



California Interagency Council on Homelessness

ERF-3-R, Application

Part 1 (A): ADMINISTRATIVE INFORMATION

Application Window

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

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

Eligible Applicant

Select the eligible applicant's jurisdiction type.

- CoC City County

What is the name of the city or county?

City of Carlsbad

Part 1 (B) Contracting Information

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

Contractor Information

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

City of Carlsbad

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

95-6004793

Tax ID Form

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="Chris"/>	<input type="text" value="Shilling"/>
First	Last

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

Job title

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

Email

<input type="text" value="chris.shilling@carlsbadca.gov"/>
--

Phone

<input type="text" value="(442) 339-2284"/>

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

Secondary Contact

<input type="text" value="Jessica"/>	<input type="text" value="Klein"/>
First	Last

Job title

<input type="text" value="Senior Program Manager"/>
job title

Email

<input type="text" value="jessica.klein@carlsbadca.gov"/>

Phone

<input type="text" value="(442) 339-5973"/>

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

Contact Person for Reporting

<input type="text" value="Jessica"/>	<input type="text" value="Klein"/>
First	Last

Job title

Senior Program Manager

job title

Email

jessica.klein@carlsbadca.gov

Phone

(442) 339-5973

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

Authorized Representative

Scott

First

Chadwick

Last

Job title

City Manager

job title

Email

chris.shilling@carlsbadca.gov

Phone

(442) 339-2284

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

1635 Faraday Ave

Address Line 1

Address Line 2

Carlsbad

City

California

State

92008

Zip Code

Attention to (if applicable):

Housing & Homeless Services

 This Application uses character limits 

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

question asked.

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)

The proposed project will create a Carlsbad Vehicular Homeless Outreach Program (VHOP) to focus on the growing population of people living in vehicles in the encampment area of downtown Carlsbad known as the Village and Barrio. This program can be used as a regional, state, and national model for jurisdictions with similar challenges. The VHOP will use a multidisciplinary team approach including outreach social workers, peer support, employment and benefits assistance, substance abuse and mental health support, and housing navigation to meet the critical needs of people experiencing vehicular homelessness while creating pathways for them to exit the encampment area and enter permanent housing. A key feature of the VHOP will be the targeted hours of outreach which includes early morning and late-night hours throughout the week to better connect with households when they are parked and available. The VHOP will develop Individualized Housing Plans for each household capitalizing on the unique demographics and opportunities of people living in vehicles to develop creative long-term solutions to end their homelessness. Flexible funding will be available to assist with housing problem solving and oversized vehicles may be assisted with space rental as a short or long- term solution or vehicle disposal when permanent housing is identified. A variety of housing options will be utilized including robust rapid re-housing and a priority focus will be on shared housing opportunities.

People Served

Number of people currently residing in prioritized encampment site

75

#

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

125

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

75

#

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?

200

#

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

150

#

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

112

#

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

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

Yes No

Encampment Information

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

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

The people residing in the prioritized encampment site are living in vehicles. This includes a mix of single and multi-people households with the population more likely to include seniors and children. The households with higher service needs include physical and developmental disabilities, mental health issues, substance abuse disorders, and co-occurring conditions. Many also have chronic health conditions. However, many of the households do not have as high of service needs and are newer to homelessness or have faced economic or personal barriers that have continued to prevent them from ending their homelessness. They are living in a variety of vehicles from small sedans to RVs. Most vehicles operate but some are currently not mobile. This information was gathered through ongoing outreach efforts but more targeted outreach through the VHOP continues to be needed to better serve this population. The diversity of the demographics requires a variety of housing options and resources to meet the populations needs. There are opportunities for creative problem solving as well as a focus on increasing income whenever possible. Families with children may need solutions that will keep them connected to local schools. Shared housing will also be a priority focus for this population due to the high cost of living in the region.

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

2. Briefly describe physical characteristics of the prioritized encampment site in which the people you are proposing to serve are residing. The description must include the specific location, physical size of the area, the types of structures people are residing in at the site, whether vehicles are present, and any other relevant or notable physical characteristics of the site. (1000-character limit)

The priority encampment site is in the downtown area of Carlsbad known as the Village and Barrio which comprises about 350 acres. While the Village was established as the center of commerce, the Barrio has historically been a predominately Hispanic neighborhood with individual properties passed down for generations. As a coastal community in Southern California with an increasingly high rental market and low vacancy rates, Carlsbad continues to see an increase in vehicular homelessness around the beach and downtown area. This includes city owned parking lots next to public parks, libraries, and businesses, as well as the transit station parking lot and general street parking around the beach and adjacent residential areas. People tend to move around through these locations and not stay in one parking location permanently. Some stay throughout the day but most are parked overnight and move their vehicles during the daytime hours. The vehicles include small sedans, trucks, vans, and RVs.

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

This encampment is the area with the largest concentration of vehicular homelessness in the city which is continuing to grow. Many of these households are seniors and families with young children. Even in a vehicle they are at high risk for adverse health effects. Some households do also have high service needs including serious mental illness and physical health needs. There have been ongoing community complaints regarding the high concentration of people living in vehicles in the encampment area. There is pressure to limit parking availability overnight and increase no or limited time parking zones. This strategy will only further push people out of the community they know and away from schools and resources. The VHOP can make a significant impact within the community by helping encampment residents move to permanent housing destinations increasing the safety of those currently living in the encampment and reducing community concerns.

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

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

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

No Yes - partially Yes - entirely

Proposal’s Outcomes

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

The city seeks to move at least 150 people into shelter and 112 people into permanent housing by 6/30/2027. The city will take a comprehensive approach to encampment resolution as part of its Homelessness Action Plan which includes leveraging existing city services and partnerships. The VHOP will coordinate efforts to connect with people experiencing vehicular homelessness in the encampment, re-house them through a variety of options that meet their needs, and support them in stabilizing permanently. This includes utilizing interim housing options, targeting impactful outreach, peer support, employment and benefits, substance abuse and mental health, and housing navigation, using a wrap-around model with prioritization based on the By-Name-List, and leveraging flexible funding and permanent housing that can be quickly capitalized on for encampment residents. These coordinated efforts provide the framework to reach the VHOP’s outcome goal.

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

The individual needs of people living in vehicles in the prioritized encampment area are diverse requiring interventions that address a range of needs, challenges, and goals. This includes targeting impactful outreach and case management through multidisciplinary teams, using a wrap-around model with prioritization based on the By-Name-List, and leveraging problem solving conversations and permanent housing options that can be quickly capitalized on for encampment residents. These custom person-centered interventions will be provided where the encampments residents are, during times they are available, and also include trauma-informed outreach and engagement, health supports, access to public benefits and employment, access to flex funding, and permanent housing delivered in a housing-first, low-barrier manner that includes housing stability supports, landlord engagement, deposit assistance and rent subsidies. These efforts will be funded via the grant and leverage existing efforts.

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

The VHOP will use multi-disciplinary teams to engage, reduce barriers, and ultimately support people in obtaining a permanent place to live. Progress will be tracked for each household monitoring engagement, benefits and employment accessed, documentation procured, and housing obtained. The HMIS Annual Performance Report enables standardized progress measures. To ensure and measure progress the city will establish short (3 months), mid-term (9 months) and long-term (12, 24, 36 months) goals with deliverables and deadlines; track progress on these deliverables and deadlines on a monthly basis through the By-Name List; and utilize a feedback mechanism to evaluate progress and alignment to ensure outcomes are being reached and efforts are aligned with person-centered and housing first approaches that best serve this highly vulnerable population. Feedback strategies will include engaging individuals being served through peer support, direct service providers, and partner agencies.

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

There is a lack of affordable and supportive housing which can create barriers to helping people exit homelessness. This proposal prioritizes funding housing placements through a variety of strategies to address this challenge. Additionally, there is a lack of interim shelter options. The city will be addressing this by working with the existing shelters to lower barriers and expand as well as providing motel vouchers to encampment residents. Finally, there is community pressure to address homelessness and eliminate the encampment. Many want the city to use enforcement and restrict parking access. However, the city has balanced prioritizing people's housing needs while addressing sanitation and criminal activity when necessary. Funds will only be used on effective strategies and best practices. As the community sees the VHOP's success and progress at reducing the encampment through a focus on housing interventions the pressure to implement unproductive strategies will decrease.

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

Standalone Larger initiative

If it is part of a larger initiative, describe the role and significance of this project in achieving the objectives of the larger initiative. (1000-character limit)

The City of Carlsbad has adopted a Homelessness Action Plan which is implemented by the Housing & Homeless Services Department. The plan identifies the city's goal, areas of focus, strategies, initiatives, and actions related to reducing homelessness. An action item within the plan is to develop specific strategies and increase the resources available to address the growing number of people living in vehicles within the city. The VHOP will make a significant impact in achieving the objectives of the larger initiative while implementing a model to address vehicular homelessness that can be replicated throughout the city and beyond.

Centering People

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

The city believes that many times the people closest to the problem are closest to the solution. As a result, the city has held focus groups with people with lived experience. This included people who are currently experiencing vehicular homelessness in the encampment area. We heard from people with lived experience that people with disabilities need better access to services and there is a need to connect quickly with families and people newly experiencing homelessness. We also heard there is a need for more storage for possessions, more non-congregate interim housing options like motels, more flexible funding to meet a variety of needs, and more housing options and subsidies including RRH and shared housing. These gaps are all being addressed. Peer support will be utilized as a main component of the encampment strategy and hiring of people with lived experience will be prioritized. The VHOP will also embed opportunities for individuals in the encampment to provide on-going feedback.

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

The city uses a strengths-based approach which prioritizes individual choice and does not screen out participants on the basis of rental history, credit, or criminal histories, sobriety, income, completion of treatment, participation in services, etc. Supportive services are offered to maximize housing stability and prevent returns to homelessness. Participation in these services is voluntary and based on the needs and desires of each person. Through the engagement process the VHOP will never delay a person's access to permanent housing for any reason. We start with the premise that everyone is ready for and deserving of permanent housing. Additionally, if someone leaves or disengages from services, when they return or are ready to engage again, they are able to continue working with our teams without any punitive consequences. We believe in meeting people where they are at and prioritizing their choice in a strength-based manner.

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)

To assist people with multiple barriers and high acuity the VHOP uses a Housing First approach incorporating evidence-based practices such as intensive case management, cognitive behavioral intervention, trauma-informed care, motivational interviewing, positive youth development, and harm reduction. The focus is on identifying each person's unique needs and helping them overcome barriers. Participants work with outreach, interim shelter, and housing staff to create individualized support plans based on their choices and preferences. Most people experiencing homelessness have experienced trauma. Homelessness itself is a traumatic experience. The VHOP fully integrates knowledge about trauma into policies, procedures and practices and seeks to actively resist re-traumatization. Both trauma-informed peer and wrap around support will be provided through the VHOP. Motivational interviewing will be used to engage and law enforcement officers are not part of the encampment resolution strategy.

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)

All contractors are required to complete annual training in harm reduction and employ harm reduction strategies in all interactions. The city's harm reduction model seeks to work with participants to identify ways to minimize the harm of a given behavior if the individual is not willing or unable to abstain. All individualized support plans include personal harm reduction strategies which are updated as needed. Substance abuse education, counseling, and referral will be available with a focus on harm reduction practices and strategies. People will always be treated with respect and their dignity will be prioritized by honoring their choices, such as the time and place of meetings or the actions they take towards their goals. Safety is the highest priority and frequent assessments will be completed to ensure the encampment remains safe for all. This model will be used in all outreach interactions, interim shelter, and housing.

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

The current encampment location includes people living in vehicles in areas that are not meant for human habitation and can pose significant health and safety risks especially for seniors, people with medical needs, and young children. As a result, the city will take multiple steps to reduce these threats and prevent harm to those living in these locations. This includes assisting with basic needs to address things like temperature and sun exposure, connecting to healthcare and supports to reduce health risks, providing mental health and substance abuse supports, and working with residents to develop harm reduction strategies through their individualized support plans which increase their personal safety. Throughout the project we will continue to engage with people residing in the encampment to ensure that we prioritize their voice and needs to maximize their wellbeing. This will be trauma-informed and empower individuals within the encampment.

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

The Carlsbad City Council has approved a Homelessness Action Plan which is clear that the city will not engage in actions that criminalize or penalize homelessness. The Homeless Services Division coordinates closely with the police department to ensure that criminal behavior is addressed when necessary but the act of being homeless is not criminalized. The city also connects the unhoused with the local Homeless Court to address legal barriers they may have to accessing housing. We have partnered to provide mobile Homeless Courts to reduce barriers to access and will bring these services to the encampment area during the grant period. We have also developed a process within the police department to waive traffic and parking tickets for people connected to VHOP. Additionally, by prioritizing housing and reducing people's time on the streets, we will reduce the chances they have negative law enforcement involvement and the barriers and trauma that this involvement may create.

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)

Individuals experiencing homelessness in vehicles within the encampment area are living without direct access to toilet facilities, handwashing stations, showers, and clean drinking water. The city will leverage existing contracts which are in place to provide encampment cleanup to ensure the health and sanitation of the encampment areas. Cleaning processes will be implemented with adequate notice and limited disruption to the people living in the encampment when necessary. We will not dispose of people's personal items. The VHOP will distribute hygiene kits which include basic needs items and use flexible funding when needed to help people meet basic needs. They will also develop individualized plans with households for how they can access bathrooms and resources for their own personal health and hygiene. Throughout the grant period we will solicit feedback from encampment residence to continually identify ways to increase sanitation and hygiene within the area.

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)

The VHOP will follow our local CoC's Street Outreach Standards. Multidisciplinary outreach teams will be utilized to meet the basic needs of persons living in vehicles the encampment area. This includes addressing immediate medical issues, hygiene needs, and access to food and water. Continuous engagement utilizing motivational interviewing will be used to build trust over time and overcome any hesitation with engaging in case management or other supports. The outreach social worker will help create service support plans based upon the specific needs and presenting issues of the household and leverage the strengths of the individuals to help them take action on the plan to resolve their homelessness. This will also include housing problem solving, benefit enrollments, document procurement, and employment assistance. Mental health supports and substance abuse education, counseling, and referral will be available within the encampment. Case conferencing meetings utilizing a By-Name List will be held at least monthly to coordinate the multidisciplinary efforts, ensure creative solutions are being pursued, and needs are being met. A peer support framework will be used to engage with encampment residents to receive feedback on the wants and needs of the residents while ensuring we are advancing the wellbeing of people experiencing vehicular homelessness in the identified encampment.

The staffing ratio for the outreach social workers will be no more than 1 to 25. Outreach will actively attempt to engage with individuals at least a minimum of once every 3 days. If participants disengage or disappear, they will be moved to inactive after 90 days. If they are engaged again, they will receive support to continue implementing their service support plan without any punitive consequences. Participants who are actively engaging with VHOP will continue to receive outreach services and support until they are connected with permanent housing and exit homelessness.

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)

Coordinated Entry within the San Diego CoC is county-wide which can create barriers for our homeless population in accessing resources because they must compete with the county-wide homeless population for limited resources and those resources can span a vast geographic area. Carlsbad is working with the CoC to develop processes that can help our high priority households access available housing through Coordinated Entry in a more informed way because we maintain and work through a By-Name-List. It is Carlsbad's goal to work through the Coordinated Entry process while also ensuring that people experiencing homelessness are able to appropriately access housing resources, especially when funded through resources dedicated or obtained by the city. Through this project the partners will maintain people experiencing homelessness on the Coordinated Entry community queue to provide an opportunity for permanent housing but will not rely on that outcome as the sole housing plan.

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)

The city will offer both interim and permanent housing options to assist encampment residents with exiting homelessness. Interim housing options include priority access to regional shelters and dedicated motel vouchers. Locally the city provides funding to support the La Posada de Guadalupe shelter located in the city. The shelter currently has 50 beds for homeless men. The city is working with the owner, Catholic Charities Diocese of San Diego, to expand the shelter to include non-congregate space for women and families and transition the shelter into a Navigation Center. The shelter will prioritize beds for encampment residents. Additionally, the city provides a short-term motel shelter program which provides both limited stays for service connection and longer term stays as bridge housing when participants are enrolled in a program and working on a housing plan. ERF funds will be used to expand these opportunities. These interim housing options will be available to encampment residents who choose to access shelter. 150 individuals will be served with interim shelter.

The city has prioritized supporting households with accessing permanent housing with a focus on housing problem solving and family reunification, funding a rapid re-housing program, enrolling clients into Coordinated Entry, and maintaining homeless dedicated Housing Choice Vouchers (and a general Section 8 waitlist homeless preference). Shared housing facilitation and assistance will also be provided and prioritized through the VHOP. All of these strategies will be used as housing options for people residing in the prioritized encampment. The VHOP Housing Locator will develop landlord connections throughout the region and implement a landlord engagement program which may provide landlord incentives and deposit assistance as a coordinated and publicized effort to help secure existing housing units for VHOP participants. 112 individuals will transition to permanent housing through this proposal.

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)

The city is fully committed to implementing the VHOP as designed to deliver permanent housing solutions to the people residing in the prioritized encampment. The City of Carlsbad through the strategies within its Homelessness Action Plan has successfully helped over 300 households transition into permanent housing over the last 2 and a half years. This includes a 73% reduction in veteran homelessness. Based on this experience and success in delivering permanent housing solutions, the city was awarded an ERF-2-R grant to address another encampment area within the city. That project is currently ongoing and successfully assisting unsheltered individuals and households end their homelessness. The city oversees a very successful rapid re-housing program which uses braided funding and innovative practices to serve a high needs population. The city has engaged with Iain DeJong and the international homelessness services experts at OrgCode Consulting to provide ongoing training and technical assistance for the RRH program. This expertise will be available for the RRH component of this proposal as a leveraged resource.

Due to the progress the city continues to make in delivering permanent housing solutions we were also recently awarded an additional CoC grant to pair homeless dedicated housing choice vouchers with supportive services to end homelessness for people in Carlsbad with high service needs. The city is now launching an initiative with Kris Freed and the Impact Consulting Group to develop, implement, and train community partners on shared housing practices so that shared housing conversations and strategies can be integrated within our community framework. This is essential in high cost of living communities particularly along the California coast and will be a key component of the VHOP's strategy to address vehicular homelessness. Impact Consulting Group's services will be leveraged for this proposal.

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

The city has held focus groups with both people currently experiencing homelessness and people who were previously homeless, including people living in vehicles in the prioritized encampment area. Their feedback was used to develop this proposal and guide the creation of the VHOP. People living in vehicles have unique characteristics, challenges, and opportunities. This proposal creates a program specifically designed to meet the needs of this population and can be used as a model for other jurisdictions with rising vehicle homelessness (including coastal cities in Southern California). The program meets people where they are at including targeting times and locations when they are available and accessible. Ultimately the people living in the encampment area need support meeting basic needs, housing problem solving help, access to flexible funding, assistance with getting document ready, and access to appropriate interim shelter and permanent housing including shared housing. The program design embeds the voices of individuals with lived experience of homelessness to ensure all program efforts are client-centered, trauma-informed and low-barrier; and provides opportunities for on-going feedback from participants. The proposal meets the needs and preferences of people in the encampment area by using grant funding to address systems gaps and leveraging existing programs and services whenever possible.

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

Table 1: Projected Living Situations Immediately Following the Encampment

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

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

Briefly Describe Each Projected Living Situation Immediately Following the Encampment	Is This Permanent Housing?	Quantify the Capacity (e.g., number of beds/units, frequency of bed/unit availability)	Prioritized or Set-Aside for ERF-3-R?	Is this living situation funded by ERF-3-R and / or Leveraged Funds?	% of Served Persons Projected to Fall Within This Living Situation
Permanent Housing	Yes Yes/No	Variable depending on vacancies and availability of subsidies including affordable housing, senior housing, supportive housing, shared housing and market rate housing.	Prioritized Pri/Set-Aside/Neither	Both ERF/Lev/Both	40 %
Interim Shelter	No Yes/No	84 beds	Prioritized Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	20 %
Interim Shelter- Motel	No Yes/No	60 motel vouchers	Set Aside Pri/Set-Aside/Neither	Both ERF/Lev/Both	30 %
Unsheltered	No Yes/No	N/A	N/A Pri/Set-Aside/Neither	N/A ERF/Lev/Both	10 %

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?
Rapid Re-Housing- Rental/Independent Living Facility/Shared Housing	Set Aside <small>Pri/Set-Aside/Neither</small>	22	Both <small>ERF/Lev/Both</small>
Coordinated Entry- Rapid Re-Housing/Permanent Supportive Housing	Prioritized <small>Pri/Set-Aside/Neither</small>	12	Leveraged <small>ERF/Lev/Both</small>
Family Reunification/Diversion	Set Aside <small>Pri/Set-Aside/Neither</small>	30	Both <small>ERF/Lev/Both</small>
Housing Choice Voucher/Permanent Rental Subsidy	Prioritized <small>Pri/Set-Aside/Neither</small>	10	Leveraged <small>ERF/Lev/Both</small>
No Subsidy- Rental/Independent Living Facility/Shared Housing	Prioritized <small>Pri/Set-Aside/Neither</small>	33	Leveraged <small>ERF/Lev/Both</small>
Long-Term Health Intervention- Assisted Living/Treatment/Sober Living/Hospice	Prioritized <small>Pri/Set-Aside/Neither</small>	5	Leveraged <small>ERF/Lev/Both</small>

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)

The encampment resolution strategy is completely focused on using a multidisciplinary team model to connect people to a variety of housing pathways. Enforcement is not part of the strategy, and this will be coordinated with local police. Consistent outreach and engagement will be utilized. Participants will be connected to a variety of low barrier interim and permanent housing options as quickly as possible. Participants will also receive wrap around supportive services to help address health and safety barriers. This includes substance abuse and harm reduction support, mental health assistance, sanitation, and resources for storage and pets. These services will be provided directly at the encampment location and customized based on individual need using a person-centered approach. Multidisciplinary teams will focus on building trust with participants so that participants are more comfortable working with them to end their homelessness.

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)

As people move into interim shelter or housing options, they will continue to receive supportive services to prevent returns to unsheltered locations. The La Posada Shelter has onsite supportive services available which will be leveraged. Participants placed into motels will receive daily support from ERF-3-R funded multidisciplinary teams. The housing stability support in permanent housing will depend on the housing option utilized. Housing placements through CES will have program supports. Participants placed into housing using rapid re-housing, shared housing, or leveraged vouchers will receive support from Community Resource Center's ERF-3-R funded RRH Case Manager or VHOP Housing Coordinator. Strength-based housing stability plans will be designed to help reduce barriers to maintaining housing using an intensive case management or critical time intervention model. Leveraged prevention will be available as needed and connections to community supports will be prioritized.

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

The city understands that the encampment area is not static, and people will move from the area and come to the area after the project has started. The city utilizes coordinated outreach, a By-Name List, and case conferencing to track this data and understand where people are, how the population is changing, and what they need in real-time. The list is generated from the HMIS in coordination with the CoC. All partner agencies contribute to the list and participate in case conferencing using a multidisciplinary approach to client support. The By-Name List process of addressing homelessness within the city provides an effective framework for the dynamic nature of the prioritized encampment and allows the city to better understand and meet the needs of a diverse and changing population. The city will leverage Community Development Block grant funds when needed to provide prevention assistance to former encampment residents who experience a housing crisis.

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

The feedback we have received from those with lived expertise identifies the lack of storage access for personal property as an issue within our community. As a result, through the city's planning process we have identified an effective way to address this gap. A private storage company has been located in proximity to the encampment location. This company has previously worked with numerous people living unhoused in the city. The city will provide funding to the outreach team through this project to lease individual units for households needing to store items while accessing shelter, treatment, or while locating permanent housing.

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

The City of Carlsbad takes a person-centered approach which understands the value and importance of service animals and pets to the people we serve. The city has a contract with the San Diego Humane Society to provide safe pet boarding if there is any situation where an individual chooses to access a service and they need to temporarily be separated from their pet. The Humane Society will also do wellness checks for pets in the encampment area and provide small amounts of pet food. The city has also worked with the local shelter, La Posada de Guadalupe, to lower barriers so that pets are allowed within the shelter. This provides a sheltering option where owners do not need to be separated from their pets. Permanent housing options will also prioritize client-choice and accommodation of pets will be a priority when identified by the participant as a need.

Budget and Resource Plan

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

\$2,994,224.71

\$

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

\$1,883,253.71

\$

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

The city will leverage a variety of funding for this proposal. This includes AOD counseling and peer support, employment and benefits services, supervision for the shelter, navigation, and clinician services at the shelter, and RRH supervision. This is expected to be almost \$500,000 in leveraged personnel. The city will also leverage funding for motel vouchers, pet boarding, prevention assistance, rapid re-housing rental assistance, consulting services, and permanent rental assistance. This is over \$1.3 million in leveraged funds. In total the city expects to directly leverage over \$1.8 million in funding. Indirect leverage will include Enhanced Case Management Services through CalAIM, food assistance through CalFresh and local organizations, and housing subsidies and supportive services through the Coordinated Entry System. Throughout the project the city will continue to identify systems and funding that can be leveraged to support participants.

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)

The proposal utilizes evidence-based interventions and best practices to ensure funding will be used effectively to serve the number of people projected. The average ERF costs per participant is projected to be about \$14,971. However, studies of the cost of someone remaining homeless have ranged from \$35,000 (average nationally) to \$120,000 (highest locally) per year. This does not include the personal trauma and community impacts related to homelessness which are more difficult to quantify but significant. The VHOP uses funding to focus on connecting with individuals, re-housing them, and then providing support to maintain housing. The amount of funding requested was determined based on the identified funding gaps needed to address the vehicular homelessness in the encampment area in new and innovative ways. The city has made an investment in addressing homelessness through the Homelessness Action Plan and the funding requested is designed to fill gaps and not supplant other funding.

Attachment: Standardized Budget

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

Key Entities and Staff

31. First, describe the implementing organization and specific unit or office within the implementing organization that would administer ERF-3-R. Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness

project or grant, describe how those experiences informed this proposal. (1500-character limit)

This project will be implemented by the City of Carlsbad Housing & Homeless Services Department (HHS) Homeless Services Division which serves incorporated Carlsbad. The city owns the land where the encampments are residing. The Homeless Services Division’s mission is to oversee the city’s action related to homelessness. Its goal is to address the complex needs of individuals experiencing homelessness in a compassionate and effective manner and reduces the impacts of homelessness on the community. Its values include following best practices, embracing innovation, using housing first modalities, and supporting low barrier options to exiting homelessness. The division drafted and is implementing the city’s Homelessness Action Plan and oversees a homelessness budget of over \$8 million per year. The division manages multiple contracts with outreach and rapid re-housing providers including an ERF-2-R grant. The division leads monthly case conferencing including all the outreach and service providers working directly with individuals and households living unhoused. The increase of staffing and resources for implementation will be seamless. All entities under contract with the city adhere to the CoC Outreach Standards and Regional Standards for Addressing Encampments. They also utilize the local HMIS and Coordinated Entry. The city will dedicate a .50 FTE to oversee the grant, manage the By-Name List, coordinate care, and collect service and outcome data.

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
Senior Program Manager	Yes Yes/No	.5 # FTE	Both ERF/Lev/Both	Oversee the implementation and ongoing operations of the VHOP. Oversee all grant administration.
Outreach Manager	Yes Yes/No	.1 # FTE	Both ERF/Lev/Both	Provide direct supervision to the VHOP Outreach Social Workers, VHOP Peer Support Specialist, AOD Counselor, and AOD Peer Support Specialist.

VHOP Outreach Social Workers	No Yes/No	2 # FTE	ERF ERF/Lev/Both	As part of a multidisciplinary team create individual support plans, engage in housing problem solving, and provide intensive case management to households living in vehicles to help them access housing.
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VHOP Peer Support Specialist	No Yes/No	1 # FTE	ERF ERF/Lev/Both	As part of a multidisciplinary team provide peer support to participants living in vehicles to help them navigate the complex systems and meet basic needs. Gather ongoing feedback from encampment residents on needs.
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Substance Abuse/AOD Counselor	Yes Yes/No	.25 # FTE	Leverage ERF/Lev/Both	As part of a multidisciplinary team provide substance abuse education, counseling, and referral utilizing a harm reduction model to reduce barriers to housing and connect participants to short and long term substance abuse treatment as needed.
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AOD Peer Support	Yes Yes/No	.25 # FTE	Leverage ERF/Lev/Both	As part of a multidisciplinary team provide trauma-informed case consultation and systems navigation for participants with substance abuse issues.
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Employment and Benefits Specialist	Yes Yes/No	.5 # FTE	Leverage ERF/Lev/Both	As part of a multidisciplinary team connect participants to main stream entitlement benefits such as social security, disability, general relief, CalFresh, Medi-Cal, etc. as well as employment opportunities to increase income.
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VHOP Housing Coordinator	No Yes/No	1 # FTE	ERF ERF/Lev/Both	As part of a multidisciplinary team provide housing search assistance, landlord engagement, and secure a variety of permanent housing units to move people from the encampment and shelter into housing.
Shelter Manager	Yes Yes/No	.25 # FTE	Leverage ERF/Lev/Both	Oversee low barrier and housing focused shelter operations.
Shelter Housing Navigator	Yes Yes/No	.25 # FTE	Leverage ERF/Lev/Both	Work with guests at the La Posada de Guadalupe housing focused low barrier shelter on strength based housing plans to increase housing exit rates.
Shelter Clinician	Yes Yes/No	.25 # FTE	Leverage ERF/Lev/Both	Provide clinical services within La Posada de Guadalupe to support clients with harm reduction and the implementation of strength based housing plans.
RRH Supervisor	Yes Yes/No	.1 # FTE	Leverage ERF/Lev/Both	Supervise the Housing Navigator and RRH Case Manager.
RRH Case Manager	No Yes/No	1 # FTE	ERF ERF/Lev/Both	Provides supportive services and case management to households in housing to stabilize and ensure long term housing retention.

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

The outcomes of this proposal will be achieved by the collective efforts of the key partners. The City of Carlsbad will coordinate all grant activities identified in this proposal, conduct performance monitoring, reporting, fiscal oversight, and manage all subcontracts. The partners below are highly competent in managing complex projects and grant applications serving persons experiencing homelessness through local, state, and federal funding sources. Their expertise in this area has informed the strategies and oversight of this grant application and processes.

Roles and responsibilities:

Interfaith Community Services: lead the outreach efforts and multidisciplinary team, administer motel vouchers, provide flexible financial assistance, and provide substance abuse outreach, education, and navigation.

Community Resource Center: provide employment and benefits assistance, housing navigation, rapid re-housing, and housing stability assistance.

Catholic Charities Diocese of San Diego: provide low barrier interim shelter at the La Posada de Guadalupe homeless shelter.

San Diego Humane Society: provide animal boarding assistance.

OrgCode Consulting: provide RRH training and technical assistance.

Impact Consulting Group: assist with shared housing implementation, training, and technical assistance.

CoC: provide HMIS and coordinate housing referrals through Coordinated Entry.

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 city held a focus group with local service providers who are CoC member agencies to obtain feedback that informed the development of this proposal. Additionally, the city is a Participating Agency with the local CoC and worked with them to develop a By-Name List for the city which is generated through the HMIS. The CoC has a Local Government Liaison, and she was also consulted and helped to inform the development of this proposal. Additionally, the city has received letters of support from the CoC expressing their continued commitment, faith in the city to successfully implement homelessness proposals and desire for the city to be awarded funding. This proposal follows all CoC policies and standards, and the city also obligates all contractors to follow CoC guidelines through the contracting process. The city has also coordinated in-depth training on Coordinated Entry and HMIS with the CoC so that all partners understand how to use the system to its highest purpose.

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

Optional Upload: Evidence of Cross-Jurisdictional Collaboration

34. Identify any entities that have a right to and/or control of the property upon which the encampment site resides. Describe how applicant has engaged with these entities and confirm

that each of these entities has committed to allowing the implementation of this proposal. (1000-character limit)

The prioritized encampment area is on public property controlled by the City of Carlsbad with one location a joint-use parking lot with the North County Transit District. The city will oversee the grant and is committed to the implementation of the VHOP. We understand that cross-systems collaboration will be key and have partnered with non-profits who have experience assisting people experiencing homelessness with a range of services needs. For example, through the Community Resource Center Employment and Benefits Specialist, participants can access social security and disability benefits through the SSI/SSDI Outreach, Access, and Recovery (SOAR) process. Many staff are in place for implementation and the partners will be holding joint recruiting, hiring, and training events to ensure that knowledgeable staff are added to the team. The collaboration of the key partners, guided by the coordination of the city, will provide the capacity necessary to carry out this proposal.

Accelerated Timeline

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

The city is currently using our existing resources to engage and support people residing in vehicles in the prioritized encampment as available. However, additional resources are needed as existing services are at capacity and additional barriers are being identified that are preventing people from moving towards housing and stabilization. The city wants to act urgently and efficiently in addressing these needs.

The proposal herein specifically addresses many of the reported barriers including access to mail services, storage, housing problem solving, employment, rental assistance, RV parking rental assistance, vehicle disposal assistance, and other support in reducing barriers to housing. This provides the foundation for the city to act quickly once the grant is awarded so that we can improve housing outcomes in the encampment while continuing to prioritize the dignity, safety and wellness of people experiencing homelessness within the encampment site.

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)

The city will be able to move on this proposal quickly once awarded. The strategic framework is currently in place as well existing contractual relationships which will be leveraged to implement services quickly. After award notification the city will quickly take the item to the City Council to approve the award and contract with the state while also working with our partners to implement their contracts. The partners will also start the recruitment process for new staff members immediately upon award notification. This will allow us to quickly start to implement the proposal once the contract is executed with the state. The experience of the city coordinating homelessness contracts and initiatives and its commitment as the proposal lead will ensure that the proposed milestones and objectives will be met. This is demonstrated by Carlsbad's successful and swift implementation of its existing ERF-2-R grant funding.

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
6/30/2024	Award Announcement	Project Management	
7/3/2024	Recruitment	Project Management	Recruitment for open positions begins
7/15/2024	City Council	Project Management	City Council Approval for Receipt of Funds and Execution of Contracts
8/1/2024	Contract Begins	Project Management	Project Launch
8/7/2024	BNL Generated	Project Management	First service provider case collaboration and By-Name-List meeting with monthly meetings to follow through to the end of contracts
8/16/2024	Hiring Completed	Project Management	All personnel hired and in place
8/19/2024	Milestone 1	People	Outreach Begins
8/21/2024	Milestone 2: Multidisciplinary teams in place	Place	Basic needs deployed with food, water, substance abuse, and benefits teams providing for imminent needs

11/1/2024	Milestone 3: First person moved into housing	People	3 month outcome benchmark: sheltering options in place and available, 10 shelter placements completed, 1 person moved into permanent housing
1/31/2025	Milestone 4	People	6 month benchmark: 20 people sheltered, 8 housing placements
3/12/2025	Milestone 5	Place	Review of encampment area and assessment of program
4/16/2025	Milestone 6	Project Management	Review of contracts, expenditures, and allocations for FY 2024-25
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
8/1/2025	Milestone 7	People	12 month outcomes achieved- 40 people sheltered, 25 housing placements
10/31/2025	Milestone 8	Project Management	Review of resource allocation and service gaps for strategic planning
1/31/2026	Milestone 9	People	18 month benchmark outcomes: 60 people sheltered, 50 housing placements

4/15/2026	Milestone 10	Project Management	Review of contracts, expenditures, and allocations for FY 2025-26
7/31/2026	Milestone 11	People	24 month outcome benchmark: 80 people sheltered, 75 housing placements
9/30/2026	Milestone 12	Project Management	Review of remaining resources and needs for final project completion
6/21/2027	Milestone 13	People	The final person funded by the project moves into housing. 150 people sheltered, 112 housing placements
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 April 30, 2024. Cal ICH assumes disbursement will occur approximately 3-6 months after April 30, 2024.

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

Outreach to the people residing in the prioritized encampment site began / will begin in mm/yyyy.	This proposal will reach full operating capacity in mm/yyyy.	The first planned exit of a person or household from the prioritized encampment will occur in mm/yyyy.	The last planned exit of a person or household from the prioritized encampment will occur in mm/yyyy.
08/2024	08/2024	11/2024	06/2027

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

Chris

First

Shilling

Last

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

Title

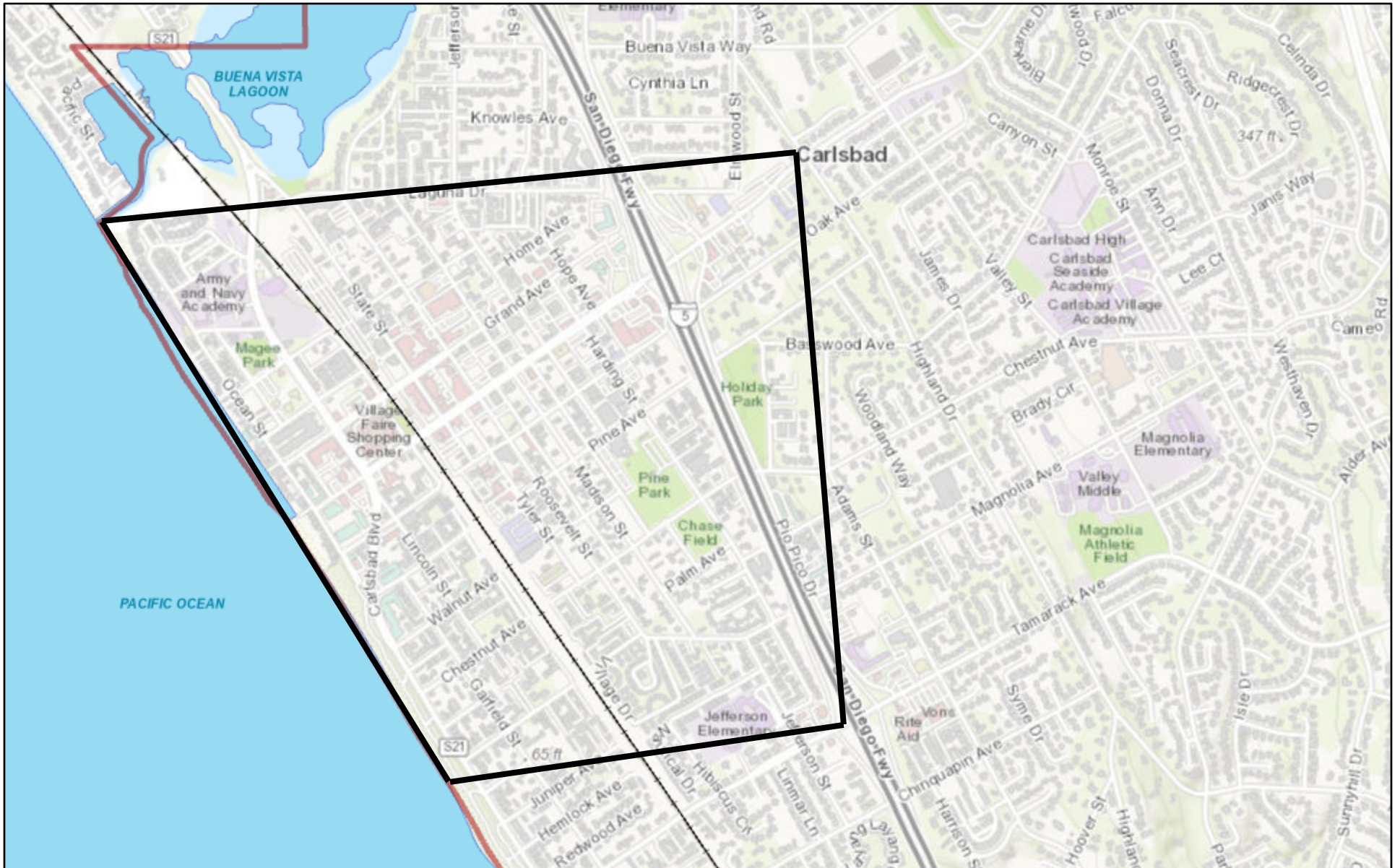
Homeless Services Manager

Email




chris.shilling@carlsbadca.gov

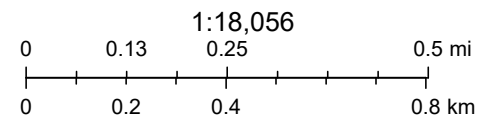
	ELIGIBLE USE CATEGORY	-5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL				ERF-3-R PROPOSED BUDGET	LEVERAGED FISCAL SUPPORT	-2 SENTENCE DESCRIPTION			
				SALARY	FTE	MONTHS						
Guidance and Intended Use	Use dropdowns. See NOFA, III. A.	Enables Cal ICH to immediately understand the line item.	Enables Cal ICH to associate the line item with specific entities or parts of a proposal.				Only ERF-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.			
				PERSONNEL COSTS								
				Systems Support	Senior Program Manager	City of Carlsbad	9,416.67	0.50	36	169,500.06		Oversee the implementation and ongoing operations of the VHOP. Oversee all grant administration. Provide direct supervision to the VHOP Outreach Social Workers, VHOP Peer Support Specialist, AOD Counselor, and AOD Peer Support Specialist.
				Street Outreach	Outreach Manager	Interfaith Community Services	8,333.33	0.10	36	30,000.00		
				Street Outreach	VHOP Outreach Social Workers	Interfaith Community Services	6,666.67	2.00	36	480,000.00		As part of a multidisciplinary team create individual support plans, engage in housing problem solving, and provide intensive case management to households living in vehicles to help them access housing.
				Services Coordination	VHOP Peer Support Specialist	Interfaith Community Services	4,583.33	1.00	36	165,000.00		As part of a multidisciplinary team provide peer support to participants living in vehicles to help them navigate the complex systems and meet basic needs. Gather ongoing feedback from encampment residents on needs.
				Services Coordination	Substance Abuse/AOD Counselor	Interfaith Community Services	6,250.00	0.25	36		56,250.00	As part of a multidisciplinary team provide trauma-informed case consultation and systems navigation for participants with substance abuse issues.
				Services Coordination	AOD Peer Support	Interfaith Community Services	4,583.33	0.25	36		41,249.97	As part of a multidisciplinary team connect participants to main stream entitlement benefits such as social security, disability, general relief, CalFresh, Medi-Cal, etc. as well as employment opportunities to increase income.
				Services Coordination	Employment and Benefits Specialist	Community Resource Center	4,583.33	0.50	36		82,500.00	
				Services Coordination	VHOP Housing Coordinator	Community Resource Center	5,833.33	1.00	36	210,000.00		As part of a multidisciplinary team provide housing search assistance, landlord engagement, and secure a variety of permanent housing units to move people from the encampment and shelter into housing.
Interim Sheltering	Shelter Manager	Catholic Charities	6,666.67	0.25	36		60,000.00	Oversee low barrier and housing focused shelter operations. Work with guests at the La Posada de Guadalupe housing focused low barrier shelter on strength based housing plans to increase housing exit rates.				
Interim Sheltering	Shelter Housing Navigator	Catholic Charities	5,833.33	0.25	36		52,500.00	Provide clinical services within La Posada de Guadalupe to support clients with harm reduction and the implementation of strength based housing plans.				
Interim Sheltering	Shelter Clinician	Catholic Charities	6,250.00	0.25	36		56,250.00	Supervise the Housing Navigator and RRH Case Manager.				
Rapid Rehousing	RRH Supervisor	Community Resource Center	6,666.67	0.10	36		24,000.00	Provides supportive services and case management to households in housing to stabilize and ensure long term housing retention.				
Rapid Rehousing	RRH Case Manager	Community Resource Center	5,000.00	1.00	36	180,000.00		Healthcare and other benefits for system support personnel.				
Systems Support	Fringe Benefits- 30%	Oceanside Carlsbad	50,850.02			50,850.02		111,824.99	Healthcare and other benefits for service coordination personnel.			
Services Coordination	Fringe Benefits- 30%	Partner Agencies	310,500.00			319,500.00		484,574.96				
Subtotal - Personnel Costs							\$ 1,604,850.08	\$ 484,574.96				
NON-PERSONNEL COSTS				UNIT	RATE	TIME						
Street Outreach	Flexible Needs	Interfaith Community Services			36 months	270,000.00			Funding for gas cards, car repair, registration, mail boxes, document procurement, food, employment essentials, pet daycare, vehicle disposal, and other basic necessities or pressing needs for households living in vehicles to help them exit homelessness.			
Interim Sheltering	Motel Vouchers	Partnering Motels	60 persons	\$130 per night	2,000 nights	200,000.00		60,000	Motel vouchers for people exiting the encampment not able to enter existing interim shelters such as women, families and those with other needs excluding the option of congregate shelter.			
Interim Sheltering	Item Storage	Self Storage	50 persons	\$100 month	250 months	25,000.00			Storage rental for participants so they can safely store their belongings until they can enter permanent housing.			
Interim Sheltering	Pet Boarding	San Diego Humane Society			36 months			75,000	Boarding or pets so that participants can enter interim shelter, treatment or other temporary locations if they are not able to bring their pets.			
Prevention and Diversion	Reunification Assistance/Diversion	Interfaith Community Services	30 persons	\$1,200/person	36 months	36,000.00			Travel funds and stabilization needs for people able to reunify with friends or family for permanent housing.			
Prevention and Diversion	Rental Assistance	City of Carlsbad			36 months			150,000	Community Development Block Grant funding will be available for people who previously resided in the encampment area and are now in permanent housing but are experiencing a housing crisis.			
Rapid Rehousing	Housing Assistance	Community Resource Center	22 households	\$20,000/household	36 months	400,000.00		40,000	Funding to move individuals with high barriers from the encampment and shelter to permanent housing (including shared housing) or RV space rentals including rental assistance, landlord engagement and funding to reduce barriers to housing (application fees, rental debt payment, court fees, document procurement, etc.).			
Rapid Rehousing	Training and Technical Assistance	OrgCode Consulting			36 months			60,000	Ongoing training and technical assistance to strengthen the services provided through the rapid re-housing program.			
Delivery of Permanent Housing	Homeless Dedicated Housing Vouchers	City of Carlsbad	10 vouchers	\$2,400 per month	36 months			864,000	Homeless Dedicated Housing Choice Vouchers to connect participants with the most severe service needs to a permanent housing subsidy to end their homelessness.			
Delivery of Permanent Housing	Shared Housing Training and Technical Assistance	Impact Consulting Group			36 months			60,000	Consulting services to develop, implement, and train community partners on shared housing practices so that shared housing conversations and strategies can be integrated within our community framework.			
Services Coordination	Operating Costs	Partnering Agencies			36 months	180,000.00			Operating costs for partnering agencies such as cell phones, mileage, ink, printer, paper, pens, meeting space, etc.			
Services Coordination	Administrative Costs at 5%	Partnering Agencies			36 months	135,792.50			Administrative costs at 5% for partnering agencies as part of their service contracts.			
Subtotal - Non-Personnel Costs							\$ 1,246,792.50	\$ 1,309,000.00				
ADMINISTRATIVE COSTS												
Subtotal - Administrative Costs							\$ 142,582.13	\$ 89,678.75				
TOTAL BUDGET							\$ 2,994,224.71	\$ 1,883,253.71				

ArcGIS Web Map



4/29/2024, 2:41:52 PM

-  Water Feature
-  City Boundary
-  Railroad



Sources: Esri, HERE, Garmin, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri

ArcGIS Web AppBuilder
Esri, HERE, Garmin, FAO, NOAA, EPA | Copyright nearmap 2015 |