

ATTACHMENT 2

Cover page sheet

1. Applicant and Implementing Organization:

Applicant: CITY OF VISTA

Implementing Organization: CITY OF VISTA

Specific unit or office within the implementing organization:

HOUSING DIVISION

Imp. Org's Address 200 CIVIC CENTER DR

City VISTA County SAN DIEGO ZIP Code 92084

Imp. Org's Tax ID Number 95-6000478

2. Project Director:

Name SYLVIA SOLIS DANIELS

Title HOUSING PROGRAMS MANAGER

Telephone 760-643-5207

Email SSOLIS.DANIELS@CI.VISTA.CA.US

3. Grant Administrator:

Name KAITLYN ELLIOTT-NORGROVE

Title GRANTS WRITER

Telephone 760-643-5219

Email KELLIOTTNORGROVE@CI.VISTA.CA.US

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 PATRICK K. JOHNSON

Signature  Date 12-23-2021

Part 1: Implementation Unit Structure and Capacity

The City of Vista's (City) Housing Division (Division), within the City Manager's Department, will implement the Encampment Resolution Program grant. The Division provides Vista with a variety of housing programs for low-income residents. The Division administers funding to support affordable housing, COVID-19 resources, community services for low-moderate income residents, and services for people experiencing homelessness. The mission of the Division is to provide exceptional services and improve the quality of life for the greater community. Division consists of a Housing Programs Manager, a Housing Staff Assistant, a Senior Office Specialist, and is managed by the Assistant City Manager. The Division's geographic service area encompasses all of incorporated Vista, which is approximately 19 square miles. The goal of the Division is to support individuals experiencing housing insecurity. The Housing Division is the gateway to the City's supportive services for vulnerable communities. The expertise and mission of the Division aligns with the workplan and goals of the Encampment Resolution Program. In 2018, the Vista City Council (Council) directed staff to develop a plan to address homelessness in the City. In March 2020, the Council adopted the Strategic Plan to Address Homelessness (Plan), which is designed to address homelessness through programs and practices that have been proven effective and successful in other communities but are tailored to Vista. The Plan blends together services and resources to address three primary goals: Preventing homelessness through rental assistance, utility assistance, transportation assistance, home share coordination services, and case management; improving quality of life through encampment resolution programming; and reducing homelessness by

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maintaining beds at regional, low-barrier shelters and providing citywide trauma-informed, culturally relevant case management services. The City is partnered with Exodus Recovery (Exodus) to provide comprehensive case management, street outreach and housing navigation services. This work has focused largely on encampments and targeted homeless outreach throughout the City.

Since 1989, Exodus has developed a client focused, recovery-based system of care that encompasses psychiatric health facilities, full-service partnerships, homeless outreach and interim housing, mobile health and crisis response, wellness centers, crisis transition and care coordination, strength-based case management, forensic services, crisis stabilization/urgent care centers, telehealth services, substance use disorder programs, a sobering center, and programs for individuals with intellectual/developmental disorders. To date, Exodus has planned, implemented, and operationalized programs within five California counties: Los Angeles, San Diego, Fresno, Napa, and Orange Counties, and expanded to over 1,400 employees and 55 programs all focused on reducing utilization of higher levels of care within the health systems, incarceration, reducing homelessness, and creating safe and secure environments where those with complex conditions can receive compassionate and caring specialized services. The organizational capacity of the partnership has led to the efficient and effective implementation of the City of Vista's Homeless services.

The City has demonstrated experience developing and implementing partnerships and collaborations that deliver essential services to individuals experiencing homelessness in Vista. The City will work in partnership with Exodus, through which it currently provides case management and homeless outreach services.

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The City partners with the County of San Diego Housing Department for the implementation of affordable housing funding and Emergency Housing Vouchers, and with the Regional Task Force on Homelessness (RTFH), which also serves as the regional Continuum of Care (COC) to coordinate, promote and advocate for innovative solutions to address homelessness. The City's additional partnerships that work toward encampment resolution also include the Alliance for Regional Solutions (ARS) Shelter Network, Regional Caltrans District 11, and the San Diego County Sheriff's Department. Several internal city departments, including Code Enforcement, the City Attorney's office, Public Works, and the City Manager's office, collaborate to provide support to people in and resolve encampments. Exodus's work within and outside Vista demonstrates its ability to deliver services to individuals experiencing homelessness within encampments. These partnerships and their aligned commitment to addressing the needs of unsheltered communities will support the City's implementation of the Encampment Resolution Program. All partners have dedicated time, staff, and resources to ensure alignment of supportive homeless strategies and meet regularly to coordinate and discuss opportunities for collaboration.

The structure of the City's Housing Division and its partnerships with Exodus, the County of San Diego, and RTFH will lead the effective implementation of the proposed Encampment Resolution Program by building on years of demonstrated support for individuals experiencing homelessness. The City was ahead of its time in addressing homelessness, identifying it as a top priority as early as 2018, and will expand on existing demonstrated programming to focus intentionally and specifically on the Hacienda Drive encampment area, which boasts a population of approximately 30-40

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individuals who experience chronic homelessness and are more resistant to accept supportive services and housing placements for a variety of reasons. The Housing Division holds regular internal meetings with City stakeholders and service partners to evaluate homelessness programming, problem-solve, and plan. Encampments, and individuals residing in them, are a primary focus during these meetings. The Housing Division also reports regularly to the City Council, providing updates to Strategic Plan activities and inviting community participation and feedback.

Part 2: Prioritized Encampment Site and Population to be Served

The City of Vista is in north San Diego County, less than eight miles east of the Pacific Ocean and bordering the cities of Oceanside, San Marcos, and Carlsbad, and unincorporated pockets of San Diego County. Located east of Emerald Drive and west of Melrose Drive in Vista, the 24-acre, City-owned property is intended to be permanent open space wetland habitat. The property's Assessor's Parcel Number (APN) is 166-440-00-00; coordinates of the center of the property are 33.191099, -117.270630. In 1993, the City realigned Hacienda Drive (to the parcel's south) and the Buena Vista Creek channel (which passes through the property) to develop what is now a large commercial area at 1715-1755 Hacienda Drive. As wetland mitigation for the development of the project, and as required as part of the streambed alteration agreement (SAA), this property was set aside, and some wetland enhancement was performed within the creek channel. This property is referred to colloquially as "the jungle" due to its forested landscape, well-developed tree canopy, and the Buena Vista Creek. The trees provide privacy and shelter, concealing encampments from the nearby roadway. Individuals reside in a variety of structures on the property, ranging from two-

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story dwellings with electricity, to tents made from tarps and rope, to shelters fashioned with palm fronds. Some individuals create shelters in stormwater culverts, which are dangerous to inhabitants in times of inclement weather. Examples of recent encampment dwellings are provided below:



Through regular outreach and monitoring, the City estimates that approximately 30-40 individuals live in or cycle through the targeted encampment area. At times, the population has been greater. Given its proximity to the North County Regional Center—which houses the Superior Court and jail—this property is often the first point for recently homeless individuals in the City. The population of individuals living on this property fluctuates as people move between different, nearby encampments for a variety of reasons that include biweekly outreach conducted by the City’s contracted Social Worker. Individuals in the encampment have multiple co-morbidities and complex biopsychosocial histories. They present with multiple vulnerabilities associated with homelessness, severe mental illnesses (SMI), substance use disorders (SUD), chronic physical health conditions, past trauma, and repeated justice-involvement. Many unsheltered individuals in the encampment are considered chronically homeless and more hesitant to accept resources, shelter, or housing and require a deeper level of

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engagement to build trust and rapport with the City’s Social Worker. The City’s Social Worker tracks the following information about individuals experiencing homelessness within the City: Gender, age, military status, and substance use disorder diagnosis as well as various health related data points.

Recent Client Data

	Gender			Age				Military Status			Substance Use Disorder Diagnosis	
	Female	Male	Unknown	18-24	25-39	40-59	60+	Non-Military	Veteran	Unknown	No	Yes
Q1 2021	31	68	1	13	37	40	10	77	11	12	-	-
Q2 2021	29	67	1	10	35	42	10	49	3	45	-	-
Q3 2021	59	102	1	16	39	71	16	52	5	105	129	33
TOTAL	119	237	3	39	111	153	36	178	19	162	129	33
%	33%	66%	1%	12%	33%	45%	10%	50%	5%	45%	80%	20%

This specific encampment is being prioritized for resolution support due to the public health, safety, and environmental risks posed to not only the individuals who live in the encampment, but also the Vista community and the larger watershed region. The encampment is in a biologically sensitive area that includes the Buena Vista Creek and critical stormwater infrastructure. A trail was created through the property for the community’s use and to provide access to the stormwater outfall. The property bears terrain that can be dangerous, especially with the threat of flash flooding during inclement weather. Embankments and waterways are overgrown with invasive plant species, and embankments, specifically, can become dangerously slick when wet. City employees have been injured during inspections of the encampment.

The stormwater outfall is a point where several Vista storm drain systems discharge into the Buena Vista Creek. Historically, persistent flows have been observed

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from storm drains into the creek. These flows push trash and waste into the Carlsbad Watershed, one of the County's 11 watersheds, and pose physical and health threats to the unsheltered individuals of the encampment. Trash, bacteria, nutrients, and sediment are concerns for the Carlsbad Watershed, and the City is required to perform water quality tests on the water due to the sensitivity of the watershed. The regional water board enforces a state order that prohibits trash from discharging into local water bodies and Vista has received notices of violation related to encampment waste. There is a direct correlation between the encampment on this property and pollution of the Carlsbad Watershed. The City has spent more than \$80,000 contracting with companies to clean the property of waste and trash since 2020; the total cost is estimated to be much greater as the City's Public Works department has dedicated hundreds of hours of staff time to this work. The property is also vulnerable to uncontrolled fires due to overgrowth and the unsafe use of fires for cooking or warmth that are associated with the encampment; the stormwater culvert is the site of frequent cooking fires, which results in frequent smoke check calls. Since January 2021, there have been 30 incidents requiring fire and emergency medical services response; six of these calls were for active fires. From 2020 to 2021, the calls for services at this property increased by more than 100%. There are neighborhoods to the west and south of the property that are at an increased fire risk if there are winds out of the east that accelerate a fire started at the encampment. Unsheltered people who live in the encampment are endangered by the high fire risk, too. The overgrown conditions provide dangerous fuel.

The average life expectancy for people experiencing homelessness in the United States is approximately 50 years old, which is more than 20 years less than the life expectancy of housed populations. Based on demographic data available for the first three quarters of 2021, 55% of individuals who have resided in this encampment are above the age of 40 and increasingly vulnerable to the conditions of the encampment and being unsheltered. This property is not safe for habitation. The encampment is a hazard to its vulnerable inhabitants, City employees, and members of the community as demonstrated by environmental, public health, and safety hazards. For these reasons, the City of Vista is focusing proposed encampment resolution activities on this property.

Part 3: Core Services Delivery and Provision of Housing Options

Through the enhancement of its contract with the City, Exodus will expand its homeless outreach and housing navigation work in Vista, specifically targeting this encampment. Individuals experiencing homelessness will be assessed by the Social Worker utilizing a Comprehensive Biopsychosocial Assessment (Assessment) that Exodus has designed and implemented with other outreach teams. The Assessment integrates relevant current and historical data pertaining to each participant's demographic characteristics; cultural, linguistic, and other special needs; current or recent crises; current and past mental health symptoms and treatment; risk and safety concerns; homeless history and barriers to housing; legal issues; acute and chronic medical conditions and treatment providers; psychiatric and medical medications; current and past substance use; and past or recent traumas. This information assists with referral and linkage to the most appropriate services and agencies.

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A primary role of the Social Worker (referenced as “Case Manager” in Budget and Personnel documents) is to function as the fixed point of responsibility for coordinating referrals between the participant and external community resources. The Social Worker will ensure that referrals result in a connection and warm hand-off between the participant and the external service provider. Exodus has collaborative community partnerships with interim housing providers in North County; Federally Qualified Health Centers (FQHCs); Residential Treatment Facilities; Independent Living Homes and licensed Board and Care facilities. The high incidence of co-morbid mental and physical health and substance use conditions in the target population requires continuous coordination with preventative services to maintain health and well-being for the participant. To encourage a consumer-oriented delivery system, the Social Worker, with the participant's permission, will assist in the scheduling of medical and benefits appointments and coach the individual to effectively communicate with their health providers and other agency and housing personnel. The Social Worker will link clients to appropriate COVID-19 resources for health and housing purposes.

Exodus has initiated and will continue to develop linkage agreements and Memoranda of Understanding (MOUs) that will serve to strengthen and solidify the relationship between community resources and the Vista Social Worker's efforts. These partnerships and specific referral procedures will ensure readily available, reliable access and seamless linkage to resources for Vista unhoused participants and aid in the coordination of participant care with housing services, advocacy programs, legal assistance, chemical dependency services, detox services, physical health care, and mental health care. Case management and referrals focused on housing will be a team

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effort addressed by the Exodus Social Worker and Housing Navigator. The Housing Navigator will use a client-centered, Housing First approach that prioritizes housing for people experiencing homelessness. The priority is to end client's homelessness so individuals can pursue personal goals and improve their quality of life. The Housing Navigator will use the five key principles of Housing First: no requirements for housing readiness, client choice/self-determination, trauma-informed approach, individualized client-centered support plans, as well as promotion of social and community integration.

The client's Vulnerability Index-Services Prioritization Decision Assessment Tool (VI-SPDAT) will be utilized to match clients to appropriate housing. The Social Worker and Housing Navigator collecting and reporting data to create client profiles, enrolling clients in agency programs, and referring clients to community queue for matching to housing opportunities through the Clarity system. The Housing Navigator connects clients to the local Public Housing Authorities (PHA) to help update existing applications for housing or rental assistance as well as help with initial sign up and/or transfer of application to appropriate PHA. The Housing Navigator will use local resources such as message boards, internet, current housing provider partnerships, 211/CIE to locate vacancies within the client's scope of need. Exodus is also familiar with housing specialized populations. For instance, The North County LGBTQ Resource Center provides crisis and transitional housing to LGBTQ youth age 14-22 who are homeless and at risk for homelessness, providing a safe place to reside with the goal of reuniting families whenever possible.

The Social Worker will collaborate with the Housing Navigator to assess identified needs, goals, and desires for housing, linkage, and recovery. The assessment

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will identify client's critical and immediate needs pertaining to housing readiness and retention, independent living skills, linkage to primary and specialty care, access to specialty mental health services, and other community resources. The team will assess barriers to housing such as the lack of photo identification or driver's license, Social Security card, birth certificate, unfavorable rental history and/or credit history, justice involvement, evictions, judgements, or writs of restitution. The Social Worker and Housing Navigator will also assess a client's risk factors such as areas of negative influence (i.e., illegal drug use and/or purchase) or domestic or intimate partner violence, stalking or sexual assault. They will also take into consideration areas of self-care and advancement, such as access to medical services for physical and mental health, employment, and education. The Housing Navigator will assess client housing needs such as a desire to live in housing, preference for a congregate/non-congregate setting, ability to pay for rent through earned or benefitted income, rental assistance programs, or the eligibility to utilize Housing and Disability Advocacy Program (HDAP) funding. The Social Worker and Housing Navigator will work closely with the client to create a housing stability plan and household budget that includes (but is not limited to) rental payments, utilities, items needed in the household to maintain safe and sanitary conditions, and essential household items. The Housing Navigator will obtain copies of housing applications and W-9s from owner/agents, help clients complete the written or online application, and facilitate the submission of the application. Fees may be paid for by the proposed flexible housing fund, HDAP, or other agencies. The Social Worker will monitor clients' progress during this process.

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The Housing Navigator will work with clients to help facilitate a successful tenant/landlord relationship and the successful participation in rental assistance programs. The Housing Navigator will perform monthly face-to-face home visits/check-ins with newly housed clients to determine housing stability, facilitate requests for repair, track rental payments, ensure clients maintain housekeeping, and identify signs of unsafe or unsanitary conditions that need to be addressed. The Social Worker will be apprised of client's housing stability with the goal of the client remaining in housing successfully for more than nine months. The Social Worker will assist in the development of a long-term support plan with the Housing Navigator and client to ensure that previously homeless residents maintain housing and continue to progress toward their personalized goals. Exodus staff has developed strong working relationships with local housing authorities across the county such as Oceanside Housing Authority, Carlsbad Housing Authority, Encinitas Housing Authority, San Diego County Housing Authority, and the San Diego Housing Commission. Due to networking and proven program success, Exodus clients have been given priority to use Mainstream Section 8 funding in multiple jurisdictions that is specifically targeted towards the chronically homeless and disabled population we serve. Mainstream funding allows clients to bypass the average eight- to 12-year Section 8 waitlists and gain access to housing funds typically within six months from the date of application. This allows for clients from this vulnerable population to stabilize more quickly with supportive services such as In-Home Supportive Services (IHSS) from a Housing First approach.

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Exodus is familiar with hotel/motel voucher programs including the functions of eligibility and processing vouchers. If a client is assessed to be appropriate for interim shelter and a voucher program is available, the Housing Navigator will assist with linkage. The Social Worker and Housing Navigator will establish and maintain relationships with property owners and operators of transitional and permanent supportive housing. Social Worker and Housing Navigator will work with clients to ensure they know their tenant rights and to help facilitate a successful tenant/landlord relationship as well as successful participation in rental assistance programs. To assist with this process, clients will be referred to Legal Aid Society for tenant rights training and education. Exodus housing navigators and case managers have been able to develop and maintain relationships with various forms of shelter and housing ranging from shelters and motels to independent living and sober livings. Examples include: Vista Inn, Econo Lodge, Tender Loving Mercy, and One Day at a Time Sober Living. These relationships have been fostered by staff meeting with shelter/housing providers face to face, explaining the program's purpose, how we support clients and the provider with negotiations, problems, and violations. Exodus has found that transparency and being responsive to questions and concerns, particularly if there are conflicts, has contributed to providers willingness to accept placements. The Case Worker will leverage these relationships, contribute to their maintenance, and initiate new relationships as needed to identify appropriate shelter/housing and successfully place clients. The proposed Encampment Resolution Program will result in the sustainable restoration of the encampment site to its original state or intended use while prioritizing the health and wellness of people experiencing homelessness by making improvements

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first to the existing tree canopy and reducing growth that increases the risk of fires, restricts or impedes the flow of water, and creates dangerous terrain. Specific activities include fuel reduction work, trash and waste clean ups, and improvements to the existing trail within the property.

Part 4: Coordination of Services and Housing Options

Exodus currently operates the following programs within the City of Vista Crisis Stabilization Unit, Mobile Crisis Response Team, Whole Person Wellness, AB 109 (Justice Involved) Re-entry Enhanced Case management, Telehealth Services, Health Homes – CalAIM (currently contracting with four of the five Health Plans in SDC), START, Project Connect and the City of Vista Homeless Outreach Partnership. Exodus Recovery has contracted with the City of Vista since August 2020 providing a full-time Social Worker to support the city's Homeless Strategic Plan. The Social Worker collaborates with multiple city departments including City Manager's Office, Code Enforcement, Planning, Public Works, Recreation, Stormwater, Vista Sheriff's Department, City Attorney's Office, and Economic Development to provide outreach and case management services to the homeless population of Vista. The Social Worker responds to requests made by the city departments to engage with individuals on the street, link them to supportive services, and follow through to ensure that a connection was made between the client and referral. Upon initiation of this program, the Social Worker primarily focused on building rapport with the city's unhoused residents using a trauma-informed and person-centered approach. This stage of building trust has helped clients foster motivation to engage with other providers such as HHSA, primary care clinics, mental health services, and case management programs. Through collaboration

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with the Housing Navigators, the Social Worker has helped ensure that dozens of unhoused clients who had not interacted with social service providers were entered into the Coordinated Entry System for an opportunity to be linked to permanent housing.

This grant will allow Exodus to continue providing a familiar Social Worker to the City of Vista and enhance the ability of this Social Worker to screen, assess and place willing, unhoused individuals in housing with the aid of an experienced Housing Navigator, who has been trained by the Exodus Whole Person Wellness (WPW) program. The Exodus WPW program has the track record to perform this task and has surpassed performance objectives by placing over 50% of this difficult to engage population into housing, decreased the number of Emergency Department visits and hospital days spent in psychiatric inpatient units, and linked clients to primary care providers during its contract with the County of San Diego, Integrative Services. Exodus CalAIM case management, WPW, Walk-in Mental Health Services, Crisis Stabilization Unit, Mobile Crisis Response Team, are all located in the City of Vista, and will offer support and resources to the Social Worker and Housing Navigator by providing field base emergency response, on-going comprehensive care coordination, mental health services and service navigation for homeless adults who have been identified by local service providers, law enforcement agencies and the City of Vista. The Social Worker and Housing Navigator hired for this program will work under the auspice of the Exodus WPW homeless outreach program and have the ancillary resources within the organization to support the Encampment Resolution Program. Staff will primarily conduct outreach when accompanied by other Exodus staff and/or law enforcement, city, and HHSA partners. When staff work in the field, they may

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encounter a variety of crises and threats to their safety. Staying safe in the field is vital to the health and safety of staff and the people they serve. To respond quickly, staff must prepare for a dangerous situation before it occurs. To ensure staff safety, Exodus will provide training in safety practices for outreach and field-based services. Training is designed to provide staff with knowledge to allow them to be safe and effective in their work and may include topics such as situational awareness, parking safety, learning when to request Law Enforcement support, crisis intervention, and how to respond to uncomfortable situations. Exodus will ensure that the Case Worker is experienced and capable of dealing with at-risk individuals who may be experiencing behavioral health or substance related crises and/or exhibiting risk factors for danger to self/others or grave disability. In addition to their own training, the Case Worker will have available the opportunity to train with the Exodus Mobile Crisis Response Team and Crisis Stabilization Unit staff. Documentation includes notes capturing client encounters, interactions/conversations, progress towards goals or milestones, and plans; referrals provided; progress toward goals that is tracked through internal data systems; data collected in Clarity Homeless Management Information System (HMIS); and assessments using the VI-SPDAT instrument.

Exodus will help to identify gaps in homeless services, housing resources and assistance needs. This will be accomplished by staff meeting with the Program Director quarterly to review identified gaps, status updates with challenges and improvements. This review process will include discussion of any referral sources with whom clients have repeatedly shown difficulty achieving linkage. As gaps are identified, the Exodus team will perform outreach in order to identify solutions which may ensure successful

and timelier responses to referrals. Letters from Exodus, the County of San Diego, and RTFH are included.

Part 5: Ensuring Dignity, Safety, and Wellness

Exodus proudly hires and employs individuals with lived experience, including Peer Support Specialists (Peers) employed to openly identify and use their lived experience as a part of their work as well as clinicians and case managers with lived experience. Lived experience speaks volumes. Mental illness and substance use do not discriminate, and experiences of historical or current trauma, poverty, poor physical health, and stigma and discrimination can exacerbate everyday struggles. Staff use recovery-oriented language, trauma informed practices, and culturally competent and inclusive approaches. Peers provide living models of resilience and promote hope that recovery is possible and attainable. While maintaining professional boundaries, Peers will have more flexibility to connect and support individuals. Services may include connecting with individuals by relating life experience with personal or familial housing instability and/or behavioral health issues to reduce fear and isolation and offer firsthand hopefulness. Peers provide consumer mentoring, advocacy, and support with case management. They will assist with providing information about resources and supporting individuals working toward safe and stable housing by explaining what to expect from resources/services, possible struggles with transitioning into shelter or housing, and placement retention. Mentoring, advocacy, and follow up services support accessing available resources. Peers reinforce that recovery is possible through modeling, collaboration and fostering empowerment. Peers are often able to approach unsheltered and homeless individuals in a non-threatening and empathic way. They

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provide effective street-based outreach and engagement by building rapport and utilizing the Evidence Based Practices of Assertive Street Outreach and Motivational Interviewing with a Stages of Change approach to establish targeted outreach objectives and the individual's readiness for change. Used appropriately, this model does not impose specific expectations or participation requirements but helps clients resolve any ambivalence towards accepting support and housing. They will work to cultivate non-judgmental relationships where individuals develop and work toward personal, meaningful goals utilizing their own resilience and real-world experience and strengths. Exodus programs have previously utilized Program Advisory Groups, utilized satisfaction surveys, and reviewed program specific feedback from annual Consumer Perception Surveys processed by the Department of Health Care Services. Feedback will be utilized to improve the implementation and ongoing assessment of the success of this proposed project.

The Encampment Resolution Program will use a client-centered Housing First approach that prioritizes housing for people experiencing homelessness. The goal is to end clients' homelessness from which they can pursue personal goals and improve their quality of life. Exodus staff uses and will continue to use the five key principles of Housing First: no requirements for housing readiness, client choice/self-determination, trauma-informed approach, individualized client-centered support plans, as well as promotion of social and community integration. The City and Exodus recognize the importance of linking individuals to culturally responsive primary and preventative health care. Initiating regular physical care can minimize the need for emergency and hospital visits and assists individual to become healthy, safe, and thriving. Taking an approach

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to always treat the whole person, Exodus has also worked to develop referral sources that are not compartmentalized according to healthcare specialty and consider the full spectrum of needs. Such resources include faith-based services, programs with cultural, ethnic, gender, and age group specializations, as well as socioeconomic, housing, and benefits supports. Exodus will utilize all current relationships in pursuit of assisting individuals with coordination, taking steps toward safe and stable housing. When current partnerships are not present, Exodus will reach out to develop relationships and collaborate.

The Vista Municipal Code (VMC) prohibits camping in City parks and recreational facilities. Due to concerns from the community at large, the City's Code Enforcement Department has performed 45 inspections of this property in the last 12 months. There have been eight cases in that same timeframe, with one case ongoing.

Part 6: Personnel

Administrative and programmatic personnel that are integral to providing services under this proposal include: Homelessness Program Manager (1.0 FTE), which is a new, planned position within the City that will manage all homelessness-related programming; Housing Programs Manager (0.2 FTE), who oversees all of housing and homelessness programming and will manage the Homelessness Program Manager position; Assistant City Manager (0.05 FTE), who manages City functions and departments, including Housing; Program Director (0.50 FTE), staffed by Exodus that oversees the Social Workers; Social Workers (2.0 FTE) staffed by Exodus, who have clinical and case management experience working in the behavioral health field providing direct client care and case management experience to individuals

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experiencing homelessness; Housing Navigator (1.0 FTE) who will identify appropriate housing and placement and foster relationships with new housing resources; Community Health Worker (1.0 FTE); Program Assistant (0.50 FTE); and Data Analysis and Reporting (0.20 FTE). Resumes are included.

Part 7: Proposed Budget and Fiscal Planning

The award amount requested was developed based on the estimated number of individuals currently living in the encampment. Exodus utilizes a ratio of 1:20 for Case Management/Social Work support, so two Social Workers (Case Managers) are requested in the budget. Other staffing expenses have been scaled to reflect the percentage of time the positions will spend on this encampment. Housing and transportation funds have been budgeted with the assumption that approximately one-third of individuals in the encampment will accept housing placement. While the budget can be scaled up or down based on the award amount, the program's effectiveness may be lessened if the City cannot bring on additional case management and housing navigation staffing. Housing and transportation costs can be adjusted, too.

City resources supporting the proposed project include the existing Encampment Clean Up budget, the Housing Division, the existing City Social Worker, and HPP. This grant award will allow Vista to maximize its resources and deliver services efficiently and with broad Council and community support. The grant budget was developed to ensure that at least 50% of awarded funds would be expended by June 30, 2023; the first year includes additional start-up costs.

The complete budget narrative is as follows:

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Proposed Workplan Budget & Narrative	
Personnel	Budget Narrative
Program Director (0.50 FTE)	Half of the Exodus Program Director's time will be spent achieving the goals of the proposed workplan.
Care Managers (2.0 FTE)	Two Case Managers (referred to as Social Workers in the workplan) are budgeted for this project. The addition of a second Case Manager will expand current encampment resolution activities into this encampment effectively.
Housing Navigator (1.0 FTE)	The Housing Navigator will match clients with housing and develop relationships with landlords in the City.
Community Health Worker (1.0 FTE)	The Community Health Worker will support the Case Managers and the overall well being of clients in the encampment.
Program Assistant (0.5 FTE)	The Program Assistant will devote half their time to the encampment resolution program by supporting the Program Director.
Data Analysis and Reporting (0.2 FTE)	The Data Analysis and Reporting role will spend 20% of its time analyzing outcomes for the proposed program.
Housing Program Manager (0.2 FTE)	The City's Housing Program Manager will spend 20% of their time overseeing the proposed program and the proposed Homelessness Program Manager.
Homelessness Program Manager (1.0 FTE)	The Homelessness Program Manager is a new position that will be responsible for the whole program implementation.
Assistant City Manager (0.05 FTE)	The Assistant City Manager will spend 5% of their time providing oversight and guidance; the Assistant City Manager maintains relationships with other agencies.
Subtotal	
Benefits	Including insurances, workers compensation, etc.
Operations	Budget Narrative
Rent	900 sf office space for Exodus @ \$1.67 per sf.
Auto Expenses	Exodus staff mileage.
Client Transportation	Exodus vehicle lease, 10 regional transportation monthly passes, and 30 daily bus passes.
Flex Funds	Support for clients to obtain clothes, food, hygiene supplies, plus monthly costs for storage units.
Housing Expenses	Monthly housing expenses for clients who accept placement.
Client Rent	
Client Credit Checks	
Client One-Time Application Fees	
Client One-Time Housing Deposits	
Restoration and Fuel Reduction Activities	Activities include improvements to the tree canopy, fuel reduction (removal of dead or invasive plants), and restoration of the trail.
Insurance	
Legal & Accounting	
Office Equipment	
Licenses, Permits, and Fees	
Equipment Maintenance/Repairs	
Supplies	
Staff Training	
Storage/Shredding	
Telecommunications	

**City of Vista
Proposed Workplan Budget**

Personnel	FY22-23	FY23-24
Program Director (0.50 FTE)	\$ 36,421	\$ 37,513
Care Managers (2.0 FTE)	\$ 119,974	\$ 123,574
Housing Navigator (1.0 FTE)	\$ 59,619	\$ 61,407
Community Health Worker (1.0 FTE)	\$ 41,600	\$ 42,848
Program Assistant (0.5 FTE)	\$ 18,720	\$ 19,282
Data Analysis and Reporting (0.2 FTE)	\$ 10,762	\$ 11,084
Housing Program Manager (0.2 FTE)	\$ 22,699	\$ 23,834
Homelessness Program Manager (1.0 FTE)	\$ 102,888	\$ 108,032
Assistant City Manager (0.05 FTE)	\$ 9,935	\$ 10,432
Subtotal	\$ 422,618	\$ 438,006
Benefits	\$ 124,092	\$ 128,631
TOTAL PERSONNEL COST	\$ 546,710	\$ 566,636
Operations	FY22-23	FY23-24
Rent	\$ 18,036	\$ 18,577
Auto Expenses	\$ 2,688	\$ 2,688
Client Transportation	\$ 13,756	\$ 13,756
Flex Funds	\$ 15,000	\$ 15,000
Housing Expenses		
Client Rent	\$ 128,160	\$ 132,480
Client Credit Checks	\$ 420	\$ 420
Client One-Time Application Fees	\$ 480	\$ 480
Client One-Time Housing Deposits	\$ 2,400	\$ 2,400
Restoration and Fuel Reduction Activities	\$ 75,000	\$ 50,000
Insurance	\$ 4,008	\$ 4,008
Legal & Accounting	\$ 2,940	\$ 2,940
Office Equipment	\$ 25,192	\$ 4,152
Licenses, Permits, and Fees	\$ 684	\$ 684
Equipment Maintenance/Repairs	\$ 26,400	\$ 27,912
Supplies	\$ 7,500	\$ 7,500
Staff Training	\$ 1,200	\$ 1,200
Storage/Shredding	\$ 1,800	\$ 1,800
Telecommunications	\$ 8,160	\$ 8,160
Subtotal	\$ 333,824	\$ 294,157
ADMINISTRATIVE EXPENSES (5%)	\$ 44,027	\$ 43,040
TOTAL OPERATIONS COST	\$ 377,851	\$ 337,197
TOTAL PROJECT COST	\$ 924,561	\$ 903,833
		\$ 1,828,394



County of San Diego

DAVID ESTRELLA
DIRECTOR, HOUSING AND COMMUNITY
DEVELOPMENT SERVICES

HEALTH AND HUMAN SERVICES AGENCY
HOUSING AND COMMUNITY DEVELOPMENT SERVICES
3989 RUFFIN ROAD, SAN DIEGO, CA 92123
(858) 694-4801 • FAX (858) 467-9713

NICHOLAS MARTINEZ
ACTING ASSISTANT DIRECTOR, HOUSING
AND COMMUNITY DEVELOPMENT SERVICES

December 23, 2021

Attn: Sylvia Solis Daniels
City of Vista, Housing Division
200 Civic Center Drive
Vista, CA 92084

Dear Ms. Daniels:

On behalf of the County of San Diego, I am pleased to support the City of Vista's application for an Encampment Resolution Funding Program (ERFP) grant administered by the California Homeless Coordinating and Financing Council (HCFC). The County and Vista share a productive collaborative history in preventing and responding to the needs of individuals experiencing homelessness.

County of San Diego Housing and Community Development Services (HCDS) helps families find safe, affordable housing and works with property owners to increase the supply of quality, economical places to live. This work is done in conjunction with the County's Department of Homeless Solutions and Equitable Communities (HSEC), which enhances coordination of existing and new County homelessness efforts and fosters collaboration with and among outside partners, including the City of Vista, to reduce homelessness throughout the County.

Since the City implemented its Strategic Plan to End Homelessness in 2020, its contracted social worker has continued to build and maintain rapport with the City's unsheltered population. The County has provided Emergency Housing Vouchers to Vista's unsheltered community through the social worker's progressive engagement and outreach to successfully conduct VI-SPDATs and match to available County resources. Subject to availability, the County will continue to make Emergency Housing Vouchers available throughout the County including to matches made for persons experiencing homelessness in the City of Vista.

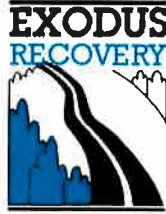
The City of Vista, through its ERFP application, demonstrates its capacity to resolve encampments while ensuring the wellness and safety of people experiencing homelessness. The County of San Diego supports this demonstration project and is committed to exploring ways to ensure the success of the proposed project upon its funding.

Sincerely,

DAVID ESTRELLA, Director
Housing and Community Development Services

DE/fm

cc: Barbara Jimenez, Director, Department of Homeless Solutions and Equitable Communities



EXODUS RECOVERY, Inc.
550 West Vista Way, Suite 202
Vista, CA 92083

December 23, 2021

Attn: Sylvia Solis Daniels
City of Vista, Housing Division
200 Civic Center Drive
Vista, CA 92084

Dear Ms. Daniels,

On behalf of the Exodus Recovery, I am pleased to support the City of Vista's application for an Encampment Resolution Funding Program (ERFP) grant administered by the California Homeless Coordinating and Financing Council (HCFC). Exodus Recovery and Vista have developed a close partnership to prevent and respond to the needs of individuals experiencing homelessness in Vista.

The mission of Exodus Recovery is to bring the tools for the best quality of life to our clients. Our concept of total health care incorporates the physical, emotional, and spiritual needs of each client. Our program strives to create an environment that promotes the dignity of all participating and to develop services maximizing clients' self-determination. A key area of service for Exodus Recovery is homelessness.

Since the City implemented its Strategic Plan to End Homelessness in 2020, the City-contracted Exodus Recovery social worker responds to requests made by the City and the community to engage with individuals on the street, link them to supportive services, and follow through to ensure that a connection was made between the client and referral. The social worker is connecting unhoused individuals with access to social services, benefit enrollment, conducting street outreach and harm reduction as well as aligning housing and voucher resources from other agencies including the County of San Diego.

The City of Vista, through its ERFP application, demonstrates its capacity to resolve encampments while ensuring the wellness and safety of people experiencing homelessness. Exodus Recovery supports this demonstration project and looks forward to expanding its partnership with the City of Vista.

Sincerely,

A handwritten signature in cursive script that reads "Tamara Stark".

Tamara Stark, MS
Sr. Vice President, San Diego Programs



December 23, 2021

Attn: Sylvia Solis Daniels
City of Vista, Housing Division
200 Civic Center Drive
Vista, CA 92084

Dear Ms. Daniels,

On behalf of the Regional Task Force on Homelessness (RTFH), I am pleased to support the City of Vista's application for an Encampment Resolution Funding Program (ERFP) grant administered by the California Homeless Coordinating and Financing Council (HCFC). The RTFH and Vista share a productive collaborative history in preventing and responding to the needs of individuals experiencing homelessness.

The RTFH is the lead agency for the San Diego region's Continuum of Care (COC), and its mission is to reduce and end homelessness in San Diego. The RTFH includes the region's 18 incorporated cities and all unincorporated areas. The RTFH's membership includes public agencies, private foundations, philanthropists, fraternal organizations, employment development, organized labor, and private health service organizations.

City of Vista staff attends regular RTFH Governance Board and membership meetings to stay informed and identify opportunities to address individuals experiencing homelessness in the region, and the RTFH recognizes the quality of Vista's work to prevent homelessness.

The City of Vista, through its ERFP application, demonstrates its capacity to resolve encampments while ensuring the wellness and safety of people experiencing homelessness. The Regional Task Force on Homelessness supports this demonstration project and is committed to partnering however possible in Vista's proposed project upon its funding.

Sincerely,

A handwritten signature in black ink, appearing to read "Tamera Kohler".

Tamera Kohler
CEO



Encampment Area

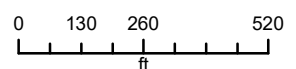


Print Date:
May 12, 2022

Disclaimer: Map and parcel data are believed to be accurate, but accuracy is not guaranteed. This is not a legal document and should not be substituted for a title search, appraisal, survey, or for zoning verification.



1 inch = 400 feet



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