

## **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 #2, 3/1/2023 - 4/30/2023

## Eligible Applicant

Select the eligible applicant's jurisdiction type.

County

What is the name of the city or county?

County of San Diego

## Implementing Organization

Implementing Organization

Department of Homeless Solutions and Equitable Communities

Specific Unit or Office Within the Implementing Organization

Office of Homeless Solutions

Implementing Organization's Address

1255 Imperial Avenue

City

San Diego

Zip Code

92101

County

San Diego

Implementing Organization's Tax ID

Number

95-6000934

## Project Director

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Title

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## **Contact Person for Application**

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## **Authorized Representative**

**Name**

Megan O'Dowd

**Title**

Program Coordinator

**⚠️ This Application uses character limits ⚠️**

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

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## **Part 2: PROPOSAL OVERVIEW**

### **People Served**

**Number of people currently residing in prioritized encampment site**

50

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

50

**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?**

75

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

64

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

56

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

No

### **Encampment Information**

**1. Briefly describe the characteristics of the people residing within the prioritized encampment site. The description must include demographics and may include household compositions, disabilities, and projected service and housing needs. (1500 character limit)**

The encampment is located within the South Bay region of San Diego County, encompassing the jurisdictions of the City of Chula Vista, City of National City, County of San Diego unincorporated areas and Caltrans. The site currently encompasses approximately 50 persons experiencing homelessness, with multiple individuals moving in and out of the State right-of-way. Due to the secluded and complex nature of

the location, demographics of the unsheltered individuals residing at the encampment entail the following characteristics: chronically homeless, single adults with a third reporting substance use, and 25% being justice-involved, either on parole or probation. This population is also disconnected to services with limited or no access to emergency housing solutions, healthcare services, transportation/mobility services and food resources as the encampment encompasses areas that are far from mainstream resources and the urban core.

Due to the vulnerability of the population and lack of access to resources, expeditiously connecting this population to critical and customized supports is essential, including, trauma-informed outreach and engagement, transportation, linkages to health supports, access to benefits, housing navigation, bridge and permanent housing, all of which are delivered in a housing-first and low-barrier manner that also includes housing stability supports and deposit assistance.

**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)**

As mentioned above, the encampment is located within the South Bay region of San Diego County, encompassing the jurisdictions of the City of Chula Vista, City of National City, County of San Diego unincorporated areas and Caltrans. The site currently encompasses approximately 50 persons experiencing homelessness, with multiple individuals moving in and out of the State right-of-way. This location entails terrain that is diverse and comprised of dense trees and bushes and active water flow; in addition, the location is vulnerable to flooding, fires, contaminated water, and drowning. This corridor has a significant number of encampment groupings, mainly comprised of one to four individuals, many residing together for safety and protection. Encampment structures vary from wooden built structures and camping tents, with some individuals parking illegally and residing in vehicles and recreational vehicles within the surrounding roads.

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

Prioritization of this encampment location is due to the significant public health and safety risks for those residing at the location, including those within the State right-of-way, and the environmental sensitivity of the area. This joint jurisdictional area is a dangerous location for human habitation, especially during flooding and fire events. Risks include drowning, cold weather-related illnesses, burns and structural damage from fires. There are also considerable risks to the emergency rescue teams that evacuate people who are stranded or trapped in flood waters and fleeing fires.

**Attachment: Map**

Plaza Bonita Map.pdf

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

Yes - partially

**Attachment: Caltrans Letter of Support**

Caltrans Letter of Support\_Bonita.pdf

## **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)**

The needs are diverse, and interventions must address a range of needs, challenges, and goals. To end homelessness for encampment residents, bridge and permanent housing will be matched with the right

level of supports and services to ensure those housing opportunities are stable and successful. These custom person-centered interventions will be provided where the encampments residents are, and include trauma-informed outreach and engagement, transportation, linkage to health supports, access to public benefits, access to flexible funding, bridge housing with case management and permanent housing delivered in a housing-first, low-barrier manner that includes housing stability supports, landlord engagement, deposit assistance and rental subsidies. These efforts will be funded via the grant and leverage existing efforts. To ensure the cross-jurisdictional area returns to its intended use once encampment residents move, sustained cleaning and sanitization efforts will take place.

**6. How will the applicant measure progress towards the proposal's outcomes? (1000 character limit)**

Proposed outcomes include the outreach and engagement of 75 unsheltered persons, placing 64 (85%) into interim housing and 56 (75%) into permanent housing. To ensure progress, all jurisdictions will work collaboratively to: establish short (3 months), mid-term (9 months) and long-term (12, 24, 36 months) goals with deliverables and deadlines; track progress on these deliverables and deadlines on a daily, weekly and monthly basis through a dashboard visual to all parties involved in the effort; and utilize a feedback mechanism to evaluate progress and alignment to ensure outcomes are being reached and efforts are aligned with person-centered and housing first approaches that best serve this highly vulnerable population. Feedback strategies will include individuals with lived experience including those being served through the grant, direct service and outreach providers, and partner agencies including other cities and stakeholders.

**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)**

No.

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

Standalone

## **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)**

The outreach and engagement, case management and service coordination strategies will include the utilization of staff that are experienced, well-trained, and empowered to connect participants in a timely manner to critical housing and services needed to end their homelessness. These critical supports include bridge and permanent housing, flexible funding, transportation, and other customized supports. Key daily and weekly efforts that will be employed and tracked, via the Homeless Management Information System (HMIS), by these essential staff include:

1. Management and utilization of a By Name List (BNL) encompassing all encampment residents to best scale resources, tailor interventions and track outcomes; the BNL will be updated at each individual engagement;
2. Maintaining a consistent presence within the encampment to build trust and rapport to foster more willingness to take the next steps to receive services and housing;
3. Access to specialized flexible funding to reduce barriers to housing, help expedite housing placements, increase housing stabilization, and fill critical gaps such as securing vital identification documents, transportation to medical appointments and/or viewing of available units, vehicle repair and pet-related needs;
4. Knowledge and utilization of diversion and problem-solving strategies to link participants to safe housing options such as reunification with family and shared housing opportunities; and,
5. Assistance with removal of possessions and mitigation of the environmental damage when they are willing to relocate.

The staff to participant ratio will be no more than 1:25 as reflected in the San Diego Continuum of Care Street Outreach Standards; these standards will be used to ensure approaches are uniform and consistent.

**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)**

HMIS and the Coordinated Entry System (CES) will be important components to the grant application efforts, facilitating linkages to permanent housing resources and services, including permanent supportive housing and rapid rehousing. Through this approach, outreach staff will coordinate necessary documentation to refer participants who are not already in CES to be added. When a match has been identified, staff will assist in locating the individual as well as organizing and arranging transportation and connection to the housing opportunity.

**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)**

Both the County of San Diego and City of Chula Vista currently administer effective and proven interim and permanent housing solutions for those experiencing homelessness including chronically homeless individuals. These grant funds will expand the County's capacity to serve those residing in the encampment area of the County and the City of National City, including those in State right-of-ways. The City of Chula Vista will leverage their current efforts to serve those within their jurisdiction. The interventions of both jurisdictions include bridge housing through hotel/motel stays and access to permanent housing subsidies (hotel/motels are utilized due to lack of shelter resources in the area).

Outreach staff would have the ability to do same day placements to those willing, into hotel/motels, and then begin the permanent housing process. All of these interventions include case management, housing navigation and flexible funding supports.

In addition, housing placement strategies will leverage and align with available opportunities through the regional CES. For individuals who may be ineligible for some housing options due to undocumented status, history of involvement with the criminal justice system, and those subject to registration requirements, customized and problem-solving efforts will be pursued to locate suitable and reasonable housing solutions.

**12. Describe how this proposal is tailored to meet the needs and preferences of people residing within the prioritized encampment. (1500 character limit)**

The grant program design embeds the voices of individuals with lived experience of homelessness to ensure all program efforts are client-centered, trauma-informed and low-barrier; and provides opportunities for on-going feedback from participants.

To ensure people experiencing homelessness are involved in the development and design of programs to create sustainable solutions, the County of San Diego contracted with the San Diego Housing Federation (SDHF). The SDHF serves as the collective voice through its Homeless Experienced Advocacy and Leadership Network to elevate the voices of those with lived experience in the local discourse on the topic of homeless solutions. In their work, they engaged with more than 55 individuals to solicit feedback on temporary and long-term housing solutions, needed service interventions and continuity in the feedback process which has provided guidance on the current program design. All components of the program are meeting individuals where they are by ensuring the program deliverables are customized to the needs of individuals (client-centered), set up to understand the role of trauma and its impact on participants (trauma-informed) and designed to eliminate as many barriers to housing as possible (low-barrier). The program will embed various opportunities for individuals with lived experience to provide on-going feedback throughout the term of the grant including but not limited to verbal feedback and survey/evaluation tools.

**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
Interim Sheltering: bridge housing - hotel/motel stays (County)	No	51	Set-aside for ERF-2-R	ERF-2 Funded	68
Interim Sheltering: bridge housing - hotel/motel stays (Chula	No	13	Neither	Leveraged	17



Vista)

Remain unsheltered	No	N/A	N/A	N/A	15
Delivery of Permanent Housing: rental assistance subsidy (County)	Yes	45	Set-aside for ERF-2-R	ERF-2 Funded	60
Delivery of Permanent Housing: rental assistance subsidy (Chula Vista)	Yes	11	Neither	Leveraged	15

## 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?
Interim Sheltering: Hotel/motel with case management and housing navigation	64 individuals	Funded by ERF-2-R and Leveraged
Permanent Housing: Rental Assistance Subsidy Housing Stability Case Management Services	56 individuals	Funded by ERF-2-R and Leveraged
Customized Supports: Flexible Funding, diversion, reunification	75 individuals	Leveraged

## Table 3: Strategies to Mitigate Displacement

Strategy	Is this Strategy Funded by ERF-2-R and / or Leveraged Funds?
Offer and provide an adequate supply of interim and permanent housing solutions	Both
Embed and leverage critical supports such as deposit and utility assistance	Both
Apply housing first and low barriers strategies to all interventions	Both

Ensure on-going and frequent engagement with individuals, providing custom supports and resources through the By Name List Both

Utilization of diversion and problem-solving strategies to link participants to safe housing options such as reunification with family and shared housing opportunities. Both

## Table 4: Strategies to Mitigate Returns to Unsheltered Homelessness

Strategy		Is this Strategy Funded by ERF-2-R and / or Leveraged Funds?
Housing stability services embedded in permanent housing	Both	Both
Link individuals to critical supports such as mental health counseling, health care, employment training, peer support counselors, recovery groups		Leveraged
Promote shared housing opportunities to encourage support systems and financial stability		Leveraged
Coordination across systems to immediate problem-solving and triage individuals that are at-risk of losing their housing		Both
Access to flex funding to provide intervention to resolve potential housing challenges		Both
Ensure housing resources are low-barrier and housing first, eliminating zero and high tolerance housing/rental policies		Leveraged

### 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)

This grant program will embed a number of strategies to mitigate the dynamic nature of encampments by ensuring timely clean-up measures to return the encampment location to its original intent, while respecting individuals still residing at the location. Strategies include ongoing and frequent outreach efforts to continuously connect with individuals experiencing homelessness, including those that remain and any new individuals locating to the site. This effort includes utilization of and updating the BNL as well as tracking participant outcomes and potential returns through the HMIS.

### 14. Describe how this proposal will support individuals with continued access to and / or the storage of their personal property. (1000 character limit)

Individuals residing in the encampment will have access to storage for personal property through an established County contract for flexible funding. This critical resource can provide a safe place to keep vital documents and belongings as they attend to essential needs, which may include connecting to housing opportunities, seeking employment, attending classes such as financial literacy, meeting with service providers, seeking medical care, or other activities like accessing cleaning or washing facilities.

### 15. Describe how this proposal will support individuals with service animals and/or pets. (1000 character limit)

Individuals residing in the encampment will have access to flexible funding intended to assist in engagement activities and support housing access and stability, including customized support for service/animals and pets. This will be facilitated through a County contract. Specific supports may include

but are not limited to pet-related license renewals, veterinarian fees, animal food, pet deposits for hotel, and rental units. In addition, the County's Department of Animal Services and the City of Chula Vista Animal Care Facility will be leveraged to provide support for animal/pet related needs.

## Budget and Resource Plan

**16. State the total amount of ERF-2-R funds requested.**

\$5,095,063.03

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

\$1,645,845.11

**18. Identify and describe these non-ERF-2-R resources. (1000 character limit)**

The non-ERF-2-R resources include leverages costs for outreach and case management staff, bridge housing, permanent housing, flexible funds and fringe benefits.

**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)**

This proposal is a prudent and effective use of funds relative to the number of persons to be served (75). Overall, the requested funding reflects the goal to permanently house and end each individual's homelessness via best practices and returning the encampment to its intended purpose.

To end homelessness for encampment residents, many of whom are chronically homeless, bridge and permanent housing will be matched with the right level of support and services to ensure those housing opportunities are stable and successful. These custom person-centered interventions will be provided where the encampments residents are, and will include trauma-informed outreach and engagement, transportation, linkage to health supports, access to public benefits, access to flexible funding, bridge and permanent housing with case management that will be delivered in a housing-first, low-barrier manner that includes housing stability supports, landlord engagement, deposit assistance and rental subsidies.

**Attachment: Standardized Budget**

ERF Standardized Budget\_Plaza Bonita.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 County of San Diego will implement and administer the grant through the Department of Homeless Solutions and Equitable Communities, Office of Homeless Solutions (HSEC-OHS). HSEC-OHS was established in July 2021 to centralize and support programs for those at-risk of or experiencing

homelessness across the region and to facilitate the implementation of the County’s strategic Framework for Ending Homelessness. HSEC-OHS works with other County departments in health, public safety, housing, and homeless service systems to establish housing and service delivery models that create and sustain impactful change. HSEC-OHS currently administers local, state, and federal grant funds, including but not limited to Homeless Housing, Assistance and Prevention rounds 1-4, Housing Disability Advocacy Program, and the American Rescue Plan Act. HSEC-OHS’ experience in applying for and administering a myriad of funds from various funding sources has allowed the team to establish strong expertise in grant writing, reporting, and fiscal oversight. A recent landscape analysis of funding for homelessness across the County programs identified resources in excess of \$1 billion.

HSEC-OHS will oversee program implementation, performance monitoring, reporting and be the fiscal agent. HSEC-OHS is the lead entity convening cities to develop the grant program and will establish a Memorandum of Agreement outlining roles and responsibilities through the grant program and beyond with partnering cities.

**Table 5: Key Staff**

<b>Title</b>	<b>Currently Filled Position?</b>	<b>FTE of Staffing for This Proposal</b>	<b>Funded by ERF-2-R and / or Leveraged Funds?</b>	<b>Brief Description of Duties</b>
Program Specialist II – County of San Diego	No	1	ERF-2-F	Supervision of Social Worker Staff, management of the By Name List, coordination with the City of San Diego and City Santee and contractors.
Social Worker III– County of San Diego	No	1	ERF-2-F	Outreach staff engaging with person in encampment, referrals to housing and services.
Social Worker III – County of San Diego	Yes	2	Leveraged	Outreach staff engaging with person in encampment, referrals to housing and services.
Program Coordinator – County of San Diego	Yes	.10	ERF-2-F	Oversight of program delivery, reporting, coordination with jurisdictions.

delivery,  
reporting,  
coordination  
with  
jurisdictions.

Administrative Analyst II – County of San Diego	Yes	.10	ERF-2-F	Contracting Officer Representative (COR) to ensure contractor outcome and performance.
Neighborhood Services Manager – City of National City	Yes	.10	ERF-2-F	Coordinate outreach and response efforts; participate in regional planning with partners.
Homelessness Services Manager – City of National City	Yes	.10	ERF-2-F	Coordinate outreach and response efforts; participate in regional planning with partners.
Code Conformance Officer – City of National City	Yes	.10	ERF-2-F	Coordinate encampment clean-up efforts following housing of encampment residents.
Administrative Assistant - City of National City	Yes	.10	ERF-2-F	Support the By Name List and other administrative tasks.
Outreach Staff – City of Chula Vista	Yes	1	Leveraged	Outreach staff engaging with person in encampment, referrals to housing and services.
Case Manager – City of Chula Vista	Yes	2	Leveraged	Provide case management to support individual participant needs.
Housing Navigator – City of Chula Vista	Yes	2	Leveraged	Provide housing navigation to secure housing units for participants.

**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)**

HSEC-OHS will oversee program implementation, performance monitoring, reporting, fiscal oversight, and the establishment of Memorandum of Agreement (MOA) to outline roles and responsibilities through the grant term.

The partners below are highly competent in managing complex projects and grant applications serving persons experiencing homelessness through local, state, and federal funding sources. Their expertise in this area has informed the strategies and oversight of this grant application and processes.

Roles and responsibilities:

- County of San Diego: Encampment outreach, By Name List Participation, administration of temporary and permanent housing, site clean-up, and flexible funding for critical expenses.
- City of Chula Vista: Encampment outreach, site clean-up, By Name List participation, and administration of temporary and permanent housing.
- City of National City: Encampment support, site clean-up, coordination of resources, and participation in the By Name List.
- Caltrans: Encampment support and coordination of resources.

**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)**

The County of San Diego, City of Chula Vista, City of National City, and Caltrans currently play an active role in the planning and design of approaches to resolve the encampment. This cross-jurisdictional team have been working cooperatively over multiple years to address this specific encampment. This work is currently taking place through convenings and planning meetings as well as ongoing coordinated outreach efforts. It is anticipated the MOA will be executed in the last quarter of 2023.

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

**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. Additionally, describe how you collaborated with Caltrans on your program design, implementation plans, and timeline. (1000 character limit)**

The County of San Diego, City of Chula Vista, City of National City and Caltrans all of whom have rights and/or control over designated portions of the encampment, have agreed to support and participate in the project. The County and City of Chula Vista will commit outreach staff to engage individuals within the encampment and provide linkages to both interim and permanent housing resources. Additional braided and ancillary resources available across jurisdictions include deposit and utility assistance, safe storage, and the Flexible Housing Pool which provides funding to expedite housing placements. The City of National City will be providing encampment support, coordination of resources and participation in the By Name List. To return the location to its original intent, all three jurisdictional entities will provide sustained and timely cleaning efforts.

## 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)**

In June 2021 and January 2023, County staff from HSEC-OHS engaged people experiencing homelessness through face-to-face interactions and a questionnaire, engaging with more than 450 individuals. The County also contracted with the San Diego Housing Federation to engage with more than 55 individuals to solicit feedback on temporary and long-term housing solutions, needed service interventions and continuity in the feedback process. Their work has provided guidance on the current program design. All components of the program are meeting individuals where they are, by ensuring the program deliverables are customized to the needs of individuals (client-centered), set up to understand the role of trauma and its impact on participants (trauma-informed) and designed to eliminate as many barriers to housing as possible (low-barrier). The program will embed various opportunities for individuals in the encampment to provide ongoing feedback.

**25. Briefly describe how the proposal exemplifies Housing First approaches as defined in Welfare and Institutions Code section 8255. (1000 character limit)**

The program design has embedded the evidence-based Housing First model, recognizing that all people, including those experiencing homelessness need a stable home to be able to address challenges and thrive. This design will ensure individual choice, connect people to housing as quickly as possible, while making services available on a voluntary basis. Both the interim and permanent housing resources will be low barrier, vary in duration depending on the household's needs, and include a variety of voluntary services to promote housing stability and well-being. Overall, the intent of the program will be to help people obtain housing quickly, increase self-sufficiency, and maintain housing.

**26. Briefly describe how this proposal will center an individual's choice and provide trauma informed services and supports. (1000 character limit)**

Outreach teams deploying to the encampment, as they do in their current efforts, will use person-centered and trauma-informed approaches to engage people, build trust cooperatively, determine what is needed to lower risk of dangerous or fatal outcomes and provide customized action planning. Staff will meet individuals where they are and adapt customized supports based on individual needs. These well-trained and resource-connected outreach staff implementing best practices will also provide respectful, compassionate, and empathetic engagement. If an individual is initially hesitant to accept services and/or housing opportunities, outreach staff will follow up and continue to build rapport to ensure the individual understands the primary goal is to connect them to appropriate housing support and resources.

**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)**

The project will operationalize harm reduction practices by ensuring non-judgmental, non-coercive delivery of services, utilization of motivational interviewing techniques to guide individuals toward achieving their goals and emphasizing the person, not a behavior. In addition, access to any component of the program will not be contingent on sobriety, criminal justice involvement, completion of treatment or participation in services. Any housing and service goals will be driven by the individual experiencing homelessness with the understanding that active drug and/or alcohol use and addiction is prevalent. The program will ensure written documents include trauma-informed wording and key program measures including quality of life and well-being outcomes.

**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)**

With the Plaza Bonita encampment being a dangerous place to live, the efforts through this proposal will seek to prevent harm for those residing at the site by providing same day housing solutions, into interim hotels with case management, to remove individuals from the site. Thereafter, the individuals will move into permanent housing with housing stability case management supports to facilitate long-term resolution so there is not a return to the location. In addition, outreach staff will educate those residing at the location, at first not willing to take housing, about safety planning and harm prevention.

**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)**

The County of San Diego Board approved Board Policy A-128: Comprehensive Homeless Policy which summarizes the County's response to homelessness and its alignment with the Framework For Ending Homelessness. This policy recognizes that poverty, inequitable economic opportunity, and trauma are among the most significant causes of homelessness; and that a comprehensive approach must embrace the economic, physical, and mental well-being of all San Diego County residents. The policy commits that the County will move away from outreach by law enforcement and focus on programs that emphasize and consolidate street outreach efforts to offer effective services that meet individual' needs and help them

avoid cycles of arrest and incarceration. The County will support public safety diversion and connections to services for issues caused by homelessness and regularly review policies and practices to avoid criminalizing homelessness.

**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, curbside waste removal and access to clean and available bathrooms. (1000 character limit)**

Within the encampment, individuals experiencing homelessness are living without direct access to toilet facilities, handwashing stations, showers, and clean drinking water. The outreach staff engaging with this population will provide hygiene kits that will include water, hand sanitizer, and an up-to-date resource guide with a list of available clean restrooms, shower locations and medical resources for healthcare needs. In addition, during outreach events, the City of Chula Vista will provide access to mobile showers and restrooms. Furthermore, cleaning and sanitation services including removal and disposal of trash and biohazardous waste will occur regularly. In addition, a second County contract will be leveraged for specialized funding and will provide customized assistance which may be utilized for laundry services, access to pay showers, first-aid kits, storage of belongings, and other sanitation needs.

**Accelerated Timeline**

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

Currently, a myriad of outreach staff engage with individuals residing within the encampment. This is being done through foot team deployments as well as coordinated multi-agency events where outreach teams canvas the area to engage individuals and connect them to supportive services. In these efforts, individuals obtain access and referrals to case management, photo identification, legal assistance, public benefits, mental health and substance abuse treatment, vaccines, primary care referrals, access to hygiene kits, transportation, and basic essentials. These multi-agency efforts consist of City of Chula Vista, City of National City, Caltrans, County departments such as Behavioral Health Services, Public Health Services, Self-Sufficiency Services, HSEC, as well non-profit providers including health clinics, shelter providers, Legal Aid Society, and entities such as the Department of Motor Vehicles and the San Diego Humane Society.

**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)**

In advance of receiving the grant funds, there are a variety of efforts that will take place to support those residing in the encampment. This includes utilizing and leveraging already established programming including outreach, cleaning and sanitation, as well as resource and referral to housing and services. To ensure swift program implementation, the County is currently in the process of formalizing and memorializing roles and responsibilities of each partner entity including the City of Chula Vista, City of National City, and Caltrans through a Memorandum of Agreement. Through this grant funding, currently contracted efforts for interim and permanent housing will be expanded, and as a result, HSEC-OHS will be engaging with a variety of entities to implement these efforts in a timely manner in the event the grant is awarded in advance.

**Table 6: Projected Milestones**

<p>Outreach to the people residing in the prioritized encampment site began / will begin in month _____.</p>	<p>This proposal will reach full operating capacity in month _____.</p>	<p>The first planned exit of a person or household from the prioritized encampment will occur in month _____.</p>	<p>The last planned exit of a person or household from the prioritized encampment will occur in month _____.</p>
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September 2023

January 2024

November 2023

September 2024

**Attachment: Standardized Timeline**

ERF-2-R Project Timeline Template\_Plaza Bonita.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**

Megan O'Dowd

**Title**

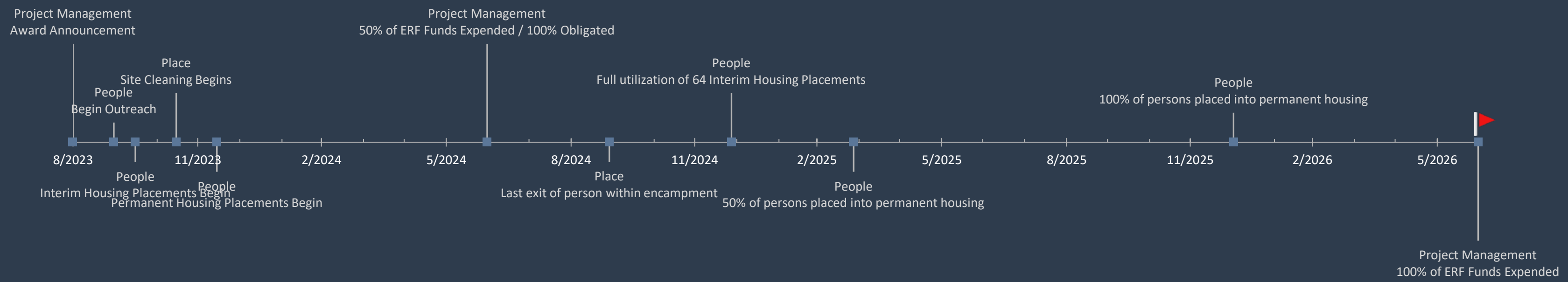
Program Coordinator

**Email**

megan.odowd@sdcounty.ca.gov

# ERF-2-R Project Timeline

# JURISDICTION



## Project Milestones

Date	Milestone	Category	Vertical Position	Additional Detail for Milestone
8/30/2023	Award Announcement	Project Management	50	
9/29/2023	Begin Outreach	People	10	
10/15/2023	Interim Housing Placements Begin	People	-10	
11/14/2023	Site Cleaning Begins	Place	25	
12/14/2023	Permanent Housing Placements Begin	People	-15	
<b>6/30/2024</b>	<b>50% of ERF Funds Expended / 100% Obligated</b>	<b>Project Management</b>	<b>50</b>	<b>Statutory Deadline for 50% of ERF funds to be spent and 100% Obligated</b>
9/28/2024	Last exit of person within encampment	Place	-10	
12/27/2024	Full utilization of 64 Interim Housing Placements	People	25	
3/27/2025	50% of persons placed into permanent housing	People	-15	
1/1/2026	100% of persons placed into permanent housing	People	15	
<b>6/30/2026</b>	<b>100% of ERF Funds Expended</b>	<b>Project Management</b>	<b>-50</b>	<b>Statutory Deadline for 100% of ERF funds to be spent</b>

**PROJECT TIMELINE TIPS**

- Fill in the light blue cells to customize this template with your project's specific milestones.
- Insert entire rows to the Project Milestones table to add additional milestones.
- Column B should be a date
- Column C should be the milestone name- however your team refers to it.
- 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.
- Column E Indicates the *Vertical Position* of milestone markers in the Project Milestones table at the top of

	ELIGIBLE USE CATEGORY	<5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL				ERF-2-R PROPOSED BUDGET	LEVERAGED FISCAL SUPPORT	2 SENTENCE DESCRIPTION
				SALARY	FTE	MONTHS			
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 community's 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.	County of San Diego			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.
<b>PERSONNEL COSTS</b>									
	Street Outreach	Social Worker III	County of San Diego	66,788.80	1.00	33	\$ 183,669.20		Outreach staff engaging with persons in encampment, referrals to housing and services within the Riverbed areas of unincorporated Lakeside and Santee
	Services Coordination	Social Worker III	County of San Diego	66,788.80	2.00	33		\$ 628,111.93	Outreach staff engaging with persons in encampment, referrals to housing and services within the Riverbed areas of unincorporated Lakeside and Santee
	Street Outreach	Program Specialist II	County of San Diego	80,828.80	1.00	33	\$ 222,279.20		Supervision of Social Worker Staff, coordination of the By Name List, collaborate with the City of San Diego and City of Santee and contractors
	Street Outreach	Fringe Benefits: 30%	County of San Diego				\$ 121,784.52	\$ 166,398.25	Fringe benefits for three Social Workers and one Social Worker Supervisor
	Services Coordination	Administrative Analyst II	County of San Diego	80,600.00	0.10	33	\$ 22,165.00		Oversight of contract for interim (hotel) sheltering and rental subsidy
	Services Coordination	Program Coordinator	County of San Diego	117,540.80	0.10	33	\$ 32,323.72		Oversight of program delivery, reporting, coordination with jurisdictions
	Services Coordination	Fringe Benefits: 30%	County of San Diego				\$ 16,346.62	\$ 22,334.93	Fringe benefits for Program Coordinator and Administrative Analyst
	Services Coordination	Neighborhood Services Manager	City of National City	113,886.00	0.10	33	\$ 31,318.65		Coordinate outreach and response efforts; participate in regional planning with partners
	Services Coordination	Homelessness Services Coordinator	City of National City	88,416.00	0.10	33	\$ 24,314.40		Coordinate outreach and response efforts; participate in regional planning with partners
	Services Coordination	Code Conformance Officer I	City of National City	65,046.00	0.10	33	\$ 17,887.65		Coordinate encampment clean-up efforts following housing of encampment residents
	Services Coordination	Senior Office Assistant	City of National City	41,275	0.10	33	\$ 11,350.63		Support the By Name List and other administrative tasks
	Services Coordination	Fringe Benefits: 30%	City of National City				\$ 25,461.40		Fringe benefits for three Social Workers and one Social Worker Supervisor
<b>Subtotal - Personnel Costs</b>							\$ 708,900.98	\$ 816,845.11	
<b>NON-PERSONNEL COSTS</b>									
	Interim Sheltering	Interim housing (hotel/motel)	County of San Diego, Contractor	50	\$150	180 nights	\$ 1,350,000.00		Interim housing (hotel/motel), up to 6 months for 50 persons
	Delivery of Permanent Housing	Rental assistance subsidy	County of San Diego	45	\$1,500	24 months	1,620,000.00		Rental assistance subsidy for 45 households, up to 24 months
	Delivery of Permanent Housing	Security deposit assistance	County of San Diego, Contractor	45	\$3,000	As needed	\$ 135,000.00		Provide security deposit assistance for 45 households moving into permanent housing
	Services Coordination	Operating interim housing, rental subsidy and deposit assistance	County of San Diego, Contractor	95	\$9,312		\$ 884,640.00		Costs associated with contractor to administer interim housing (50 persons), rental assistance (45 persons)
	Delivery of Permanent Housing	Housing stability case management services	County of San Diego, Contractor	45	\$380	9 months	\$ 153,900.00		Provides housing stability case management services to 45 households placed in housing to ensure housing stability and retention; Critical Time Intervention model - 9 months of services
	Systems Support	Flexible Funding for Imminent Needs	County of San Diego, Contractor	200	\$1,000	As needed covering 33 months		\$ 200,000.00	Providing immediate flexible funding assistance to pay for critical expenses to reduce barriers to housing
	Street Outreach	Homeless Outreach Team	City of Chula Vista		\$200,000			\$ 200,000.00	Leverage cost for City of Chula Vista Homeless Outreach Team, through term of contract
	Interim Sheltering	Interim housing (hotel/motel)	City of Chula Vista	14	\$150	90 nights		\$ 189,000.00	Interim housing (hotel/motel), up to 3 months for 14 persons
	Rapid Rehousing	Rental assistance subsidy: Tenant Based Rental Assistance	City of Chula Vista	10	\$1,000	24		\$ 240,000.00	Rental assistance subsidy for 10 households, up to 24 months
<b>Subtotal - Non-Personnel Costs</b>							\$ 4,143,540.00	\$ 829,000.00	
<b>ADMINISTRATIVE COSTS</b>									
	Administrative Costs	Grant Management	County of San Diego			5%	\$ 242,622.05		Program administration efforts
<b>Subtotal - Administrative Costs</b>							\$ 242,622.05		
<b>TOTAL BUDGET</b>							\$ 5,095,063.03	\$ 1,645,845.11	

## California Department of Transportation

April 28, 2023



To: California Business, Consumer Services and Housing Agency

Subject: County of San Diego Encampment Resolution Funding Letter of Support

To Whom It May Concern:

The California Department of Transportation (Caltrans) District 11 is supportive of and committed to the County of San Diego for their proposal of the Encampment Resolution Funding Request (ERF). San Diego County has been providing services such as outreach, general relief, Cal-fresh, emergency shelters, permanent housing, COVID and flu vaccinations along State Routes 005, 008, 015, 052, 054, 067, 076, 078, 094, 805 for the last 22 months. We know they are committed to the region and have shown their willingness in partnering to improve the accessibility of those most in need by providing housing and other resources.

Caltrans supports ERF funding for the County of San Diego for the following reasons:

- San Diego County has been collaborating with Caltrans to submit a plan and timeline that includes vouchers and permanent housing options to unsheltered individuals on state right with the intention to break the cycle of homelessness.
- The County of San Diego has been committed to Caltrans and has offered services to unsheltered individuals on state right of way more than 275 times since May 2021.
- The funding is needed along Sweetwater River, Sweetwater Regional Park and 805/54 Highway junction to resolve critical encampment concerns and transition individuals into safe and stable housing.
- Caltrans has been involved in multiple meetings with San Diego County to answer questions, provide information and collaborate to develop a proposal that results in substantial solutions for people sheltering on the state Right of Way.
- Caltrans will only act on encampment sites in the proposal in collaboration with and with at least two weeks-notice to the County of San Diego and partnering agencies (unless critical circumstances exist when an encampment poses an imminent threat to life, health, safety, or infrastructure and must be immediately addressed).

Caltrans District 11 is eager to be part of the San Diego County partnership so we can strengthen and expand the resources to connect homeless with new opportunities in the community.

Sincerely,

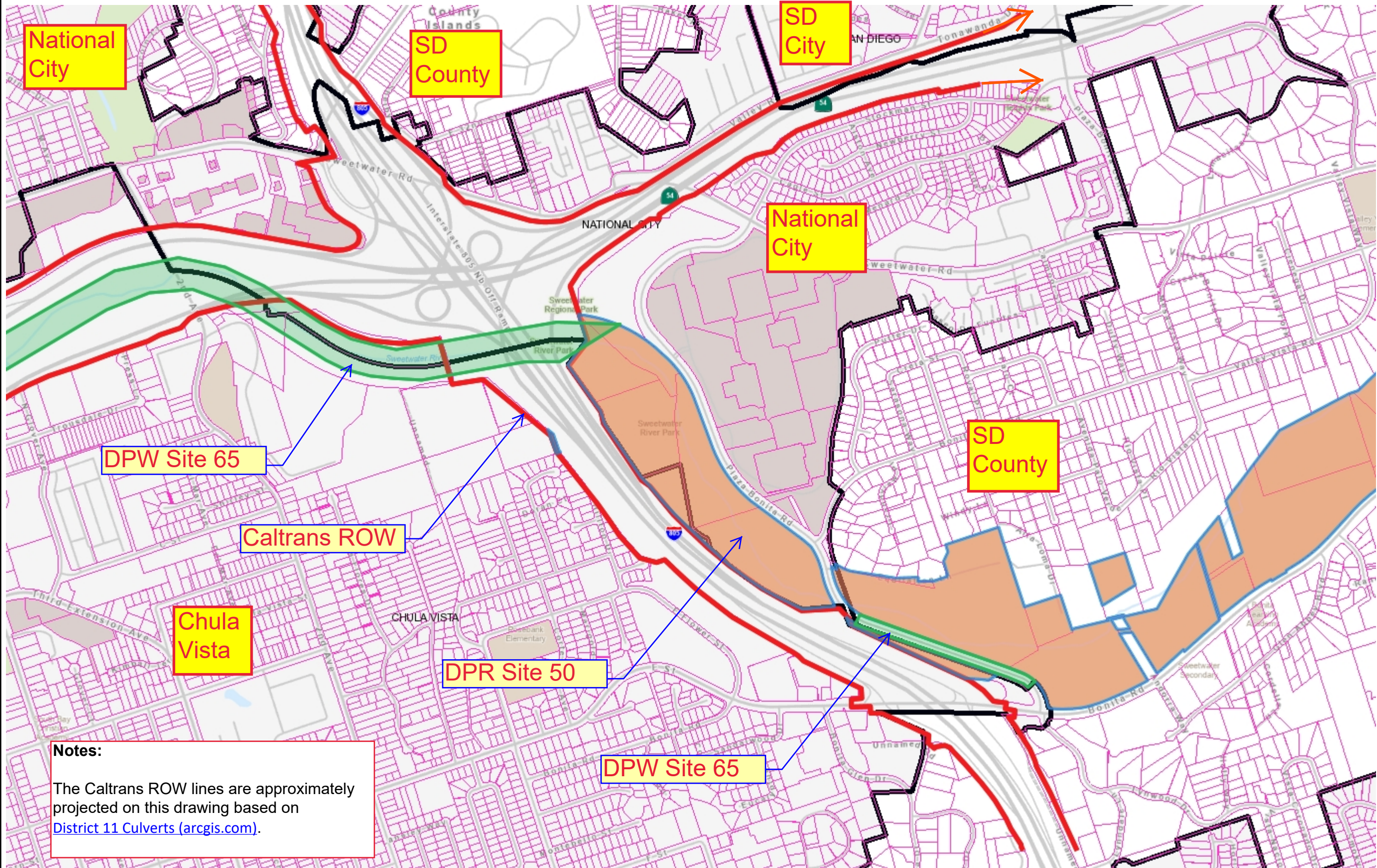
A handwritten signature in black ink that reads 'J. Shawn Rizzutto'.

04/28/2023

J. SHAWN RIZZUTTO  
Maintenance District Division Chief  
Caltrans District 11  
<shawn.j.rizzutto@dot.ca.gov>  
(760) 594-2032



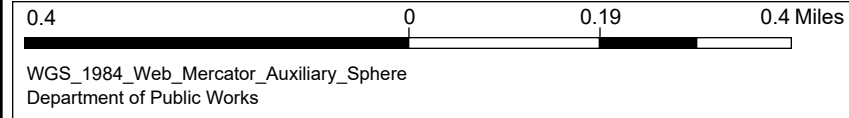
### Plaza Bonita- DPW Site 65-DPR Site 50 VS Caltrans ROW



**Legend**

- Parcels with no labels
- Municipal Boundary

**Notes:**  
The Caltrans ROW lines are approximately projected on this drawing based on [District 11 Culverts \(arcgis.com\)](http://arcgis.com).



This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable.  
**THIS MAP IS NOT TO BE USED FOR NAVIGATION**

1: 12,000

**Notes**