

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

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

City of San Jose – Safe Encampment Resolution (SER) Work Plan

Part 1: Implementation Unit Structure and Capacity

Describe the specific unit or office within your organization that will implement the ERF Program grant. Please identify the implementing unit's mission, goals, values, geographic service area, and existing efforts and practices related to serving people living in encampments.

The City of San José's Housing Department will implement the Encampment Resolution Funding grant program. Our mission is to strengthen and revitalize our community through housing and neighborhood investment citywide. The Department oversees a range of critical programs and initiatives, including rent control and stabilization programs for apartments and mobilehomes, and the City's Ellis Act Ordinance that protects the City's supply of affordable rental housing. The Department funds grants for nonprofits to develop and provide social services, homeless response programs, and community infrastructure. Since the Housing Department was established in 1987, the City has been a leader in affordable housing, creating more than 21,000 new, affordable housing opportunities for San José residents.

Eighty-four percent (84%) of persons experiencing homelessness in San José are unsheltered, which is just over 5,000 individuals. The City of San José funds, manages, and coordinates a variety of street-based Crisis Response Intervention programs, including mobile hygiene, winter shelters at City facilities, tiny homes, street outreach and case management and encampment support. The Crisis Response Intervention programs exist to provide temporary housing and essential basic needs services for unsheltered individuals and families in San José until permanent housing is secured. In response to the COVID-19 public health crisis, the Housing Department initiated a new enhanced outreach program called Services Outreach Assistance and Resources (SOAR), focused on 16 of the City's largest encampments, adding comprehensive street-based services; hygiene and trash services; and housing and shelter opportunities for homeless encampment residents. The Housing Department coordinates with other departments and agencies, such as County Office of Supportive Housing, Valley Homeless Healthcare, BeautifySJ and Department of Transportation to address individuals service needs and improve encampment conditions.

Describe your organization's relevant existing partnerships and ability to develop new partnerships and collaborations in support of services to people experiencing homelessness in encampments.

Over the past decade, Santa Clara County and the City of San Jose, have collaborated closely to address the growing issue of homelessness in the region. Beginning with a Blue Ribbon Commission launched by Santa Clara County Supervisor Don Gage and City of San Jose Mayor Chuck Reed in 2007, and propelled by the success of the Housing 1000 pilot program in 2011, the City and County have coordinated their efforts and developed a deep and exemplary partnership. Working closely with local nonprofits—most significantly, Destination: Home—the City and County adopted the first official five-year Community Plan to End Homelessness in 2015.³ This first-of-its-kind regional plan promoted a “housing-first” approach to combat homelessness. Building on the success of the first plan, the City and County in 2020 unveiled a second five-year plan running through 2025. Since 2015, the region has achieved a number of milestones, including housing more than 14,000 people, launching a new Homelessness Prevention System that serves approximately 1,000 households annually, and approving both a County and City revenue measures to grow the supply of affordable housing.

The City of San Jose, County of Santa Clara and Santa Clara County Housing Authority have demonstrated successful collaboration and partnership in creating sustainable, long-term housing solutions for people experiencing homelessness.

The County, Housing Authority, City of San Jose and Destination: Home meet bi-monthly to coordinate projects, services and ensure funds are being leveraged to the highest degree. The partnership was created to be more collaborative about homeless housing solutions between the entities.

Describe how the entity's structure and partnerships will lead to efficient and effective implementation of the proposed ERF Program.

The City of San José is uniquely positioned because of our partnership and coordinated efforts with our County of Santa Clara and community partners in supporting our unsheltered residents. In August 2020, the San Jose City Council and the County Board

of Supervisors endorsed the joint *Community Plan to End Homelessness (2020-2025)*.

The new *Community Plan* has three focused strategies:

1. Address the root causes of homelessness through system and policy change.
2. Expand homelessness prevention and housing programs to meet the need.
3. Improve the quality of life for unsheltered individuals and create healthy neighborhoods for all.

The *Community Plan* provides a framework for the City and partners to move towards common goals. The coordinated efforts under the *Community Plan* position the City to go to leverage and build upon existing partnerships, and to create new partnerships much more seamlessly given the common plan and goals.

Our progress through July 2021 on the new *Community Plan to End Homelessness*:

- 4,886 individuals have been permanently housed in Santa Clara County;
- 96% of clients in permanent Supportive Housing have remained stably housed for at least one year in Santa Clara County; and
- 2,140 households have been assisted through the Homelessness Prevention System with 95% of them remaining housed while enrolled.

These results demonstrate the strong collaborative efforts between the County, City, and the CoC and an ability to implement the State ERF, which aligns with the Community Plan.

Part 2: Prioritized Encampment Site and Population to be Served

In detail, describe the specific encampment site, section of an encampment, or closely linked community of encampments, being resolved. The description must include the specific location, physical size of the area to be served, the types of structures people are residing in at the site, and any other relevant or notable physical characteristics of the site to be served.

The identified encampment for the Safe Encampment Resolution (SER) program is a series of linked encampments along the Guadalupe River Park & Gardens. The identified site is a one-mile stretch between just south of the I-280 and Highway 87 interchange, north to Julian Street. The area has approximately four linked encampments. At one end is the southern section known as “Woz Way” and contains a camp referred to by the individuals who stay there as “Camp Phoenix.” The site continues north along the Guadalupe River trail to a section known as “Arena Green,”

which is a public space near SAP Center that is frequently programmed with public events. The Arena Green area has been the site of several recent abatements, but the site continues to re-encamp. The structures within this one-mile stretch are a mix of tents, built structures using rocks, tarps, debris and there are even vehicles.

The Guadalupe River Park and Trail is a well traveled thorough fair for commuters entering the downtown by bike from the north and south. The area also contains two free entrance/exits that are the primary entrance to downtown San Jose and this large series of encampments is the first visual commuters see as they enter San Jose.

Provide the number of the individuals living in the area that the applicant is requesting funding to serve, any available demographic information, and how this information was determined, including the extent to which estimates were used.

The encampment size fluctuates but includes 85 - 100 people in mostly tents and built structures. The City of San Jose is proposing to serve 100 individuals with the State ERF program. PATH conducted a census of this section the week of December 13 to verify the number and status of the unhoused community members. PATH observed 96 tents and makeshift shelters and 7 vehicles. Of the encampment residents actively working with PATH's downtown outreach teams, over half are chronically homeless. A little less than half have health conditions, including mental health, chronic substance use, and/or physical disabilities. About one third of the population is eligible for Rapid Rehousing with less than 10% eligible for Permanent Supportive Housing.

In detail, describe why this specific encampment site is being prioritized for resolution support. This may include concerns related to public health, safety, and environmental hazards that pose a particular risk to the people living in the target area as compared to other encampments, or demographic factors related to addressing racial equity or serving populations disproportionately impacted by homelessness. This may also include the environmental, health, and safety impact of the encampment site to the community at large.

The identified area is part of the Guadalupe River Park & Gardens, a three-mile ribbon of park land that runs along the banks of the Guadalupe River in the heart of downtown San Jose from Highway 880 at the north, to Highway 280 at the south. It is a resource of regional importance to the people of Santa Clara County and the Bay Area and serve to preserve natural ecology. The San Jose Children's Discovery Museum and a

children's community garden is located along the southern end of the identified corridor and is noted as a sensitive amenity being impacted by some of the activity. The area is also an active bike and recreation trail. Many people in the socio-economically challenged Washington/ Guadalupe area, a City of San Jose identified Recovery Priority Hard Hit area, is located just south of this encampment area. Many people from the Washington/ Guadalupe neighborhood utilize the trail to obtain access to the downtown San Jose area and have expressed frustration over encampments and trash that block trail access. The northern end of this target area includes a portion of the Guadalupe River Park known as Arena Green and includes a children's carousel, Vietnam Veteran's memorial, and park used for public events. The carousel is currently unusable due to damage from copper wire theft and break-ins to the electrical room for the carousel. Veteran's routinely log complaints to the Parks Department about memorial events being impacted by people sleeping on or near the memorial. Providing housing will aid in restoring the ability to use the public spaces and children's carousel and are goals of the Guadalupe River Park Conservancy.

Part 3: Core Service Delivery and Provision of Housing Options

In detail, describe the proposed services and interim and permanent housing options that will be provided to individuals experiencing homelessness in this specific encampment site and describe how the proposed services will be aligned with Housing First principles, tailored to meet the specific needs of the people served and address the health and safety challenges posed by the specific encampment site.

The City of San José has a long history of working with people living in encampments, as well as encampment abatement and re-encampment prevention. The San José City Council appropriated \$2 million from the General Fund each year for a rapid re-housing and supportive services strategy to permanently house homeless individuals from San José who live in homeless encampments. The Story Road encampment, often referred to as "the Jungle," was selected as the targeted encampment. The subject of hundreds of media stories and articles ranging from the New York Times to National Geographic, the site was by far San José's largest encampment. For 18 months (2014-15), the Homelessness Response Team, along with multiple City departments, County and external agencies, developed and implemented a comprehensive plan designed to

address the housing and stability needs of the homeless individuals at the site, as well as the environmental, safety, health, and legal concerns created by the unsafe and unstable nature of the encampment. Together, the team established a set of key goals for the site, including housing, abatement and re-encampment prevention.

After months of work, 208 people were permanently housed from “the Jungle”. The biggest lessons learned were 1) the importance of collective impact and the variety of coordinated partnerships, 2) the need for leveraged resources, 3) the achievement of re-encampment prevention through deterrents, ongoing abatement, and restoration efforts and 4) dedicating housing resources to the people in the targeted encampment was essential. Some takeaways were that we need to ensure that there are interim housing options (motels, transitional communities, etc.) so that people do not reside in the encampment while searching for housing. Additionally, it was challenging to secure the site, so the population size constantly fluctuated. Conducting a thorough census of encampment residents at the site in the beginning and monitoring a by-name list is critical.

San Jose’s Safe Encampment Resolution (SER) program is a human centered program that both saves and positively changes lives as well as protects the health, safety, and welfare of San Jose residents, including those residents experiencing homelessness. Drawing from experience and lessons learned, the proposed program is a social service-led operation spearheaded by the City’s Housing Department who will lead a group of non-profit community partners experienced in street outreach, housing and trauma informed care. The encampment resolution program will involve three phases: planning, implementation and resolution/assessment/sustainment.

Phase 1: Planning

The City will leverage an existing Downtown-focused outreach and engagement contract with People Assisting the Homeless (PATH) to focus on the targeted encampment. The outreach team will work exclusively in the targeted encampment with the goal to transition every occupant into alternate permanent, interim or shelter options by June 30, 2023. To do this, PATH will leverage resources in the existing outreach contract but also leverage a newly developed Downtown Crisis Response Initiative.

PATH will leverage their storage program to store belongings of targeted encampment occupants in a safe and secure location.

A thorough analysis of encampment occupants, including a by-name-list, will be developed in order to understand housing needs and to what types of housing options each occupant is eligible, based on the profiles in the Homeless Management Information System (HMIS) and the scores determined by the VI-SPDAT assessment. PATH is trained to conduct VI-SPDAT assessments annually or when there is a significant change in life circumstances (per the existing outreach contract and our local CoC Quality Assurance Standards). For those who do not qualify for a permanent housing option and eligible for a referral, clients will be offered a unit in a newly acquired HomeKey project (pending approval from the California Housing and Community Development Department), one of the five existing interim housing developments across San José, a motel room, or a shelter bed. Placements will be client-centered, based on the needs and willingness of the clients, as well as based on availability of the units or beds.

Throughout Phase 1 PATH will work with City departments to ensure that the targeted encampment occupants are provided with waste management services, basic hygiene services, including portable toilets and hand washing stations and meals.

During the planning phase, the encampment resolution group, consisting of leadership from multiple City departments, PATH and County Office of Supportive Housing will develop a plan for serving the individuals in the encampment and eventually closing the encampment. The City, PATH and County will plan so that sufficient housing options would be available for the estimated 100 persons regularly sleeping in these locations. The plan will also pull in other service providers who might be working with individuals in the location, to better coordinate care and services.

The key tasks in the planning phase include; (1) Conducting an Outreach Encampment Survey, which demonstrate the characteristics and needs of those staying in the encampments; (2) Creating a “by name” list of individuals living in the identified encampment; (3) Cataloging needed support services, and the extent to which they are

appropriate, in sufficient supply, and accessible to the target population; (4) Weekly trash services and as needed “escalated clean ups” where unwanted large debris or illegal dumping debris are removed; (5) Collecting perspectives from people staying in the encampment; and (6) Collecting perspectives from individuals advocating on behalf of those staying in the encampments and community members.

Phase 2: Implementing and Service Delivery

The implementation phase will begin with a 90-day implementation period where on-demand, low barrier housing and substance use treatment are offered to individuals in the encampment. PATH street outreach teams will visit the site daily. The objective of this phase was to make available on-demand, low barrier housing and substance use treatment services to the target population in advance of the closing of the encampments.

This phase will focus on offering a variety of housing options. Several encampment occupants may be eligible for, receptive to, and enrolled in permanent supportive housing or rapid rehousing programs. Leveraging existing housing-based contracts with Home First, encampment resolution funding would also be used to support alternate housing options. Leveraging the existing Rapid Rehousing Program with HomeFirst, encampment resolution funding will support up to 30 individuals from the targeted encampment.

As learned from the City’s closure of “the jungle” encampment, it is anticipated that the majority of the population will move into an interim housing project. It is preferred that a newly acquired HomeKey project be used as interim housing for the SER program. If approved, the Housing Department proposes setting aside up to 50 units at the Arena Hotel (pending approval of City’s Project HomeKey application). HomeFirst Services of Santa Clara County (HomeFirst) is the proposed operator of the HomeKey project and would dedicate staff to work with the transitioned clients of the targeted encampment. Services would be client-centered and focus on individual housing and services plans with the goal of obtaining stable housing by June 30, 2024. If approved, HomeKey operations funds and HHAP-3 funds would be leveraged to support clients in SER at the Arena Hotel, or designated HomeKey project.

For those encampment residents who do not utilize and leverage supportive services in the HomeKey program, the encampment residents may receive support as participants in other existing City programs, which may include the Emergency Interim Housing programs, Bridge Housing Communities (tiny homes), the Motel Voucher Program, and the Plaza Hotel. Case Managers from PATH will continue to support encampment residents in the other interim housing programs. Housing problem solving (diversion) resources will be included in the SOAR budget to target individuals who may be able to resolve their homeless episode with minimal financial assistance.

The primary tasks of this phase include: (1) Weekly service provider “Care Coordination Meetings” that include City, PATH, HomeFirst, County Behavioral Health, County Valley Homeless Health Care Program and other service providers working with individuals in the encampment; (2) Cataloging available services, and the extent to which they were appropriate, in sufficient supply, and accessible to the target population; (3) Monitoring service engagement and the “by name list” of encampment occupants; (4) Collecting perspectives from people staying in the encampments; (5) Collecting perspectives from individuals advocating on behalf of those staying in the encampments and community members; (6) Weekly trash services and as needed “escalated clean ups” where unwanted large debris or illegal dumping debris are removed; (7) Working with individuals to reduce any unnecessary belongings and storage of personal belongings using PATH’s mobile storage site at Caltrans property; and (8) Schedule date for encampment closure after analysis of service engagement and housing placement.

Phase 3: Site Resolution, Assessment and Sustainment

Once the service team has set an acceptable date for the encampment closure, the project will transition to the resolution, assessment and sustainment phase. The service team’s monitoring of this period is focused on the longer-term outcomes of those who had engaged in services through SER and who moved to interim sites, enrolled in RRH or placed in permanent housing. This period will allow us to assess changes in service use as well as housing and treatment outcomes after the encampments closed.

The City of San Jose will work with various partners to close the encampment and restore the site for public use. Strategies include encampment abatement, ongoing restoration and re-encampment prevention and will leverage existing programs through partnerships with other City departments. The Housing Department will assess the site to determine steps to restore the Guadalupe River trail. Fencing and lighting may be installed to support site activation, which is the primary strategy for re-encampment prevention. Litter pick up crews through BeautifySJ, bike patrolling through the San Jose Police Department will ensure ongoing site maintenance and cleanliness. Also, as part of the proposed SER project, the City and local nonprofit Guadalupe River Park Conservancy will partner on activation and educational opportunities in coordination with neighbors and stakeholders, such as the Discovery Children's Museum. Guadalupe River Park Conservancy will coordinate volunteer beautification days with murals in the area. They will also host educational and recreational opportunities such as field trips, wildlife tours and bike tours.

The primary tasks of this phase include: (1) Schedule closure date that provide a minimum of 90 days notice to any individuals still living in the identified encampment; (2) Encampment cleaning that will likely occur in phases over several weeks; (3) Supportive service delivery to those individuals engaged in SER program/services who moved to interim housing, enrolled in rapid rehousing; (4) Document perspectives and reflections on the SER from those who engaged with SER related services and from those involved in providing services, offering on-the-ground views of the sustainment process as well as early assessments of what worked and how future initiatives could be improved; (5) Document and report PATH outreach data on individuals who engaged and who enrolled in a range of City and County services provided both before and after the SER initiative; (6) Explore how the encampment closures impacted the surrounding community and, specifically, what changed in the wake of the closures, both near the former encampment locations and, more generally, in terms of impacts on homelessness in the area; (7) Site activation that includes police patrols, regular litter patrol by the San Jose Bridge program, activation activities and river wildlife monitoring with Guadalupe River Park Conservancy; and (8) Final report on the longer-term

housing outcomes of those individuals engaged in services and enrolled in various housing programs.

State how many individuals experiencing homelessness will be served by the proposed project and how the services and interim and permanent housing options to be provided will prioritize the physical and mental health and wellness of the people served while supporting their transition out of the encampment and onto meaningful pathways to safe and stable housing.

The SER will serve up to 100 individuals residing in the identified encampment. A preliminary census of the encampment was conducted on December 15, 2021, observed 96 tents and makeshift shelters and 7 vehicles. Of the encampment residents actively working with PATH's downtown outreach teams, over half are chronically homeless. A little less than half have health conditions, including mental health, chronic substance use, and/or physical disabilities. About one third of the population is eligible for Rapid Rehousing with less than 10% eligible for Permanent Supportive Housing.

Given the broad range in the population in the targeted encampment, a broad range of services and housing options will be offered. From the by-name-list developed in the initial phase of the SER program, case managers and clinicians will better understand and respond to the housing and health needs of each individual. The outreach and engagement work will not cease until everyone has a positive destination that works for them and prioritizes their individual well-being. This will include ongoing basic needs services, such as water, restrooms, trash management and meals, to the encampment to minimize anxiety and increase trust and wellness.

Describe how the proposed activities will result in sustainable restoration of the encampment site to its original state or intended use while prioritizing the health and wellness of people experiencing homelessness.

The sustainable restoration phase of the program will focus on site activation. Once everyone has transitioned from the encampment with all of their personal belongings and to a stable housing option of their choice, the City of San Jose will clean up the area. After proper noticing, this will result in the removal of any unclaimed structures and tents, biowaste and litter. In order to prepare the area for site activation, re-

encampment deterrents would need to be installed. This would include enhanced lighting and controlled access with fencing, landscaping or alternate barriers.

The PATH Outreach team dedicated to the SER program will continue to monitor the site at least weekly after everyone has moved out to engage with those who may have re-encamped to provide resources and referrals, and communicate the efforts to keep the site clear.

Peer outreach teams and litter pickup crews through contractors of BeautifySJ may engage with those who re-encamp.

Part 4: Coordination of Services and Housing Options

In detail, describe how the entity will coordinate with other systems and describe any new or innovative partnerships established in support of this program. This may include partnerships with healthcare, behavioral health, workforce development, long term services and supports, interim and permanent housing options, and other systems of service delivery.

The City of San Jose and PATH are launching our Downtown Crisis Response Initiative, deploying a crisis response team dedicated to immediate dispatch and addressing mental health crises within the area's homeless population. With this proposed initiative, crisis dispatch clinicians will be rapidly deployed across the downtown to reach those individuals with mental health or substance use issues. Crisis clinicians will quickly assess needs, de-escalate crisis situations, and triage to healthcare or other services addressing their most immediate needs. Using a range of stabilization resources to resolve urgent needs, such as partnerships with psychiatric residential and substance use treatment programs, the team will connect persons in crisis with safe places to stabilize and receive care. Once the immediate crisis is addressed, outreach case managers and the peer support specialist will transition clients to ongoing, housing-focused case management in the SER program.

The PATH outreach teams for the SER program will coordinate with the County Office of Supportive Housing and Behavioral Health. This County uses coordinated assessment for housing placements. The County Office of Supportive Housing administers the coordinated assessment system, including implementation of the

Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT), Community Queue, and prioritization and matchmaking. For the SER program, there will be a weekly care coordination and case conferencing meeting that will include PATH, City Housing Department, County Office of Supportive Housing and Behavioral Health. The purpose will be to coordinate care for those living in the identified encampment. Other services providers will also include HomeFirst who is the City's contracted agency that operates the City's rapid rehousing program, four of the City's interim housing sites and potentially a Project HomeKey site (pending State award). Additionally, the County's Valley Homeless Healthcare Program (VHHP) will be a part of the regular care coordination meetings as they are the primary healthcare entity for the homeless.

Describe any new, enhanced, or innovative partnerships the entity intends to carry out with State entities and/or philanthropy to create new or enhanced models of service delivery in support of this project.

The Street Outreach Storage Program is an initiative funded by the City of San Jose Housing Department and operated by PATH to serve and provide unsheltered people living in the streets of Downtown San Jose with a safe and secure location to temporarily store their possessions with the goal of assisting homeless individuals, and families move from the street to permanent housing. The program will operate on Caltrans property, very near the encampment identified for the SER. The storage program will remove barriers that would prevent homeless individuals from seeking vital services in the community for fear that they might lose their possession if it is unattended. The storage program will have two (2) outreach staff members onsite working out of a mobile office next to two large storage containers. The staff will manage the storage units while simultaneously building supportive connections as an extension of PATH's existing outreach case management services.

As part of the proposed SER project, the City and local nonprofit Guadalupe River Park Conservancy will partner on activation and educational opportunities in coordination with neighbors and stakeholders, such as the Discovery Children's Museum. During phase 3, Guadalupe River Park Conservancy will coordinate volunteer beautification

days creating murals in the area. They will also host educational and recreational opportunities such as field trips, wildlife tours and bike tours.

Describe how these new or enhanced partnerships will mitigate risk and address safety concerns, while ensuring a pathway for individuals living in encampments to move into safe and stable housing.

The new partnership with the Downtown Crisis Response Initiative will provide safe and human centered care to individuals with behavioral health or substance treatment needs, which will be particularly important in Phase 2 and Phase 3 of the SER program. The clinicians will address any immediate safety needs of individuals, de-escalate crisis situations and conference with County Behavioral Health for services and treatment. Once the immediate crisis is over, the Downtown Crisis Response team will coordinate with SER team of case managers to ensure individuals are working on stable housing.

The City will leverage existing contracts with HomeFirst to place individuals in the SER encampment in City owned interim housing. Currently, the City's interim housing staffing model is designed to meet the needs of a wide range of participants – including older adults, those with health conditions, chronically homeless and able adults and families who need temporary assistance. The current staffing model is designed to support participants with two primary goals: (1) Participants receive support services that enable them to exit the program to stable housing; and (2) Support participants who have wide range of abilities and disabilities.

Finally, the City will leverage an existing contract with HomeFirst to support alternate housing options. Leveraging the existing Rapid Rehousing Program with HomeFirst, encampment resolution funding will support up to 30 individuals from the targeted encampment. Using the rental subsidy and supportive services model in the existing Rapid Rehousing, individuals will be prioritized for the place-based support in coordination with the local CoC and the coordinated entry system.

Describe how the applicant will implement a coordinated approach that is data-informed to assist individuals in the encampment and ensure future outcomes can be measured.

This County uses coordinated assessment for housing placements using the VI-SPDAT. PATH outreach teams are trained administrators of the VI-SPDAT and will ensure every

willing individual in the SER site has completed a VI-SPDAT. Once assessed, homeless individuals are then connected to appropriate housing referrals, including permanent supportive housing, through the Community Queue. Since the City, County and homeless service providers use HMIS, the SER program will be able to track housing stability amongst the SER program participants.

Provide Two Letters of Intent from at least two different partners demonstrating support and collaboration on the encampment resolution strategy. Note: Letters of Intent will not count towards the application page limit described in section D below.

PATH and Guadalupe River Park Conservancy letters are attached.

Part 5: Ensuring Dignity, Safety, and Wellness

Describe how people with lived experience were included or consulted in the planning of this project and how people with lived experience will be involved in implementing and/or assessing the impact of the project. Describe the extent to which the people living in the encampment to be served will be engaged in the implementation and assessment of the proposed project.

Residents living in the identified encampment have interacted regularly with City staff and non-profit community partners through implementation of the SOAR program at this site. The SER program will build off existing established relationships between residents, City staff, and community partners to engage residents in a human-centered approach to planning and implementing the encampment closure. Outreach staff will identify an “encampment champion” who will represent the unhoused community throughout the encampment resolution.

During phase one (planning) of the SER program, PATH outreach teams will collect the perspectives of individuals living in the identified area to understand their needs. Their perspectives will inform the implementation phase. For example, if people living in the encampment identify involvement with the criminal justice system, then the City and County will ensure that the County Re-Entry program is part of the phase 2 (implementation).

PATH will also employ two “Peer Support Specialists” who are individuals with lived experience of homelessness to engage in peer support with individuals living in the identified encampment. Individuals living in the encampment supported by peers often feel that there is someone who can relate to and understand their experiences and

therefore is able to engage with them in a non-judgmental and less threatening way. This approach also raises the voices of those with lived experience by placing value on the expertise, skills and perspectives of those who have experienced homelessness.

The SER program will also include outreach to Santa Clara County's Lived Experience Advisory Board (LEAB) to ensure encampment closure plans and implementation is informed by residents who have endured periods of homelessness. The Board serves as a platform for people who have experienced homelessness to provide meaningful input to improve Santa Clara County's supportive housing system.

Briefly describe how the proposed project and strategies exemplify Housing First values and will be non-punitive, trauma-informed, and culturally appropriate.

The Safe Encampment Resolution program recognizes that a homeless person must first be able to access a decent, safe place to live that does not limit length of stay before stabilizing, improving health, reducing harmful behaviors, or increasing income. The implementation period of the SER program will offer on-demand, low barrier housing and access to mental health and substance use treatment services.

PATH service teams are trained in trauma informed care. As an organization, they recognize and responds to clients' previous trauma, approach clients through a strengths-based lens, and provide clients with safety, respect, and choice.

Briefly describe any local laws, ordinances, and current or planned responses to community concerns regarding the encampment to be served, including any existing local encampment resolutions plans that may impact the project site. Describe how the entity will implement the proposed project and navigate potentially conflicting intentions, to ensure that the proposed activities support the dignity, safety, and wellness of people experiencing homelessness within the encampment site.

During the COVID-19 public health emergency and in accordance with CDC guidelines, the City suspended encampment abatement activities in March 2020. The City shifted its focus from complaint driven encampment abatements to instead providing encampments trash service and large debris clean up. The City's BeautifySJ program quickly set up a regular trash service program for over 200 encampment locations throughout the City. The sites can be tracked in the public web map:

<https://gis.sanjoseca.gov/maps/encampmentservices/>

With the lifting of COVID-19 health orders by the State and County on June 15, 2021, there has been an increased expectation from residents, businesses, and interagency partners to perform abatements. The Council also approved two policy priorities for implementation in Fiscal Year 2021-2022: The Encampment Management and Safe Relocation Policy and Encampment Waste Program. As directed by City Council, the BeautifySJ Program has not only continued general citywide clean up and outreach efforts, but also re-prioritized encampment abatement activity to ensure the prioritization of encampments that are impeding the right-of-way and are within 150 feet of schools or sensitive uses, or blocking a heavily traveled school walking route. The identified encampment for the SER program routinely blocks the trail right of way and by Council policy would be subject to abatement. We believe the State funding provides a compassionate and housing focused approach to closing the identified encampment.

Part 6: Personnel

Provide a list of all positions (both administrative and programmatic) which are integral to providing services under this proposal, including their title, a brief description of their duties, and the approximate fulltime equivalent (FTE) of staffing for the grant project.

Administrative:

The City of San José is requesting administrative support. This includes contract development, administration, processing and monitoring. This funding will support a portion of a Grants Development Officer and Grants Analyst.

Direct Program Coordination and Support:

The City's Housing Department will provide direct program support and implementation by leading the "Services and Encampment Resolution" team that will oversee all three phases of the program. State funds will support the following positions:

- 1 Homelessness Response Team Senior Development Officer (.50 FTE): Inter-departmental coordination of program
- 1 Homelessness Response Team Development Officer (.50 FTE): Program oversight and support

Overhead/Pay raises/Non-personnel in the fiscal section of the department will also be included. The SER will leverage existing staff positions on the Homelessness Response Team to develop the scope and budgets and manage the program. A portion of the Housing Department Deputy Director will also be leveraged to support the program.

Outreach team:

PATH Outreach personnel includes 7 FTE:

- 1 Program Manager (1 FTE): Day-to-day oversight and operations and supervision of the outreach team
- 2 Clinical Case Managers (2 FTE): Master-level clinician offers ongoing case management at 1:12 ratio for clients with most complex care needs.
- 2 Case Managers (2 FTE): Bachelor-level case manager offers case management at 1:18 ratio
- 2 Peer Support Specialists (2 FTE): Persons with lived expertise to engage in peer support

Rapid Rehousing:

HomeFirst Rapid Rehousing personnel includes 2.5 FTE:

- 1 Program Manager (.50 FTE): Day-to-day oversight and operations and supervision
- 2 Case Managers/Housing Specialists (2 FTE): Bachelor-level case manager offers case management at 1:15 ratio

Briefly describe any factors that make the key staff for this project uniquely qualified to carry out this grant successfully. This may include specialized training, cultural competency, lived expertise, and demonstrable past success with similar projects.

PATH personnel receive trainings in evidence-based and best practices, including motivational interviewing, trauma-informed care, housing first, mental health first aid, and non-violent crisis intervention. The encampment resolution funding will leverage an existing City of San Jose contract which focuses on outreach and engagement in downtown San Jose, which has been in operation for approximately five years. As such, the personnel have strong relationships with the homeless individuals living in downtown and the targeted encampment. This will increase the likelihood that the encampment residents will trust PATH personnel and the resources offered as a result of the new SER program.

PATH will also employ two “Peer Support Specialists” who are individuals with lived experience of homelessness to engage in peer support with individuals living in the identified encampment. Individuals living in the encampment supported by peers often feel that there is someone who can relate to and understand their experiences and therefore is able to engage with them in a non-judgmental and less threatening way.

This approach also raises the voices of those with lived experience by placing value on the expertise, skills and perspectives of those who have experienced homelessness.

HomeFirst personnel also receive trainings in evidence-based and best practices, including motivational interviewing, trauma-informed care, housing first, mental health first aid, and non-violent crisis intervention.

Include a resume or, if the position is currently vacant, a duty statement for all positions (both administrative and programmatic) which are integral to providing services under this proposal. Note: resumes and duty statements will not count towards the application page limit described in section D below.

Job descriptions, or duty statement, are included as an attachment.

Part 7: Proposed Budget and Fiscal Planning

Briefly explain how the award amount requested from the available funds was determined for the size of the proposed project and number of people to be served and how this project could be scaled if more or less than the requested funds are available.

PATH conducted an initial census of the proposed site, counting individuals and structures. The data from that census was used to determine the amount requested for street outreach team and related housing/service opportunities. The City is seeking funds to pay for the street outreach teams and street based case management staff that will integrate within the existing SOAR outreach team the City is already funding. The new outreach staff will result in the case management ratio lowering to 1:18, which is in line with best practices.

The funds will also pay for trail restoration and activation once the encampment is closed. The camp identified in this grant stretches over approximately five city blocks and consists of several camps within the identified stretch. If the City does not receive the full amount requested, we would focus on a portion of the identified area. We would scale based on the amount of funding, keeping the case management ratio at 1:18, would determine the size we would focus on.

Identify all the funds currently being used or anticipated to be used in support of the proposed project, including all federal, state, philanthropic and/or local funds, and the proportion of the project cost that will be supported directly through this grant.

The following is a list of funds that will be leveraged with this proposal:

Emergency Solutions Grant CV (ESG CV): Funds the Services Outreach Assistance and Resources (SOAR) program that is currently serving the identify encampment.

American Recue Plan Act (ARPA): Funds the Downtown Crisis Intervention and BeautifySJ programs serving the site.

State: Funds from the State for Project HomeKey site which will temporarily house individuals from the encampment.

Homeless Housing Assistance and Prevention (HHAP): Funds the services and operations at the City's emergency interim housing sites and the Downtown Storage Program.

Describe how the proposal will maximize use of resources for program services and how the funds requested through this grant and other leveraged funds reflect an efficient use of public dollars for the intended activities and outcomes.

The City's proposal maximizes resources by leveraging funding from a variety of sources. First, we'll leverage funding from the State using Project HomeKey sites to temporarily house individuals from the identified encampment. State funding and a partnership with Caltrans will be leveraged for the street based storage and case management program on Caltrans property serving individuals in the identified encampment. Funds from federal sources are being leveraged, that fund the City's emergency interim housing sites, temporarily housing individuals from the encampment. Federal American Rescue Plan funds will be used for the City's BeautifySJ and Downtown Crisis Intervention programs serving the identified encampment.

Describe the strategies to ensure that 50% of allocated funds are expended by June 30, 2023, and 100% by June 30, 2024, as required in Health and Safety Code Section 50253.

The City plans to leverage an existing contract with PATH for the street outreach and case management services. This is the most efficient and expeditious way to begin using State funds. Additionally, existing contracts with nonprofits operating rapid rehousing programs will be utilized, adding any State funds received, to immediately add capacity to the program.

Provide a budget narrative and line-item budget that demonstrate how resources made available through this grant will be allocated. Note: The budget narrative and line-item budget will not count towards the application page limit described in section D below.

Attached

City of San Jose, Safe Encampment Resolution 24 month Budget Narrative

Outreach team & Street Based Case Management: \$801,000

The City is proposing to utilize an existing contract with PATH for homeless street outreach and case management. The State ERF funds will enhance the existing PATH downtown outreach team, by adding staff that will lower the case management ratio allowing staff to intensely focus on the identified encampment. The cost is for 24 months of outreach and case management service to encampment residents.

PATH Outreach personnel includes 7 FTE:

- 1 Program Manager (1 FTE): Day-to-day oversight and operations and supervision of the outreach team
- 2 Clinical Case Managers (2 FTE): Master-level clinician offers ongoing case management at 1:12 ratio for clients with most complex care needs.
- 2 Case Managers (2 FTE): Bachelor-level case manager offers case management at 1:18 ratio
- 2 Peer Support Specialists (2 FTE): Persons with lived expertise to engage in peer support

Rapid Rehousing: \$542,000

The City is requesting \$542,000 to expand the capacity of the Rapid Rehousing Program, which provides rental subsidies and case management support to 30 individuals in the identified encampment. The City will leverage an existing contract for rapid rehousing with HomeFirst. This is funding for 24 months.

HomeFirst Rapid Rehousing personnel includes 2.5 FTE:

- 1 Program Manager (.50 FTE): Day-to-day oversight and operations and supervision
- 2 Case Managers/Housing Specialists (2 FTE): Bachelor-level case manager offers case management at 1:15 ratio

BeautifySJ Services: \$91,380

Providing weekly trash service at the identified encampment along with “escalated clean-ups” as needed removing large debris, illegal dumping. This service improves conditions in the encampment and will occur during Phase 1 and Phase 2. During Phase 3, after the encampment is closed, the BeautifySJ will keep the encampment area on a monitoring route to help prevent re-encampment.

Trail Restoration & Activation – Guadalupe River Park Conservancy: \$199,650

The City has formed a partnership with Guadalupe River Park Conservancy, a local nonprofit steward of a three-mile stretch of park, trail and river in downtown San Jose. During Phase 3 of the SER program, the Conservancy will lead activation and stewardship activities such as creating new murals, educational tours, field trips and bike rides. This is for approximately 12 months of funding, post encampment closure.

City Implementation/Project Oversight: \$351,890

The City is requesting funding for a portion of two staff members of the Homeless Response Team. The City’s Housing Department will provide direct program support and implementation by leading the

“Services and Encampment Resolution” team that will oversee all three phases of the program. State funds will support the following positions:

- 1 Homelessness Response Team Senior Development Officer (.50 FTE): Inter-departmental coordination of program
- 1 Homelessness Response Team Development Officer (.50 FTE): Program oversight and support

Administrative: \$99,296

The City of San José is requesting administrative support. This includes grant contract development, administration, processing invoices, and monitoring contracts, reporting.

City of San Jose Safe Encampment Resolution Program Budget 24 months

Street Outreach (PATH)	Positions	Cost	Description/Narrative
Program Manager	1 FTE	\$94,000	Day-to-day oversight and operations and supervision of the outreach team
Clinical Case manager	2 FTE	\$206,000	Master-level clinician offers ongoing case management at 1:12 ratio for clients with most complex care needs. Masters in human behavior (e.g. MSW, MFT, psychology/counseling)
Case manager	2 FTE	\$144,000	Bachelor-level case manager offers case management at 1:18 ratio
Peer Support Specialists	2 FTE	\$156,000	Persons with lived expertise to engage in peer support
Client Flexible Funds		\$30,000	Client basic needs assistance: ID's, motels, transportation, meals, hygiene,
Program supplies/support/occupancy		\$86,000	Mileage, computers and phones, training for personnel, outreach vehicle maintenance
Indirect/overhead/non-personnel		\$85,000	
<i>Total street outreach</i>		<i>\$801,000</i>	
Rapid Rehousing (HomeFirst)			
Case Manager/Housing Specialist	2 FTE	\$144,000	Bachelor-level case manager offers case management at 1:15 ratio
Client Flexible Funds		\$60,000	Client basic needs assistance, ID's, motels, transportation, meals,
Program supplies/support/occupancy		\$28,000	Mileage, computers and phones, training for personnel
Rental subsidies		\$250,000	30 individuals, 1 year subsidy
Indirect/overhead/non-personnel		\$60,000	
<i>Total rapid rehousing</i>		<i>\$542,000</i>	
BeautifySJ Services			
Vendor trash/large debris		\$37,440	Weekly trash service and escalated clean ups as need for large debris removal Vendor spending 1 hour at the site each week (\$720 x 52 weeks) One year only.
Porta-potties/hand washing		\$36,000	Porta-potties, handwashing stations and daily servicing. \$3,000 per month x 12 months Previous data shows about 10 gallons a week removal. Total bio handling and removal =
Bio waste removal		\$7,852	\$151 x 52 = two staff spending 2 hrs of their time at the site each week. \$48.50/hour = \$97 a week
BeautifySJ staff		\$5,044	\$97x52 weeks = \$5,044 two staff spending 2 hrs of their time at the site each week. \$48.50/hour = \$97 a week
Trail monitoring post encampment closure		\$5,044	\$97x52 weeks = \$5,044
<i>Total BeautifySJ (encampment trash/sanitation service)</i>		<i>\$91,380</i>	
Trail Restoration & Activation (Guadalupe Conservancy)			
Personel		\$38,250	Contract management and volunteer supervision (oversight of bike tours, river tours, field trips)
Enhanced maintenance		\$57,000	Litter removal services, signage, equipment
Program materials		\$78,400	Murlals, graffiti coating, programs/work days
Program administration		\$26,000	Insurance, permits, trainings
<i>Total trail restoration/activation</i>		<i>\$199,650</i>	
City Implementation/Program Oversight			
Homeless Response Team Development Officer	0.5 FTE	\$158,112	Program oversight, coordination with contractors, vendors, nonprofits
Homeless Response Team Senior Development Officer	0.5 FTE	\$193,778	Inter-departmental coordination, contract coordination
<i>Total City Implementation</i>		<i>\$351,890</i>	
Administration 5%		\$99,296	Contract development and monitoring, reports, invoice processing
Total Request Encampment Resoltution Funding		\$2,085,216	



December 22, 2021

Homeless Coordinating and Financing Council (HCFC)
Encampment Resolution Funding (ERF) Program
915 Capitol Mall
Sacramento, CA 95814
(916) 651-2820

RE: Letter of Support for Encampment Resolution Funding (ERF) for San Jose's Safe Encampment Resolution (SER) program

Dear HCFC Council Members,

PATH supports the City of San José's proposal to the State's Encampment Resolution Funding (ERF) program establishing the San José Safe Encampment Resolution & Healthy Neighborhoods Program (SER). We believe the SER program is a safe, person centered approach to rehousing individuals in a large encampment located at the entrance to downtown San Jose.

We are uniquely positioned to be a partner for the SER program and will leverage three existing programs and funding. For several years, PATH has been a contracted partner with the City of San Jose providing homeless street outreach and case management in the downtown. Our outreach team will work exclusively in the targeted encampment with the goal to transition every occupant into alternate permanent, interim or shelter options by June 30, 2023. Second, we will leverage a newly developed Downtown Crisis Response Initiative, funded by City's American Rescue Plan funds. The program provides immediate response and support to unsheltered individuals in the Downtown experiencing a mental health episode or crisis event. Finally, PATH will leverage our new storage program to store belongings of targeted encampment occupants in a safe and secure location while they attend appointments or work toward transitioning to a more stable living environment. Located in Downtown, the storage program has a field office with existing PATH case managers and other supportive services.

PATH is ending homelessness for individuals, families, and communities by building affordable housing and providing supportive services throughout California. Across the state, we help people find permanent housing and provide case management, medical and mental healthcare, benefits advocacy, employment training, and other services to help them maintain their homes stably. Since 2013, we have connected more than 9,000 people to permanent homes.

For these reasons, we strongly recommend funding for this encampment resolution program at this time. If you have any questions, please reach our Laura Sandoval, Regional Director, at LauraS@epath.org.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jennifer Hark-Dietz".

Jennifer Hark-Dietz

Deputy CEO & Executive Director



December 17, 2021

Homeless Coordinating and Financing Council (HCFC)
Encampment Resolution Funding (ERF) Program
915 Capitol Mall
Sacramento, CA 95814

RE: Letter of Support for Encampment Resolution Funding (ERF) for San Jose's Safe Encampment Resolution (SER) program

Dear HCFC Council Members,

The Guadalupe River Park Conservancy (GRPC) supports the City of San José's proposal to the Encampment Resolution Funding (ERF) program to establish the San José Encampment Resolution & Healthy Neighborhoods Program (SER). In collaboration with the GRPC and other community partners, the SER program aims to resolve homelessness for residents living underneath freeways I-280 and CA-87 along the Guadalupe River Park Trail, and restore public access to a key gateway to the Guadalupe River Park and Downtown.

The GRPC provides community leadership for the development and active use of the Guadalupe River Park & Gardens through education, advocacy, and stewardship. As the City of San José's non-profit partner in maintaining and activating San José's largest Downtown park, the GRPC welcomes the opportunity to help coordinate a compassionate, human-centered approach to resolving a large encampment within the Guadalupe River Park & Gardens. The SER program aligns with the GRPC's priorities to protect the environment and uplift all members of our community:

- **Access to nature and increasing health equity:** highlighting the Guadalupe River Park, a natural resource that connects many diverse communities, as an inviting place for all to connect with nature and each other. Support for SER would enable more access to our trails, active recreation opportunities, and the city's first all-inclusive playground for youth of all abilities.
- **Social and employment development:** SER would strengthen our current work connecting parks stewardship with workforce development opportunities. It would also support the success of upcoming partnerships that link transitional housing, employment, and park maintenance.
- **Building trust and connecting communities:** we believe a human-centered approach to addressing homelessness, and a community-centric approach to park stewardship will drive equitable prosperity that uplifts all neighborhoods. Support for SER aligns with our efforts to foster social cohesion, civic engagement, and connection to place: combining the power of parks and art to tell the history of our community, promoting active citizenship through volunteerism, and connecting our youth from underinvested neighborhoods to one of San Jose's unique natural features.

For these reasons, we strongly recommend funding for this encampment resolution program at this time. If you have any questions, please reach out to jason@grpg.org to connect.

Sincerely,

Jason Su, Executive Director



345 Park Avenue, San Jose, CA 95110

December 23, 2021

Homeless Coordinating and Financing Council (HCFC)
Encampment Resolution Funding (ERF) Program
915 Capitol Mall
Sacramento, CA 95814
(916) 651-2820

RE: Letter of Support for Encampment Resolution Funding (ERF) for San Jose's Safe Encampment Resolution (SER) program

Dear HCFC Council Members,

Adobe supports the City of San José's proposal to the Encampment Resolution Funding (ERF) program to establish the San José Encampment Resolution & Healthy Neighborhoods Program (SER). The SER program proposes a compassionate and effective solution to the unhoused residents currently living in the encampment under freeways I-280/CA-87 and along the Guadalupe River Park Trail. Homelessness in and around the Guadalupe River Park has drastically increased in recent years, demonstrating a major humanitarian crisis and need for alternative housing options for those currently encamped in the park.

The SER program champions partnership and collaboration between the City's Housing Department, Santa Clara County's Office of Supportive Housing and Behavioral Health, community-based organizations, and other City departments to offer transitional or permanent housing to unhoused individuals while providing wraparound services to sustain gradual exiting from homelessness and prevent re-encampment. With offices adjacent to the encampment, Adobe supports the potential of permanently resolving the encampment while ensuring alternative housing outcomes for those with the deepest need for community support.

For these reasons, we strongly recommend funding for this encampment resolution program. If you have any questions, please reach Amy White our Director of Social Impact and Communications at amyw@adobe.com.

Sincerely,

Stacy Martinet
VP, Marketing Strategy and Communications

ATTACHMENT 2

Cover page sheet

1. Applicant (Organization):

5rfd City of San Jose, Housing Department

Address 200 E. Santa Clara Street, 12th floor

City San Jose County Santa Clara ZIP Code 95113

Tax ID Number 946000419

2. Project Director:

Name Ragan Henninger

Title Deputy Director

Telephone (408) 535-3860 Email ragan.henninger@sanjoseca.gov

3. Grant Administrator:

Name Kelly Hemphill

Title Homeless Response Manager

Telephone (408)535-3860

Email kelly.hemphill@sanjoseca.gov

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 Ragan Henninger, Deputy Director, Housing Dept.

Signature Ragan Henninger Date 12/23/21