

ATTACHMENT 2

Cover page sheet

1. Applicant and Implementing Organization:

Applicant: City of Richmond

Implementing Organization: Community Development Department

Specific unit or office within the implementing organization:

Housing Division

Imp. Org's Address 450 Civic Drive

City Richmond County Contra Costa ZIP Code 94804

Imp. Org's Tax ID Number 94-600403

2. Project Director:

Name Lina Velasco

Title Community Development Director

Telephone (510) 620-6841

Email Lina_Velasco@ci.richmond.ca.us

3. Grant Administrator:

Name Lina Velasco

Title Community Development Director

Telephone (510) 620-6841

Email Lina_Velasco@ci.richmond.ca.us

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

Name Michelle Milam

Title Crime Prevention Manager

Telephone (510) 620-6546

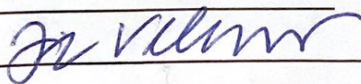
Email mmilam@richmondpd.net

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 Lina Velasco

Signature



Date

12/23/21



Part 1: Implementation Unit Structure and Capacity

The City of Richmond is located in western Contra Costa County (CCC) along the shore of the San Francisco Bay. It is the county's second largest city (population 116,448), but has the highest number of known unsheltered people (more than 1,000 in 2021) of any city in the county. This ERF project will be implemented by the Housing Division (HD) of the Community Development Department of Richmond (City). HD's mission is to develop quality neighborhoods citywide by partnering with neighborhood residents and community groups to develop new affordable housing, assist homeless and disabled individuals in obtaining housing, and expand economic and employment opportunities for low- and moderate-income residents.

The two largest homeless encampments in Richmond are at Rydin Road and Castro Street. These unsanctioned vehicle encampments are "home" to some 90 households, approximately 150 individuals. There are also several smaller clusters, many hugging the multi-use Richmond Greenway Trail, along railroad corridors, and on Caltrans properties. When resources permit, the City conducts inspections and risk assessments at encampments, meets with residents to discuss safety issues, ensures lighting is working, and provides waste removal, vehicle towing, tree trimming, and vegetation removal. The City collaborates with community organizations as part of its efforts to manage encampments and provide wrap-around services for individuals living in vehicles, tents, and other make-shift shelters.

The City established a Task Force on Homelessness in 2017 to address how best to support Richmond's unhoused population, utilize state and county resources, develop partnerships to address needs, and ultimately prevent and end homelessness. Task



Force members include representatives from the HD, the City Council, the Police Department, non-profit service providers and faith organizations, homeless individuals, and other community members. In 2020, the City Council formed an ad hoc committee to address solutions to the Rydin and Castro vehicle encampments. Another City initiative, the Reimagining Public Safety Unhoused Interventions Working Group, has been exploring interim and long-term housing strategies, as well as strategies for decriminalizing homelessness. The City also contracts with CCC's Coordinated Outreach Referral, Engagement (CORE) program to provide mobile outreach services. In response to recommendations from these groups, the City piloted a program to transition individuals at Rydin into stable housing; utilized motels and hotels (part of the state's "Homekey" program) as transitional housing; and designed its Scattered Sites safe parking program in which community organizations can serve as short-term bases for up to four vehicles.

On an ongoing basis, the City collaborates with partners and the county's Continuum of Care (CoC) to move unhoused individuals and families into shelters and other interim housing, remove barriers to obtaining stable housing, and help people maintain permanent housing. We are exploring many options for the unhoused, including establishing alternative, safer, city-sanctioned sites for encampments; partnering with Caltrans to create a transitional village that will combine cabins and safe parking spaces; working with the Richmond Housing Authority to designate affordable housing units for the unhoused in rehabilitation projects; and working with the CoC to expand interim and permanent housing options for unsheltered individuals and families. The HD has begun the process of sunsetting the Rydin encampment, which is planned to close next year. This ERF grant proposal focuses on the Castro Street vehicle encampment.



Partnerships and collaborations. The City contracts and collaborates with many organizations to provide security and amenities, referrals and assessments, and other supports to help unhoused residents make life changes, obtain employment, and move into stable housing. The ***Housing Consortium of the East Bay (HCEB)*** helped implement the program we piloted at Rydin, providing site management, housing navigation, and other services. Teams from ***Contra Costa Health, Housing & Homeless (H3) Services' CORE program*** conduct mobile outreach to identify and engage individuals living outdoors and to facilitate connections to shelter and services. Team members distribute water, food, blankets, and hygiene kits; assess individuals' service and housing needs; provide crisis counseling, mental health support, and case management; and connect people with CoC services. The City contracts with ***Rebuilding Together East Bay-North (RBTEBN)*** and ***SOS! (Safe Organized Spaces) Richmond*** to deploy Street Teams that engage unsheltered people where they live, often supplying portable hand-washing stations and showers, removing waste, and bringing together unsheltered people and housed neighbors to address the challenges of homelessness. ***Collaborising*** assists the City with encampment clean-ups and community building activities.

Structure and partnerships for efficient and effective implementation. This project will be overseen by the City's Community Development Director, Lina Velasco, and Crime Prevention Manager Michelle Milam of the Police Department. They work in close collaboration with each other and other city personnel and departments, including the Mayor's Office, City Manager, City Council, Office of Neighborhood Safety, and Public Works. The City Council's ad hoc committee focused on Rydin and Castro will serve as an advisory committee to this project and provide regular input. The City's Housing



Manager will devote .15 FTE to coordinating this project, liaising with partners, and reporting to the grantor, with support from Ms. Velasco and Ms. Milam. S/he will work closely with the ERF Project Manager (.5 FTE), who will lead the Castro Site Care Team (SCT), which will include the Site Manager, Social Workers, Housing Navigators, and the other providers working directly with encampment residents to triage and ensure services are timely, responsive, coordinated, trauma-informed, and achieving goals and objectives. We will solicit bids from service providers, including existing partners, to assist Castro residents in charting durable paths toward long-term housing and stability; address community concerns; and manage, sunset, and restore the site.

Part 2: Prioritized Encampment Site and Population to be Served

Encampment Resolution Funding will allow us to deliver critical support to 102 people living in an unsanctioned encampment of 108 vehicles within Census tract 3780 in Richmond. The 2.66-acre encampment flanks a popular multi-use pedestrian/cycling path and sits on a paved brownfield site beneath a concrete overpass of the 50 mph Richmond Parkway, a busy, multi-lane route connecting Interstates 80 and 580. The sprawling encampment of recreational vehicles, trailers, trucks, passenger cars, and boats is on city property near Castro Street and the surrounding area includes manufacturing and light industrial, Chevron Richmond Refinery, active rail lines, and residential neighborhoods that are located in both the city and unincorporated North Richmond.

Residency at the Castro encampment is somewhat fluid since it isn't currently fenced or managed (which would change under this grant). A census in December 2021 counted 102 people (ranging in age from four to 65, with eight children under 16) living in and among 50 RVs and trailers, 55 cars and trucks, and three boats. CORE has so



far assessed 65 people at the Castro site, where 80% of residents are African American, 60% are male, and two are in wheelchairs. Demographics at the site roughly mirror what we see county-wide, where 50% of the unhoused are African American, 77% have a disability, 59% are male, and 15% are seniors. Finding lasting strategies to support people living in vehicles to transition into housing is a high priority in CCC, where 37% of the unhoused live in vehicles, most not suitable for human habitation.

The site is a byproduct of the COVID-19 pandemic. As area residents lost jobs, income, and housing, many turned to vehicles for shelter and the site burgeoned. Government policies aimed at curbing the spread of the deadly virus allowed the site to gain a foothold at a time when the risks of moving people into shelters and other spaces that bring people in close proximity to others—especially indoors—outweighed the benefits. County shelters shut and the need for hotel rooms dwarfed supply. The 2020 CCC Point in Time report found 560 people living in vehicles, a 30% increase from 2019. In 2021, with vaccines available and many services restored, Richmond officials focused limited city and Homeless Emergency Aid Program (HEAP) resources on sunsetting a different large vehicle encampment—the Rydin Road site. While basic services, including some food as well as sanitation and trash abatement, have been provided at Castro, the people living on the site need a fully conceived and strategic plan to determine their needs, develop individualized plans, and provide the case management that will empower them to transition to permanent housing.

The site currently poses considerable health and safety risks both to its residents and nearby communities as well as the pedestrians and cyclists who unexpectedly encounter the encampment as a roadblock when traversing the San Francisco Bay Trail.



Fires, drug use, and crime are fed by the ad hoc nature of this unsanctioned, unstructured site, which is home to families and individuals—many with significant disabilities, behavioral challenges, and mental health needs—who report dire conditions, fear for their safety, and a desire to move from the site. During just the six-week period between September 1 and October 15, 2021, 14 fires were recorded at the site. Feces, urine, trash, pests, and their related smells are part of life at Castro, despite contracts between the city and SOS! Richmond, which employs site residents to provide some clean-up and help instill order. Those efforts have been inadequate, especially without encampment management. Meanwhile, the site has become a magnet for illegal dumping.

In developing this plan, people at Castro participated in surveys conducted by community representatives and took part in planning meetings. Site resident Amanda J. said she started the Castro encampment in March 2020 but found it “out of control” by that summer, as trash piled up faster than she could address it. Over time, the encampment ballooned from some 11 vehicles to its current size. “People wouldn’t follow rules and the whole place went haywire,” said Amanda J. “We lost all order, which has resulted in what you see today at Castro.” In September 2021, Castro residents were asked if they would prefer to stay at Castro or move to other options. Of 26 respondents, *none* chose staying at the Castro location. Despite widespread dissatisfaction, the site continues to swell—evidence of the desperation fueling its growth. In 2021, the City attempted to relocate the site, but was met with such strident opposition from residents and business owners near the proposed sites that plans were scrapped.

People who live in apartments and houses in the vicinity of Castro—including families with young children who attend nearby Peres Elementary School—are angry the



site has been allowed to persist in a low-income area already disproportionately prone to crime and other inequitable, intersectional hardships. A recent round of abatement on the site removed 15 inoperable vehicles, including at least one stolen and used in a car-jacking. Catalytic converter theft in the area has risen. Local businesses report break-ins, especially to steal electrical copper wiring. The detritus of those efforts—the casings—has been found on the site. Police service calls to the site in 2021 include 14 for shots fired, as well as vandalism, theft, and vehicle fires.

In a highly problematic location, the site is unsafe, lacks order, and attracts crime to a working class section of the city that is home to families of color and businesses aiming to bring employment and opportunity to Richmond.

Part 3: Core Service Delivery and Provision of Housing Options

We are proposing a targeted, stepped approach to address the myriad needs of the 102 people living at the Castro encampment by augmenting existing strategies with evidence-based clinical case management and intensive social service and housing navigation support. In CCC, the most common reasons for homelessness are mental illness, chronic substance abuse, loss of employment, and physical illness. Our plan is built upon a foundation of input from many community stakeholders, including encampment residents, and is informed by our past successes—and lessons—in working to sunset encampments with a Housing First approach. Modeled on the county's successful Homeless Disability Advocacy Program (HDAP) grant, we have designed a two-year plan that will empower everyone now at Castro to progress toward physical and mental wellness while being supported in developing their own paths to stable housing. Outcome targets for this project are detailed in the chart on the next page.



Richmond ERF Project -- Goals and Objectives	
Goal 1. The Castro Encampment’s living conditions will be improved.	Objective 1A: By Sept 30, 2022, the encampment will have reliable basic amenities. 1B: By Sept 30, 2022, at least 75% of residents will report that they feel safer at the encampment. 1C: By Dec 31, 2022, there will be a significant reduction in criminal activity associated with the site.
Goal 2. Castro Encampment residents will be assisted to be housing-ready.	2A: By Sept 30, 2022, 100% of residents will be comprehensively assessed regarding their basic needs, health, behavioral health, housing, and other needs. 2B: By Dec 31, 2022, 75% of residents will receive services and support that reduce barriers to stable housing. 2C: By March 30, 2023, 60% of residents will have completed financial literacy workshops, employment counseling, and/or job training, to assist with employment, public benefits, and/or lifestyle changes.
Goal 3. Residents will transition to housing, maintain stable housing.	3A: By Dec 31, 2022, 100% of residents will have completed a housing plan. 3B: By June 30, 2023, at least 70% of residents will have transitioned to permanent housing. 3C: 60% of residents transitioned to permanent housing will maintain it for at least six months.
Goal 4. Site will be sunsetted and restored to its intended purpose.	4A: By Dec 31, 2022, 50% of those living at the encampment will have moved out. 4B: By June 30, 2023, all people will have moved out. 4C: By Dec 31, 2023, the site will be cleaned up, fenced to prevent future encampments. The Bay Trail segment running through it will be enhanced to provide for safe public access.

Services. Initially, services will be focused on addressing basic needs in a respectful, holistic manner and bringing safety, order, and management to the site. An on-site office unit, wash stations, community cooking facilities, garbage removal, and a postal address will be provided. The City will fence off the area to help control inflow and security personnel will be on site 24/7 to bring order and stability to the encampment. The full-time Site Manager will be a constant presence and resource, overseeing these efforts, as well as meal distribution and organizing group activities, including clean-ups.

We know the project’s success will depend on all stakeholders feeling both *informed*—having a clear understanding of the program’s services, goals, and completion timeline; and *relevant*—having a say in the program’s development. Critical to making the project effective long-term will be a focus in the first stage on communication among the providers, a lesson we learned at Rydin. We have built time and structure into the



plan to ensure providers and residents know and agree on who is responsible for which tasks to ensure all are working in tandem toward shared goals. It is crucial for the SCT to foster rapport with residents in the early stages and build trust over time by creating a safe environment and meeting needs. The ERF Project Manager will meet regularly with the SCT, convene a Residents' Advisory Group, and engage neighboring residents and business owners through active outreach so that all stakeholders are aware of plans and working together in a positive way.

Two full-time Social Workers trained in clinical case management will conduct comprehensive needs assessments of site residents to identify medical, psychosocial, safety, substance use, and housing needs. They will provide trauma-informed crisis support, counseling, service referrals, warm handoffs, and other system navigation support. Assessments will identify potential barriers that need to be addressed through case management and provide service referrals aimed at transitions to stable housing (e.g., paperwork related to vehicle registration, personal identification, banking). We are allocating some grant funds for unspecified services so we can be nimble in responding to specific needs as they arise (e.g., family violence, legal issues, healing circles). First year outcomes will be grounded in positive connections between unhoused individuals and clinical services, housing options, treatment related to mental health and substance abuse, and strategies to increase incomes. Year two will focus on stable housing and continued case management as well as site restoration and program evaluation.

Housing Options. In Richmond, as in the region, there is a substantial housing shortage. Between 2008 and 2018, state and federal funding previously used to build low-income housing declined by 83%. CCC was short of more than 31,000 affordable



homes in 2018. The pandemic only widened the gap between need and availability.

Still, this project aims to move highly vulnerable people—including families with young children—who are living in cars and other vehicles, into managed spaces without readiness barriers as they prepare for long-term solutions and permanent housing.

Housing Navigators (two full-time in Year 1 and one in Year 2) will develop individualized housing plans for each resident and support them in completing the documents required to enter the county's Homeless Management Information System (HMIS), needed for housing waitlists. The navigators will identify who qualifies for which lists, including Section 8, public-assisted housing, and other subsidized/low-income options.

Because people are better able to move forward when they are housed, **interim alternatives** will include shelters, Project Homekey hotels, rooms in private residences, and Scattered Sites safe parking—a new innovation launched in December 2021 that matches people living in vehicles (who prefer to stay in them) with churches, nonprofit organizations, and social service centers that make their parking lots available for up to four vehicles. Aligned with Housing First priorities including community integration, the transitional model offers a bridge to more permanent solutions and has been very effective in other California cities. All interim alternatives will be safe sites enhanced by the supports for individuals and families described above, including basic amenities and, importantly, intensive case management and service referrals. Placements will be informed by individual preferences, health needs, and behavioral challenges.

Long-term housing solutions will include single-room occupancy units, shared housing, supported housing, and RV parks, if appropriate. Castro residents in a position to take advantage of existing county-run, rapid re-housing (which includes having a



qualifying credit history and a vulnerability index) will be supported by the SCT to make that transition quickly. Additionally, this proposal includes housing subsidy funds and staff roles to support individuals who are ready for rapid re-housing but do not meet all the qualifications required by the county program. Funds could be used to remove barriers to stable housing, such as first and last month's rent, fees to store vehicles, and fines. Housing Navigators will cultivate relationships with property managers reluctant to rent to previously unhoused people with the goal of increasing available units.

With individualized planning, choices, and continuous input from a Residents' Advisory Group, our client-centered plan is rooted in Housing First values and focused on recovery and harm reduction, not compliance. It also builds on lessons learned at the Rydin encampment, where we had a much shorter timeline and smaller budget but could clearly see the need for more coordinated, trauma-informed, flexible support.

Site Restoration. Once all residents have moved away, the site will be cleaned up and restored to its official use as a segment of the SF Bay Trail. Fencing and entry gates will be installed to prevent vehicle access and the establishment of new encampments. The pavement will be repaired and we will provide the Neighborhood Council with beautification funds for wayfinding signage and landscaping.

Part 4: Coordination of Services and Housing Options

Coordination. Our enhanced approach emphasizes how providers will work in partnership to reduce safety concerns, address health issues, and provide pathways to stable housing. The proposal was drafted with input from several direct service providers currently working with unsheltered Richmond residents, including CCC's H3 CORE program, which provides outreach and clinical case management; HCEB, which provides



program management and housing navigation support to residents at the Rydin encampment; and Rebuilding Together/SOS! Streets Teams, staffed with previously and currently unhoused people whose lived experience informs their outreach. We have built in both time and structures to support a truly team-spirited, trauma-informed approach and will ask potential partner providers to bid for contracts in that same spirit.

The ERF Project Manager will lead the SCT, which will include the Site Manager, Social Workers, Housing Navigators, and other service providers working with encampment residents. Other than the Housing Manager and Project Manager (a staff position in the Community Development Department), the other positions will be contracted out to community service providers with whom we have been working to address homelessness, such as CCC H3's CORE team and SOS!/RBTEBN. The SCT will meet weekly with a focus on collaboration and clarity of roles with regard to triaging clients, data sharing, and other responsibilities. Equally important, a Residents' Advisory Group will provide continuous feedback on residents' perspectives, needs, and concerns and help providers address individual needs. Too often, it's assumed that "the homeless" are monolithic, but we know from experience that their reasons for being unhoused and what they need to get on their own paths to housing vary considerably.

Partnerships. With more than 100 people at Castro in need of housing, we need a model that includes multiple strategies and differentiated support. The City has worked together with the CCC H3 office to design a plan that leverages existing resources and mirrors their successful Homeless Disability Advocacy Program (HDAP). That model includes a "first touch" by street outreach teams (an approach Richmond is already invested in) with embedded social workers offering case management, referrals with



warm hand-offs, housing navigation support, and rapid re-housing. Funded with state grant money, the program builds on CCC's existing CORE program, which we anticipate will be a project partner. Funding from nearby Chevron Richmond will pay for one of the Social Workers in the first year—an important signal of community support.

Homeless Strategic Plan. In early 2021, Richmond, together with partners, will delve into a ten-month strategic planning process to develop a five-year road map for addressing our growing unhoused population. The plan will identify strategies for reducing and preventing homelessness as well as strengthening health and social service supports for unhoused residents. This ERF project grew out of the first phases of that process, drew on many stakeholders, and reflects what we have learned are best practices. We expect the approach described here to be replicated within the city and county and may make improvements in its implementation based on the outcomes of the strategic plan, such as adding measurable outcomes, increasing equity, improving interdepartmental coordination, and responding to rapidly changing COVID-19 needs.

Data and project evaluation. With two Social Workers and two Housing Navigators dedicated to the Castro site population, there will be consistent intake, comprehensive assessments, service and housing plans, ongoing case management connecting residents to needed supports, and housing navigation. The City will engage an external evaluator to help us document the project's implementation and assess its performance vis-a-vis the goals and objectives presented in Part 3. The evaluation will assess qualitative measures (i.e., how encampment residents *feel* about the support they received) along with quantitative ones. We will work closely with service provider partners and our



evaluator to gather data needed to profile the people served, document provided services, gauge impact, and elicit client perspectives using intake assessments, case notes, meetings, surveys, interviews, and focus groups. We will attempt to keep in contact with former encampment residents for at least one year after they transition to housing in order to track their health, wellness, and other outcomes. Their trajectories will be well documented in case notes that will be used to measure the project's success, identify challenges that arose, and inform program improvements. Once strengthened, we expect the approach to be replicable in Richmond and elsewhere.

Part 5: Ensuring Dignity, Safety, and Wellness

People with lived experience have been instrumental in the development of this proposal. For example, unhoused Castro residents helped plan this project by answering surveys, participating in planning meetings, providing informal input to service providers and City staff, and completing individual assessments. As noted, many Castro residents report dangerous conditions at the site; a need for order as well as reliable showers, potable water, meals, and other basic services; and a strong desire to relocate. Additionally, staff members of CORE and RBTEBN/SOS! who are, or have previously been, homeless provided insight and recommendations based on their lived experiences as well as their work supporting people at Rydin.

Feedback from Rydin residents also informed this project. The key takeaway from the City's effort to resolve that encampment is the absolute need to address the whole needs of people and families, not just their housing requirements. This plan is front-loaded with both Social Worker and Housing Navigator support for that reason—to effectively address barriers to obtaining and maintaining stable housing.



To assist the project's implementation and ongoing improvement, the Project Manager will convene a Residents' Advisory Group of Castro residents who will meet weekly to learn about the City's plans and goals for this project and also to have a voice in choosing the services they need and a mechanism to report concerns or problems.

In selecting partners who will provide services to encampment residents, we will give priority to organizations that employ individuals with lived experience of homelessness. Moreover, project staff will employ site residents to assist with meals and provide some amenity maintenance. In carrying out these duties, residents will gain both income and work experience that can help them obtain and function effectively in other jobs. We are budgeting grant funds to provide stipends to residents for their work on site and participation in the Residents' Advisory Group. Castro residents will be fundamental to assessing the efficacy of the project as part of our evaluation, described in Part 4.

This approach follows a **Housing First Model** and includes comprehensive needs assessments, individualized services and housing navigation, and case management to address each resident's needs and barriers to obtaining and maintaining housing. Support services may include crisis support, individual counseling, and linkages to medical care or treatment for mental health or alcohol/substance use issues. Services for behavioral health issues will focus on harm reduction and recovery, not compliance or abstinence. In working with individuals to transition them to housing, we will prioritize their preferences drawing from available options (e.g., shelters, motels/hotels, RV parks, safe parking (Scattered Sites), private homes, single room occupancy units, shared housing in affordable units, and reuniting with loved ones). To maximize permanent placements, project staff will work closely with property managers to identify appropriate units and



find workarounds to minor issues that can be significant rental barriers.

Making services **culturally appropriate** begins with hiring choices. Service providers will prioritize hiring people from backgrounds that are similar to people living at Castro (who are primarily African American and from our local communities). Project staff will receive training in both **trauma-informed** and **culturally appropriate services**. They will keep at the forefront of their work an awareness that many residents have experienced significant trauma and are highly vulnerable. The challenges and nuances of providing support in the context of trauma will be discussed regularly as part of weekly SCT meetings. Project staff will prioritize safety at the encampment and developing trusting relationships with residents. By incorporating a harm reduction model, **project services will be non-punitive** and we will avoid criminalizing actions whenever possible while also engaging local community stakeholders as part of an effort to promote understanding of the challenges encampment residents face.

Local laws, ordinances, resolutions, responses to community concerns. Our proposed ERF project is a direct response to feedback from both Castro residents (who share a strong desire to be assisted to relocate and find stable housing), and neighbors, business owners, city and county staff, and service providers, who have met monthly during the past six months to discuss the site and brainstorm solutions. In May 2021, the City extended a **Tiny Houses on Wheels Pilot Project**, allowing vehicles to be used as Accessory Dwelling Units in zoning districts where residential uses are allowed. In July 2021, the City adopted a **Scattered Sites Safe Parking Pilot Program** ordinance to allow community-based organizations, such as churches, non-profits, and cultural facilities, to become host sites for up to four vehicle-households. It's intended to



create opportunities for safe and secure places for car and recreation vehicle dwellers to park and sleep, reduce the number of people living illegally in their vehicles on Richmond streets and in unsanctioned encampments, decrease enforcement actions, and make it easier to provide the support services needed to secure permanent housing. The City will provide portable toilets, handwashing stations, potable water, trash facilities, and support services via a partnership with RBTEBN/SOS! Richmond. The first sites will open in January 2022. It is one stepping-stone strategy we will utilize for some Castro residents on their paths to permanent housing. Richmond's **Building Code Appendices X and O** allow shelters that meet safety standards—including emergency sleeping cabins and state-compliant tents—opening the door for transitional villages, a change that may be part of the City's strategic plan for addressing homelessness.

Creating an SCT is one way we will **navigate and minimize conflicting interests**. The SCT will be a venue for team building—to develop guiding principles, define differentiated roles, identify areas of collaboration, maintain ongoing communication, make decisions, and solve problems within the framework of our guiding principles. Convening a Residents' Advisory Group will help us be attuned to and honor residents' needs, concerns, and priorities, and ensure they are reflected in our guiding principles and service provision. Our work at Rydin highlighted the importance of ensuring all services are guided by a trauma-informed lens. For instance, even though residents may report a strong desire for a cleaner site, we can't simply roll in dumpsters and a team to remove trash. Underlying trauma may be triggered by the effort, or be fueling hoarding tendencies, and emotional support must be available when asking residents to dispose of belongings. Convening stakeholder meetings will help us manage and minimize conflicts.



Part 6: Personnel

Richmond ERF Project Staffing Plan	
Community Devp. Director (.10 FTE)	Project oversight, contracting, coordinate services with other City units, co-convene ERF Project Advisory Council
Crime Prevention Manager (.10 FTE)	Project oversight, co-convene ERF Project Advisory Council, coordinate services with other City units, coordinate community outreach
Housing Manager (.15 FTE)	Coordinate project, liaise with partners/service providers, ensure proper data collection, liaise with and report to the grantor
ERF Project Manager (.5 FTE)	Lead Site Care Team, supervise site staff, convene Residents Advisory Group, engage neighborhood stakeholders, and manage subcontracts
Encampment Site Manager (1.0 FTE, Yr 1)	Manage site access, security, amenities, scheduling of partner services, organize group activities, clean-ups, provides referrals to team members
Site Security Staff (24/7 coverage in Year 1)	Monitor entry and exit from site, provide security and enforce site rules, alert first responders in the event of incidents
Social Workers (2.0 FTE)	Conduct assessments, provide crisis support, counseling, problem-solving support, case management, service linkages, service navigation support
Housing Navigator (2.0 FTE Yr 1, 1.0 FTE Yr 2)	Assist clients to develop housing plans and obtain interim/long-term housing, work with property managers to facilitate clients' housing access
Community Outreach Specialist (1.0 FTE Yr 1, .5 FTE Yr 2)	Assist with client intakes, help residents get IDs/other documents, and get ready for housing. Convene community meetings, address stakeholder concerns. Assist with outreach for the Scattered Sites initiative
External Evaluator	Design data collection tools, workplan, conduct process/outcome evaluation, prepare yearly reports, assist with reporting to grantor

Qualifications of key staff. Lina Velasco, Richmond Community Development Director since 2020, and Michelle Milam, Crime Prevention Manager since 2007, will oversee this project. They co-coordinate the City's response to homeless encampments. Ms. Velasco directs the Community Development Department's four divisions: Planning, Building Services, Code Enforcement, and Housing, including homelessness services. She manages grant-funded projects, including the Homeless Emergency Aid Program. She previously worked as the City's Planning & Building Services Director and Planning Manager. For Richmond's Crime Prevention Unit, Ms. Milam manages public education,



outreach, social media, community and school district partnerships, crime prevention officer training, volunteer programs, the crime-free housing program, and strategic community policing policy initiatives. She staffs the City's Homeless Task Force and manages the Richmond/San Pablo CORE Team contract for homeless services.

A City Housing Manager and the ERF Project Director, to be hired, will join Mss. Velasco and Milam as the Project Management Team. Requirements for these positions include an undergraduate degree in planning, public administration, or a closely related field and relevant project management and supervisory experience. Other project personnel will be subcontracted from community organizations with extensive experience, expertise, and training related to providing services to unhoused individuals and families. We will give priority to organizations that employ individuals who have lived experiences of homelessness as well as experience supporting homeless people.

Part 7: Proposed Budget and Fiscal Planning

We are requesting \$4,881,272 in funding, which averages to \$47,866 per current encampment resident, though we anticipate there may be 10-20% more people living at the site by June 2022. We have crafted this budget carefully, well aware of the real and vexing challenges and costs required to ensure 100+ homeless individuals chart realistic paths to wellness and stability, especially if they have been unhoused for years. CORE assisted us in developing our staffing plan, which aims to keep caseloads low enough for Social Workers and Housing Navigators to provide the individualized support needed for success. The request also reflects the Bay Area's highest-in-nation cost of living as well as the dearth of resources available to a smaller city like Richmond, despite the scale of our homeless crisis and regionally high poverty rate. If awarded less



funds than requested, we will be forced to scale back all elements of the project, including the number of people providing direct services and funds to subsidize interim and permanent housing solutions. These reductions would hamper our ability to remove barriers to housing and could prolong the resolution of the encampment.

Leveraged resources to support this project include but are not limited to:

Funding source	Purpose	Value
Community Dev. Dept.	Community Development Director, project oversight (.05 FTE)	\$16,907
Police Department	Crime Prevention Manager, project oversight (.10 FTE); Mobile outreach (CORE Street Team)	\$162,221
Fire Department	Inspections, fire prevention, vehicle abatement, code enforcement	\$18,000
Reimagining Richmond	Scattered Sites housing navigator, potential shelter analyses	\$75,000
Love Your Block Fund	Landscaping as part of restoration of Castro encampment	\$10,000
Richmond, CCC	Mental Health Evaluation Team/Mobile Crisis Response Team	\$7,500
Contra Costa County H3	CORE Street Team; shelter beds (3 per night); staff time	\$205,200
Chevron Richmond	Case management/wraparound services	\$78,000
Richmond Build	Job training	\$55,000
Total		\$627,828

Grant request = \$4,881,272 + \$627,828 match = \$5,509,200 project cost; grant = 88%

Maximizing use of resources for program services. Over 90% of our grant request would pay for program services to improve encampment living conditions and enable unhoused individuals to move into and maintain housing. Only 4% is allocated for program coordination and 5% for indirect costs.

Ensuring 50% of funds are expended by 6/30/23 and 100% by 6/30/24. We plan to transition all residents to interim or long-term housing and sunset the encampment by the end of Year 1, in June 2023. Accordingly, the great bulk of grant funds—\$3,340,398 (68%)—is allocated for project costs in Year 1. In Year 2, funds will be devoted to supporting ex-residents in their new housing situations, continuing to address barriers to stable housing and individuals’ overall stability, and restoring the Castro site.



Line Item Budget and Budget Narrative

Grant Requested Funds	Year 1	Year 2	Total
Personnel			
City of Richmond Community Development Director	\$11,271	\$11,609	\$22,880
City of Richmond Housing Manager	\$22,981	\$23,670	\$46,651
ERF Project Manager, I or II	\$77,238	\$79,555	\$156,793
Subtotal Personnel	\$111,490	\$114,834	\$226,324
Fringe/Benefits			
Fringe/Benefits Example	\$55,745	\$57,417	\$113,162
Subtotal Fringe/Benefits	\$55,745	\$57,417	\$113,162
Operations and Maintenance			
Portable toilets	\$31,000	\$0	\$31,000
Meals/Community kitchen	\$150,000		
Drinking water	\$26,500		
Portable showers	\$107,000		
Waste removal	\$125,000		
Storage of personal items	\$12,000	\$6,000	
Towing	\$10,000	\$5,000	\$15,000
Bedbug Zapper	\$2,500		
Subtotal Equipment	\$464,000	\$11,000	\$475,000
Supplies			
PPE	\$5,000	\$0	\$5,000
Office unit rental/Set-up fees	\$30,000	\$0	\$30,000
Subtotal Supplies	\$35,000	\$0	\$35,000
Capital Outlay			
Perimeter fence and entry gate	\$25,000	\$0	\$25,000
Temporary power	\$20,000	\$0	\$20,000
Site restoration costs	\$0	\$100,000	\$100,000
Subtotal Construction	\$45,000	\$100,000	\$145,000
Consultant and Contractor Services			
Social Worker (clinical case manager)	\$194,098	\$266,098	\$460,196
Castro Encampment Site Manager	\$104,000		\$104,000
Housing Navigator	\$169,000	\$84,500	\$253,500
Site Security Staff for encampment	\$467,200		\$467,200



Community Outreach Specialist	\$55,000	\$27,500	\$82,500
External project evaluator	\$40,000	\$40,000	\$80,000
Partner services	\$40,000	\$40,000	\$80,000
Subtotal Consultants/Contracts	\$1,108,747	\$458,098	\$1,566,845
Other			
Community activities	\$5,000		\$5,000
Stipends/Workforce Development	\$31,350	\$63,650	\$95,000
Flex funds	\$125,000	\$62,500	\$187,500
Housing Trust Fund for residents	\$1,200,000	\$600,000	\$1,800,000
Subtotal Other	\$1,361,350	\$726,150	\$2,087,500
Total Direct Charges			
	\$3,181,331	\$1,467,499	\$4,648,831
Indirect Costs			
Subtotal Indirect Costs (5%)	\$159,067	\$73,375	\$232,442
TOTALS			
	\$3,340,398	\$1,540,874	\$4,881,272

Budget Narrative

Personnel

Richmond Community Development Director Lina Velasco, .05 FTE x \$225,420 annual salary with 3% annual Cost of Living Allowance (COLA) in Year 2 = \$11,271 in Year 1, and \$11,609 in Year 2. She will dedicate an additional .05 FTE of her time to this project in-kind. She will provide project oversight, coordinate services with other City units, and co-convene the ERF Project Advisory Council, in collaboration with the Crime Prevention Manager.

Richmond Crime Prevention Manager Michelle Milam will devote .10 FTE to the project, provided in-kind. She will provide project oversight, co-convene the ERF Project Advisory Council, coordinate services with other City units, coordinate community outreach, and staff the City's Homeless Task Force.

Richmond Housing Manager, .15 FTE x \$153,204 annual salary with 3% annual COLA in Year 2 = \$22,981 in Year 1, and \$23,670 in Year 2. In this role, s/he will help coordinate the project, ensure proper data collection, liaise with and report to the grantor

ERF Project Manager, .50 FTE x \$154,476 annual salary with 3% annual COLA in Year 2, \$77,238 in Year 1, \$79,555 in Year 2. The Project Manager will lead the Site Care Team, supervise site staff, convene the Residents Advisory Group, manage partner subcontracts, and engage neighborhood stakeholders through active outreach.

Fringe Benefits

Benefits for City personnel are calculated at 50% of salaries, prorated, and include medical, dental, vision, life, and disability insurance, totaling \$55,745 in Year 1, and \$57,417 in Year 2.



Operations and Maintenance

Portable toilets for the Castro encampment. 2 regular, 1 ADA. All will have hand washing sinks. Includes service and maintenance. \$31,000 in Year 1.

Meals/community kitchen for encampment residents, including delivered/prepared meals or rental of a community kitchen unit and food. \$150,000 in Year 1.

Drinking water for encampment residents. Tank service. \$26,500 in Year 1.

Portable showers encampment residents. Shower service available for at least two hours, 4-5 days per week. \$107,000 in Year 1.

Waste removal. Dumping fees (\$25,000) and RV clean-outs (\$100,000), totaling \$125,000 in Year 1.

Storage of personal items. On-site storage boxes, storage facilities for longer-term/ 2 units for several groups \$1K/month. \$12,000 in Year 1, \$6,000 in year 2.

Towing of abandoned and inoperable vehicles. \$10,000 in Year 1, \$5,000 in Year 2.

Bed Bug Zapper. 2 bedbug ovens and thermal dot stickers for bed bug eradication. \$2,500 in Year 1.

Supplies

Health and safety supplies for on-site staff and residents. Includes fire extinguishers, smoke/carbon monoxide detectors, masks, gloves, trash bags. \$5,000 in Year 1.

Office unit rental and set-up fees. Mobile office, IT, community tent, signboards, table, office furniture, etc. \$30,000 in Year 1.

Capital Expenses

Perimeter fence and entry gate. To help limit the growth of the encampment and ensure residents' safety. \$25,000 in Year 1.

Temporary power service. \$20,000 x 1 in Year 1.

Site restoration costs. Fencing, enhanced lighting, clean-up. \$100,000 in Year 2.

Consultant and Contractor Services

Castro Encampment Site Manager. Manage site access, security, amenities, scheduling of partner services, organize group activities, clean-ups, and provide referrals to team members. Full-time in year 1. \$104,000, Includes \$80,000 salary + 30% benefits.

Social Workers. Conduct assessments, provide crisis support, counseling, problem-solving support, motivational interviewing, case management, service linkages, service navigation support. 2 full-time MSW clinical case managers @ \$194,098 in Year 1, \$266,098 in Year 2. Based on \$72,000 salary + 30% benefits + vehicle, IT expenses, training, and & indirect expenses associated with these positions. (Salary of 1.0 FTE provided in Year 1 by the City,



derived from a Chevron Richmond grant; remaining costs of position for Year 1 included in this line item).

Housing Navigators. Assist clients to develop housing plans and obtain interim/long-term housing, work with property managers to facilitate clients' housing access. 2.0 FTE in Year 1 = \$208,449, 1.0 FTE in Year 2 = \$84,500. Based on \$65,000 salary + 30% benefits. Includes vehicle, IT, admin & indirect expenses associated with one of the positions (\$39,449) in Year 1.

Site Security Staff. Monitor entry and exit from site, provide security and enforce site rules, alert first responders in the event of incidents. 24/7 coverage. One on-site during daytime hours, 2 during evening/overnight shifts. \$467,200 in Year 1. Based on 40 hours of staff time/day \$32/hour (includes benefits, other costs) x 365 days.

Community Outreach Specialist. Assist with client intakes, helping residents get IDs and other documents, and get ready for housing. Convene community meetings, address stakeholder concerns. Assist with outreach for the Scattered Sites initiative. 1.0 FTE in Year 1, .5 FTE in Year 2. \$40,000 salary + 30% benefits + vehicle, IT, admin costs.

Partner services. For trauma-related support services, e.g., Healing Circles, domestic violence related issues, legal assistance, etc. \$40,000 allocated for this purpose in each of Years 1 and 2.

External Project Evaluator. Design data collection tools, timeline, and workplan, conduct process/outcome evaluation, report periodically to Project Management Team, prepare yearly reports, assist with reporting to the grantor. \$40,000 in each of Years 1 and 2.

Other

Community activities. Costs associated with activities such as convening community discussions, hosting community meetings including a job fair, providing training on how to use fire extinguishers and how to use Narcan, and other engagement with residents around the encampment. \$5,000 in Year 1.

Stipends/workforce development activities. Stipends to residents for doing encampment work such as assisting with meal distribution, litter pick up, shower cleaning, etc. Grant funds are also allocated for job training services for residents to improve their employability, such as the cost of participation in security guard certification and construction trade pre-apprenticeship programs. Totalling \$31,500 in Year 1, and \$63,650 in Year 2.

Flex funds for encampment residents and ex-residents for removing barriers to housing/stability, e.g., vehicle registration, minor repairs, cash for key (stipend to abandon vehicle to people who do not have money to pay for storage), paying off fines. \$125,000 in Year 1, \$62,500 in Year 2.

Housing Trust Fund for encampment residents and ex-residents. Fund to subsidize or pay for interim and long-term housing situations, allocated to residents based on their individualized needs. Interim housing options include hotels/motels, shelter beds, Scattered Safe Parking sites, and rented rooms, with accompanying support services. Long-term options, for people assessed as able to live independently, may include SROs, shared affordable units, RV parks. Funds to pay for housing costs such as moving expenses, first and last month's rent, RV park fees, relocation (e.g., plane ticket to reunite with family). To be used alone or in combination with county rapid rehousing monies. \$1.2 million in year 1, \$600,000 in Year 2.



City of Richmond
Encampment Resolution Funding Project

	Year 1	Year 2	TOTAL
Total Direct Charges	\$3,181,331	\$1,467,499	\$4,648,831
Indirect Costs (@5%)	\$159,067	\$73,375	\$232,442
Total Grant Request	\$3,340,398	\$1,540,874	\$4,881,272

ANNA M. ROTH, RN, MS, MPH
HEALTH SERVICES DIRECTOR

CHRISTY SAXTON, MS
DIRECTOR OF HEALTH, HOUSING & HOMELESS SERVICES



CONTRA COSTA
HEALTH, HOUSING &
HOMELESS SERVICES

2400 Bisso Lane, Suite D 2nd Floor
Concord, California 94520

Ph 925-608-6700
Fax 925-608-6741

December 20, 2021

Lina Velasco
Community Development Director
City of Richmond
450 Civic Center Plaza
Richmond, CA 94804

Dear Ms. Velasco:

I am writing to affirm Contra Costa County's Health, Housing and Homeless (H3) Services Division's commitment to collaborate with the City of Richmond's Encampment Resolution Funding Program (ERFP) project and to summarize our role in this effort.

H3 provides a continuum of homeless services throughout Contra Costa which includes the Coordinated, Outreach Referral and Engagement (CORE) program, a robust street outreach program, interim shelters for transitional age youth (TAY) and adults, transitional housing, and permanent supportive housing. We view housing as healthcare and understand that without safe and affordable housing, it's challenging at best for those who are unhoused to reach stability. We utilize the housing first model and believe that housing is a human right and people should not have to satisfy pre-conditions to be housed. By espousing a low barrier method to service delivery, we strive to ensure that we can prioritize our limited shelter and housing supply to those that need it most.

We have been working with the City of Richmond's Housing & Community Development division for many years to promote positive outcomes for individuals experiencing homelessness in the Castro encampment. As part of Richmond's proposed ERFP project, Health, Housing and Homeless Services Division will:

- Assist Richmond in ensuring the wellness and safety of people experiencing homelessness, including their immediate physical and mental wellness and safety needs.
- Support Richmond in helping people transition out of the Castro encampment and onto pathways toward safe and stable housing.
- Conduct trauma informed street outreach that identifies and engages people living in unsheltered locations to provide care coordination to support linkages to housing, benefits, and health services in the community.
- Provide direct crisis counseling and problem identification as needed.
- Support Richmond in developing its innovative Scattered Sites model.
- Collaborate with Coordinated Entry programs and other County services.
- Provide access to safe and stable housing, using the Housing First approach.
- Assist with document readiness, including to people preparing for Contra Costa County's permanent supportive housing (PSH) and rapid rehousing (RRH) programs.

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

Sincerely,



Christy Saxton, MS
Interim Director of Health, Housing and Homeless Services





December 21, 2021

Lina Velasco
Community Development Director
City of Richmond
450 Civic Center Plaza
Richmond, CA 94804

Dear Ms. Velasco:

I am writing to affirm the Chevron Richmond Refinery's support for the City of Richmond's Encampment Resolution Funding Program (ERFP) project.

We have been working with the City of Richmond for many years to promote positive outcomes for individuals experiencing homelessness. We are supportive of the City of Richmond's proposed ERFP project. Chevron will continue to collaborate with the City of Richmond via the following:

- The Chevron Richmond Refinery is providing funding to the City of Richmond and Contra Costa County's Coordinated Outreach Referral, Engagement (CORE) program to engage and stabilize homeless individuals living outside through consistent outreach to facilitate and/or deliver health and basic need services and secure permanent housing.
- Specifically, Chevron is funding the salary of a full-time masters-level social worker position to augment existing strategies in Richmond and unincorporated North Richmond through evidence-based clinical case management and social service navigation for the unhoused community. This effort will focus intensive case management services within existing Richmond and North Richmond encampment communities to augment the navigation services provided by CORE Mobile Outreach.
- The primary outcome of Chevron's support will be providing positive connections with unhoused individuals to clinical services, housing, mental health and substance abuse treatment. Specific focus will center on the 50 vehicle unsanctioned vehicle encampment at Castro, and unincorporated North Richmond.
- Chevron's efforts in support of the Castro encampment also include support of establishing emergency housing solutions that improve safety, stability, and security for unhoused populations of Richmond, as well as trash abatement to reduce risk of fire and improve quality of life.
- Chevron support's Richmond's efforts to restore the Castro site to its original state and intended purpose.

We intend to work in partnership with Richmond on the ERFP project throughout the grant period to support the implementation of effective, scalable, and replicable strategies that can be used to effectively address unsheltered homelessness and encampments statewide.

Sincerely,

A handwritten signature in purple ink that reads "Lily Rahnama".

Lily Rahnama
Community Engagement Manager
Chevron Richmond Refinery

Richmond Refinery
Chevron Products Company
(a division of Chevron U.S.A. Inc.)
841 Chevron Way
Richmond, CA 94801
Tel 510 242 5403
lilyrahnama@chevron.com

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

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