



SHO ERF-5 Application Narratives: Full Unabridged Master (DRAFT V19, 06-15-2026)

Proposal Identifier: Humboldt CoC SoHum Zone

Part 1: Administrative Information Text Fields

Eligible Applicant Information

Eligible Applicant's Jurisdiction Type:	CoC
County where Applicant is Located:	Humboldt County

Contractor Information

Contractor Name: <i>(the legal entity the Department will enter into contract with to receive and administer the award)</i>	SoHum Housing Opportunities
FEIN or Tax ID Number:	83-2347520
Primary Contact:	Diana Copithorne
Job Title:	President, SoHum Housing Opportunities, Board of Directors
Email:	diana@sohumhousing.org
Phone:	(510) 409-2943
Secondary Contact:	Leonor Gualchi
Job Title:	Director of Programs and Operations
Email:	leo@sohumhousing.org
Phone:	(786) 516-3997
Contact Person for Reporting:	Jimmy Durchslag
Job Title:	Facilitating Consultant
Email:	jimmydur@asis.com
Phone:	(707) 498-4738
Authorized Representative:	Anjali Browning
Job Title:	Lead Consultant, Rise over Run (RôR) Strategies
Email:	anjali@rorstrategies.com
Phone:	(707) 572-7562

If Funded, what address should the check be mailed to?

Address:	PO Box 323
City, State, Zip:	Redway, CA 95560
Attention to:	Leonor Gualchi

Proposal Identifier

Humboldt CoC SoHum Zone

Part 2: Proposal Overview

2.A. Proposal Summary

Question: "Include an overview of all key components and/or phases of the proposal that will be funded wholly or in part with ERF Round 5 resources. This should be an executive summary of the proposal, to include (1) the encampment and population proposed to be served; (2) the core service/housing delivery model and; (3) the impact/outcomes proposed to be accomplished."

Response: SoHum Housing Opportunities (SHO) requests \$4,335,966 in Round 5 Encampment Resolution Funding (ERF-5) to address a newly formed encampment zone composed of 15 scattered pocket camps in a rugged, wildfire-prone region while delivering a structured path to shelter and permanent housing. Following coordinated work with Caltrans abatement to clear the four large ERF-3 encampments, SHO was able to bring the most vulnerable residents indoors, while remaining in contact with those who dispersed to smaller, more fractured camps. Because the 28 newly identified individuals targeted for this grant are geographically co-located alongside 17 remaining ERF-3 clients within a broader 45-person encampment zone, SHO will utilize a strictly braided service model to resolve the entire geographical area simultaneously. Populations moving between these geographically isolated camps pose serious wildfire danger, threaten critical watershed contamination along the Eel River, and create immediate vehicular hazards along frequently traveled roadways feeding into the Highway 101 corridor. Resolving this zone will end the Caltrans abatement cycle in District 1, which is currently in its third \$1.2M abatement contract.

In an environment of statewide funding reductions, this proposal is structured to maximize state and local investments. By strategically leveraging existing ERF-3 operational funding, donated physical infrastructure, and developing transitional work opportunities alongside the reinvestment of tenant rents, SHO ensures that ERF-5 dollars are directly deployed into long-term system capacity, capital expansion, and permanent housing subsidies.

To safely transition participants indoors while preventing any gaps in service, SHO will execute a carefully phased shelter expansion. As the current 20-bed motel shelter secured during ERF-3 sunsets at the end of April 2027, SHO will simultaneously bring online 10 ERF-3 tiny homes and 20 new ERF-5 shipping container units donated by the Betty Kwan Chinn Foundation, forming a unified 30-unit micro-village. To ensure zero supplantation of prior awards, ERF-5 operational funds and staff time are strictly fractionally billed to serve only the 28 newly identified individuals. ERF-5 capital is directed exclusively toward the necessary expansion of communal bathroom and kitchen facilities required to absorb this specific new cohort. Concurrently, SHO will invest in the immediate reactivation of a 9-bed domestic violence shelter, Women in Safe Haven (WISH)—the region's only facility for this purpose—by

funding 4 dedicated beds for this cohort, which provides sufficient funding to bring the full 9 beds online.

Shelter Capacity & Transition Timeline:

- 20 Bridge Shelter Beds (Johnston's Motel, ERF-3): Sunsets April 30, 2027
- 10 Tiny House Beds (Grange, ERF-3): Online May 1, 2027
- 20 Container Village Unit Beds (Grange, ERF-5): Online May 1, 2027
- 9 WISH Beds / 4 ERF-5 Dedicated (WISH House, ERF-5): Online immediately upon ERF-5 funding (anticipated September 2026)

To support permanent housing exits, SHO pairs this interim infrastructure with dedicated permanent housing pathways. The project sustains a 17-unit permanent housing master lease at the Lone Pine property—fractionally billing ERF-5 only for the units dedicated to the newly identified cohort—while preserving a dedicated Rapid Rehousing (RRH) fund to provide long-term housing support from any of these shelter and housing streams. Finally, SHO embeds long-term financial sustainability through a Transitional W-2 Workforce program. This initiative employs 5-10 lived-experience participants at any one time to maintain the sites and lead encampment abatement. This generates the localized W-2 income necessary for participants to meet SHO's 30% tenant rent contribution milestone within 90 days. As participants advance toward external employment, they pay an increasing share of rent and graduate from the work program, creating openings for new residents to enter the system. SHO reinvests these leveraged rent contributions directly back into the program to seed an unrestricted Damage and Repair Contingency Fund, extending rental assistance lifespans and ensuring long-term housing retention.

By braiding ERF-3 and ERF-5 resources, SHO's unified effort will assist an anticipated 94 individuals (51 ERF-3 + 28 ERF-5 + 15 projected inflow) and operate 39 permanent and interim shelter beds (30 Grange + 9 WISH) across the rural continuum. While this project alone will not entirely achieve Functional Zero for Southern Humboldt, it sustains critical momentum. By establishing the permanent regional bed capacity required to absorb inflow, it brings that goal within reach—ensuring that when episodes of homelessness do occur, they are increasingly rare, brief, and non-recurring.

2.B. People Served & Housed

- i. Number of people currently living in the prioritized encampment zone:** 45 (28 NEW)
- ii. If applicable, provide the inflow (number of people) projected into the prioritized encampment or encampment zone during the grant term:** 10 - 15 (*anticipated*)
- iii. Total number of people projected to live in the encampment or encampment zone during the grant term.:** 45-60 (28 - 43 NEW)
- iv. What is the total number of people projected to be served by this proposal during the grant term?:** 28 - 43 (NEW)
- v. Of those served, what is the total number of people projected to transition into interim housing?:** 28 - 43
- vi. Of those served, what is the total number of people projected to be housed in permanent housing?:** 18 - 25

2.C. Encampment Information

2.C.i. Characteristics of People Served

Question: "Describe the characteristics of the people living in the prioritized encampment or encampment zone, including demographics, household compositions, disabilities, and projected service and housing needs. Include how this information was gathered."

Response: The targeted cohort for this ERF-5 proposal consists of 28 newly identified, highly vulnerable individuals residing within a broader 45-person encampment zone across 15 off-grid pocket camps. They have been identified through multiple contacts with SHO and Redwoods Rural Health Center Outreach Workers, PIT contacts, Food Pantries and Meal Services programs. As SHO worked to resolve the four primary encampments through ERF-3 funds, a portion of the remaining entrenched population scattered. They moved into smaller, more remote pocket camps co-mingling with previously unidentified populations. Demographic data for the new 28-person cohort, tracked via HMIS identifiers tied to our GIS shapefiles, reveals a population composed of adults who are deeply trauma-impacted and historically service-resistant due to geographic isolation. Initial engagement data indicates the cohort is predominantly white, 65% male, 35% female. Many individuals experience co-occurring substance use and untreated severe mental illness, compounded by chronic physical health conditions exacerbated by living in rugged terrain. The household composition consists primarily of single adults and a few long-term unhoused adult couples.

SHO's proposed service model is specifically designed to address the unique barriers of this entrenched rural population through a dual-pathway approach that accommodates both willing participants and highly service-resistant individuals. Once trust is established, individuals transition into structured interim environments—including the Johnston Motel, the WISH House, and the forthcoming Phase 2 Grange micro-village expansion. Intensive case management focuses heavily on achieving document readiness, foundational stabilization, and diversion to all available resources. Finally, participants are placed into permanent housing via the Lone Pine master lease or scattered-site Rapid Rehousing (RRH), paired with ongoing case management, structured rental subsidies, and direct access to SHO's lived-experience workforce training program

2.C.ii. Physical Characteristics of the Prioritized Encampment

Question: "Describe the physical characteristics of the prioritized encampment or encampment zone. The description must include the specific location, physical size of the area, the types of structures at the site, whether vehicles are present, and any other relevant or notable physical characteristics of the site."

Response: The prioritized Encampment Zone comprises 15 scattered pocket camps geographically isolated within the rugged, off-grid timberlands surrounding the Redway and Garberville townships. Most of these scattered camps directly connect and feed into Caltrans rights-of-way along the Highway 101 corridor. Because of the extremely rugged terrain, standard municipal sanitation interventions (such as pump-serviced porta-potties) are physically impossible to deploy. The structures on these sites are primarily standard tents and makeshift, semi-permanent constructions cobbled together from tarps, scavenged wood, and scrap metal, alongside a small number of operational vehicles utilized for habitation. Consequently, abatement efforts will focus on a combination of targeted vehicular relocation and intensive deep-woods physical debris removal.

2.C.iii. Prioritization Justification (Impact)

Question: "Explain why this encampment site or encampment zone is being prioritized. Identify the distinguishing needs and/or vulnerabilities of the people living there and/or any health, safety, or other concerns that led the applicant to prioritize this site over other encampments."

Response: This zone is prioritized due to its critical intersection of environmental degradation, public safety hazards, and human vulnerability. Geographically isolated in dense timberlands, populations moving between these 15 camps pose significant risks of wildfire to Garberville and Redway, Eel River watershed contamination, and ongoing vehicular hazards along local roadways feeding into the Highway 101 corridor. Resolving this zone will end the Caltrans abatement cycle in District 1, which is currently in its third \$1.2M abatement contract. The 45 (28 NEW) historically service-resistant individuals identified require specialized off-grid engagement and peer-led abatement to safely transition indoors before another hazardous fire or winter season.

Attachment: Geographic Information System (GIS) Map Layer (see maps)

2.D. State and Local Collaboration (Risk Mitigation)

(i) Question: "Describe how the applicant intends to collaborate with state and local partners to mitigate risk and address safety concerns while ensuring a pathway for individuals living in encampments to move into safe and stable housing."

Response: To mitigate safety risks during implementation, SHO utilizes the Humboldt County CoC Coordinated Entry System (CES) for transparent prioritization. To govern these abatements and ensure safe transitions, SHO's response is guided by the County's encampment protocols and the Humboldt County Sheriff's standard operating procedures. The County of Humboldt confirms that its local encampment policies governing the specific encampment zones targeted by this proposal are compliant with the State's published Cal ICH Guidance on Addressing Encampments. Specifically, the Humboldt County Sheriff's Office (HCSO) Policy 429 'Homeless Persons' was recently deemed fully compliant by HCD during the County's HHAP-6 application process. The County will continue to utilize these compliant policies and procedures for any abatement activities in the project area.

Building on a long-standing relationship of joint encampment resolution, SHO maintains active coordination protocols with the Humboldt County Sheriff's Office and Caltrans District 1. This collaborative framework ensures that site abatements are strictly aligned with immediate housing availability, preventing unsafe displacement. Furthermore, SHO mitigates clinical risk by initiating referrals to DHHS Behavioral Health resources and the County Public Health outreach van directly at the shelter sites, utilizing normal referral access to county services to safely manage severe health crises.

Attachment: Local Jurisdiction Letter(s) of Support (required for CoC applicants only)

Compliance with Shelter Inspection and Reporting Requirements - Jurisdiction Applicants: Yes, to compliance sections. AB130 inspections passed and submitted to HCD, no findings.

Encampment Policy - Documentation of Full Compliance

(ii.) Is any part of the prioritized encampment or encampment zone on a state right-of-way? YES

Attachment: Caltrans Letter of Support (required for applications proposing to address encampments on a SROW) – Caltrans has stated they will provide this letter.

2.E. Proposal Outcomes and Timeline

Please note: "Proposal Outcomes" is a repeating section for adding proposal outcomes. Add as many outcomes as necessary to reflect all intended proposal outcomes. Each entry must include the following components:

1. Description of the Outcome: Define the intended result using the **SMART** framework—Specific, Measurable, Achievable, Relevant, and Time-bound.

2. Key Milestones: Identify the major milestones required to achieve the outcome. A milestone should be a point of progress that marks a key stage in implementation of the proposal.

3. Success Metrics: Provide a clear metric for how progress and success of each milestone will be measured.

4. Target Dates: Provide the target date for each milestone's completion.

Outcome 1: Interim Housing & Infrastructure Expansion Description

Safely transition the 28 newly identified highly vulnerable individuals from the target encampment zone into interim housing without gaps in service delivery.

- **Milestone:** Reactivate the Women in Safe Haven (WISH) domestic violence shelter by funding 4 dedicated beds.
Success Metric: 4 beds fully operational and accepting CoC CES referrals.
Target Date: 09/2026
- **Milestone:** Complete capital infrastructure expansion at the Grange site, including utility trenching, grading, and communal kitchen/bathroom expansions, utilizing ERF-5 funds to cover permit fees and leveraging existing local Shelter Crisis Declaration pathways to expedite approvals.
Success Metric: Certificate of Occupancy or final permit approvals secured for the expanded site infrastructure.
Target Date: 04/2027
- **Milestone:** Open the unified 30-unit Grange micro-village, integrating the 10 ERF-3 tiny homes and 20 new Betty Kwan Chinn Foundation shipping containers.
Success Metric: 30 non-congregate beds and the integrated safe parking zone are fully operational.
Target Date: 05/2027

Outcome 2: Encampment Resolution & Site Restoration Description:

Permanently resolve the 15-camp off-grid zone including 1 along the Highway 101 state right-of-way, mitigating wildfire risk and ending the recurring Caltrans abatement cycle.

- **Milestone:** Launch the Transitional W-2 Workforce program to initiate the off-grid pack-in/pack-out sanitation and targeted material exchange.
Success Metric: 5 to 10 lived-experience participants actively employed part-time and conducting weekly site abatement.
Target Date: 10/2026
- **Milestone:** Execute targeted vehicular relocation and deep-woods debris removal in coordination with Caltrans District 1 and the Eel River Cleanup Project.
Success Metric: Total tons (or cubic yards) of physical debris removed and linear miles of the Eel River watershed & roadways cleared.
Target Date: 12/2027
- **Milestone:** Complete full physical resolution of the targeted geographic zone.
Success Metric: Zero active unhoused camps remaining in the prioritized Highway 101 state right-of-way corridor.

Target Date: 06/2028

Outcome 3: Permanent Housing & Financial Sustainability Description:

Transition interim shelter residents into permanent housing using braided subsidies, ensuring long-term housing retention through active income generation.

- **Milestone:** Execute individualized Housing Stabilization Plans (HSPs) prioritizing progressive engagement and income generation.
Success Metric: 100% of capable participants are actively earning localized W-2 income or are successfully enrolled in standard entitlement benefits.
Target Date: 12/2027
- **Milestone:** Transition participants from the Grange and WISH shelters into permanent residential units (Lone Pine or Scattered Site).
Success Metric: Full utilization of the fractionally billed 17-unit Lone Pine master lease and the \$250k Rapid Rehousing fund.
Target Date: 09/2029

Proposal's Standardized Timeline Dates:

- **Date by which outreach to the people living in the prioritized encampment site or encampment zone began / will begin:** 04/01/2026
- **Date by which the proposal will reach full operating capacity:** 05/2027
- **Date by which placements into interim or permanent housing will begin:** 09/2026
- **Date by which all projected permanent housing placements will be complete:** 09/2029

2.F.i. Housing First (11-Point Required Portal Responses)

Question: "Describe how the proposal exemplifies all Housing First core components."

(1) "No requirements for sobriety, treatment, or service participation to be selected for a program."

Response (1): SHO's programs are low-barrier; there are absolutely no preconditions for entry regarding employment, income, sobriety, or clean criminal backgrounds. Admission relies strictly on vulnerability, desire for program entry, and membership in the target population. SHO also coordinates with the local CES to prioritize individuals at the highest need for assistance and to coordinate care across the continuum. While our primary sites are low-barrier, we offer dedicated beds at WISH for DV survivors who actively choose and require a secure, sober-living environment.

(2) "No rejections for financial or rental history, most criminal convictions, or lack of "housing readiness."

Response (2): Tenants are never screened out for poor credit, prior evictions, or lack of income. The program is designed specifically to accept individuals who traditional landlords would reject.

(3). "Accept referrals from all areas of the homelessness response system utilized by vulnerable people experiencing homelessness."

Response (3): SHO accepts direct referrals from the Humboldt County CoC Coordinated Entry System (CES), local street outreach teams, and public health partners to ensure access for the most vulnerable populations.

(4). "Service plans are participant-driven and supportive services emphasize engagement and problem solving."

Response (4): Supportive services are highly customized and entirely voluntary. Case management focuses on participant-driven goal setting through individualized Housing Stabilization Plans, emphasizing housing retention and progressive engagement without coercion.

(5) "No requirement to participate in services in order to receive or retain housing."

Response (5): Refusal of supportive services does not jeopardize a resident's housing or shelter status. Services are offered as a resource, never as a mandate for tenancy.

(6) "Participants provided a lease in permanent housing. Not required for participants in temporary housing settings."

Response (6): Tenants in permanent housing placements hold standard residential leases that provide full tenancy rights and legal protections under California law.

(7) "No evictions solely for drug or alcohol use, without other lease violations."

Response (7): We utilize a harm-reduction model; evictions do not occur solely for substance use. Eviction is considered an absolute last resort.

(8) "Use coordinated entry system or process to prioritize people based on vulnerability criteria."

Response (8): All clients are tracked in HMIS, and SHO actively participates in local CES coordination meetings to prioritize individuals with the highest acuity and longest histories of homelessness, ensuring care is coordinated across the continuum.

(9) "Providers are trained in and use evidence-based practices."

Staff are trained in evidence-based strategies including Trauma-Informed Care, Motivational Interviewing, and progressive engagement methodologies.

(10) "Services use a harm-reduction philosophy to engage with participants."

Outreach and shelter staff utilize a comprehensive harm-reduction philosophy that extends beyond substance use. This includes delivering trauma-informed care, maintaining low-barrier entry requirements, providing reasonable accommodations for disabilities, and connecting residents to standard County Public Health mobile outreach services to access safe-use and testing supplies.

(11). "Physical changes in units accommodate disabilities and promote health."

The Grange micro-village and master lease units incorporate physical modifications (such as ramps and accessible bathrooms) to ensure barrier-free access for participants with mobility impairments.

2.F.ii. Centering People (Lived Experience)

Question: "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 incorporated."

Response: The design of this ERF-5 proposal is directly rooted in the perspectives of people with lived experience of homelessness. Through ongoing field engagement, SHO outreach workers actively surveyed individuals residing in the target encampment zone, as well as current ERF-3 participants, to understand their specific barriers and housing preferences. Participants consistently identified the lack of accessible income opportunities as their primary obstacle to long-term stability. In direct response to this feedback, SHO created the Transitional W-2 Workforce program to provide immediate economic empowerment.

Furthermore, input from the encampment population heavily influenced the physical design of the interim housing. Recognizing this highly independent cohort's need for privacy and autonomy, SHO prioritized non-congregate shelter units and established low-barrier policies allowing pets to accompany their owners in all programs. Based on direct participant requests for community-building spaces, the Grange micro-village was specifically designed to include a basketball hoop, expanded community gardens (building on successful participant-led gardening in ERF-3), and a central community room with an expanded kitchen and pantry. This design accommodates large, community-building communal meals while also providing areas for self-prepared meals, offering residents flexibility and expressly avoiding an institutional, cafeteria-style dining model.

During implementation, lived experience will remain central. Crucially, an original ERF-3 participant who successfully transitioned indoors has now been a full-time SHO employee for over a year. She has been an essential voice in the development of this ERF-5 proposal and is instrumental in building trust and bringing current participants indoors. She is actively being groomed to step into the dedicated Lived Experience Team Lead role, where she will guide the Transitional W-2 Workforce. This workforce employs 5-10 program participants at a time to maintain the sites and lead abatements. To ensure trauma-informed boundaries and psychological safety, these employees are not required to clear their own former encampments or the active sites of their peers.

2.F.iii. Sanitation Services

Question: "Describe how the proposal will provide sanitation services to those living in the prioritized encampment. This may be through ERF Round 5 funds or by a jurisdiction or nonprofit entity"

Response: Because standard municipal sanitation interventions (such as pump-serviced porta-potties) cannot navigate the rugged timberland terrain, ERF-5 directly funds a multi-tiered, off-grid environmental protection strategy:

- **Pack-In/Pack-Out Sanitation:** To prevent critical watershed contamination, outreach staff and the peer-led W-2 workforce distribute and manage biodegradable sanitation kits and composting latrine materials, ensuring human waste is safely contained and removed from the environment while residents await transition indoors.
- **Targeted Material Exchange (Hoarding Mitigation & Spatial Bounding):** Chronic hoarding in remote camps rapidly escalates into severe fire hazards and environmental degradation. To combat this, outreach staff utilize a targeted material exchange program. By providing heavy-duty totes to establish spatial bounding and trading filled trash bags for allowable basic-needs survival supplies—such as propane, D-batteries, and pet food—staff incentivize immediate debris removal while simultaneously building critical trust with service-resistant individuals.
- **Life-Safety Abatement & Defensible Space:** In dense timberlands, unregulated camps pose an extreme wildfire threat. Abatement efforts are therefore explicitly tied to strict life-safety metrics.

Program participants are required to maintain mandatory 10-foot defensible fire breaks around their shelters. This is facilitated and monitored directly by the peer-led Transitional W-2 Workforce and outreach staff.

2.F.iv. Community Organizations Engaging Residents

Question: "Provide a list of community organizations or groups currently supporting or engaging with encampment residents, and the services being provided by those organizations."

Response: SHO coordinates with a large network of community organizations both locally and out of the immediate area.

- Redwoods Rural Health Center and SoHum Health provide clinical coordination
- Food for People and our local church partners provide food security assistance
- Humboldt Soup's On has offered to train staff on service delivery.
- The Betty Chinn Foundation engages residents by providing out-of-area overnight stays to offset transportation barriers when seeking services, job training, and treatment
- The Eel River Cleanup Project will coordinate with SHO's workforce on deep-woods trash removal.

In ERF-5, we are developing relationships with the North Coast Grower's Association, California Conservation Corps, and College of the Redwoods to work with residents on expanding local food security, site restoration, and education opportunities. Many local volunteers help with gardens, food pantries, and laundry for our residents. SHO case workers assist participants in accessing standard DHHS Behavioral Health and Public Health entitlement services and resources.

Part 3: Implementation Strategies

3.A.i. Outreach Strategy

Question: "Describe the proposed outreach and engagement strategy, case management, and/or service coordination that will be provided to individuals while in the encampment, interim housing (if applicable), and permanent housing. Include the ratio of staff to people served, frequency of engagement, and length of service periods."

Response: Resolving these scattered camps requires sustained, off-grid engagement. Outreach staff and RRH staff work with the transitional workforce to keep a maximum of 1:15 staff-to-participant ratio. Engagement occurs daily for high-acuity individuals and weekly for stabilized individuals across a 36-month progressive service model, ideally working with residents from highest intensity to increasing independence. To combat chronic hoarding that escalates into fire hazards, staff utilize a targeted material exchange—trading filled trash bags for high-value rural supplies (propane, D-batteries) and focus on issues of safety over visible clutter. Abatement is explicitly tied to life-safety metrics, health, and sanitation.

3.A.ii. Safe Parking Sites

Question: "Does this proposal include operating safe parking sites while locating interim or permanent housing for people experiencing homelessness living in vehicles or recreational vehicles? YES."

Provide a description of how your project intends to acquire sites for safe parking, operate the sites, provide services at the safe parking sites, and/or increase safe parking site hours.

Response: To accommodate vehicular homelessness without letting it dominate the footprint, the

Grange micro-village includes dedicated safe parking capacity for functional participant vehicles. Operations for these vehicles are fully integrated into the Grange's standard 24/7 site management. Vehicle residents have full access to communal kitchens, bathrooms, and case management on-site without requiring separate, isolated programming, ensuring a unified community environment. While we have space for safely parking and receiving services, our focus is on transitioning individuals indoors wherever possible and as soon as possible.

3.A.iv. Maintain Interim Housing Capacity Post-Grant

Question: "Describe the strategies and resources that will be employed to maintain this interim housing capacity after the ERF 5R grant term ends"

Response: The Grange micro-village utilizes a sustainable operational model. Upon the grant's sunset, the physical infrastructure (Betty Chinn containers and ERF-3 tiny homes) will remain permanently owned by SHO with zero ongoing debt service. To sustain ongoing operations, SHO will aggressively pursue future state and federal grant cycles while leveraging interest-earned funds to establish a dedicated 6-month operating reserve. Furthermore, ERF-5 will be used as a catalyst to build a robust volunteer and donor base. SHO intends to build a sustainable monthly-giving program, targeting \$5,000 in recurring monthly donations by the end of the grant period to augment ongoing operations and supplement shared community fundraising with Community Cornerstone. Similarly, the 4 beds at the WISH House will be sustained through a joint fundraising campaign executed between SHO and the WISH organization.

3.A.v. Maintain Permanent Housing Capacity Post-Grant

Question: "Describe the strategies and resources that will be employed to maintain this permanent housing capacity after the ERF 5R grant term ends."

Response: SHO's master-lease and employment model is designed for resilience. Rather than relying on unavailable long-term federal vouchers, permanent capacity is sustained by ensuring that every participant secures some form of reliable income—whether through W-2 employment or benefits—prior to program exit. To assist clients in stabilizing on their own, SHO is actively developing a "Rent Contribution Match Fund" through strategically growing our donor base. Because the local Housing Authority currently has no new vouchers available due to federal cuts and existing subsidized units are heavily concentrated out of the area in North County, SHO utilizes a dynamic exit strategy. In ERF-5, SHO will continue to navigate eligible participants into out-of-area site-based rental assistance programs, tribal projects, and full-care facilities, as well as assist with family reunification or gradually accessing self-pay market-rate housing as their income stabilizes. By proactively utilizing these external release valves, SHO ensures the ERF-funded beds and vouchers remain fluid and capable of absorbing ongoing inflow.

Permanent Housing Opportunity 1

Portal Field	Response
Name of the permanent housing opportunity <i>(50-character limit)</i>	Lone Pine Master Lease
Capacity # rooms/units	17 Units
Estimated total number of people proposed to	17 <i>(Adjust this number if couples will</i>

be housed through this permanent housing opportunity during the grant term.	<i>increase the headcount per unit)</i>
Is this permanent housing capacity prioritized or set aside for this proposal?	<i>Prioritized (Because it is fractionally billed/shared with ERF-3)</i>
Is this opportunity funded by ERF 5R?	Yes, partially
Describe the strategies and resources that will be employed to maintain this permanent housing capacity after the ERF 5R grant term ends. (500-character limit)	Capacity is sustained by ensuring every participant exits with reliable income (W-2 or benefits). SHO is launching a donor-fueled "Rent Contribution Match Fund" to help clients stabilize independently. Because federal cuts have frozen new vouchers, SHO uses a dynamic exit strategy, relocating clients to areas with higher unit availability, executing family reunifications, or supporting transitions to self-pay market housing as incomes stabilize.

Permanent Housing Opportunity 2

Portal Field	Response
Name of the permanent housing opportunity (50-character limit)	Scattered Site Rapid Rehousing (RRH)
Capacity # rooms/units	Varies (Scattered Market-Rate Units)
Estimated total number of people proposed to be housed through this permanent housing opportunity during the grant term.	11 (<i>Represents the balance of the 28-person ERF-5 cohort</i>)
Is this permanent housing capacity prioritized or set aside for this proposal?	Set aside only for ERF 5R
Is this opportunity funded by ERF 5R?	Yes, entirely
Describe the strategies and resources that will be employed to maintain this permanent housing capacity after the ERF 5R grant term ends. (500-character limit)	As subsidies taper, capacity is sustained by securing participant income via the W-2 Workforce or entitlement benefits. SHO transitions participants off the subsidy entirely by supporting them into self-pay market-rate housing, moving them to out-of-area subsidized units, or reunifying them with family. To maintain landlord relationships post-grant, SHO reinvests

	leveraged funds into an unrestricted Damage and Repair Contingency Fund to ensure ongoing landlord retention.
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3.A.vi. Commitment to Deliver Permanent Housing

Question: "Demonstrate the applicant's commitment and ability to deliver permanent housing solutions to the people living in the prioritized encampment or encampment zone. This may include but is not limited to providing examples of prior successful efforts to permanently house similarly situated individuals."

Response: SHO supports permanent transitions via a sustained 17-unit PH master lease at Lone Pine and a dedicated \$250k Rapid Rehousing fund. SHO demonstrates a proven track record of permanently housing this exact demographic. During Project Roomkey, SHO successfully navigated numerous highly vulnerable residents into long-term supportive housing. Building on that foundation in ERF-3, SHO recently navigated an individual into a north county shelter through our partnership with Betty Chinn, and then through CES into permanent supportive housing with site-based assistance at the state-funded Providence Mother Bernard Homekey project. By focusing on removing historical service coordination bottlenecks, SHO continues to improve upon its housing placement throughput and accelerate outcomes.

3.A.vii. Tailoring to Specific Needs

Question: "Describe how this proposal is tailored to meet the needs and preferences of the specific individuals living in the prioritized encampment or encampment zone."

Response: SHO recognizes that true Housing First requires dynamic client choice and deeply customized physical environments. Because this historically service-resistant, off-grid cohort highly values their independence, the Grange micro-village was specifically designed around private, non-congregate living spaces that allow residents to safely shelter with their pets. Based directly on lived-experience input, the site features designated safe spaces for outdoor cooking—a practice many are accustomed to—alongside a community room equipped for independent meal preparation rather than a forced, institutional cafeteria model. Recognizing the physical toll of living in rugged terrain, all units and communal spaces integrate ADA accessibility and reasonable accommodations (such as ramps) for our aging individuals and those with physical disabilities. Furthermore, to ease the transition indoors without forcing participants to abandon their possessions, SHO provides a commercial-scale storage area to safely secure extra belongings without cluttering living spaces. Finally, for those whose specific trauma requires an entirely different environment, SHO master-leases 4 dedicated beds at the WISH House, offering a highly secure, trauma-informed, sober-living model for domestic violence survivors.

3.A.viii. Prevent Displacement

Question: "Describe strategies the applicant will use to ensure that people are not displaced from the prioritized encampment or encampment zone 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."

Response: SHO actively responds to encampment abatements in close coordination with the Sheriff's

Office and Caltrans to offer immediate services and reduce trauma during clearings. While bed availability is a current challenge in our rural system, our primary operational goal with this ERF-5 shelter expansion is to ensure that enforcement actions are never conducted without a direct, immediate bed available for displaced individuals. By building a staggered inventory of 34 interim beds and fractional master leases, outreach staff will be able to efficiently sequence transitions so that camp clearings are voluntary and immediately result in indoor placements, effectively preventing displacement to other unsheltered locations.

3.A.ix. Prevent Returns to Homelessness

Question: "Describe specific strategies and/or services the applicant will use to prevent returns to unsheltered homelessness among people from the prioritized encampment or encampment zone who are sheltered and housed through this ERF proposal. Include whether these strategies will be funded with ERF 5R funds and, if not, what other resources will be leveraged."

Response: While adhering strictly to Housing First principles, SHO balances low barriers with progressive engagement. Rather than mandating participation, SHO incentivizes progress. Staff work collaboratively with residents to develop individualized Housing Stabilization Plans (HSPs) and conduct monthly progress reviews, encouraging participants to actively partner with us to obtain and maintain their housing. Because we operate a multi-tiered system, if a participant does not succeed in a permanent housing placement, SHO can catch them in our shelter system or work to rapidly rehouse them, ensuring continuous support rather than a return to homelessness. Although shelter is never a prerequisite for housing, we prioritize shelter-to-housing pathways whenever possible. We find that giving people time to stabilize in our interim facilities—learning basic life skills and how to be a good neighbor or tenant—greatly increases their long-term success in retaining permanent housing. However, the core design of the Grange micro-village recognizes that some individuals may take a long time to be ready for a landlord, or may never want to live in a traditional indoor apartment. The micro-village safely allows for all of those options without forcing a return to the streets.

3.A.x. Managing the Dynamic Nature / Inflow

Question: "Describe how this proposal considers and plans for the dynamic nature of encampments including potential inflow of people into the prioritized encampment or encampment zone."

Response: SHO proactively manages inflow through continuous field engagement. Outreach workers actively monitor the encampment zone for new arrivals. As camps are cleared, SHO utilizes the peer-led Transitional W-2 Workforce to perform regular abatement work, keeping those camps from re-forming. Simultaneously, outreach staff engage any newly identified individuals, offering shelter and services as space becomes available.

3.A.xi. Property Storage

Question: "Describe how participants in this ERF proposal will be supported with continued access to, and storage of, their personal property while in the encampment, interim housing (if applicable), and through moving into permanent housing."

Response: One of the major advantages of SHO's recently purchased adjacent property—formerly known as "Don's Tow Yard"—is that it came equipped with a large workshop that is actively being converted into a secure storage facility. To eliminate the fear of property loss, residents' excess belongings will be safely toted, labeled, and stored for access during regular operating hours. Additionally, SHO plans to equip the individual shelter units with outside bicycle and cart storage to accommodate daily mobility needs.

3.A.xii. People with Pets

Question: "Describe how participants in this ERF proposal who have service animals and/or pets will be supported while in the encampment, interim shelter (if applicable), and permanent housing."

Response: SHO recognizes that pets are family and a vital source of emotional support. Non-aggressive pets are fully allowed in all shelter and housing facilities. To ensure the health and safety of these animals during the transition indoors, SHO formally partners with Companion Animal, Critters without Litters, and local volunteers to secure and fund essential veterinary, spay, and neuter care for clients' pets.

3.A.xiii. Needs of People Who Do Not Transition

Question: "What strategies does the applicant propose for addressing the needs of people living in the prioritized encampment or encampment zone who do not transition into interim or permanent housing?"

Response: For the most historically service-resistant individuals who may ultimately refuse indoor sheltering—such as a specific couple currently driving over \$200,000 in Caltrans abatement costs—SHO deploys a pragmatic harm reduction strategy. Recognizing that some individuals will remain unsheltered, outreach gently transitions them to lower-impact, safe campsites to mitigate both human harm and financial cost to the broader community system. Outreach teams continue to provide basic survival supplies, sanitation kits, and continuous engagement until they are ready to accept shelter.

3.A.xiv. Coordination with Caltrans

Question: "If the encampment, encampment zone(s), or scattered sites proposed to be addressed are located on state right-of-way (SROW), what is the applicant's strategy to coordinate with Caltrans to avoid displacement and address the needs of the individuals living in the encampment?"

Response: SHO maintains highly active, on-the-ground coordination with Caltrans District 1, which is now down to only one remaining camp on the Highway 101 corridor in this district. SHO receives regular alerts from Caltrans whenever a camp is recorded, and the two agencies work directly together on the abatement process. When Caltrans provides a notice of abatement, SHO outreach staff immediately respond to the site to work with the residents. Staff ensure residents understand what is happening, offer immediate transition options, and, if an indoor shelter bed is not immediately available, offer to help move their belongings to another safer site. Crucially, SHO tracks these individuals after they move to continue engagement and prevent them from falling out of the system.

3.B. Responsible Use of Funds (Budget Justification)

Question: "Explain why the proposal is a responsible and effective use of the requested funds based on how many people it will serve during and after the grant term. State the services and housing that will be provided, describe any lasting community benefits such as expanded interim or permanent housing capacity, and explain how the ERF 5R funding request was calculated."

Response: The \$4,335,966 request is highly leveraged and cost-effective because it heavily incorporates in-kind community assets to generate lasting community benefits. Rather than solely funding temporary services, the \$1.1M Interim Housing budget establishes permanent, 15-to-30-year capital infrastructure by expanding the Grange from 10 to 30 beds (via 20 units of converted shipping containers donated by the Betty Kwan Chinn Foundation, delivered onsite at zero cost to the state) and

rapidly rescuing WISH, a critical 9-bed domestic violence facility—the only one in the region—with zero capital outlay and minimal operating cost.

Crucially, this budget request bypasses the exorbitant capital costs and prevailing-wage delays typical of traditional housing acquisitions. By executing a 17-unit master lease at the Lone Pine property, SHO has created a highly agile "Homekey-Lite" intervention. This delivers the concentrated, site-based impact and immediate operational control of a property acquisition at a fraction of the time, cost, and risk. Rather than functioning as a static end-point, Lone Pine operates as an active launchpad.

SHO's Transitional W-2 Workforce program acts as an essential economic multiplier, infusing funds back into the shelter and housing ecosystem via tenant rent contributions while building the foundation for a long-term job-training and placement program. As participants achieve income stabilization and meet SHO's 30% tenant rent contribution milestone, their monthly rent payments are reinvested into an unrestricted Damage, Repair, and Rental Match Contingency Fund. This expands our localized rental assistance capacity, stretches the lifespan of the ERF-5 funds, and helps support long-term housing retention well past the grant term.

While achieving Functional Zero may seem unrealistic in major urban centers, rural homelessness is fundamentally different. Participants here are not trapped in systemic urban poverty cycles; they are bottlenecked by geographic isolation from services and a stagnant local economy. By addressing these barriers, SHO's shelter, income stabilization, Homekey-Lite, and transition voucher ecosystem, charts a course for reaching Functional Zero in the Southern Humboldt zone. The total regional cohort over the 36-month grant term is projected at 94 individuals (51 ERF-3 clients, 28 newly identified ERF-5 clients, and an anticipated maximum inflow of 15). To serve this population, SHO is operating 62 concurrent placements (34 interim beds and 28 permanent "launchpad" spots). Because SHO is actively accelerating out-of-system resolutions—projecting that roughly 25% of the cohort will exit the local system entirely via family reunifications, long-term care facilities, and out-of-area placements—the 62 local placements will only need to cycle approximately 70 individuals over three years. As participants stabilize and earn income through the transitional work program and/or connection to entitlement benefits, they gradually transition off subsidies, ensuring the system retains the ongoing vacancy rate necessary to sustain sufficient bed capacity to absorb future inflow long after the ERF grant sunsets.

Importantly, bringing the Grange online establishes the region's first permanent capacity to operate emergency overnight weather sheltering. Currently, there is absolutely no overnight weather shelter in Southern Humboldt; in previous seasons, unhoused individuals have tragically died from exposure while attempting to travel 70 miles to the nearest facility in North County.

Beyond potentially housing up to 94 individuals (51 ERF-3 + 28 ERF-5 + 15 projected inflow), this funding delivers significant systemic cost savings. By resolving this off-grid encampment zone, SHO will help reduce catastrophic wildfire and residential fire risks that could otherwise multiply significantly. The project will mitigate watershed degradation along the Eel River and end a costly, recurring Caltrans abatement cycle along the Highway 101 corridor that currently exceeds \$2.5M in District 1. Finally, the Humboldt County Sheriff's Office, California Highway Patrol (CHP), and the local hospital report that ongoing encampment resolution efforts have significantly reduced emergency service and public resource utilization. Because emergency response and abatement in remote, rugged terrain is disproportionately expensive per capita, reducing or ending homelessness here halts a severe, recurring drain on local and regional budgets, making this project a pragmatic and high-impact investment for the State and our County.

Leveraged Resources

Estimated dollar value of secured, non-ERF 5R resources that will help meet this proposal's outcomes:
\$1,654,138.40

Funding source or in-kind contribution secured	\$ value of resource	Description of how the resource will be used to help meet the proposal's outcomes (Max 250 characters)
ERF Round 3: Purchase of Property (<i>Real Estate Acquisition</i>)	\$352,609.64	The Grange and Don's Tow Yard properties, purchased via ERF-3, provide the debt-free land footprint required for the ERF-5 30-bed micro-village expansion and secure storage facility.
ERF Round 3: Road Work, Site Preparation, Building Remodel	\$193,049.65	Provides the foundational site grading, physical land preparation, and building remodels necessary to safely host the expanded ERF-5 micro-village.
ERF Round 3: Tiny House Shelters & Hygiene	\$120,000.00	10 tiny homes, electrical setups, and hygiene units procured during ERF-3 are directly integrated into the ERF-5 micro-village, expanding non-congregate capacity alongside the containers.
ERF Round 3: Site Engineering	\$85,000.00	Leverages prior structural and civil engineering investments at the Grange site, bypassing costly and lengthy preliminary planning phases for the ERF-5 expansion.
ERF Round 3: Operational Funding	\$383,261.00	Leveraged to fund core administrative and programmatic staff positions through June 2027, ensuring zero supplantation of funds and a seamless bridge into ERF-5 operations.
ERF Round 3: Outreach Van (<i>Capital Asset</i>)	\$30,818.11	The fully-owned outreach van purchased under ERF-3 provides the rugged transit required for teams to immediately deploy off-grid sanitation kits and transport remote clients.
Peer-Support Housing Units (<i>In-Kind Rent</i>)	\$57,600.00	SHO donates the rental value of two units (valued at \$800/mo for 36 months) to house live-in experienced peer-community members who provide stabilizing presence and informal conflict de-escalation at the Grange.
WISH Facility (<i>In-Kind Capital & Operations</i>)	\$180,000	Bypasses costly capital Tenant Improvements. Leased sites include existing comprehensive video surveillance systems, live-in staff quarters, and furnished community/office spaces for immediate operational control. (<i>5 non-ERF beds × \$1,000/month × 36 months (the grant term) = \$180,000 in leveraged operational value.</i>)
Betty Kwan Chinn Foundation (<i>In-Kind Infrastructure</i>)	\$125,000.00	Infrastructure donation consisting of 20 shipping container units delivered on-site at zero cost to the state to expand the Grange micro-village capacity.
Lone Pine Master Lease Built-In Infrastructure (<i>In-Kind Tenant Improvements</i>)	\$30,000	Bypasses costly capital Tenant Improvements. Leased site includes existing comprehensive video surveillance systems, live-in staff quarters, and furnished community/office spaces for immediate operational control.
Mateel Community Center (<i>In-Kind / Reduced Rent</i>)	\$46,800.00	Secured via a renewable MOU, the center provides commercial kitchen access at a \$150/day discount (2 days/week). This \$15,600 annual in-kind value allows cost-effective preparation of

		community meals.
Donated Materials & Volunteer Labor <i>(In-Kind Capital)</i>	\$50,000.00	Local volunteer labor and donated materials utilized to retrofit and upgrade the large, powered workshop at Don's Tow Yard into a secure, weather-proof property storage facility.

Attachment: ERF 5 Budget (attached)

3.C. Key Entities and Staff

Administering Unit

Question: "Describe the specific unit or office within the jurisdiction or CoC that would administer this proposal. Then describe their role and primary responsibilities for this proposal. Finally, if this entity has managed a complex homelessness project or grant, describe how those experiences informed this proposal."

Response: SoHum Housing Opportunities (SHO) serves as the primary administering unit and lead applicant. SHO holds direct responsibility for program administration, fiscal management, HMIS data compliance, and the overarching operation of both outreach and interim/permanent housing sites. SHO's capacity is built on deep community roots; prior to ERF-3, SHO began by operating food pantries and later managed a Project Roomkey site. Through Project Roomkey, SHO developed a core understanding of the region's homeless population and the complex challenges of bringing highly vulnerable individuals indoors while navigating serious gaps in local care systems. By partnering with Redwoods Rural Health Center during that project, SHO successfully kept elderly and infirm residents safely housed and navigated successful permanent exits for the majority of the cohort. This foundational experience integrated SHO into the broader emergency homelessness response system, growing their regional resource network and establishing their ongoing use of HMIS and CES. Building on this growth, SHO subsequently and successfully managed the complex ERF-3 grant. This trajectory directly informed the ERF-5 design, specifically the decision to request a dedicated Data Specialist and Systems Support consultation to ensure rigorous compliance and seamless coordination across multiple braided funding streams.

Key Partners

Question: "Describe key partners that will be responsible for implementing this ERF proposal and achieving the proposal's outcomes (e.g. service providers, public agencies, development entities etc.). Then, describe their roles and responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal."

Response: SHO's operational framework relies on expert partners for responding to encampments and coordinating care.

- Caltrans District 1 and the Humboldt County Sheriff's Office coordinate right-of-way abatements with SHO outreach workers who work to determine housing availability.
- Rise over Run Strategies (RôR) serves as the primary capacity-building and compliance partner. Having successfully guided SHO through the complex administration, data management, and programmatic requirements of the previous ERF-3 grant, RôR continues to be responsible for designing and documenting core operational procedures, training leadership and staff, serving as the technical liaison with the Humboldt County CoC to manage HMIS and CES integration, and ensuring rigorous alignment with HCD standards to ensure direct client outcomes.
- The Betty Chinn Foundation serves as a crucial infrastructure partner (donating 5 shipping

containers preconfigured to serve as 20 sleeping units) and provides out-of-area shelter, and assistance with navigating housing placement in northern Humboldt.

- To coordinate clinical and behavioral care, SHO case workers will facilitate standard service referrals and support access to local or County-based medical and behavioral health services as appropriate, utilizing the program's mobile outreach van to overcome rural transportation barriers.
- SHO will connect its lived-experience workforce to work with the Eel River Cleanup Project (ERCP) to safely execute deep-woods trash removal.
- The WISH organization operates the specialized, trauma-informed DV beds via an operational MOU.

Since receiving the ERF-3 grant and hiring hands-on consultants with expertise in the administrative and management requirements as well as in the day-to-day operations, SHO has developed significant experience and internal capacity for managing and reporting on complex state homelessness grants. Our prior successes and challenges operating in rural Humboldt County directly informed this ERF-5 proposal's design.

Cross-Jurisdictional Collaboration

Question: "Describe specific examples of how the jurisdiction(s) and/or the CoC have collaborated on the design and implementation of this proposal."

Response: Implementation requires the active, multi-level coordination of the Humboldt County CoC (Humboldt Housing and Homeless Coalition, or HHC), the County of Humboldt (including DHHS and Public Health), and Caltrans District 1. To ensure robust regional alignment, SHO regularly attends the HHC general meetings, which unify homeless service providers and advocates across the county. Through this forum, SHO presented its ERF project to gain collaborative feedback and align with broader CoC services. Furthermore, SHO presented the proposal directly to the HHC Executive Committee for critical feedback and formal CoC approval.

To ensure the operational model was grounded in reality, SHO proactively collaborated with and conducted site visits to Arcata House Partnership, the Eureka Rescue Mission, the Betty Kwan Chinn Day Center, and Blue Angel Village—as well as multiple successful programs outside the area—to integrate their best practices into this proposal's design.

Finally, on a hyper-local level, SHO participates in the "South County Homes for All" working group to ensure local municipalities and the Chamber of Commerce are aligned with these state-funded encampment resolution goals, successfully bridging state (Caltrans), county (DHHS/Sheriff/CoC), and local (Chamber) jurisdictions into a single, unified effort. Additionally, SHO actively participates in the region's emergency weather response network. Until now, this network has been forced to rely solely on daytime warming center services at the local Tuesday Baptist Church. The ERF-5 funding finally provides the physical infrastructure needed to activate life-saving, localized overnight capacity during extreme weather events.

Optional Upload: Evidence of Cross-Jurisdictional Collaboration

Property Control

Question: "Identify any entities that have a right to and/or control of the property upon which the encampment site resides. Describe how the applicant has engaged with these entities and confirm that each of these entities has committed to allowing the implementation of this proposal."

Response: The 15 scattered pocket camps comprising the prioritized encampment zone span public and private property control, including State Right-of-Way (SROW) managed by Caltrans District 1,

private timberlands, and private landowners. For encampment zone on SROW, Caltrans holds direct property control and SHO maintains an active partnership with the Caltrans encampment coordinator, who is fully committed to this proposal as the mutually recognized path to permanently close their remaining active camp corridor in the district. For the remaining pocket camps situated on privately owned parcels, SHO's leadership and outreach team have established direct contact with these stakeholders, who frequently experience property damage and wildfire liabilities. These private entities have formally committed to allowing SHO and Caltrans continuous access to their properties to execute the abatements and fully implement this proposal.

Key Staff

Title	Currently filled position?	FTE of staffing that will support this proposal	Funded by ERF 5R and/or leveraged funds?	Brief description of duties
Director of Programs	Yes	1.00 FTE	Both	Oversees multi-site rural operations, contract compliance, multi-agency partner protocols, and braided funding alignment.
Data Specialist	No	1.00 FTE	ERF 5R	Manages data integrity, daily HMIS tracking, CoC CES workflow integration, and rigorous state reporting compliance.
Office Manager / Admin Assistant	Yes	1.00 FTE	Both	Handles local bookkeeping, administrative support, payroll coordination, procurement, and office management routines.
Housing Navigator	No	1.00 FTE	Both	Drives permanent housing exits, conducts landlord recruitment, builds match-fund pipelines, and structures family reunifications.
Outreach Lead	Yes	1.00 FTE	Both	Coordinates deep-woods off-grid engagement, executes material exchange programs, and leads the emergency weather network team.
Shelter Manager	No	1.00 FTE	ERF 5R	Oversees day-to-day operations at the Grange micro-village, WISH house coordination, and coordinates independent meal prep logistics.
Maintenance / Workforce Lead	No	1.00 FTE	ERF 5R	Leads on-site facilities maintenance and acts as job-coach for the lived-experience W-2 workforce during site cleanups.
Transitional W-2 Workers	No	1.00 FTE	ERF 5R	Pooled 1.0 FTE distributed across 5-10 part-time participants executing off-grid sanitation runs, defensible space work, and camp cleaning.

Site Coverage Staff	No	2.00 FTE	ERF 5R	Multi-position pool providing direct 24/7 on-site visual safety, conflict de-escalation, and resident intake management at the Grange.
Peer-Support Live-In Staff	Yes	0.00 FTE <i>(In-Kind)</i>	Leveraged	Two non-wage live-in support residents provide overnight safety, informal conflict de-escalation, and peer monitoring at the Grange.

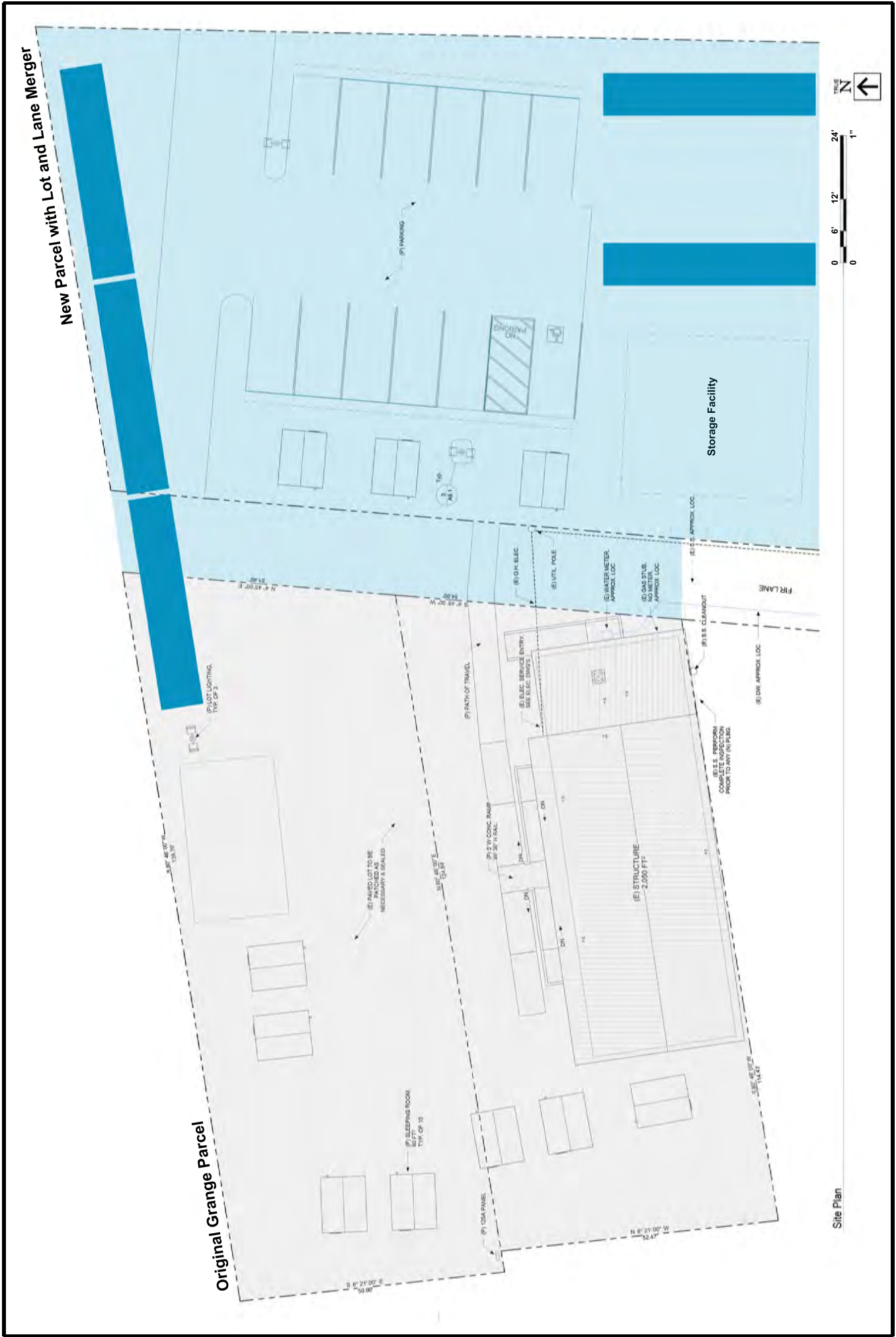
Staffing Strategy

Question: "Outline your staffing strategy for this proposal, including the strategy for hiring new personnel and/or the allocation of existing staff resources."

Response:

SHO leverages ERF-3 funding to cover core positions through June 2027, scaling up ERF-5 personnel as sites activate to ensure zero supplantation. ERF-5 funds the Director of Programs (1.0 FTE) and Data Specialist (1.0 FTE) for the final 27 months, an Admin Assistant/Office Manager (1.0 FTE), a Housing Navigator (1.0 FTE), and an Outreach Lead. To internalize facility operations, ERF-5 funds a Shelter Manager (1.0 FTE), Maintenance/Workforce Lead (1.0 FTE), 5-10 part-time W-2 transitional lived-experience workforce employees (1.0 FTE in total), and Site Coverage Staff who rotate locations during shifts (2.0 FTE), supplemented by two non-wage live-in support units (1 at the Grange and 1 at the Lone Pine) and audio visual security systems on all sites for remote monitoring and alerts.

ERF3 Grange Site and Tiny Houses with ERF5 Proposed Container Village Expansion



2024 SHO ERF 3 and Caltrans Encampment Data in District 1



6/7/2026

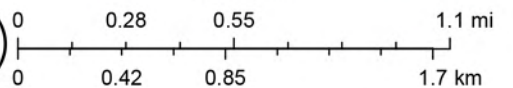
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2024 Caltrans Encampment Data, 101 Corridor, District 1



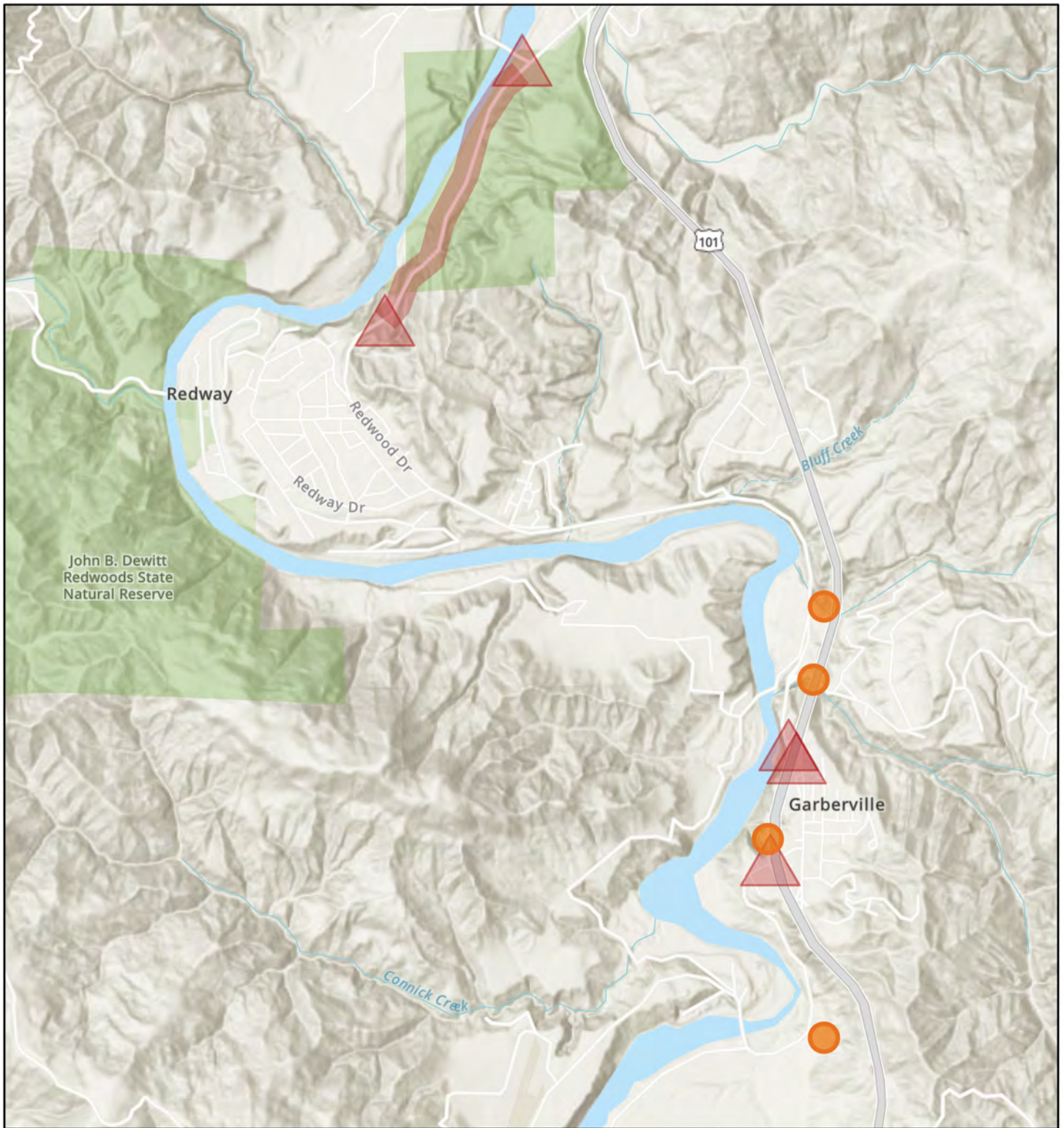
2024 SHO ERF 3 Encampment Data
Bear Canyon North and South, Sprowl Creek and Redwood Drive
(3 Large Overpass Encampments and 7 Camps Along Redwood Drive Zone)



Sources: Esri, TomTom, Garmin, FAO, NOAA, USGS, (c) OpenStreetMap contributors, and the GIS User Community, Esri, NASA, NGA, USGS, FEMA

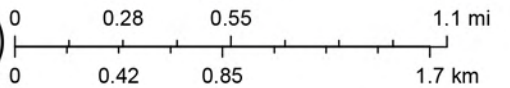
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2025 SHO ERF 3 and Caltrans Encampment Data in District 1



6/7/2026

1:40,457



 2025 Caltrans Encampment Data, 101 Corridor, District 1

 2025 ERF 3 SHO Encampment Data
Bear Canyon North and South, Sprowl Creek and Redwood Drive
(3 Large Overpass Encampments and 7 Camps Along Redwood Drive Zone)



Sources: Esri, TomTom, Garmin, FAO, NOAA, USGS, (c) OpenStreetMap contributors, and the GIS User Community, Esri, NASA, NGA, USGS, FEMA

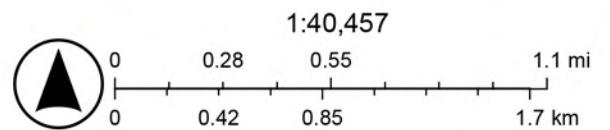
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2026 SHO ERF 5 and Caltrans Encampment Data in District 1



6/7/2026

-  2026 ERF 5 SHO Encampment Data (Small Scattered Camps)
-  2026 Encampment Caltrans Data (One 2-Person Camp)



Sources: Esri, TomTom, Garmin, FAO, NOAA, USGS, (c) OpenStreetMap contributors, and the GIS User Community, Esri, NASA, NGA, USGS, FEMA

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