



**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

Select from the list of continuums of care.

San Diego City and County CoC

### 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)

Regional Task Force on the Homeless dba Regional Task Force on Homelessness

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

11-3723093

Tax ID Form

RTFH\_CA601\_std 204\_signed\_6\_25\_2024.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="Lahela"/>	<input type="text" value="Mattox"/>
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="Chief Operating Officer"/>
job title

### Email

<input type="text" value="lahela.mattox@rtfhdsd.org"/>
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### Phone

<input type="text" value="(916) 968-8443"/>
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*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

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### Secondary Contact

<input type="text" value="Andrew"/>	<input type="text" value="Hening"/>
First	Last

### Job title

<input type="text" value="Chief Strategy Officer"/>
job title

### Email

<input type="text" value="andrew.hening@rtfhdsd.org"/>
--

### Phone

<input type="text" value="(804) 615-9695"/>
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*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

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### Contact Person for Reporting

<input type="text" value="Andrew"/>	<input type="text" value="Hening"/>
First	Last

### Job title

Chief Strategy Officer

job title

**Email**

andrew.hening@rtfhdsd.org

**Phone**

(804) 615-9695

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

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**Authorized Representative**

Lahela

First

Mattox

Last

**Job title**

Chief Operating Officer

job title

**Email**

lahela.mattox@rtfhdsd.org

**Phone**

(916) 968-8443

*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**

4699 Murphy Canyon Road, Suite 104

Address Line 1

Address Line 2

San Diego

City

California

State

92123

Zip Code

**Attention to (if applicable):**

Lahela Mattox

 **This Application uses character limits** 

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

**question asked.**

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## **Part 2: PROPOSAL OVERVIEW**

### **Guidance:**

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

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

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

### **Proposal Summary**

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

The Regional Task Force on Homelessness (RTFH), lead agency for the San Diego Continuum of Care (CoC), in collaboration with the City of Lemon Grove and with support from Caltrans, proposes an ERF project for an encampment area that spans an approximate 2-mile stretch of California State Route 94. There are approximately 85 people in this area, and throughout the grant period, we anticipate an inflow of another 85. Thus, our proposal seeks to serve 170 people through a low-barrier, person-centric program model that incorporates the principles of Housing First, trauma-informed care, and harm reduction. We will utilize a “By-Name-List” of all persons in this encampment area, who will then be engaged through intensive, caseload-based outreach services. Our goal is to permanently house 102 people (60% of the total served), leveraging successful RTFH housing focused initiatives - Diversion and the Regional Flexible Housing Pool. 75 people (44% of total served) will be permanently housed with two-year Rapid Rehousing subsidies paired with landlord recruitment and tenancy services and 27 people (16% of total served) will secure permanent housing through one-time diversion assistance. We are seeking \$7,263,375 in ERF funding and will leverage an additional \$10,877,790. This project is an efficient use of public monies, as we utilize existing and well-established programs to serve an under-resourced city. The average annual ERF investment per person served by this proposal is \$14,242.

## People Served

Number of people currently residing in prioritized encampment site

85

#

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

85

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

85

#

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?

170

#

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

0

#

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

102

#

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

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

☐ Yes ☒ No

## Encampment Information

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

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

The individuals living in the prioritized encampment area are 100% unsheltered, with approximately 7% residing in vehicles. The majority have high service needs, including physical and developmental disabilities, mental health issues, substance use disorders, chronic health challenges, and co-occurring conditions. Based on data from San Diego's 2024 Point-In-Time Count (PIT), 45% of the individuals in the encampment area are chronically homeless. All households are adult only, with the majority being single head of household. 63% of residents are male, and 27% are seniors.

PIT data shows 30% of encampment residents are Black, which is almost double the rate for Black San Diegans across the entire county. The San Diego CoC has developed an Action Plan to Address Homelessness Among Black San Diegans, which serves as a guide to address racial disparities in our community. This project is an important opportunity to ensure equity within our homeless response system.

Aside from demographics, based on feedback from local outreach organizations, Caltrans, and the City of Lemon Grove, this encampment is in a significantly under-resourced part of our region and funding will create an opportunity to provide intensive services to this area. Encampment residents are generally disconnected from services and have extremely limited access to housing, healthcare, and transportation assistance. We anticipate that most participants will need significant help to obtain and retain 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)**

The proposed encampment area spans an approximately 2-mile stretch of California State Route 94 that traverses a mix of State rights-of-way maintained by Caltrans and incorporated sections of Lemon Grove. The terrain is busy, diverse and includes freeway embankments, sidewalks, surface streets, commercial parking lots, dense dry brush, and multiple freeway on and off ramps. The individuals living in the prioritized encampment area are 100% unsheltered, with approximately 7% of people residing in vehicles. The unsheltered encampment structures primarily consist of make-shift tents and tarps. Some people simply sleep uncovered using blankets and sleeping bags. The vehicles include a mix of small sedans, trucks, vans, and RVs. This corridor has several encampment groupings that people frequently move among, including between more public commercial areas, as well as more secluded, vegetated areas.

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

This encampment is being prioritized for four reasons. First, it is located along a busy and dangerous section of California State Route 94. All partners have high health and safety concerns for residents. Second, this encampment is located in a significantly under-resourced part of our county, and encampment residents are generally disconnected from services and have very limited access to housing solutions, healthcare, and transportation services. This has dramatically increased vulnerability, with 45% of residents now experiencing chronic homelessness. Third, because of the historic inability to provide supportive services, this encampment area is generating significant public concern and calls for service over trash, abandoned shopping carts, and public safety issues. Finally, data shows that 30% of encampment residents are Black, which is almost double the unsheltered rate for Black San Diegans across the entire county. This is a significant equity concern for all partners.

*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**

Lemon Grove ERF Map.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**

Letter of Support RTFH ERF-3.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)**

There are approximately 85 people living in this encampment area, and during the grant period, we anticipate an inflow of another 85. Thus, our proposal seeks to serve a total of 170 people. Our overall goal is to permanently house 102 people (60% of the total served). 75 people (44% of total served) will secure permanent housing through two-year Rapid Rehousing subsidies paired with landlord recruitment and retention services. 27 people (16% of total served) will secure permanent housing after receiving one-time Diversion assistance. This proposal leans heavily into Housing First principles of prioritizing permanent housing placements that include the appropriate level of wraparound support services. By leveraging the Flexible Housing Pool, units will be readily available, including funds to reduce barriers to housing such as deposits, arrears, and move-in costs. We anticipate being able to successfully begin housing individuals upon execution of agreements. Outcomes will be in HMIS.

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

RTFH will support the City of Lemon Grove by utilizing a "By-Name-List" (BNL) of all persons residing in the encampment area. A "BNL Coordinator" will facilitate weekly case conferencing to develop a person-centered permanent housing plan with all participants. RTFH will leverage the Flexible Housing Pool (FHP), a nationally recognized systems-level strategy that builds and maintains relationships with landlords, and establishes a portfolio of units in the private rental market. The FHP provides more immediate and equitable access to housing by identifying landlords willing to house people who have barriers, such as income and credit. Since 2020, nearly 1,000 people have been successfully housed through the FHP, with a 96% retention rate. A two-year Rapid Rehousing subsidy will be paired with the FHP to permanently house 75 people. 27 people will secure permanent housing after receiving one-time Diversion assistance, leveraging our existing "Resolution Strategies" program.

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

To ensure we achieve this proposal's outcomes, RTFH will use existing tracking and monitoring processes to evaluate progress around permanent housing placements. RTFH has significant experience with data and evaluation, serving as the lead agency for the San Diego CoC and the Imperial County CoC. This role includes administering the region's HMIS and Coordinated Entry Systems, as well as leading case conferencing efforts for specific subpopulations. RTFH plans to use data from HMIS, as well as a "By-Name-List" of the people residing in the encampment area. Through these data sources, RTFH will create monthly, quarterly, and annual reports that track the total number of individuals served, the number of engagements and touchpoints each person has received, the progress individuals are making through the housing readiness and Coordinated Entry processes, the status and outcome of housing strategies, and the number of permanent housing units obtained and retained.

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



We do not anticipate local ordinances or regulations hindering the achievement of the proposal's outcomes. However, we will face the same challenges that our homeless system of care overall faces, particularly the extremely high cost of housing in our community and low vacancy rates. We plan to address this issue by doubling down on proven strategies that are already maximizing existing rental housing options. For example, by adding flexible Diversion funding in our outreach efforts, we will help households that can rapidly resolve their homelessness with one-time financial support or even reunification with friends and family. Additionally, we plan to expand and leverage San Diego's "Flexible Housing Pool" program, which has housed nearly 1,000 people with local landlords since 2020 by providing dedicated landlord recruitment staffing, covering lease-up expenses, and supporting housing retention efforts with clients, case managers, and landlords.

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

☐ Standalone ☒ Larger initiative

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

The proposal is strongly aligned with the San Diego CoC's Regional Community Action Plan to Prevent and End Homelessness. This project significantly contributes to the Action Plan's vision of reducing unsheltered homelessness by 50%. It does this by reducing the criminalization of homelessness through working with law enforcement to ensure appropriate services are received, continuing to build high-quality outreach services, incorporating CoC outreach standards with local service providers, providing immediate supportive services to those living unsheltered, and aligning with the CoC's Regional Clearance with Support framework for addressing prioritized encampments. Importantly, this project also supports the Action Plan's vision of expanding permanent housing options by helping our community better utilize existing rental stock through the Flexible Housing Pool, increase Rapid Rehousing subsidies, and ensure supportive services to empower long-term housing retention.

## 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)**

RTFH has made a concerted effort to provide meaningful lived experience engagement in crafting local homelessness programs, policies, and system recommendations. Since 2018, Iain DeJong, an international expert on homeless system design, has engaged with outreach workers and people with lived experience to develop and implement the CoC's Outreach Standards, which is incorporated into this project. Additionally, our system has adopted a Regional Response for Addressing Unsheltered Homelessness and Encampments, which included input from lived experience consultants and the CoC Board, which itself includes five members with lived experience. Importantly, this proposal also includes hiring an individual with lived experience to be a peer coordinator to support Diversion focused outreach and other community engagement. Finally, RTFH will leverage Pulse for Good, a self-service kiosk to gather on-going, real-time lived experience feedback in the area.

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

RTFH, as the lead agency for the San Diego CoC, has fully adopted HUD's Housing First approach to homelessness. RTFH establishes operating principles and standards to support effective implementation of Housing First throughout our homeless service system. All programs operated and funded under RTFH are required to embrace the Housing First approach, which includes the use of low-barrier strategies and policies such as Harm Reduction, operating from the perspective that homelessness is first and foremost a housing problem, and the system should act as a flexible coordinated crisis response system to provide access to permanent housing as quickly as possible. Participant choice is a key feature of Housing First, and the project will use a strengths-based approach which does not screen out participants on the basis of rental history, criminal background, sobriety, income, and participation in services, etc. instead respecting their choice and fostering long-term housing stability.

**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)**

RTFH establishes the standards and operating principles for our homeless system of care, which has included guidance on individual participant choice and trauma-informed care. The CoC's outreach standards require engaging unsheltered individuals in a culturally competent and trauma-informed manner, such that a person's past traumas and current coping mechanisms do not become barriers to accessing services. Trauma informed care is also included in the training that RTFH provides for our system's permanent housing programs. Voluntary participation is equally critical, as engagement is an opportunity to create relationships and build buy-in for pathways to housing and services. The programs in this proposal - FHP, RRH, Diversion, Outreach - will use the Housing First model and trauma informed care. Staff will provide information to empower clients to make informed decisions regarding their options out of homelessness and are expected to support clients in their chosen course of action.

**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)**

RTFH establishes the standard principles for San Diego's homeless system, which has included a strong emphasis on harm reduction practices. The system operates on the understanding that homelessness primarily stems from housing issues and the system should act as a flexible coordinated crisis response to provide access to permanent housing as quickly as possible. Harm reduction is an approach aimed at reducing the harmful effects associated with substance use disorders, while not losing sight of housing goals.

Iain DeJong has helped develop the CoC Street Outreach Standards, providing education and trainings that include harm reduction practices. RTFH has also created an Integrated Care Hub, a robust policy that outlines a meaningful, person-centered, housing-focused approach to encampments, which includes practicing harm reduction. A working group that included people with lived experience, local government, providers, and other stakeholders approved this approach.

**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)**

RTFH contracted outreach staff will distribute hygiene kits containing fundamental necessities, including but not limited to: food, water, trash bags, and weather protection. They will also have dedicated vehicles to transport clients to off-site supportive services and resources, including but not limited to: property storage, laundry and hygiene services, and healthcare. The City of Lemon Grove, with support from Caltrans, will assist individuals through weekly cleaning and trash removal services.

RTFH will also work with managed care plans and CalAIM providers to ensure additional housing-focused resources, such as: housing navigation, street-based medicine, transportation, etc. Individuals will be assessed and provided care coordination to address both health and social needs. CalAIM can also link people to other needed services, such as short-term post-hospitalization housing, recuperative care, housing deposits, and housing tenancy services.

**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)**

RTFH, as the lead agency for the San Diego CoC, establishes the standards and operating principles for our homeless system of care, which has included guidelines for a regional response to addressing unsheltered homelessness and encampments. RTFH takes a strong stance against the criminalization of homelessness. RTFH believes people experiencing homelessness should be afforded dignity and compassion and that criminalization further marginalizes and provokes negative opinions of people experiencing homelessness, which makes it even harder to support people with regaining housing. RTFH encourages alternatives to criminalization, and the resources from this grant opportunity would create unprecedented opportunities for engagement and housing access. Importantly, this application has the support of both the City of Lemon Grove and Caltrans, both of whom operate from a like-minded philosophy that respects current legal guidelines and parameters for responding to unsheltered homelessness.

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

Individuals who are currently homeless within the encampment area are living without access to necessities such as toilet facilities, handwashing stations, showers, and clean drinking water. Our partners at the City of Lemon Grove and Caltrans will provide encampment cleanup services to ensure overall health and sanitation throughout the encampment area. The cleaning process will be implemented with ample notice to minimize any inconvenience to the individuals living in the encampment. We will not discard any personal items belonging to residents. Outreach staff will distribute hygiene kits containing fundamental necessities. We are also planning to have dedicated vehicles for outreach staff to transport clients to off-site supportive services. We will continually obtain feedback from the encampment residents throughout the grant period to identify opportunities to improve the overall sanitation of the area.

## **Part 3: IMPLEMENTATION**

### **Core Service Delivery and Housing Strategies**

**17. Describe the proposed outreach and engagement strategy, case management, and / or service**

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

The proposal plans to achieve the outcomes through a low-barrier, person-centric program model that incorporates the principles of Housing First, trauma-informed care, and harm reduction. The first step is for RTFH to support the City of Lemon Grove by utilizing a "By-Name-List" (BNL) of all persons residing in the encampment area. A "BNL Coordinator" will facilitate weekly case conferencing to develop a person-centered permanent housing plan with all participants. Throughout this coordination and assessment process, individuals will be engaged through intensive, caseload-based outreach services at a ratio of 1 to 20 per staff. Our vision is up to daily engagement. Outreach workers will also have dedicated time in their schedule to engage and assess any new persons who might present in the encampment area. Outreach workers will create customized engagement plans and strategies based upon the specific needs and presenting issues of each person. This high frequency of engagement continues throughout the housing process until a warm handoff can be made to permanent housing staff, ensuring individuals served are supported throughout their journey back to permanent housing.

RTFH has also been leading Diversion efforts in the community, providing two-day trainings to partners on Diversion best practices and contracting with a national expert to provide technical assistance and training. Diversion is an intentional problem-solving conversation with people who are currently experiencing homelessness to explore and pursue solutions outside the homeless system of care including family reunification, shared housing, or other housing destinations. RTFH will leverage existing provider contract(s) for Diversion focused outreach and leverage flexible funding for households who can rapidly resolve their homelessness with brief, one-time financial support to successfully transition back to permanent housing or family reunification.

**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)**

RTFH serves as the lead agency for the San Diego CoC, and this role includes operating the region's Coordinated Entry System (CES). As the program lead for CES, RTFH is responsible for the day-to-day administration of the CES, coordination with community partners and housing providers, documentation of CES services and resources, and oversight of the system and tracking performance. This experience will significantly support the implementation of this proposal. RTFH will work with community partners to develop a By-Name-List of residents in the encampment area, and then housing resources will be prioritized for the encampment based on a number of vulnerability factors established by the San Diego CoC. The Rapid Rehousing rental subsidies established in this proposal will be specifically dedicated to individuals in this encampment area, which will ensure a rapid and effective opportunity to transition people to permanent 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)**

This proposal leans heavily into Housing First and supporting people going directly from the streets to permanent housing with wraparound services. 75 people will be supported with up to two years of Rapid Rehousing (RRH), which includes both rental housing subsidies and intensive case management. To expedite lease-up, RTFH will expand and leverage San Diego's Flexible Housing Pool (FHP), which has successfully housed nearly 1,000 people with local landlords since 2020. The FHP leverages RRH and vouchers with flexible funding to support immediate lease-ups and has dedicated, trained staff whose focus is to recruit, support, and retain landlords, and ensure housing retention. The FHP has a 96% retention rate.

We anticipate an additional 27 individuals will be placed into permanent housing situations through Diversion. Diversion is a strategy of intentional problem-solving conversations with people currently experiencing homelessness to support them in identifying resources to rapidly resolve their homelessness outside of the traditional homeless system of care. RTFH will leverage existing sources of flexible funding, known as Resolution Strategies (RS) Funding, for households that can rapidly resolve their homelessness with brief, one-time financial support. The financial assistance reduces and eliminates barriers to housing, including arrears, deposits, fees, vehicle repairs, interim shelter (motels, family, etc.). Interim housing is not available in the area and not included in this proposal. This encampment is in one of the most under-resourced parts of our region and lacks low-barrier shelter options. Given the vulnerabilities and needs of residents, we do not anticipate people leaving the area for potentially high-barrier, temporary interim shelter. The low expected success rate of such an intervention would not be a prudent use of public monies. RTFH will instead leverage RS funding for those who may need to access non-congregate shelter or temporary housing.

**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)**

RTFH has a proven track record of supporting the San Diego CoC to deliver permanent housing solutions to people residing in encampments. RTFH leverages millions of dollars every year to increase and sustain housing stock and provide technical assistance to cities, providers, and other stakeholders on best practices, nation-leading program standards, and data and evaluation. In 2018, after community engagement with providers and people with lived experience, the biggest barrier identified was housing stock in a high cost area and challenges securing landlords. RTFH identified the nationally recognized Flexible Housing Pool (FHP) model as a best practice to efficiently engage the landlord community and create a portfolio of private market rental units. The FHP leverages Rapid Rehousing and vouchers with flexible funding to support immediate lease-ups. The FHP has dedicated staff to recruit and support landlords, secure rental units, provide financial support to reduce barriers to accessing housing, and provide ongoing housing tenancy services to support housing stability and retention. RTFH leveraged HEAP dollars to establish an FHP in 2020, during the pandemic. In its first year, the FHP secured 295 units and housed 239. Since 2020, the FHP has successfully housed nearly 1,000 people with a 96% retention rate, exceeding the national average of 85%, including people who had been residing in encampments.

Importantly, as the CoC's HMIS and Coordinated Entry lead, our data and evaluation efforts have found that the status quo approach to Rapid Rehousing - rental subsidies and case management lasting only a few months - is not effective for people with longer histories of homelessness, particularly individuals trying to exit homelessness from encampments. RTFH is leading efforts locally and with HUD to change program standards and allow for 18-24 month subsidies, and connect people to vouchers, which is anticipated to result in higher rates of long-term housing retention.

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

This proposal will meet the needs and preferences of people residing in this encampment area in four ways. First, the majority of residents have high service needs, and 45% of current residents are chronically homeless. Because of these vulnerabilities, our budget reflects two-year Rapid Rehousing subsidies, which provides more time for housing stabilization. We will also leverage our partnerships with the managed care plans to address medical and behavioral health needs. Second, data shows that 30% of residents are Black, which is almost double the unsheltered rate for Black San Diegans for the entire region. Based on data and interviews with black San Diegans experiencing homelessness, Black San Diegans are more likely to request help from informal social networks, thus Diversion could be an effective housing intervention to help people reconnect with friends, family, and/or to find shared housing opportunities. Third, those experiencing chronic homelessness have barriers to securing housing. The FHP reduces and eliminates these barriers, leading to more immediate housing. Finally, this encampment is located in an under-resourced area that lacks low-barrier shelter options. Our proposal foregoes interim housing and instead leverages Diversion and Resolution Strategies funding for participants who need interim housing, such as paying for hotels/motels, short-term family reunification or other resources for safe shelter while finalizing permanent housing.

*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
Rapid Rehousing, which is rental subsidies and case management tied to a rental unit in the community.	Yes Yes/No	75	Yes Pri/Set-Aside/Neither	ERF-3-R ERF/Lev/Both	44 %
Diversion, which is one-time financial assistance to get back into a rental unit or shared housing living situation, such as family reunification.	Yes Yes/No	27	Yes Pri/Set-Aside/Neither	Both ERF/Lev/Both	16 %

Unhoused, whereby a person remains unsheltered in the encampment area, moves to a different part of the region outside the encampment area, or has become inactive and we do not know the cause of the inactivity	No	68	N/A	N/A	40
	Yes/No		Pri/Set-Aside/Neither	ERF/Lev/Both	%
	Yes/No		Pri/Set-Aside/Neither	ERF/Lev/Both	%

## 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?
Permanent Housing through Rapid Rehousing, which is rental subsidies and case management tied to a rental unit in the community.	Yes Pri/Set-Aside/Neither	75	ERF-3-R ERF/Lev/Both
The San Diego Flexible Housing Pool, which will recruit local landlords to lease the proposed 75 units of rapid rehousing.	Yes Pri/Set-Aside/Neither	75	Both ERF/Lev/Both



Permanent Housing through Diversion, which is one-time financial assistance to get back into a rental unit or shared housing living situation, reunify with family or friends, or relocate.

Yes

27

Both

Pri/Set-  
Aside/Neither

ERF/Lev/Both

Pri/Set-  
Aside/Neither

ERF/Lev/Both

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

This encampment area has been a longstanding issue for all jurisdictions involved, in part because of a historic lack of resources and lack of access to meaningful outreach, shelter, and/or housing opportunities. This project would fundamentally reshape that landscape. Not only will funding provide 102 people with permanent housing opportunities but by also creating a By-Name-List of all persons in this area, hosting regular case conferencing, and ensuring caseload-based outreach, we will not lose track of individuals in this area or simply displace people to other unsheltered areas without continued support, engagement, and access to housing. Enforcement is not a component of this strategy and close coordination with the Sheriff's Department will be maintained. Instead, this approach prioritizes consistent outreach and engagement efforts, expediently linking participants to permanent housing options.

**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)**

Housing retention and sustainability case management services will be provided to individuals to reduce/prevent returns to homelessness. The existing FHP program has a 96% retention rate helping clients maintain housing, exceeding the national average of 85%. RTFH has also been funding longer RRH subsidies (up to 2 years) to ensure people with significant needs, including people residing in encampments, have enough time to stabilize after housing placements. RTFH will continue building system capacity through a network of providers who provide tenancy support and training, such as supporting clients with crisis intervention, health & safety visits, independent living skills, unit habitability inspections and resolving disputes with landlords. RTFH will leverage SOAR projects to help people increase income and CalAIM to provide health support for Medi-Cal recipients who are experiencing homelessness. These efforts will further expedite housing placements and support long-term tenancy.

**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)**

We know that the composition of this encampment area is not static, and people will move within the area, will move out of the area, and will come to or return to the area after the project has started. To address the dynamic nature of this encampment, our proposal includes coordinated strategies with partner agencies to ensure real-time responses. We will use coordinated outreach, a By-Name List (BNL), and case conferencing to monitor and adapt to changing encampment populations. RTFH will utilize HMIS to generate real-time data for our BNL. All partner agencies will contribute to the list and participate in case conferencing using a multidisciplinary approach to client support. This approach and strategy is explicitly recommended in our Regional Community Action Plan to Prevent and End Homelessness, and we believe it will greatly enhance coordination and alignment for the project.

**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)**

Ensuring the safety and accessibility of personal property is important to reduce barriers to housing, and as such, RTFH has recently contracted with ThinkDignity, which will be leveraged through this proposal to help people with their personal property. ThinkDignity works to establish and implement a document storage ID bank to provide equitable access to and the protection of vital documents for people experiencing homelessness. This will help reduce barriers to accessing housing and other types of homeless services as ID documents are key to obtaining benefits, housing, etc. Their storage center offers lockers and bins for individuals to safely store personal belongings for an unlimited period of time. ThinkDignity has mobile services to serve people in the encampment area and support their personal property needs, which will be supplemented by the vehicle access provided by this project's outreach workers.

**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)**

RTFH recognizes the importance of not separating animals and pets from people experiencing homelessness. RTFH's partner agencies can provide referrals to the San Diego Humane Society to provide safe pet boarding during temporary separations. When completing housing searches, partner agencies will work closely with the individual to ensure their housing meets their needs, including accepting service animals and/or pets, ensuring owners can stay with their animals. FHP has experience in housing individuals with pets and can assist in working with landlords to support individuals with animals and any other tenancy support. This person-centered and trauma informed approach reflects our commitment to serve each individual based on their needs and their well-being from outreach to permanent housing.

## **Budget and Resource Plan**

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

\$7,263,375.00

\$

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

\$10,877,790.00
-----------------

\$

**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)**

We will leverage multiple funding sources for this project. The "By-Name-List Coordinator" role is currently staffed and funded by RTFH. RTFH also currently contracts with a variety of national consulting firms to support local program planning and evaluation. For diversion, we will leverage \$1M in funding from philanthropic partners, the City of San Diego and the County of San Diego. We will leverage \$9M in funding for San Diego's FHP, which is funded from State HHAP and HHIP. Finally, the City of Lemon Grove will leverage \$257,790 for cleaning and sanitation services. In total, we expect to directly leverage \$10,887,790 in funding. We also anticipate indirect leverage through benefits programs like CalFresh and CalAIM, existing contracts funded by RTFH (ThinkDignity, outreach, etc.), as well as yet-to-be-identified housing subsidies and services through Coordinated Entry System (CES). RTFH will work to identify new funding streams to support clients throughout the project period.

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

*This includes prior ERF awards, HUD unsheltered NOFO, and other federal, state, and local funding sources.*

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

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

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

**determined. (1000- character limit)**

This proposal utilizes evidence-based interventions and best practices to ensure funding is used effectively. The average annual ERF investment per person served by this proposal is \$14,242. By comparison, local studies such as the San Diego Project 25 Report have shown that the cost of long-term, chronic homelessness can exceed \$120,000 per year. This number does not include the personal trauma and community impacts related to homelessness, which are more difficult to quantify but are still significant. Importantly, RTFH will leverage nearly \$11M in existing resources, which will enhance and strengthen every aspect of the program, including overall project management, administration and evaluation, landlord recruitment and retention through San Diego's FHP, and diversion through our RS initiative. The components of the proposal are investments to fill gaps in this encampment. By offering a variety of interventions, RTFH can establish a system that can continue to resolve homelessness.

**Attachment: Standardized Budget**  
ERF-3-R Budget Template\_San Diego CoC\_06.2024.xlsx

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

**Key Entities and Staff**

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

This project will be primarily administered by RTFH, the lead agency for the San Diego CoC. As the lead agency, RTFH has extensive experience administering competitive application processes, distributing funding to local service providers, managing and monitoring federal and state grants (RTFH currently distributes approximately \$45M a year of State and Federal monies to local providers), running San Diego's HMIS database (which tracks almost 30,000 clients per year), and operating San Diego's Coordinated Entry System. RTFH's Chief Operating Officer, Chief Strategy Officer, Grants and Contracts Team, and HMIS team will all support this proposal.

**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

By-Name-List Project Manager	Yes <small>Yes/No</small>	0.5 <small># FTE</small>	Leveraged <small>ERF/Lev/Both</small>	This role will coordinate By-Name-List case conferencing, support caseload assignments for outreach staff, and assist with permanent housing referrals through Coordinated Entry.
Homeless Outreach Specialist	No <small>Yes/No</small>	3 <small># FTE</small>	ERF-3-R <small>ERF/Lev/Both</small>	We plan to have two teams of two outreach workers (4.0 total FTEs) who will provide intensive, caseload-based case management. 3.0 FTEs will have demonstrated social work and behavioral health experience.
Peer Navigator	No <small>Yes/No</small>	1 <small># FTE</small>	ERF-3-R <small>ERF/Lev/Both</small>	1.0 FTE will be a "Peer Navigator" with lived experience of homelessness. This will both ensure an ongoing lived experience perspective in the project and increase the effectiveness of outreach's engagement efforts.

**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)**

A core group of key partners will achieve the outcomes of this proposal. RTFH will coordinate all grant activities, performance monitoring, reporting, fiscal oversight, and establish an MOU to outline roles and responsibilities through the grant term. Additionally, RTFH will initially leverage a 0.5 FTE to create a By-Name-List (BNL) of all persons residing in the encampment and then support service providers through weekly case conferencing. RTFH will also leverage and expand consulting support from national experts already assisting our region - Kris Freed (BNLs, shared housing strategies), Iain de Jong (outreach), Equity in Action (equity work) and Ed Boyte (diversion). The City of Lemon Grove and Caltrans, our government partners in this grant, will be primarily tasked with encampment support and monitoring health and safety concerns among encampment residents. San Diego's Flexible Housing Pool is operated by the nonprofit service provider Brilliant Corners. They will be responsible for identifying and retaining any and all landlords needed to permanently house program participants who are assigned a housing resource. Finally, RTFH will fund and leverage a service provider to provide outreach and Rapid Rehousing services in accordance with the CoC's outreach and Rapid Rehousing standards. Each partner has a track record of managing complex homelessness initiatives, which will help to ensure a comprehensive, experienced-led project.

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

This proposal is strongly aligned with the San Diego CoC's Regional Community Action Plan to Prevent and End Homelessness as it will significantly contribute to the Action Plan's vision of reducing unsheltered homelessness by 50%. Partnership between the CoC and local jurisdictions and government agencies is essential to achieving this goal. RTFH has been collaborating with the City of Lemon Grove and Caltrans for many years. After identifying the opportunity to support this encampment area, RTFH established regular meetings with the City of Lemon Grove and Caltrans to jointly develop this proposal. As a result, our submission includes letters of support from both partners. We collectively believe that this is an opportunity to demonstrate how a CoC and local jurisdictions can and should partner to leverage resources in an underserved area and ultimately prove a model that can be scaled, replicated, and sustained by continued investments by the City of Lemon Grove and other partners.

*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**

L.Romero RTFH Letter of Support Tamera Kohler.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 proposed encampment area spans an approximately 2-mile stretch of California State Route 94 that traverses a mix of State rights-of-way maintained by Caltrans and incorporated sections of Lemon Grove. RTFH, the Lead Agency for San Diego's Continuum of Care, has been meeting with the City of Lemon Grove and representatives from Caltrans for many years to identify areas for partnership. After identifying the opportunity to support this particular encampment, RTFH staff established recurring meetings with both the City of Lemon Grove and Caltrans to collaboratively develop this proposal. Our submission includes letters of support from both partners, and we do not anticipate any issues accessing either jurisdiction to provide supportive services.

## Accelerated Timeline

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

There is extremely limited capacity to engage and serve people living in this encampment area. Currently, there is a regional outreach contract serving East County San Diego, which Lemon Grove is a part of, but it only provides light touch engagement. The City of Lemon Grove's Code Enforcement staff work to gather basic information from encampment residents, but with high needs and services at capacity, and little to no housing resources, people are unable to move towards permanent housing. Resources are essential to effectively serve this encampment. Partners are committed to acting urgently and efficiently. To support this, RTFH will leverage its existing contracts with service providers for Diversion focused outreach and the FHP to secure units. RTFH will act quickly once the grant is awarded to expand these existing contracts for provider(s) to immediately increase outreach engagement, establish a BNL, provide rental assistance, and access units in the FHP for RRH referrals.

### 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)

RTFH is working in close collaboration with key partners to identify needs for the encampment to mobilize rapidly once awarded. The CoC's strategic framework for responding to unsheltered homelessness and encampments, including relevant standards and guidelines, are already in place and we are working to identify anyone who could be housed now. This groundwork ensures seamless collaboration between RTFH, the City, and providers and will help expedite the deployment of resources. Upon award notification, RTFH will immediately contract with the State, and work to execute an MOU with all parties. RTFH is leveraging existing contracts and will be able to quickly expand these contracts so partners can begin recruitment for new staff or leverage existing staff. This will allow us to quickly start to implement the proposal once the contract is executed with the State. RTFH's experience as the lead agency for the San Diego CoC will ensure the proposed milestones and objectives will be met.

## 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
9/23/2024	Award Announcement	Project Management	RTFH notified of award decision
9/25/2024	RTFH Nonprofit Board Meeting	Project Management	RTFH Approval for Receipt of Funds and Execution of contract with the State
10/31/2024	Contracts Executed	Project Management	Finalize contracts with service provider partners and project officially launches.
11/4/2024	Begin Creating By-Name-List	Project Management	First partnership collaboration meeting to generate the initial By-Name-list.
12/2/2024	Milestone 1	People	Outreach begins
12/31/2024	Hiring Completed	Project Management	All personnel are hired and in place
1/10/2025	Milestone 2: First person moved into housing	People	First person moved into housing
4/1/2025	Milestone 3	People	Review of encampment areas and assessment of basic needs
6/30/2025	Milestone 4	Project Management	Evaluation of Services and Review of contracts, expenditures and allocations for FY24-25



6/30/2025	Milestone 5	Project Management	Statutory Deadline for 50% of ERF funds to be spent and 100% obligated.
6/30/2025	Milestone 6	People	FY24-25 outcomes achieved - 45 permanent housing placements
9/30/2025	Milestone 7	Project Management	Review of remaining resources and needs for final project completion
12/31/2025	Milestone 8: Last person moved into housing	People	Last person moved into housing - 102 total permanent housing placements
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 June 30, 2024. Cal ICH assumes disbursement will occur approximately 3-6 months after June 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.
12/2/2024	12/31/2024	1/10/2025	12/31/2025

## CERTIFICATION

Before certifying, applicants are strongly encouraged to review the NOFA.

*I certify that all information included in this Application is true and accurate to the best of my knowledge.*

**Name**

Lahela

First

Mattox

Last

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

**Title**

Chief Operating Officer

**Email**

lahela.mattox@rtfhhsd.org

		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	This budget template may be slightly modified to meet local needs. If awarded funding, this budget, once approved, will serve as your communitys official project budget. Any future changes to this budget must be authorized through the change request process.	Use dropdowns. See NOFA, III. A.	Enables Cal ICH to immediately understand the line item.	Enables Cal ICH to associate the line item with specific entities or parts of a proposal.				Only ERF-3-R Funds	Non ERF-3-R Funds That WILL be Used to Support this Proposal	Enables Cal ICH to better understand the line item, context, and / or other pertinent information related to the proposed line item.
		PERSONNEL COSTS				SALARY & BENEFITS	FTE	MONTHS		
		Services Coordination	By-Name-List Project Manager	RTFH	\$100,000	0.50	36		\$150,000	A 0.5 FTE "By-Name-List" Project Manager will coordinate case conferencing, caseload assignments for outreach staff, and permanent housing referrals through Coordinated Entry. We plan to have two teams of two outreach workers (4.0 total FTEs) who will provide intensive, caseload-based case management for people in the encampment area. 3.0 FTEs will be "Homeless Outreach Specialists" who have social work and behavioral health experience. We plan to have two teams of two outreach workers (4.0 total FTEs) who will provide intensive, caseload-based case management for people in the encampment area. 1.0 FTE will be a "Peer Navigator" with lived experience of homelessness.
		Street Outreach	Homeless Outreach Specialist		\$80,000	3.00	36	\$720,000		
Street Outreach	Peer Navigator		\$80,000	1.00	36	\$240,000				
Subtotal - Personnel Costs								\$960,000	\$150,000	
NON-PERSONNEL COSTS					UNIT	RATE	TIME			
	Prevention and Diversion	One-time Diversion Assistance		27 interventions	\$7,500	One-Time	\$202,500	\$1,000,000	We anticipate permanently housing 27 people through one-time diversion assistance (\$7,500 per intervention)	
	Delivery of Permanent Housing	Rapid Rehousing Subsidies		75 interventions	\$50,000	Two Years	\$3,750,000		We anticipate permanently housing 75 people through Rapid Rehousing. Each "unit" includes upwards of two years of rental subsidies and intensive case management. This reflects the one-time average cost of acquiring and retaining landlords in our regional "Flexible Housing Pool" system (FHP). This funding will increase capacity / leverage existing relationships within this four-year old, proven landlord recruitment initiative across the San Diego region.	
	Delivery of Permanent Housing	Landlord Recruitment	Brilliant Corners	75 interventions	\$22,200	Two Years	\$1,665,000	\$9,000,000		
	Street Outreach	Vehicle Purchase and Operation		2 outreach vehicles	\$50,000	One-Time	\$100,000		Funding to acquire and outfit two outreach vehicles to support outreach staff's case management efforts, including covering insurance, maintenance, and gas costs.	
	Services Coordination	Consulting	RTFH	Annual consulting services	\$360,000	Two Years	\$240,000	\$480,000	Leverage and expand consulting support from national experts already supporting our region - Kris Freed (by-name-lists, shared housing strategies), Iain de Jong (outreach), and Ed Boyte (diversion).	
	Services Coordination	Cleanup and Sanitation Services	City of Lemon Grove	Annual cost of weekly cleans	\$85,930	Three Years		\$257,790	Leverage and continue weekly cleanup and sanitation services that are currently being offered by the City of Lemon Grove.	
	Interim Sheltering	Flexible short-term placements		75 interventions	\$15,000	One-Time	\$1,125,000		Support at least 75 people with flexible interim housing funding, such as hotel and motel vouchers or short-term rental stipends, as people work to prepare for their permanent housing placements	
Subtotal - Non-Personnel Costs								\$7,082,500	\$10,737,790	
ADMINISTRATIVE COSTS										
	Administrative Costs	Grant Management and Data	RTFH				\$345,875	Grant management, HMIS support, and coaching and technical assistance over the three years of the grant-term.		
Subtotal - Administrative Costs								\$345,875	\$0	
TOTAL BUDGET								\$8,388,375	\$10,887,790	

## California Department of Transportation

DISTRICT 11  
MAINTENANCE DIVISION  
4050 TAYLOR STREET, MS-220  
SAN DIEGO, CA 92110  
PHONE (760) 594-2032  
[www.dot.ca.gov](http://www.dot.ca.gov)



June 27, 2024

The Honorable Dhakshike Wickrema  
Deputy Secretary of Homelessness  
California Business, Consumer Services and Housing Agency  
500 Capitol Mall, Suite 1850  
Sacramento, CA 95814  
<Dhakshike.Wickrema@bcsh.ca.gov>

Dear Deputy Secretary Wickrema:

The California Department of Transportation (Caltrans) District 11 supports the Regional Taskforce on Homelessness (RTFH) in partnership with the City of Lemon Groves Encampment Resolution Funding Request (ERF). For the last 36 months RTFH and the City of Lemon Grove and Caltrans have worked together to provide services along Interstate 94 (SR-94). We appreciate their partnership to help people experience homelessness on State rights-of-way.

Caltrans District 11 supports ERF funding for RTFH and the City of Lemon Grove for the following reasons:

- Collaboration on the plan and timeline for rapid rehousing and permanent housing options to unsheltered individuals on State rights-of-way with the intention to break the cycle of homelessness.
- Commitment to offer services to unsheltered individuals on State rights-of-way. Since February 2022, they have provided services more than 150 times and collaborated on encampment events over 100 times.
- Coordinated with Caltrans to develop a proposal that resulted in substantial solutions for people sheltering on State rights-of-way.
- The funding is needed on SR94 to resolve critical encampment concerns and

assist the transition for individuals to obtain safe and stable housing.

- Caltrans District 11 collaborates on encampment sites to provide at least two-weeks' notice to the City and partnering agencies, unless critical circumstances exist that poses an imminent threat to life, health, safety, or infrastructure, and must be immediately addressed.

Caltrans is pleased to continue its partnership with RTFH and the City of Lemon Grove to strengthen and expand the resources to connect unsheltered individuals with new opportunities in the community. If you have any questions about this letter, please contact me at (760) 594-2032 or by email at <shawn.j.rizzutto@dot.ca.gov>. Thank you for considering this request.

Sincerely,



J. SHAWN RIZZUTTO, P.E.  
Maintenance Division Chief  
District 11, Caltrans



## CITY OF LEMON GROVE

*"Best Climate On Earth"*

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### Office of the City Manager

Tamera Kohler, Chief Executive Officer  
Regional Task Force on Homelessness  
4699 Murphy Canyon Road  
San Diego, CA 92123

June 10, 2024

Dear Tamera Kohler,

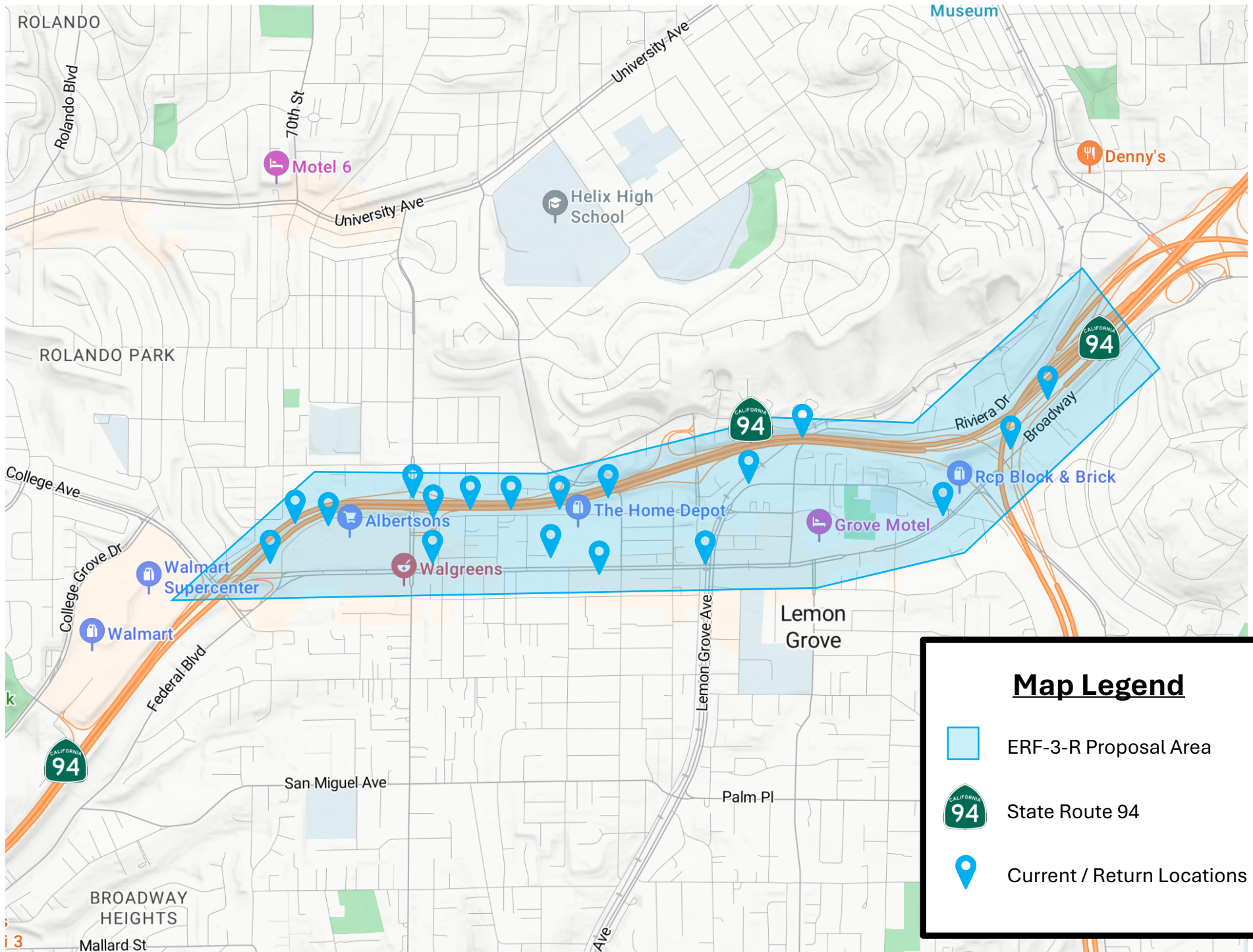
The City of Lemon Grove is pleased to provide this letter of support to the Regional Taskforce on the Homeless (RTFH) in support of the application for the Encampment Resolution Funding Program, Round 3, (ERF-3-R). The City of Lemon Grove recognizes the concerns surrounding homelessness in the community and in the encampment areas shared with the City of La Mesa and State right-of-way along the 94 Freeway. The City of Lemon Grove has made it a priority to work diligently in finding solutions, including exploring partnerships with non-profit organizations to aid in providing supportive services and short- and long-term housing solutions. RTFH's ERF-3-R proposal directly supports the Regional Community Action Plan to Prevent and End Homelessness in San Diego, with the goal of housing the unsheltered homeless in the encampment areas in our community.

The City of Lemon Grove has a history of working collaboratively with the RTFH to address homelessness, including being actively engaged with the RTFH as long-standing participants in the Continuum of Care's Full Membership. We are excited to continue this collaboration by supporting this actionable, person-centered proposal to resolve the experience of unsheltered homelessness for people residing in encampments in our city. The proposal will address the safety and wellness of people within encampments, resolve critical encampment concerns, and provide clear pathways to permanent housing. The proposal uses a coordinated approach which is data-informed, non-punitive, low-barrier, person-centered, and consistent with the principles of housing first.

We look forward to partnering with RTFH on this proposal as they continue to work collaboratively to connect people experiencing homelessness to permanent housing options that reduce and end homelessness.

Sincerely,

Lydia Romero,  
City Manager, City of Lemon Grove



### Map Legend



ERF-3-R Proposal Area



State Route 94



Current / Return Locations