



# California Interagency Council on Homelessness

## ERF-3-R, Application

### Part 1 (A): ADMINISTRATIVE INFORMATION

#### Application Window

- Window #1, 11/3/2023 - 1/31/2024  
 Window #2, 2/1/2024 - 4/30/2024  
 Window #3, 5/1/2024 - 6/30/2024

*Applications received after 5:00 p.m. on the last day of the application window will be reviewed and evaluated during the following application window. **Note, applications submitted after 5:00 p.m. on 6/30/2024 will not be reviewed.***

#### Eligible Applicant

Select the eligible applicant's jurisdiction type.

- CoC  City  County

What is the name of the city or county?

City of Santa Cruz

### Part 1 (B) Contracting Information

Complete all elements of the below section. This information is required for contracting should this application be chosen for award.

#### Contractor Information

Contractor Name (the legal entity entering into contract with the State)

City of Santa Cruz

What is the Federal Employer Identification Number (FEIN # or tax id number) for the contractor?

94-6000427

Tax ID Form

City of SC Tax Form.pdf

Governmental entities will need to submit a GovTIN Tax Form, and Non-governmental entities will need to submit a STD 204 Tax Form. Links to each are below:

GovTIN: [Taxpayer ID Form \(ca.gov\)](#)

STD 204: [STD 204 - Payee Data Record \(ca.gov\)](#)

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

### Primary Contact

<input type="text" value="Larry"/>	<input type="text" value="Imwalle"/>
First	Last

*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

### Job title

<input type="text" value="Homelessness Response Manager"/>
job title

### Email

<input type="text" value="limwalle@santacruzca.gov"/>
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### Phone

<input type="text" value="(831) 420-5405"/>
---

*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

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### Secondary Contact

<input type="text" value="Megan"/>	<input type="text" value="Bunch"/>
First	Last

### Job title

<input type="text" value="Homeless Services Coordinator"/>
job title

### Email

<input type="text" value="mbunch@santacruzca.gov"/>
---

### Phone

<input type="text" value="(831) 420-5093"/>
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*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

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### Contact Person for Reporting

<input type="text" value="Gina"/>	<input type="text" value="Liebig"/>
First	Last

### Job title

Principal Management Analyst

job title

**Email**

gliebig@santacruzca.gov

**Phone**

(831) 420-5044

*This contact will ONLY receive grant reporting correspondence (inclusive of guidance, report releases/reminders, report follow-ups).*

**Authorized Representative**

Matt

First

Huffaker

Last

**Job title**

City Manager

job title

**Email**

mhuffaker@santacruzca.gov

**Phone**

(831) 420-5010

*The Authorized Representative has authority to contract on behalf of the eligible applicant*

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

**Address**

809 Center St.

Address Line 1

Address Line 2

Santa Cruz

City

California

State

95060

Zip Code

**Attention to (if applicable):**

**⚠️ This Application uses character limits ⚠️**

**Reaching these limits is not required, however competitive responses will address all parts of each**

# question asked.

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## **Part 2: PROPOSAL OVERVIEW**

### **Guidance:**

In completing this application, applicants must identify the specific encampment that will be prioritized for resolution.

If an applicant proposes to prioritize a large, noncontiguous, or multiple site(s), the encampments may only be addressed through a single application if: (a) the justification for prioritizing the encampments is the same, **and** (b) the demographics and service needs of the residents of the encampments is sufficiently the same that, (c) the same set of services, and service providers, including outreach, interim and permanent housing programs, will be used to resolve the identified people's experience of homelessness in encampments.

*Applicant must prepare a separate application for each encampment that does not meet the requirements of (a) – (c).*

### **Proposal Summary**

**Summarize the proposed Encampment Resolution Fund (ERF) project, including an overview of all key components and/or phases of the project that will be funded in whole or in part with ERF-3-R resources. (1500-character limit)**

This proposed project will address the Coral Street and Harvey West encampments in the City of Santa Cruz, very close to the housing and services campus operated by Housing Matters, a key partner of both the City, County and CoC and one of the largest organizations in the community serving people experiencing homelessness. Over the past two years, the City has adopted a Homelessness Response Action Plan (HRAP), invested significant resources in a Homelessness Response Team (HRT), and opened tent-based shelter facilities at the City Overlook (Armory) and 1220 River Street sites. As a next phase in the City's efforts, this ERF 3 grant will support a planned transition of the City's focus to the Housing Matters campus, which already provides robust day services as well as interim housing. The requested funds will allow both Housing Matters and the City to expand outreach and housing connection staff to specifically target the prioritized encampment, as well as adding 20 new non-congregate modular shelter units at the campus. The proposal leverages a range of permanent housing resources, including 13 new PSH vouchers through a 2023 award of CoC Unsheltered NOFO funding, turnover of existing PSH units filled through Coordinated Entry, and new units in the pipeline that the City is developing. The proposal also leverages significant services funding, including CalAIM (MediCal) funds that will support the additional housing connector staff.

## People Served

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

50

#

**Potential inflow of people into the prioritized encampment site during the grant term.**

5

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

55

#

**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?**

55

#

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

40

#

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

30

#

*This should include both people who transition directly into permanent housing **and** people who may first transition into interim housing.*

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

Yes  No

## Encampment Information

**1. Briefly describe the characteristics of the people residing within the prioritized encampment site,**

**including demographics, household compositions, disabilities, and projected service and housing needs. Include how this information was gathered. (1500-character limit)**

The encampment site is currently estimated to have about 50 individuals. Data on their demographics and needs has been developed based on an extensive survey by the City of Santa Cruz's Homelessness Response Team in December 2023 and January 2024. There were 53 survey respondents, of whom 20 were staying in Coral Street/Harvey West encampment. The encampment residents are estimated to be about 66% were male and 34% female. The majority, 57%, are between the ages of 41-60 years. Racial identification is 55% Caucasian, 13% Hispanic, 11% Native American, and 21% other or did not answer. Many have been experiencing homelessness for a long time and have behavioral health challenges. Some were formerly staying in the Pogonip and Benchlands encampment which were cleared in 2022 and 2023; they have previously been offered interim housing and services but have not accepted. A scan of County data shows that many have multi-system involvement – they are connected to existing systems but currently their care is poorly coordinated. When asked about their service needs, most indicated that their greatest challenges involve identifying and navigating to needed services. Most indicated they would be open to interim housing as long as there was sufficient privacy (i.e. not congregate settings). The most important services they wanted to have at a shelter program were onsite hygiene, medical/dental services, storage, case management, housing navigation and mental health services.

*If this proposal seeks to serve a particular target population, specify and describe.*

**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 encampment is located along Coral St. and Harvey West Blvd. in the City of Santa Cruz along three contiguous blocks in a mixed use (industrial and residential) neighborhood north and west of the intersection of State Highways 1 and 9. The encampment is not located in a CalTrans right of way, but one end of the encampment is immediately adjacent, and at times the encampments in this area have encroached onto the state right of ways along Highway 1. The encampment consists of tents and hand-built structures situated on the sidewalks and curbs in the right of way of the city streets, in the park, and on private properties in the industrial parcels along these blocks. The Housing Matters services campus is adjacent to the Coral Street end of the encampment. Many additional people experiencing homelessness frequent the encampment space during the day as they access services at Housing Matters.

**3. Why is this encampment site being prioritized? Applicant should identify any distinguishing needs and/or vulnerabilities of the people living in this encampment and/or any health, safety, or other concerns that led the applicant to prioritize this site over other encampments. (1000-character limit)**

This site is presently the largest encampment in the City of Santa Cruz and the only remaining one of its size. This area is being prioritized due to the high services needs and vulnerability of these residents, their behavioral health conditions, and their very long histories of homelessness. There are also a range of safety hazards at this site. The location of the encampment along and at times encroaching into the Highway 1 right of way creates safety concerns due to the commercial traffic going through the area. There is also significant drug use (and drug dealing) in the area, and Housing Matters, Homeless Persons Health Project, and Santa Cruz public safety teams are responding to a considerable number of overdoses related to fentanyl. There are sometimes multiple 911 calls per day responding to people in this encampment. The residents also generate a very large quantity of trash and debris which poses a health hazard for themselves and the surrounding community.

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

**Attachment: Map**

Map HWCoralEncampment 01\_28\_2024.pdf

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

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

No  Yes - partially  Yes - entirely

## **Proposal’s Outcomes**

**5. What outcomes does this proposal seek to accomplish by 6/30/2027? Outcomes should be specific, measurable, attainable, relevant, and time-bound (SMART). (1000-character limit)**

1. Of the 55 encampment residents served over the course of the ERF grant period, 40 (73%) will secure interim housing.
2. Of the 55 encampment residents served over the course of the ERF grant period, 30 (55%) will secure permanent housing.
3. Of the 55 encampment residents served over the course of the ERF grant period, 50 will receive housing connector and housing navigation services (91%).

**6. What are the primary activities the applicant will implement to achieve each of the proposal’s outcomes? (1000-character limit)**

1. Interim Housing. The ERF funds will support the creation of 20 new units of non-congregate modular shelter at the Housing Matters campus, which are estimated to serve 25 individuals over the course of the grant period. Another 15 individuals will secure interim housing in existing programs, including the City's Overlook (Armory) and 1220 River Street and the Housing Matters shelter on their campus.
2. Permanent Housing. Encampment residents will be connected to both existing and new permanent housing resources through Coordinated Entry and other pathways.
3. Housing Connection/Housing Navigation: Through this proposal, Housing Matters will hire 2.0 FTE Housing Connectors who will be dedicated to doing housing-focused outreach to all encampment residents. These connectors will provide housing-problem solving, CE assessments, and flexible support to help residents transition to permanent housing. These positions are matched with CalAIM funding (40% of each position).

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

The Homeless Management Information System (HMIS) will be the primary data system used to measure the City's progress towards the proposal's outcomes. All existing interim housing beds in the system, as well as the proposed new 20 non-congregate units, enter all participants into HMIS. This system can be used to track whether participants access shelter and whether they exit to permanent housing destinations. Housing Matters also entered outreach contacts into HMIS and will continue to do so with the addition of the 2.0 new Housing Connectors. The City's HRT also enters outreach data into HMIS. This data will be used to understand whether the encampment residents are receiving housing connection and other service connections while they are still unsheltered.

**8. Are there any local ordinances, resources, or other factors that may hinder achieving the proposal's outcomes? If so, how will the applicant navigate these challenges? (1000-character limit)**

There are no local ordinances that would hinder the achievement of the proposal outcomes. The City of Santa Cruz is a pro-housing designated jurisdiction with an approved Housing Element that has met all its RHNA targets. The primary challenge facing the City of Santa Cruz, like all communities in California, is creating enough affordable and supportive housing capacity to house everyone who is experiencing homelessness in the community.

**9. Does this proposal fund a standalone project, or is the proposed project one component of a larger initiative?**

Standalone  Larger initiative

## Centering People

**10. Describe how the perspectives of people with lived experience of homelessness meaningfully contributed to the content of this proposal? How will people with lived experience be part of the implementation of this ERF project? If individuals living in the encampment site were included in the development of this proposal, describe how their input was obtained and how that input shaped the proposal. (1000-character limit)**



The City of Santa Cruz's Homelessness Response Team (HRT), Santa Cruz County Homeless Persons Health Partnership (HPHP) and Housing Matters outreach workers (housing connectors) have all conducted extensive engagement with people living in the prioritized encampment to understand their service needs and to ask for their input on what an effective program design would look like to them. Encampment residents have consistently shared that one of their most common challenges is not knowing how to obtain services and/or having difficulty accessing services and needing better and more coordinated service navigation. Most have also indicated that the primary feature they would need in a shelter program is to have private space and not be in a congregate, dormitory-like setting. This feedback has shaped the design of this proposed project by: (1) including service navigation and housing connections as one of the main proposed activities; and (2) expanding the supply of non-congregate shelter.

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

The City of Santa Cruz, Santa Cruz County and the CoC have all embraced a system-wide housing first orientation, emphasizing low barrier access to services, shelter and housing; ensuring that temporary interventions like outreach and shelter all focus on supporting participants on a pathway to housing; and developing a range of different permanent housing options.

Housing Matters, who will be operating many of the services and interim housing opportunities funded through this ERF project, is a housing-first oriented organization. Housing Matters believes that all people can be successful in housing regardless of how they present, behave, their histories or life experiences, or how receptive they are to services and assistance. They enroll participants who are experiencing homelessness without criteria for housing readiness, income, sobriety, engagement in mental health or other types of treatment. Services and housing are based on individual choice and provided on a voluntary basis.

**12. Describe how each of the following service delivery practices are incorporated into the outreach, interim shelter (if applicable), and permanent housing aspects of the proposed ERF project: (a) individual participant choice and (b) trauma informed care. (1000-character limit)**

The City of Santa Cruz, Santa Cruz County and the CoC have all adopted client choice as a key principle in the design of the homelessness response system. All people experiencing homelessness are offered choices in the services they access and choices are offered in interim and permanent housing, to the maximum extent possible given limited inventory. People are not penalized for turning down offers of shelter or housing that do not meet their needs. Housing Matters is committed to using Trauma Informed Care (TIC) in all its programs and offers all staff new and refresher training each year. Staff are trained to recognize how a person's behavior is affected by the experiences they have lived. Agreements (rules) in programs and on campus, and responses to participant behavior, are guided by TIC. Staff use person-centered language as part of TIC and case management interventions are delivered via TIC approaches.

**13. Describe how harm reduction principles will be incorporated into the outreach, interim housing (if applicable), and permanent housing aspects of this ERF project. (1000-character limit)**

Many of the residents of the prioritized encampment have substance abuse disorders and some also have co-occurring mental health conditions. Street Medicine and Housing Matters are routinely responding to overdoses among the residents. It will be critical that outreach, engagement and interim housing components of the proposed project all operate in a harm reduction approach. Housing Matters is a harm-reduction oriented agency. They do not require any program participants to abstain from substances nor mandate treatment or recovery, but they do work with participants to set and work towards personal health goals. They also provide health education, tools such as sharps containers, and connect programs providing supplies for safer drug use. The County's Homeless Persons Health Project (HPHP) clinic, located on the Housing Matters campus, also provides education and supplies for harm reduction. HPHP has piloted a safe syringe program focusing on the Coral Street end of the encampment.

**14. Describe the services that will be provided to improve people's health, dignity, and safety while they continue to reside within the prioritized encampment site. (1000-character limit)**

The City of Santa Cruz will continue to provide regular trash pickup to maintain the site in a healthy condition. City Outreach Team, County's HPHP and Street Medicine and Housing Matters will continue to provide ongoing outreach, engagement and service connections to help improve the health, dignity and safety of the encampment residents, with a focus on making connections to the health and behavioral health systems. By adding 2.0 FTE new Housing Connectors who will focus exclusively on this encampment, the goal of the ERF project is to build trust and support individuals to being to engage with developing a housing plan that could include either interim housing and/or permanent housing. Connectors will conduct housing problem solving as well as working with each individual to get into the CE system if they have not already done so.

**15. Identify what controls are or will be in place to ensure that all ERF-3-R funded parties will not penalize homelessness. The term "penalize homelessness" means to impose, by a governmental unit, criminal or civil penalties on persons who are homeless in a manner that is related to those persons' engagement in necessary human activities, including sleeping, resting, and eating. (1000-character limit)**

The City of Santa Cruz and Santa Cruz County do not have any laws or ordinances in place that penalize people experiencing homelessness for any behaviors related to necessary human activity. The City and County respond as needed to emergencies in homeless encampments such as fires, flooding, medical emergencies (overdoses) or other emergent issues as they would for any neighborhood or person experiencing a crisis. Planned clean-up of encampment areas are only initiated when the City has determined there are health and safety factors that require mitigation of an encampment site.

**16. Describe how this proposal considers sanitation services for people residing in the prioritized encampment. This may include but is not limited to non-intrusive, curbside waste removal and access to clean and available bathrooms. (1000-character limit)**

The City of Santa Cruz currently provides trash removal services multiple times a week at the prioritized encampment. There are no bathrooms or washing stations at the encampment, but residents can go to the adjacent Housing Matters campus where there are extensive day services, including a recently expanded hygiene facility with showers and restrooms. The proposed new 20-unit modular shelter at the campus will also include expanded bathroom and shower facilities.

## Part 3: IMPLEMENTATION

### Core Service Delivery and Housing Strategies

**17. Describe the proposed outreach and engagement strategy, case management, and / or service coordination for people while they are continuing to reside within the encampment site. Quantify units of service to be delivered including the ratio of staff to people served, frequency of engagement, and length of service periods. (2000-character limit)**

At present there are no outreach resources dedicated specifically to the prioritized encampment, however, many countywide and citywide outreach teams are already conducting engagement and making service connections for the encampment residents. As previously noted, the County's Street Medicine team regularly visits. Day services staff from the Housing Matter campus (including the HPHP health clinic) also respond to situations in the encampment because it is right in front of their doors. Housing Matters has relationships with many people in the encampment who access day services (e.g. bathrooms, showers, WiFi, etc.) Housing Matters employs a full time Housing Connector who also serves the encampment, but that individual is also responsible for the whole of northern Santa Cruz county. The proposed ERF 3 budget includes funding for 2.0 new Housing Connectors who would be dedicated to this encampment. These positions will leverage CalAIM funding and will also be able to connect encampment residents with the health and behavioral health systems. The proposal also includes a 1.0 Case Manager for the 20 new interim housing units and 2.0 Housing Navigators to work with people from the encampment staying at the new interim housing or at other existing shelters (the City's shelters at the Armory and other Housing Matters shelters). A 1.0 Mental Health Specialist and 1.0 Substance Abuse Specialist are also included in the budget in recognition of the number of people in the encampment who have behavioral health challenges.

**18. Describe the role of Coordinated Entry in the context of this proposal and how Coordinated Entry policies or processes will support and / or hinder the implementation of this proposal. (1000-character limit)**

The Coordinated Entry System (CES) is managed by the Santa Cruz County Housing for a Healthy Santa Cruz (H4H) department on behalf of the Continuum of Care (CoC). Most of the housing resources that people in the prioritized encampment will access will flow through CES. The CE assessment and prioritization system has recently changed with a new assessment tool replacing the VISPDAT. One of the goals of this new system is to better identify and prioritize people with extensive histories of homelessness such as those in the Coral Street/Harvey West encampment. Additionally, some newer housing resources, such as the 13 new CoC vouchers that Housing Matters was awarded through the 2023 unsheltered NOFO process, can be targeted specifically to unsheltered individuals such as the encampment residents.

**19. Describe each of the specific (a) interim housing and (b) permanent housing opportunities that will be used to achieve the proposed outcomes of this ERF project. Demonstrate that any ERF-3-R funded interim housing capacity is either non-congregate or clinically enhanced congregate shelter. (2000-character limit)**

Interim Housing:

- The proposed ERF funding will be used to develop and operate 20 new units of non-congregate shelter on the Housing Matters campus. These will be modular units from a vendor that will be identified via an RFP process.
- Proposed funding will also be used to add privacy screens to the existing dormitory shelter on the Housing Matters campus. For a very small financial investment, this will make the existing shelter more acceptable for people in the encampment who find it challenging to be in congregate settings.
- The project will also leverage existing shelter slots at the City's tent-shelters at the City Overlook and 1220 River Street (both are part of the Armory). Some of the current encampment residents have accessed this facility in the past, and it is anticipated that some will do so during the grant period. These individuals will be able to access Housing Navigation from new positions added to the Housing Matters team -- these navigators will be mobile and can also work with people at the Armory.

Permanent Housing:

- Housing connectors will ensure that all encampment residents are in the CE system which will provide access to both existing RRH and PSH units, as well as new units coming online. The City and County are estimating that about 27 people from the encampment will be housed over the grant period:
  - o About 8 in existing programs such as Rapid Rehousing "wave," Housing and Disability Access (HDAP) voucher program, and other PSH projects
  - o About 19 in new programs coming online in the next year, including 13 new CoC vouchers for unsheltered individuals and 70 new units of very low income housing that the City is developing -- Natural Bridges Apartments (20 units) and Jessie Street Terrace (50 units)
- The proposed ERF budget includes funding for flexible financial assistance for housing problem solving (e.g. deposits, first and last). We estimate that about 3 individuals can secure housing through problem solving.

**20. Demonstrate the applicant's commitment and ability to deliver permanent housing solutions to the people residing in the prioritized encampment, including by providing examples of prior successful efforts to permanently house similarly situated individuals. (2000-character limit)**

During the COVID pandemic, the County of Santa Cruz, with support from the CoC, utilized Project Room Key funds to significantly expand the number of shelter beds available within our region. At the height of the pandemic, there were a total of 1,000 shelter beds in Santa Cruz County, 632 of which were in the City of Santa Cruz. Unfortunately, the funding for this expansion was only temporary, and the expanded shelter capacity had to be closed down. In preparation for this anticipated closure, the County and CoC applied for and received funding to create the “Rehousing Wave” program by hiring case managers and housing navigators to help rehouse those individuals who had been participating in the COVID shelter expansion. The program’s targeted case management was successful in housing over 200 individuals, however, some people returned to being unsheltered.

In recognition of the need for additional homelessness response efforts beyond what the County and COC could provide, the City of Santa Cruz developed and began implementation of its own Homelessness Response Action Plan (HRAP) in early 2022. Since the adoption of the HRAP, the City has successfully opened two emergency safe-sleeping programs (totaling 160 spots), developed a safe-parking program, and expanded its internal Homelessness Response Team (HRT) capacity. The expanded HRT and City-funded interim shelter programs have successfully addressed the large, long-term encampment known as the “Benchlands.” The new City Outreach Team connected with almost all of the 250 Benchlands residents during the closure process, entered the majority of them into HMIS, and connected them to existing services and case managers. The City Outreach Team directly provided 95 people with interim shelter and connected another 170 people with services, resources and/or access to non-City-operated shelters. The City’s expanded HRT and interim shelter programs have already supported the rehousing of 74 individuals since summer 2022.

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

As previously noted, the City of Santa Cruz’s Homelessness Response Team (HRT), Santa Cruz County Homeless Persons Health Partnership (HPHP) and Housing Matters outreach workers (housing connectors) have all conducted extensive engagement with people living in the prioritized encampment to understand their service needs and to ask for their input to help tailor this proposal to meet their preferences. Encampment residents have consistently indicated a desire for improved service coordination and navigation, as they find the system very difficult to understand and struggle to access the services and other interventions they need. Many encampment residents have indicated they are open to accessing interim housing but require a degree of privacy that is not typically found in congregate settings. The proposed ERF project is tailored to meet these needs by: (1) expanding dedicated staffing to provide service navigation and housing connections specifically to residents of this encampment, and (2) expanding the supply of non-congregate shelter by adding 20 new beds at the Housing Matters campus. The proposal also improves privacy at the existing Housing Matters dormitory shelter to make it more accessible for the encampment residents.

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

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

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

unsheltered?

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

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-3-R?	Is this living situation funded by ERF-3-R and / or Leveraged Funds?	% of Served Persons Projected to Fall Within This Living Situation
New 20 unit non-congregate shelter at Housing Matters	No Yes/No	20 beds serving 25 people over grant term	Set Aside Pri/Set-Aside/Neither	ERF ERF/Lev/Both	46 %
Existing Housing Matters shelter	No Yes/No	5 beds serving 5 people	Prioritized Pri/Set-Aside/Neither	Both ERF/Lev/Both	9 %
Existing City of Santa Cruz shelter programs	No Yes/No	10 beds serving 10 people	Prioritized Pri/Set-Aside/Neither	Leverage ERF/Lev/Both	18 %
Directly to PH via CES or problem solving	Y Yes/No	5	Prioritized Pri/Set-Aside/Neither	Leverage ERF/Lev/Both	9 %
Other unsheltered locations	N Yes/No	10 people	NA Pri/Set-Aside/Neither	NA ERF/Lev/Both	18 %

## Table 2: Permanent Housing Opportunities

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

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

Describe the Permanent Housing Opportunity	Prioritized or Set-Aside for ERF-3-R?	Quantify the Capacity of the Housing and Service Opportunity	Is this Housing Opportunity Funded by ERF-3-R and / or Leveraged Funds?
PSH Placements through CE in new programs (CoC unsheltered vouchers; new City of Santa Cruz housing developments)	Pri Pri/Set-Aside/Neither	19	Leverage ERF/Lev/Both
PSH Placements Through CE in existing programs (RRH rehousing wave, HDAP, others)	Pri Pri/Set-Aside/Neither	8	Leverage ERF/Lev/Both
Housing problem solving and flex funds	Set Aside Pri/Set-Aside/Neither	3	ERF ERF/Lev/Both
	Pri/Set-Aside/Neither		ERF/Lev/Both

**22. Describe strategies the applicant will use to ensure that people are not displaced from the prioritized encampment into another unsheltered location. Include strategies that are in addition to/complement the interim shelter and permanent housing opportunities that are part of this proposal. (1000-character limit)**

Ensuring people in the prioritized encampment do not move to another unsheltered location will be challenging. The City does not intend to force anyone to move and will instead rely on outreach and engagement to build rapport with residents and support them to move to interim and permanent housing. However, there are currently very few other large encampments in the City that people could move to; most have been closed in the past year or so, leaving few options for people at Coral Street/Harvey West outside of staying where they are. The City will continue providing trash collection and other site remediation with our Public Works field crew and well as engagement through the HRT. The County and Housing Matters will also continue to outreach. The goal of this ongoing and continuous engagement will be to help people stay safely at the encampment until they are ready to move inside.

**23. Describe specific strategies and/or services the applicant will use to prevent returns to unsheltered homelessness among people from the prioritized encampment who are sheltered and housed through this ERF project. Include whether these strategies will be funded with ERF-3-R funds and, if not, what other resources will be leveraged. (1000-character limit)**

The primary strategy to prevent returns to homelessness from interim housing will be to support people to move from temporary to permanent housing solutions. Housing Matters and the City of Santa Cruz will be the operators of most of the interim housing that will house people from the prioritized encampment. Housing Matters has extensive experience in supporting people to move from IH to PH, using a trauma-informed and person-center approach to provide housing-focused case management, housing problem solving and housing navigation strategies. The ERF funds will also add additional Housing Navigation capacity that can serve people staying at the City's tent-shelters at the armory. The primary strategy for preventing returns to homelessness from permanent housing is to provide robust on-site housing stabilization and eviction prevention services to tenants. All of the permanent housing options included in this proposal integrate wrap around voluntary services for client stability.

**24. Describe how this proposal considers and plans for the dynamic nature of encampments including potential inflow of people into the geographically served areas. (1000-character limit)**

The City does not plan to permanently close the Coral and Harvey West encampment sites given that they are located along sidewalks and public right of ways, so we assume there will be some additional inflow into these spaces over the course of the grant term. However, several actions will be taken to try to mitigate additional inflow. As the encampment empties (as people move to IH or PH), the City will increase the frequency of trash collection and clean-up, to make it clear that the area is not intended for people to live. The City is also exploring closing the street due to the dangers of traffic so close to tents and other structures. The street closure could be accompanied by a closing of the encampment area section by section, giving those who are still staying there opportunities to move but at the same time slowing the rate at which new people are beginning to stay at the site.

**25. Describe how participants in this ERF project will be supported with continued access to, and storage of, their personal property while in the encampment, in interim housing (if applicable), and in permanent housing. (1000-character limit)**

The Housing Matters campus offers some limited storage for people who are experiencing homelessness. The proposed cost for the new modular interim housing units includes new storage areas that would be available to those staying in those units, and possibly for other encampment residents. Housing Matters, through housing problem solving and outreach, also supports individuals who are unsheltered with identifying resources for storing their belongings if they have too many to bring inside.

**26. Describe how participants in this ERF project who have service animals and/or pets will be supported while in the encampment, in interim shelter (if applicable), and in permanent housing. (1000-character limit)**



The City of Santa Cruz and our partners all recognize the importance of pets for people who experience homelessness; many of them view their pets as family and will not move indoors unless their pets are taken care of. There are a number of people with pets currently in the encampment and the outreach teams offer a range of referrals for vet care, supplies and other pet needs. The City allows pets in all of our interim shelter programs and Housing Matters allows pets in their interim and permanent housing and has secured a pet assistance grant from the State of CA for the shelter on their campus. Should this ERF grant be funded, the pet grant could also extend to the new 20 unit non-congregate shelter. Housing case managers and navigators will work with participants who have pets to identify permanent housing options that meet their needs by helping to identify pet-friendly buildings and programs or negotiating pet deposits with landlords. All programs and housing in Santa Cruz County

## Budget and Resource Plan

### 27. State the total amount of ERF-3-R funds requested.

\$4,032,184.38

\$

### 28. State the estimated dollar value of secured, non-ERF-3-R resources that will help meet this proposal's outcomes.

\$3,051,954.50

\$

### 29. Identify and describe each leveraged non-ERF-3-R resource and how that specific resource will be used to help meet the proposal's outcomes, including the permanent housing outcomes. (1000-character limit)

The project leverages the following resources:

- CalAIM (ECM) will match 40% of the cost of the 2.0 FTE new housing connectors (outreach workers with housing focus) that will be hired by Housing Matters. Total value of \$115,713.
- Leveraged services: Housing Matters day services, existing north county connector, and emergency response to the encampment. Value of \$1,305,241.
- Leverage of interim housing slots in existing City and Housing Matters Programs: \$335,000
- Leverage of permanent housing resources: \$1,296,000 (estimated at \$2,000 per month for 27 individuals for an average of 18 months of the grant term).

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

*This includes prior ERF awards, HUD unsheltered NOFO, and other*

*federal, state, and local funding sources.*

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

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

**30. Describe how the proposal is a prudent and effective use of requested funding relative to the number of people it seeks to serve, the types of services and housing to be provided, and any benefits to the community's efforts to address homelessness that will extend beyond the grant term, including ongoing expansion of interim and permanent housing capacity. Include an explanation of how the requested ERF-3-R amount was determined. (1000- character limit)**

This proposal is highly cost effective in that the total ERF request is only \$4,000,000 for 55 encampment residents (\$72,727 per person) and it leverages supportive services and housing resources totaling over \$3,000,000. As a result of this investment, the State of California will be supporting the resolution of the last remaining large encampment in the City of Santa Cruz and assist most of the residents to secure interim and/or permanent housing. The requested funds will also create an expansion of non-congregate interim housing in the community that will extend beyond the grant term.

The costs for the ERF request were determined by costing out each line item. Estimates for the 20 unit modular housing were drawn from cost research conducted by the County of Santa Cruz for a similar modular project underway in southern Santa Cruz County. Service personnel and other costs were estimated by Housing Matters based on their current operating budget for the Housing Matters campus.

**Attachment: Standardized Budget**

City of Santa Cruz ERF Budget Final 01\_30\_2024.xlsx

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

## **Key Entities and Staff**

**31. First, describe the implementing organization and specific unit or office within the implementing organization that would administer ERF-3-R. Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500-character limit)**

This grant will be implemented and administered by the Homelessness Response Division of City of Santa Cruz’s City Manager’s Office. The role of this unit within the City Manager’s Office is to provide leadership, planning, coordination of the homelessness response services across the City’s departments, and with external partners including the Continuum of Care, the County Housing for Health Partnership, and community-based organizations serving unhoused residents. For this proposal, the City (implementing organization) will be responsible for grant administration, reporting, fiscal oversight, performance management and contract management with partner agencies. In addition, the City will be providing direct services related to the encampment response including outreach, service connection, shelter referrals, and housing navigation to people living in the encampment, and hygiene and sanitation services to the encampment.

The City has experience managing large and complex homelessness projects and grants. Most recently, in 2021, the City received a \$14 million grant from the State of California HCD to support homelessness services in the City. The City developed a 3-year Homelessness Response Action Plan, and has designed, developed, and implemented several programs including the City Overlook Shelter and Safe Sleeping program, 1220 River Street Transitional Community Camp, a three-tiered Safe Parking program, outreach and service connections.

### Table 3: Key Staff

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

<b>Title</b>	<b>Currently Filled Position?</b>	<b>FTE of Staffing for This Proposal</b>	<b>Funded by ERF-3-R and / or Leveraged Funds?</b>	<b>Brief Description of Duties</b>
Homelessness Response Manager	Yes Yes/No	0.20 # FTE	Leveraged ERF/Lev/Both	Grant administration, contract management, fiscal oversight, performance management
Homelessness Services Coordinator	Yes Yes/No	0.20 # FTE	Leveraged ERF/Lev/Both	Contract management, provider coordination, performance management, supervision and support of outreach staff
Outreach Specialist	Yes Yes/No	1.5 # FTE	Both ERF/Lev/Both	Outreach, service connection and referral, housing resources

Housing Matters Program Manager for New Interim Housing	No Yes/No	1.0 # FTE	ERF ERF/Lev/Both	Oversight of new IH units
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	Yes/No	# FTE	ERF/Lev/Both	

	Yes/No	# FTE	ERF/Lev/Both	

**32. First, describe key partners that will be responsible for implementing this ERF project and achieving the proposal's outcomes (e.g. service providers, public agencies, development entities etc.). Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500-character limit)**

The key partners for this project are:

- Santa Cruz County/Housing for a Health Division (H4H): H4H will be responsible for coordination with the City of Santa Cruz and Housing Matters to leverage and deliver services and housing for residents in the prioritized encampment, including through the CalAIM program. H4H brings together a coalition of partners and resources focused on preventing and ending homelessness within the County. H4H is responsible for: providing staffing support to the Continuum of Care (CoC); supporting implementation of the Housing for a Healthy Santa Cruz Strategic Framework; building and supporting a system of resources for preventing and ending homelessness; and advocating for and promoting efforts to close the housing affordability gap in the County
- Housing Matters: Housing Matters will operate the proposed new 20 unit non-congregate interim housing project as well as providing outreach/housing connections and housing focused case management and housing navigation for encampment residents. Founded in 1986, Housing Matters is a non-profit organization experienced in helping individuals and families end their homelessness. Using a federal, state, local and foundation funding sources, Housing Matters provides a continuum of services through outreach and assessment, basic hygiene day services, emergency shelter, rapid rehousing, and permanent supportive housing.

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

Santa Cruz County's Housing for Health (H4H) Division leads the county's regional efforts to address homelessness and provides staffing to the Housing for a Health Partnership (CoC). The City of Santa Cruz is a key member of the Partnership and has been collaborating closely with the County of Santa Cruz and CoC on a regional approach to reducing homelessness. The City's Homelessness Response Action Plan (HRAP) closely aligns to the County/CoC regional plan, both of which have identified expanded outreach, housing focused case management, non-congregate interim housing, permanent supportive housing, and robust behavioral health system connections as key strategies. The County has been a key partner to the City in providing outreach, shelter referral, and connection to case management, mental health and substance abuse treatment, and mobile health care services. The County's support for this ERF application is demonstrated in the attached letter.

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

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

ERF Letter of Support Santa Cruz County and CoC for City of Santa Cruz January 2024.pdf

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

The City has full control of the property upon which the encampment resides. There have been occasions when the encampment spills over onto the State Right of Way on Highway 1, but the encampment currently does not occupy any Caltrans property.

## Accelerated Timeline

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

As previously noted, there is ongoing outreach and engagement, CE assessment and housing connection, and crisis response taking place at the encampment. The City is also providing regular trash removal. Encampment residents have access to all the day services available at the Housing Matters campus, which is directly adjacent to the Coral Street end of the encampment.

**36. If this proposal is selected, in advance of receiving funding, what steps will your community take to support the people living in the encampment and swift implementation of this proposal? (1000-character limit)**

If this proposal is funded, all of the above mentioned activities will continue. The City of Santa Cruz and Housing Matters will move swiftly to begin hiring 2.0 new outreach workers/housing connectors, which will allow for stepped-up engagement as well as housing and service connections. Housing Matters is committed to developing the new non-congregate housing as rapidly as possible, with the goal that it will open no later than December 31, 2024. In the interim, encampment residents can continue to access shelter at the City Overlook (located at the National Guard Armory) and at Housing Matters existing shelter programs.

## Table 4: Project Timeline

Cal ICH should be able to use the project timeline to understand the general parameters of the project and

how it will be implemented.

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

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

Date	Milestone	Category	Additional Detail for Milestone
4/1/2024	ERF 3 grant awarded	Project Management	Per RFP
5/1/2024	Hiring of new staff begins (outreach/connectors; housing navigators); pre development begins for IH units	People	Hiring can begin once award is made; initial steps to developing new units can start
7/1/2024	ERF grant executed	Project Management	Assumes 3 months from award to grant execution
7/1/2024	Hiring of new outreach and navigation staff completed.	People	Service provision can begin as soon as grant is executed,
7/1/2024	Development of new non-congregate IH begins.	Place	
9/1/2024	First residents begin moving from encampment to existing IH programs	People	
12/31/2024	New IH completed	Place	Assumes 9 months from grant award to completion.
9/30/2025	80% of residents have exited encampment to IH or PH	People	

6/30/2027	A minimum of 30 encampment residents are housed	People	

**Table 5: Projected Milestones**

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

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

Outreach to the people residing in the prioritized encampment site began / will begin mm/yyyy.	This proposal will reach full operating capacity in mm/yyyy.	The first planned exit of a person or household from the prioritized encampment will occur in mm/yyyy.	The last planned exit of a person or household from the prioritized encampment will occur in mm/yyyy.
July 2024	December 2024	September 2024	September 2025

**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**

Larry	Imwalle
First	Last

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

**Title**

Homelessness Response Manager

**Email**

limwalle@santacruzca.gov

		ELIGIBLE USE CATEGORY	~5 WORD DESCRIPTION				ERF-3-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 community's official project budget. Any future changes to this budget must be authorized through the change request process.	Use dropdowns. See NOFA, III. A.	Enables Cal ICH to immediately understand the line item.				Only ERF-3-R Funds	Non ERF-3-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>				<b>SALARY</b>	<b>FTE</b>	<b>MONTHS</b>			
<b>Outreach</b>									
	Housing Matters Connectors	Street Outreach	Conduct street outreach including housing problem solving; match households to shelter and housing programs	6,026.75	2.00	24	173,570.40	115,713.60	Two new positions dedicated to the prioritized encampment. CalAIM (ECM) will pay for 40% of these positions
	City of Santa Cruz Outreach Worker	Street Outreach	Increase City's outreach team from 2.5 to 3.0 FTEs	12,500.00	0.50	24	150,000.00		
	Housing Matters North County Connector	Street Outreach	Duties equal to HM Connectors (ERF) throughout North Santa Cruz County including Coral Street and Harvey West neighborhood	6,026.75	0.25	24		36,160.50	This existing position already provides outreach and housing connection at the encampment
	Housing Matters Day Services Staff	Street Outreach	Coordinate bathrooms, showers, mailroom, charging station	4,546.50	9.00	24		982,044.00	
	Emergency Response to Encampment	Street Outreach	Evening security guard for emergency response	8,542.75	1.40	24		287,036.40	
	Program Manager	Street Outreach	Train, support and supervise staff; triage and track encampment census and outreach; liaison between partners	8,589.75	1.00	24	206,154.00		
<b>Interim Housing</b>									
	Housing Matters Case Manager	Interim Sheltering	Support in shelter; Connection to mainstream services; Connection to housing navigation	6,026.75	1.00	24	144,642.00		
	Housing Matters Housing Navigators	Interim Sheltering	Housing location; liaison with landlords; housing move-in	6,026.75	2.00	24	289,284.00		
	Housing Matters Direct Service Coordinators	Interim Sheltering	Support for basic needs and shelter operations	4,546.50	4.20	24	458,287.20		
	Housing Matters Custodial Workers	Interim Sheltering	Janitorial services	4,546.50	0.50	24	54,558.00		
	Housing Matters Kitchen Workers	Interim Sheltering	Prep and serve 3 meals per day	4,546.50	0.50	24	54,558.00		
	Housing Matters Mental Health Specialist	Interim Sheltering	Create mental health support plans, connect to providers, mental health first aid	6,978.33	1.00	24	167,480.00		
	Housing Matters Substance Abuse Specialist	Interim Sheltering	Substance use education, harm reduction resources, create treatment plans, connect to providers	6,026.75	1.00	24	144,642.00		
<b>Subtotal - Personnel Costs</b>							<b>\$ 1,843,175.60</b>	<b>\$ 1,420,954.50</b>	
<b>NON-PERSONNEL COSTS</b>				<b>UNIT</b>	<b>RATE</b>	<b>TIME</b>			
<b>Outreach</b>									
	Incentives	Street Outreach	Socks, battery packs/chargers, food cards, bus tickets, etc.		10000	2	20,000.00		\$10,000 per year
<b>Interim Housing</b>									
	Hard costs for 20 new non-congregate modular units	Interim Sheltering	Increase 24/7 shelter capacity by minimum 20 beds	20.00	75000		1,500,000.00		Includes modular units, bathrooms, showers, storage
	Operating costs for 20 non-congregate units	Interim Sheltering	24/7 shelter, utilities, maintenance		130000	2	260,000.00		\$130,000 per year
	Materials and supplies for 20 non-congregate units	Interim Sheltering	Bedding, furniture, amenities, fixtures, basic clothing and hygiene items		33000	2	66,000.00		\$33,000 per year
	Laundry vouchers	Street Outreach	Laundry for outreach and interim shelter	30.00	50	24	36,000.00		
	Improve privacy for existing HM dormitory units	Improvements to Existing Emergency	Room dividers for congregate space		15000	1	15,000.00		
	Shelter beds in HM dormitory units	Interim Sheltering	Existing interim shelter provided to people from encampment - 5 beds	5.00	30000	1		150,000.00	
	Shelter beds and City shelters	Interim Sheltering	Existing interim shelter provided to people from encampment - 10 beds	10.00	18500			185,000.00	
<b>Permanent Housing</b>									
	Flex funds for HM connectors (ERF)	Delivery of Permanent Housing	Funds for housing problem solving such as housing application fees, moving costs, holding deposits, utilities, and similar housing needs	20.00	5000		100,000.00		
	Housing Placements Through CE	Delivery of Permanent Housing	Housing placements for 27 people	27.00	2000	18		1,296,000.00	Units in existing RRH and PSH programs and new programs coming online. Estimated at \$2,000 per unit per month over grant term (assuming rolling process of housing people, the average duration will be 18 months)
<b>Subtotal - Non-Personnel Costs</b>							<b>\$ 1,997,000.00</b>	<b>\$ 1,631,000.00</b>	
<b>ADMINISTRATIVE COSTS</b>									



Housing Matters: Finance and accounting, budget tracking,  
participant assistance costs, payroll, office support, grant  
tracking and reporting, HR

192,008.78

**Subtotal - Administrative Costs**


\$ 192,008.78 \$ -

**TOTAL BUDGET**

\$ 4,032,184.38 \$ 3,051,954.50



# Encampment Resolution City of Santa Cruz

 Approximate Target Area

0 125 250 500 Feet  
Imagery Date June 2020



Project Center  
Latitude 36.984513 Longitude 122.032335

