



# 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?

San Mateo

### 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)

County of San Mateo

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

94-6000532

Tax ID Form

County of San Mateo\_W9\_\_2021.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="Iliana"/>	<input type="text" value="Rodriguez"/>
First	Last

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

### Job title

  
job title

### Email

### Phone

*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="Selina"/>	<input type="text" value="Toy Lee"/>
First	Last

### Job title

  
job title

### Email

### Phone

*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="Selina"/>	<input type="text" value="Toy Lee"/>
First	Last

### Job title

job title

**Email**

**Phone**

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

**Authorized Representative**

First

Last

**Job title**

job title

**Email**

**Phone**

*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**

Address Line 1

Address Line 2

City

State

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)**

San Mateo County (SMC) proposes to serve 211 people living unsheltered in a Critical Homeless Encampment Zone (CHEZ) that contains 26 small, scattered sites along the corridors of U.S. Route 101, Interstate 280, Highway 1, and State Route 92 in the cities of Burlingame, Menlo Park, Half Moon Bay, San Bruno, San Mateo, and South San Francisco. People in the CHEZ will benefit from a unified service approach that recognizes their similarities but is nimble enough to offer individualized solutions.

By marrying a comprehensive engagement strategy with specific housing opportunities, we expect at least 108 people—most chronically homeless—to move from the CHEZ into permanent housing. Pathways include 70 new units prioritized for project participants and \$1.7 in Rapid Rehousing (RRH) for rental assistance, security deposits, move-in costs, and landlord incentives.

Multi-Disciplinary Teams (MDTs) composed of specialists in engagement, Coordinated Entry (CE), housing navigation, substance use treatment, mental health, and medical care will provide field-based services and the first points of connection. Housing-focused case management will follow, supporting people in developing housing plans and encouraging interim options that allow people to stabilize, such as our new navigation center.

CHEZ encampments are small and spread out. A coordinated, comprehensive strategy is needed to meet the shared needs of people experiencing unsheltered homelessness in the prioritized sites.

## People Served

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

159

#

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

We anticipate an inflow rate of 33% based on San Mateo County encampment data, which includes ERF-1 sites in Redwood City, which experience much more inflow than had been expected.

In the CHEZ, the trend suggests we will have 50 additional people in the prioritized sites over the course of the grant, for a total of 201 people.

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

151

#

**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?**

211

#

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

106

#

**Of people projected to be served across the entire grant period, number of people projected to**

## transition into permanent housing

108

#

*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)**

At least 75% of Crial Homeless Encampment Zone (CHEZ) residents are chronically homeless—they have been homeless for more than one year (or repeatedly) while also experiencing a disabling condition such as a serious mental illness, substance use disorder, and/or physical disability. Our project is designed to meet the significant needs of this hard-to-engage population with consistent outreach, intensive case management, field-based health services, and subsidized supportive housing pathways.

To form a picture of people in the CHEZ and anticipate their service and housing needs, we reviewed HMIS data for 139 people in the target sites. This information is based on self-reporting and likely under-represents conditions, especially with regards to substance use and mental and physical health needs, but serves as a useful baseline. Additionally, street outreach providers visited all 26 sites to confirm their locations and populations.

Among people living unsheltered in the CHEZ— 69% are male and 48% identify as Latino, 32% White, 6% Black, 4% Asian, and 2% Pacific Islander. 25% report having a physical disability, 35% a mental health condition, 38% a substance use disorder. The population is age diverse—2% 18-24, 24% 25-34, 26% 35-44, 22% 45-54, 13% 55-64, and 7% 65 or above. Most are single adults, but we also have couples and “indeterminate” households. There is much we won’t know until we have the capacity to conduct more robust assessments with people in the CHEZ.

*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)**

We have identified 26 discreet encampments in which as few as one and as many as 15 people reside. These sites, which together form the CHEZ, primarily hug the major transit arteries of San Mateo County—U.S. Route 101; Interstates 280 and 380; Highway 1; and State Routes 84 and 92, as shown on our detailed maps. Almost all of these target encampments are situated on state rights-of-way—clustered around the on-ramps, off-ramps, and bridges formed by these transit routes in the cities of Burlingame, Half Moon Bay, Menlo Park, San Bruno, San Mateo, and South San Francisco.

The 159 people residing in the identified encampments are living in tents; lean-to's; makeshift “shelters” formed from cardboard and shopping carts; and 55 vehicles. CHEZ residents live in hazardous locations: tucked under concrete overpasses for protection from rain, in the land masses formed by cloverleaf entrances and exits to Caltrans-operated routes, and in parking lots adjacent to—or beneath—highways.

**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)**

Requests for assistance from Caltrans, surveys of people currently experiencing homelessness, the County's 2022 Point-in-Time Count, our 2022-25 Strategic Plan on Homelessness, countywide outreach data, and feedback from our Lived Experience Advisory Group (LEAG) paint a clear picture of high need in the 26 hazardous locations that define the CHEZ.

In 2023, Caltrans “cleared out” 22 of the CHEZ sites. On short notice, county outreach teams went to the sites just ahead of the clear-outs, but mostly failed to inspire residents to accept offers of shelter or services. The clear-outs caused significant trauma to people experiencing homelessness and were largely ineffectual—individuals repopulated the same locations or relocated to others in the CHEZ.

We've prioritized these chronic encampments—Caltrans hot spots—because they are dangerous, entrenched, and require a shared response that includes a long period of sustained engagement coupled with permanent housing pathways.

*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**

SMC Maps CHEZ ERF-3.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

**Attachment: Caltrans Letter of Support**

ERF-3 Caltrans SMC 2024 Letter of Commitment - signed.pdf

Projects entirely or partially on a state right-of-way must include a Letter of Support from Caltrans.

- This letter must include confirmation from Caltrans that they are aware of and in support of the

ERF project, including the projected timeline, and that they will only take action on that encampment site in collaboration with and at least 2 weeks-notice to the ERF grantee, unless critical circumstances exist when an encampment poses an imminent threat to life, health, safety, or infrastructure and must be immediately addressed.

- This letter should be signed by the local Caltrans Deputy District Director of Maintenance (DDDM) or their designee.
- This letter may also include Caltrans role in the proposal and what Caltrans resources are being leveraged.

## 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)

By 6/30/2027:

1. Provide outreach, engagement, and basic needs services to 211 individuals in the CHEZ.
2. Provide Coordinated Entry (CE) assessments for 80% of people served.
3. Offer field medical services in the encampments to 100% of people served.
4. Out of the 211 people to be served, transition 106 into interim housing.
5. Out of the 211 people to be served, transition 108 into permanent housing.
6. Of the 106 people transitioned to interim housing, 100% will receive intensive, housing-focused case management
7. Of the 108 transitioned to permanent housing, 100% will be provided case management, including psycho-social support (unless declined).
8. Of those who are referred, 80% will be provided behavioral health assessments.
9. Of those who are diagnosed with mental illness or substance use disorder, 80% will be linked to behavioral health services.
10. Resolve the number of CHEZ encampments by 70%.

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

- 1: Persistent outreach by Multi-Disciplinary Teams (MDT) assigned to CHEZ.
- 2: Mobile CE Assessor performs field assessments—removes barriers, speeds process.
- 3: MDT staffing includes public health nurses, mental health clinicians, and a psychiatrist.
- 4, 5 & 6: MDT Outreach Specialists provide intensive case management. Diversion Specialists focus on matching housing options with individuals entered in CE. Emphasis on interim housing, following a Housing First model. Repeated, consistent, and persistent outreach efforts build trust, encourage engagement.
- 7: MDT Case Managers continue to support clients after they are housed, or provide warm hand-offs. Operating subsidy reserves ensure 70 prioritized new units provide supportive housing. CHEZ-assigned health workers provide care, including psycho-social, to people in permanent housing if it is not available through other linkages.
- 8 & 9: MDT behavioral health specialists provide.
- 10: Provide permanent housing for 108 people in the CHEZ.

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



**limit)**

Each key County division has identified performance measures and targets. The Human Services Agency (HSA), Department of Housing (DOH), Behavioral Health and Recovery Services (BHRS), and Public Health Policy and Planning (PHPP) units will track outcomes related to their service areas, including health screenings and diagnoses; housing placements; and retention.

The Grant Coordinator will meet bi-weekly with County division leads and providers to review project data, ensure progress on outcomes, and make improvements. Bi-weekly MDT meetings will track progress of individuals on By-Name List, resolve barriers, and review case plans. An outreach module of our HMIS will enable us to track CHEZ individuals (even if they relocate) and sites (as they resolve). The LEAG will review ERF-3 progress monthly.

SMC will engage the Turner Center for Housing Innovation at UC Berkeley to evaluate the project, assist with data collection and analysis, and report outcomes. (See proposal.)

**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)**

We do not anticipate significant hindrances; our plan was developed in coordination with Caltrans and the six cities where the encampments are located. This project aligns with the County's collective goal, adopted in 2022, of achieving Functional Zero for unsheltered homelessness and has broad support from jurisdictions and stakeholders. Working Together to End Homelessness (WTEH) is a countywide effort that joins local and state officials, community non-profit agencies, volunteer organizations, faith communities, local employers, and other stakeholders in ensuring that every resident experiencing homelessness can be safely sheltered immediately or offered temporary or permanent housing.

However, with a project of this size and complexity, there are bound to be unforeseen hurdles. We know from experience that communication is key to the successful resolution of encampments and will approach this work with that lens. We will coordinate with city contacts and their business partners.

**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)**

SMC's Lived Experience Advisory Group (LEAG), which advises our Continuum of Care Steering Committee, reviewed an early draft of this proposal. We incorporated its recommendations, including:

- Stepping down rent more gradually in our RRH program.
- Providing incentives to people in encampments who participate in AOD treatment programs.
- Waiving some (or all) rent for clients who enter treatment programs.
- Adding flexibility to shift subsidies based on client needs.
- Planning for case managers to host optional skill-building workshops (e.g. bill paying, job hunting) in communal spaces at PSH locations.
- Allowing PSH residents to continue working with CHEZ MDT case managers even after moving into supportive housing (where they will also be assigned new case managers) for continuity.

The LEAG will review ERF-3 progress at its monthly meetings.

About two-thirds of the Outreach Workers on CHEZ MDTs will be people with lived experience.

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

Our proposal recognizes that people need access to food, a place to live, and other basic necessities before they can achieve quality of life or pursue personal goals. In the first year, all unsheltered people living in the target sites will be offered housing without requirements to participate in programming, stabilize, improve health, reduce harmful behaviors, or increase income.

Our MDTs will bring clinicians, medical providers, case managers, housing specialists, and CE assessors into the encampments. This field-based approach will reduce barriers to engagement and allow us to offer intensive case management and supportive services while simultaneously identifying housing options and resolving encampments.

By including a permanent supportive housing operating reserve in our budget, we are planning for the long-term success of CHEZ residents who will need ongoing financial support to afford the extraordinarily high cost of rent in our region, even in below-market rate units.

**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)**

#### Individual Choice

- Outreach workers will offer both light-touch and intensive services and encourage CHEZ residents to discuss options, but accepting will be a choice.
- Diversion Specialists will offer interim housing options that are low-barrier and match preferences, but referrals—like participation in support services at shelters—will be voluntary.
- Participants will develop housing plans based on their goals. Our project anticipates varied preferences and offers many pathways to permanent housing, including family reunification and relocation.

#### Trauma Informed

- MDT members are trained in motivational interviewing techniques and include mental and physical healthcare providers.
- Training in trauma-informed care is required of all staff in our interim housing locations.
- Permanent housing includes long-term, trauma-informed services, including support groups and life skills training. Case management acknowledges the challenges of transitioning from unsheltered to indoor living.

### **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)**

Harm reduction is a cornerstone of our Housing First approach and guides every stage of our project.

Behavioral health providers on our MDTs will promote harm reduction strategies, including needle exchange, overdose prevention, safe injection, vaccine education, and mental wellness and healing support. They will build trust through respectful interactions that value self determination and review what constitutes safer use of substances (e.g. safer amounts, using in the presence of others), discuss overdose risks, demonstrate how to administer naloxone (e.g. Narcan), offer free supplies of the overdose-reversing drug.

Our shelters and permanent supportive housing (PSH) locations are low-barrier. Sobriety is not required for services. People who are using substances will be supported in creating plans to reduce, but won't be required to do so. The clinics and other community resources to which project participants will be linked are also guided by harm reduction principles.

### **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)**

People in the CHEZ have significant unmet physical and mental health needs. We currently lack the capacity to address this gap. As part of our Housing First approach, our CHEZ MDTs will include providers from two County health initiatives aimed at supporting people experiencing homelessness in the field: 1) The Homeless Engagement, Assessment, Linkage (HEAL) program will oversee CHEZ-assigned mental health clinicians who will offer outreach, engagement, assessment, treatment, and case management services. 2) SMC's Street Medicine program will provide a psychiatrist and public health nurse to offer both mental and physical health care to CHEZ residents, including wound care, medications, and assessments related to chronic conditions, such as diabetes and hypertension.

Client assistance funds will allow outreach workers to provide hygiene kits, clothing, socks, shoes, blankets, and other basics. We will provide shower and laundry services at sites (see response #16 for details).

**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)**

None of the target jurisdictions impose penalties or vagrancy laws that punish people because of their unsheltered status or for being visibly poor. Our proposal has support from Caltrans, the target jurisdictions, and the County Sheriff's Office (see letters).

Punitive approaches are aimed at making homelessness less visible. The County is committed to addressing the crisis rather than hiding its symptoms—evidenced by its 2023 Homelessness Action Plan, new 240-bed navigation center, and local grant program to support innovative approaches.

Caltrans previously asked SMC to provide outreach to many CHEZ encampments before conducting clean-outs. However, the sites were quickly repopulated. With this funding, we will stop that cycle by providing the intensive wrap-around outreach, engagement, and health supports needed to move people onto paths to permanent housing. Client assistance funds may be used to eliminate possible legal burdens, such as paying fines, registering vehicles, etc.

**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)**

We will contract with Dignity on Wheels to provide free shower, laundry, and sanitation services at the encampments. Dignity on Wheels is an initiative of WeHOPE, a nonprofit located in East Palo Alto. It employs people with lived experience to provide free hot showers and other critical services utilizing a mobile trailer. Four-hour sessions will be scheduled to serve as many encampment site residents as possible.

As our sites are scattered and vary considerably in their population size, we will work with the six jurisdictions on a case by case basis to provide dumpsters and services for waste removal when possible and safe.

## 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)**

MDTs of at least five providers will visit all 26 target encampments at least weekly to provide housing-focused case management, mental and physical health care, CE assessments, and hygiene supplies at the start. MDTs will return to sites, building trust and promoting engagement through consistent and intensive outreach.

MDTs will include people specialized in outreach, case management, housing navigation, RRH, CE assessing, and physical and mental health. Their size and precise composition will be tailored to individual site needs. At maximum capacity, 14.4 FTEs will serve about 200 people. The lengths of service for these field positions will vary from 12 months for our RRH Specialist and 18 months for our Mobile CE Assessor (because their work will be complete early in the grant cycle) to 24 months for the RRH Case Manager and Diversion & Housing Specialist roles. Other positions—six Outreach Workers (33 months each) and our medical staff: a Mental Health Clinician, Psychiatric Nurse Practitioner, and Public Health Nurse (30 months each)—will support program participants throughout the project, once hired. Each Case Manager will serve a total of about 42 people over the course of the project, with caseloads kept to about 15 people receiving intensive case management at any one time.

We will bring more services into the field than ever before, including a Mobile CE Assessor to eliminate the current requirement that people be present in one of eight offices to be prioritized for housing. Healthcare providers will conduct assessments and provide field-based treatment for those who turn down referrals. For continuity, case management by ERF team members will be available for up to a year after people move into PSH, as recommended by our LEAG.

Our MDT approach was developed after reviewing our existing services, including a gap analysis. Intensive engagement is the most effective strategy in encampments, but we lack the capacity to provide it to the CHEZ.

**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)**

As a County, we are the provider of Diversion and Coordinated Entry services for everyone experiencing homelessness in SMC. To promote equity, entry into CE is required to access our housing programs. However, we will pilot a new pathway designed to reduce barriers for people in the CHEZ and thereby increase housing placements—mobile assessments. Currently, people are required to be interviewed at office locations to be entered in our CE system. With this project, we will offer assessments in the field.

The Mobile CE Assessors will follow current protocols and conduct standardized comprehensive CE assessments to collect data and establish each person's vulnerability and prioritization, flagging their CHEZ association. We hope that by bypassing the existing policy to be interviewed at an office location, this proposal will increase engagement and acceptance of interim housing. We will closely track the effects of this innovation to determine whether to use this expansion elsewhere.

**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 opportunities (see Table 1) include the County's new non-congregate shelter in Redwood City with 240 private living spaces for individuals and couples, meals, and on-site support services. In the seven months since it opened, the Navigation Center has served 382 people, including many from encampments, a population that often refuses referrals to shelters.

In total, SMC has 409 units of non-congregate interim housing, 218 congregate beds, 10 beds for youth, 87 units for families, and 17 for victims of domestic violence. At our congregate settings, clinically enhanced services include weekly mobile health clinics, substance use support groups, therapy, and behavioral health case management provided by the County's HEAL team.

Permanent housing opportunities (see Table 2) include 70 prioritized units spread among four PSH developments scheduled to complete construction during the grant period. Because we expect the CHEZ population to be very low income, we have allocated \$5.2 million to fund a reserve that will help cover projected operating deficits for eight years and prevent returns to homelessness by ensuring participants can afford their rents and retain access to high-quality supportive services. For the longer term, all four properties are developing financing plans to ensure their housing will remain affordable to previously homeless households.

Additionally, 950 general affordable housing opportunities (funded by SMC's Affordable Housing Fund and local, state, and federal resources) will be available during the grant period. Some will be matched with participants.

For others, with support from case managers and housing specialists, the CHEZ RRH program will provide pathways. We're extending RRH rental decrease intervals from three to six months, as recommended by the LEAG, knowing that participants may be very low income. RRH will serve as both a stand-alone permanent housing path and a bridge to the affordable housing opportunities outlined above.

**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)**

Since 2013, SMC's Department of Housing has provided funding to six projects totaling 4,576 units for households earning up to 80% of area median income. Of those, 2,409 are occupied, 759 are under construction, 1,408 are in predevelopment, and 973 units are set aside as permanent supportive housing (PSH) units. Additionally, the County has acquired and completed renovations on two permanent supportive developments through California's Homekey program, providing new housing for 146 homeless households.

In 2023, the Board of Supervisors voted to purchase two additional hotels, one in Millbrae and one in South San Francisco, as key elements in the County's strategy to combat homelessness. Now under consideration for Homekey support, these properties will provide 119 new affordable rental homes enriched with high-quality supportive services.

Funds from Measure K (a half-cent general sales tax) support a County Housing Voucher Program, which provides over \$8 million in annual rental subsidies to extremely-low income and previously homeless households. These vouchers will enable 97 households at two projects developed with Homekey funds to remain permanently. The County anticipates doubling the number of households served through this program in upcoming years.

Established in 2013, SMC's Affordable Housing Fund (AHF) requires that all rental housing developments receiving funds set-aside at least 5% of the project's affordable units to people experiencing homelessness. Starting in 2022, the AHF awarded competitive points to developments that target 25% or more of the units for people experiencing homelessness. This policy continues to create dedicated affordable units to SMC's most vulnerable residents. In 2023, the County awarded \$29 million to support the development of 483 units in five affordable housing projects, including 137 new homes for formerly homeless households. To date, the AHF has supported the creation of over 800 units of permanent supportive housing.

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

To develop the strengths-based strategies outlined below, we 1) sought advice from the LEAG, 2) reviewed 2023 data on all individuals in our shelters and all who received outreach, 3) sent street teams to all CHEZ encampments, 4) collaborated with CoC partners, 5) sought feedback from supportive housing operators, and 6) brought together SMC health, housing, and homeless services departments to develop a coordinated plan that emphasizes self determination.

Multi-disciplinary outreach teams will be equipped to address a wide range of needs (physical, emotional, logistical) and offer multiple engagement and housing pathways.

We will bring field services—including mobile CE assessment—to the encampments.

Interim supportive housing will be used to make transitions to independent living easier, as recommended by permanent supportive housing operators, people with lived experience, and Project Roomkey data. The Turner Center will study this bridge approach in their evaluation (see letter).

Field teams will consistently return to sites—building trust, removing barriers, learning about needs, and offering choices.

Case managers will support individuals even after they are housed.

Rental subsidy assistance will provide long-term stability in permanent supportive housing.

Client assistance and RRH emergency funds will help individuals overcome barriers.

Housing navigators will aim to keep people together when making housing placements, supporting the social ties.

*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)

<b>Briefly Describe Each Projected Living Situation Immediately Following the Encampment</b>	<b>Is This Permanent Housing?</b>	<b>Quantify the Capacity (e.g., number of beds/units, frequency of bed/unit availability)</b>	<b>Prioritized or Set-Aside for ERF-3-R?</b>	<b>Is this living situation funded by ERF-3-R and / or Leveraged Funds?</b>	<b>% of Served Persons Projected to Fall Within This Living Situation</b>
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Interim Shelter - Congregate	No Yes/No	178	Prioritized Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	20 %
Interim Shelter - Non- Congregate	No Yes/No	409	Prioritized Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	55 %
Rapid Re- housing Program	Yes Yes/No	45	Set-aside Pri/Set-Aside/Neither	ERF-3-R ERF/Lev/Both	10 %
Permanent Housing	Yes Yes/No	70	Prioritized Pri/Set-Aside/Neither	Both ERF/Lev/Both	10 %
Health Treatment Facilities (Address physical and mental health; substance use.)	No Yes/No	1,227: 254 residential treatment beds for mental health, 107 beds for substance abuse, 14 detox beds, 62 recovery beds, and 790 inpatient hospital beds (countywide)	No Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	5 %

### 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?
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Ramada Inn, South San Francisco (Permanent Supportive Housing)	<b>Prioritized</b> Pri/Set-Aside/Neither	45 units set-aside for homeless households	<b>Both</b> ERF/Lev/Both
La Quinta, Millbrae (PSH)	<b>Prioritized</b> Pri/Set-Aside/Neither	75 units set-aside for homeless households	<b>Both</b> ERF/Lev/Both
The Ridge at Ralston, Belmont (PSH)	<b>Prioritized</b> Pri/Set-Aside/Neither	17 set-aside for homeless households	<b>Both</b> ERF/Lev/Both
1580 Maple Street, Redwood City (PSH)	<b>Prioritized</b> Pri/Set-Aside/Neither	108 units set-aside for homeless households	<b>Both</b> ERF/Lev/Both
Rapid Re-housing	<b>Set-Aside</b> Pri/Set-Aside/Neither	45 units	<b>ERF-3-R</b> ERF/Lev/Both
30% AMI units currently under construction in San Mateo County	<b>No</b> Pri/Set-Aside/Neither	240 units (Middlefield Junction, Midway Village 1, Colibri Commons)	<b>Leveraged</b> ERF/Lev/Both

Tenant Based Section 8 Vouchers	No Pri/Set- Aside/Neither	300-360 rental subsidy vouchers (The Housing Authority waitlist is extremely long and therefore vouchers are limited. However, we estimate approximately 10 vouchers a month ending up in a permanent housing placement over the term of the grant).	Leveraged ERF/Lev/Both
Home Sharing (County-funded shared-housing program)	No Pri/Set- Aside/Neither	45 matches made annually (not targeted specifically for people experiencing homelessness)	Leveraged ERF/Lev/Both
Family Reunification	No Pri/Set- Aside/Neither	2 anticipated of target population	Leveraged 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)**

Strong partner alliances and communication channels—we will convene stakeholders (e.g. jurisdictions, businesses, law enforcement, Caltrans, outreach team members) before any site clean-ups occur.

Sustained, intensive outreach that is proactive and aimed at supporting people to stabilize, develop housing plans, and move into housing.

By-Name List helps ensure consistent, long-term connections with people served by the proposal.

Clarity HMIS Outreach Module allows us to track locations of individuals in the CHEZ, even if they move to other unsheltered locations.

MDT case conferences prevent CHEZ residents from “falling through cracks.”

Shelter beds set-aside for immediate placements.

Dignity on Wheels to provide sanitation, laundry, showers.

SMC policies require outreach to occur before Caltrans, law enforcement agencies, or jurisdictions clear out any encampment sites.

Caltrans, law enforcement agencies, and jurisdictions agreed to support this project and avoid clear-outs.

**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)**

Bi-weekly case conference MDT meetings review all participants, identify needs, remove barriers, coordinate services, and improve program delivery.

MDT members will offer continued case management for up to 12 months after moves into PSH. (This extended warm handoff was recommended by our LEAG.)

Leverage federal, state, local, and private dollars to keep former CHEZ residents connected to high-quality supportive services and housed.

Allocate \$5.2 million in ERF-3 funds to capitalize an operating subsidy reserve for people moving into our 70 prioritized PSH units to subsidize rents for nine years.

Identify and secure income for individuals.

Partner with target jurisdictions—all committed to Functional Zero for homelessness—to reduce returns to CHEZ, including innovative physical barriers.

Use By-Name List and HMIS outreach module to continuously track individuals and map sites.

Build trusting relationships to co-develop authentic housing plans with commitment from all parties.

**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)**

By serving all sites in the CHEZ with a unified approach, we are prepared for the dynamic nature of encampments. Our outreach data (including results of Caltrans clear-outs) shows people in the CHEZ who relocate usually move to other sites within the zone. By approaching these 26 scattered sites with a single plan—the same set of services, providers, and housing options—we can be nimble.

Our HMIS outreach module—developed in 2023 with the CHEZ in mind—allows us to identify ERF participants and to serve people who relocate without gaps in case management.

We have planned to serve 52 additional people. Our inflow rate (33%) is based on outreach data and the ERF-1 implementation experience of Redwood City, in SMC.

Our County-led, coordinated service model and biweekly MDT case conferences are well matched to support dynamic populations.

Our outreach partners work as a network county-wide. If someone relocates outside the CHEZ, we will support them by leveraging existing outreach teams.

**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)**

Shelters provide personal storage space for smaller items. Outreach team members will work on an individual basis with encampment residents to store large items or accumulated belongings in storage units until people move into housing with enough space to store all belongings. Encampment residents will have continued access to their stored items and outreach workers will assist with access and organization needs. Costs to pay for storage are built into our client assistance and flexible spending funds.

Our outreach workers recognize the issue of personal property can be emotional and may include hoarding. They will take care to work with individuals in an empathetic way using trauma-informed approaches. Belongings will never be forcibly removed from encampment residents or discarded without their consent by local jurisdictions, law enforcement, or outreach workers. Where appropriate and when mutually agreed, people experiencing homelessness may be offered incentives to discard items.

**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)**

SMC Health division's Veterinary Preventive and Wellness Care (VPWC) Program will join our MDTs to provide care and vaccinations in the field at ERF-3 sites. VPWC will also go to shelters, other interim housing locations, and permanent housing locations to support all participants.

This partnership will not only help ensure that CHEZ pets and service animals receive basic care, are not sources of illnesses, and have the documentation needed to enter congregate housing, but will also reduce barriers to engagement. We have learned that people in encampments are often open to getting vaccines and other services for their pets before accepting supports for themselves.

All shelters in our proposal accept both pets and service animals.

When identifying permanent housing that matches individual needs, our housing specialists will include pet ownership. Flex funds (both diversion and outreach housing assistance) in our budget can be used to pay for fees required of tenants with pets.

## **Budget and Resource Plan**

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

\$14,134,200.12

\$

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

\$123,231,507.79

\$

**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)**

\$108M in committed non-ERF resources for acquisition and construction of four prioritized PSH developments come from the Federal American Rescue Plan Act (ARPA), HOME Investment Partnerships American Rescue Plan Program (HOME-ARP), CA Mental Health Services Act (MHSA), Sobrato Foundation, and SMC (public land). The total acquisition-and-construction leverage for the sites is actually \$186M, with \$135M yet to be secured funds from Homekey, low-income housing tax credits, Federal Home Loan Bank of San Francisco Affordable Housing Program (AHP), Federal Community Development Block Grant (CDBG) Program, and/or commercial mortgage financing.

Our total funding request is matched 1:1 by \$14.8M in County resources to provide: psychiatric treatment; oversight of grant-funded positions; grant administration; partner agency coordination; clinical supervision of health providers; CES, outreach, diversion; and an external evaluation of project to identify best practices and replicable strategies

*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)**

Our proposal to serve 211 people is a prudent and effective use of \$14M, with half going directly to participants as assistance. It is carefully designed to end homelessness for 108 people at the lowest possible cost while adhering to best practices, including high quality care and authentic pathways to stability. CHEZ residents—most chronically homeless—will be matched with permanent housing options that meet individual support needs, ensuring long-term success.

To prioritize 70 units of new PSH, we are leveraging \$108M in secured funding (budget rows 64-68) to develop 4 properties that will remain affordable for at least 55 years. \$5.2M of our request will provide residents partial rent subsidies for nine years, preventing returns to homelessness.

MDTs will bring clinicians, medical providers, case managers, housing specialists, and a CE assessor to the CHEZ, meeting needs and promoting engagement. With the Turner Center, we will identify a framework for resolving other encampments

**Attachment: Standardized Budget**

ERF-3 Standardized Budget\_San Mateo County\_01.24.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)**



HSA and its Center on Homelessness (COH) will oversee ERF-3 implementation and coordinate County divisions and community partners. HSA is well positioned for this lead role and currently oversees \$24 million in contracts for public assistance and employment programs; services for children, families, and veterans; and other community resources. The COH manages contracts and grants for homeless services (outreach, RRH, rental assistance, shelter operations), and will track, report on, and administer ERF-3.

DOH will ensure permanent housing units are developed and rolled out on time and support grant reporting by collecting and managing data and reporting on expenditures. Since 2013, DOH has provided funding to 63 affordable housing projects including two permanent supportive sites through Homekey.

PHPP will provide primary care, mental health services, and medication management, for CHEZ residents, including those with co-occurring disorders. Since 2016, its Street Medicine arm has delivered low-threshold, comprehensive care to people experiencing homelessness with partial funding from the US Health Resources and Services Administration (HRSA).

BHRS clinicians will assess individuals for mental illness and substance use and provide field-based therapy until individuals are ready for warm handoffs to comprehensive behavioral health programs. This model proved effective in a CA Department of Health Care Services Homeless Mentally Ill Outreach and Treatment (HMIOT) grant pilot

### 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.

Title	Currently Filled Position?	FTE of Staffing for This Proposal	Funded by ERF-3-R and / or Leveraged Funds?	Brief Description of Duties
Grant Administrator (HSA Director of Collaborative Community Outcomes)	Yes Yes/No	.05 # FTE	Leveraged ERF/Lev/Both	Grant oversight.

Grant Manager (HSA Center on Homelessness Manager)	Yes Yes/No	.10 # FTE	Leveraged ERF/Lev/Both	Grant administration and supervision.
Grant Coordinator (Management Analyst)	No Yes/No	1.0 # FTE	ERF-3 ERF/Lev/Both	Grant reporting and contract administration, data tracking.
Accountant II (Grant Financial Support)	No Yes/No	1.0 # FTE	ERF-3 ERF/Lev/Both	Financial grant tracking and invoice processing.
Outreach Team Supervisor and Workers	No Yes/No	7.5 # FTE	ERF-3 ERF/Lev/Both	Outreach and engagement, case management.
Mobile CE Assessor	No Yes/No	1.0 # FTE	ERF-3 ERF/Lev/Both	Complete CE assessments in the field.
Behavioral Health Manager	Yes Yes/No	.15 # FTE	Leveraged ERF/Lev/Both	Program coordination & collaboration, implementation support, consultation, and outcome performance monitoring.
Supervising Mental Health Clinician	Yes Yes/No	.15 # FTE	Leveraged ERF/Lev/Both	Regular clinical supervision of the project's mental health clinicians.

Licensed Mental Health Clinician	No Yes/No	1.0 # FTE	ERF-3 ERF/Lev/Both	Field-based outreach, engagement, assessment of mental illness or substance use; case management; field-based crisis de-escalation, individual therapy/ treatment; linkage to other behavioral health services including psychiatric medications.
Psychiatrist	No Yes/No	.30 # FTE	Both ERF/Lev/Both	Assess for significant mental health and substance-use diagnoses and expedite treatment
Public Health Nurse	No Yes/No	.75 # FTE	ERF-3 ERF/Lev/Both	Medical case management. Expedite coordination with Behavioral Health staff (HEAL program) and linkages, including specialty and follow-up care, labs, immunizations, and screenings.
Housing Grant Coordinator - DOH	No Yes/No	.50 # FTE	ERF-3 ERF/Lev/Both	Grant reporting, contract administration, data tracking.
Housing Specialist - DOH	No Yes/No	.75 # FTE	ERF-3 ERF/Lev/Both	Manage pipeline of 70 permanent supportive housing units prioritized for ERF-3.
Senior Accountant - DOH	Yes Yes/No	.10 # FTE	ERF-3 ERF/Lev/Both	Financial grant tracking and invoice processing
Diversion and Housing Specialists	No Yes/No	3.0 # FTE	ERF-3 ERF/Lev/Both	Housing focused diversion and case management.

RRH Housing Specialist and Case Managers	No Yes/No	2.0 # FTE	ERF-3 ERF/Lev/Both	Help participants move into permanent housing
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**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)**

LifeMoves, Project WeHOPE, and the Pacifica Resource Center will conduct outreach and engagement at the encampment sites; build relationships with residents; support housing transitions; and offer mental health, medical services, and other resources. Each has decades of experience conducting outreach and managing complex homelessness projects and grants. All contributed to the design of our outreach plan—including its mobile team composition and staffing ratios.

These providers are all well-positioned to implement, comply with, and monitor all contract terms as long-time recipients of public funding from a wide variety of sources, including the U.S. Department of Housing and Urban Development; California's Homekey and ERF-1 programs; and county and municipal funding. They have the infrastructure and financial systems needed to administer programs and meet all federal and local requirements. All are currently contracted by SMC, and active in our CoC.

Samaritan House will provide Diversion and CE services with light-touch case management. Their specialists will coordinate access to homeless response programs and identify housing solutions, including alternatives to shelters, when preferred. Samaritan House has provided these services for six years.

UC Berkeley's Turner Center for Housing Innovation advances data-driven solutions and pragmatic paths to address housing inequity and affordability nationwide. Paid with leveraged funds, they will study and evaluate our project.

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

The implementing organization of this proposal—SMC’s Human Services Agency (HSA)—is the lead agency for the County’s CoC. The HSA convenes the CoC Steering Committee, which reviewed this proposal and voiced strong support. We incorporated feedback from members with lived experience, especially related to storing personal belongings.

The impetus to develop this proposal grew out of the 2022 Working Together to End Homelessness Summit, which brought together county leaders, local jurisdictions, businesses, non-profits, and advocacy organizations to develop a homelessness action plan. This proposal answers a call from that plan: to focus more deeply on reaching people living in encampments and engage them with multidisciplinary services.

HSA convenes Housing Our Clients, a workgroup with broad stakeholder representation. Ongoing discussions helped identify the value of a multidisciplinary approach in the CHEZ.

We will continue to collaborate with the six target cities (see letters).

*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-3 SMC Evidence of Cross Jurisdictional Collaboration.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)**

Our proposal is focused on state rights-of-way identified by Caltrans as areas of need. We worked in concert with Caltrans, as indicated in their Letter of Agreement, to develop our plan and timeline and will continue to partner to resolve these encampments respectfully.

The sites are located in six cities and we developed our proposal in concert with these jurisdictions. We have their full support as indicated in their Letters of Local Acknowledgement.

Additionally, the SMC Sheriff’s Office has committed to supporting the project by helping to identify people in the encampments, ensuring their wellness and safety, and partnering with us throughout the grant period, as indicated in its Letter of Participation.

Some sites are also on private property, in particular shopping center parking lots. Representatives of the target jurisdictions have informed these businesses of our plan and will continue to be our primary points of contact.

## **Accelerated Timeline**

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

Existing county outreach teams visit the sites when possible. About 139 CHEZ residents are on a By-Name List. We do not have the needed resources (case management, health workers, flex funds, prioritized units) to engage and house them now.

Most target sites are locations where Caltrans has previously asked us to do outreach. Often, those requests come only a week in advance of a clear-out, leaving us very limited time to engage with residents, who often resist initial offers of services and temporary housing and, instead, move to other unsheltered locations. With this proposal, we have commitments from Caltrans to give us time to properly engage.

In 2023, we added 240 non-congregate shelter units to our system with the construction of a Navigation Center, which provides private quarters, space for pets, on-site meals, and support services. We are now able to draw indoors people from the encampments who typically turned down shelter offers. Partners can stay together at the center.

**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)**

After dispatching outreach providers to assess needs and map sites for this proposal, we began creating a CHEZ By-Name List. There are 139 people in our HMIS who lived in the target sites at some point during 2023. The maps we developed have been added to our HMIS, thanks to a special outreach module we piloted in 2023. The MDT service model we are proposing is proven and familiar to the collaborating County departments. If awarded funding, we will be able to swiftly scale up to implement our outreach plan.

If awarded, we will immediately direct existing County outreach providers, including clinicians, to start talking with people in the CHEZ about the program and spur interest in participation as we hire new project staff.

We expect to avoid procurement delays by contracting with providers already approved through the County's RFP process. LifeMoves, WeHOPE, Pacifica Resource Center, and Samaritan House already have contracts, so hiring project staff can occur quickly.

## 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
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2/28/2024	Homekey 3.0 Aware Announcement	Place	Homekey project(s) are identified/prioritized PSH options for CHEZ residents.
3/30/2024	ERF Award Announcement	Project Management	
4/1/2024	Begin Targeted CHEZ Outreach	People	
4/15/2024	Multi Disciplinary Team (MDT) initial meeting	Project Management	Initial meeting of MDT, which will develop care plans for each client and meet weekly to ensure individualized progress and supports for all CHEZ residents.
8/15/2024	Hire CHEZ Project Coordination Staff	Project Management	Includes Grants Coordinator, Housing Coordinator
8/15/2024	Secure MOUs and agreements	Project Management	Contracts executed for outreach, FE, RRH, and MOUs between Grantee (HSA) and County Health and Department of Housing
8/15/2024	Outreach, Shelter & Services	People	50% of CHEZ residents contacted by mobile outreach team, on By-Name List, and offered interim housing and services
8/15/2024	Interim Housing Move-In	People	First 5 people move into interim housing

8/31/2024	Behavioral Health Care Plans	People	100% of CHEZ residents referred for behavioral health needs will have housing and care plans
9/30/2024	Outreach, Shelter & Services	People	100% of CHEZ residents contacted by mobile outreach team, on By-Name List, and offered interim housing and services
11/30/2024	Interim Housing Move-In	People	45 more people (total 50) accept interim shelter placements
11/30/2024	RRH Move-In	People	First 10 people move into housing through RRH program. Includes both permanent and bridge placements for those who will move into prioritized permanent units when they are available.
12/31/2024	Health Service Delivery	People	100% of newly referred CHEZ will have housing and care plans; 100% of residents referred for behavioral health will be offered assessment; 100% who self-report as opioid users will be offered naloxone and educated on its use; 80% who are diagnosed with mental illness or substance use disorder will be linked to behavioral health services



3/31/2025	RRH Move-in	People	4 more people (total 14) move into housing through RRH - both permanent and bridge placements
3/31/2025	Interim Housing Move-In	People	28 more people (total 78) accept interim shelter placements
5/31/2025	Homekey 3.0 operating subsidy funds expended	Place	Provide a capitalized operating subsidy reserve to cover projected operating deficits for prioritized permanent supportive housing units over a term of 9 years.
6/30/2025	50% of ERF Funds Expended / 100% Obligated	Project Management	Statutory Deadline for 50% of ERF funds to be spent and 100% Obligated
6/30/2025	Interim Housing Move-In Complete	People	28 more people (total 106) accept interim shelter placements
7/30/2025	RRH Move-In	People	16 more people (total 30) move into housing through RRH - both permanent and bridge placements
10/31/2025	RRH Move-In Complete	People	15 more people (total 45) move into housing through RRH - both permanent and bridge placements

12/31/2025	Permanent Housing Move-In	People	First 40 people are permanently housed - some staying in RRH placements and others moving into permanent supportive housing, including prioritized units
12/31/2025	Health Service Delivery	People	100% of newly referred CHEZ residents will have housing and care plans; 100% of residents newly referred will be offered assessment; 100% who newly self-report as opioid users will be offered naloxone and educated on its use; 80% who are newly diagnosed with mental illness or substance use disorder will be linked to behavioral health services
5/30/2026	Homekey 3.0 Leaseup	Project Management	Homekey 3.0 (prioritized permanent housing) leaseup completed.
7/31/2026	Prioritized The Ridge at Ralston Construction Complete	Place	Prioritized housing completion and leaseup start. Number of prioritized ERF-3-R units units at this location will depend on other options, including 1580 Maple, and new Homekey 3.0 developments.

12/31/2026	Prioritized 1580 Maple St. Construction Complete	Place	Prioritized housing completion and leaseup start, 1580 Maple Street. Number of prioritized ERF-3-R units at this location will depend on other options, including The Ridge at Ralston, and new Homekey 3.0 developments.
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12/31/2026	Permanent Housing Move-In	People	At least 40 more people (total 80) are permanently housed - some staying in RRH placements and others moving into permanent supportive housing, including prioritized units.
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12/31/2026	Health Service Delivery	People	100% of newly referred CHEZ residents will have housing and care plans; 100% of residents newly referred will be offered assessment; 100% who newly self-report as opioid users will be offered naloxone and educated on its use; 80% who are newly diagnosed with mental illness or substance use disorder will be linked to behavioral health services
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4/30/2027	Prioritized Construction Complete	Place	Completion of El Camino House and/or Pacific Shelter - Homekey 2.0 conversions to permanent housing
5/31/2027	Permanent Housing Move-In	People	At least 28 more people (total 108) are permanently housed - some staying in RRH placements and others moving into permanent supportive housing, including prioritized units
6/30/2027	Health Service Delivery	People	100% of residents newly referred for behavioral health will be offered assessment; 100% who newly self-report as opioid users will be offered naloxone and educated on its use; 80% who are diagnosed with mental illness or substance use disorder will be linked to behavioral health services
6/30/2027	100% of ERF Funds Expended	Project Management	Statutory Deadline for 100% of ERF funds to be spent

### 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	This proposal will reach full operating	The first planned exit of a person or	The last planned exit of a person or household from
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the prioritized encampment site began / will begin mm/yyyy.

capacity in mm/yyyy.

household from the prioritized encampment will occur in mm/yyyy.

the prioritized encampment will occur in mm/yyyy.

04/2024

08/2024

08/2024

05/2027

## 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

Iliana

First

Rodriguez

Last

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

### Title

Assistant County Executive

### Email

irodriguez@smcgov.org

	ELIGIBLE USE CATEGORY	5-WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL	ERF-3-R PROPOSED BUDGET			LEVERAGED FISCAL SUPPORT	-3 SENTENCE DESCRIPTION	
				SALARY	FTE	MONTHS			
Guidance and Intended Use	Use drop-downs. See NOFA, III. A.	Enables Cal ICH to immediately understand the line item.	Enables Cal ICH to associate the line item with specific entities or parts of a proposal.	Qual. 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>									
	Street Outreach	CHEZ ERF-3 Outreach Workers	Contractor (LifeMoves, PRC, or WeHOPE)	5,096.00	6.00	30	917,280.00	Conduct outreach and engagement from start of project for 2.5 years. Provide support, resources, case management, housing support, and warm hand-offs to case managers at interim and permanent housing. Manage and lead six outreach workers in row 5.	
	Street Outreach	CHEZ ERF-3 Outreach Team Supervisor	Contractor (LifeMoves, PRC, or WeHOPE)	7,644.00	1.50	30	343,980.00		
	Street Outreach	CHEZ ERF-3 Mobile CE Assessor	Samaritan House	5,096.00	1.00	18	91,728.00	Conduct Coordinated Entry (CE) assessments in the field at CHEZ sites to speed up placement on housing priority list. Innovative position created for this project to reduce barriers.	
	Street Outreach	Fringe Benefits - 40.5%	Contractors				547,960.14	Fringe benefits, including health insurance, at 40.5% applied to street outreach roles in rows 5-7.	
	Interim Sheltering	LEVERAGE: Shelter Contracts	LifeMoves, Samaritan House				12,027,843.60	Cost of FY 24-25 to FY 26-27 County CES contracts (staff time and same non-direct labor items as for ERF contracts). Calculated as 40% of County's total cost to ensure leverage amount pertains only to target sites.	
	Street Outreach	LEVERAGE: Street Outreach Contracts	Outreach Contractors				994,456.80	Cost of FY 24-25 to FY 26-27 County outreach contracts (staff time and same non-direct labor items as for ERF contracts). Calculated as 40% of County's total cost to ensure leverage amount pertains only to target sites.	
	Prevention and Diversion	Diversion and Housing Specialists	Samaritan House	5,373.33	2.00	24	257,919.84	Housing focused diversion and case management. Part of MDT. Pair up with field-based case managers and work in coordination with Mobile CE Assessor. Present housing options (interim and permanent), support housing plans.	
	Prevention and Diversion	Lead Diversion and Housing Specialist (Assistant Program Manager)	Samaritan House	6,240.00	1.00	24	149,760.00	Manage, train, support, and lead 2FTE specialists in row 11. Provide housing focused diversion and case management.	
	Prevention and Diversion	Fringe Benefits (35%)	Samaritan House				142,687.94	Fringe benefits, including health insurance, at 35% applied to diversion roles in rows 11-12.	
	Prevention and Diversion	LEVERAGE: CES/Prevention & Diversion Contracts	Samaritan House				369,139.20	Total percentage (40%) of all current CES contracts which include staff time and all items non-direct labor items listed below pertaining to identified encampments for FY 23-24; Contract includes work doing CES assessments, prevention and diversion work.	
	Services Coordination	LEVERAGE: CHEZ ERF-3 Grant Administrator	Human Services Agency	15,095.53	0.05	36		27,171.95	Oversight, administer grant documents to ensure compliance.
	Services Coordination	LEVERAGE: CHEZ ERF-3 Grant Manager	Human Services Agency	11,265.50	0.10	36		40,555.80	Supervise Grant Coordinator in row 17, provide ERF-3 grant quality control.
	Services Coordination	CHEZ ERF-3 Grant Coordinator	Human Services Agency	14,216.00	1.00	32	454,912.00	Oversee and supervise grant administration; review and approve reports; and monitor performance measures. Coordinate regular meetings with providers to ensure milestones and outcomes are being met; attend MDT meetings; attend County grant administration meetings. Fringe included.	
	Services Coordination	ERF-3 Accountant II	Human Services Agency	11,262.00	1.00	32	360,384.00	Provide fiscal support. Draft expenditure reports for reporting and maintaining ERF accounting records. Fringe included.	
	Services Coordination	CHEZ ERF-3 Housing Grant Supervisor	Department of Housing	12,906.40	0.10	36	46,463.04	Supervise DOH's ERF-3 Housing team, quality control.	
	Services Coordination	CHEZ ERF-3 Housing Grant Coordinator	Department of Housing	11,573.97	0.25	36	104,165.73	Grant reporting and contract administration; data tracking and management, DOH expenditure reporting. Oversee permanent housing program to ensure units are developed and rolled out on time. Attend MDT meetings as management analyst.	
	Services Coordination	CHEZ ERF-3 Housing Specialist	Department of Housing	11,341.29	0.75	36	306,214.83	Manage pipeline of 70 permanent supportive housing units prioritized for ERF-3.	
	Services Coordination	CHEZ ERF-3 Sr. Accountant	Department of Housing	10,640.93	0.10	36	38,307.35	Financial grant tracking and invoice processing.	
	Services Coordination	FRINGE BENEFITS (40%)	Department of Housing				340,785.30	26,978.00	Fringe benefits, including health insurance, at 39.83% applied to roles in rows 18-22.
	Street Outreach	Licensed Mental Health Clinician	Behavior Health and Recovery Services	10,481.61	1.00	33.00	345,893.13	Provide field-based outreach, engagement, assessment of mental illness and/or substance abuse, individual treatment or therapy, and case management services to people in the CHEZ. Crisis de-escalation, linkages to expanded health services and medication.	
	Services Coordination	LEVERAGE: Behavioral Health Manager	Behavior Health and Recovery Services	15,360.50	0.15	36.00		82,946.70	Coordinate with partner agencies, oversee behavioral health outcomes and implementation of behavioral health and recovery services, provide consultation to CHEZ ERF-3 mental health clinicians.
	Services Coordination	LEVERAGE: Supervising Mental Health Clinician	Behavior Health and Recovery Services	11,817.64	0.15	36.00		63,815.26	Provide weekly clinical supervision to CHEZ ERF-3 mental health clinicians.
	Street Outreach	FRINGE BENEFITS (50%)	Behavior Health and Recovery Services				172,946.57	73,380.98	Fringe benefits, including health insurance, at 50% applied to roles in rows 24-25.
	Street Outreach	Hard-to-fill hiring bonus	Behavior Health and Recovery Services	5,000.00		3.00	15,000.00		Hire/retention incentive for hard-to-fill positions (row 24). Calculated at \$5000 per clinician per year for 3 years.
	Rapid Rehousing	CHEZ Rapid Re-housing (RRH) Case Manager	RRH Contractor	\$ 6,250.00	2.00	24	300,000.00	Help participants: move into permanent housing; stabilize in housing; connect with community services and supports; develop individual service plans (with goals related to housing, job training/placement, budgeting, and stabilizing). After housed: provide case management to help with housing stabilization, identifying and accessing supports (i.e. family and friend networks, mainstream and community services, and employment and income), and assist with resolving issues that could lead to tenancy problems. (Includes 25% fringe.)	
	Rapid Rehousing	CHEZ RRH Housing Specialist	RRH Contractor	\$ 5,500.00	1.00	12	66,000.00	Assist program participants in identifying housing (can include rental housing, shared housing, family reunification, and other options). Recruit and engage landlords in neighborhoods where participants want to live. Assist participants with making informed housing choices and understanding landlord-tenant rights, responsibilities, and lease requirements. (Includes 25% fringe.)	
	Rapid Rehousing	CHEZ RRH Program Manager	RRH Contractor	\$ 4,600.00	0.50	24	55,200.00	Supervise CHEZ RRH program staff, oversee program implementation, submit all required reporting. Participate in: program planning, progress discussions with the County, and community and stakeholder discussions regarding the homeless system. (Includes 25% fringe.)	
	Rapid Rehousing	CHEZ RRH Office Support/Compliance	RRH Contractor	\$ 4,400.00	0.50	24.00	52,800.00	Support office administration, grant compliance. (Includes 25% fringe.)	
	Rapid Rehousing	CHEZ RRH Director	RRH Contractor	\$ 8,500.00	0.20	24	40,800.00	Oversee RRH staff and program management. (Includes 25% fringe.)	
	Rapid Rehousing	CHEZ RRH Finance Support	RRH Contractor	\$ 6,500.00	0.20	24	31,200.00	Provide accounting and payroll support. (Includes 25% fringe.)	
	Rapid Rehousing	CHEZ RRH Data Specialist	RRH Contractor	\$ 6,900.00	0.10	24	16,560.00	Data collection, management, and reporting. (Includes 25% fringe.)	
	Street Outreach	ERF/LEVERAGE: CHEZ ERF-3 Psychiatrist	County Health - Street Medicine Program	40,171.20	0.30	30	361,540.80	241,027.20	Assess for significant mental health and substance use diagnoses and expedite treatment. Bridge medical/mental health to lower threshold, remove barriers to rapid start prescription, follow up for oral and injectable psychiatric medication, mental health assessments, linkage to HEAL and larger BHRS system. Cost split between grant and leverage. (Includes 50% fringe.)
	Street Outreach	CHEZ ERF-3 Public Health Nurse	County Health - Street Medicine Program	19,272.00	0.75	30	433,620.00	Provide medical case management, ensure medication adherence, insurance eligibility, coordinate care between Street Medicine team and partner agencies. Expedite coordination with Behavioral Health staff (HEAL program) and other linkages, including specialty and follow-up care, labs, immunizations, and screenings. (Includes 50% fringe.)	
	Services Coordination	LEVERAGE: Public Health Clinics Manager	County Health - Street Medicine Program	31,499.00	0.15	36		170,094.60	Oversight of grant management deliverables, administrative support.
	Services Coordination	LEVERAGE: Public Health Supervising Nurse Practitioner	County Health - Street Medicine Program	33,604.00	0.30	36		362,923.20	Supervise CHEZ ERF-3 Street Medicine positions and operations, ensure coordination between Public Health Policy & Planning and Behavioral Health providers.
<b>Subtotal - Personnel Costs</b>				<b>\$ 5,994,108.67</b>			<b>\$ 14,480,333.29</b>		

NON-PERSONNEL COSTS			UNIT	RATE	TIME		
Street Outreach	Encampment shower and laundry services	Dignity on Wheels		\$1,188.00	98	116,424.00	Mobile shower and laundry services to be made available at any/all 26 sites on as-needed basis. Cost per visit is \$1,188.
Street Outreach	Client Assistance Fund	Contractor (LifeMoves, PRC, or WeHOPE)	211	\$249.00		52,539.00	Storage of personal items; transportation to appointments/training/healthcare; application fees, fines or deposit holds; food, clothing and other essentials. Removes barriers to stability and permanent housing. Amount based on existing contracts at rate of \$249 per client, on average; funds allocated by case managers. 150 miles per day for each staff person in row 5. Calculated as 6 people for 100 weeks at 65.5 cents per mile. Mileage costs for 6 case managers to travel to and among encampment sites during first two years of project.
Street Outreach	Mileage Reimbursement	Contractor (LifeMoves, PRC, or WeHOPE)	6	\$96	100	57,300.00	
Street Outreach	Supplies, staff uniforms, gear	Contractor (LifeMoves, PRC, or WeHOPE)	6	\$1,000.00		6,000.00	Uniforms, clipboards, hats, jackets etc. with organization logo so that outreach workers are easily identifiable, \$1,000 per case manager.
Street Outreach	Training/Conferences	Contractor (LifeMoves, PRC, or WeHOPE)	6	\$469.00		2,814.00	Training and conference attendance for staff; \$469 per case manager.
Street Outreach	IT Costs	Contractor (LifeMoves, PRC, or WeHOPE)		\$567	30	17,010.00	Internet connectivity, computer equipment, and IT support at \$567 per month for 30 months.
Street Outreach	Facilities	Contractor (LifeMoves, PRC, or WeHOPE)		1,667.00	30	50,010.00	Operating costs for contractors in rows 5-7. Calculated at \$1,667 per month for 30 months for rent, water, electricity at contractor work space.
Prevention and Diversion	Mobile Team Program Supplies	Samaritan House		\$437.50	24	10,500.00	Laptops and other mobile devices, connectivity services, and remote stipends for 3 FTEs in rows 11-12. Calculated at \$437.50 per month, for 24 months.
Prevention and Diversion	Communications, Phone	Samaritan House		\$406.25	24	9,750.00	Phones and phone service for 3 FTE staff in rows 11-12. Phone purchase at \$1,000 each for 3 phones; service at \$280 per month total for 24 months. Calculated as total of \$406 per month.
Prevention and Diversion	Utilities	Samaritan House		\$167.00	24	4,008.00	Electricity, water, sewage for contractor office space at \$167/month.
Prevention and Diversion	Recruitment	Samaritan House	2	\$5,000.00		10,000.00	Fees to recruit for 2 FTEs in row 11.
Prevention and Diversion	Travel, Meetings, and Conferences	Samaritan House	3	\$1,666.00		4,998.00	Conference fees and travel for 3 staff
Prevention and Diversion	Mileage Reimbursement	Samaritan House	3	\$97.67	50	14,650.50	50 miles per week for each staff person in rows 11-12. Calculated as 3 people for 50 weeks at 65.5 cents per mile.
Prevention and Diversion	Employee Training	Samaritan House	3	\$500.00		1,500.00	Training materials for 3 staff people in rows 11-12.
Prevention and Diversion	Equipment Rental	Samaritan House		\$125.00	24	3,000.00	Equipment in contractor office space (where they will see clients), including COVID protection panels and sanitation equipment at \$125 per month for 24 months.
Prevention and Diversion	IT and HMIS Data Support	Samaritan House		\$700.00	24	16,800.00	IT and HMIS data support consultants, tech troubleshooting at \$700 per month for 24 months.
Prevention and Diversion	Client Assistance Diversion Fund	Samaritan House	211	\$260.00		54,860.00	Assist clients in relocating and/or obtaining housing at the stage when CES is working with client. Eligible costs include transportation (eg. for someone who is relocating with family in another state), or, if staying temporarily with a friend, can be used to defray some expenses (e.g., utilities, food) incurred by host. Calculated for 211 clients on average \$260 each, but actual distribution will vary based on need.
Administrative Costs	LEVERAGE: Evaluation and research on success of project	Terner Center for Housing Innovation				297,232.50	Research and evaluate project interventions, perform two rounds of data collection and analysis, synthesize data from multiple sources (including HMIS, surveys of CHEZ residents, financial data, and process data). Deliverables include three presentations and a published report on key findings, best practices. (Proposal attached with letters.)
Operating Subsidies	Rental Assistance for 70 PSH units prioritized for CHEZ ERF-3	Department of Housing	70	\$8,253.97	9	5,200,000.00	Capitalized operating subsidy reserve that will be drawn by 5/31/2025 to cover projected operating deficits for 70 units of PSH at Homekey developments prioritized for CHEZ participants. To help ensure long-term stability and prevent returns to homelessness, these funds will help cover the gap between the cost of rent (including on-site supportive services) and amount project participants will be able to afford. Amount calculated based on expected \$15 million operating gap at La Quinta and Ramada during first 15 years.
Delivery of Permanent Housing	LEVERAGE: Acquisition and construction of La Quinta prioritized PSH	Department of Housing				\$14,850,000.00	Federal American Rescue Plan Act funds; acquisition and construction of La Quinta prioritized PSH
Delivery of Permanent Housing	LEVERAGE: Acquisition and construction of Ramada Inn prioritized PSH	Department of Housing				\$6,750,000.00	Federal American Rescue Plan Act funds; acquisition and construction of Ramada Inn prioritized PSH
Delivery of Permanent Housing	LEVERAGE: Acquisition and construction of The Ridge at Ralston prioritized PSH	Department of Housing				\$4,403,263.00	HOME Investment Partnerships American Rescue Plan Program funds; acquisition and construction of The Ridge at Ralston prioritized PSH
Delivery of Permanent Housing	LEVERAGE: Acquisition and construction of 1580 Maple Street prioritized PSH	Department of Housing				\$25,100,100.00	Federal American Rescue Plan Act funds (\$12.3M), State Mental Health Services Act funds (\$2.8M), Sobrato Foundation Private Donation (\$5M), County Land Contribution (\$5M); acquisition and construction of 1580 Maple Street prioritized PSH
Delivery of Permanent Housing	LEVERAGE: Committed rental and operating subsidies for La Quinta and Ramada	Department of Housing				\$57,256,079.00	Federal American Rescue Plan Act Funds (\$1M) toward operating deficits; County Measure K (sales tax) funds: (\$53M) toward long-term rental subsidies and \$5.7M) toward operating deficits.
Street Outreach	LEVERAGE: County cars for outreach	Behavioral Health and Recovery Services		30,000	3	\$90,000.00	In-kind from BHRS. \$30,000 per year for 1 vehicle.
Street Outreach	Car insurance, gas, maintenance	Behavioral Health and Recovery Services		3,400	3	10,200.00	\$3,400.00 per year for 1 vehicle.
Street Outreach	Cellphone operation (monthly plan)	Behavioral Health and Recovery Services		140	33	4,620.00	Monthly data plan of \$140 per month for 33 months.
Street Outreach	Cellphone purchase	Behavioral Health and Recovery Services	1	1,200		1,200.00	One time cost of one phone at \$1,200.
Street Outreach	Laptops with required licenses	Behavioral Health and Recovery Services	1	1,500		1,500.00	One time cost of one laptop at \$1,500.
Systems Support	LEVERAGE: Client incentives, other supplies for clients	Behavioral Health and Recovery Services		125	36	4,500.00	In-kind from BHRS, calculated at \$125 per month for 3 years.
Rapid Rehousing	Office Space/Utilities	RRH Contractor		\$ 2,040.00	24	48,960.00	Office space, rent, utility costs for contractor work space at \$2,040 per month.
Rapid Rehousing	Program Supplies	RRH Contractor		\$ 100.00	24	2,400.00	Office supplies for contractor work space calculated at \$100 per month for 24 months.
Rapid Rehousing	Computer/IT/Telephone	RRH Contractor		\$ 340.00	24	8,160.00	Internet and IT services for RRH contractor work space calculated at \$340 per month for 24 months.
Rapid Rehousing	Transportation - Client Support	RRH Contractor	45	\$ 0.66	318	9,373.05	Mileage reimbursement for each staff person in rows 29-31. Calculated as 318 miles per RRH participant (over 24 months)at 65.5 cents per mile for 45 participants.
Rapid Rehousing	Staff Development/Training	RRH Contractor	4	\$ 450.00		1,800.00	Professional development and training for staff (3.5 FTE) in rows 29-31 at \$450 per person.
Rapid Rehousing	Client Rental Assistance	RRH Contractor	45	\$ 1,339.00	24	1,446,120.00	Step down rental assistance plan for 45 people over 24 months based on an average per month rent of \$1,339.
Rapid Rehousing	Client Security Deposit Fund	RRH Contractor	45	\$ 4,200.00		189,000.00	Funds for client security deposits based on average cost of \$4,200 each for 45 people.
Rapid Rehousing	Client Assistance Housing Fund	RRH Contractor	45	\$ 500.00		22,500.00	Flex funds for landlord incentives, including unforeseen move in costs, additional fees. Calculated at \$500 per person for 45 people.
Services Coordination	Medical Formulary/PPE/Medical Supplies	County Health	1	14000	3	42,000.00	Personal protective equipment for healthcare providers; medication and other medical supplies for people living in target encampments. Calculated at \$14k per year for 3 years; about \$200 per participant served.
Systems Support	Supports for field-based work	County Health	0.75	20905.66667	3	47,037.75	IT connections and other administrative supports needed to support mobile healthcare workers to provide field-based services. Calculated at \$1,305 per month for 3 years. 47,037.75
<b>Subtotal - Non-Personnel Costs</b>						<b>\$ 7,467,034.30</b>	<b>\$ 108,751,174.50</b>
<b>ADMINISTRATIVE COSTS</b>							
Administrative Costs						5%	673,057.15
<b>Subtotal - Administrative Costs</b>						<b>\$ 673,057.15</b>	<b>\$ -</b>
<b>TOTAL BUDGET</b>						<b>\$ 14,134,200.12</b>	<b>\$ 123,231,507.79</b>

## California Department of Transportation

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January 25, 2024

Attn: Jeannie McKendry, Grants Development Section Chief  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601 Sacramento,  
CA 95814  
[calich@bcsh.ca.gov](mailto:calich@bcsh.ca.gov)

### **RE: Letter of Commitment for the County of San Mateo application for funding for the Encampment Resolution Funding Program (ERF-3)**

Dear Chief Jeannie McKendry:

On behalf of the California Department of Transportation (Caltrans) I want to express our support of the County of San Mateo's application to the Encampment Resolution Funding Program. We are supportive of the County's decision to focus this effort on serving an anticipated 211 people in 26 encampments that are primarily on state right of way along the corridors formed by U.S. Route 101, Interstates 280 and 380, Highway 1, and State Routes 84 and 92 in the cities of Burlingame, Half Moon Bay, Menlo Park, San Bruno, San Mateo, and South San Francisco. This proposal seeks to immediately decrease the number of individuals experiencing unsheltered homelessness in the County of San Mateo and expects to move 108 people living in the identified encampments into permanent housing by the end of the grant period. This goal will be achieved through consistent, repeated engagement by multidisciplinary outreach teams that will provide Coordinated Entry assessments, medical care, case management, pet care, and other services in the field while focusing on immediate diversion opportunities and permanent housing placements. The County has identified specific housing pathways for CHEZ residents, including 70 prioritized new permanent housing units.

The state right of way that forms the key transit arteries of San Mateo County have become magnets for encampments. We often see people returning to these locations after abatement efforts. San Mateo County staff worked in collaboration with local Caltrans officials to identify the encampment locations, "hot spots," being addressed through this proposal. Some locations have just one resident while others have as many as 15. Sites include the Highway 1 Under Bridge in Half Moon Bay, State Route 84 near University Avenue at PM 27.99 in Menlo Park, and six locations in



Ms. Jeanie McKendry  
Grants Development Section Chief  
January 25, 2024  
Page 2

San Bruno at on- and off-ramps of Interstate 280 (PM 23.03), Interstate 380 (PM 5.46, 5.17, 18.962, 6.47), and NB Route 101 (PM 19.96) in San Bruno. The sites and people living in them share common needs and are some of the most difficult encampments to resolve.

Caltrans is committed to only act on the encampment sites in the proposal in collaboration with the County of San Mateo and with at least two weeks-notice to the ERF grantee (unless critical circumstances exist when an encampment poses an imminent threat to life, health, safety, or infrastructure and must be immediately addressed).

I fully support the County of San Mateo's application for the State of California Encampment Resolution Funding Grant. These state resources will be instrumental to serving unsheltered people along the state right of way in the County of San Mateo with dignity and moving them into permanent housing.

Thank you,

*Leah Budu*

Leah Budu  
District Director, Maintenance

Cc: Matt Hayes, County of San Mateo, [mhayes@smcgov.org](mailto:mhayes@smcgov.org)

# County of San Mateo 2024 Letter of Commitment

Final Audit Report

2024-01-26

Created:	2024-01-26
By:	Ashwini Reddy (s138299@dot.ca.gov)
Status:	Signed
Transaction ID:	CBJCHBCAABAA1ubCO1vIMZS48mYIA_Ov4SoLRZeKQzX2

## "County of San Mateo 2024 Letter of Commitment" History

-  Document created by Ashwini Reddy (s138299@dot.ca.gov)  
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-  Document e-signed by Leah Budu (leah.budu@dot.ca.gov)  
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-  Agreement completed.  
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# COUNTY OF SAN MATEO

## **ERF-3 Letters of Local Acknowledgement, Commitment & Agreement**

### **PROJECT EVALUATOR**

1. UC Berkeley Turner Center for Housing Innovation

### **PARTNER CITIES**

2. Burlingame
3. Half Moon Bay
4. Menlo Park
5. San Bruno
6. San Mateo
7. South San Francisco

### **COMMUNITY-BASED PROVIDER PARTNERS**

8. LifeMoves
9. Pacifica Resource Center
10. Samaritan House
11. WeHOPE

### **COLLABORATING COUNTY DIVISIONS & OFFICES**

12. Veterinary Preventive and Wellness Care
13. San Mateo County Health
14. San Mateo County Department of Housing
15. San Mateo County Sheriff's Office
16. San Mateo County Board of Supervisors

January 5, 2024

As part of San Mateo County’s application for the Encampment Resolution Funding (ERF) program, the Turner Center proposes an accompanying evaluation of the ERF-supported interventions and encampment residents’ needs and outcomes. The evaluation is designed to inform the implementation of the ERF-supported interventions, assess participants’ experiences and outcomes, and identify best practices and innovations that can be implemented beyond the ERF program. This letter describes the proposed evaluation’s central research questions, overall research design, and projected budget (page 4) and timeline (page 5).

To both rigorously evaluate the County’s objectives for the ERF program and inform its ongoing implementation, the proposed research design includes multiple rounds of data collection and analysis. The timing of the proposed data collection and analysis can be adjusted to align with the stages of the County’s ERF interventions.

### **Research Questions**

What are the needs and outcomes for residents of the encampments served with interventions supported by the Encampment Resolution Fund (hereafter, “ERF encampments”)?

- How many ERF encampment residents successfully move into bridge housing? How many residents successfully move into permanent supportive housing (PSH)?
- What resident characteristics matter for these transitions?
- How do residents form and maintain relationships and communities in encampments, bridge housing, and PSH? How do residents’ experiences in the encampments shape their needs, goals, and housing trajectories throughout the ERF program?

How are the ERF-supported interventions implemented?

- What elements of the interventions are most important for effectively serving residents?
- What challenges do the interventions encounter, and how do they adapt?
- What resources support these interventions? How are these resources sufficient or not?

What lessons from the ERF-supported interventions can be applied to other homelessness programs?

- What best practices emerge from the ERF-supported interventions?
- What lessons do program staff and administrators identify as most important?
- What existing or missing resources are most pivotal for residents’ housing outcomes?

## Data Collection and Analysis

The proposed evaluation will collect and analyze data in two rounds to (see the evaluation timeline on page 5):

- Round 1 (summer 2024) will focus on encampment outreach efforts and transitions into bridge housing programs.
- Round 2 (spring 2025) will focus on the bridge housing programs and transitions into permanent housing.

The evaluation will synthesize multiple data sources with complementary content and perspectives on the ERF-supported interventions, including both existing administrative data and original data collected by the research team.

### *Resident Data*

- San Mateo County HMIS data: The research team will analyze HMIS data to document the number of people served by ERF-supported interventions, their characteristics, the services they received, and their outcomes. We will also analyze HMIS data on people served by non-ERF projects for comparison (e.g., outcomes for people served by non-ERF street outreach, residents of non-ERF bridge housing or permanent housing).
- Resident surveys: The research team will conduct surveys with residents of the ERF encampments, bridge housing sites, and/or PSH projects. These surveys will include a short set of closed-ended survey questions to complement the HMIS data (e.g., ratings of supportive services provided) and open-ended interview questions (e.g., residents' social connections and feelings of community, most pressing case management needs).
  - Survey participants would be selected for diversity by encampment of origin, age, gender, race/ethnicity, and family status.
  - Summer 2024 surveys will be administered to approximately 30 ERF encampment residents. Depending on the timing of the ERF interventions, these surveys will include residents who have recently moved into bridge housing and/or those who have yet to leave the ERF encampments.
  - Spring 2025 surveys will be administered to approximately 20 bridge housing and PSH residents, including former program participants if possible.

### *Intervention/Process Data*

- Financial data: The research team will analyze funding allocations and expenditures for ERF-supported interventions (e.g., outreach, supportive services, housing site operations) and related activities (e.g., public works expenses for encampment clearance).
- Site Visits: The research team will conduct site visits alongside the resident surveys. The site visits in Summer 2024 will include shadowing outreach teams to the ERF encampments and visits to the bridge housing sites. Spring 2025 site visits will include

bridge housing and permanent housing sites for ERF residents.

- Staff interviews: In each round, the research team will interview approximately 10 direct-service staff and administrators for the outreach, bridge housing, and/or PSH programs.
- Key administrator interviews: At relevant points during the assessment period, the research team will interview key County administrators. These interviews will gather information on program implementation and allow administrators to provide input on the research aims.

## **Deliverables**

Presentation of Interim Findings, late 2024: The research team will present main findings from the first round of data analysis to County administrators. The presentation will include findings about the initial implementation of the ERF interventions, the number and characteristics of ERF encampment residents participating in the interventions, and ERF encampment residents' needs and experiences.

Presentation of Final Findings and Report, late 2025: The research team will present main findings from the second round of data analysis to County administrators. The presentation will include findings about best practices and lessons learned about encampment resolution, the number and characteristics of ERF encampment residents participating in the interventions, and ERF encampment residents' outcomes, and residents' experiences in the bridge housing and permanent housing programs.

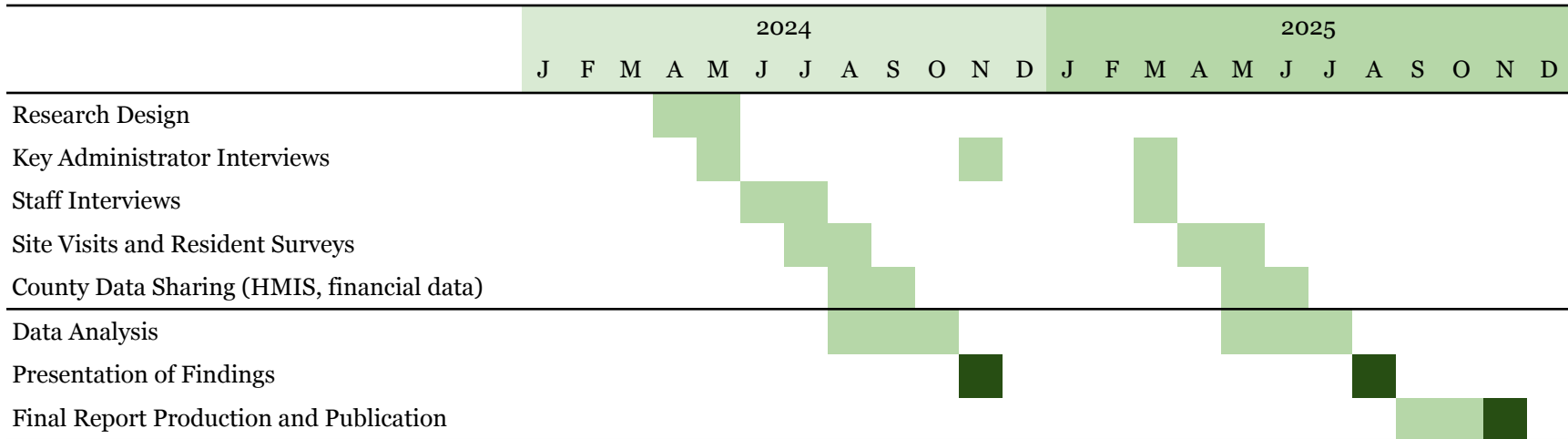
In addition to the presentation, the research team will produce a written report on the key findings for the evaluation's research questions. The research team will deliver this report to the County and solicit any questions and feedback. The Turner Center will publish a condensed version of the final report.

## Estimated Budget

Budget Category	Budget Amount
<b>Staff Time</b>	<b>\$196,155.00</b>
Associate Research Director	\$136,837.50
6 months at 75% time for site visits and data collection	\$56,250.00
4 months at 50% time for data analysis and presentations and report writing	\$25,000.00
8 months at 20% time for project administration and developing research instruments	\$20,000.00
fringe benefits (43.8%)	\$35,587.50
<b>Research Associate</b>	<b>\$59,317.50</b>
6 months at 50% time for data collection	\$27,500.00
6 months at 25% time for data analysis	\$13,750.00
fringe benefits (43.8%)	\$18,067.50
<b>Research Expenses</b>	<b>\$2,000.00</b>
Incentive Payments for Resident Surveys	\$2,000.00
<b>Terner Overhead (20% of direct costs)</b> includes senior level review of research, publication support (copy-editing/layout), dissemination, presentations), and organizational infrastructure	<b>\$39,631.00</b>
<b>UCB Indirect Costs (25% of subtotal)</b>	<b>\$59,446.50</b>
<b>Total</b>	<b>\$297,232.50</b>



## Evaluation Timeline





# The City of Burlingame

OFFICE OF THE  
CITY MANAGER

CITY HALL — 501 PRIMROSE ROAD  
BURLINGAME, CALIFORNIA 94010-3997

TEL: (650) 558-7204

January 17, 2024

Ms. Jeannie McKendry  
Grants Development Section Chief  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814

Re: Local Letter of Acknowledgement

Dear Chief Jeannie McKendry:

On behalf of the City of Burlingame, I want to express our support for the County of San Mateo's comprehensive Encampment Resolution Funding project designed to provide permanent housing for 108 people living in 26 encampments. The County's project expects to serve 211 people with shared needs living unsheltered on state rights of way adjacent to U.S. Route 101, Interstate 280, Highway 1, and State Routes 82 and 92 in the cities of Burlingame, Menlo Park, Half Moon Bay, San Bruno, San Mateo, and South San Francisco. In Burlingame, this targeted effort will support 20 people in one encampment. Burlingame will not be independently applying for ERF funds to address the site.

Burlingame is a small suburban city with a population of approximately 30,000. Our unhoused population is primarily located near State Route 82 and the Millbrae end-of-line BART station. As a small city in the Bay Area, we are faced with a significant homelessness challenge and lack of resources to address it on our own with efficiency. The County plan to target San Mateo's Critical Homeless Encampment Zone addresses the way unsheltered homelessness is occurring in our region – small, scattered sites that hug state rights-of-way corridors. The people in the identified encampment zone share similar needs and will benefit from a coordinated response.

This proposal seeks to immediately decrease the number of individuals experiencing unsheltered homelessness in the County of San Mateo and includes a strategic, coordinated plan that will not only support people through intensive case management but will also provide realistic paths to stability and permanent housing by leveraging many funding streams including California's Homekey program. I

Ms. Jeannie McKendry  
January 17, 2024  
Page 2

fully support the County of San Mateo's application for the State of California Encampment Resolution Funding Grant. These state resources will be instrumental to Burlingame.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Lisa K. Goldman", with a long horizontal flourish extending to the right.

Lisa K. Goldman  
City Manager



THE CITY OF  
**HALF MOON BAY**  
CALIFORNIA

January 15, 2024

Jeannie McKendry,  
Grants Development Section Chief  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814

**Re: Local Letter of Acknowledgement**

Dear Chief Jeannie McKendry:

On behalf of the City of Half Moon Bay, I want to express our support for the County of San Mateo's comprehensive Encampment Resolution Funding project designed to provide permanent housing for 108 people living in 26 encampments. The County's project expects to serve 211 people with shared needs living unsheltered on state rights of way adjacent to U.S. Route 101, Interstate 280, Highway 1, and State Route 92 in the cities of Burlingame, Half Moon Bay, Menlo Park, San Bruno, San Mateo, and South San Francisco. In Half Moon Bay, this targeted effort will serve 48 people living in five encampments. The City of Half Moon Bay will *not* be independently applying for ERF funds to address the sites.

Half Moon Bay is a small, rural community with a population of 12,000 people with a disproportionately large number of unhoused individuals, including many farmworkers and immigrants. As a small, coastal city in the high-priced Bay Area, we are faced with a significant homelessness challenge and lack of resources to address it on our own with efficiency. The County plan to target San Mateo's Critical Homeless Encampment Zone addresses the way unsheltered homelessness is occurring in our region – scattered sites of varying sizes that hug state rights-of-way corridors. The people in the identified encampment zone share similar needs and will benefit from a coordinated response.

This proposal seeks to immediately decrease the number of individuals experiencing unsheltered homelessness in the County of San Mateo and includes a strategic, coordinated plan that will not only support people through intensive case management but will also provide realistic paths to stability and prioritized permanent housing by leveraging many funding streams including California's Homekey program. I fully support the County of San Mateo's application for the State of California Encampment Resolution Funding Grant. These state resources will be instrumental to Half Moon Bay and a prudent and effective use of ERF funds.

Sincerely,

Matthew Chidester  
City Manager

**City Manager's Office**

501 Main Street, Half Moon Bay, CA 94019 650 726 8273 [www.hmbcity.com](http://www.hmbcity.com)



January 25, 2024

Jeannie McKendry  
Grants Development Section Chief  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814

**RE: Local Letter of Acknowledgement**

Dear Chief Jeannie McKendry,

On behalf of the City of Menlo Park, I want to express our support for the County of San Mateo's comprehensive Encampment Resolution Funding project designed to provide permanent housing for 108 people living in 26 encampments. The County's project expects to serve 211 people with shared needs living unsheltered on state rights of way adjacent to U.S. Route 101, Interstate 280, Highway 1, and State Route 92 in the cities of Burlingame, Menlo Park, Half Moon Bay, San Bruno, San Mateo, and South San Francisco. In Menlo Park, this targeted effort will serve 49 people living in four encampments. Menlo Park will not be independently applying for ERF funds to address the sites.

Menlo Park has population of approximate 35,000 and is located at the southerly end of San Mateo County approximately halfway between San Francisco and San Jose. In the San Mateo County's 2022 One Day Homeless Count and Survey, it identified 56 unsheltered homeless persons in Menlo Park. As a small city in the high-priced Bay Area, we are faced with a significant homelessness challenge and lack of resources to address it on our own with efficiency. The County plan to target San Mateo's Critical Homeless Encampment Zone addresses the primary way unsheltered homelessness is occurring in our region—scattered sites of varying sizes that hug state rights-of-way corridors. The people in the identified encampment zone share similar needs and will benefit from a coordinated response.

This proposal seeks to immediately decrease the number of individuals experiencing unsheltered homelessness in the County of San Mateo and includes a strategic, coordinated plan that will not only support people through intensive case management but will also provide realistic paths to stability and prioritized permanent housing by leveraging many funding streams including California's Homekey program. I fully support the County of San Mateo's application for the State of California Encampment Resolution Funding Grant. These state resources will be

instrumental to Menlo Park and a prudent and effective use of ERF funds.

Sincerely,

DocuSigned by:  
*Justin Murphy*  
8379C4D5DD3E486...  
Justin I. C. Murphy  
City Manager



Alex D. McIntyre  
City Manager

January 15, 2024

Jeannie McKendry,  
Grants Development Section Chief  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814

Re: Local Letter of Acknowledgement

Dear Chief Jeannie McKendry:

On behalf of the City of San Bruno, I want to express San Bruno's support for the County of San Mateo's comprehensive Encampment Resolution Funding project designed to provide permanent housing for 108 people living in 26 encampments. The County's project expects to serve 211 people with shared needs living unsheltered on state rights of way adjacent to U.S. Route 101, Interstate 280, Highway 1, and State Route 92 in the cities of Burlingame, Half Moon Bay, Menlo Park, San Bruno, San Mateo, and South San Francisco. In San Bruno, this targeted effort will serve 39 people living in six encampments. San Bruno will not be independently applying for ERF funds to address the sites.

San Bruno is a small-sized suburban city with a population of approximately 45,000. Homelessness remains an urgent challenge in many communities across the state, county and local jurisdictions, including San Bruno. Many of those experiencing homelessness are dealing with severe issues-including mental illness, substance abuse and domestic violence-that are potentially life threatening and require additional assistance.

According to the 2022 San Mateo County One Day Homeless Count and Survey, the number of people experiencing unsheltered homelessness in San Bruno in 2022 was 63. This is an increase from the same count conducted in 2019 of 12 unsheltered homeless, and 26 unsheltered homeless in 2017.

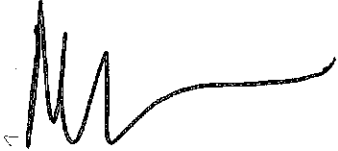
As a small-sized city in the Bay Area, San Bruno is faced with a significant homelessness challenge and lack of resources to address it on our own with efficiency. The County's plan to target San Mateo's Critical Homeless Encampment Zone addresses the way unsheltered homelessness is occurring in our region - small, scattered sites that hug state rights-of-way corridors. The people in the identified encampment zone share similar needs and will benefit from a coordinated response.

The County's proposal seeks to immediately decrease the number of individuals experiencing unsheltered homelessness in the County of San Mateo and includes a strategic, coordinated

plan that will not only support people through intensive case management but will also provide realistic paths to stability and permanent housing by leveraging many funding streams including California's Homekey program.

I fully support the County of San Mateo's application for the State of California Encampment Resolution Funding Grant. These state resources will be instrumental to San Bruno and a prudent and effective use of ERF funds.

Sincerely,

A handwritten signature in black ink, appearing to read 'Alex D. McIntyre', with a long horizontal flourish extending to the right.

Alex D. McIntyre, City Manager





CITY OF SAN MATEO  
OFFICE OF THE MAYOR

330 W. 20<sup>th</sup> Avenue  
San Mateo, CA 94403-1338  
[www.cityofsanmateo.org](http://www.cityofsanmateo.org)  
(650) 522-7040

January 25, 2024

Jeannie McKendry  
Grants Development Section Chief  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814

Re: Local Letter of Acknowledgement

Dear Chief Jeannie McKendry:

As Mayor of the City of San Mateo, I am writing to express my support for the County of San Mateo's comprehensive Encampment Resolution Funding project designed to provide permanent housing for 108 people living in 26 encampments. The County's project expects to serve 211 people with shared needs living unsheltered on state rights of way adjacent to U.S. Route 101, Interstate 280, Highway 1, and State Route 92 in the cities of Burlingame, Menlo Park, Half Moon Bay, San Bruno, San Mateo, and South San Francisco. In San Mateo, this targeted effort will serve 40 people living in eight encampments. The City of San Mateo will not be independently applying for ERF funds to address the sites.

San Mateo is the County's largest city, with a population of nearly 106,000, that sits at the crossroads of Highway 101 and State Route 92. Like many cities in San Mateo County and throughout the Bay Area, we are faced with a significant homelessness challenge and lack of resources to address it on our own with efficiency. In just the last year, the number of people experiencing homelessness in encampments has doubled. The County plan to target San Mateo's Critical Homeless Encampment Zone addresses the way unsheltered homelessness is occurring in our region - small, scattered sites that hug state rights-of-way corridors. The people in the identified encampment zone share similar needs and will benefit from a coordinated response.

This proposal seeks to immediately decrease the number of individuals experiencing unsheltered homelessness in the County of San Mateo and includes a strategic, coordinated plan that will not only support people through intensive case management but will also provide realistic paths to stability and permanent housing by leveraging many funding streams including California's Homekey program. I fully support the County of San Mateo's application for the State of California Encampment Resolution Funding Grant. These state resources will be instrumental to the City of San Mateo and a prudent and effective use of ERF funds.

Thank you,

Lisa Diaz Nash, Mayor  
City of San Mateo



CITY COUNCIL 2024

JAMES COLEMAN, MAYOR (DIST. 4)  
EDDIE FLORES, VICE MAYOR (DIST. 5)  
MARK ADDIEGO, MEMBER (DIST. 1)  
FLOR NICOLAS, MEMBER (DIST. 3)  
MARK NAGALES, MEMBER (DIST. 2)

SHARON RANALS, CITY MANAGER

## OFFICE OF THE CITY MANAGER

January 18, 2024

Jeannie McKendry  
Grants Development Section Chief  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814

Re: City of South San Francisco Letter of Support

Dear Chief Jeannie McKendry:

On behalf of the City of South San Francisco, I want to express our support for the County of San Mateo's comprehensive Encampment Resolution Funding project designed to provide permanent housing for 108 people living in 26 encampments. The County's project expects to serve 211 people with shared needs living unsheltered on state rights of way adjacent to U.S. Route 101, Interstate 280, Highway 1, and State Route 92 in the cities of Burlingame, Menlo Park, Half Moon Bay, San Bruno, San Mateo, and South San Francisco. In South San Francisco, this strategic effort will serve 16 people living in three encampments. The City of South San Francisco will not be independently applying for ERF funds to address the sites.

South San Francisco is a proudly diverse, modest sized city with a population of approximately 67,000 residents. Approximately 80% of our households identify as a household of color and 60% of residents speak a language other than English at home. South San Francisco's median household income is nearly half of the County's at \$86,000, and many residents are forced to work more than one job to afford the region's high cost of housing. As a small city in the high-priced Bay Area, we are faced with a significant homelessness challenge and lack of resources to address it on our own with efficiency. The County plan to target San Mateo's Critical Homeless Encampment Zone addresses the way unsheltered homelessness is occurring in our region— scattered sites of varying sizes that hug state rights-of-way corridors. The people in the identified encampment zone share similar needs and will benefit from a coordinated response.

The City of South San Francisco continues to take steps in coordination with regional efforts to reduce the number of constituents vulnerable to unsheltered homelessness. The City is one of three jurisdictions in San Mateo County with an approved Housing Element approved by the State, reaffirming the City's commitment to the production of housing for all. Further, the City Council recently embarked on the development of an Anti-Displacement Roadmap to provide key policy recommendations to help residents facing displacement. The City also recently partnered with the Partnership for the Bay's Future fellowship program and hired a fellow to work with both the City and a nonprofit partner to identify housing equity challenges and to propose policy solutions.

Relating to direct service, the City of South San Francisco leads the Homeless Outreach Team (H.O.T.) which includes participation from key City departments, the County, law enforcement,

Life Moves, Samaritan House, YMCA, Chamber of Commerce, and other key stakeholders. The HOT team identifies those experiencing unsheltered homelessness and offers resources and guidance whenever possible. Additionally, the City's Promotores program works with our monolingual communities to ensure that they are aware of available resources relating to food, shelter, and health care.

In 2020, as a result of recommendations put forth by the Commission on Racial and Social Equity, the City formed a Commission on Equity and Public Safety which provided key input on the City's participation in the County's pilot program embedding a mental health clinician in our police department. The City was one of four cities who participated in the County's pilot program, which helps provide key mental health services to those in crisis, many times those instances include those experiencing unsheltered homelessness.

This proposal seeks to immediately decrease the number of individuals experiencing unsheltered homelessness in the County of San Mateo and includes a strategic, coordinated plan that will not only support people through intensive case management but will also provide realistic paths to stability and permanent housing by leveraging many funding streams including California's Homekey program. I fully support the County of San Mateo's application for the State of California Encampment Resolution Funding Grant. These state resources will be instrumental to South San Francisco and a prudent and effective use of ERF funds.

Sincerely,



Sharon K. Ranals  
City Manager, South San Francisco

cc. South San Francisco City Council



**Board of Directors**

Patrick Heron  
CHAIR

Melissa Selcher  
VICE CHAIR

Greg Eckert  
TREASURER

Julie Gruber  
SECRETARY

Joe Stockwell  
CHAIR EMERITUS

Pastor Paul Bains

Christina Corpus  
Scott Goree

Tiffany Hong

Ahmed Khatib

Lauren Koenig

Gene Todd

May Topper

Pamela Weiss

**Advisory Board**

William "Bill" Butler

Congresswoman  
Anna Eshoo

Rod Ferguson

Monica Ip

Christine Krolik

David Lichtenger

Steve Luzaich

Jillian Manus

Marcia Pade

William "Bill" Regan

Congresswoman  
Jackie Speier

**CEO**

Aubrey Merriman

January 15, 2024

Jeannie McKendry,  
Grants Development Section Chief  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814

Re: Letter of Commitment

Dear Chief Jeannie McKendry:

I am writing to affirm LifeMoves' support for the County of San Mateo's comprehensive Encampment Resolution Funding project designed to provide permanent housing for 108 people living in 26 encampments. The County's project expects to serve 211 people with shared needs living unsheltered on state rights of way adjacent to U.S. Route 101, Interstate 280, Highway 1, and State Route 92 in the cities of Burlingame, Menlo Park, Half Moon Bay, San Bruno, San Mateo, and South San Francisco. These locations form a Critical Homeless Encampment Zone. They are spread out, making it challenging to deliver needed services.

We are impressed by the thorough planning of this project that is truly designed to meet the needs of this specific population. It is informed at every stage by people with lived experience and acknowledges the need for long-term financial support to make "permanent housing" truly permanent.

LifeMoves is a nonprofit organization focused on supporting people experiencing homelessness by providing outreach, interim housing and supportive services. We have been working with the County of San Mateo's Human Services Agency for many years to achieve positive outcomes for unhoused individuals.

We strongly support the purpose and design of San Mateo's proposed ERF project and will work in partnership with the County to address the needs of the individuals at the prioritized encampments, moving them toward stable, long-term housing, through effective, scalable, and replicable strategies. We will provide the following services to advance these goals:

- Assist the County of San Mateo in ensuring the wellness and safety of people experiencing homelessness in the encampment area, including their immediate physical and mental wellness and safety needs.



# LifeMoves

## Board of Directors

Patrick Heron  
CHAIR

Melissa Selcher  
VICE CHAIR

Greg Eckert  
TREASURER

Julie Gruber  
SECRETARY

Joe Stockwell  
CHAIR EMERITUS

Pastor Paul Bains

Christina Corpus

Scott Goree

Tiffany Hong

Ahmed Khatib

Lauren Koenig

Gene Todd

May Topper

Pamela Weiss

- Provide encampment support, including showers, meals, vehicle repair, and trash abatement to reduce risk of fire and improve quality of life.
- Provide trauma-informed behavioral health care to unhoused individuals.
- Help resolve critical encampment concerns.
- Provide housing navigation support.
- Help people transition out of the encampments and immediately into safe, interim housing solutions, using Housing First approaches.
- Help people transition onto pathways toward safe and stable permanent housing.
- Convene community meetings that bring homeless individuals and neighborhood stakeholders together to address concerns.
- Provide employment counseling, including to people preparing for San Mateo County's rapid rehousing program.
- Provide financial literacy support for people at the encampment, individually or via small group workshops.
- Support the County's efforts to meet the needs and preferences of people residing within the prioritized encampments.
- Support the County's efforts to mitigate displacement and returns to unsheltered homelessness.

## Advisory Board

William "Bill" Butler

Congresswoman  
Anna Eshoo

Rod Ferguson

Monica Ip

Christine Krolik

David Lichtenger

Steve Luzaich

Jillian Manus

Marcia Pade

William "Bill" Regan

Congresswoman  
Jackie Speier

## CEO

Aubrey Merriman

Sincerely,

*Hannah Sinoway*

Hannah Sinoway, M.S.Ed.

Director of Regional Outreach Initiatives

181 Constitution Drive  
Menlo Park, CA 94025

650.685.5880

[www.lifemoves.org](http://www.lifemoves.org)





# Pacifica Resource Center

## *Neighbors Helping Neighbors*

January 18, 2024

Jeannie McKendry, Grants Development Section Chief  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814

Re: Letter of Commitment

Dear Chief Jeannie McKendry:

I am writing to affirm Pacifica Resource Center's support for the County of San Mateo's comprehensive Encampment Resolution Funding project designed to provide permanent housing for 108 people living in 26 encampments. The County's project expects to serve 211 people with shared needs living unsheltered on state rights of way adjacent to U.S. Route 101, Interstate 280, Highway 1, and State Route 92 in the cities of Burlingame, Menlo Park, Half Moon Bay, San Bruno, San Mateo, and South San Francisco. These locations form a Critical Homeless Encampment Zone (CHEZ). They are spread out, making it challenging to deliver needed services.

We are impressed by the thorough planning of this project that is truly designed to meet the needs of this specific population. It is informed at every stage by people with lived experience and acknowledges the need for long-term financial support to make "permanent housing" truly permanent.

Pacifica Resource Center (PRC) is one of seven Core Agencies providing critical safety net and homeless services in San Mateo County. PRC's mission is to support the resilience and well-being of families and individuals in Pacifica and along the San Mateo County coast; our vision is that every person in our community lives with dignity and has the opportunity to thrive. We have been working with the County of San Mateo's Human Services Agency since our inception in 1974 to promote positive outcomes for unhoused individuals.

We strongly support the purpose and design of San Mateo's proposed ERF project and will work in partnership with the County to address the needs of the individuals at the prioritized encampments, moving them toward stable, long-term housing, through effective, scalable, and replicable strategies. We will provide the following services to advance these goals:

- Assist the County of San Mateo in ensuring the wellness and safety of people experiencing homelessness in the encampment area, including their immediate physical and mental wellness and safety needs.

- Provide encampment support, including showers, meals, and vehicle repair to improve quality of life.
- Help resolve critical encampment concerns.
- Help people transition out of the encampments and immediately into safe, interim housing solutions, using Housing First approaches.
- Help people transition onto pathways toward safe and stable permanent housing.
- Provide financial literacy support for people at the encampment, individually or via small group workshops.
- Support the County's efforts to meet the needs and preferences of people residing within the prioritized encampments.
- Support the County's efforts to mitigate displacement and returns to unsheltered homelessness by providing groceries, emergency financial assistance, financial education and coaching, an entry point to County homeless services, and problem solving with and to unhoused families and individuals in the CHEZ.

Sincerely,



Anita M. Rees  
Executive Director



January 15, 2024

Jeannie McKendry,  
Grants Development Section Chief  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814

**Re: Letter of Commitment**

Dear Chief Jeannie McKendry:

I am writing to affirm Samaritan House's support for the County of San Mateo's comprehensive Encampment Resolution Funding project designed to provide permanent housing for 108 people living in 26 encampments. The County's project expects to serve 211 people with shared needs living unsheltered on state rights of way adjacent to U.S. Route 101, Interstate 280, Highway 1, and State Route 92 in the cities of Burlingame, Menlo Park, Half Moon Bay, San Bruno, San Mateo, and South San Francisco. These locations form a Critical Homeless Encampment Zone. They are spread out, making it challenging to deliver needed services.

We are impressed by the thorough planning of this project that is truly designed to meet the needs of this specific population. It is informed at every stage by people with lived experience and acknowledges the need for long-term financial support to make "permanent housing" truly permanent.

We have been working with the County of San Mateo's Human Services Agency for many years to promote positive outcomes for unhoused individuals.

We strongly support the purpose and design of San Mateo's proposed ERF project and will work in partnership with the County to address the needs of the individuals at the selected encampments, moving them toward stable, long-term housing, through effective, scalable, and replicable strategies. We will provide the following services to advance these goals:

- Assist the County of San Mateo in ensuring the wellness and safety of people experiencing homelessness in the encampment area, including their immediate physical and mental wellness and safety needs.
- Help resolve critical encampment concerns.
- Provide housing navigation support.
- Help people transition out of the encampments and immediately into safe, interim housing solutions, using Housing First approaches.
- Help people transition onto pathways toward safe and stable permanent housing.
- Convene community meetings that bring homeless individuals and neighborhood stakeholders together to address concerns.
- Provide financial literacy support for people at the encampment, individually or via small group workshops.
- Support the County's efforts to meet the needs and preferences of people residing within the prioritized encampments.
- Support the County's efforts to mitigate displacement and returns to unsheltered homelessness.

Sincerely,

Laura Bent  
CEO, Samaritan House





January 15, 2024

Jeannie McKendry,  
Grants Development Section Chief  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814

Re: Letter of Commitment

Dear Chief Jeannie McKendry:

I am writing to affirm WeHOPE's support for the County of San Mateo's comprehensive Encampment Resolution Funding project designed to provide permanent housing for 108 people living in 26 encampments. The County's project expects to serve 211 people with shared needs living unsheltered on state rights of way adjacent to U.S. Route 101, Interstate 280, Highway 1, and State Route 92 in the cities of Burlingame, Menlo Park, Half Moon Bay, San Bruno, San Mateo, and South San Francisco. These locations form a Critical Homeless Encampment Zone (CHEZ). They are spread out, making it challenging to deliver needed services. We are impressed by the thorough planning of this project that is informed at every stage by people with lived experience and acknowledges the need for long-term financial support to make "permanent housing" truly permanent.

My name is Pastor Paul Bains and I am the President and Co-founder of WeHOPE, a local nonprofit that provides shelter, case management, RV Safe Parking, mobile hygiene services, life skills classes, job training, and a food bank to individuals and families experiencing homelessness. We have been working with the County of San Mateo's Human Services Agency for many years to promote positive outcomes for unhoused individuals.

We strongly support the purpose and design of San Mateo's proposed ERF project and will work in partnership with the County to address the needs of the individuals at the selected encampments, moving them toward stable, long-term housing, through effective, scalable, and replicable strategies. We will provide the following services to advance these goals:

- Assist the County of San Mateo in ensuring the wellness and safety of people experiencing homelessness in the encampment area, including their immediate physical and mental wellness and safety needs.
- Provide encampment support, including showers, meals, vehicle repair, and

trash abatement to reduce risk of fire and improve quality of life.

- Help resolve critical encampment concerns.
- Provide housing navigation support.
- Help people transition out of the encampments and immediately into safe, interim housing solutions, using Housing First approaches.
- Help people transition onto pathways toward safe and stable permanent housing.
- Support the County's efforts to meet the needs and preferences of people residing within the prioritized encampment sites.
- Support the County's efforts to mitigate displacement and returns to unsheltered homelessness by providing outreach case management and regular engagement with clients after they have received housing to help them maintain their housing.

Additionally, we will connect people living in the CHEZ to programs and services for which they qualify.

Sincerely,

A handwritten signature in black ink that reads "Paul C. Bains". The signature is written in a cursive, flowing style.

Pastor Paul Bains, President and Co-founder



SAN MATEO COUNTY HEALTH  
**PUBLIC HEALTH,  
POLICY & PLANNING**

Animal Control & Licensing  
MAILING ADDRESS  
PO Box 5127  
Redwood City, CA 94063  
LOCATION ADDRESS  
1600 W. Hillsdale Blvd. Suite 203  
San Mateo, CA 94402  
[smchealth.org](http://smchealth.org)

January 20, 2024

Jeannie McKendry,  
Grants Development Section Chief  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814

Re: Letter of Collaboration

Dear Chief Jeannie McKendry:

I am writing to affirm the Veterinary Preventive and Wellness Care (VPWC) Program's participation in the County of San Mateo's comprehensive Encampment Resolution Funding project designed to provide permanent housing for 108 people living in 26 encampments. VPWC is focused on providing care for the pets of people experiencing homelessness and will join the County's Multi-Disciplinary Teams in the field to provide care and vaccinations at ERF-3 sites and at shelters or other housing placements. We recognize the significant role pets play in the lives of people and the reality that people who are unsheltered lack the resources needed for veterinary care.

The County's project expects to serve 211 people with shared needs living unsheltered on state rights of way adjacent to U.S. Route 101, Interstates 280 and 380, Highway 1, and State Routes 84 and 92 in the cities of Burlingame, Menlo Park, Half Moon Bay, San Bruno, San Mateo, and South San Francisco. These locations form a Critical Homeless Encampment Zone (CHEZ). We will partner with the County's Street Medicine Program to provide vaccinations and other services to the pets of people being served by the ERF program.

Our partnered approach achieves multiple goals. Because people in encampments often accept care for pets before they will accept services for themselves, the VPWC program serves as an important gateway to other services and more robust engagement. We also help reduce barriers to housing since pets without up-to-date vaccines are often disallowed in shelters and other housing situations. By working in tandem with Street Medicine workers, we use a "One Health" approach, recognizing that the health of people is closely connected to the health of animals in shared environments.

We strongly support the purpose and design of San Mateo's proposed ERF project and will work in partnership with the County to address the needs of individuals in CHEZ encampments, moving them toward stable, long-term housing, through effective, scalable, and replicable strategies.

Sincerely,





January 15, 2024

Jeannie McKendry,  
Grants Development Section Chief  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814

Re: Letter of Collaboration

Dear Chief Jeannie McKendry:

I am writing to confirm the Health Department's support and participation in the County of San Mateo's comprehensive Encampment Resolution Funding Program (ERF-3-R) project focused on supporting unhoused people now sheltering in 26 scattered sites along Caltrans arteries. This project will provide permanent housing for 108 people with shared needs experiencing unsheltered homelessness in the County's Critical Homeless Encampment Zone (CHEZ) located along state rights of way in Burlingame, Daly City, Half Moon Bay, Menlo Park, San Bruno, San Mateo, and South San Francisco.

This ERF-3 proposal was developed over many months and benefited from close collaboration among many departments. The Health Department's Divisions of Behavioral Health and Recovery Services (BHRS) and Public Health, Policy and Planning (PHPP) will participate in the proposed ERF-3 project as follows: Mental health clinicians of BHRS's Homeless Engagement Assessment and Linkage (HEAL) team will provide outreach to people who are unhoused in CHEZ encampments to assess for and provide field-based, trauma-informed behavioral health (mental health and substance use disorder) treatment and support services. HEAL services will include case management, crisis de-escalation, therapy, psychoeducation, distribution of and education on the use of naloxone to opioid users, linkage to psychiatric medication support, and collaboration with other ERF service providers to support unhoused individuals' transition to and retention in permanent housing. The value of these contributions is \$893,570 which includes \$578,927 at cost to the grant, and \$314,643 as leveraged contribution.

PHPP's Street Medicine team will bring medical and mental health services to the encampments, removing barriers and enabling encampment residents to rapidly





start prescriptions and receive follow-up care in the field. Street team members will provide medications, mental health assessments, and linkages to our HEAL team and with other BHRS services. The ERF team staff will provide field-based services including medical engagement, medical case management, linkages to specialty care, support for medication adherence, and insurance eligibility while coordinating care between the Street Medicine team and partner agencies. The value of these contributions is \$1,702,453, which includes \$928,428 as a cost to the grant, and \$774,045 as a leveraged contribution.

The Health Department will:

- 1) Assist the County of San Mateo in ensuring the wellness and safety of people experiencing homelessness, including their immediate physical and mental wellness and safety needs.
- 2) Support the County of San Mateo in helping people transition out of encampments and onto pathways toward safe and stable housing.
- 3) Conduct trauma-informed street outreach that identifies and engages people living in unsheltered locations to provide care coordination to support linkages to housing, benefits, and health services in the Community.
- 4) Provide direct crisis counseling and problem identification as needed.
- 5) Support the County of San Mateo in developing its innovative Scattered Sites model.
- 6) Collaborate with the Coordinated Entry programs, the Continuum of Care, and other County services.
- 7) Support access to safe and stable housing, using the Housing First approach.
- 8) Assist with document readiness, including for people preparing for San Mateo County's permanent supportive housing (PSH) and rapid rehousing (RRH) programs.

We intend to work in partnership with County of San Mateo on the ERF-3 project throughout the three-year grant period to implement effective strategies that will resolve homelessness for 108 people in our community and that will be scalable



**SAN MATEO  
COUNTY HEALTH**

and replicable so they can be used to effectively address unsheltered homelessness and encampments statewide.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Louise Rogers', with a long, sweeping horizontal line extending to the right.

Louise Rogers  
Chief, San Mateo County Health



**Main Office - Department of Housing**  
264 Harbor Blvd., Building A, Belmont, CA 94002-4017

**Housing & Community Development (HCD)**  
Tel: (650) 802-5050

**Housing Authority of the County of San Mateo (HACSM)**  
Tel: (650) 802-3300

**Board of Supervisors:**

Dave Pine  
Noelia Corzo  
Ray Mueller  
Warren Slocum  
David Canepa

**Director:**  
Raymond Hodges

**Deputy Director:**  
Rose Cade

January 24, 2024

Jeannie McKendry,  
Grants Development Section Chief  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814

Re: Letter of Collaboration

Dear Chief Jeannie McKendry:

I am writing to confirm the Department of Housing's (DOH) support and participation in the County of San Mateo's comprehensive Encampment Resolution Funding Program (ERF-2-R) project focused on supporting unhoused people now sheltering in 26 scattered sites along Caltrans arteries. This project will provide permanent housing for 108 people with shared needs experiencing unsheltered homelessness in encampments primarily located on state rights of way in Burlingame, Daly City, Half Moon Bay, San Bruno, San Mateo, and South San Francisco. This includes pathways into permanent housing options such as rapid rehousing, family reunification, permanent supportive housing.

DOH manages a number of resources that increase the availability and affordability of housing in the County. DOH is made up of two divisions, Housing & Community Development (HCD) and the Housing Authority of the County of San Mateo (HACSM). HCD team members collaborate with diverse stakeholders to facilitate the development and preservation of affordable housing through the provision of local, state, and federal funding, along with the sharing of best practices and innovative policies. The Housing Authority serves approximately 5,500 low-income households by providing rental subsidies so that they may rent in privately owned properties in San Mateo County's expensive housing market.

This ERF-3-R proposal was developed over many months and benefited from close collaboration among many departments. DOH will participate in the ERF project as follows:

Identify and prioritize at least 70 new permanent supportive housing units for persons experiencing unsheltered homelessness in encampments. DOH is requesting \$5.2M from the ERF 3-R proposal to cover operating expense shortfalls for these units over a term of 15 years. To support this work, we are additionally requesting funds that will cover 1.2



**Main Office - Department of Housing**  
264 Harbor Blvd., Building A, Belmont, CA 94002-4017

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David Canepa

**Director:**  
Raymond Hodges

**Deputy Director:**  
Rose Cade

FTE Department of Housing staff time over the term of the grant term. Up to an additional \$186M from local, state, federal, and private sources will be leveraged to cover the acquisition and capital costs for the various properties that have been identified as permanent supportive housing for these households.

DOH agrees to:

1. Collaborate with Coordinated Entry programs, the Continuum of Care, and other County services.
2. Provide access to safe and stable housing, using the Housing First approach.
3. Prioritize at least 70 units of new, permanent, supportive housing for people in the prioritized encampments.
4. Select and collaborate with developers, housing operators, and service provider agencies to provide housing assistance and robust supportive services to the 70 households placed in permanent supportive housing.
5. Work in partnership with County of San Mateo on the ERF-3-R project throughout the three-year grant period to implement effective, scalable, and replicable strategies that can be used to effectively address unsheltered homelessness and encampments statewide.

Sincerely,

DocuSigned by:  


1AA8E80BC31C423...

Raymond Hodges

Director

Department of Housing





# SHERIFF

# CHRISTINA CORPUS

SAN MATEO COUNTY SHERIFF'S OFFICE  
400 County Center, Redwood City, CA 94063  
Telephone: (650) 363-4911

January 30, 2024

Jeannie McKendry, Grants Development Section Chief  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814

Re: Letter of Collaboration

Dear Chief McKendry:

I am writing to confirm the San Mateo County Sheriff's Office support and participation in the County of San Mateo's comprehensive Encampment Resolution Funding Program (ERF-3) project focused on supporting 211 unhoused people sheltering in 26 scattered sites along Caltrans arteries. This project is designed to provide permanent housing for 108 people with shared needs experiencing unsheltered homelessness in encampments primarily located on state rights of way in Burlingame, Daly City, Menlo Park, Half Moon Bay, San Bruno, San Mateo, and South San Francisco.

The San Mateo County Sheriff's Office is dedicated to protecting lives and property and is committed to providing the highest level of professional law enforcement and correctional services. We pledge to promote public trust through fair and impartial policing and will treat all persons with dignity, compassion and respect.

This ERF-3 proposal was developed over many months and benefited from close collaboration among many departments in the County to be certain it would address the housing and health needs of 211 people living in encampments.

The Sheriff's Office will continue to work with the Human Services Agency and utilize the project to report information on the identified encampments. We have been participating in a pilot project of San Mateo County's Homeless Outreach Application tool since 2022 by entering the locations of unhoused residents living in encampments. This partnership has been successful and led to the County deploying outreach teams to locations we have identified. However, without ERF funding, the County will continue to lack the capacity to fully respond and support individuals in encampments so that they can stabilize their lives and move into housing.

Chief Jeannie McKendry

January 30, 2024

Page 2

As part of the County of San Mateo's proposed encampment ERF-3 project, the Sheriff's Office will:

- Assist the County of San Mateo in ensuring the wellness and safety of people experiencing homelessness, including their immediate physical and mental wellness and safety needs.
- Support the County of San Mateo in helping identify people in encampments and transition them onto pathways toward safe and stable housing.

We intend to work in partnership with the County of San Mateo on the ERF-3 project throughout the three-year grant period to implement effective, scalable, and replicable strategies that can be used to effectively address unsheltered homelessness and encampments statewide.

Sincerely,



Christina Corpus  
Sheriff

January 15, 2024

Jeannie McKendry, Grants Development Section Chief  
California Interagency Council on Homelessness  
801 Capitol Mall, Suite 601  
Sacramento, CA 95814

Dear Chief Jeannie McKendry:

On behalf of the San Mateo County Board of Supervisors, I write in strong support of the County of San Mateo's Encampment Resolution Funding Program proposal. This collaborative project was carefully designed over several months by a team of county specialists in housing, health, and homelessness and will achieve the goal of ERF funding by supporting 108 people living in 26 homeless encampments to move into permanent housing. The County's project anticipates serving 211 people living unsheltered, primarily on state rights of way adjacent to U.S. Route 101, Interstate 280, Highway 1, and State Route 92 in the cities of Burlingame, Half Moon Bay, San Bruno, San Mateo, and South San Francisco.

San Mateo County is large in area and includes urban, suburban, rural, and coastal regions. People in the County face extraordinarily high prices—especially for housing. While some are among the highest earners in the tech industry, many of our most vulnerable residents are struggling to survive, as evidenced by our rising population of people experiencing homelessness, which increased by 20% from 2019 to 2022, according to our One Day Homeless Count and Survey.

The County plan to target San Mateo's Critical Homeless Encampment Zone addresses how unsheltered homelessness occurs in our region – small, scattered encampment sites that hug state rights of way corridors. The people in the identified encampment share similar needs and will benefit from the coordinated response being proposed, as well as the construction of new permanent housing, including 70 units being prioritized for people residing in the project encampments.

This proposal seeks to immediately decrease the number of individuals experiencing unsheltered homelessness in the County of San Mateo. It includes a strategic, coordinated plan that will support people through intensive case management and provide realistic paths to stability and permanent housing by leveraging many funding streams, including California's Homekey program.

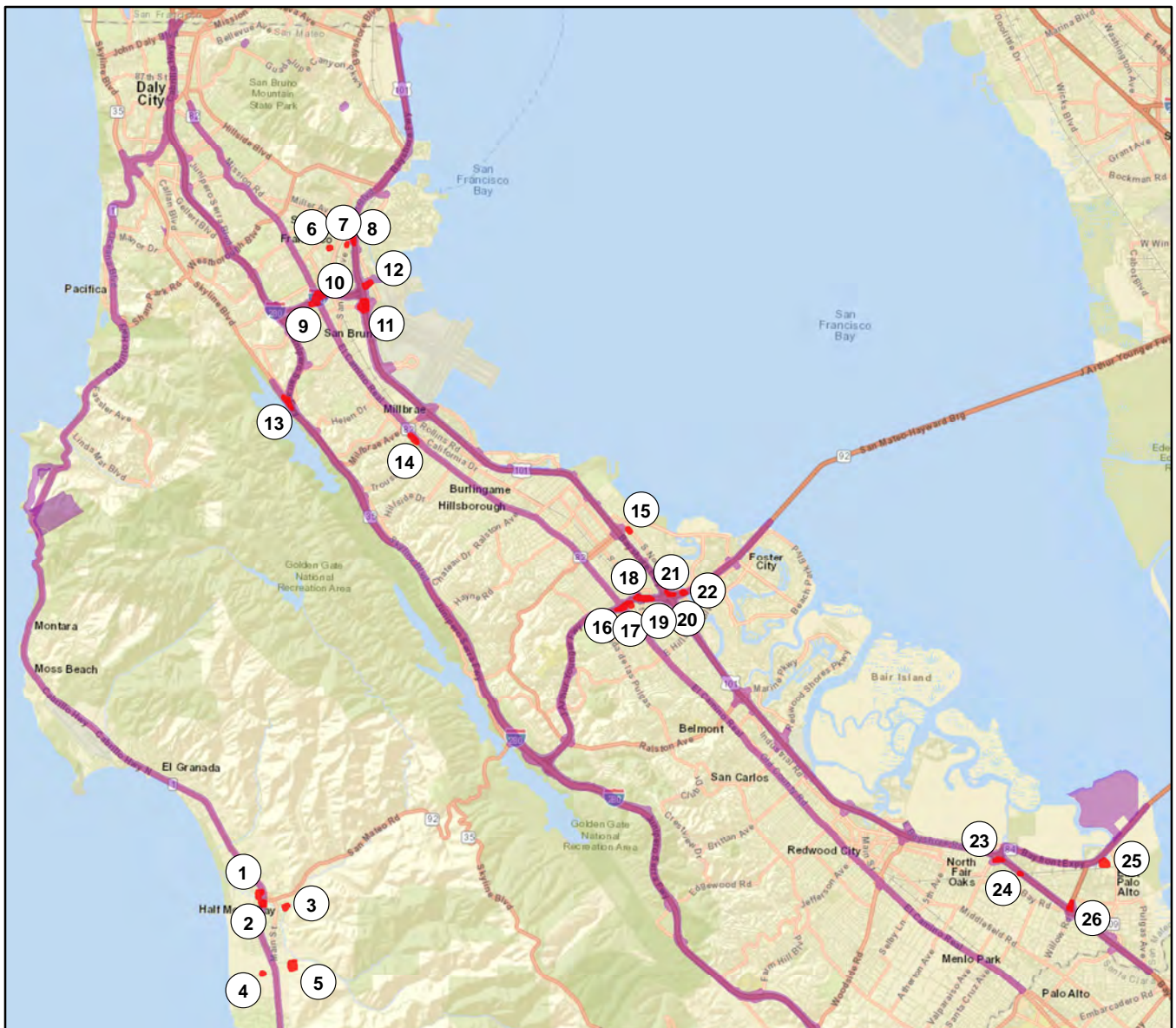


Therefore, I fully support the County of San Mateo's application for the State of California Encampment Resolution Funding Grant. It effectively uses ERF-3 funds by leveraging many funding streams and focusing on permanent housing.

Sincerely,

A handwritten signature in black ink, appearing to read "W. Slocum", with a long horizontal flourish extending to the right.

Warren Slocum, President  
Board of Supervisors



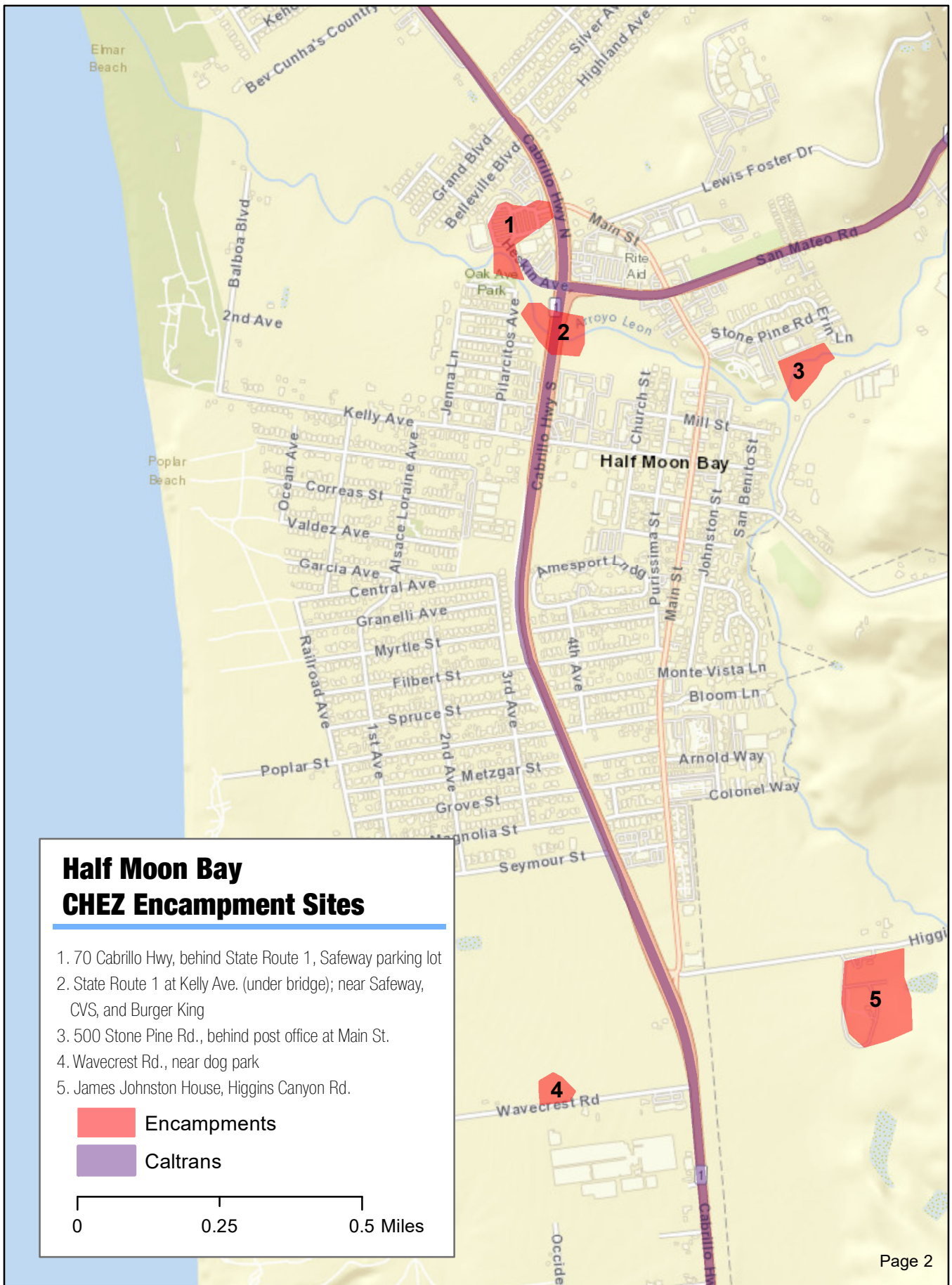
## Critical Homeless Encampment Zone (CHEZ) — San Mateo County

1. 70 Cabrillo Hwy, behind State Route 1, Safeway parking lot, Half Moon Bay
2. State Route 1 at Kelly Ave. (under bridge); near Safeway, CVS, and Burger King, Half Moon Bay
3. 500 Stone Pine Rd., behind post office at Main St., Half Moon Bay
4. Wavecrest Rd., near dog park, Half Moon Bay
5. James Johnston House, Higgins Canyon Rd., Half Moon Bay
6. South Maple Ave. near Victory Ave., South San Francisco
7. Lowrie Ave. and San Mateo Ave., South San Francisco
8. Southbound State Route 101 off-ramp to Produce Ave., postmile 21.69 (Caltrans priority designation), South San Francisco
9. Eastbound Interstate 380 at El Camino Real off-ramp, postmile 5.46 (Caltrans priority designation), San Bruno
- 10A. Interstate 380 at El Camino Real off-ramp (both sides), postmile 5.17 (Caltrans priority designation), San Bruno
- 10B. Northbound State Route 82 at Eastbound Interstate 380 on ramp, postmile 18.962 (Caltrans priority designation), San Bruno
11. Northbound U.S. Route 101 at interchange to San Bruno Ave. by 7th street (under highway structure), postmile 19.96 (Caltrans priority designation), San Bruno
12. Eastbound Interstate 380 at Airport Blvd. off-ramp, postmile 6.47 (Caltrans priority designation), San Bruno
13. Southbound State Route 35 at on-ramp to Southbound Interstate 280, postmile 23.03, San Bruno
14. 1871 El Camino Real (CVS Parking Lot), Burlingame
15. Shoreview Parking Lot/ 400-596 South Norfolk St., San Mateo
16. ECR WB 92, San Mateo
17. Trinta Park, San Mateo
18. EB/WB 92 Delaware St. soffit, postmile 11.57, San Mateo
19. 19th and Delaware, San Mateo
20. 19th and Grant, San Mateo
21. Fashion Island/92 East and 101 North, San Mateo
22. Parking lot beneath Fashion Blvd. overpass, San Mateo
23. Scott Dr. and Campbell Ave., Menlo Park
24. Bohanan Dr. and Scott Dr., Menlo Park
25. Eastbound Bayfront Expressway (State Route 84) at University Ave. (behind pump plant), postmile 27.99 (Caltrans priority designation), Menlo Park
26. Willow Rd. and Pierce Rd., Menlo Park

■ Encampments  
 Caltrans

0 5 10 Miles

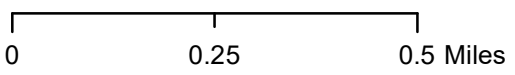


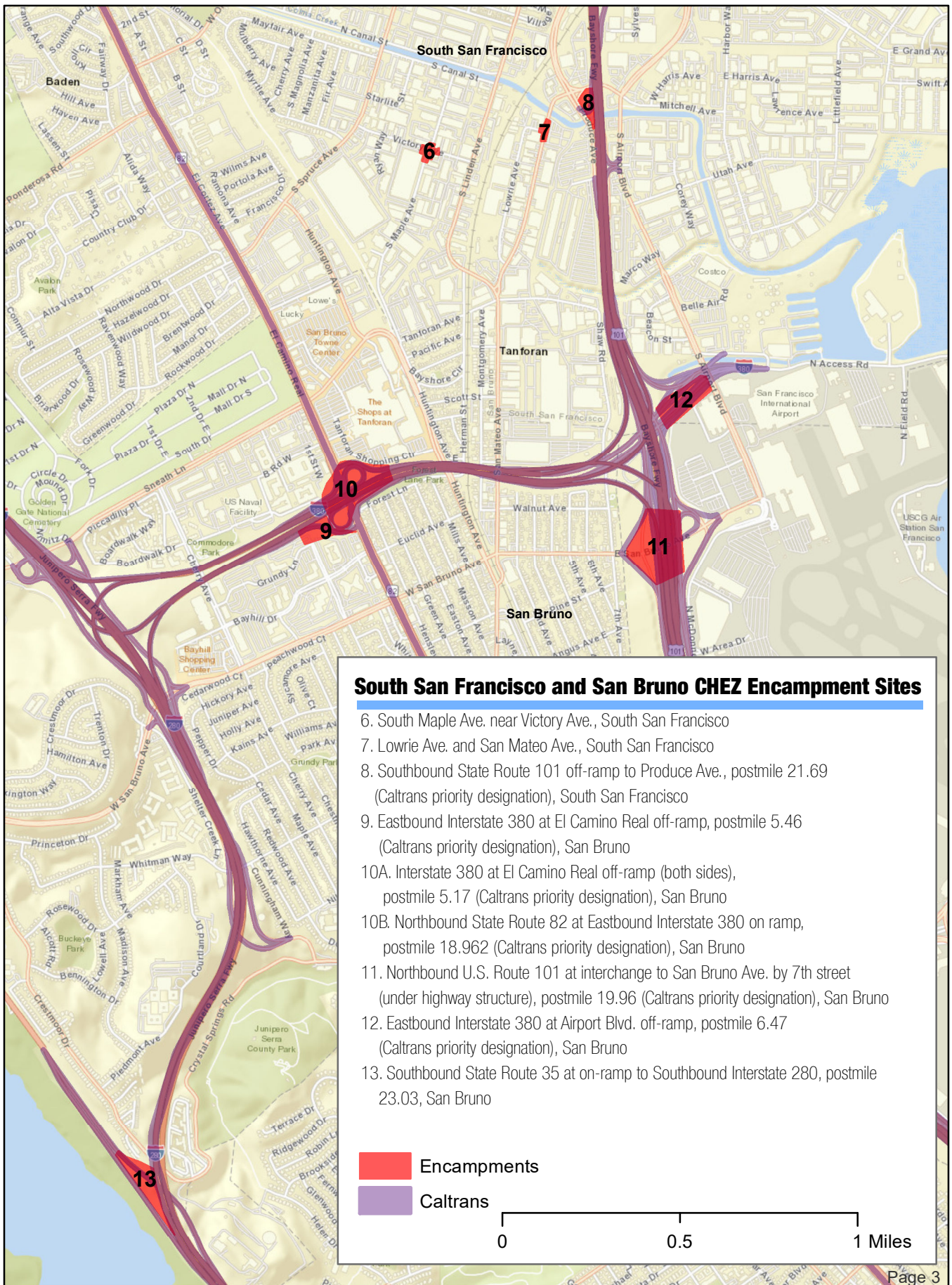


## Half Moon Bay CHEZ Encampment Sites

1. 70 Cabrillo Hwy, behind State Route 1, Safeway parking lot
2. State Route 1 at Kelly Ave. (under bridge); near Safeway, CVS, and Burger King
3. 500 Stone Pine Rd., behind post office at Main St.
4. Wavecrest Rd., near dog park
5. James Johnston House, Higgins Canyon Rd.

- Encampments
- Caltrans





**South San Francisco and San Bruno CHEZ Encampment Sites**



- 6. South Maple Ave. near Victory Ave., South San Francisco
- 7. Lowrie Ave. and San Mateo Ave., South San Francisco
- 8. Southbound State Route 101 off-ramp to Produce Ave., postmile 21.69 (Caltrans priority designation), South San Francisco
- 9. Eastbound Interstate 380 at El Camino Real off-ramp, postmile 5.46 (Caltrans priority designation), San Bruno
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- 13. Southbound State Route 35 at on-ramp to Southbound Interstate 280, postmile 23.03, San Bruno

Encampments  
 Caltrans

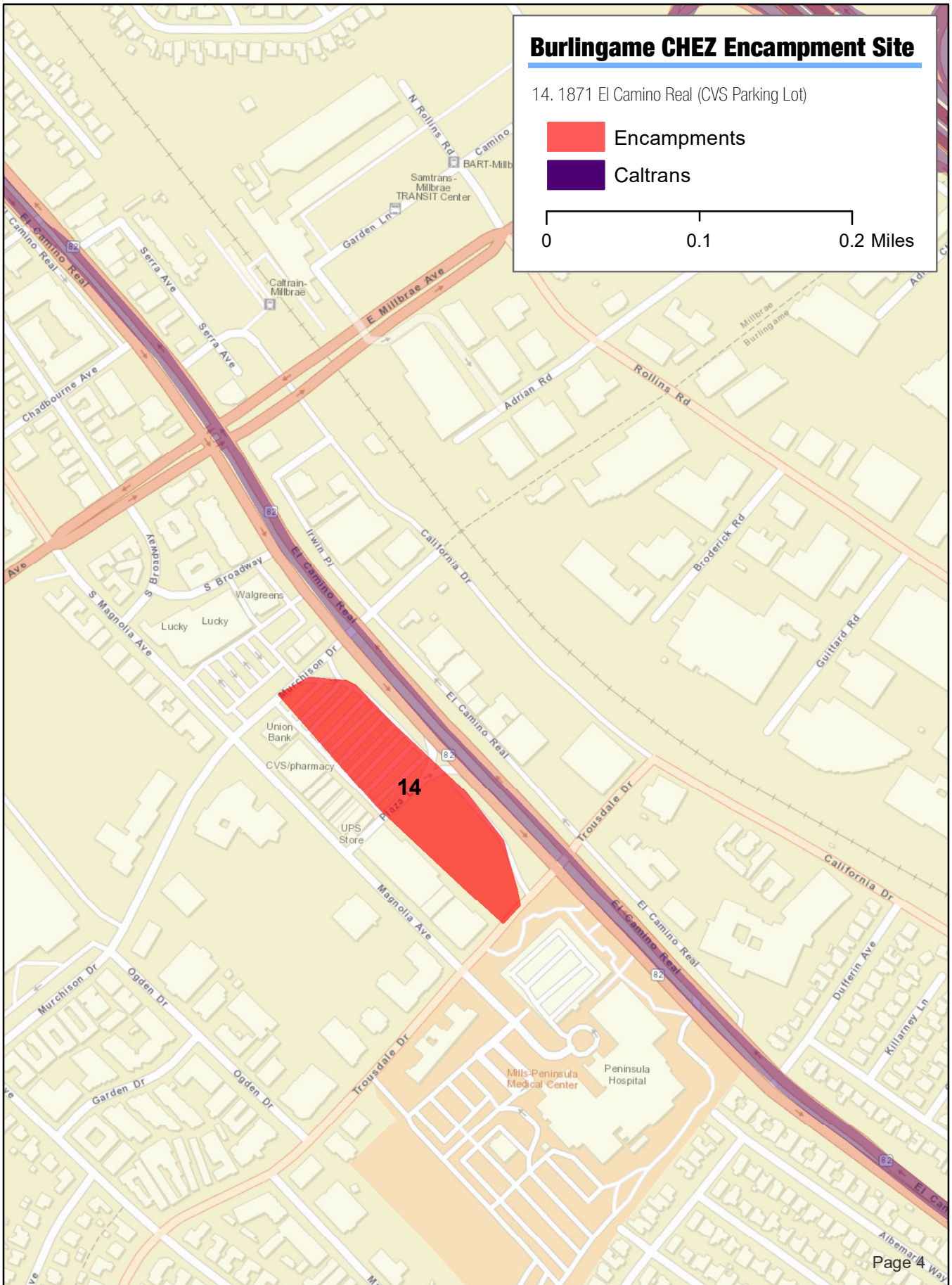
0 0.5 1 Miles

# Burlingame CHEZ Encampment Site

14. 1871 El Camino Real (CVS Parking Lot)

-  Encampments
-  Caltrans

0 0.1 0.2 Miles



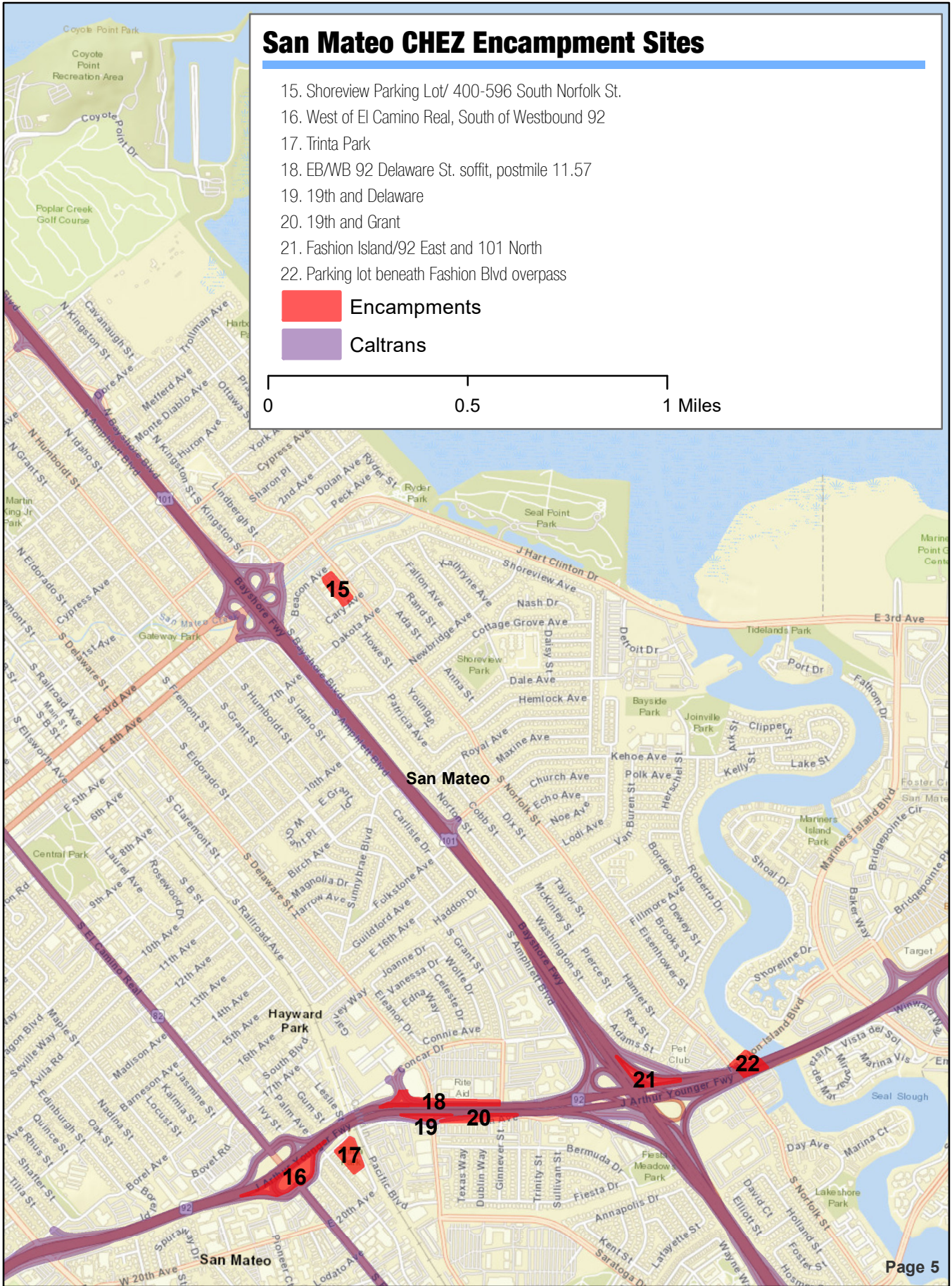
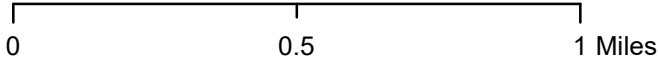


# San Mateo CHEZ Encampment Sites

- 15. Shoreview Parking Lot/ 400-596 South Norfolk St.
- 16. West of El Camino Real, South of Westbound 92
- 17. Trinta Park
- 18. EB/WB 92 Delaware St. soffit, postmile 11.57
- 19. 19th and Delaware
- 20. 19th and Grant
- 21. Fashion Island/92 East and 101 North
- 22. Parking lot beneath Fashion Blvd overpass

Encampments

Caltrans



# Menlo Park CHEZ Encampment Sites

- 23. Scott Dr. and Campbell Ave.
- 24. Bohanan Dr. and Scott Dr.
- 25. Eastbound Bayfront Expressway (State Route 84) at University Ave. (behind pump plant), postmile 27.99 (Caltrans priority designation)
- 26. Willow Rd. and Pierce Rd.

