

ATTACHMENT 2

Cover page sheet

1. Applicant and Implementing Organization:

Applicant: City of Tulare

Implementing Organization: City of Tulare with subrecipient organizations.

Specific unit or office within the implementing organization:
Community and Economic Development Department

Imp. Org's Address 411 East Kern Avenue

City Tulare County Tulare ZIP Code 93274

Imp. Org's Tax ID Number 94-600443

2. Project Director:

Name Traci Myers

Title Community and Economic Development Director

Telephone 559-684-4230

Email tmyers@tulare.ca.gov

3. Grant Administrator:

Name Alexis Costales

Title Housing and Grants Specialist

Telephone 559-684-4224

Email acostales@tulare.ca.gov

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

Name Alexis Costales

Title Housing and Grants Specialist

Telephone 559-684-4224

Email acostales@tulare.ca.gov

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 MARC MONDELL

Signature  Date 12.20.21

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 Tulare's Community and Economic Development (CED) Department fulfills planning, administrative, evaluation, and reporting duties on federal and state grants to achieve public service, community development, and affordable housing goals. The CED Department often contracts with nonprofit organizations and other public agencies to implement projects for the benefit of low-income households and people experiencing homelessness within a largely suburban and rural community within California's Central Valley region. The CED Department, specifically the Department Director and the Housing and Grants Specialist, manage the aforementioned duties and receive financial management and procurement support from the City's Finance Department. The CED Department, with public input and directions from City Council, regularly commits CDBG entitlement funds to street outreach and engagement activities for people experiencing homelessness. The proposed Encampment Resolution Funding (ERF) project builds on this foundation.

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.

For the previous two Consolidated Plan planning cycles¹ the CED Department contracted with nonprofit organizations to provide street outreach, engagement activities, case management, and housing placement services for people living in encampments throughout the City. The year-to-year partnerships for these services does facilitate access to housing through the local Coordinated Entry System (CES), but arguably fails to engage all of the people experiencing homelessness² in the City in a consistent manner. On an annual basis, the City of Tulare commits the maximum allowable amount of Community Development Block Grant (CDBG) funds across three to four different organizations³. Each organization provided several or all of the following services for people experiencing homelessness: street outreach; the distribution of food and/or palliative items (e.g., clothes, tents, hygiene kits); documentation assistance (e.g., IDs, birth-certificates); transportation assistance; job-training services; housing placement services; and case management. Service levels varied due to available staffing and funding levels.

Recent partnerships between the City’s CED Department, the Tulare County Health and Human Services Agency, and several organizations demonstrates an advancement in coordination and services. For example, staff from the County’s Homeless Multi-Disciplinary Team (MDT), Adventist Health’s Mobile Care Unit (MCU), and the Kings Tulare Continuum of Care (CoC), planned and began delivering vaccination, health screening, wound care, and other services in the field to people

¹ Consolidated Plans 2020-2024 and 2015-2019 - sets the annual objectives for grant programs.

² 203 people experiencing homelessness based on the 2020 Point-In-Time Count; Accessed at <https://www.kthomelessalliance.org/pit>

³ Kings View (FY2019 to Present); Family Services of Tulare County (FY2019 to Present); Kings Tulare Continuum of Care (FY2019 to Present); and, Salt+Light Works nonprofit (FY2020 to Present).

experiencing homelessness. The monthly events take place at Centennial and Rotary Skate Parks, public parks within the prioritized encampment site. The CED Department also committed a total of \$167,000 in CDBG-CV funds within the last year. The Lighthouse Rescue Mission added 16 beds to their emergency shelter capacity of 22 beds, and the Salt+Light Works nonprofit organization established a food and palliative relief project to support existing street outreach activities.

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

The CED Department proposes a feasible division of duties, a shared evaluation approach, and cross-training between the partner organizations on the proposed ERF project. Key programmatic interventions will be divided across five organizations with meaningful field experience. The CED Department will manage primary program administrative duties with HCFC, while personnel from Kings View, the Kings Tulare CoC, and the Salt+Light Works organization will serve as program supervisors guiding the work of case managers. Staff with the County Homeless MDT and the Adventist Health MCU will deliver technical services on a weekly basis in the field. Bi-monthly meetings between representatives of each organization will promote coordination, information sharing, and an opportunity to review data and assess progress.

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 prioritized encampment site is composed of five areas near residential and commercial properties within a northwestern portion of the City. A cluster of five sites run north to south between 'I' Street and the Union Pacific Railroad, with most people living within the sections of two (2) public parks and on vacant undeveloped parcels owned by the Union Pacific Railroad. Centennial and Rotary Skate Parks form a northern and southern boundary for the project area, with an approximate distance of 1.25 miles between these parks. The physical size of the five areas within the prioritized encampment site range from approximately 52,300 to 124,300 sq. ft of largely flat grass or dirt covered land. People live primarily in tents and makeshift structures made out of tarps and/or attached to fencing and trees.

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 CED Department and partner organizations estimate there are 57 people living in the prioritized encampment site. This estimate is derived from the three different sources which all involve information gathered during this year. Most recently, staff from several partner organizations⁴ utilized maps to chart the approximate location of individuals within the prioritized encampment site, as well as completed a survey with nearly 40 percent of the population to be served to record demographic, structure

⁴ County Homeless MDT, Family Services of Tulare County, and Salt+Light Works Organization

characteristics, and information on service interests and needs.⁵ The canvassing and survey results were compared to monthly participant logs from Salt+Light Work’s project and client records within the Homeless Management Information System (HMIS) exclusively for people engaged at the prioritized encampment site. Based on these three sources, it is estimated that an ERF project will serve 25 women and 32 men, with about 40 percent, 23 percent, and 19 percent of the people identifying as white only, latina(o), and black or african american respectively. Most people, about 68 percent, are likely between the ages of 30 and 59, with about 18 percent of the people as seniors above the age of 60 and about 11 percent as young adults between the ages of 18 and 29 years old. While less than four percent of the people are under the age of 17.

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 CED Department sought to engage and restore an area with the largest concentration of people experiencing homelessness. Public health and safety concerns further influenced the particular site selection. Historically, high incidents of illegal waste dumping, unsanitary conditions, and rodent control issues at the prioritized encampment site are not sufficiently curtailed. The City’s existing cleanup efforts largely

⁵ Raw mapping and survey information, together with a summarized table of results, are available upon request and maintained by the CED Department.

offer waste removal and maintenance services at public parks and within the public right of way.

The public health and sanitation concerns also impact people living and working nearby the prioritized encampment site. Pedestrian traffic at Centennial and Rotary Skate Parks and along the sidewalks of the cross streets within the prioritized encampment site is likely deterred. The City expects to improve conditions for the people experiencing homelessness and increase foot and bicycle traffic at the particular parks and along the sidewalks to nearby businesses and recreation areas.

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.

Through a phased approach, the proposed ERF project will first aim to quickly improve living, health, and safety conditions for people living in the prioritized encampment site. The additional interventions will facilitate a transition to interim and/or permanent housing and restore the park spaces to foster public use and the health, safety, and dignity of people experiencing homelessness. Three primary interventions of the proposed ERF project are as follows:

1) street outreach and integrative services organized through three case managers, food and palliative relief items provided three days per week by the

Salt+Light Works organization, access to a mobile two stall bathroom and shower facility two days per week from a third-party operator, access to first aid, wound care, health screenings, and medicine through the Adventist Health MCU, access to alcohol and drug assessment and counseling, self-sufficiency assessment and counseling, and social service programs through the County Homeless MDT, and, a weekly waste removal option;

2) housing and stability assistance organized through three case managers who will develop and execute a housing plan with each person according to Housing First principles and informed by VI-SPDAT findings, secure placement at available emergency, transitional, and/or permanent units, including rapid-rehousing efforts to connect a client with family and/or friends, and, financial assistance on deposit, 12-months of rent, and utility costs, in addition to food, furnishings, clothing, and job-training expenses, for all clients when applicable; and,

3) planning and restoration work at public parks guided by a public outreach and comment process, with an emphasis on input from people with lived experience, in order to design and complete construction work at the two parks to add features that foster public use and the safety and dignity of people experiencing homelessness.

The integrative services and housing related funds reflect input from people at the prioritized encampment site gathered through the aforementioned canvassing and survey effort, as well as long-standing guidance from the City's existing homeless service providers and their respective clients. The network of organizations a part of the City's ERF project bring professional experience and a record of adherence to Housing First principles and fair housing standards. People in the prioritized encampment site,

regardless of race, ethnicity, religion, sexual orientation, or gender, will have access to the integrative services and housing options. Additionally, all services will be offered to everyone and will not be dictated by sobriety or religious affiliation. Policies and procedures will be adopted to solidify best practices with respect to these standards.

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.

An estimated 57 people experiencing homelessness will be offered integrative services and housing assistance, which include weekly medical and behavioral health care services. Similar to the vaccination events, the ERF project will implement the integrative services within public parks, safe from traffic and absent a direct incursion into people's living areas within the prioritized encampment site. Kings View and the Kings Tulare CoC will ensure a trauma-informed care model is followed and cross-training with the clinical social worker with the County Homeless MDT will ensure people are engaged in an appropriate manner by all project staff.

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 ERF project's regular trash servicing and the bathroom and shower facility will help improve and maintain the public health and sanitation conditions for people at the prioritized encampment site. During the first phase, the people living in the

prioritized encampment site may work with their respective case manager to utilize the dedicated six-yard bins at Centennial and Rotary Skate Parks. Case managers, along with support from the City's Park Ranger, will facilitate a dignified clean-up process over time, without removal of personal items. And by the Fall of 2022, the CED and Community Services Departments will initiate a comprehensive public outreach and planning process to receive input from people with lived experience, residential and business neighbors, homeless service providers, and others. High-level ideas for restoration include the installation of solar lighting and dedicated signage, arbors, utility connections, and waste receptacles for people experiencing homelessness. And during construction, a sequenced schedule will be followed to avoid displacement and maintain integrative services in an accessible and safe location.

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 proposed ERF Project connects multiple provider systems. The CED Department formed partnerships with nonprofit, private, and public sector entities to incorporate medical care, behavioral health, and social welfare provisions for the people at the prioritized site. The case managers will develop a schedule with clients for the services provided by the County Homeless MDT and Adventist Health MCU to minimize duplication and maximize use. The setup and frequency of the services from the MCU

and the MDT at the prioritized site is necessary and novel for the community. People at the prioritized site may receive services from medical personnel, clinical social workers, alcohol and drug specialists, and self-sufficiency counselors in the field and establish long-term care and services.

Case managers and their respective organizations will design and execute a housing plan with all people at the prioritized site alongside the aforementioned services. A transition from the prioritized site to housing will function according to the process and standards of the local Coordinated Entry System (CES). This is an existing effort, but with an ERF program grant, the case managers may contribute additional resources to secure housing and promote stability. For example, case managers may provide 12 months of rent for permanent housing and help with living costs including utilities, food, furnishings, and clothing, and/or support the costs of interim options at available emergency and bridge housing units⁶.

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.

Planning for the ERF grant program informed the City's short and long-term strategy. For example, to support operating costs of permanent housing and to prevent homelessness, the CED Department intends to work with the Housing and Community Development Department (HCD) of California to commit more HOME Program funds to tenant based rental assistance. Additionally, the CED Department plans to secure

⁶ The CED Department will leverage the existing 38 emergency shelter (ES) beds and 5 bridge housing units until new ES and permanent housing units become available by late 2022.

funding, in collaboration with a local health provider, to examine and adjust discharge and respite care provisions for people experiencing homelessness.

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 City of Tulare and neighboring jurisdictions are working to increase the amount of permanent and bridge housing for people experiencing homelessness. And to foster the long-term stability of the beneficiaries and the projects overall, operating subsidies, specifically rent assistance, will be crucial. Working with HCD to reprogram HOME Program funds for rent assistance will help minimize the risk for households of losing both current and/or new permanent housing. Also, the partnership between the city, homeless service providers, and technical service providers, will ensure people at the prioritized site are engaged in a safe and appropriate manner.

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.

The CED Department and case managers will develop a schedule for the integrative field services with input from the people living in the prioritized encampment site and the MDT and MCU personnel. The specific days and time periods for the integrative services will accommodate the needs and service goals of the clients. And the case managers and their respective program supervisors, will adopt a data methodology to gauge a person's experience and their overall housing outcomes. Case managers will also track their contact with people in the encampment with a by-name

list and each client's usage of services. With guidance from the clinical social worker, the ERF project will administer a survey to capture qualitative information from clients on their views and interests with respect to the available services. And to assess programmatic operations and housing outcomes, staff will track the amount of time clients remain homeless, the amount of successful placements from street outreach, and the amount of clients that return to homelessness after permanent housing.

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.

The CED Department and its partner organizations consulted with people living in the prioritized encampment site purposefully for this grant application. Staff also used existing qualitative and quantitative information from recent engagement activities. First, a team of 12 volunteers representing three organizations on the ERF project canvassed the prioritized sites on December 16th. The team received permission from 26 people to complete a brief survey, and gathered information on demographics, living conditions, and service interests. Combined with client information from HMIS provided by the Kings Tulare CoC, it was determined that a project must offer flexible housing supports, improve sanitary and public health conditions in the encampment site, and facilitate regular access to a mix of technical services in the field. Case managers will conduct a

series of formal surveys during an ERF project, and combine this data with additional inputs to assess client experience and to adjust the available services accordingly.

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

The core case management, healthcare, behavioral health, and housing placement services within the proposed project are not mandated, but rather are offered to support a person's basic needs and to facilitate a transition to housing. All partners under an ERF project must agree to following a Housing First model and include Housing First in their program Policies and Procedures. All individuals engaged will be entered into our Homeless Management Information System (HMIS) and will go through our local CES. As a result, the City of Tulare's ERF project will be required to follow the [CES Written Standards](#) which outlines the requirements of being low-barrier and Housing First. This will ensure that people experiencing homelessness who are most in need of assistance will receive services first and the appropriate level of support.

Case managers, technical service providers, and the City's program support staff, on the ERF project will be required to complete training on the Housing First Model, Harm Reduction in Practice, Trauma Informed Care, and Motivational Interviewing. The Kings Tulare CoC also requires attendance in an annual training on Cultural Competency and Equity.

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.

Two pending actions will impact where and how people experiencing homelessness live within the City during an ERF grant term. By March 2022, the City Council may approve the terms of a new encampment ordinance. If adopted, this encampment ordinance will designate specific parks, including Rotary Skate Park, for overnight stays. However, full enforcement will not occur until the City establishes dedicated safe encampment area(s) and completes the development of a new emergency shelter⁷. Secondly, the Community Services Department will update the City's Parks Master Plan in 2022. It is the CED Department's intention to ensure input from people with lived experience informs goal setting, park design, and scheduling.

The setup and implementation of an ERF project will draw scrutiny. To respond accordingly, the CED Department intends to use ERF grant administrative funds to promote learning and regular input on the project. Through public information campaigns and quarterly meetings, the CED Department and its partner organizations will, with permission from the people in the prioritized encampment site, share results of participant surveys, as well as review the HCFC mandated performance reports. The CED Department and case managers will also maintain dedicated lines of communication to field comments and questions.

Part 6: Personnel

⁷ In December 2021, the City Council of Tulare approved an investment of \$2,000,000 in ARPA funds to support the development of an emergency shelter. The project is in a pre-planning stage, with City Management and other Departments set to present proposals on a project model as soon as March 2022.

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 full time equivalent (FTE) of staffing for the grant project.

- Project Director (0.025 FTE), City of Tulare: Principal oversight of services, partnerships, subcontractor performance, and approval on programmatic and financial plans.
- Grant Administrator (0.05 FTE), City of Tulare: Planning, logistical support, evaluation, and reporting lead for the City of Tulare on the ERF project.
- Case Manager (1X3 positions FTE), Kings View, Kings Tulare Homeless Alliance (KTHA), Salt + Light Works (SLW): Conduct street outreach, build rapport, facilitate access to the integrative field services, and lead development and execution of a housing plan with clients.
- Park Ranger (.1 FTE), City of Tulare: provide weekly programmatic support, primarily with outreach and logistics, to all other ERF project staff.
- Program Supervisor (.1X3 positions FTE), Kings View, KTHA, SLW: Support and review the work of case managers on the ERF project, with a focus on Housing First principles, trauma-informed care, data collection, monthly reporting and invoices.
- Unit Manager (.1 FTE), Tulare County Homeless MDT: Develop, monitor, and control administrative, fiscal, and programmatic aspects of the MDT.
- Clinical Social Worker (.1 FTE), Homeless MDT: Manage a complex caseload providing assessment, diagnosis, prognosis, and psychotherapeutic treatment for

Work Plan – City of Tulare ERF Application

people at the prioritized encampment site; and, provide education and consultation services to other ERF project staff.

- Alcohol & Drug Specialist (.1 FTE), Homeless MDT: Provide specialized alcohol and drug evaluation, treatment, referral, and coordination services; and to conduct training on alcohol and drug issues.
- Self Sufficiency Counselor (.1 FTE), Homeless MDT: Manage a caseload involving the determination of initial and continuing eligibility for public assistance and other agency programs; and, to assess and support job readiness.
- Social Services Worker II (.1 FTE), Homeless MDT: Manage a caseload involving the determination of basic social service needs and to develop, implement and monitor treatment plans designed to assist clients.
- Budget Officer (.1 FTE), Homeless MDT: Plan, develop, implement and oversee all budgetary related goals, objectives and work of the MDT.
- Medical Doctor and Residents (.1 FTE), Adventist Health Mobile Care Unit (MCU): Lead first aid, wound care, health screenings, treatment plans, and other medical care services as necessary for people at the prioritized site.
- Registered Nurse (.1 FTE), Adventist Health MCU: provide first aid, wound care, health screenings, treatment plans, and other medical services.
- Medical Assistant (.1 FTE), Adventist Health MCU: Assist the medical doctor, residents, and registered nurse with medical services, including unit maintenance.
- Outreach Coordinator (.1 FTE), Adventist Health MCU: Collaborate with the case managers to inform and connect people at the site with medical services.

- Outreach Supervisor (.57 FTE), Salt + Light: Operate a mobile food and palliative relief distribution three days per week, including all preparation and maintenance.
- Mobile Bathroom and Shower Facility Operator (.4 FTE): Operate and maintain a mobile bathroom and shower facility twice weekly, including supplies, permits, and safe waste disposal.

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.

The City of Tulare will contract with public, private, and nonprofit organizations that are qualified to deliver the integrative services. The personnel on the Tulare County Homeless MDT possess the training and experience necessary to provide appropriate psychotherapeutic, alcohol, and drug treatment, to facilitate access to social benefit programs, and to promote job readiness and overall self-sufficiency. The medical and operations personnel with Adventist Health's MCU possess the appropriate qualifications and experience to deliver medical care in the field. This team is fully equipped for mobile operations (e.g., specialized vehicle and tools). Salt+Light Works continues to optimize their food truck and palliative relief distribution work. With over one-year of experience specifically at the prioritized encampment site, their rapport will foster trust and engagement on available services. And the collective experience of Kings View and the Kings Tulare CoC with street outreach, case management, and housing placement services, will facilitate a successful start-up to the ERF Project.

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.

See the Personnel Documents attachment for resumes and duty statements.

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.

The award amount requested was informed most by the population to be served, existing services and capacity, and enhancement goals. With an estimated 57 people to engage, a case manager to client ratio of 20 to 1 will likely ensure a feasible case load. If necessary, the CED Department recommends scaling the project with a change to the number of services per week. Changing the number of hours and/or days, for example a one-day reduction to food distribution and the bathroom and shower facility, may lower project costs by around \$200,000 to \$250,000.

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.

Currently Used - CDBG funds on largely street outreach and engagement activities; CDBG-CV funds on engagement activities and a slight expansion to the

emergency shelter capacity of a local provider; and, American Rescue Plan Act funds on development of an emergency shelter.

Anticipated - Commit HOME Program funds to tenant based rental assistance to offset permanent housing costs. And subject to collaboration and competitive grant cycles, the CED Department intends to seek a partnership with our CoC to secure HHAP Program funds to support ERF street outreach and integrative services, as well as garner HEAP and/or ESG funds under the next funding cycle to support engagement activities and the development costs of a new emergency shelter.

ERF Proportion of Project Costs - $\$1,566,604.18 / \$2,321,604.18 = 67.5\%$

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.

In terms of funding overlays and projected outcomes, an ERF grant will enhance the impact of the CED Department's current efforts on street outreach and housing placement services. Secondly, it presents a compelling opportunity to justify the reprogramming of HOME funds within the first half year of the project in order to offset rent costs. Short- and long-term outcomes from an ERF investment include the cost savings to the City on associated waste removal, park maintenance, emergency medical care, public safety engagements, and most importantly, the promotion of housing options and self-sufficiency for the people living at the prioritized 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 CED Department will leverage procurement, scheduling, and partnerships to expend funds in a timely manner. The proposed budget includes items that are subject to a formal bid process. For example, the estimated cost for the mobile bathroom and shower facility is relatively high. At the time of an award notice, the CED Department will initiate a formal bid process. Staff will gather additional cost estimates and secure a comparable service at a lower cost. The CED Department and its partner organizations will follow federal and state cost principles to secure eligible goods and services at a reasonable cost. Sound procurement, together with a regular reimbursement schedule, will foster a timely expenditure rate. And similar to current practices, the CED Department will adhere to a monthly reimbursement schedule with partners. Lastly, the City's and regional housing options will likely improve substantially by the close of 2022. The CED Department will solicit partnerships with the sponsor organizations and commit ERF and other funds, to gain units for clients. The CED Department expects to offer all clients an option to utilize transitional and/or permanent housing on or before June 2023. On this estimated timeline, case managers will initiate a 12-month rent assistance term by the start of year two.

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.

See Work Plan Budget Attachment for a budget narrative and line-item budget.

Encampment Resolution Funding Grant Program			
Line-Item Budget			
Project Name	Central Tulare Encampment Resolution Effort		
Project Period	May 1, 2022 - May 1, 2024		
Project Administrator	City of Tulare		
Preparer Name and Title:	Alexis Costales, Housing and Grants Specialist		
Contact Information:	559-684-4224 and acostales@tulare.ca.gov		
Budget Item	Year 1 - PY2022 - 2023	Year 2 - PY2023 2024	Total
Programmatic Expenses			
Case Managers	\$ 182,359.05	\$ 182,359.05	\$ 364,718.10
Project Supervisors	\$ 24,783.00	\$ 24,783.00	\$ 49,566.00
Park Ranger - Project Support	\$ 4,920.96	\$ 5,166.72	\$ 10,087.68
Food and Palliative Relief Resources	\$ 144,600.00	\$ 144,600.00	\$ 289,200.00
County Homeless Multi-Disciplinary Team	\$ 48,949.00	\$ 48,949.00	\$ 97,898.00
Adventist Health Mobile Care Unit	\$ 25,296.00	\$ 25,296.00	\$ 50,592.00
Mobile Bathroom and Shower Facility (2 stalls) - Staffing and Operational Costs	\$ 294,000.00	\$ 129,000.00	\$ 423,000.00
Trash Servicing at Centennial and Rotary Skate Parks	\$ 6,144.00	\$ 6,144.00	\$ 12,288.00
Rent and Deposit Assistance (all clients)	\$ 271,410.00	\$ 271,410.00	\$ 542,820.00
Housing Stability Assistance (all clients)	\$ 70,524.00	\$ 70,524.00	\$ 141,048.00
Park Restoration Planning and Construction	\$ 30,000.00	\$ 250,000.00	\$ 280,000.00
Subtotal - Programmatic	\$ 1,102,986.01	\$ 1,158,231.77	\$ 2,261,217.78
Administrative Expenses			
Project Director	\$ 3,278.88	\$ 3,278.88	\$ 6,557.76
Grant Administrator	\$ 3,382.08	\$ 3,382.08	\$ 6,764.16
Supplies and Equipment	\$ 4,000.00	\$ 4,000.00	\$ 8,000.00
Training	\$ 1,668.24	\$ 1,668.24	\$ 3,336.48
Public Outreach and Communications	\$ 8,000.00	\$ 8,000.00	\$ 16,000.00
Mileage and Transportation	\$ 9,864.00	\$ 9,864.00	\$ 19,728.00
Subtotal - Administrative	\$ 30,193.20	\$ 30,193.20	\$ 60,386.40
Anticipated Resources			
CDBG*	\$ 140,000.00	\$ 365,000.00	\$ 505,000.00
HOME*	\$ 125,000.00	\$ 125,000.00	\$ 250,000.00
Subtotal - Funding Sources	\$ 265,000.00	\$ 490,000.00	\$ 755,000.00
Total Expenses	\$ 1,133,179.21	\$ 1,188,424.97	\$ 2,321,604.18
Balance - ERF Portion / Request	\$ 868,179.21	\$ 698,424.97	\$ 1,566,604.18


\$ 1,566,604.18

Approved by:

Traci Myers | Community and Economic Development Director

Staff Name | Title (type)

Signature | Date

 12/28/2021

Budget Narrative - City of Tulare ERF Project Proposal

An encampment resolution funding grant of \$1,566,605¹ will be allocated to support programmatic and administrative expenses essential to the integrative field and housing services for an estimated 57 people experiencing homelessness. Below is a table listing the timing, cost rationale, and anticipated resources for each programmatic and administrative expense identified in the line item budget. The table begins with programmatic expenses and concludes with administrative expenses.

Budget Item	Timing	Cost Rationale	Anticipated Resource(s)
Case Managers	Daily commitment through Year 1 and 2	Based on an annual salary with fringe benefits of \$60,786.35 times three FTE.	ERF, CDBG
Project Supervisors	Weekly commitment through Year 1 and 2	Based on a loaded annual salary rate of \$39.72 X 4 hours per week.	ERF
Park Ranger - Project Support	Weekly commitment through Year 1 and 2	Based on an annual salary with fringe benefits of \$53,309.76 X 0.1 FTE or \$25.63 X 192 hours per year.	ERF
Food and Palliative Relief Resources	Weekly commitment	Based on a monthly average cost of \$12,050 for	ERF, CDBG

¹ Rounded up to nearest dollar.

	through Year 1 and 2	3 days per week of service includes 0.60 FTE operator and supervisor and and volunteer coordinator.	
County Homeless Multi-Disciplinary Team	Weekly commitment through Year 1 and 2	Based on annual salaries with fringe benefits ranging from \$99,008 to \$61,047 X 0.1 FTE; Six MDT staff 4 hours per week.	ERF
Adventist Health Mobile Care Unit	Weekly commitment through Year 1 and 2	Based on a monthly average cost of \$2,108 for 4 hours per week times 12 months, equal to \$2,108; Provides staffing for the RN, Medical Assistant, Outreach Associate, Primary Care Providers.	ERF
Mobile Bathroom and Shower Facility - Two Stalls	Weekly commitment through Year 1 and 2	Subject to procurement at time of award notice; Cost estimate includes staffing and all operational costs, a one-time start up fee of \$165,000, and annual operational fee of \$129,000 for two days per week - based on a quote from Clean the World.	ERF
Trash Servicing at	Weekly	Involves a six-yard bin at	ERF

Centennial and Rotary Skate Parks	commitment through Year 1 and 2	each park serviced once per week at a monthly cost of \$256 X 12 months = \$6,144 per year.	
Rent and Deposit Assistance	Spend and/or commit by June 2023	Based on a 12-month term of rent assistance and a deposit equal to one month's rent, using HUD FY2022 Fair Market Rent Documentation System rent caps for one-bedroom and two-bedroom units. Calculation involves a distribution of 50 1bd and 7 2bd units at a rent rate of \$764 and \$1,005 respectively.	ERF, HOME, *HEAP, *ESG
Housing Stability Assistance	Spend and/or commit by June 2023	Based on utility allowance schedules provided by the Housing Authority of Tulare County for 2022 for 1bd and 2bd low rise / garden / walk units; and, one time \$600 contributions for clothing, furnishings, etc..	ERF, CDBG
Park Restoration Planning and Construction	Spend planning in Year 1 and complete	Planning and construction costs are based on similar projects undertaken with CDBG funds (ex -	CDBG, ERF

	construction by June 2024	Parkwood Meadows Improvements in FY19-20). Commit \$30,000 to planning duties such as public outreach, design, and environmental review, and \$250,000 to construction work including, but not limited to, ADA cement sidewalks, arbors, and benches, solar lighting, landscaping, and others.	
Budget Item	Timing	Cost Rationale	Anticipated Resource(s)
Project Director	Weekly commitment through Year 1 and 2	Based on a loaded salary rate of \$68.31 times 48 hours per year, which is equal to roughly 0.025 FTE	ERF, CDBG
Grant Administrator	Weekly commitment through Year 1 and 2	Based on a loaded salary rate of \$35.23 times 96 hours per year, which is equal to about 0.05 FTE	ERF, CDBG
Supplies and Equipment	Fixed allocation in Year 1 and 2	Based on average supplies and equipment cost of \$3,000 per year on CDBG public service projects, including items such as office supplies and one	ERF, CDBG

		laptop with remote WiFi service.	
Training	Fixed allocation in Year 1 and 2	Based on a salary rate with fringe benefits of \$35.23 for the CES Program Manager with the Kings Tulare CoC, providing training on VI-SPDAT, Trauma Informed Care, and other standards, to case managers and other project support staff over 42 hours per year.	ERF
Public Outreach and Communication	Fixed allocation in Year 1 and 2	Based on average public noticing and marketing efforts on CDBG projects (ex., \$2,000 for single page notices in english and spanish), together with estimates on special signage and outreach materials for the people in the prioritized encampment site.	ERF, CDBG
Mileage and Transportation	Fixed allocation in Year 1 and 2	Based on IRS standard mileage rate of 58.5 cents per mile for business use with an estimated 20 miles per day for case managers,	ERF

		<p>which is equal to 400 miles per month times mileage rate, for a total of \$2,808 per case manager times three = \$8,424 per year; And a transportation fare of \$3.00 for seniors and people with a disability, with two rides per month for 20 of the 57 clients, which is equal to about \$120 per month / \$1,440 per year.</p>	
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The CED Department intends to commit the maximum amount of CDBG entitlement funds under the public services classification, about \$110,000 in Year 1 and \$115,000 in Year 2, as well as administrative allowances, to support the project's programmatic and administrative expenses where feasible. Additionally, with direction from the public and City Council, the CED Department will seek an investment of \$30,000 in Year 1 to cover planning costs and about \$250,000 in Year 2 to complete construction of the designated improvements at Centennial and Rotary Skate Parks. The CED Department and the City Manager will also establish a tenant based rental assistance program with available HOME Program funds. Based on recent program income trends and current contract balances, the CED Department expects to commit about \$125,000 in Year 1 and Year 2 of the ERF project to offset the sizable rent, deposit, and utility assistance costs of the ERF project.

The CED Department, in collaboration with accountants in the Finance Department, will ensure cost principles and a financial management system are upheld relative to federal and/or state standards, whichever is most stringent. For example, on CDBG funded projects the CED Department and its subrecipients adhere to financial management system standards in accordance with 24 CFR parts 85 and 84. The applicable experience and key components for a financial management system includes internal controls, budget records, and accounting records. The Internal controls will include policies, procedures, job responsibilities, personnel and records that together create accountability in the financial system and safeguard property and other assets acquired with an ERF grant. Budget controls will include procedures to compare and control expenditures against approved subrecipient budgets for the ERF project. And, accounting records will be in place to sufficiently identify the source and application of encampment resolution funding provided to the CED Department and its subrecipients.



December 14, 2021

Mr. Alexis Costales
Housing & Grants Specialist
City of Tulare
411 East Kern Ave.
Tulare, CA 93274

Re: Encampment Resolution Funding Program - Support

Dear Mr. Alexis Costales:

It is my pleasure to submit this letter of support for the city of Tulare and their efforts in the Encampment Resolution Fund Program through the Homeless Coordinating and Financing Council. The Kings/Tulare Homeless Alliance (“Alliance”) serves as the local Continuum of Care on Homelessness for Kings and Tulare Counties. Since its inception in 1999, the Alliance has worked tirelessly on its mission of coordinating and leveraging policy and resources to empower community partners in addressing homelessness in Kings and Tulare County.

One of the key ways to address homelessness is by building strong relationships with people through street outreach. The Alliance operates the Coordinated Entry System (CES) whereby housing navigators visit encampments in the city of Tulare on a weekly basis to build rapport, conduct assessments, and issue housing referrals. Through street outreach in encampments, housing navigators assist persons experiencing homelessness to access safe and stable housing services using a person-centered Housing First approach. Information is entered into the local Homeless Management Information System database daily to ensure measurable outcomes and track the progress of those experiencing homelessness.

People who are unsheltered are exposed to increased health and safety vulnerabilities, longer histories of homelessness, and higher rates of behavioral health challenges. There is a great need for behavioral health and a mobile healthcare system in the Tulare encampments specifically located near the Centennial and Rotary Skate Parks as the number of people experiencing homelessness continues to increase. For this collaborative opportunity, the Alliance will commit to 1 FTE housing navigator to provide assistance to about 1/3 of the people experiencing homelessness through a Housing First approach under the ERF program in Tulare.

Thank you for your continuing leadership on efforts to prevent and end homelessness in the City of Tulare. Please do not hesitate to reach out with any questions at mperez@kthomelessalliance.org or via phone at (559) 738-8733.

Sincerely,

A handwritten signature in blue ink that reads "Miguel Perez". The signature is written in a cursive style and is contained within a light gray rectangular box.

Miguel Perez
Executive Director
Kings/Tulare Homeless Alliance



Adrienne Hillman
6943 W. Pershing Ct.
Visalia, CA 93291
559.799.3408
adrienne@saltandlightworks.org

December 20, 2021

Alexis Costales
Housing & Grants Specialist
City of Tulare
411 East Kern Ave.
Tulare, CA 93274

Dear Alexis,

On behalf of Salt + Light Works (Salt + Light), it is my pleasure to submit a letter of support endorsing the City of Tulare's application to the Encampment Resolution Funding grant program provided by the Homeless Coordinating and Financing Council and the City's stated role as a project director and grant administrator. For the past year, it has been our honor partnering with the City of Tulare to serve our neighbors experiencing homelessness. We strongly support the grant proposal to work towards an encampment resolution at Centennial and Rotary Skate Park sites.

Over the past year, Salt + Light has spent a significant amount of time in the identified encampments cultivating relationships with people experiencing homelessness and providing a unique service to mitigate their survival needs. Each week we co-locate to the Centennial and Skate Park encampments providing each person with nutritious food including a hot meal with items such as pasta, vegetables, dessert and a drink and a grab-and-go meal with fruit, a sandwich and a drink for the following day. In addition to food, our truck provides palliative care items including deodorant, hand sanitizer, soap, tooth brushes, portable fans, sunscreen, first aid kits, socks, underwear, t-shirts, jackets, sleeping bags, etc. While operating the food truck, we develop relationships with each person we encounter to build trust and a supportive team to address each person's needs. Our staff have lived experience and are well respected among our neighbors giving them hope and support.

Salt + Light will support the implementation of the City's ERF project and provide continued food truck support services at the prioritized encampment site. In addition, Salt + Light will commit and supervise one case manager responsible for stewarding one-third of the clients to integrative field services and through housing placement. Case management will involve logistics, scheduling, connection to service referrals, and the execution of a housing plan with each client.

In 2022, Salt + Light will break ground on The Neighborhood Village, a 52-unit, master-planned, intentional community for the chronically homeless in Tulare County. The Neighborhood Village will be complete with dignified income opportunities and a full slate of health and human services to foster healing and long-term stability once housed. We will break ground on this project in the spring of 2022 with the expectation of completing it before the end of 2022. Many of the village's first residents will come from Tulare and Visalia, through relationships created through the food truck and/or the City's ERF project.

Thank you for your continued support and leadership to address the needs of our community.

With Appreciation,

A handwritten signature in cursive script that reads "Adrienne Hillman". The signature is written in black ink and is positioned below the text "With Appreciation,".

Adrienne Hillman
Founder & CEO



KINGS VIEW

December 27th, 2021

Homeless Coordinating and Financing Council (HCFC)
915 Capitol Mall
Sacramento, CA 95814

RE: Letter of Intent for the City of Tulare's application to the ERF Grant Program

Dear Sir/Madame:

Kings View is pleased to support the City of Tulare's application for the ERF grant program administered by the Homelessness Coordinating and Financial Council (HCFC). This is an important program to the community of Tulare and its surrounding communities.

Kings View has worked in Tulare and the surrounding communities for over four decades and has partnered with the City and County of Tulare to help those most vulnerable and without housing. Kings View's Tulare County PATH program serves the County's homeless and those at-risk of homelessness, with the primary focus of linking those with mental health challenges to appropriate services. Other linkages include, but are not limited to, housing, medical care, social services agencies, vocational assistance and food and shelter resources. Kings View's outreach workers visit those in need of services in the community wherever they can be found, and have established strong relationships with community partners, code enforcement, police and sheriff departments, health clinics, and county mental health. The entire Tulare County is served and there is currently office space (for staff only) in both Porterville and the City of Tulare.

With the recent pandemic and economic hardships there is a desperate need to improve the field/mobile assistance and linkage for those living in encampment, especially in the near Centennial and Rotary Skate Parks in Tulare. The sooner our outreach workers connect with those in need to assist them, the better the outcomes are for the client.

Kings View will commit one fulltime employee to case manage and assist in housing placement for the estimated 52 people living in the two prioritized encampment sites.

Kings View has similar programs in Kings and Fresno Counties and has experience in working with a myriad of services within each community to ensure public funds are used judiciously and maximized to help the client expeditiously.

Respectfully,

Amanda Nugent-Divine, PhD., CEO



**TULARE COUNTY
HEALTH & HUMAN SERVICES AGENCY**

Timothy W. Lutz, MBA
Agency Director

Fiscal Operations • Human Services • Mental Health • Public Health

December 22, 2021

To Whom It May Concern

Reg: Encampment Resolution Funding Grant Program Letter of Support

The Tulare County Health & Human Services Agency (HHSA) supports the City of Tulare in applying for the Homeless Coordinating and Financing Council's (HCFC) Encampment Resolution Funding (ERF) Program and serving as the project administrator if awarded.

Communities are faced with a growing need to address homelessness by improving field and mobile services to provide access to services such as physical healthcare, behavioral healthcare, assistance obtaining benefits, and additional supports. The City of Tulare has been engaging with community partners to provide services to unsheltered residents to help impact homelessness in their jurisdiction.

In early 2021, HHSA formed a multi-disciplinary team (MDT) with representatives from our Public Health, Human Services, Mental Health, and Fiscal branches. The team provides specialized assistance including benefit acquisition, linkage to primary care services and health education, alcohol and other drug counseling, mental health assessment, In-Home Supportive Services, linkage to housing, and additional supports. The Homeless MDT is committed to assisting the estimated 57 people living in the City of Tulare's prioritized encampments sites spanning Centennial and Rotary Skate Parks.

Over the last year, the Homeless MDT has collaborated with the City of Tulare to offer services to those living in the targeted encampment area. This has included working with other community service organizations such as Salt+Light Works, the Kings/Tulare Homeless Alliance, Adventist Health, Family Services, KingsView's PATH program, and other agencies. This has resulted in ongoing monthly COVID-19 vaccination clinics, food outreach, housing navigation, and benefits linkage.

It is our hope the City of Tulare will be awarded this funding which will help provide enhanced services and resources to transition people from encampments into housing.

Sincerely,

A handwritten signature in blue ink, appearing to read "T. Lutz", written over a light blue background.

Timothy W. Lutz
Agency Director



Community Services Department

December 20, 2021

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

RE: Letter of Intent / Support for the City of Tulare's application to the ERF Program

Dear HCFC Staff:

The Community Services Department recognizes and endorses the City's application to the Encampment Resolution Funding (ERF) Program. For 5 years, Parks staff have engaged people living at encampments in and near Centennial and Rotary Skate Parks. Building on recent outreach and services from local providers, I welcome an opportunity to leverage ERF and other funding sources to improve coordination among organizations and to establish an effective and dignified response for people residing in encampments.

The Park Manager and/or Park Ranger staff are in a position to support implementation of an ERF program. Staff may help with program logistics, such as scheduling and signage, as it relates to the weekly delivery of services within Centennial and Rotary Skate Parks. And through an ERF program, staff will aim to enhance their relationship with services providers and familiarity and trust with people living in the encampment sites.

If awarded, implementation of an ERF program in the City of Tulare will coincide with an update to the Parks Master Plan and an ordinance to permit overnight camping in particular parks. This presents an opportunity to focus services and to apply learning from an ERF program into how affected Parks may function in the future for the general public and people experiencing homelessness. Current ideas for park restoration under an ERF program remain at a high-level. And if awarded, the Community Services Department will partner with the Community and Economic Development Department to implement a public outreach and planning effort to solidify the specifics of park improvements at Centennial and Rotary Skate Parks.

The Community Services Department appreciates HCFC's review and consideration of the City's application to the ERF program. HCFC may direct application and programmatic questions first to Alexis Costales, a Housing and Grants Specialist with the City, via (559)-684-4224 or acostales@tulare.ca.gov.

Sincerely,

Jason Glick
Parks and Recreation Director – City of Tulare



869 North Cherry Street
Tulare, CA 93274
559-537-0090
AdventistHealth.org

December 27, 2021

Julie Lo, Executive Director
California Homeless Coordinating and Financing Council
State of California, Business, Consumer Services and Housing Agency
915 Capitol Mall, Suite 350-A
Sacramento, CA 95814

Dear Ms. Lo,

On behalf of Adventist Health in the Central Valley, I would like to express my support of the City of Tulare's application to the "Encampment Resolution Funding Program" administered by the Homelessness Coordinating and Financial Council.

Adventist Health in the Central Valley is part of Adventist Health, a faith-based not-for-profit integrated delivery system serving communities in California, Hawaii, Oregon and Washington. The mission of Adventist Health is to "Live God's love by inspiring health, wholeness and hope." To expand on this mission, Adventist Health acquired a self-contained mobile unit in 2018 dedicated to California's Central Valley. Leadership immediately recognized the potential to use this mobile care unit to expand free clinical care within underserved and rural communities.

The mobile care unit includes two exam rooms, a platform lift and hydraulic leveling system. These resources inspired a new program where providers and trainees of Adventist Health Hanford and Adventist Health Tulare's family medicine residency programs could provide free services. These services began to operate year-round in 2021 and included vaccinations, basic health screenings, same-day sick visits, first aid/wound care and general advice on health care for low-income and rural areas. The program is led by Dr. Raul Ayala, Adventist Health's ambulatory medical officer and the residencies' Designated Institutional Official.

Our team has experienced an urgent need to add healthcare and behavioral health services for individuals experiencing homelessness as well as coordinate these services in the field. This is particularly significant in the encampments near Centennial and Rotary Skate Parks. To this end, Adventist Health in the Central Valley commits to partnering with the City of Tulare's proposed project. For one day a week, Adventist Health will bring the mobile care unit for four hours, with Adventist Health staff – a Registered Nurse, a Medical Assistant, a provider and a registration staff member.

The proposed project would help transform the health experience of some of the most vulnerable members of our community and make care more accessible to them. I thank you for your consideration. If you have any questions, please do not hesitate to reach out to me by email at AlvareVF@ah.org or call 559-537-0050.

Sincerely,

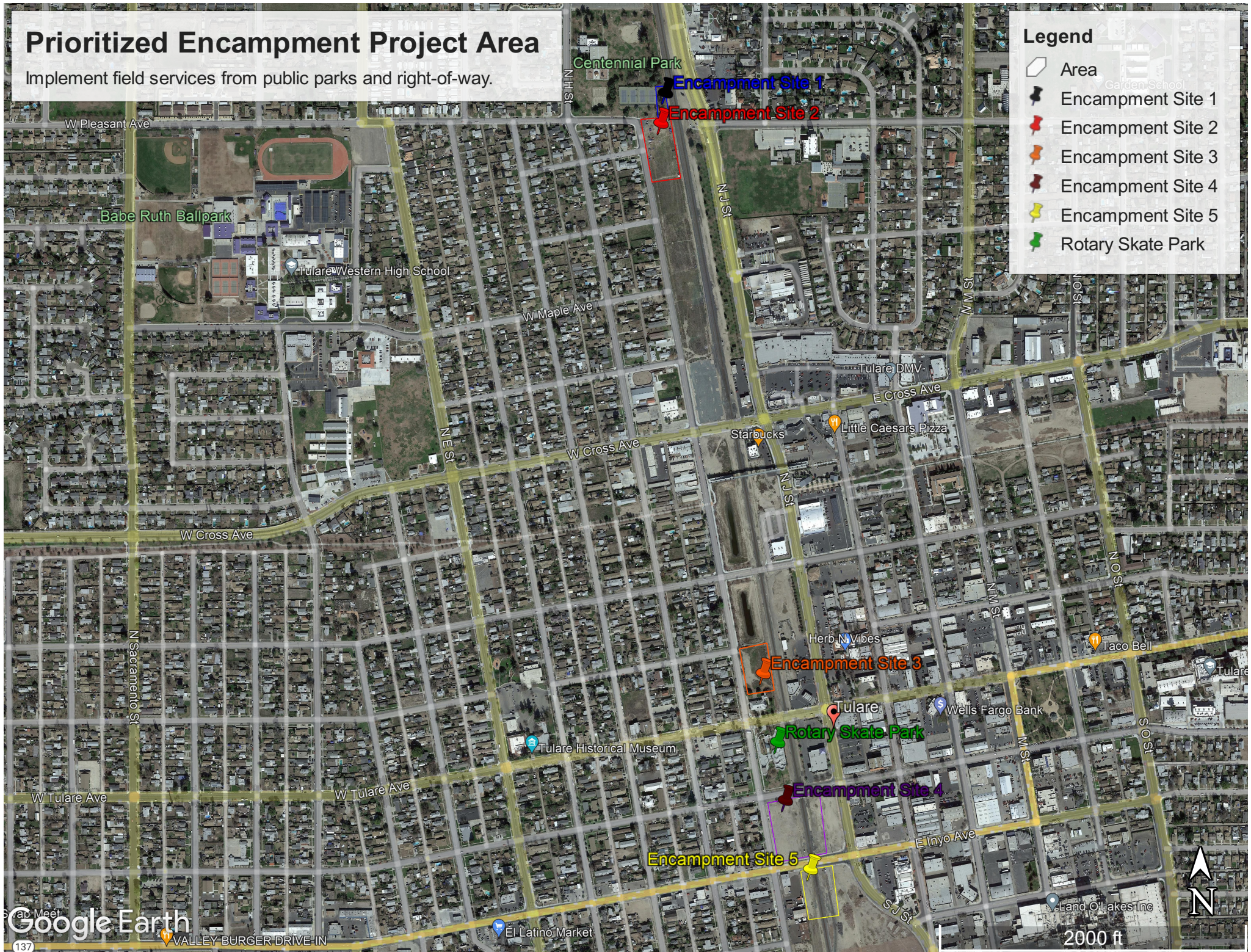
Valeria Alvarez
Director, Community Integration

Prioritized Encampment Project Area

Implement field services from public parks and right-of-way.

Legend

- Area
- Encampment Site 1
- Encampment Site 2
- Encampment Site 3
- Encampment Site 4
- Encampment Site 5
- Rotary Skate Park

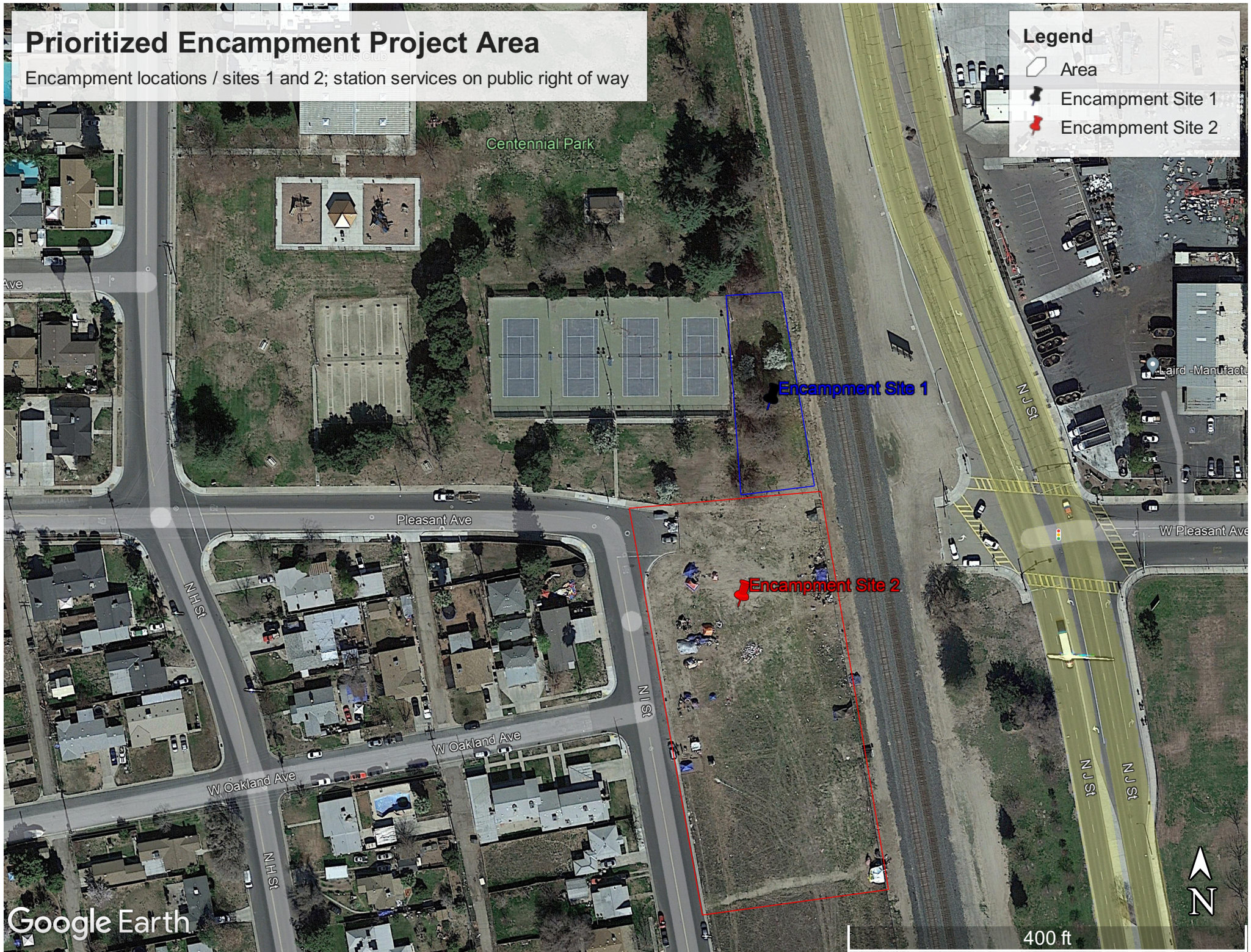


Prioritized Encampment Project Area

Encampment locations / sites 1 and 2; station services on public right of way

Legend




- Area
- Encampment Site 1
- Encampment Site 2



Prioritized Encampment Project Area

Encampment location / site 3; near Rotary Skate Park station for services

Legend

-  Area
-  Encampment Site 3
-  Rotary Skate Park

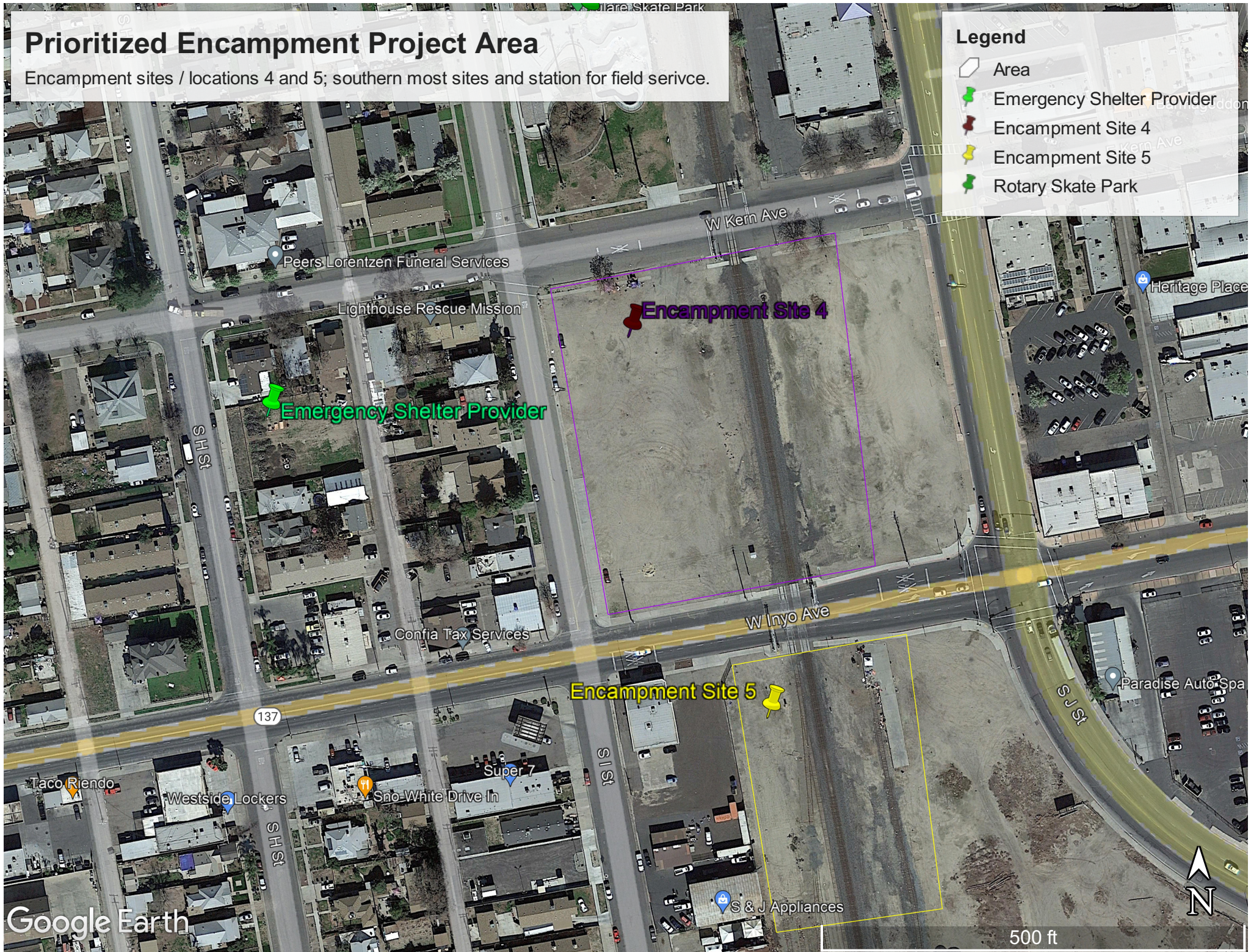


Prioritized Encampment Project Area

Encampment sites / locations 4 and 5; southern most sites and station for field service.

Legend

- Area
- Emergency Shelter Provider
- Encampment Site 4
- Encampment Site 5
- Rotary Skate Park



VI. ATTACHMENTS

ATTACHMENT 1

Application Organization and Required Document Checklist

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

Name/Description

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