org
Administration
275 Main Street, Suite 400
Watsonville, CA 95076

701 Ocean Street, Rm. 410
Santa Cruz, CA 95060
(831) 454-2807

February 16, 2023

Roxanne V. Wilson
Director, Monterey County Homeless Services
County Administrative Office
168 W. Alisal Street, 3rd Floor
Salinas, CA 93901

Subject: Letter of Support for County of Monterey's Encampment Resolution Funding Program Grant Application

Dear Ms. Wilson:

As the Executive Director of the Pajaro Regional Flood Management Agency (PRFMA), I am thrilled to partner with the County of Monterey, County of Santa Cruz, and City of Watsonville on the creation and submission of the 2023 Encampment Resolution Funding (ERF) program grant application.

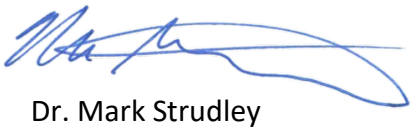
PRFMA is a joint powers authority representing five local jurisdictions: County of Monterey, County of Santa Cruz, City of Watsonville, Monterey County Water Resources Agency, and the Santa Cruz County Flood Control and Water Conservation District – Zone 7. PRFMA is responsible for overseeing the Pajaro River Flood Risk Management Project – a $400 million effort to reduce flood risk from the lower Pajaro River and Corralitos and Salsipuedes Creeks – which will provide 100-year flood protection to the City of Watsonville (Santa Cruz County) and the town of Pajaro (Monterey County). This project is in response to several major floods over the past 7 decades that caused millions of dollars in damages and loss of life. Because of the immediate threat to life, the river corridor does not offer a safe living or camping space for the unhoused, who are subject to mitigation actions designed to encourage the safe egress of occupants away from the river channel. However, these occupants typically return within weeks of the clean-up. It has always been clear that the lack of resources for these individuals ultimately led to their extensive histories of living unsheltered and within the river corridor.

In addition, the 2023 Atmospheric River Event that pummeled both counties demonstrated the heightened vulnerability of people dangerously camping along the riverbank and levee system, as the rain-swollen river came within inches of overtopping the levees.

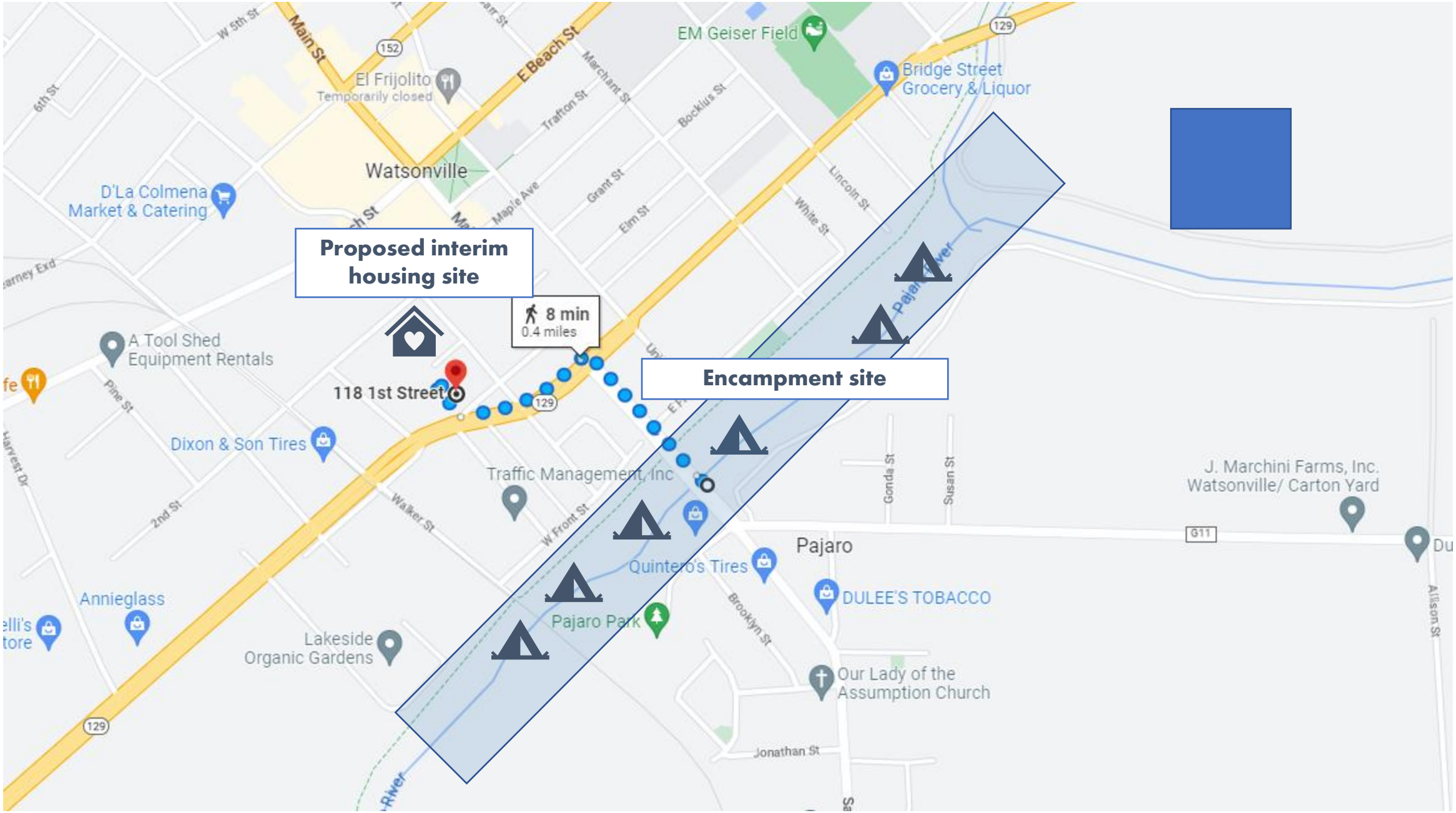
The Counties, City and PRFMA have been meeting since August 2022 to discuss strategies that would connect occupants of the river to housing prior to the

implementation of the Pajaro River Flood Risk Management Project and we believe the proposed ERF project will substantially meet the needs of the occupants. PRFMA is committed to this collaborative effort and will leverage our resources to restore the property back to its original state and intended use once occupants relocate to shelter and housing. Please feel free to contact me with any follow-up questions at mark.strudley@prfma.org.

Sincerely,



Dr. Mark Strudley
Executive Director


Proposed interim housing site
Encampment site
8 min
0.4 miles
118 1st Street
Watsonville
Pajaro
EM Geiser Field
Bridge Street Grocery & Liquor
El Frijolito
Temporarily closed
D'La Colmena Market & Catering
A Tool Shed Equipment Rentals
Dixon & Son Tires
Traffic Management, Inc
Quintero's Tires
DULEE'S TOBACCO
Pajaro Park
Annieglass
Lakeside Organic Gardens
Our Lady of the Assumption Church
J. Marchini Farms, Inc. Watsonville/ Carton Yard
Main St
E Beach St
Walker St
W Front St
Jonathan St
Brooklyn St
Pajaro River

ERF Budget Change Request Form

This budget change request was submitted on 4/9/2024 7:09 PM

Introduction

Please select from the list of jurisdictions
Monterey County

The selected jurisdiction is associated with the following ERF award(s). Select the award(s) for which you are submitting this budget change request:

ERF-2R award in the amount of $7,986,354.26
Yes

Please confirm the selections are accurate before proceeding in this form.

ERF-2R Budget Change Request

Answer all of the questions below. Reponses should be concise and provide specific details explaining any proposed changes to funding and/or project plans.

Generally, the effective date is the date this form is submitted, however, in unique circumstances Cal ICH will consider retroactivity.

What date are you requesting that the revised budget be effective?
4/9/2024

If you would like this date to be retroactive, please explain why.
N/A

Are you requesting an expedited review?
Yes

Please explain why.
The County of Monterey requests an expedited review of our budget modification request to meet Cal ICH fiscal deadlines to expend 50% and obligated 100% of ERF-2-R by June 30, 2024. In early March 2024, we learned the site chosen to build interim sheltering is in a floodplain zone and will require that we have the foundation raised by 3 feet to comply with FEMA floodplain zoning requirements to obtain a business permit to build an interim shelter. Upon approval of this budget modification, the County intends to move forward with executing contracts for the development and services of a low barrier non-congregate interim shelter with housing navigation and supportive services to meet the fiscal deadline before June 30, 2024, however, timing is crucial, and this is why we are requesting an expedited review.

Provide a proposed budget below.
BudgetModification_ERF-2-R Budget Template_Monterey County.xlsx

New Proposed Budget for ERF-2R funds by Eligible Use Category

Rapid Rehousing

Rapid rehousing, including housing identification services, rental subsidies, security deposits, incentives to landlords, and holding fees for eligible persons, housing search assistance, case management and facilitate access to other community-based services.

New Proposed Budget
$0.00

Previously Approved Budget
$0.00

Operating Subsidies

Operating subsidies in new and existing affordable or supportive housing units, emergency shelters, and navigation centers. Operating subsidies may include operating reserves.

New Proposed Budget
$0.00

Previously Approved Budget
$0.00

Street Outreach

Street outreach to assist eligible persons to access crisis services, interim housing options, and permanent housing and services.

New Proposed Budget
$0.00

Previously Approved Budget
$0.00

Services Coordination

Services coordination, which may include access to workforce, education, and training programs, or other services needed to improve and promote housing stability for eligible persons, as well as direct case management services being provided to persons.

New Proposed Budget
$0.00

Previously Approved Budget
$0.00

Systems Support

Systems support for activities that improve, strengthen, augment, complement, and/or are necessary to create regional partnerships and a homeless services and housing delivery system that resolves persons' experiences of unsheltered homelessness.

Delivery of Permanent Housing

Delivery of permanent housing and innovative housing solutions, such as unit conversions that are well suited for eligible persons.

Prevention and Shelter Diversion

Prevention and shelter diversion to permanent housing, including flexible forms of financial assistance, problem solving assistance, and other services to prevent people that have been placed into permanent housing from losing their housing and falling back into unsheltered homelessness. This category is only available

Interim Sheltering

Interim sheltering, limited to newly developed clinically enhanced congregate shelters, new or existing noncongregate shelters, and operations of existing navigation centers and shelters based on demonstrated need that are well suited for eligible persons.

		to serve people who were formerly residing in the prioritized ERF encampment site.	
New Proposed Budget $0.00	**New Proposed Budget** $0.00	**New Proposed Budget** $0.00	**New Proposed Budget** $7,606,051.68
Previously Approved Budget $0.00	**Previously Approved Budget** $0.00	**Previously Approved Budget** $0.00	**Previously Approved Budget** $7,606,051.68

Improvements to Existing Emergency Shelters	**Administrative Costs**
Improvements to existing emergency shelters to lower barriers, increase privacy, better address the needs of eligible persons, and improve outcomes and exits to permanent housing.	*Up to 5% of grant funds may be applied to administrative costs. Administrative costs incurred by the city, county, continuum of care, to administer its program allocation.*
New Proposed Budget $0.00	**New Proposed Budget** $380,302.58
Previously Approved Budget $0.00	**Previously Approved Budget** $380,302.58

Budget Change Request Total

Total New Proposed Budget
7,986,354.26

Total Previous Budget
7,986,354.26

Reason for the Request and Resulting Change

What prompted the need for this change?
The County of Monterey requests an ERF-2-R budget modification to increase expense categories for site development to address an unexpected requirement to raise the foundation of the interim sheltering site to comply with FEMA floodplain zoning rules. Given the recent flooding in the Pajaro river areas, and since there are no other sites nearby that are not in a floodplain zone, the County and its community partners for

this program have agreed to shift ERF-2-R funding from services and operations expense categories to the site development expense category. This change will increase and decrease line-item expense categories of the original budget, however, the eligible use category for interim sheltering will remain the same. The total new proposed budget amount will remain the same as the total previous budget.

At the program level, what will change if this budget change request is approved?

Programmatically, what will be eliminated, reduced, or augmented from the previously approved budget?
There will not be any programmatic changes eliminated, reduced or augmented as a result of this budget modification request.

Programmatically, what will be added, expanded, or augmented in the newly proposed budget?
There will not be any programmatic changes added, expanded or augmented as a result of this budget modification request.

Certify and Submit

Title
Management Analyst II

Name
Sarah Federico

Phone
(925) 330-8242

Email
federicos@co.monterey.ca.us

[Form.Introduction.JurisdictionAndContractSelection.PleaseSelectYourJurisdiction.JurisdictionSelection] certifies that all information included in this form is true and accurate to the best of their knowledge.
Yes

		ELIGIBLE USE CATEGORY	<5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL						ERF-2-R PROPOSED BUDGET	LEVERAGED FISCAL SUPPORT	2 SENTENCE DESCRIPTION
Guidance and Intended Use	*This budget template may be slightly modified to meet local needs. If awarded funding, this budget, once approved, will serve as your communitys official project budget. Any changes to this budget must be authorized through the change request process.* ***Prinicple** : Cal ICH should be able to navigate only your submitted budget and understand the general parameters of the proposal and how it may be funded.*	*Use dropdowns. See NOFA, III. A.*	*Enables Cal ICH to immediately understand the line item.*	*Enables Cal ICH to associate the line item with specific entities or parts of a proposal.*						*Only ERF-2-R Funds*	*Non ERF-2-R Funds That WILL be Used to Support this Proposal*	*Enables Cal ICH to better understand the line item, context, and / or other pertinent information related to the proposed line item.*
PERSONNEL COSTS						**SALARY**	**FTE**	**MONTHS**				
Outreach Worker		Street Outreach		Community Health Engagement (CHE)	S		0.50	24			$ 85,505.00	salary + .42 fringe + .20% indirect
Outreach Worker		Street Outreach		Community Health Engagement (CHE)	s		0.50	24			$ 85,505.00	salary + .42 fringe + .20% indirect
Outreach Coordinator		Street Outreach		Community Health Engagement (CHE)	s		0.50	24			$ 130,000.00	salary + .42 fringe + .20% indirect
Outreach Manager		Street Outreach		Community Health Engagement (CHE)	s		0.25	24			$ 78,655.00	salary + .42 fringe + .20% indirect
Outreach Program Director		Street Outreach		Community Health Engagement (CHE)	s			24			$ 29,520.00	salary + .42 fringe + .20% indirect
Director of Programs Impact		Interim Sheltering	Strategic Oversight	Coalition of Homeless Servcies Providers	s	105,955.20	0.15	24	$	34,252.05	$ 11,417.35	$50.94/hour x 2080 hours x 2 years plus fringe
Housing Programs Director		Interim Sheltering	Program Guidance and Planning	Coalition of Homeless Servcies Providers	s	114,400.00	0.25	24	$	61,638.14	$ 20,546.05	$55/hour x 2080 hours x 2 years plus fringe
Fuerza Shelter Operations Manager		Interim Sheltering	Daily Operations Management and Safety	Coalition of Homeless Servcies Providers	o	89,440.00	1.00	24	$	192,761.09	$ 64,253.70	$43/hour x 2080 hours x 2 years plus fringe
Billing Lead		Interim Sheltering	Billing and Reporting	Coalition of Homeless Servcies Providers	o	70,720.00	1.00	24	$	146,710.67	$ 48,903.56	$34/hour x 2080 hours x 2 years plus fringe
Case Manager 1		Interim Sheltering	Services Coordination	Coalition of Homeless Servcies Providers	s	58,240.00	1.00	24	$	102,048.80	$ 34,016.27	$28/hour x 2080 hours x 2 years plus fringe
Case Manager 2		Interim Sheltering	Services Coordination	Coalition of Homeless Servcies Providers	s	58,240.00	1.00	24	$	102,048.80	$ 34,016.27	$28/hour x 2080 hours x 2 years plus fringe
Housing Navigator		Interim Sheltering	Permanent Housing Navigation	Coalition of Homeless Servcies Providers	s	58,240.00	1.00	24	$	102,048.80	$ 34,016.27	$28/hour x 2080 hours x 2 years plus fringe
Advocate Lead Specialist 1 M-F 8a-5p		Interim Sheltering	Daily operations and participant safety	Coalition of Homeless Servcies Providers	o	54,080.00	1.00	24	$	90,383.59	$ 30,127.86	$26/hour x 2080 hours x 2 years plus fringe
Advocate Lead Specialist 2 M-F 4p-1a		Interim Sheltering	Daily operations and participant safety	Coalition of Homeless Servcies Providers	o	55,120.00	1.00	24	$	92,120.96	$ 30,706.99	$26.50/hour x 2080 hours x 2 years plus fringe
Advocate Specialist 3 M-F 4p-1a		Interim Sheltering	Daily operations and participant safety	Coalition of Homeless Servcies Providers	o	52,000.00	1.00	24	$	86,908.85	$ 28,969.62	$25/hour x 2080 hours x 2 years plus fringe
Advocate Lead Specialist 4 S &S 8a - 5 p		Interim Sheltering	Daily operations and participant safety	Coalition of Homeless Servcies Providers	o	55,120.00	0.40	24	$	34,277.57	$ 11,425.86	$26.50/hour x 2080 hours x 2 years plus fringe
Advocate Specialist 5 S &S 8a - 5 p		Interim Sheltering	Daily operations and participant safety	Coalition of Homeless Servcies Providers	o	52,000.00	0.40	24	$	32,338.18	$ 10,779.39	$25/hour x 2080 hours x 2 years plus fringe
Advocate Lead Specialist 6 S &S 4p-1a		Interim Sheltering	Daily operations and participant safety	Coalition of Homeless Servcies Providers	o	55,120.00	0.40	24	$	34,277.57	$ 11,425.86	$26.50/hour x 2080 hours x 2 years plus fringe
Advocate Specialist 7 S &S 4p-1a		Interim Sheltering	Daily operations and participant safety	Coalition of Homeless Servcies Providers	o	52,000.00	0.40	24	$	32,338.18	$ 10,779.39	$25/hour x 2080 hours x 2 years plus fringe
Advocate Specialist Lead 8 M-F Graveyard Shift		Interim Sheltering	Daily operations and participant safety	Coalition of Homeless Servcies Providers	o	56,160.00	1.00	24	$	93,858.34	$ 31,286.11	$27/hour x 2080 hours x 2 years plus fringe
Advocate Lead Graveyard Weekend		Interim Sheltering	Daily operations and participant safety	Coalition of Homeless Servcies Providers	o	56,160.00	0.40	24	$	34,924.03	$ 11,641.34	$27/hour x 2080 hours x 2 years plus fringe
Staff Contingencies		Interim Sheltering	Overtime, bonues, uniforms, etc.	Coalition of Homeless Servcies Providers	o	0.00	0.00	24	$	75,104.83	$ -	Staff Contingencies
								SUBTOTAL	**$**	**1,348,040.45**	$ 833,496.87	
NON-PERSONNEL COSTS						**UNIT**	**RATE**	**TIME**				
		Street Outreach	Outreach and Engagement	Community Health Engagement (CHE)	o	2	$ 34,975.00	annual	$	-	$ 69,950.00	Mileage, bus vouchers, uniforms, supplies
		Interim Sheltering	Site Development (Units, Design, Consultants)	DignityMoves		1	$ 5,034,591.00	one-time	$	5,034,591.00		Development of 34 low-barrier, non-congregate, interim housing units.
		Interim Sheltering	HMIS Licenses	Housing for Health Partnership		15.00	$ 560.00	annual			$ 16,800.00	Santa Cruz County HMIS Licensing
		Interim Sheltering	Rent	Coalition of Homeless Servcies Providers	o	1,300.00	$ 24.00	monthly	$	31,668.00		Site monthly rent to property owner (Church)
		Interim Sheltering	Utilities	Coalition of Homeless Servcies Providers	o	2	$ 37,582.50	annual	$	75,165.00	$ 75,165.00	
		Interim Sheltering	Pest Control	Coalition of Homeless Servcies Providers	o	2	$ 4,375.00	annual	$	8,750.00		
		Interim Sheltering	Surveillance	Coalition of Homeless Servcies Providers	o	2	$ 10,500.00	annual	$	21,000.00		
		Interim Sheltering	Liability Insurance	Coalition of Homeless Servcies Providers	o	2	$ 10,000.00	annual	$	20,000.00		
		Interim Sheltering	Property Insurance	Coalition of Homeless Servcies Providers	o	2	$ 3,000.00	annual	$	6,000.00		
		Interim Sheltering	Client Pet Services	Coalition of Homeless Servcies Providers	s	2	$ 7,000.00	annual	$	14,000.00		
		Interim Sheltering	Vendors/Contractors for Food	Coalition of Homeless Servcies Providers	s	2	$ 229,125.00	annual	$	58,250.00	$ 400,000.00	365 days x 2 years x 2 meals a day x 40 ppl (including staff) x $10 per diem)
		Interim Sheltering	Security Contracting	Coalition of Homeless Servcies Providers	o	2	$ 97,650.00	annual	$	195,300.00		Services, Equipment and installation
		Interim Sheltering	Janitorial Contracting	Coalition of Homeless Servcies Providers	o	2	$ 38,220.00	annual	$	76,440.00		
		Interim Sheltering	Maintenance Contract	Coalition of Homeless Servcies Providers	o	2	$ 10,937.50	annual	$	21,875.00		
		Interim Sheltering	Phone/Online services	Coalition of Homeless Servcies Providers	o	2	$ 35,700.00	annual	$	71,400.00		
		Interim Sheltering	IT/Consultant	Coalition of Homeless Servcies Providers	o	2	$ 8,750.00	annual	$	17,500.00		9 workstations + infrastructure, cabling & wiring
		Interim Sheltering	Employee Development/Training	Coalition of Homeless Servcies Providers	o	2	$ 12,500.00	annual	$	25,000.00		
		Interim Sheltering	Program Supplies	Coalition of Homeless Servcies Providers	o	2	$ 49,150.00	annual	$	-	$ 98,300.00	Bedbug heater, shower curtain rods, bedding, cones, AEDs, PPE supplies, shelving, janitorial equipment etc.
		Interim Sheltering	Program Furniture	Coalition of Homeless Servcies Providers	o	2	$ 11,427.79	annual	$	22,855.58		
		Interim Sheltering	Kitchen Equipment	Coalition of Homeless Servcies Providers	o	1	$ 8,500.00	one-time	$	8,500.00		microwave, toaster, refrigerator (no stove)

	Interim Sheltering	Office Supplies	Coalition of Homeless Servcies Providers	o	2	$ 18,500.00	annual	$ 37,000.00			Steri-clean 12,000; plumbing 24,000; locksmith 6,000
	Interim Sheltering	Printing	Coalition of Homeless Servcies Providers	o	2	$ 3,000.00	annual	$ 6,000.00			
	Interim Sheltering	Client Ancillary	Coalition of Homeless Servcies Providers	s	2	$ 18,000.00	annual	$ 36,000.00			
	Interim Sheltering	Client Incentives	Coalition of Homeless Servcies Providers	s	2	$ 8,750.00	annual	$ 17,500.00			Incentives for participating in services, achieving goals, assisting with project (i.e. leading meetings, keeping areas clean, etc)
	Rapid Rehousing	Flexible Rapid Re-Housing	Coalition of Homeless Servcies Providers	s	20.00	$ 12,000.00	annual		$ 240,000.00		Deposits, Landlord Incentives, Furniture, Application fees, **3-month subsidies,** vital documents, moving expenses, etc.
	Rapid Rehousing	Flexible Problem Solving Fund	Coalition of Homeless Servcies Providers	s	5.00	$ 2,000.00	annual		$ 10,000.00		
	Interim Sheltering	Mileage	Coalition of Homeless Servcies Providers	o	2	$ 8,510.65	annual	$ 8,510.65	$ 8,510.65		
	Interim Sheltering	Van	Coalition of Homeless Servcies Providers	o	2	$ 42,500.00	one-time	$ -	$ 85,000.00		Purchase of 2 vans for transportation.
	Interim Sheltering	Vehicle maintainence and operation	Coalition of Homeless Servcies Providers	o	2	$ 3,000.00	annual	$ 6,000.00			
	Interim Sheltering	Federal Indirect 13.5%	Coalition of Homeless Servcies Providers	o	2	$ 219,353.00	annual	$ 438,706.00			
							SUBTOTAL	**$ 6,258,011.23**	**$ 1,003,725.65**		
Subtotal - Administrative Costs								**380,302.58**			**5% administration fees**
TOTAL BUDGET								**$ 7,986,354.26**	**$ 1,837,222.52**		