

ATTACHMENT 2

Cover page sheet

1. Applicant and Implementing Organization:

Applicant: County of Orange

Implementing Organization: Orange County Health Care Agency

Specific unit or office within the implementing organization:
Office of Care Coordination

Imp. Org's Address 405 W. 5th Street

City Santa Ana County Orange, CA ZIP Code 92701

Imp. Org's Tax ID Number FEIN 956000928

2. Project Director:

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Title Acting Director

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3. Grant Administrator:

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Title Data Integration Manager

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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 Doug Becht

Signature D. Becht Date 12/30/2021

County of Orange - Encampment Resolution Funding Program Work Plan

Part 1: Implementation Unit Structure and Capacity

The County of Orange (County) Health Care Agency (HCA) Office of Care Coordination (OCC) will be implementing the Encampment Resolution Funding (ERF) Program in partnership with OC Parks and the City of Costa Mesa. The OCC's mission is to engage across Orange County, working with cities and community-based organizations to strengthen regional capacity and multi-city, multi-sector investments to prevent and address homelessness. The OCC coordinates public and private resources to meet the needs of the homeless population in Orange County and promote integration of services throughout the community that improve the countywide response to homelessness. The OCC's goals are to provide wraparound services to every individual and family at risk of homelessness or experiencing homelessness. This includes adopting a "whatever it takes" approach for each individual or family experiencing homelessness from initial contact to securing permanent housing. A single provider serves as the point of access to the Homeless Service System and will be solely responsible for coordinating care and ultimately accountable for the outcomes related to an individual's connection to services and resources. The focus is to quickly secure permanent housing, ensure the service needs are met by the Homeless Service System, and achieve housing stability. The geographic area served under the OCC is the entire Orange County jurisdiction. Orange County's services promote regional coordination through three Service Planning Areas (SPAs): North, Central, and South. The County currently has contracts with two nonprofits to serve and perform outreach to people experiencing unsheltered homelessness in the Central SPA and the South SPA.

Additionally, the North SPA contracts with a consortium of nonprofits and partners with local law enforcement to conduct outreach to people experiencing unsheltered homelessness and connect them to local shelters and services. Whenever an encampment is identified, there is a response from HCA Outreach & Engagement team along with the local law enforcement and other contracted outreach providers in partnership with the OCC. HCA Outreach & Engagement is under HCA Behavioral Health but works closely with OCC to address the needs and coordinate services for people experiencing unsheltered homelessness.

The OCC's operating model is based on building and fostering partnerships and working collaboratively with various stakeholders across the County and has a long history and relationships with the key stakeholders of this encampment, which allows for easy leveraging for this program. Additionally, the OCC serves as the Collaborative Applicant and Administrative Entity for the Continuum of Care (CoC), meaning it serves to fulfill both the County's and CoC's response to address homelessness. Also, the Commission to End Homelessness (Commission) is under the OCC, which has 20 representatives from local nonprofits, law enforcement, elected offices, and cities. The Commission serves as an advisory body to the Orange County Board of Supervisors and has access to resources in outreach teams, behavioral health, mainstream benefits, and housing, which can all serve as partners in the ERF Program. Currently, the OCC operates a multi-disciplinary team (MDT) to coordinate services and care for individuals who are high utilizers of County services and programs, which includes the unsheltered population and their frequent interaction with the hospitals, law enforcement and shelter system. This is an existing model that will be utilized to coordinate and streamline the

care for people served under the ERF Program. The MDT service delivery model includes active participation from the Social Services Agency, OC Community Resources, Probation, OC Sheriff's Department and HCA. They utilize a data sharing technology solution to understand service history utilization, identify potential eligibility for programs, to refer individuals to appropriate care and measure outcomes. The goal would be to expand the access to this service delivery model to external stakeholders and create new partnerships, specifically the City of Costa Mesa and the service provider performing the outreach within the encampment. Depending on the need for additional external stakeholders, the OCC will establish a process to onboard those providers to be able to access and utilize the data sharing technology solution. The MDT service delivery model ensures that those engaged in this program will be able to access streamlined services including shelter, housing, behavioral health services, social services benefits, and re-entry services.

The MDT, led by OCC, is the ideal service delivery model for the ERF Program to access since it brings together so many stakeholders across the County and reduces barriers to service by meeting individuals where they are at and providing resources tailored to their needs; thus, improving efficiencies and streamlining service delivery, while also tracking important outcome measurements and monitoring progress within the Homeless Service System. Currently, high utilizers of the County's resources and programs are enrolled and referred to the MDT which meets twice a month to case conference these clients individually. MDT members are provided a case overview by the primary care team member and a collaborative discussion is facilitated by the OCC to address needs, risks, referrals, service and resource linkages and timeframes for

follow up. A shared care plan and goals enables a reduction of duplicated efforts by individual County staff, streamlining interventions and improving the client journey by ultimately connecting them to the 'right service at the right time'. This care coordination model will be expanded upon for the ERF Program and will include additional partners, specifically those for re-entry, vocational opportunities, and behavioral health services. Utilizing this model of expedited access to a variety of services not only streamlines access to these resources for the individuals being served at this encampment but will also ensure that those services are truly tailored to the needs of the individuals.

Part 2: Prioritized Encampment Site and Population to be Served

Talbert Regional Park is located North and South of Victoria Street in the city of Costa Mesa. It is bordered by homes to the east and the Santa Ana River and the city of Huntington Beach to the west. North Talbert consists of 91.5 acres and South Talbert is approximately 88.5 acres. South Talbert has denser vegetation, creating more places to hide and thus contains most of the homeless encampments. This site has been a historically popular location for encampments. It is known as "The Jungle" among many of the individual's experiencing homelessness that are living in the park. Its popularity is likely due to the remote nature, providing privacy and a sense of security. Over the years it has been home to hundreds of homeless individuals and during Fiscal Year 2020/21, 129 homeless individuals have been engaged by HCA Outreach & Engagement in the Talbert Park area. Structures at this site are typically tents or other makeshift shelters such as tarps or plastic sheeting. Encampments are located off designated trails, accessed by illegal footpaths, with occupants using branches for construction and surrounding vegetation to disguise camps, all which damage low

growing native grasses. Encampments typically contain large amounts of food waste, trash, scavenged items, bicycle parts, and recycling. Nineteenth Street, which dead ends into the park, is a major thoroughfare for individuals living in those encampments and the Santa Ana River Bike Trail and Victoria Street are busy with both pedestrians and people experiencing homelessness who are traveling between cities. The City of Costa Mesa will provide homeless service resources, including access to food, showers, and other supportive services, in partnership with the County to support the ERF Program efforts and assist in achieving successful outcomes. OC Parks have been working on cleaning up encampments and remediating since 2019. When an encampment is located, its occupants have been given notice to vacate and time to clear their belongings, however, this has resulted in the occupants typically moving to a new location nearby, taking what they need and leaving trash and debris. From January to December 2021, OC Parks have removed 53 truckloads, totaling over 36 tons of trash and debris. OC Parks also has submitted 26 work orders for maintenance between August 2020 to August 2021 related to encampment clean up. The total costs for labor and vehicles for this work is over \$155,000. Considering the previous encampment clean-ups, the County identified the ERF Program and new funding from the State as an opportunity to have a more humane approach and reach more sustainable outcomes for people experiencing homelessness in Talbert Regional Park.

During the calendar year 2020 - 21, 129 homeless individuals have been engaged by HCA Outreach & Engagement in the Talbert Regional Park area. Demographic analysis highlights that the majority are male, at 83%. The largest age bracket is between 40-59, representing 68% of individuals. 27% are between the ages

of 26-39 and 5% are over 60 years of age. OC Parks estimates are consistent, with an estimated 10-20 homeless individuals on any given day, but at any given time the number of individuals utilizing the space to sleep sporadically can be roughly double this number. Over the past year, park rangers have had successful contact with 38 different individuals living in the park and these occupants' range in age from 26 to 64 years old, with the average age being approximately 40 years old. People experiencing homelessness are mostly Spanish speaking with a large segment of the population being immigrants from Central America. Of the 38 people engaged, only 14 spoke English and many speak no English at all. Previous clean-up efforts at Talbert Regional Park have not been as effective due to lack of consistent outreach, resources and staff to help coordinate those resources over an extended period. It is important that the County's ERF program emphasizes a culturally centered outreach approach, with a regular Spanish speaking staff presence to better engage and provide resources to those living within the park parameters.

Talbert Regional Park has a variety of native habitat types. There is very little open space featuring this type of precious habitat, especially in coastal Orange County. Sensitive and protected species such as the Least Bells Viero and California Gnatcatcher live in the park. White tail kites, hawks and other raptors frequently forage and nest in the park. A single day bird survey conducted in May of 2019 found 34 different species present. Encampments are frequently located among willows and other trees and the occupants could deter nesting behavior. The park falls within the Coastal Zone and is subject to the oversight of the California Coastal Commission. The park is also part of the Natural Communities Conservation Plan (NCCP), with the

County agreement to preserve and protect the land. Encampments cause a serious fire risk to surrounding homeowners and residents nearby, especially as cooking and warming fires are created by the persons in the encampment. Neighboring homeowners frequently call and report smoke from campfires on cold mornings. If conditions were right, a fire could threaten nearby homes. Over the past three years there has been 13 fires documented by park rangers requiring fire department response ranging in size from 100 square feet to multiple acres requiring water dropping helicopters. The ERF Program will seek to address these local health, safety and environmental concerns and enable a culturally sensitive approach, in recognition that Central Americans seem to make up a proportionately large number of those living at the park when compared to the total homeless population of Orange County.

Part 3: Core Service Delivery and Provision of Housing Options

The ERF Program will specifically prioritize and place value on providing dedicated staff in Talbert Regional Park to engage, build rapport and help ensure individuals connect to housing options they are interested in. This housing-focused, problem-solving approach is what was missing in previous outreach attempts. The County's ERF Program will be a unique program but will utilize the existing infrastructure provided by the MDT service delivery model to leverage and access partnerships and services as well as coordinate with stakeholders in the Homeless Service System. Outreach to individuals experiencing homelessness in the Talbert Regional Park encampment site will be tailored to individual needs and will prioritize safety within the park. Care Navigators will be present on site daily and utilize a triage model to assess and prioritize the assistance and supportive services needed. A basic

triage assessment will be conducted on site upon arrival, to include consideration of people experiencing homelessness, park users' health, safety and wellbeing, and quality of life activities. Care Navigators will prioritize interventions based on a Housing First approach that offers access to supportive services and linkages without preconditions. The development of rapport and trust will be a focus after initial contact offering hygiene and other needed services like transportation to address immediate welfare and hunger needs. Additionally, connection to legal aid and immigration services may be needed as some of those within the encampment will need assistance in attaining proper documentation to receive certain benefits and be placed into housing. The County's Care Plus Program (CPP) approach will be offered to individuals experiencing homelessness through the ERF Program, providing a specialized intervention and approach. The CPP provides a comprehensive approach to service delivery for Orange County's most vulnerable clients. It offers enhanced care coordination, aiming to expedite supportive service linkages quickly and efficiently, by connecting individuals to the most appropriate services and resources across behavioral health, corrections, healthcare, housing and homeless services, and benefits and supportive services. The program integrated nine County databases, creating one Virtual Client Record with a client's demographics, program history and service utilization. Interdepartmental data and information sharing is facilitated by the MDT that meets twice a month to coordinate care for high utilizers accessing County services/programs. Individuals experiencing homelessness encamped at Talbert Regional Park will form a distinct CPP cohort and with authorization in place, data can be released to facilitate swift and effective care coordination among County

departments and related services. Supportive conversations will be initiated to inform a simple needs assessment of people experiencing homelessness in the park with motivational interviewing techniques ensuring a focus on individual's strengths, resilience, and aspirations. CPP action planning will be utilized to measure progress towards agreed goals, with a focus on safety and wellbeing. The ERF Program will offer care coordination and housing navigation services customized to meet each individual's needs and goals. In partnership with the City of Costa Mesa, access to the Costa Mesa Emergency Shelter will be offered, and transportation there facilitated, for all individuals at the Talbert Regional Park encampment. Additionally, the County-operated shelter, Yale Navigation Center, will provide emergency shelter beds and linkages to needed supportive services. The CPP approach will also offer expedited access to assessment and enrollment in other supportive services, with MDT staff forming a care team around each individual and supporting in attaining care goals. Assistance will include supporting individuals to obtain identification documentation; coordinating benefit eligibility checks with Social Services Agency technicians and applications for public assistance benefits; screening for mental health and recovery services; connection to the Coordinated Entry (CES) and referrals to available permanent housing options, including Rapid Re-Housing. Rapid Re-Housing is a targeted resource for people within the Talbert Regional Park encampment as many are employed and/or can earn income. The ERF Program budget incorporates line items to provide interim housing solutions by providing access to motel rooms, and for rental financial assistance to provide rental deposits and first month's rent for available and affordable housing solutions. These solutions may include rooms for rent or rooms in shared housing. For some individuals

from the Talbert Regional Park encampment, the community built amongst each other is incredibly important and the ERF Program will be considerate of those relationships while providing housing options and other needed services.

The Talbert Regional Park encampment site population is a transient one. This project is envisaged to serve 60 individuals during the duration of the project. From initial engagement, program staff will seek to provide access to emergency shelter, interim housing and/or a shared living space that is to the individuals liking. If the individuals are interested in additional support through rapid re-housing, then those resources will be leveraged through either the program's budget, County or CoC resources. The care navigators will be charged with coordinating all the services, relieving the burden on the client to understand and navigate the system. Whenever possible, services will be brought directly to people in the field to improve access and streamline delivery. The physical and mental wellbeing of participants will be prioritized in the project's approach. Care navigators, outreach and enforcement staff involved in the partnership, will receive trauma-informed care training so these principles can be practiced on site and on contact. This will ensure the physical and emotional safety of individuals and ability to build on trusted interactions that promote choice, control and collaboration. For immediate physical health and welfare needs, transportation to urgent care services from Talbert Regional Park will be offered and encouraged. The Care Navigators will be responsible for coordinating and bringing services to those within encampment and will partner with organizations, including BeWell OC, the Comprehensive Health Assessment Team – Homeless and HCA Outreach & Engagement. Care navigators will utilize harm reduction principles to minimize the risk

of harm from substance use and other harmful behaviors for both encampment individuals and park users. The project will also seek to partner with a mobile health clinic to facilitate on site access to medical outreach regardless of individuals insurance or healthcare enrollment status. This medical outreach will support with wound care, nutrition, harm reduction, management of chronic conditions and prescription disbursement. Care navigators will then support individuals with scheduling necessary healthcare appointments, including with primary care providers, dental and vision. Care navigators will follow up to ensure attendance for scheduled appointment by providing transportation and accompaniment to appointments. The mental health and wellbeing of participants will be supported on site via County's Mental Health and Recovery Services (MHRS) outreach. MHRS staff will facilitate timely access to screening and assessment for linkage to appropriate mental health services. This offer would be tailored to individual need and may include access to inpatient, outpatient, and community treatment. Continuity of care for both physical and mental health care will be prioritized to ensure individuals stay connected with services as they transition out of the encampment. Care navigators will also remain as a key point of contact between individuals and healthcare providers to promote engagement and sustain linkages that promote recovery.

The proposed program provides a staffing pattern and program model that understands of the importance of providing dignified, client-centered, housing focused services to those individuals living in the park. Additionally, it creates a plan that not only brings the original purpose of the space back but will help establish a space and service model that ideally significantly reduces the likelihood of people utilizing the park to live

in the future. People accessing the park who are newly experiencing homelessness will be educated on available resources and provided a quick connection to services. The project is supported by OC Parks, whose presence on site has incorporated engagement with individuals experiencing homelessness and encamped in the park to date. The site's intended use has been compromised by the presence of the encampment and individuals experiencing homelessness. Once individuals have been supported to transition in to a safer and more stable environment and encampments have been remediated, OC Parks will take opportunity to restore damaged areas back to native vegetation. Container plants could be planted by staff, volunteers, or contractors and fencing / signage can be used to block off unauthorized trails leading to previous encampment sites. The health and wellness of individuals experiencing homelessness will be supported by our model of access to physical and mental health onsite outreach and mainstream services. This offer will take a longitudinal approach to recovery, recognizing that relapses may occur, but remaining connected for the duration of those individuals' journey from the encampment to more stable placement.

Part 4: Coordination of Services and Housing Options

The ERF Program and its staff will be merging and coordinating several different independently operating programs/collaboration efforts, including the MDT, OC Parks, City of Costa Mesa and HCA Outreach & Engagement, to ensure that people experiencing homelessness are accessing these services at an expedited rate. It's important to emphasize how a major part of this ERF Program is to ensure the staff fit the cultural and linguistic needs of the population while also coordinating the many different City and County services available to them. Without this navigation, those

services are either not utilized or are ineffective, proven by the long history of this encampment and many remediation efforts over the years. The new partnership will be the inclusion of the City, nonprofit providers, and OC Parks in the MDT model to ensure individuals have streamlined access to all County services and programs. Based on the identified population's needs, the individual's will be offered shelter in the forms of Costa Mesa's emergency shelter, the Yale Navigation Center, transitional housing, and permanent housing.

A partnership with legal aid services, including immigration attorneys, will be key as this population is predominantly Hispanic and may not have the necessary documentation to attain needed housing or work. The proposed care navigators will work with HCA Outreach & Engagement to ensure these individuals are receiving behavioral health services and connected to appropriate clinics to receive follow-up care. General healthcare access will also be a focus, with care navigators supporting eligibility assessments and completion of necessary paperwork.

The care navigators will be responsible for establishing relationships with local community and faith-based organizations to ensure those experiencing homelessness are connected to the most appropriate services/resource. The two care navigators and their supervisor will foster a relationship with the clients to ensure there is a smooth transition from the encampment to an appropriate level of shelter. Triage will consider the individual and other park users' health, safety and wellbeing, in order to mitigate risks and address safety concerns. For example, if there is suspected criminal activity or other quality of life activities occurring, the care navigators will work to minimize risk factors by utilizing trauma informed principles and harm reduction methods while

engaging with the individuals. Local law enforcement, the Costa Mesa Police Department (CMPD), is also a partner in this program and will only be called upon after mediation attempts and if there are immediate safety concerns. The ERF Program's goal is to improve relationships between law enforcement and people experiencing homelessness, minimizing interactions and reducing traumatic experiences. To ensure the primary goal of permanent housing is attained, the ERF Program will also include partnering with local public housing authorities to set aside vouchers for the individuals to attain housing and assist them in housing navigation. The Costa Mesa Street Outreach team, OC Parks and CMPD have engaged with this population previously to address the needs of the encampment, so their familiarity and established relationships will assist the new staff in transitioning the individuals from the park to housing. By developing relationships with the individuals and proactive engagement over a sustained period of time, risks will be reduced, and housing stability achieved.

There is significant data regarding the Talbert Regional Park area, however, it is patched together from different databases and reports, none with a primary focus of measuring the effectiveness of services for people encamped in that area. The care navigator staff will be entering into a database that will specifically provide those functions, which is the Homeless Management Information System (HMIS) database. The HMIS database feeds into a shared data platform called System of Care Data Integration System (SOCDIS), which will track outcomes from a systemwide perspective and is utilized by the MDT in the CPP. OC Parks, the City of Costa Mesa and HCA Outreach & Engagement have data on the individuals within the identified encampment, which will inform the approach when engaging individuals. There will be incremental

progress tracked, as well as programmatic outcomes. For example, increased housing stability, improved mental health and improved healthcare measures. Proactive tracking will identify any gaps and enable the partnership to take remedial actions. Every staff member working with the individual will have the same access to the data to ensure there is streamlined communication and to reduce an individual living through their trauma over and over.

Part 5: Ensuring Dignity, Safety, and Wellness

The many engagements with the individuals living at the Talbert Regional Park site during routine outreach and previous clean-up activities has largely shaped the model presented today and informed specific services to the unique population needs. Individuals in the encampment will continue to be involved from ERF project inception. In the past year, HCA Outreach and Engagement have engaged with 129 individuals in the Talbert Regional Park area and OC Parks staff have successfully engaged with 38 individuals. The care navigators will have a daily presence on site in the park, establishing a consistent and location specific presence. Engagement with individuals will be in person, with staff involved in their care practicing trauma informed principles of building trust and collaboration. Triage and needs assessments will involve the individual and agreed actions will form the basis of a simple action plan to measure progress towards holistic goals, tailored to and relevant for each individual. Project participants will be asked for feedback throughout engagement with the care navigator team, and at exit, once settled in to a safer and more stable placement. This feedback will take the form of an exit survey and focus on what made the difference, responsiveness of care navigators, quality and timeliness of supportive services

received and if the individual would recommend the project. Individuals will also be given the opportunity to take part in other consultations and engagement activities, for example via the Orange County CoC's Lived Experience Advisory Committee, to further foster a stake in their local community and the development of homelessness services going forwards.

Central to Orange County's approach is collaborative support. The ERF Program will focus on building rapport with individuals to help provide and shape the services to the individuals that they want. In partnership with the City of Costa Mesa, OC Parks and CMPD, the project will deploy a supportive strategy that seeks to facilitate engagement and establish linkages to supportive services that address individual needs and foster sustainable placements. Care navigators will offer interventions based on a Housing First approach that supports access to supportive services and linkages without preconditions. There will not be pre-requisites around the number of attempts at engagement – the project will utilize different engagement techniques and will continue to offer opportunities for each individual. Engagement attempts will be monitored and in appropriate cases, culturally sensitive peer support may be facilitated to overcome barriers. The Care navigator team will include Spanish speaker/s to engage with the predominantly Central American demographic in the park. Law enforcement partnerships will only be called upon to intervene when risk de-escalation has been unsuccessful and there are immediate serious concerns for the individuals and/or safety of the public.

Following the 2018 ruling by Judge Carter, which ordered interventions to the homeless population occupying the Santa Ana Riverbed, the County and partnering

cities have worked to engage remaining individuals experiencing homelessness including those in encampment at Talbert Regional Park. The settlement required three weeks of assertive outreach and engagement prior to enforcement and included requirements regarding the storage of personal property including voluntary storage for up to 90 days. Despite those requirements and three separate outreach and engagement efforts (May 2019, October 2020, and September 2021), it is estimated that 16 of the individuals contacted in the first effort are still inhabiting the park. This project would seek to prioritize those individuals, utilizing a supportive approach with proactive offer of service, including shelter, to encourage engagement. The project will also monitor and seek a reduction in the number of regulation violations in the park. The following regulations are frequently violated by encampment individuals and include both Orange County Codified Ordinances and Costa Mesa Municipal Codes: 2-5-17(a) and 11-304(a)(3) Camping; 2-5-65(a) and 12-20(a)(5) Fire; 2-5-65(e) Smoking; 2-5-6-46(a,d) Designated Trails, Closed Areas; 2-5-27 Protected Resources and 12-20(a)(9) Habitat Destruction. Law enforcement partnerships will only be called upon to intervene when there are immediate serious concerns for the individuals and/or safety of the public. Following previous clean-ups there has been a temporary infusion of outreach and services to the encampment site but they disappear quickly after the physical clean-up occurs. This ongoing, everyday outreach and rapport building will help not only mitigate negative interactions when the larger remediation efforts occur, but will hopefully prevent the need for those larger, one-time, less humane clean-ups.

Part 6: Personnel

The two administrative positions supporting this program are and Administrative Manager II and Administrative Manager I. The Administrative Manager II serves as the Data Integration Manager, which oversees the CPP, a multi-disciplinary approach for service delivery and coordination. The Data Integration Manager serves as the lead for the CPP and the SOCDIS, which is the lead technology solution to share data and coordinate care. This position will spend .25 FTE on this program while it is implemented. The Administrative Manager I serves as the Care Coordination Manager and supports the Care Plus Program as well by training new users of SOCDIS and bringing on stakeholders into the CPP. Additionally, this position will provide administrative guidance on the operations of the ERF Program and support its efforts in connecting to County agencies and services, as well as any resources needed to ensure stable placement and housing. This position will serve as .5 FTE while administering this program. The Care Navigator team will be made up of three program staff, one Care Navigator Supervisor with a Master of Social Work (Supervisor) and two Care Navigators. The primary role of the Supervisor is to oversee and coordinate the work of the ERF Program on the ground on-site and liaison back to the Administrative Manager I by communicating any needs or barriers County staff can address. Additionally, this position will hold a supervisory role for the two Care Navigators to ensure support is provided and goals are attained. The Supervisor will require 1 FTE.

The primary role of the care navigator is to support the ERF Program in Orange County, coordinating care for encampment individuals and facilitating linkages to supportive services, ensuring proper documentation of progress and outcomes. These two positions will be 2 FTEs.

Factors that will make the key staff for this project uniquely qualified to carry out this grant successfully is to provide trauma-informed and holistic care coordination, understanding the County system, while also remain client-centered. Additionally, personnel will need to be able to facilitate on site assessments of risks and apply harm reduction principles to protect and promote the safety and wellbeing of encampment individuals, staff, and park users. Recruitment of care navigator positions will stipulate a Spanish speaking requirement to provide a culturally sensitive approach and in recognition of the park's demographic. For the care navigator supervisor, a Social Work Master's degree is preferred and for the care navigators a degree in human services is desired.

Part 7: Proposed Budget and Fiscal Planning

The amount requested from the available funds was determined by the encampment size and how many staff would be needed to engage the individuals daily to ensure successful outcomes. Understanding that the goal of the project is to engage 60 individuals across Talbert Park based on the data provided by outreach teams, the care navigators and supervisors will be responsible for assisting individuals in a housing plan and other supportive services. If less funds are available, then the project will scale down on the park beautification but will maintain the required level of staffing to properly engage the individuals experiencing homelessness.

The proportion of the project will be funded through this grant at 100% based on the proposed project model. If it is not fully funded, then the ERF program will tap into other resources, like CoC funding, to assist with the rapid re-housing expenses. Additionally, the County and City of Costa Mesa are going to provide emergency shelter

beds to assist in transitioning these individuals from Talbert Park into mainstream services.

Talbert Park has undergone multiple clean-ups in the past and to ensure the encampment is resolved, this funding will assist in regular engagement of those within the encampment and provide funding to replace the area to its natural habitat. It will also bring on needed resources that have not already existed, including those staff providing outreach and connection to services, and the beautification project for the surrounding habitat. Additionally, there is a need to bring these housing resources online and have separate designated funding for these individuals as they have specific needs different than other populations of those experiencing homelessness. The plan is to leverage the existing Care Plus Program resources, Yale Navigation Center, Costa Mesa Emergency Shelter and Costa Mesa outreach. This funding will create a pathway towards more efficient utilization of future resources.

The County will engage in an expedited timeline to allocate the funds to a contracted provider and plan on scaling up immediately based on the existing knowledge of the site and clients there. There will be a focus on immediately connecting individuals to housing and services to ensure the 50% mark is hit by 2023 and 100% is hit by 2024. This includes leveraging an existing RFP process and/or contracts to get the money quickly on the streets to assist those within the encampment. Additionally, there is a focus on mobilizing the MDT model for this encampment and remains a high priority for administrative staff.

**Orange County
Encampment Resolution Funding Program**

FY 22 - 23

FY 23 - 24

Budget Narrative

Personnel

	FTE	Salary	Total	Total	
Care Navigators	2	\$ 50,000	\$ 100,000	\$ 100,000	The Care Navigators will be responsible for engaging and connecting individuals to appropriate services and resources
Care Navigator Supervisor (Social Work)	1	\$ 65,000	\$ 65,000	\$ 65,000	The Care Navigator Supervisor will oversee the care navigators and liaison with the Office of Care Coordination to ensure outcomes are met.
Maintenance Staff	1	\$ 40,000	\$ 40,000	\$ 40,000	Will maintain the grounds where the encampment was once located after clearing it out.
Park Ranger	0.75	\$ 80,000	\$ 60,000	\$ 60,000	Provides guidance and oversight of the park operations to ensure encampment is resolved from the point of engagement forward and will collaborate with the care navigator team to work toward successful outcomes.
Total	4.75	\$ 235,000	\$ 265,000	\$ 265,000	
Fringe @ 35%			\$ 92,750	\$ 92,750	Covers benefits costs
Total PS			\$ 357,750	\$ 357,750	Total requested to cover personnel services costs

Non-Personnel

OTPS

Park Beautification			\$ 500,000	\$ 500,000	Restoration supplies for plants, signs, fencing and hiring of a contractor to bring back the area to its original purpose
Vehicle Lease			\$ 14,400	\$ 14,400	Funding for two vehicles to secure transportation for individuals within the encampment and ensure they are taken to appointments and shelters.
Office Equipment			\$ 5,000	\$ 5,000	Allow the Care Navigator Staff and Supervisor to buy office equipment necessary to communicate and input data into the Homeless Management Information System (HMIS) and data sharing platform
Staff Supplies			\$ 5,000	\$ 5,000	This budget item will cover any related costs for staff that are not traditional office equipment requirements, like proper garments, PPE, or other needed supplies
Vehicle Maintenance			\$ 1,500	\$ 1,500	Cover any costs related to maintenance of vehicles
Vehicle Insurance			\$ 10,000	\$ 10,000	Ensure proper coverage for vehicle insurance
Vechile Gas			\$ 5,000	\$ 5,000	Provide funding for gas for the two leased vehicles
Staffing Training			\$ 5,000	\$ 5,000	Trauma - informed training, cultural sensitivity training, and any other requirements for the County for the care navigator team and OC Parks staff
Client Transportation			\$ 5,000	\$ 5,000	Should an individual engaged in the program need a ride from their shelter site or housing to an appointment, this fund will be utilized, if the two vehicles are not available.
Client Supplies			\$ 15,000	\$ 15,000	This will cover costs related to clothing, furniture or other associated items for an individual to be moved into permanent housing or pursue employment opportunities.
Motel and Food			\$ 365,000	\$ 365,000	This fund will be utilized for an individual who accepts a motel housing option as the interim until a permanent location becomes available
RRH			\$ 360,000	\$ 360,000	This funding will be utilized to provide rapid re-housing options for those engaged in the encampment and is a new resource for these specific population
OTPS Total			\$ 1,290,900	\$ 1,290,900	Total requested for other than personnel costs
Admin 10%			\$ 164,865	\$ 164,865	This will be used to cover the salaries of those responsible for the administrative work related to this grant.
Total			\$ 1,813,515	\$ 1,813,515	Total for each FY
FY 2022 - 24 Total				\$ 3,627,030	Total for FY 2022 - 24



CITY OF COSTA MESA

P. O. BOX 1200, CALIFORNIA 92628-1200

FROM THE OFFICE OF THE CITY MANAGER

December 22, 2022

County of Orange
Health Care Agency
405 W. 5th Street
Santa Ana, CA, 92701

RE: LETTER OF SUPPORT – County of Orange Encampment Resolution Funding Program

To the Office of Care Coordination:

The City of Costa Mesa is committed to working with the County of Orange Health Care Agency Office of Care Coordination to support the Encampment Resolution Funding (ERF) Program.

The encampment issues at Talbert Park has been identified for the ERF Program, in an effort to both assist those experiencing unsheltered homelessness, address the damaged habitat, fire prevention and ensure safety for the residents who frequent the park daily for recreational activities. Those experiencing unsheltered homelessness within the park have specialized needs and will benefit greatly from receiving a more tailored approach in a structured service delivery model. This is an excellent opportunity for the County of Orange, City of Costa Mesa and OC Parks to partner together to assist individuals in transitioning from encampments to stable residential and supportive service linkages in a collaborative and comprehensive approach.

As such, The City of Costa Mesa is committed to supporting the ERF Program in the following ways:

1. Support from our homeless outreach team to help connect to resources and services and conduct intakes and housing assessments.
2. Enrollment participants into the Costa Mesa Bridge Shelter and help navigate their housing plan.
3. Work in collaboration with community partners to overcome barriers to self-sufficiency for residents of the encampment areas in and around Talbert Park.

We look forward to collaborating on this important initiative to serve the needs of the County of Orange's unsheltered population.

Respectfully,

Susan Price
Assistant City Manager
City of Costa Mesa



DYLAN WRIGHT
DIRECTOR
OC COMMUNITY RESOURCES

CYMANTHA ATKINSON
ASSISTANT DIRECTOR
OC COMMUNITY RESOURCES

JULIE LYONS
DIRECTOR
ADMINISTRATIVE SERVICES

ANDI BERNARD
DIRECTOR
OC ANIMAL CARE

JULIA BIDWELL
DIRECTOR
OC HOUSING & COMMUNITY
DEVELOPMENT

RENEE RAMIREZ
DIRECTOR
OC COMMUNITY SERVICES

TOM STARNES
DIRECTOR
OC PARKS

JULIE QUILLMAN
COUNTY LIBRARIAN
OC PUBLIC LIBRARIES

OC Community Resources

December 23, 2021

To Whom it May Concern:

Letter of Support – County of Orange Encampment Resolution Funding Program

OC Parks is committed to working with the County of Orange Health Care Agency Office of Care Coordination to support the work under the Encampment Resolution Funding (ERF) Program.

The encampment at Talbert Park has been identified to both assist those experiencing unsheltered homelessness and the residents who frequent the park daily for recreational activities. Those experiencing unsheltered homelessness within the park have specialized needs and will benefit greatly from receiving a more tailored approach in a service delivery model. This is an excellent opportunity for the County of Orange, City of Costa Mesa and OC Parks to partner together to assist individuals in transitioning from the street to permanent placements in a collaborative and comprehensive approach.

As such, the OC Parks is committed to supporting the ERF Program in the following ways:

1. Providing staff to locate encampments.
2. Providing staff to remediate vacated campsites.
3. Restoring damaged habitat after encampments are remediated.

We look forward to collaborating on this important initiative to serve the needs of the County of Orange's unsheltered population.

Please do not hesitate to contact me at Tom.Starnes@ocparks.com or 949-585-6432.

Sincerely,

Tom Starnes, Director, OC Parks

12/23/2021

Date



13042 OLD MYFORD ROAD
IRVINE, CA 92602
PHONE: 866.OCPARKS

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