

ATTACHMENT 2

Cover page sheet

1. Applicant and Implementing Organization:

Applicant: City of Redwood City

Implementing Organization: City of Redwood City

Specific unit or office within the implementing organization:

City Manager's Office/ Homelessness Initiatives Unit

Imp. Org's Address 1017 Middlefield Road

City Redwood City County San Mateo ZIP Code 94063

Imp. Org's Tax ID Number 946001116

2. Project Director:

Name Teresa Chin

Title Homeless Services Manager

Telephone 650-780-7510

Email tchin@redwoodcity.org

3. Grant Administrator:

Name Deanna La Croix

Title Executive Assistant to City Manager

Telephone 650-780-7308

Email dlacroix@redwoodcity.org

4. Contact person for application, if different than Project Director:

Name _____

Title _____

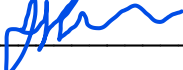
Telephone _____

Email _____

The applicant certifies that, to the best of his or her knowledge and belief, the data in this application are true and correct.

Name of Authorized Official

Print Alex Khojikian, Assistant City Manager

Signature  Date 12/30/21

Work Plan

Part 1: Implementation Unit Structure and Capacity

In May 2021 the City Council of Redwood City approved the Homelessness Initiatives Two Year Work Plan, which will be carried out by the Homelessness Initiatives Unit (HI Unit). This Work Plan includes dedicated budget appropriations by the City Council, which will be leveraged to support the ERF Work Plan. Our proposed ERF Work Plan aligns with and augments the City's existing Homelessness Initiatives Work Plan. The structure that has been developed to support this initiative and planned expansion of partnerships will support the efficient and effective implementation of our Encampment Resolution Funding (ERF) Work Plan, which will be led by the HI Unit.

The HI Unit consists of a Homeless Services Manager, a Homelessness Initiatives Management Fellow, and the Community Coordinating Activities Team (CCAT) Police Officer. The HI Unit's mission is to achieve "functional zero" for homelessness in Redwood City, which aligns with the vision established by San Mateo County. The Unit's goals are: 1) To mitigate public health, public safety, and environmental concerns related to unsheltered homelessness and homeless encampments; 2) To transition unsheltered residents into permanent housing; and 3) To eliminate the long-term impact of encampments and street homelessness. These goals and the unit's activities are rooted in the values of the Housing First model and a person-centered service delivery system that treats homeless residents as members of the Redwood City community.

The City of Redwood City's jurisdiction covers 34.7 square miles in the San Francisco Peninsula, with a total population of 84,292 residents. The City has a strong track record of being a good faith actor on the issue of homelessness. In October 2020, we launched an RV Safe Parking Program that allows people to stay 24/7. Data from San Mateo County's 2019 Point-in-Time Count showed that Redwood City had 221 unsheltered homeless, the largest single unsheltered population in San Mateo County – accounting for 25% of the County's total number of unsheltered homeless. City staff have identified more than 25 encampments located throughout Redwood City.

The Homeless Services Manager leads an inter-departmental collaborative, the Housing and Homeless Innovation Team, which works together towards the HI Unit's goals and includes: Parks, Recreation, and Community Services; Police Department; Fire Department; Library; Public Works Services; City Manager's Office; and City Attorney's Office. In addition to coordination across City departments, the HI Unit also works closely with local non-profit and county partners to provide outreach to homeless individuals living in the encampments and connect them to the countywide Housing Crisis Resolution System which is our county's Coordinated Entry System (CES).

The HI Unit also holds a bi-weekly Redwood City Homeless Outreach/Service Providers Meeting regularly attended by the following non-profit partners: LifeMoves Homeless Outreach Team, Healthcare for the Homeless, and RV Safe Parking Team; Project WeHope Homeless Outreach Team and Mobile Shower and Laundry Program; Downtown Streets Team Homeless Outreach and Encampment Waste Services Team; Street Life Ministries Homeless Outreach Staff; and Catholic Worker House Homeless

Outreach Volunteers. This group's primary focus is on the needs of unsheltered homeless individuals in our community – especially those living in encampments and not accessing CES on their own. Our efforts connect individuals to our existing countywide system and also include Redwood City specific activities and strategies for mitigation, engagement, and to offer pathways towards employment and housing. As such, our existing partnerships also include the County of San Mateo Center on Homelessness and the County of San Mateo CES administrator, Samaritan House.

Due to these existing relationships with other county and non-profit providers, we envision expanding our collaborations to include the following additional partners in support of services to people experiencing homelessness in encampments:

- San Mateo County Behavioral Health and Recovery Services
- Mental Health Association - Outreach, Housing Location, and Housing Case Management Services
- Abode Services - Housing Location and Housing Case Management Services
- LifeMoves - Housing Location and Housing Case Management Services
- Alcohol and Other Drug Recovery Program Providers such as Our Common Ground, El Centro de Libertad, Healthright 360, Project 90, and Latino Commission

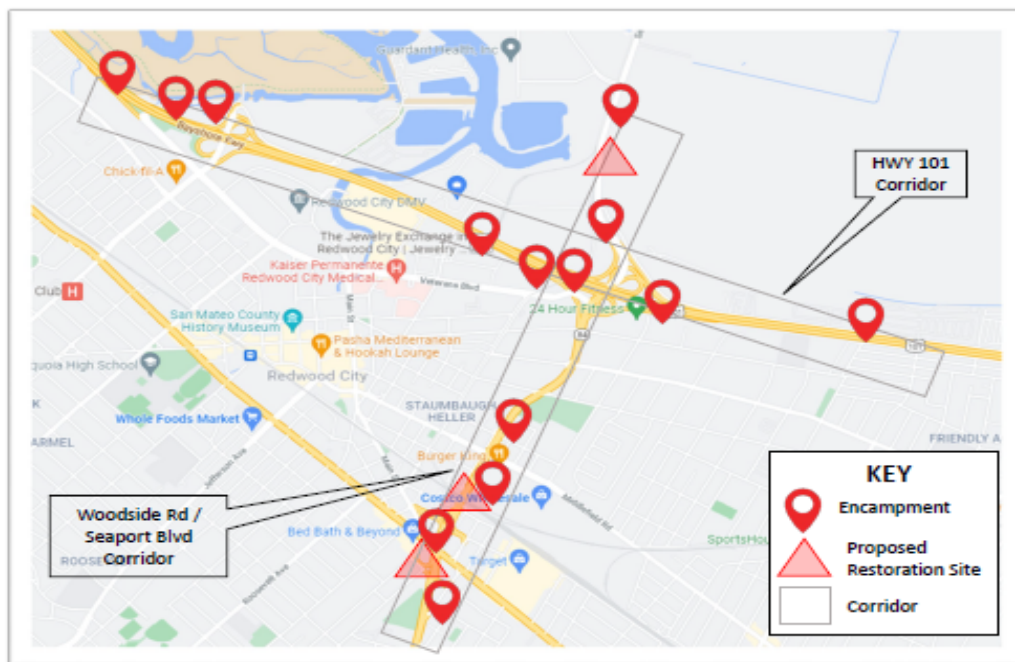
As part of the Homelessness Initiatives Work Plan, the HI Unit is currently developing a Request for Proposals to contract with a non-profit partner who will lead our coordinated, inter-agency encampment outreach strategy. Additionally, our goal is to increase the number of outreach workers who are bilingual in English and Spanish,

who have a mental health background/experience, and who have lived experience. Funding from the ERF program will augment these investments in outreach services.

The City is also looking to adopt a mobile app that is compatible with our county Continuum of Care’s HMIS to support outreach and engagement efforts to take full advantage of the breadth of our network of HI Unit partners – including several partners that do not participate directly with the Continuum of Care, but that encounter or engage with the same individuals on a regular basis.

Part 2: Prioritized Encampment Site and Population to be Served

We propose to focus on the closely linked community of encampments along Woodside Rd/Seaport Blvd and Hwy 101. Redwood City has a “circuit” of multiple encampments amongst which individuals circulate. There are nearly 20 different regular locations where encampments occur along the Woodside Road/Seaport Blvd. and 101 corridors.



Four years ago, Robin V. was homeless, living on the streets – in and out of shelter and encampments. She is now a homeless outreach worker with Street Life Ministries and Downtown Streets Team. Speaking from her own experience with the Woodside Road/Seaport Blvd and 101 Corridors, “We absolutely have a circuit of different encampments. People literally move from encampment to encampment. People set others’ things on fire; folks go to jail and lose their belongings and then go to a different site when they are released. Folks move because they don’t like a new neighbor. They move because they’ve been evicted or have felt harassed.”

Each location may have as few as 1-2 structures, while others may have as many as 10-15 structures. Most of the structures are tents; some are tarps; some have additionally built structures of sorts surrounding their tents - either tarps or wood planks or metal fencing to delineate their living space. At the time of our April 2021 Homeless Encampment Census, there were 72 individuals in the encampments along the 84 and 101 corridor circuit. This includes: 54 males, 17 females, 1 transgender female; 33 individuals who have been homeless 2 years or more; 30 individuals who became homeless during the pandemic; 14 individuals with physical disabilities or a chronic health condition; 19 individuals with mental health disabilities; 29 individuals who are primary Spanish speakers; and 9 individuals who are Veterans. Breakdown by age range was the following: 1 individual between 18-24; 14 individuals between 25-34; 19 individuals between 35-44; 12 individuals between 45-54; 8 individuals between 55-61; and 3 individuals 62+ with 15 individuals declining to state their age.

Due to the transient nature of the population, there will inevitably be some variation in the actual demographics of the individuals we will ultimately serve through the ERF Project. The HI Unit will serve as the coordinator of the Redwood City region for the San Mateo County Continuum of Care Homeless One Day Count on January 27, 2022 and for the Continuum of Care Homeless Survey that will be conducted between January 28th and February 2. Data from the Homeless One Day Count and Survey will provide a baseline for our expanded encampment outreach services.

This closely linked circuit of encampments along the Woodside Road/Seaport Blvd. and 101 corridors represent the largest concentration of homeless individuals and the largest source of homelessness-related calls for service. Each location along the circuit has similar public health and safety concerns including fire hazards and accumulation of garbage and waste with several locations significantly impacting local residents and businesses. According to Deputy Chief Greg DaCunha, member of the Housing and Homeless Innovation Team, approximately 10% of ALL Fire Department service calls to their service areas of Redwood City and San Carlos are related to medical calls for homeless individuals or fires at encampments. The majority of the encampments are located along the proposed corridors for ERF. In 2020, this figure was 1032 calls for service related to unsheltered homeless individuals including 100 fires, 878 medical calls, and 54 other service calls of a total of 10,036 calls for service. Additionally in 2020, Public Works Services conducted 72 non-eviction clean-ups to address fire hazards and accumulation of garbage and waste in encampments.

The City of Redwood City is responsible for stormwater water control including the waterway along Seaport Blvd. Twice in the last two years, the City has received warnings from the California Water Resources Control Board to address environmental concerns resulting from contamination due to the presence of homeless encampments along the waterway. Although full clean-ups were conducted on both occasions, homeless encampments have returned to those areas.

Part 3: Core Service Delivery and Provision of Housing Options

Coordinated and Expanded Homeless Outreach: Addressing the lack of outreach workers is a major need to develop the ongoing, trusting relationships which will support successful engagement individuals and transitioning them from the streets into safe and stable housing. Hiring additional outreach workers will allow us to create a by-name list at the encampments and to assign outreach workers to specific individuals and/or specific encampment sites along the Woodside Rd/Seaport and 101 corridors. Where possible, based on existing relationships, we will assign a primary outreach case worker to individuals they have already developed a relationship with. Outreach case workers will be assigned to regularly visit (at least once a week) 2-4 encampments to develop rapport and trust over time; eventually resulting in additional “assigning” of outreach case workers to those individuals with the goal of connecting those individuals to CES and available housing options through CES. Repeatedly, our existing homeless outreach workers identify the importance of being able to develop regular, ongoing and trusted relationships to help homeless individuals – especially long-time, chronically homeless individuals – to come off the street. To support the accessibility of outreach

services, we will prioritize hiring outreach workers who have a mental health background, are bilingual English/Spanish, and/or who are peers who have a similar lived experience is also essential to this much needed engagement and support.

Encampment Waste Services: The Downtown Streets Team, a non-profit community partner, currently provides waste services to a limited number of encampments. This service proactively addresses health and safety concerns for the homeless encampment residents while also mitigating impacts on nearby neighbors and businesses. Additionally, offering encampment waste services has become another pathway for engagement and trust-building with encampment residents. Resources provided through the ERF Program will allow us to expand this component of the City's Work Plan, targeting encampments in the identified project area.

Interim and Permanent Housing Options: A critical component of efforts to address homelessness is the availability of "on demand" housing options for homeless encampment residents. Too often when an individual is "ready" to come inside, nothing is available or the only available interim housing is in a congregate shelter which many encampment residents are not interested in. San Mateo County will open a 240 unit (280 bed) non-congregate Navigation Center in Redwood City in late 2022, significantly increasing the local capacity to provide shelter beds. While congregate shelters have been the primary option available for unsheltered individuals in our county, there has always been a population of individuals who do not do well in the congregate environment due to the communal living situation, sharing of living quarters with 4-6 individuals in a single room or many individuals in a large open space, and due to

behavioral health issues that make it challenging to interact with large numbers of people. Additionally, given experience of the pandemic, congregate shelter environments are difficult to manage in a way that keeps residents safe and healthy.

San Mateo County currently operates a congregate shelter with 141 beds, which will be deactivated upon completion of the new Navigation Center. The City and San Mateo County are actively discussing ways to repurpose this property to further augment local capacity to address housing needs. San Mateo County was recently awarded \$55.3 million from the latest round of State Project Homekey for the Navigation Center. The center is a critical component of our County and City's strategy to achieve Functional Zero Homelessness. Once the Navigation Center is live, our expectation is that more homeless individuals in encampments will be open to interim housing, and will be well poised to take full advantage of this opportunity with our coordinated and expanded homeless outreach. Additionally, Redwood City has also negotiated with San Mateo County a provision for up to five "on demand" units at the Navigation Center for homeless individuals referred by Redwood City's homeless outreach team especially during times when the County CES is not available.

Permanent Housing Options will continue to be primarily offered through CES, but we will be exploring several additional options: prioritization within the CES system for individuals living in encampments prioritized for resolution; prioritization of housing for Redwood City homeless at a site that the County has submitted for Project Homekey Funding and the City will be contributing to; and utilization of RDA/LMHI funding for additional housing subsidies beyond the CES system.

Approximately 50 of the individuals experiencing homelessness will be served by the proposed project's interim and permanent housing options. The existing CES system prioritizes individuals with physical and behavioral health issues for both interim and permanent housing, so connecting individuals to the CES system is critical. Of the individuals surveyed as part of our April 2021 Homeless Encampment Survey, over 60% were not in our HMIS system. Only 40% of those who were in the HMIS system had a CES assessment. Consistent, ongoing outreach and engagement is critical to making the connection to CES. To support the physical and mental wellness of individuals as they transition out of the targeted encampments, our outreach partners will build upon existing partnerships with Healthcare for the Homeless and our County's Behavioral Health and Recovery Services.

Encampment Site Restoration: The proposed activities are intended to reduce the number of individuals and encampment sites along the Woodside Rd/ Seaport Blvd and 101 corridor. In particular, we are targeting three locations for restoration: Woodside Rd/ El Camino and Shasta Rd (Under Woodside Overpass), where encampments disproportionately impact the local neighborhood residents and businesses and Seaport Blvd, where encampments are along the waterways. Restoration of these locations will be primarily through the redesigning of landscaping in these areas - including cutting and changing of shrubbery and trees and placing of additional ornamental rocks and boulders, especially at the Woodside Rd/ El Camino Real location. Because these locations include CalTrans and Union Pacific right of way, any restoration activities will need to be coordinated and done with authorization from

those entities. CalTrans staff have already expressed their willingness to work with us on the resolution of these locations.

Part 4: Coordination of Services and Housing Options

The HI Unit's Homeless Services Manager is a member of the San Mateo County Continuum of Care Steering Committee, a member of the San Mateo County Safety Net and Homeless Services Providers group, and is the manager of the Fair Oaks Community Center that is the CES entry point for Redwood City. All three members of the HI Unit participate in the RWC Homeless Outreach Multi-Disciplinary Team, led by LifeMoves on behalf of the San Mateo County Center on Homelessness. This inter-agency group focuses on supporting 25 previously identified chronically homeless individuals to transition to safe and permanent housing. Following-up on the partner consultation that we conducted regarding our ERF Work Plan, we will be inviting additional outreach partners from the areas of behavioral and mental health to participate in our bi-weekly Homeless Outreach and Service Providers meeting.

Since the adoption of the Homelessness Initiatives Two Year Work Plan, the Homeless Services Manager has been meeting weekly with the Manager of the San Mateo County Center on Homelessness to coordinate efforts and identify areas for systems innovation. With the hiring of our Homelessness Initiatives Management Fellow, our HI Unit will have a greater capacity to participate in other partnerships and tasks force to strengthen our systems integration including: the Healthcare for the Homeless Quarterly Providers Collaborative, the Center on Homelessness Task Force on Supporting Homeless Individuals with Complex Needs, and the Health System's

assessment of challenges and barriers to improve both the behavioral health and aging and adult systems to better serve unsheltered homeless individuals who struggle with mental illness and addictions.

We will enhance our existing partnership with CalTrans to collaboratively support the restoration of encampment sites in Redwood City. Over the last six months, our HI Unit has been coordinating with the SouthWest Region CalTrans Areas Superintendent in relationship to CalTrans clean-ups of several encampment locations that are part of the identified Woodside Rd/Seaport and 101 encampment circuit. In those instances, we have supported CalTrans by coordinating pro-active outreach to all individuals in the encampments by our homeless outreach and encampment waste services partners. Additionally, our City Manager is part of a multi-agency coordination of cities and the County of San Mateo with the CalTrans District 4 Director and her staff. The enhanced model of service delivery we will work towards as part of the ERF Work Plan includes incorporation of encampment waste services as a mitigation strategy with CalTrans and support for restoration of the identified encampments.

We are currently utilizing State Permanent Local Housing Allocation (PLHA) funding for a Rapid Re-Housing (RRH) program that serves participants in the City's Temporary RV Safe Parking Program. We are also looking to utilize Redevelopment Agency/Low and Moderate Income Housing Funding to support our Homelessness Initiatives Work Plan and, in turn, the ERF Work Plan.

The Chan Zuckerberg Initiative (CZI) has been a primary philanthropic partner for our HI Unit – originally supporting the City's RV Safe Parking Program. Since the

establishment of the City's Temporary RV Safe Parking Program, the number of RV households parked on the street in Redwood City dropped from a high of 140 households to less than 20 households on any given night - including 15 households that are part of the Temporary RV Safe Parking Program. 19 RV households have transitioned to permanent housing and over 60% of the households still in the program have been matched to housing subsidies and are in the process of moving towards permanent housing. A second round of funding from CZI will support our HI Unit's ability to implement the City's Homelessness Initiatives Two Year Work Plan, which will include the ERF Work Plan.

The City originally contracted Downtown Streets Team (DST) under a two year pilot program contract with one-time funding to create a Pathway to Employment utilizing a volunteer work model that provides both training and peer support, successfully transitioning individuals to paid employment opportunities. Within six months of the contract start, the pandemic hit and DST quickly stepped into a role supporting the City's efforts to mitigate risk and address safety concerns in the context of the pandemic – assisting with the maintenance of handwashing stations and portable toilets that were deployed to different homeless hotspots throughout the City as part of their volunteer team efforts. Along with other homeless outreach partners, DST also provided outreach and education to help keep unsheltered homeless individuals COVID-safe. Due to the success of the original pilot, the City decided to extend and enhance the partnership with DST, adding Public Works Services (PWS) funding to additional one time funding and paving the way for DST to further develop their

Encampment Waste Services program while also providing services to PWS. DST's Peer Outreach model works alongside the Encampment Waste Services as an effective tool for engagement of encampment residents and eventual transition to safe and permanent housing options.

Part 5: Ensuring Dignity, Safety, and Wellness

The close coordination and synchronization of enforcement – where removal may be required – combined with offering of services and options is critical to assuring the dignity, safety, and wellness of people experiencing homelessness within the encampment sites. Our existing Homeless Outreach and Service Provider's Group includes members with lived experience, who provided input as we developed our Homelessness Initiatives Two Year Work Plan and the ERF Work Plan. We also held a focus group with community members who are currently homeless or were recently homeless to receive direct feedback. As we move forward with the project, the outreach workers will include people with lived experience in the implementation and assessment of the impact of the project. People living in the encampments to be served will be engaged directly in the implementation and assessment of the proposed project since their receptiveness to what we are proposing is critical to our success.

The project will support Housing First values by prioritizing the accessibility of on-demand, low barrier, interim and/or permanent housing options. Currently the City and San Mateo County are collaborating to expand the availability of these housing options as part of the larger effort to achieve Functional Zero Homelessness. Emphasizing outreach and engagement with individuals living in encampments will

support the long-term goal of the Housing First model. Building strong relationships between the program's Outreach Workers and the individuals living in these targeted encampments requires establishing a foundation of trust. This necessitates a non-punitive approach, whereby the assigned Outreach Worker can establish and build on those relationships over time. Our focus will be on connecting each individual to a CES Housing Assessment and following-up by providing services that address each individual's unique needs. Staffing for the outreach team will incorporate peers with lived experience, individuals trained in mental and behavioral health service provision, and bilingual/bicultural Spanish speakers to support the goal of providing trauma-informed, culturally appropriate, and linguistically accessible services.

There are no current laws or ordinances that would impact or conflict with our current planned approach to focus on outreach and engagement while mitigating health and safety impacts for encampment residents and nearby neighbors or businesses. In any instance where the jurisdiction involved (i.e. the City or CalTrans) were to determine a need to vacate a particular encampment due to an overriding health or safety issue that cannot be otherwise mitigated, we will coordinate closely to assure maximum notification and support for the encampment residents to opt for interim housing or other service options or to have sufficient prior notification and warning in order to move and preserve their belongings. With CalTrans, we have an agreement about advanced notification so that we can also maximize the amount of outreach and engagement prior to the issuance of a formal notification to vacate by CalTrans.

The City's Temporary RV Safe Parking Program exemplifies local efforts to address conflicting intentions. In spite of pressure from local businesses and residents to simply prohibit overnight parking of RVs in Redwood City "as neighboring cities have done", Redwood City's Council and City Manager were determined to find alternatives for Redwood City residents living in their RVs on the street rather than simply pushing them out of the City. The City established a Safe Parking Ad Hoc Committee to develop options to address both the impacts of RV overnight parking and alternatives for housing for the RV residents. While ultimately deciding to both enact an ordinance to prohibit overnight parking of RVs while also establishing a Temporary RV Safe Parking Program, the City was very intentional with the provision of a four month period of outreach inviting RV residents to sign-up for the Temporary RV Safe Parking Program prior to any enforcement of the proposed prohibition. The HI Unit worked intensely to assure a synchronized approach to enforcement between the police department and the contracted service provider, LifeMoves, always defaulting to the offering of services as the best alternative to enforcement via towing of vehicles.

Part 6: Personnel

Homeless Services Manager: Will be responsible for oversight and implementation of Redwood City's Homelessness Initiatives including coordination and collaboration with City, County, State, and non-profit partners; fund and grants management; policy direction, participation within the county's Housing Crisis Resolution System, and the Homeless Encampment Resolution strategy. .50 FTE of the Homeless Services Manager's time would be spent on this grant project as part of

the City's effort to leverage funds in support of the Encampment Resolution Work Plan. Teresa Chin, the current Homeless Services Manager, has over 20 years of experience and cross-agency relationships providing homeless services as part of the countywide Continuum of Care/ Housing Crisis Resolution System. Additionally, the Manager is bilingual in English and Spanish and brings a multicultural perspective to this work. Most recently the manager led the development of the City's Temporary RV Safe Parking Program which successfully reduced the number of RVs overnight parking in Redwood City while being on track to successfully transition 70 households to safe and permanent housing by the end of the two year program.

Homelessness Initiatives Management Fellow: Will be responsible for monitoring annual contracts with non-profit partners, leading homeless count and census efforts, supporting the Homeless Encampment Resolution strategy and providing administrative support to the Homeless Services Manager. .50 FTE of the Homelessness Initiatives Management Fellow's time would be spent on this grant project as part of the City's effort to leverage funds in support of the Encampment Resolution Work Plan. The Homeless Initiatives Management Fellow, Iyesha George, comes with 5 years of experience working with special needs populations in the education field. She has lived experience from within the San Mateo County Continuum of Care and currently also works part time at one of the county homeless shelters.

CCAT/Homeless Liaison Officer: Will be responsible for maintaining close partnership from law enforcement with homeless outreach and service providers to ensure the safety, dignity, and wellness of individuals in the encampments as they

transition to safe and stable housing, coordinating with CalTrans about encampments on CalTrans right of way, and supporting the overall cross-system/cross-agency Homelessness Initiatives strategy. .25 FTE of CCAT/ Homeless Liaison Officer's time would be spent on this grant project as part of the City's effort to leverage funds in support of the Encampment Resolution Work Plan. The CCAT Officer, Erik Ottersen, has been in his role for 8 months and in this time has successfully partnered to connect homeless residents with our existing homeless outreach partners while also addressing issues of health and safety where needed. His perspective and ability to engage with community members on a personal level make him an ideal person for his role.

Homeless Outreach Coordinator: Will be responsible for inter-agency coordination and implementation amongst homeless outreach workers in function of the RWC Homeless Outreach strategy with a special focus on Encampment Resolution Outreach. Grant funds will be used to hire a .80 FTE Homeless Outreach Coordinator to support the Encampment Resolution Work Plan.

Homeless Outreach Workers: Will be responsible for outreach to homeless individuals living in encampments along the 84 and 101 corridors. 5 FTE Homeless Outreach Workers would work on this grant project. Grant funds will be used to hire 2 FTE Homeless Outreach Workers.

Homeless Outreach Housing Specialist: Will be responsible for housing location assistance/ housing navigation for unsheltered homeless individuals transition to safe and permanent housing and for support to maintain housing. Grant funds will be used to hire 1 FTE Housing Specialist.

Encampment Waste Services Worker: Will be responsible for weekly encampment waste services for encampments along the Woodside Rd/Seaport Blvd. and 101 corridors. 1 FTE Encampment Waste Services Worker.

The outreach workers, Housing Specialist, and Outreach Coordinator positions will be contracted out to the City's non-profit outreach services providers through a contract amendment that incorporates the ERF Work Plan. These providers will be selected by the City's upcoming RFP for outreach services. We anticipate that existing service providers in the City will apply for this contract. The Encampment Waste Services Worker will be incorporated through a contract amendment with DST.

Part 7: Proposed Budget and Fiscal Planning

Award amount of \$1,843,500 requested is based on the overall projected cost of full implementation of the City's Homelessness Initiatives Two Year Work Plan with a concentrated emphasis on encampment resolution, taking into account existing resources, existing funding, and potential for additional funding. Funding requested will support 50 individuals to transition to interim and/or permanent housing. An additional 20 individuals would receive outreach and engagement as well as basic health and safety support. If less than the requested funds are available, we would scale back the number of outreach workers, housing navigators, and/or the amount of housing subsidies we would have available; effectively also scaling back the number of people we would be able to successfully transition to interim and/or permanent housing.

\$2,250,000	One Time City Funding
\$78,300	City General Fund (in-kind Finance / Grants Administration)

\$280,288	City Public Works Services Funding
\$620,000	County of San Mateo for Homeless Outreach
\$200,000	Chan Zuckerberg Initiative two year grant
\$500,000	RDA/LMIH Funds
\$3,928,588	TOTAL FUNDS FROM OTHER SOURCES

The requested ERF Award represents 32% of the overall project cost of \$5,772,088. The proposal focuses on additional resources to contract non-profit partners to provide program services. As the municipality in San Mateo County with the highest number of unsheltered homeless individuals and a commitment from City leadership to address homelessness and achieve functional zero, Redwood City is well-positioned to leverage additional state resources and create a replicable model for San Mateo County and other similar sized jurisdictions throughout the state.

The City will be moving forward with Request for Proposals to contract Homeless Outreach Coordinator and additional Homeless Outreach Workers in January 2022 and will proceed with selection and contracting with our existing funding. Additionally, DST is currently under contract with the City for the Pathway to Employment and Housing/ Encampment Waste Services. If awarded funding through the ERF program, we will be prepared to expand programming accordingly which will allow us to spend funding in a timely manner and in accordance with established deadlines.

Budget Narrative

Outreach and Engagement

Homeless Outreach Coordinator (0.80 FTE) \$256,000

The Homeless Outreach Coordinator position is budgeted at .80 FTE for ERF due to also being responsible for the coordination of the citywide homeless outreach team including locations beyond those targeted as part of the ERF project. Annual salary and benefits are budgeted at \$160,000/year based on local non-profit partner costs for similar positions. Actual cost will be based on selected proposal in response to the City's Request for Proposal for Homeless Outreach and Coordination in Redwood City. The .80 FTE equivalent costs are budgeted to be incurred over a period of 24 months.

Homeless Outreach Worker (2 FTE) \$520,000

The Homeless Outreach Worker position annual salary and benefits is budgeted at \$130,000/year based on local non-profit partner costs for similar positions. Actual cost will be based on selected proposal in response to the City's Request for Proposal for Homeless Outreach and Coordination in Redwood City. The 2 FTE equivalent costs are budgeted to be incurred over a period of 24 months.

Housing Specialist (1 FTE) \$260,000

The Housing Specialist position annual salary and benefits is budgeted at \$130,000/year based on local non-profit partner costs for similar positions. Actual cost will be based on selected proposal in response to the City's Request for Proposal for

Homeless Outreach and Coordination in Redwood City. The 1 FTE equivalent costs are budgeted to be incurred over a period of 24 months.

Service Coordination

Downtown Streets Team Contract Extension \$150,000

The Downtown Streets Team Contract Extension includes \$150,000 towards year two of the Downtown Streets Team existing volunteer work experience, employment, and illegal dumping and encampment waste services annual contract amount of \$440,144. This cost is budgeted to be incurred over 12 months.

Downtown Streets Team Contract Enhancement \$220,000

The Downtown Streets Team Contract Enhancement expands on the encampment waste services and includes 1 FTE driver/outreach worker at salary and benefits cost of \$76,752/year, Downtown Streets Team Volunteer Support at volunteer stipend cost of \$10,400/year, operating expenses of \$17,000, administrative costs of \$5,848/year. The total cost is budgeted to be incurred over 24 months.

Encampment Waste Services Equipment \$ 50,000

The Encampment Waste Services Equipment includes a van at a cost of \$40,000 and a trailer at a cost of \$10,000. The total cost is budgeted as a one-time expense.

Housing Subsidies \$ 212,500

The Housing Subsidies would be in the form of shallow rent assistance or Rapid Re-Housing Funding to be utilized in conjunction with existing CES housing opportunities and/ or towards short term subsidies to bridge individuals to other long term subsidy options.

Encampment Resolution/Restoration

Landscaping of Encampments for Restoration \$175,000

The Landscaping of Encampments for Restoration includes \$10,000 for Plants, \$120,000 for boulders and boulder labor, \$15,000 for trucking costs, \$7,000 for Irrigation and irrigation labor, and \$23,000 for additional labor costs. The total cost is budgeted as one time expenses.

BUDGET TOTAL \$1,843,500

Leveraged Funding

Homeless Outreach Coordination and Expansion \$1,884,000

The Homeless Outreach Coordination and Expansion Component includes .2 FTE of the Homeless Outreach Coordinator, 6 FTE Homeless Outreach Workers, and 1 FTE Housing Navigator. Funding is budgeted for 24 months.

Client Services Fund for Outreach and Engagement \$ 50,000

The Client Services Fund for Outreach and Engagement would provide funding for the purchase of gift cards as incentives for engagement, basic needs equipment or supplies for individual in their encampment, purchase of items that individual may need as part of their transition to emergency and permanent housing including, transportation assistance, provision of hot meal or medical supplies, or other items that Outreach Workers identify as client needs. Amount is budgeted at \$250/per person annually for 100 unsheltered individuals, though the idea is that funds would be available as needed to respond to client needs. Funding is budgeted for 24 months.

Pathway to Employment and Housing/ Encampment Waste \$730,288

Services

The Pathway to Employment and Housing/ Encampment Waste Services includes a two year contract with Downtown Streets Team for employment services, illegal dumping and encampment waste services. Funding is budgeted at \$440,144 for the first 12 months and at \$290,144 for the second 12 months.

Homeless Services Manager \$365,400

The Homeless Services Manager is budgeted at .70 FTE for the Homelessness Initiatives Work Plan due to additional role as the City's Human Services Manager. Annual Salary and Benefits is budgeted at \$261,000/year. Funding is budgeted at \$182,700/year for 24 months.

Homelessness Initiatives Management Fellow \$300,000

The Homelessness Initiatives Management Fellow is a contract position budgeted at 1 FTE Annual Salary and Benefits at \$150,000/year for 24 months.

Temporary RV Safe Parking Program Extension \$ 50,000

The Temporary RV Safe Parking Program Extension would extend the existing program for an additional month beyond the current two year program that is scheduled to end in October. Cost is based on monthly cost under current contract of \$50,000/month for 1 month and is being funded from the City's One Time Funding for the Homelessness Initiatives Two Year Work Plan.

Temporary RV Safe Parking Program PLHA/RRH \$ 33,100

Administrative Costs

The Temporary RV Safe Parking Program PLHA/ RRH Administrative Cost is the portion of the RRH program contract with LifeMoves that was not eligible for PLHA funding. This cost of \$33,100 is being funded from the City's One Time Funding for Homelessness Initiatives Two Year Work Plan.

Homeless Initiatives Innovation Projects \$200,000

The Homelessness Initiatives Innovation Projects includes funding to support as needed and feasible either Outreach/App Tool and/or development of a Homeless Hotline or other additional tool to support Homelessness Initiatives Coordinated Outreach Strategy

Housing Subsidies \$ 237,500

The Housing Subsidies would be in the form of shallow rent assistance or Rapid Re-Housing Funding to be utilized in conjunction with existing CES housing opportunities and/ or towards short term subsidies to bridge individuals to other long term subsidy options.

Finance/ Grants Administrator \$ 78,300

The Finance/Grants Administrator is budgeted at .15 FTE as the Grants Administrator is also the Executive Assistant to the City Manager. Annual Salary and Benefits is budgeted at \$261,000/year. Funding is budgeted at \$39,150/year for 24 months.

TOTAL LEVERAGED FUNDING \$3,928,588

December 22, 2021

California Homeless Coordinating and Financing Council
Business, Consumer Services, and Housing Agency
Sacramento, California

Honorable Members of the Homeless Coordinating and Finance Council,

It is my pleasure to provide this letter of support for Redwood City's Encampment Resolution Fund application submittal.

As the San Mateo County Human Services Agency Director, I can attest to the close partnership between the County Human Services Agency – especially our Continuum of Care and the Center on Homelessness – with the City of Redwood City and its Homelessness Initiatives Unit.

Redwood City's Encampment Resolution Fund Application builds on and enhances the City's Work Plan providing an additional concentration of resources to address the large number of unsheltered homeless individuals living in encampments while leveraging our existing County efforts as we work together towards functional zero.

We look forward to continuing our cooperative relationship with the City and to work together to strengthen the ways in which our various county agencies are able to better serve unsheltered individuals.

Sincerely,



Ken Cole, Director
Human Services Agency



Board of Directors

Joe Stockwell
Chair

Patrick Heron
Vice Chair

Greg Eckert
Treasurer

Julie Gruber
Secretary

Pastor Paul Bains

Sarah Boisseree

Holly Campbell

Christina Corpus

Elizabeth Funk

Scott Goree

Tiffany Hong

Martha Joseph

Ahmed Khatib

Lauren Koenig

Amanda L. Riddle

Melissa Selcher

May Topper

Pamela Weiss

December 20, 2021

California Homeless Coordinating and Financing Council
Business, Consumer Services, and Housing Agency
Sacramento, California

Honorable Members of the Homeless Coordinating and Finance Council,

I am pleased to provide this letter of support for Redwood City's Encampment Resolution Fund application submittal.

LifeMoves has been a long time partner with Redwood City dating back to the 1990s when the City asked LifeMoves (formerly known as Shelter Network) to operate a family shelter in Redwood City. Since that time Redwood City has funded LifeMoves shelters for families and individuals; participated with LifeMoves in the Redwood City Homeless Outreach Multi-Disciplinary Team; and has partnered to connect individuals and families in need to shelter services while also providing financial assistance to those transitioning out of shelter to permanent housing.

In July 2020, LifeMoves was contracted by the City to do outreach to households living in RVs on the streets in Redwood City and then to operate the City's Two Year Temporary RV Safe Parking Program launched in October 2020.

LifeMoves participates in the Redwood City Homeless Outreach and Service Providers group begun in the wake of the pandemic to help Redwood City strategize how to best support unsheltered homeless residents. Through this group, LifeMoves has supported the City's April 2021 Homeless Encampment Census, coordinate outreach with other agencies whenever possible, contributed to Redwood City's development of their Homelessness Initiatives Two Year Work Plan, and to their proposed Encampment Resolution Work Plan.

We fully support the need for coordination and expansion of homeless outreach as well as the need to strengthen the existing health, behavioral health, treatment and recovery, and aging and adult systems to better serve unsheltered individuals. And we will do our part to participate in and support these efforts.

Sincerely,



Brian Greenberg, Ph.D
Vice President
Programs and Services

Advisory Board

William L. Butler
Congresswoman
Anna Eshoo

Rod Ferguson
Monica Ip

Christine Krolik
David Lichtenger

Stevan N. Luzaich

Jillian Manus

Marcia Pade

William V. Regan, III

Congresswoman
Jackie Speier

CEO

Aubrey Merriman

VI. ATTACHMENTS

ATTACHMENT 1

Application Organization and Required Document Checklist

A complete application package must consist of the items identified below. Complete this checklist to confirm the items are included in your application. Place a check mark or "X" next to each item that you are submitting to the State. For your application to be responsive, **all required documents listed below must be returned with bid**. This checklist must also be returned with your bid package.

Name/Description

- | | |
|----------|---|
| <u>X</u> | Required Attachment Check List (Attachment 1) |
| <u>X</u> | Cover Sheet (Attachment 2) signed by authorized representative |
| <u>X</u> | Work Plan (maximum of 20 pages) |
| <u>X</u> | Work Plan Budget |
| <u>X</u> | Proof of insurance coverage |
| <u>X</u> | Two Letters of Support |
| <u>X</u> | Staff resumes or Duty Statements for key personnel or position identified who will provide RFA related duties during the grant period |