



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 Richmond

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 Richmond

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

94-600403

Tax ID Form

City of Richmond TIN & W9.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="Lina"/>	<input type="text" value="Velasco"/>
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="Diector of Community Development"/>
job title

Email

<input type="text" value="Lina_Velasco@ci.richmond.ca.us"/>

Phone

<input type="text" value="(510) 620-6841"/>

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="Jesus"/>	<input type="text" value="Morales"/>
First	Last

Job title

<input type="text" value="Housing Manager, City of Richmond"/>
job title

Email

<input type="text" value="Jesus_Morales@ci.richmond.ca.us"/>
--

Phone

<input type="text" value="(510) 620-6649"/>

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="Jesus"/>	<input type="text" value="Morales"/>
First	Last

Job title

Housing Manager, City of Richmond

job title

Email

Jesus_Morales@ci.richmond.ca.us

Phone

(510) 620-6649

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

Authorized Representative

Lina

First

Velasco

Last

Job title

Director of Community Development

job title

Email

Lina_Velasco@ci.richmond.ca.us

Phone

(510) 620-6841

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

450 Civic Center Plaza

Address Line 1

Address Line 2

Richmond

City

California

State

94804

Zip Code

Attention to (if applicable):

Lina Velasco

⚠️ 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 City of Richmond proposes to provide outreach; case management; housing navigation; income development; literacy and vocational training; and job placement to 165 people from our Homeless Encampment Corridor. Our project will transition 90 people into permanent housing and is informed by the successes and limitations of our prior experiences resolving encampments, including ERF-1 and ERF-2 projects.

Faced with high area rents, a shortfall of affordable housing, and an absence of vouchers, most people we support with ERF funds must secure sustainable income to avoid returning to homelessness. We will meet that need with income-focused case management and, for those who are able and interested, a robust vocational training program tailored specifically to empower people who have been chronically homeless to step into jobs of increasing responsibility as they stabilize and develop long-term plans. This approach is supported by input from and data on 200+ people we have already supported to move out of encampments—those with jobs experience the most stability.

A Rapid Response Team will provide sustained outreach to people at eight high-return sites and move them in cohorts to our ERF-3 navigation center for services and interim housing. As people move into permanent housing, they will be provided vocational case management, job training, and skill building. Monthly “Staying on Your Feet” meetings will keep people connected and provide life skills development opportunities

People Served

Number of people currently residing in prioritized encampment site

115

#

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

Our inflow number includes 20 additional individuals who will move into our eight ERF-3 target sites during the grant term and 30 individuals housed through our ERF-1 and ERF-2 projects who will receive vocational case management and job placement services to ensure they remain housed and self-sufficient as their rent subsidies are stepped down. In the absence of vouchers and enough Permanent Supportive Housing, building income sustainability is essential for preventing returns to homelessness.

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

115

#

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?

165

#

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

105

#

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

90

#

*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

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

280

#

Briefly describe the prioritized site in relation to the larger encampment area. (1000-character limit)

Interstate-80 (I-80) and Interstate-580 (I-580), together with the multi-lane Richmond Parkway in the north, and Central Avenue (which crosses both interstates) in the south, form a Homeless Encampment Corridor (HEC) where most of the city's estimated 300 residents experiencing homelessness encamp in small clusters of tents and in zones of 15-25 vehicles. The multi-use Richmond Greenway trail, located near many resources for people experiencing homelessness, transects the HEC and is also an encampment zone. The larger encampment area is about 10 square miles and includes 64 encampments located at the exits, entrances, and underpasses of Interstates 80 and 580 where Caltrans conducted encampment removals 120 times between April 2021 and July 2023. With this proposal, we are prioritizing hard-to-reach hot spots where populations are entrenched and re-establishment occurs quickly and repeatedly.

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)

Our knowledge of Richmond’s Homeless Encampment Corridor (HEC) comes from street outreach reports, HMIS data, the county’s 2022 Continuum of Care Annual Report, external evaluation of our prior ERF projects, our 2023 Homelessness Strategic Plan.

We expect our ERF-3 population to be similar to the 104 people we served through ERF-1:

59% Black, 26% multi racial, 13% White

72% disabled

60% male

6% under age 25, 16% 25-34, 23% 35-44, 32% 45-54, 17% 55-61; 6% over 62

6% veterans

30% survivors of domestic violence

89% homeless for more than a year (chronic)

58% no income, another 31% earn < \$20,000

Citywide HMIS data mirrors these rates and provides additional data that informed project design—among the 1,252 unduplicated clients contacted by county Coordinated Outreach Referral, Engagement (CORE) in 2023, 82% were single, 64% lost their housing in Richmond, and all accepted services.

Homelessness in Richmond disproportionately impacts Black and Indigenous people, undocumented immigrants, people with disabilities, and people with criminal histories. For example, African Americans are 18% of the city’s population, but 57% of the homeless population. American Indians/Alaska Natives are 1% of the general population but 11% of the homeless population. Our project design anticipates the high needs, vulnerability, and diversity of our target population by providing many pathways to stability, including workforce training and permanent supportive housing.

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)

Our eight prioritized sites include street, park, and highway locations that abut major transit arteries (including rail, road, and highway) and sit on wetlands, green space, asphalt, and concrete. Often semi-secluded, these high-return areas provide refuge to people in vehicles, tents, and lean-to structures, amid refuse and piles of belongings. The locations defined by Caltrans infrastructure, (e.g. beneath the I-580 overpass at Cutting and on land patches created by I-580 at Harbour Way S) host people in tents and similar shelter. Others harbor vehicle encampments.

As with our previous ERF locations, these sites are in Richmond’s Homeless Encampment Corridor, the 10 square-mile area where most city residents experiencing homelessness cluster. With ERF-1, we focused on a single large vehicle encampment. With ERF-2, we targeted high-return sites Caltrans identified as hot spots. With ERF-3, we aim to resolve our most challenging sites—entrenched, medium-sized, and hard to reach.

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)

We are prioritizing the city's largest and most challenging encampment sites, which include Caltrans rights of way and semi-secluded locations that abut major arteries (including rail lines). City residents report feeling unsafe near these sprawling, high-return zones, which include public recreation space. These sites are hard to reach and generate a high volume of calls for service and hazardous detritus. All are chronic and the city lacks the resources needed to resolve them. People at the sites primarily live in vehicles, tents, and makeshift sheds. Many relocate during clean-outs, only to return shortly afterward.

We know from our previous efforts to serve and house people living in Richmond's HEC that the population has shared and complex needs and is extremely vulnerable—72% have disabilities, 57% have chronic health conditions, and 66% experience chronic homelessness. Our county's shelters are consistently at 105% capacity. Without ERF resources, the crisis will worsen.

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

Richmond ERF-3 Encampment Maps.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

Caltrans ERF-3 Richmond 2024 Letter of Commitment.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)

The City will serve 165 HEC residents: 135 new clients who are currently unsheltered and will receive all programming and 30 people housed through prior ERF projects who will receive vocational case management and income development.

OUTCOMES & NUMBER OF INDIVIDUALS

Total Served: 165

Newly housed: 90

Sustain housing: 120

Entered into HMIS: 135

Receive job training/placement: 75

Receive EPA brownfield/OSHA certifications: 20

Job placements: 60

Increase income: 120

Obtain income through social programs (e.g. SSI, CalFresh): 90

Increase literacy: 20

Apprenticeships (building trades): 10

Earn diplomas/GEDs: 5

People undocumented connect to healthcare: 10

Secure housing vouchers: 10

Avoid evictions/relocations (RRT works with landlords): 25

Participate in Staying on Your Feet, monthly support and skill building group for former HEC residents: 100

Participate in mental wellness counseling: 50

Homelessness Court (remove barriers to employment): 40

Receive substance use services: 25

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

Following outreach and engagement, participants will receive intensive case management, housing navigation, and linkages, largely through our project's navigation center. As participants stabilize and move to permanent housing, the emphasis will shift to income development, workforce training, job placement, and life skills.

We will provide a three-tiered work program. Most participants will start with part-time positions for SOS Richmond (which specializes in hiring people with lived experience of homelessness) to transition into working. As people stabilize, they will be referred for vocational case management to RichmondWORKS and take on half-time positions (e.g. city maintenance) subsidized by ERF while training for chosen fields. With certifications, they will receive job placement support.

For those unable to work (often due to disability, health conditions, age, mental wellness), we will connect them to all available income, including Enhanced Care Management through Medi-Cal

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

Our case management will include tracking all outcomes listed in #5. Additionally, we will track the following critical stabilizing steps for each individual served by this project: 1) entry into the Homeless Management Information System (HMIS); 2) assessment using the Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT)—which can speed up the housing offer process; 3) identifying health issues; 4) making referrals; 5) becoming document ready; 6) accessing and expanding income by determining eligibility and signing up for programs; and 7) connecting to jobs or training.

To support data collection, identify whether we are meeting our goals, and guide continuous improvement, we will hire an outside evaluator to assess our work. The evaluator will get feedback from program participants, other stakeholders, and analyze the data we track. We will provide all required reports to aid ICH in assessing the success of our project and the statewide ERF program.

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)

For five years, Richmond has focused on resolving encampments, learning each year. In 2019, we joined neighbor city San Pablo to contract together for street outreach. In 2021, with county funding, we resolved Rydin, a 35-vehicle encampment. In 2023, with ERF-1, we resolved Castro, a 108-vehicle encampment. Currently, we are serving people in eight encampments on Caltrans rights of way through ERF-2. We have refined procurement procedures and developed collaborative systems.

Sustained housing is a critical challenge. Generally, we know how to engage people so they want to come inside and get support. But their long-term stability requires income, particularly in the absence of vouchers. Our proposed vocation development component and income-centered case management will address that need.

Our prioritized housing includes a motel conversion. Funding is not yet secured, though we applied to both Homekey and the National Housing Trust Fund for the same project to help ensure success.

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)

In 2018, Richmond declared a shelter crisis and has worked consistently to reduce homelessness. In 2020, we began resolving a 50-resident encampment—completed in 2022. That year, we began to address a 102-resident encampment, now resolved; passed ordinances to allow safe parking and modular home installations; and began intensive collaborative work on a Homelessness Strategic Plan. Published in 2023, that roadmap identifies five citywide goals: improve quality of life for unsheltered people; create temporary supportive housing; expand prevention and crisis programming; improve economic pathways; and build capacity, collaboration and accountability within agencies. This proposal—strengthened by inter-agency coordination, motel conversions, and workforce development—implements key strategies to achieve our goals. Other efforts, including a first-of-its-kind policy to promote developing affordable housing on city-owned land, earned Richmond a Prohousing Jurisdiction designation in 2024.

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)

Our project's ERF Advisory Board will meet quarterly and include three members with lived experience in the HEC. Our external evaluator will interview and survey program participants throughout the project to support continuous improvement. Participants who attend Staying on Your Feet life skills workshops will be surveyed. People with lived experience will be trained to conduct the pre/post surveys. We will contract with providers who train and employ people with experience of homelessness.

This proposal, with its emphasis on intensive case management and income development, is guided by our ERF-1 evaluation and builds on our ERF-2 project design, which was informed by 30 interviews and focus groups with people who experienced homelessness. In recognition of the disproportionate impact of homelessness on communities of color, respondents were asked about their experiences of discrimination in accessing housing and services. Additionally, 48 youth ages 13-22 completed an online survey

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

Our proposal aligns with all 11 core components of the code and emphasizes problem solving, client-centered engagement, vulnerability, and harm reduction. Everyone in our sites will be offered housing and navigation regardless of sobriety, substance use, or participation in services. Our project recognizes housing as a tool, an essential first step toward stability. Our Rapid Rehousing Team (RRT) will deliver coordinated case management and housing options without imposing barriers or conditions, such as behavioral health treatment. Our time-limited rental assistance will be coupled with tailored support to identify permanent housing, long-term income assistance, and employment. Our Housing Navigators will advocate to reduce barriers—such as landlord refusals to rent to people who have experienced homelessness or who rely on income assistance programs. Our assets-based approach is stepped but flexible, recognizing that participants will have different timelines, skill sets, and needs.

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)

All aspects of our program will be trauma informed and promote choice. Outreach team members will train in trauma-informed care and empower participants to make choices about services, housing, and careers as they stabilize. Case managers will support participants in identifying their preferred paths and developing plans. Our Housing Navigators will explore all possible permanent housing options, while being honest about availability, costs, subsidy terms. All services, including counseling, will be provided with cultural sensitivity and a recognition that people who are unsheltered have often experienced trauma. Our aim is not to trigger anxiety but rather to provide warm and welcoming settings that nourish and promote trust. We recognize it is difficult to pare down belongings and will work with participants to make selections when moving into housing and offer storage options when needed. Our workforce component will encourage participants to pursue pathways that interest them.

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)

Our project is guided by Housing First, which is grounded in harm reduction and strategies proven to reduce the risks and harmful effects of substance use and addictive behaviors for individuals and the community as a whole. 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.

All project staff will be trained to administer naloxone (e.g. Narcan), which reverses overdose. Our CORE team and the health providers to which participants will be referred will promote harm reduction strategies, including needle exchange, overdose prevention, safe injection, vaccine education, contraception, and mental wellness. Our goal is to meet people where they are, but not to leave them there.

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

The city's existing contract with Safe Organized Space (SOS) Richmond, a non-profit that does outreach to encampments and provides employment opportunities for the unhoused, will provide consistent clean-up, mobile showers, laundry, food, clothing, drinking water, transportation, moving services, and health services to the sites.

Our CORE teams are trained by Contra Costa Health to provide trauma-informed, empathetic, motivational outreach services and will offer field health services and referrals. On ERF-3 outreach days, we will partner with Healthcare for the Homeless to bring mobile clinics to the sites. The city also works with other partners and service providers who have lived experience of homelessness and equity commitments to support this work.

Richmond's Community Crisis Response Program will provide public health responses to the sites. By avoiding police responses to behavior exacerbated by mental illness and substance use, this diversion program de-escalates situations

15. Identify what controls are or will be in place to ensure that all ERF-3-R funded parties will not penalize homelessness. The term "penalize homelessness" means to impose, by a governmental

unit, criminal or civil penalties on persons who are homeless in a manner that is related to those persons' engagement in necessary human activities, including sleeping, resting, and eating. (1000-character limit)

The City of Richmond's Camping Ordinance protects the rights of people experiencing unsheltered homelessness and restricts government employees or units from performing any site abatement without offering available services. In alignment with the U.S. Court of Appeals for the Ninth Circuit and its landmark 2018 ruling on Martin versus Boise, Richmond updated its own code and follows the intent of that decision and prohibits punishment for sleeping, eating, or resting outside. We will coordinate closely with Caltrans and the Richmond Police Department to ensure people in encampments are offered services before any abatement occurs. Area shelters are consistently full so housing options created with ERF-3 are critical.

Our goal is to get everyone into safe, stable situations. This project plans for frequent and repeated engagement to ensure success in encouraging people to move indoors. Previously, our interim navigation centers filled immediately as a result of this approach.

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)

SOS Richmond will provide toilets, showers, trash pickup, and other services at encampments as part of outreach. Our RRT will coordinate with our existing citywide CORE team to help us build relationships with encampment residents, surface needs, and direct community providers to locations in advance of site resolutions.

Because we are targeting many scattered, smaller sites located along major roadways, state rights of way, and near rail lines, it would be difficult to provide portable restrooms long-term at all encampments. Our focus is on moving people into interim housing. We will establish a navigation center for this project by leasing a block of rooms at a motel and project services will be centralized there, enabling us to keep encampment communities intact and provide daily meals and transportation to laundromats in addition to sanitation.

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)

Our citywide CORE team will be the first point of contact for the 115 people at our eight target sites. Outreach workers will survey the sites and begin informing residents about our program. After the project's RRT members are onboarded, trained, and aligned, members will outreach to the sites, develop relationships, and describe the intensive case management, housing navigation, and income/workforce development we will offer.

Based on population size, the vulnerability of people at the sites, and interest in our services, the RRT will prioritize the encampments to be resolved in our first cohort and set a date for closure (about three weeks into the future). Intensive outreach to address barriers and engage residents will follow. In the final two days before closure, the RRT, accompanied by our citywide CORE team, will be onsite all day together with community providers (e.g. Healthcare for the Homeless, SOS). The RRT will do HMIS entry, discuss options for vehicles (e.g. legalize, buy-back), help residents sort belongings, arrange for storage. We expect most residents will move into our project's navigation center, but will assist residents who prefer alternative housing placements to move to those. At the navigation center, wrap-around services will be provided daily by our team and community providers, including intensive case management and counseling.

Each cohort will include about 35 people. The RRT is composed of 7 FTEs (see Table 3). We expect people to stay at the navigation center for 3–6 months and move new people into the center in groups, keeping encampment communities intact. Our timeline plans for three cohort cycles occurring six months apart. However, in order to avoid leaving pre-paid motel rooms at the center unoccupied, we may resolve encampments as described above in more cycles of smaller cohorts. We expect to serve 135 people (including inflow) with services and housing placements. Outreach will end six months before the project closes.

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

The city has a close relationship with the county's Coordinated Entry (CE) system, strengthened over recent years through our shared work to resolve encampments. This project's RRT includes two CE staff members (the CORE team) who will ensure all program participants are entered into the county's HMIS and complete vulnerability assessments (VI-SPDAT). Those results will help us quickly identify participants who are eligible for special federal or state resources, connect them to those benefits, and possibly leave more ERF-3 funding to support other participants. By working across systems, we have increased communication and improved service delivery. The CE system alone will not match participants with housing because the waitlist is too long, but it is a critical tool. And the collaborative relationship we have built with our county's CE system will help city staff provide follow-up after grant cycles end, helping ensure people served by ERF do not lose their housing.

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)

Most participants will first move from an encampment into our project's navigation center. We will likely rent a block of rooms in a motel that allows pets, as we have done for ERF-2, and provide non-congregate housing, case management, and high-touch services on-site. Centralizing services allows us to reinforce community bonds that form in encampments and efficiently provide support, including clinical care. Community providers will go to the center to provide individual and group counseling. Breakfast will be provided by the motel and we will provide one hot meal, with community partners delivering additional meals and supplies. Program staff will be available to provide transportation to appointments and laundromats. The center will function as a hub for services and also a stabilizing tool. Our program's Staying on Your Feet meetings will be held here. These monthly gatherings bring together people at different stages of stabilization served by our ERF projects. They include life skills workshops, peer-to-peer sharing, and serve as a mechanism for providing information of use to the entire community. They are a key strategy to avoid returns to homelessness. Participants who choose alternate interim settings (Table 1) will also be encouraged to get services at the center and will be supported with case management, housing navigation, and workforce development.

Our permanent housing solutions will include apartments as well as prioritized PSH. Housing Navigators will explore all options (Table 2) for sustainable housing, including shared units and family reunification. The city has developed relationships with landlords and continues to grow our network. We are trusted because our involvement does not end once people are housed. Case managers will conduct home visits and help negotiate solutions when there are difficulties. Flexible funds will be used to cover deposits; subsidize rent; and buy one-time move-in items, including furniture and kitchen supplies.

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)

In the past four years, we have navigated more than 200 people from encampments into housing. For example, 72 people we served through ERF-1 are now living in SRO's, shared living spaces, houses, and apartments. Currently, 30 people served by ERF-2 are at our navigation center receiving services to aid their moves into permanent housing. However, we are conscious that we can't promise to sustain "permanent" housing placements in the absence of vouchers. We are planning for the long term with this proposal by providing intensive income development and vocational pathways alongside our prioritized PSH units.

Richmond has made significant efforts to generate affordable housing. By every measure—per capita and in raw numbers—Richmond has more subsidized affordable units than any other city in the county at 3,715. But the number is still less than we need. In contrast to other county jurisdictions, Richmond issued permits for 100% of its very low-income housing goal (438 Units) and 70% of its low-income housing goal (214 Units) between 2015-21. In total, the city has 29 affordable housing developments, totaling 3,991 units and recently approved two additional projects: 131-units proposed by Eden Housing and the Community Housing Development Corporation and 150-units proposed by Pacific West Communities. Several others are also in the development pipeline.

But Richmond's history, demographics, and geography contribute to our pressing need for more affordable housing. Median household income in Richmond is lower than in the county— \$68,472 in 2020 compared to \$99,716 countywide. And our concentration of affordable housing attracts new residents in the high-priced Bay Area, where only 12% of units are affordable. That pressure increases the competition, cost, and need for more affordable housing. Median rent in Richmond increased by 25% between 2015-19. For former encampment residents receiving monthly rental subsidies, we are paying \$1,200 for just a room.

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

Our project design is heavily informed by input from people who are current and former residents of the HEC. It offers flexibility, many pathways, and opportunities for individuals to work with several case managers skilled at supporting people to chart durable, realistic, and meaningful plans to change their circumstances and plot their futures. It is informed by our 2023 Homeless Strategic Plan, which included interviews with 19 people experiencing homelessness and a survey of 48 youths about their experiences of housing and homelessness. That plan found that people in the city's Homeless Encampment Corridor want to be safe and healthy, treated with dignity and respect, and provided means and opportunities toward stability and security. Our program—especially its monthly "Stand on Your Feet" skills workshops and emphasis on peer-to-peer as well as our workforce development and literacy components—respond to the need to empower participants to become self-sufficient. As part of a final report on our ERF-1 project, an external evaluator conducted interviews, focus groups, and surveys with encampment residents. That feedback underscored a greater need for setting clear expectations on the part of project staff, the value of mental health counseling, and a desire for "more obtainable job opportunities," according to one respondent. Another stated, "I want to be a homeowner. I know with this program, I have to put the effort in. I want to show my kids that you can do it."

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
ERF-3 Dedicated Nav Center (Motel/Hotel or cabins)	No <small>Yes/No</small>	20	Set-Aside <small>Pri/Set-Aside/Neither</small>	ERF-3 <small>ERF/Lev/Both</small>	65 <small>%</small>
Bay Area Rescue Mission (BARM) shelter and Center for Women and Children	No <small>Yes/No</small>	BARM has beds for 16 men and 6 women with children in their transitional housing facility. 60 beds available in the emergency shelter on the men's side and 38 in women and childrens shelter	Prioritized <small>Pri/Set-Aside/Neither</small>	Leveraged <small>ERF/Lev/Both</small>	10 <small>%</small>

County shelters (Brookside, Delta Landing & Concord)	No Yes/No	Brookside-43 beds (30 male, 13 female) Concord - 61 beds (16 mixed-gender, 12 female, 24 male, and 9 family/special needs. Delta = 172	Prioritized Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	10 %
GRIP Transitional Housing	No Yes/No	65 individuals or 15-17 families	No Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	3 %
Respite	Yes Yes/No	N/A (may be outside county)	No Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	3 %
Friends & family	Yes Yes/No	N/A	N/A Pri/Set-Aside/Neither	ERF and Leveraged ERF/Lev/Both	5 %
AOD Residential	No Yes/No	170 beds countywide	Prioritized Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	2 %
Tiny Homes Village (for TAY population)	No Yes/No	8 to start, 13 by end of project	Set-Aside Pri/Set-Aside/Neither	ERF and Leveraged ERF/Lev/Both	2 %

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?
--	---------------------------------------	--	---

Metrowalk Phase 2 family apartments (AHSC funded, permanent supportive housing)	Set-Aside (10) Pri/Set-Aside/Neither	150 units, including 16 for Extremely Low Income (ELI)	Leveraged ERF/Lev/Both
425 24th St. (Motel 6 conversion; Homekey & National Housing Trust Fund applications pending; permanent supportive housing)	Set-Aside (all) Pri/Set-Aside/Neither	48 PSH studio units	Leveraged ERF/Lev/Both
100 38th St. (Eden Housing, including 59 units of permanent supportive housing)	Prioritized Pri/Set-Aside/Neither	135 affordable units (39 studio, 54 one-bedroom, 21 two-bedroom, and 21 three-bedroom apartments)	Leveraged ERF/Lev/Both
Nevin Plaza Phase 1 (rehabilitation)	No Pri/Set-Aside/Neither	50 units, extremely low income, senior and/or disabled	Leveraged ERF/Lev/Both
Nevin Plaza Phase 2 (new construction)	No Pri/Set-Aside/Neither	70 affordable family units	Leveraged ERF/Lev/Both
2555 El Portal Drive, San Pablo (Contra Costa Health permanent supportive housing, Homekey funded 12/2023)	Prioritized Pri/Set-Aside/Neither	54 micro-unit apartments for previously homeless adults with disabilities	Leveraged ERF/Lev/Both
Family reunification	N/A Pri/Set-Aside/Neither	N/A	ERF ERF/Lev/Both
Filbert townhomes	No Pri/Set-Aside/Neither	43 low income units for families	Leveraged ERF/Lev/Both

Section 8 voucher	No Pri/Set- Aside/Neither	N/A	Leveraged ERF/Lev/Both
Single-Room Occupancy	No Pri/Set- Aside/Neither	N/A	ERF ERF/Lev/Both
Apartment	No Pri/Set- Aside/Neither	N/A	ERF ERF/Lev/Both
TBV Villas at Renaissance	No Pri/Set- Aside/Neither	105 affordable units	Leveraged ERF/Lev/Both
Glo's Independent Living	Prioritized Pri/Set- Aside/Neither	30 units for formerly homeless	ERF 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)

We will take a cohort approach and work with 30-35 people at a time, providing case management and interim housing. Key to our approach has been establishing a pet-friendly ERF-3 navigation center where people live, in community, for about six months while they stabilize and develop self-sufficiency plans. While we always offer shelter beds if available, there are not enough of them.

In advance of resolving a site, our RRT will engage numerous times at prioritized encampments to explain our ERF program, discuss services, and prepare people for what we can offer, and what we cannot. After learning about the case management and supports we offer, people are generally eager to participate. In recognition of the difficult trade-offs people may have to make, we provide incentives (usually food gift cards) for residents who discard items or stay in shelters long enough to receive case management; buy vehicles that are no longer operational or hygienic; and provide funds to store items.

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)

Income development is our most important strategy for preventing returns to homelessness. We are keenly aware of the risk that people served through our ERF projects could boomerang back to homelessness, especially as rental subsidies step down. To address this risk and promote self sufficiency, we have enhanced this plan with a heavy focus on income development, including workforce training, literacy instruction, and life skills support. Our RRT Case Management will immediately focus on identifying income pathways—including disability benefits and social security, when appropriate. Our three-tiered job placement strategy coupled with grant-funded vocational case management will leverage job-specific training programs and certificate pathways. We will refer participants to the county's Community Homeless Court to clear fines and infractions, reducing barriers to stability. PSH, financed through many channels (see leverages in budget), will provide affordability and needed supports.

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)

Guided by Housing First, we will offer program services to anyone who is at the sites when we do outreach. Based on our close tracking of encampments in Richmond, we anticipate about 20 additional individuals will move into our eight ERF-3 target sites during the grant term. The project includes making physical changes to site areas to reduce the potential of inflow at target sites after we have resolved them (using leveraged funds). Our inflow number also includes 30 individuals housed through our ERF-1 and ERF-2 projects who will receive vocational case management and job placement services to ensure they remain housed and self-sufficient as their rent subsidies are stepped down. Without vouchers, we believe that building income sustainability is essential for preventing inflow that results from returns to homelessness.

By targeting a range of sites in the HEC, we can better respond to the migration we see in our encampments and keep track of people who relocate to other sites.

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)

Outreach team members will work empathetically with individuals to address their belongings—by providing storage or, when appropriate, incentives to discard items. People who move into the project's navigation center, shelters, or other interim housing are generally allowed to bring three containers of personal belongings. Our trauma-informed RRT works with participants to select what to take and to make decisions about items that exceed the allowance. In some cases, we may provide incentives for people who decide to discard items. In others, we provide transportation and funds to cover the cost of storage, usually for about six months. We present various options to participants. Increasingly, people in the HEC have recreational vehicles and are understandably reluctant to relinquish them. However, RV parking is often not allowed at interim housing locations. We address these situations on a case-by-case basis.

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)

We recognize the importance of pets for support and companionship and will ensure that pets are allowed in our project's navigation center. Increasingly, while once a barrier, most interim housing options in our area now allow for pets even without demonstrating a medical reason. Project staff will also support residents to connect with free vaccination clinics so their pets are able to enter shelters or other housing options. For example, we will help people register and attend free monthly clinics in Berkeley held by the PAW Fund, which can also assist with neutering and spaying pets.

The city has a partnership with Contra Costa County Healthcare for the Homeless, which helps residents to demonstrate a medical need for support pets when required.

In our experience, some people in encampments have multiple pets and some housing locations restrict the number of pets. We will work with residents to mitigate this barrier, including finding alternative housing options for pets.

Budget and Resource Plan

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

\$9,336,746.00

\$

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

\$70,140,360.00

\$

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)

Secured leveraged funding, detailed in our budget, includes:

- \$16 million awarded to the county from Homekey and \$5.2 million from Measure X for 54 units of prioritized housing
- \$3.2 million in American Rescue Plan Act funding for 50 units of prioritized housing
- \$4.6 million from City of Richmond for 48 set-aside PSH units (awaiting \$37 million in Homekey, NHTF awards)
- 50 project-based HUD vouchers that cap rent at 30% of income
- \$35.1 million for 150 PSH units, including 10 set aside (\$28 million from AHSC housing component; \$5 million from CA HCD Multifamily Finance Super NOFA, \$2.1 million from Richmond redevelopment agency)
- \$531,595 in city staff time
- \$2.4 million from County Health including HHAP funds for CE administration, shelters, behavioral health beds, Homeless Court, field-based health care
- \$2.6 million from Richmond contract SOS Richmond and citywide CORE; provide meals; support Community Crisis Response Program; and site restoration
- \$300,000 from opioid settlement

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 requested \$9.3 million in grant funding proposes to serve 165 people who are unsheltered at a cost of \$56,586 per person. \$5.7 million of our request will be spent directly on people experiencing homelessness as salary subsidies, rental subsidies, incentives, and expenses related to housing. The project is a prudent use of funding to carry out complex and essential work and will leverage more than \$70 million from a wide range of resources to achieve its goals.

Our budget is informed by our prior and ongoing work to resolve encampments and permanently house people in the absence of vouchers and enough PSH. ERF-1 participants who have jobs are generally experiencing more stability than their counterparts. To ensure long-term success and empower ERF-3 participants to sustain their housing, our budget includes \$1.1 million for a workforce development component, including vocational case management, training, and job placements, tiered to allow people to gradually adapt.

Attachment: Standardized Budget

ERF-3-R Standardized Budget _Richmond_04_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)

UNIT

ERF-3 will be implemented by the Housing Division (HD) of the Community Development Department of Richmond. HD's mission is to develop quality neighborhoods citywide by partnering with residents and community groups to develop new affordable housing, assist homeless and disabled individuals in obtaining housing, and expand economic and employment opportunities for low- and moderate-income residents.

ROLES

The Housing Services Supervisor (a new position focused on homelessness) will oversee implementation together with the Community Development Director, Lina Velasco; Crime Prevention Manager, Michelle Milam, and Housing Manager, Jesus Morales. An ERF-3 Advisory Board, including people with lived experience in the HEC, will provide guidance. The ERF-3 Coordinator will manage the project and RRT through daily check-ins and weekly meetings, be present daily at sites and our navigation center, and lead Staying on Your Feet. We will solicit bids from service providers, including those who hire people with lived experience.

EXPERIENCE

The HD's experience managing other complex homelessness includes our ERF-1 project, which moved all 102 people from a single vehicle encampment into temporary housing and 71 into permanent housing. HD successfully sunsetted Rydin, the city's other large vehicle encampment, and provided ongoing rental assistance to 29 households. We are currently serving 30 people from ERF-2 encampments at a motel we set up as a temporary navigation center.

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
ERF-3 Project Coordinator	No Yes/No	1.0 # FTE	ERF-3 ERF/Lev/Both	Day-to-day project coordinator, leads RRT, consultants, and contractors; convenes ERF-3 Advisory Board; manages partner subcontracts. Key liaison between project, city, and other stakeholders. RRT member.

Richmond Housing Services Supervisor	Yes Yes/No	.20 # FTE	Leverage ERF/Lev/Both	Supports project implementation by leading the hiring, on-boarding, and supervision of the ERF-3 Project Coordinator. Participates in ERF-3 Advisory Board Meeting. RFPs/RFQs for service providers. Reviews project data, invoices, and expenditures.
--------------------------------------	---------------	--------------	--------------------------	--

ERF-3 Workforce Case Manager	No Yes/No	1.0 # FTE	ERF-3 ERF/Lev/Both	Interviews participants; conducts skill/interest assessments; develops individual education and training plans; assists with identifying vocational goals; supports resume and interview preparation.
------------------------------	--------------	--------------	-----------------------	---

ERF-3 Outreach Specialist	No Yes/No	1.0 # FTE	ERF-3 ERF/Lev/Both	Outreach, HMIS enrollment, referrals, connecting people to Continuum of Care. RRT member.
---------------------------	--------------	--------------	-----------------------	---

ERF-3 Care Coordinator	No Yes/No	1.0 # FTE	ERF-3 ERF/Lev/Both	Outreach, case management, referrals, connecting people to Continuum of Care. Post-placement follow-up. RRT member.
------------------------	--------------	--------------	-----------------------	---

ERF-3 Housing Navigator	No Yes/No	2.0 # FTE	ERF-3 ERF/Lev/Both	Landlord liaison, housing placements, develops new pipelines of affordable housing. RRT members.
-------------------------	--------------	--------------	-----------------------	--

ERF-3 Case Manager	No Yes/No	2.0 # FTE	ERF-3 ERF/Lev/Both	Case management, document readiness, housing plans, post-placement case management. RRT members.
--------------------	--------------	--------------	-----------------------	--

ERF-3 Literacy Team	No Yes/No	.80 (total of three positions) # FTE	ERF-3 ERF/Lev/Both	Three part-time roles: literacy/GED instructor; math instructor; and volunteer coordinator.
Richmond Community Development Director	Yes Yes/No	.05 # FTE	Leverage ERF/Lev/Both	Provides guidance, oversight, and support for overall project implementation; assists with hiring Project Coordinator; reviews reports, contracts, outcome data, and evaluation results.
Richmond Crime Prevention Manager	Yes Yes/No	.15 # FTE	Leverage ERF/Lev/Both	Coordinates services for people in encampments with other City units. Participates in ERF-3 Advisory Board meetings. Provides project oversight. Convenes stakeholder groups including citywide Homeless Task Force.
Richmond Housing Manager	Yes Yes/No	.10 # FTE	Leverage ERF/Lev/Both	Provides guidance, oversight, and support for overall project implementation; assists with hiring Project Coordinator; reviews project reports, contracts, outcome data, and evaluation results.

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 County's Health, Housing, and Homeless Services Division (H3), which administers the CoC, is a key partner and will provide the RRT with a CORE Team dedicated to the ERF-3 sites. H3 will conduct trauma-informed street outreach; provide care coordination to support linkages to housing, benefits, and health services in the community; provide direct crisis counseling; and support Richmond in identifying HEC residents who will benefit from workforce readiness training and paid positions to ensure their long-term stability. H3 provides HMIS entry; VI-SPDAT assessment; onsite case management; health care referrals; shelter placements; and mental health, alcohol, and other drug treatment referrals and placements countywide.

SOS and RichmondWORKS will provide workforce training and job placements. SOS specializes in hiring people with lived experience of homelessness will provide Tier 1 jobs to people soon after they have moved into interim housing.

RichmondWORKS will help participants develop vocational plans and place them in Tier 2 positions—half-time jobs, including city maintenance roles—while they train for skilled work and earn certifications. Afterward, RichmondWORKS will support participants in securing Tier 3 full-time employment in the public and private sectors.

LEAP will provide literacy, GED, mathematics, ESL, and computer skills training.

GRIP will provide hot meals. GRIP and BARM will provide emergency shelter and long-term interim housing.

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

We worked directly with H3, which administers the CoC, to develop the scope for this proposal—especially the composition of the RRT, which includes a two-person CORE Team providing clinical case management and outreach as well as a Housing Navigator and Case Manager. Together, we developed the RRT model for ERF-2 and it's proven very effective for outreach and engagement.

Since 2019, we have contracted with H3 for a citywide CORE Team we share with the City of San Pablo. Richmond has expanded the capacity of the CoC by training additional subcontractors to enter HMIS information. The interdependent design of this proposal is built upon our many years of collaborating to address homelessness and the CoC system will be a source for sober living placements, alcohol and drug use services, and interim housing.

Throughout the grant implementation period, representatives from the CoC, Richmond, AC Transit, BART, Caltrans, and San Pablo will meet bimonthly to address homelessness.

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

Richmond ERF-3 Evidence of 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)

The eight target sites are located on state rights of way, Richmond city property, and land owned by Burlington Northern Santa Fe (BNSF) Rail. We have developed this project in collaboration with Caltrans, AC Transit, BNSF, and the Richmond Police Department (see letters). We work closely with these entities to address encampments in the city on a regular basis and selected our sites because they are high-return sites that cause safety concerns. For example, the eight target sites generated 66 calls for police service in just the past three months and Caltrans has conducted 34 cleanouts in the past two years at four of the locations: Carlson, Hoffman, Harbour Way, and Cutting.

Accelerated Timeline

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

A citywide CORE Team provides outreach, working to connect people experiencing unsheltered homelessness throughout Richmond to services available through the CoC. Before Caltrans conducts cleanouts, the CORE Team does outreach in advance to offer services. However, shelters in Contra Costa County are at 105% of capacity.

Without ERF funds, we aren't able to provide the intensive, wrap-around case management, housing, and income development needed to stabilize the lives of people in our prioritized sites. The existing citywide CORE Streets Team is just two people. They outreach throughout Richmond three days a week (the other two days they work in the City of San Pablo through a shared agreement). Richmond also contracts with other providers, including SOS, which employs people with lived experience of homelessness to provide sanitation, shower, food, and other services to HEC sites. We coordinate with community-based organizations to support all residents experiencing homelessness.

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)

Our citywide CORE outreach team will provide initial outreach to the target sites. Through this effort, people in the encampments will begin to learn about the services our program will deliver and the city will get updated information on the sites. SOS will provide clean-up services, mobile showers, laundry, food, clothing, drinking water, transportation, moving services, and health services.

As we close out our ERF-1 and continue our ERF-2 initiatives, this project will ramp up quickly, thanks to systems already in place. We are hiring HD staff to expand our capacity to support the early solicitation of on-call service providers who will provide Rapid Rehousing support and case management. Additionally, we have just hired a Housing Services Supervisor whose role will be focused on homelessness, as recommended in our Homeless Strategic Plan. The Supervisor will support project implementation by leading the hiring and on-boarding of the ERF project coordinator.

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
8/1/2024	Identify ERF-3 Advisory Board Members	Project Management	Includes people with lived experience from Homeless Encampment Corridor sites, area residents, businesses, and service providers
8/1/2024	Hire project-specific staff	Project Management	Project Coordinator, RichmondWORKS ERF Case Manager, ERF-3 literacy program roles
8/1/2024	Execute grant agreement	Project Management	
9/1/2024	ERF-1 and & ERF-2 clients (already housed) referred to RichmondWORKS and Literacy for Every Adult (LEAP)	People	Assess for vocational pathways. First job training participants expected to come primarily from ERF-1 and ERF-2 sites.
9/1/2024	Solicit on-call provider list for housing navigator and Rapid Response Team case manager	Project Management	Service provider selection process - procurement

9/1/2024	Survey target sites, develop outreach plan	People/Place	Existing citywide CORE team and city staff assess needs of people at ERF-3 target sites, inflow at former ERF HEC sites. Determine order of outreach/engagement and interest among encampment residents in participation.
10/1/2024	Project Advisory Board begins meeting	Project Management	Quarterly Project Advisory Board meetings to solicit input and feedback on work proposed and completed
12/1/2024	Execute, extend, modify contracts for service providers	Project Management	Service providers, including RRT members, SOS! Richmond. Set up program for monitoring, contracts, data collection, data systems.
1/1/2025	Project team assembled, begin training	Project Management	Train together to develop common understanding of trauma-informed practices, de-escalation strategies, HMIS system. Includes RRT and all key project staff.

1/30/2025	Project team trained, procedures established	Project Management	Establish roles, responsibilities, procedures (e.g., intake process, referrals), training criteria, shared goals, approaches. Includes RRT and other key project staff.
2/1/2025	Project team starts outreach to sites	People/Place	Identifies Cohort 1, gauges interest among encampment residents in full program participation.
2/15/2025	ERF-3 navigation center established	Place	Contract with motel, or establish cabins.
2/28/2025	Cohort 1 move to navigation center, other interim housing	People	About 35 people. Entered into HMIS. Vulnerability index established, barriers to stability identified. Mental health assessments. Housing, health, and income plans with Case Managers. Income specialist identifies benefit eligibility. RichmondWORKS assesses for vocational development.
3/15/2025	Cohort 1 sites resolved	Place	Clean up first sites.
3/15/2025	Cohort 1 tier 1 employment placement	People	SOS Richmond, six-month positions, about eight people per cohort

4/15/2025	Cohort 1 complete stability plans	People	Housing plans, income plans, in-depth workforce assessments with RichmondWORKS, identify literacy needs assessment
5/1/2025	Cohort 1 begins "Staying on Your Feet" workshop participation	People	Life skills workshop series, peer support, community engagement, stability support
6/15/2025	Cohort 1 RichmondWORKS case management/LEAP literacy referrals begin	People	
6/30/2025	Cohort 1 move to permanent housing	People/Place	Assessment and placement for people who indicate interest in programming. Survey for interest in getting services - substance use treatment. Shared living. Realistic expectations - what's available.
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
7/31/2025	Year 1 evaluation	Project Management	ERF-3 Advisory Board reviews report from external evaluator.

8/1/2025	Project team does outreach, identifies Cohort 2 sites	People/Place	Surveys sites, identifies Cohort 2 sites, gauges interest among encampment residents in full program participation.
8/28/2025	Cohort 2 move to navigation center, other interim housing	People/Place	About 35 people. Entered into HMIS. Vulnerability index established, barriers to stability identified. Mental health assessments. Housing, health, and income plans with Case Managers. Income specialist identifies benefit eligibility. RichmondWORKS assesses for vocational development.
9/15/2025	Cohort 1 tier 2 employment placement	People	Part-time employment (including maintenance, landscaping, janitorial) in city, school district, and private sector positions while receiving training and case management from RichmondWORKS.
9/15/2025	Cohort 2 sites resolved	Place	Clean up first sites.
9/15/2025	Cohort 2 tier 1 employment placement	People	SOS Richmond, six-month positions, about eight people per cohort

10/15/2025	Cohort 2 complete stability plans	People	Housing plans, income plans, in-depth workforce assessments with RichmondWORKS, identify literacy needs assessment
11/1/2025	Cohort 2 begins "Staying on Your Feet" workshop participation	People	Life skills workshop series, peer support, community engagement, stability support
12/15/2025	Cohort 2 RichmondWORKS case management/LEAP literacy referrals begin	People	
12/30/2025	Cohort 2 move to permanent housing	People/Place	Assessment and placement for people who indicate interest in programming. Survey for interest in getting services - substance use treatment. Shared living. Realistic expectations - what's available.
2/1/2026	Project team does outreach, identifies Cohort 3 sites	People/Place	Surveys sites, identifies Cohort 3 sites, gauges interest among encampment residents in full program participation.

2/28/2026	Cohort 3 move to navigation center, other interim housing	People/Place	About 35 people. Entered into HMIS. Vulnerability index established, barriers to stability identified. Mental health assessments. Housing, health, and income plans with Case Managers. Income specialist identifies benefit eligibility. RichmondWORKS assesses for vocational development.
3/15/2026	Cohort 2 tier 2 employment placement	People	Part-time employment (including maintenance, landscaping, janitorial) in city, school district, and private sector positions while receiving training and case management from RichmondWORKS.
3/15/2026	Cohort 3 sites resolved	Place	Clean up first sites.
3/15/2026	Cohort 3 tier 1 employment placement	People	SOS Richmond, six-month positions, about eight people per cohort
4/1/2026	Cohort 1 tier 3 employment placement/transition	People	Training, certifications complete. Non-subsidized employment placement through RichmondWORKS.

4/15/2026	Cohort 3 complete stability plans	People	Housing plans, income plans, in-depth workforce assessments with RichmondWORKS, identify literacy needs assessment
5/1/2026	Cohort 3 begins "Staying on Your Feet" workshop participation	People	Life skills workshop series, peer support, community engagement, stability support
6/15/2026	Cohort 1 completes case RichmondWORKS case management	People	
6/15/2026	Cohort 2 RichmondWORKS case management/literacy referrals begin	People	
6/30/2026	Cohort 3 move to permanent housing	People/Place	Assessment and placement for people who indicate interest in programming. Survey for interest in getting services - substance use treatment. Shared living. Realistic expectations - what's available.
7/30/2026	Year 2 evaluation	Project Management	Advisory Board reviews report from external evaluator.

9/15/2026	Cohort 3 tier 2 employment placement	People	Part-time employment (including maintenance, landscaping, janitorial) in city, school district, and private sector positions while receiving training and case management from RichmondWORKS.
10/1/2026	Cohort 2 tier 3 employment placement/transition	People	Training, certifications complete. Non-subsidized employment placement through RichmondWORKS.
12/15/2026	Cohort 2 completes RichmondWORKS case management	People	
4/1/2027	Cohort 3 tier 3 employment placement/transition	People	Training, certifications complete. Non-subsidized employment placement through RichmondWORKS.
4/30/2027	Final ERF-3 Advisory Board meeting.	Project Management	
6/15/2027	Cohort 3 completes case RichmondWORKS case management	People	
6/30/2027	Project Evaluation - Final Report	People	External evaluation.
6/30/2027	100% of ERF Funds Expended	People	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.
09/2024	04/2025	02/2025	02/2026

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

Lina	Velasco
First	Last

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

Title

Director of Community Development, City of Richmond

Email

Lina_Velasco@ci.richmond.ca.us

	ELIGIBLE USE CATEGORY	-5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL	ERF-3-R PROPOSED BUDGET	LEVERAGED FISCAL SUPPORT	-2 SENTENCE DESCRIPTION
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.	Total ERF-3-R Funds: \$1,303,547	Total ERF-3-R Funds That Will Be Used to Support this Proposal: \$561,043	Enables Cal ICH to better understand the line item, context, and / or other pertinent information related to the proposed line item.

PERSONNEL COSTS

				SALARY	FTE	MONTHS	
Services Coordination	LEVERAGE Community Development Director	City of Richmond		\$192,000	0.05	36	Provides guidance, oversight, and support for overall project implementation; assists with hiring Project Coordinator; reviews reports, contracts, outcome data, and evaluation results.
Systems Support	LEVERAGE Crime Prevention Manager	Richmond Police Department		\$109,068	0.15	36	Coordinates services for people in encampments with other City units; participates in ERF-3 Advisory Board meetings. Provides project oversight. Convenes stakeholder groups including citywide homeless task force. Paid through Richmond General Fund.
Services Coordination	LEVERAGE Housing Manager	City of Richmond		\$170,000	0.10	36	Provides guidance, oversight, and support for overall project implementation; assists with hiring Project Coordinator; reviews reports, contracts, outcome data, and evaluation results.
Services Coordination	LEVERAGE Housing Services Supervisor	City of Richmond		132,034	0.20	36	\$79,220 Paid through Richmond Housing Administration Fund
Services Coordination	ERF-3-R Project Coordinator	City of Richmond		132,034	1.0	36	\$396,101 Paid through Richmond Housing Administration Fund
Services Coordination	ERF-3 Workforce Case Manager	RichmondWORKS		\$6,910	1.0	36	\$248,760 Provides direct instruction and assistance to learners in the program. Part-time position calculated at \$30.02/hour and 15 hours/week and 35 weeks/year for a period of three years.
Services Coordination	Fringe Benefits at 80%	City of Richmond					\$515,889 Total annual salary is \$15,755 plus \$2,678 in sick pay benefits
Services Coordination	Adult Literacy & GED Instructor	Literacy for Every Adult Program (LEAP)		\$1,536		36	Provides direct monthly instruction and assistance to learners in the program. Part-time position calculated at \$39.66/hour and 15 hours/week and 35 weeks/year for a period of three years. Total annual salary is \$14,552 plus \$2,474 in sick pay benefits
Services Coordination	LEAP Math Instructor	Literacy for Every Adult Program (LEAP)		\$1,419		36	Provides direct monthly instruction and assistance to learners in the program. Part-time position calculated at \$39.66/hour and 15 hours/week and 35 weeks/year for a period of three years. Total annual salary is \$14,552 plus \$2,474 in sick pay benefits
Services Coordination	Volunteer Tutor Coordinator	Literacy for Every Adult Program (LEAP)		\$1,012		36	\$36,414 Oversees curriculum and learning design; provides troubleshooting and guidance LEAP project staff; provides project oversight. Leverage from LEAP, whose funding includes \$40,000 from the City of Richmond's Office of Neighborhood Safety (ONS) a violence prevention program that focuses on establishing partnerships and strategies to achieve lasting reductions
Services Coordination	LEVERAGE Literacy Program Manager	Literacy for Every Adult Program (LEAP)		\$182,290	0.20	36	\$77,088 Provides project budget tracking, management, reporting and oversight. Leverage from LEAP, whose funding includes \$40,000 from the City of Richmond's Office of Neighborhood Safety (ONS) a violence prevention program that focuses on establishing partnerships and strategies to achieve lasting reductions in firearm-related assaults, retaliations, and fatalities.
Services Coordination	LEVERAGE Senior Administrative Analyst	Literacy for Every Adult Program (LEAP)		\$171,306	0.15	36	\$77,088
Subtotal - Personnel Costs				\$1,303,547			\$561,043

NON-PERSONNEL COSTS

			UNIT	RATE	TIME		
Street Outreach	Rapid Response Team - CORE Outreach & Case Management	Contra Costa County Health Services	1	\$25,734	30	\$772,031	
Rapid Relhousing	Rapid Response Team - Housing Navigator	Contra Costa County Health Services	2	\$6,631	27	\$358,074	
Rapid Relhousing	Rapid Response Team - Education and Employment Specialist	Contracted Provider	2	\$6,784	36	\$488,448	
Rapid Relhousing	Housing Trust Fund - Rental Subsidies	City of Richmond Safe Organized Spaces (SOS)	75	\$2,500	25	\$4,687,500	
Prevention and Diversion	Salary Subsidies- Tier 1 Work Placements	Richmond	12.00	\$6,840	3	\$246,240	
Prevention and Diversion	Salary Subsidies- Tier 2 Work Placements	RichmondWORKS	15	\$10,000	3	\$1,500,000	
Services Coordination	ERF Advisory Board Incentives	City of Richmond	3	\$100	12	\$3,600	
Services Coordination	Literacy materials	Literacy for Every Adult Program (LEAP)		\$139	36	\$5,000	
Systems Support	Meals for encampment residents	City of Richmond	165	\$21	36	\$61,200	
Prevention and Diversion	Incentives to Prevent Returns to Homelessness	City of Richmond	165	\$600		\$99,000	
Rapid Relhousing	Flexible Housing Funds	City of Richmond	135	\$2,500		\$337,500	
Services Coordination	Project Evaluation	Contracted Services	1	\$40,000	2	\$80,000	
Street Outreach	LEVERAGE Citywide CORE Team	Contra Costa Health Services	1	\$150,000	36	\$540,000	
Interim Sheltering	LEVERAGE Shelter beds	Continuum of Care	25	\$97	180	\$436,500	
Interim Sheltering	LEVERAGE behavioral health beds	Contra Costa County Health Services	6	\$190	90	\$102,600	
Systems Support	LEVERAGE AOD services, outreach, prevention activities	Contra Costa Health Services		\$8,333	36	\$300,000	
Street Outreach	LEVERAGE Healthcare for the Homeless	Contra Costa Health Services Greater Richmond Interfaith Program (GRIP)	3	\$2,240	36	\$241,920	
Systems Support	LEVERAGE Mid-day meals	RichmondWORKS	110	\$7	30	\$23,100	
Services Coordination	LEVERAGE Occupational training & certifications: Tier 1	RichmondWORKS		\$8,333	36	\$300,000	
Street Outreach	LEVERAGE Community Crisis Response Program	City of Richmond		\$8,333	36	\$300,000	
Prevention and Diversion	LEVERAGE Community Homeless Court	Contra Costa Health Services		\$6,250	36	\$225,000	
Prevention and Diversion	LEVERAGE Debris removal and vegetation trimming	City of Richmond		\$6,250	36	\$225,000	
Delivery of Permanent Housing	LEVERAGE Permanent Supportive Housing	City of Richmond				\$35,100,000	
Delivery of Permanent Housing	LEVERAGE Permanent Supportive Housing	City of Richmond				\$4,600,000	
Delivery of Permanent Housing	LEVERAGE Affordable Housing	City of Richmond				\$3,200,000	
Delivery of Permanent Housing	LEVERAGE Housing for Previously Homeless	Contra Costa Health Services				\$21,200,000	
Subtotal - Non-Personnel Costs				\$7,588,592			\$69,579,317

ADMINISTRATIVE COSTS

Administrative Costs	Indirect Costs at 5% of Total Direct Costs			\$444,697			\$0
Subtotal - Administrative Costs				\$444,697			\$0

TOTAL BUDGET

\$9,336,746 \$70,148,360

California Department of Transportation

OFFICE OF THE DIRECTOR
P.O. BOX 942873, MS-49 | SACRAMENTO, CA 94273-0001
(916) 654-6130 | FAX (916) 653-5776 TTY 711
www.dot.ca.gov



April 26, 2024

Jeannie McKendry
Grants Development Section Chief
California Interagency Council on Homelessness
801 Capitol Mall, Suite 601
Sacramento, CA 95814
calich@bcsh.ca.gov

RE: Letter of Commitment for the County of Richmond's application for funding through 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 for the City of Richmond's application to the Encampment Resolution Funding Program and affirm our partnership in the proposed ERF-3 plan. We have a strong working relationship with the city with regard to addressing homeless encampments and would continue our close collaboration with ERF support.

The city's decision to focus this effort on eight hotspot encampments, including 115 people, was made in consultation with local Caltrans representatives, as well as the city's police department and other stakeholders. People Experiencing Homelessness tucked under highway overpasses typically live in tents or make-shift shelters. The chronic sites are growing, dangerously situated, of high concern to city residents. Sites on (or partially on) state rights of way include the following locations, where Caltrans previously conducted removals:

Carlson Corridor

- WB 580 Carlson, under Bayview, off Monterey St at PM 1.35
- EB 580, Regatta Blvd, PM 2
- WB 580 Bayview Ave Off Carlson, Juliga Woods on ramp at PM 2.8

Hoffman Corridor

- EB and WB 580 Regatta Blvd (on and off ramps) at PM 2.1
- EB 580 Wright St & 19th St at PM 3.1

Harbour Way

- WB 580 Marina Bay Pkwy at PM 2.8
- WB 580 Harbour Way at PM 3.2
- EB 580 Marina Bay Pkwy at PM 3.2
- EB 580 Harbour Way South at PM 3.48
- WB 580 Geo Harbour Way Ramp at PM 3.5
- EB 580 Harbour Way S at PM 3.59
- WB and EB 580 Harbour Way (including on ramp) at PM 3.6
- WB 580 Harbour Way at PM 3.7

Cutting

- WB and EB 580 Marina Bay (including off ramp) at PM 2.85, 2.9, 2.94
- WB 580 Cutting Blvd/Harbour Way at PM 3.6
- EB 580 Harbour Way South and Hoffman at PM 3.6
- WB 580 W Cutting Blvd (6th/Virginia) at PM 3.8
- EB 580 Cutting Blvd at PM 3.85

Through a stepped program of outreach, engagement, supportive services, case management, and housing navigation followed up by tailored job training and income development, this proposal seeks to both immediately decrease the number of individuals experiencing unsheltered homelessness in the City of Richmond and sustain housing for 120 people by the end of the grant period. ERF-3 will be a continuation of our collaboration to resolve other sites in Richmond's Homeless Encampment Corridor, including projects that received prior support from ERF-1 and ERF-2. The ERF-3 proposal is focused on avoiding returns to homelessness by providing intensive workforce training to people who have stabilized enough to focus on long-term vocational goals.

Caltrans is committed to acting on the prioritized encampment sites in collaboration with the City of Richmond and with at least two weeks' notice to the ERF grantee (unless critical circumstances exist, such as the encampment poses an imminent threat to life, health, safety, or infrastructure and must be immediately addressed). We will partner with Richmond to serve unhoused community members living in encampments in the city's Homeless Encampment Corridor, which is bound largely by Interstates 80, 580, and Richmond Parkway.

I fully support the City of Richmond'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 Contra Costa with dignity and moving them into permanent housing.

Ms. Jeanie McKendry
Grants Development Section Chief
March 7, 2024
Page 3

Thank you,

Leah Budu

Leah Budu
Deputy District Director, Maintenance



ERF-3 Letters of Local Acknowledgement, Commitment & Agreement

- 1. Contra Costa Health - Health, Housing and Homeless Services**
- 2. RichmondWORKS - Employment and Training Department**
- 3. Literacy for Every Adult Program - Library and Cultural Services**
- 4. Richmond Police Department**
- 5. AC Transit - Alameda-Contra Costa Transit District**



Health, Housing and Homeless Services | Phone: 925-608-6700 | Fax: 925-608-6741
cchealth.org

April 20, 2024

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

Re: Letter of Participation, City of Richmond, Encampment Resolution Funding Program (ERF-3)

Dear Chief Jeannie McKendry:

I am writing to confirm Contra Costa County's Health, Housing and Homeless (H3) Services Division's support and participation in the City of Richmond's comprehensive Encampment Resolution Funding Program (ERF-3) project focused on housing people now sheltering in the city's Homeless Encampment Corridor, many on Caltrans rights of way. This project will address the shared needs of people in these dangerous encampments by providing consistent outreach, tailored interventions, and permanent housing solutions. Richmond has an especially high need for support—in Contra Costa County's 2022 Continuum of Care annual report, Richmond was where most people experiencing homelessness countywide reported having lost housing, 1,495. That figure is nearly 50-times greater than the second most common home city, Antioch, despite their total populations being about equal.

H3 provides a continuum of homeless services throughout Contra Costa, including a Coordinated, Outreach Referral and Engagement (CORE) program; a robust street outreach program; interim shelters for transitional age youth (TAY) and adults; transitional housing; and permanent supportive housing. We view housing as healthcare and understand that without safe and affordable housing, it's challenging at best for those who are unhoused to reach stability. We believe that housing is a human right—people should not have to satisfy pre-conditions to be housed.

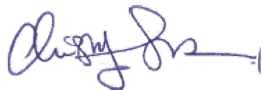
We worked in collaboration with the City of Richmond to design the composition of the Rapid Rehousing Team described in the city's ERF-3-R proposal based on our extensive experience working with people experiencing unsheltered homelessness in Richmond's Homeless Encampment Corridor (HEC), characterized by scattered urban settings along highways, parkways, and other areas on the margins. The plan is imbued with our knowledge of the demographics and needs of the homeless population in Richmond, and feedback from the people experiencing homelessness who we serve. We strongly support the purpose and design of the project and will work in partnership with the city to address the needs of the unsheltered homeless individuals and families residing in the HEC and move them toward stable, permanent housing, through intensive, effective, scalable, and replicable strategies.

As part of Richmond's proposed ERF-3 project, H3 will:

1. Assist Richmond in ensuring the wellness and safety of people experiencing homelessness, including their immediate physical and mental wellness and safety needs.
2. Support Richmond 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 Richmond in identifying HEC residents who will benefit from workforce readiness training and paid positions.
6. Collaborate with Coordinated Entry programs and other County services.
7. Provide access to safe and stable housing, using the Housing First approach.
8. Assist with document readiness, including to people preparing for Contra Costa County's permanent supportive housing (PSH) and rapid rehousing (RRH) programs.

We will work in partnership with Richmond on the ERF-3 project throughout the grant period to implement effective, scalable, and replicable strategies that can be used to effectively address unsheltered homelessness and encampments statewide.

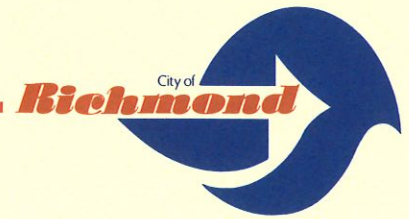
Sincerely,

A handwritten signature in blue ink, appearing to read "Christy Saxton".

Christy Saxton
Director

RichmondWORKS/EASTBAY WORKS

Employment and Training Department



April 25, 2024

Jeannie McKendry
Grants Development Section Chief
California Interagency Council on Homelessness
801 Capitol Mall, Suite 601
Sacramento, CA 95814
calich@bcsh.ca.gov

Re: Letter of Participation, City of Richmond, Encampment Resolution Funding Program (ERF-3)

Dear Chief Jeannie McKendry,

I am writing to express our support for the City of Richmond's Encampment Resolution Funding Program (ERF-3) application and describe our role in the project. The Richmond Workforce Development Board provides a comprehensive array of career training services to people in Richmond and neighboring communities, with support from the federal, state and local workforce development funds.

Richmond is proposing to focus on eight encampments, serve 165 people, and sustain housing for 120 people. The city has had prior successes moving people experiencing homelessness in encampments indoors and onto stable paths. To help ensure that people retain housing, continue to stabilize, and generate enough income to afford housing costs when subsidies run out, Richmond's proposal includes a strong workforce development component.

We worked closely with the city to develop a tiered job training plan that will be effective for the population ERF-3 will serve. Our design was informed by a recent pilot project that focused on training and supporting formerly homeless people to become workforce-ready. **As part of Richmond's ERF-3 project, we will provide case management, academic support, occupational skills training, and job placement assistance for 75 – 90 participants throughout the grant period.**

We know from the pilot project that it's imperative to allow people the time and resources needed to make the enormous transition from being homeless to holding down a job. Therefore, our plan for ERF-3 participants accounts for the case

management and right-sized steps needed for people who were homeless to be successful in well-paying, full-time employment. We will also collaborate closely with the project's RRT members to ensure that barriers to employment are being addressed in tandem with receiving workforce services.

We look forward to working with this population and recognize that many participants may not have worked in many years. As a result, we will provide subsidized employment positions to gain employment skills. However, our focus is the development of career pathways that will lead to self-sufficiency.

The ERF-3 Case Manager (1.0 FTE) will conduct initial interviews and assessments, and work with participants to develop individual education and training plans, including basic skills training and English Learner support when needed. With a caseload of 25-30, the Case Manager will assist participants in identifying vocational goals; developing resumes and workplace skills; preparing for interviews; adapting to new employment; and retaining jobs.

Participants will choose from many occupational skills training options that may include Advanced Manufacturing, Transportation and Logistics, Healthcare, Information Technology, Green Pathways, and Construction. **Our goal is to achieve a 60% completion rate for eligible participants in occupational skills training and an overall goal of 70% securing gainful employment.**

The cost of a Case Manager for the ERF-3 target population for three years is \$447,768.00. We will also leverage \$50,000 in workforce development funds through the Workforce Innovation and Opportunities Act (WIOA).

Sincerely,



Tamara Walker, Deputy Director of Community Services
Employment and Training Department
City of Richmond

LIBRARY & CULTURAL SERVICES

LITERACY FOR EVERY ADULT PROGRAM (LEAP)



April 25, 2024

Jeannie McKendry
Grants Development Section Chief
California Interagency Council on Homelessness
801 Capitol Mall, Suite 601
Sacramento, CA 95814
calich@bcsh.ca.gov

Re: Letter of Participation, City of Richmond, Encampment Resolution Funding Program (ERF-3)

Dear Chief Jeannie McKendry,

I am writing to express our support for the City of Richmond's Encampment Resolution Funding (ERF-3) application and describe our role in the project. The Richmond Public Library's Literacy for Every Adult Program (LEAP) helps adults develop the skills and confidence they need to achieve individual goals around reading, writing, GED preparation, English as a Second Language, math, and digital literacy.

Richmond is proposing to focus its ERF-3 work on eight encampments, serve 165 people, and sustain housing for 120 people. The city has had prior successes moving people experiencing unsheltered homelessness in encampments indoors and onto stable paths. After people from encampments receive initial supports, address health concerns, and take other steps toward long-term stability, LEAP will provide literacy instruction to address skill gaps, increase feelings of self-worth, and help empower people to obtain jobs that support self-sufficiency.

LEAP will provide both small group and one-to-one instruction while creating a community of learning that is respectful and sensitive to the individual goals of each learner. Volunteers, who will be mentored by LEAP staff, will establish tutoring relationships with individuals and provide support during small group sessions on a one-to-one basis. Group literacy instruction includes traditional skills building assignments, creative projects, and blended learning that incorporates digital literacy aimed at ensuring adult learners become more comfortable and confident using computers. All LEAP participants—whether in our basic literacy, ESL or GED programs—are computer savvy upon completion.

To support Richmond's ERF-3 project, LEAP will:

- Administer Comprehensive Adult Student Assessment Systems (CASAS) assessments to determine ERF-3 participants' skill levels
- Provide small- group instruction in adult basic education, General Educational Development (GED) test preparation and English as Second Language (ESL) instruction
- Provide digital literacy instruction using Northstar Digital Literacy
- Provide one-on-one instruction when needed

LEAP is dedicated to providing high-quality educational services to adult learners in Richmond who will benefit from this grant. Below is a detailed breakdown of the annual costs associated with providing LEAP's services for people from Richmond's Homeless Encampment Corridor served by the Encampment Resolution Funding program:

1. Personnel Costs (per program year):

Role	Hours/Weeks	Cost	Benefit cost (Workers comp, PARS, unemployment, Medicare)	Total (Salary and Benefits)
Part-time GED/Adult Literacy Instructor Math	15 hours/35 weeks	\$30.01/hour	\$15,755 (Salary) \$2,678 (Benefits)	\$18,433
Part-time GED/ESL/Adult Literacy Instructor	15 hours/35 weeks	\$27.72/hour	\$14,552 (Salary) \$2,474 (Benefits)	\$17,026
Volunteer Tutor/Learner Coordinator	4 hours/40 weeks	\$39.66	\$6,345 (Salary) \$5,793 (Benefits)	\$12,138
Annual Total				\$47,597

2. Educational Materials and Supplies Costs:

- Textbooks and learning materials for adult basic education, GED preparation, and ESL instruction: \$2,300 per program year

- Computer software licenses and iPads for digital literacy training: \$2,200 per program year
- Office supplies: \$500 per program year
- **Total Materials and Supplies Costs: \$5,000 per program year**

3. Administrative Expenses: In-Kind Services – City Match

- Administrative support for program coordination and evaluation:
- Literacy Program Manager - 20% of Literacy Program Manager Salary and Benefits - \$36,458
- Senior Administrative Analyst – 15% Salary and Benefits - \$25,696
- **Total Administrative Costs - \$62,154 (in-kind)**

Subtotal of Requested Funding: \$52,597

4. **Indirect Cost: \$5,259 (10% of Requested Funding)**

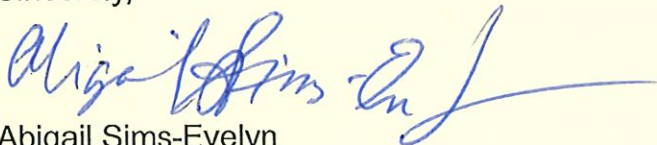
Total Requested Funding: \$57,856

LEAP requests a total funding amount of **\$57,856 per program year** to support the ongoing delivery of our services to adult learners from encampments in Richmond. This funding will directly contribute to achieving the program's objectives by:

- Ensuring the availability of qualified instructors to provide small group and one-to-one instruction tailored to individual learner goals.
- Providing essential educational materials and supplies to support effective learning experiences for adult learners.
- Offering digital literacy training to enhance learners' computer skills and confidence.
- Facilitating program coordination and evaluation to measure the impact of our services and continuously improve program effectiveness.

With this funding, LEAP personnel will serve a caseload of about 25 ERF participants, helping them achieve their literacy and educational goals while fostering a supportive community of learning.

Sincerely,



Abigail Sims-Evelyn
Library Literacy Program Manager

April 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 Richmond Police Department's support for the City of Richmond's Encampment Resolution Funding Program (ERF-3) project and to describe our role in its implementation. The city proposes to serve 113 people experiencing homelessness in the city's Homeless Encampment Corridor, focusing on eight high-return encampment hotspots, many on Caltrans property and public rights of way. The proposed project will provide pathways to permanent housing and builds upon the city's prior experience of resolving unsheltered homelessness in encampments in partnership with RPD. The plan is informed by both the successes of those efforts and lessons learned.

The Richmond Police Department serves a diverse community of approximately 102,000 residents over a large geographic area that includes 32 miles of shoreline, numerous residential neighborhoods, an active port, significant industrial and technological resources, major retail and business centers, and several thousand acres of parkland. In this city of contrasts, our community has high rates of homelessness, poverty, and struggles with crime. Although much of the violence in Richmond is concentrated in relatively small sections of the city, its impact is felt city-wide, and residents in every neighborhood share a desire for a safer community.

To help address encampments and the city's enormous unsheltered population, RPD supports the City's Unhoused Interdepartmental team. Crime Prevention Manager position. This role, which is not held by a sworn officer, has a built in management of the city's CORE Homeless Outreach contract, coordination on encampment services and removal, in addition to housing assistance support with the city team.

The position has been held by Michelle Milam since 2017 and she will play a key role in implementing the proposed ERF-3 project by working directly with people experiencing homelessness to meet their needs and liaising with city officials, community members,

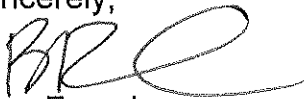
and other stakeholders. Her position is paid by the police department leveraged for ERF-3.

This ERF-3 proposal was developed over many months and benefited from prior successes resolving encampments and close collaboration among many departments, with Ms. Milam playing a key role. As part of Richmond's proposed ERF-3 project, the police department will:

- Continue the administration of the CORE outreach contract to serve individuals who are unhoused, and meet the current requirements of offering services prior to abatement as part of the camping ordinance.
- Provide .15% FTE of our Crime Prevention Manager
- Assist the City of Richmond in ensuring the wellness and safety of people experiencing homelessness, including their immediate physical and mental wellness and safety needs.
- Support the City of Richmond in helping identify people in encampments and transition them onto pathways toward safe and stable housing.
- Coordination with Caltrans and other land use jurisdictions
- Coordination with Parking Enforcement to assist coordinating efforts with the ERF3 process.

We intend to work in partnership with the City of Richmond 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,



Bisa French,
Chief of Police



Alameda-Contra Costa Transit District

Jeannie McKendry
Grants Development Section Chief
California Interagency Council on Homelessness
801 Capitol Mall, Suite 601
Sacramento, CA 95814
calich@bcsh.ca.gov

RE: Letter of Support for the City of Richmond's application for funding through California's Encampment Resolution Funding Program (ERF-3)

April 29th, 2024

Dear Chief Jeannie McKendry:

I am writing to express AC Transit's support for the City of Richmond's Encampment Resolution Program (ERF-3) application and to describe our participation in the proposed project, which will serve 165 people from the city's Homeless Encampment Corridor and provide pathways to stability and permanent housing through job training, income development, and housing. California's encampment crisis is especially evident in Richmond, where people of color with disabilities experience chronic homelessness at high rates.

The Alameda-Contra Costa Transit District (AC Transit) has been in operation since 1960 and is the largest public bus-only system in California. Based out of Oakland, California and multiple facilities throughout Alameda and Contra-Costa counties, AC Transit makes bus service available to 1.5 million East Bay residents that populate our 364 square mile service area. Our riders include students, seniors, and people with disabilities. 65 percent of our riders are low income and 75 percent are people of color; nearly half of our riders (43 percent) do not have access to a working vehicle. We are the backbone of transportation in the East Bay, connecting to 16 other public and private bus systems, 25 BART stations, 6 Amtrak stations and 5 ferry terminals.

One such facility is our operating division in Richmond, CA. As the housing crisis has accelerated and more people find themselves unhoused, the stretch of right of way immediately adjacent to our division has become a location for the unhoused to setup encampments. The City of Richmond and Contra Costa County have made considerable efforts to assist with finding alternatives for these unhoused individuals, but with limited resources and a lack of housing alternatives and career pathways, there is only so much that they can accomplish. With the additional resources that could come from the Encampment Resolution Funding Program, I believe it would improve the conditions surrounding our operating division and would allow us to much more effectively serve the residents of the San Francisco East Bay.

To support the city's comprehensive strategy aimed at breaking encampment cycles by transitioning chronically homeless individuals into interim and permanent supportive housing, we will:

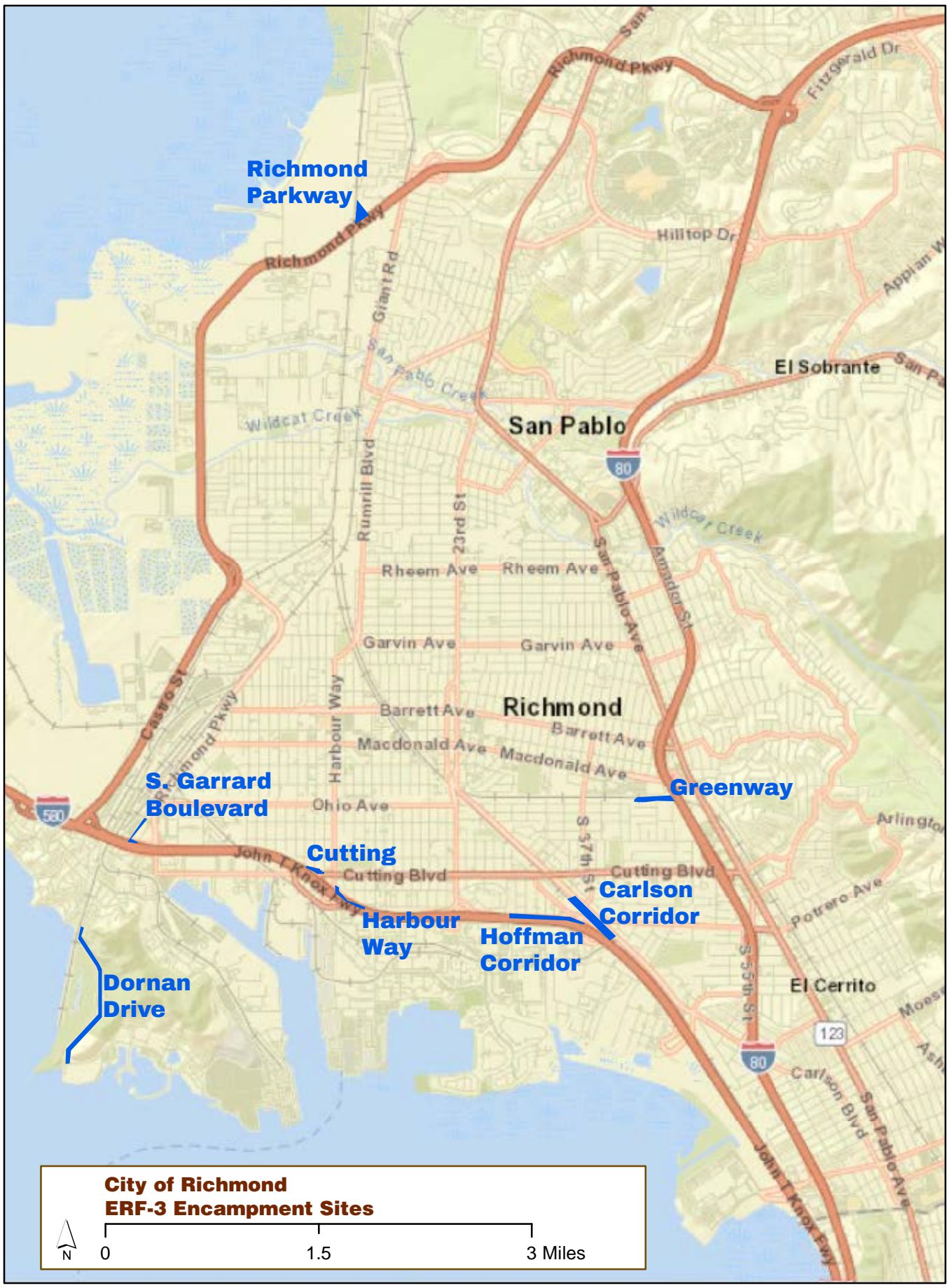
- Continue to partner with the City of Richmond on unhoused safety issues around the City
- Make the City aware of potential transit programs and partnerships that can benefit the unhoused in their efforts to become self-sustaining
- Share information about employment opportunities with the City of Richmond that can benefit the unhoused community in their job searches.

Should you require any additional information or have any questions, please do not hesitate to contact Ryan Lau, External Affairs Representative, rlau@actransit.org.

Sincerely,



Beverly Greene
Executive Director of External Affairs, Marketing & Communications
AC Transit



Richmond Parkway

S. Garrard Boulevard

Cutting

Harbour Way

Dornan Drive

Hoffman Corridor

Carlson Corridor

Greenway

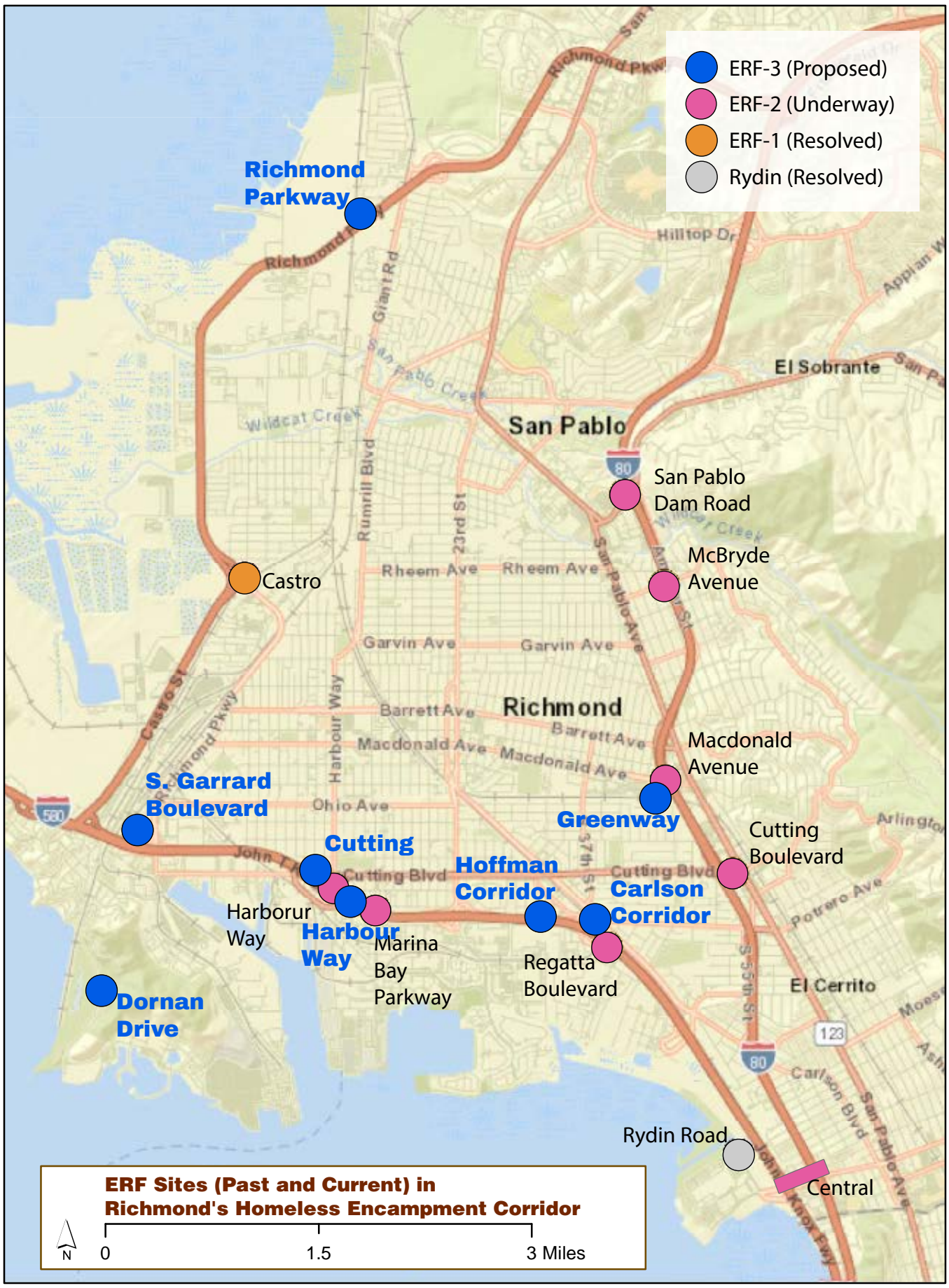
**City of Richmond
ERF-3 Encampment Sites**



0

1.5

3 Miles



- ERF-3 - Proposed target sites
- ERF-2 - Caltrans hotspots being resolved now
- ERF-1 - Resolved 108-vehicle site
- Rydin - Resolved 35-vehicle site
- ★ Services



**Richmond Homeless Encampment Corridor
ERF Sites (Past and Current) and Homeless Resources**

0 1.5 3 Miles