

Encampment Resolution Funding Program
City of San Diego Work Plan

Part 1: Implementation Unit Structure and Capacity

Describe the specific unit or office within your organization that will implement the ERF Program grant.

The Homelessness Strategies and Solutions Department (Department) is a new department in the City of San Diego. The Department plans, develops, and oversees homelessness programs throughout the City of San Diego, serves as the City's liaison to agencies with a role in homelessness services to provide coordination and alignment of goals and funding, and ensures that the City's homelessness policies are properly reflected in the operations of, and carried out by, various City departments whose work impacts homelessness. The Department's mission is to operate a comprehensive network of citywide programs that reflect a balance between providing immediate assistance and long-term solutions that meet the needs of those experiencing homelessness. The Department's vision is to prevent homelessness, offer housing opportunities that provide a path from homelessness, and offer services that meet the individualized needs of each person and family experiencing homelessness to help them achieve stability and long-term success.

Specific to efforts and practices related to serving people living in encampments, the Department, under direction of the Mayor's Office and in partnership with its local housing agency and service providers, launched a new Coordinated Street Outreach Program in March 2021. The program incorporates nationally recognized best practices and employs a neighborhood-based, person-centered approach to meeting the unique needs of San Diego's unsheltered population. The program is comprised of two distinct teams, the Mobile Homelessness Response Teams, trained in crisis intervention, embeds outreach

workers in neighborhoods throughout the city with higher concentrations of people experiencing unsheltered homelessness. The second team, complementing the Mobile Homelessness Response Teams' effort, is the Rapid Response Team, which focuses on areas of high concentration and respond to community referrals across the city, providing immediate intervention and problem-solving activities. Together, both teams' actions are aligned with the principles of the successful housing-first strategy to ending chronic homelessness.

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

The City works closely with its local housing agency and service providers to provide outreach opportunities for individuals experiencing homelessness throughout the City. In addition, the City also collaborates with the County and its local Continuum of Care on outreach efforts. In fact, the City, in partnership with its local housing agency, created an Outreach Coordinator position to provide centralized support and ensure outreach efforts across the city and region are complementary and not duplicative of each other.

In September 2021, the City's Homelessness Strategies and Solutions Department and Performance and Analytics Department collaborated to add an outreach feature to the City's Get-It-Done application. The application is a tool used by constituents to report community requests such as street light fixtures or potholes. The new outreach feature allows individuals to submit service requests for encampment identification and homeless outreach services. The requests are then sent to the City's coordinated street outreach teams as appropriate and outreach workers are assigned to cases and provide outreach services at the requested locations. The application is now used by the City's coordinated

street outreach teams and a number of local service providers contracted with the City who have dedicated outreach workers throughout the region.

In addition, in October 2021, the City announced a new collaboration with Caltrans and service provider, City Net. The new collaborative outreach program provides support to residents living in dangerous conditions adjacent to state highways, with the ultimate goal of connecting them to permanent or other form of long-term housing.

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

As exemplified in the examples above, the City is dedicated to providing outreach services focused on a human-centered approach that meets their individualized needs. Utilizing data, the City structures its programs and target outreach efforts in concentrated areas where there is a present need to ensure efficient and effective use of resources.

The City worked collaboratively with the County, CoC, local housing agency, County Public Health, persons with lived experience, service providers, and stakeholders to develop a proposed program that significantly impacts the East Village community in a positive way and aligns with the collective goal to reduce homelessness in San Diego. Collaboration and partnerships is not uncommon amongst this group and continues to grow. Recent examples of collaboration include coordinating efforts and resources in response to the COVID-19 pandemic, and even more recently, a Shigella outbreak in downtown San Diego which included cases in East Village. One of the positive outcomes despite these challenges are the lessons learned through these difficult situations and the continued growth in partnerships and collaboration. The City would not be able to accomplish outreach and homeless program successes alone, and it is through the strong

collaboration with its partners that the City is able to make strides in expanding and providing outreach services to those in need.

Part 2: Prioritized Encampment Site and Population to be Served

In detail, describe the specific encampment site, section of an encampment, or closely linked community of encampments, being resolved.

The encampment site the City is proposing to serve through this grant is the Imperial Avenue and Commercial Street corridor located in the south eastern region of the East Village community in downtown San Diego. The Imperial Avenue and Commercial Street corridor make up a closely linked community of encampments. The City will concentrate program efforts in the south eastern area of East Village but can also easily scale the program up to incorporate other areas of East Village as well. The East Village community can be broken down into four quadrants as described below:

- North East East Village is the area north of Market St & East of Park Ave
- North West East Village is the area north of Market St and West of Park Ave
- South East East Village is the area east of Park Ave and south of Market Str (area of focus)
- South West East Village is the area west of Park Ave and south of Market St

The southeast East Village encampment site, or the Imperial Avenue and Commercial Street corridor, is the most concentrated string of encampments in downtown San Diego. Many of the encampments include tents or structures made from various materials. In addition, a majority of the encampments are along the sidewalks, often times causing impediments to pedestrians, and are clustered, lined up one by one next to each other. Vehicles, in which people reside in, are also often seen parked along these streets too.

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

The Downtown San Diego Partnership (DSDP) is a nonprofit organization that serves as a leading force behind the economic prosperity and cultural vitality of Downtown San Diego. DSDP's Clean and Safe Program provides essential services such as safety and maintenance in downtown San Diego, and each month, the program conducts a count of individuals experiencing homelessness in the downtown area. On November 23, 2021, DSDP conducted a count and reported 541 individuals experiencing homelessness in the East Village area of downtown. Details of the count specific to the East Village area are as follows:

- North East: 63 individuals
- North West: 83 individuals
- South East: 353 individuals
- South West: 42 individuals

The program counted 265 individuals, 16 vehicles, and 139 tents/structures. Per the methodology used, the program counts 1.75 individuals per visible tent and/or structure and 2.03 individuals per vehicle that shows clear signs of habitation. As previously mentioned, the City will focus resolution efforts in the southeastern area of East Village where the 353 individuals were present, but the City may also scale the program up to reach individuals in the surrounding East Village community which also includes Caltrans property.

In detail, describe why this specific encampment site is being prioritized for resolution support.

As one of the larger encampments in the City of San Diego, the Imperial Avenue and Commercial Street corridor in southeast East Village encampment site is being selected for this program as this string of encampments poses serious health and safety concerns. The magnitude of the encampment presents many health and safety issues including hygiene and sanitation concerns. Not only are these concerns for those individuals who are living in this corridor, but this encampment also poses health and safety concerns for the community as a whole. For example, in Fall 2021, the County reported a Shigella outbreak, with the source of the outbreak stemming from this particular area. Although the City has been in partnership with the County of San Diego to mitigate the spread of this infection including increased sanitization and access to restrooms, sinks, and hygiene resources, instances such as this outbreak illustrate the serious health and safety risk facing the community.

Part 3: Core Service Delivery and Provision of Housing Options

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

The City is proposing to use program funds to hire six additional outreach workers (three teams of two) who will provide outreach services in a trauma-informed, person-centered approach specifically within the Imperial Avenue and Commercial Street corridor. The program can be scalable to other areas of East Village as well but will firstly focus on the most populated area. It should be noted that the City has a Coordinated Street Outreach Program, and the Encampment Resolution Funding Program will complement such efforts while also dedicating full-time staff in the East Village area to concentrate efforts in order to resolve the Commercial and Imperial corridor. Through the Encampment

Resolution Funding Program, the City will strive to meet each individual's specific needs and provide a variety of services throughout the continuum.

The outreach teams will be the first touch point and provide services to individuals living in the encampments with the ultimate goal of connecting them to permanent or other long-term housing. In addition, the outreach workers will connect individuals to the City's Homelessness Response Center (HRC), which is conveniently located in East Village—a few blocks away from the proposed string of encampments. The HRC is in partnership with the City's local housing agency, service providers, and Continuum of Care and provides two major programs on-site:

1. System Navigation Services: Coordination of all activities to move someone from homelessness to permanent or longer-term housing.
2. Support Services On-site: A variety of supportive services from multiple services providers to address individual needs of people experiencing homelessness.

All HRC services are focused on meeting the unique needs of each individual being serviced. In addition, the programs follow the Housing First approach to focus on providing appropriate housing options as quickly as possible, with as few requirements or conditions as possible, and access to supportive services, as needed.

In addition to the HRC, the outreach teams will also refer individuals experiencing homelessness to other diversion services. One example of a diversion service is through a partnership with Downtown San Diego Partnership to collaborate on their Family Reunification Program. The program helps individuals experiencing homelessness

reconnect with their families and loved ones willing to provide stable living environments, by helping participants build support systems and establish links to long-term housing. Furthermore, for individuals ready to take the next step to enter shelter while they work with case managers to find placement to permanent or longer-term housing, the outreach teams will connect people to emergency shelter beds. The City has multiple shelters located in close proximity to the Imperial Avenue and Commercial Street corridor in East Village, and the City may reserve a set amount of beds at various facilities for specific use of this program or possibly use program funds to add additional shelter beds at an existing or new shelter location to be prioritized for individuals being served through this program, depending on the need in resolving the proposed string of encampments. The outreach teams will leverage shelter beds as a temporary resource where people can have a safe place to rest, use the restroom, take a shower, eat food, in addition to working with case managers and housing navigators to get connected to housing following Housing First principles.

Existing data from the City's current programs in addition to data made available through the CoC's Ad Hoc Committee on Addressing Homelessness Among Black San Diegans illustrates that there is a disproportionality between Black persons experiencing homelessness in the City when compared to the representation of the general population. For example, the 2020 Point-In-Time count reported Black people made up 21% of the unsheltered population and 30% of the sheltered population, while only making up 5.5% of the County's general population. As such, the City will strive to ensure demographic information including race is thoroughly captured through this proposed program. The

City will utilize such data to make informed decisions that promote and ensure equity and reduce disparities.

The City has designed this program to be two things: 1) scalable and 2) complementary, not duplicative, of existing efforts. The City will concentrate efforts at the Imperial Avenue and Commercial Street corridor as that is where the largest need currently exists; however, if additional funding becomes available or if there are programmatic changes which allow for the program to expand, the City may expand efforts to other areas of East Village including Caltrans property leveraging the City's current partnership with the State of California. As described in the section above, the current data illustrates there is a need for outreach and resources in other areas of East Village as well, and the City will track and utilize data to coordinate efforts where there is a need. In addition to creating a scalable program, the City is also proposing a program that is complementary of existing efforts. The City launched a Coordinated Street Outreach Program in 2021, and more recently, the City also launched the first of its kind partnership with the State of California to expand outreach efforts to Caltrans property within City of San Diego limits. The City will ensure this proposed program will complement efforts of the two existing programs to make certain that there is strong collaboration between the numerous parties involved and actions are forward moving and coincide with one another versus being duplicative. The City can tap on existing partnerships through its Coordinated Street Outreach Program and Caltrans outreach program to further expand on efforts of this program if the project were to scale up to reach a broader region of the East Village community as well.

State how many individuals experiencing homelessness will be served by the proposed project and how the services and interim and permanent housing options to be provided

will prioritize the physical and mental health and wellness of the people served while supporting their transition out of the encampment and onto meaningful pathways to safe and stable housing.

The City estimates all 353 individuals, at minimum, in the Imperial Avenue and Commercial Street Corridor will be served through this proposed project. If additional resources are secured, the City may leverage and expand the program to other areas of East Village, including nearby Caltrans property, to reach approximately an additional 200 individuals. The outreach workers will utilize the Homelessness Response Center and connect individuals to services at the HRC. The purpose of the HRC is to provide services that are focused on meeting the unique needs of each individual being serviced. In addition, the programs follow the Housing First approach to focus on providing appropriate housing options as quickly as possible, with as few requirements or conditions as possible, and access to supportive services, as needed. With a focus on the individualized needs of each person, outreach workers, case managers, and housing navigators are able to connect people experiencing homelessness to the best housing resource that most suits their needs to ensure a smooth, efficient, and effective pathway to housing.

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

Through focused outreach efforts in the Imperial Avenue and Commercial Street corridor, individuals will efficiently and effectively be connected to shelter beds and/or permanent or other long-term housing options. With more outreach workers available to provide immediate resources to people in this area, the City anticipates to see a decrease in the number of encampments in the East Village community and a notable difference along

the streets and right-of-ways. Services will always be conducted in a person-centered approach to prioritize the health and wellness of people experiencing homelessness in this area. By reducing the number of encampments along this corridor, the program is not only directly connecting individuals to the resources they need, but also ensuring protecting the health and safety of individuals experiencing homelessness as well as the community at large.

Part 4: Coordination of Services and Housing Options

In detail, describe how the entity will coordinate with other systems and describe any new or innovative partnerships established in support of this program.

The mission of the City's proposed program is to not only provide person-centered, trauma-informed outreach to unsheltered individuals, but it is also to provide support each step of the way throughout the system to ultimately lead to permanent or other long-term housing. The City will partner with local service providers to provide immediate, temporary access to existing and potentially new shelter beds. The shelters provide wraparound supportive services including showers, restrooms, laundry, meals, and case management to ensure clients are getting connected to resources and housing referrals. In addition to shelters, the City will expand on its partnership with Downtown San Diego Partnership and their Family Reunification Program. The program reunites individuals with family and friends to connect them to stable housing. Lastly, the outreach workers will coordinate with the Homelessness Response Center to connect individuals to support across the system. Below is a list of the resources available onsite at the Homelessness Response Center, which ranges from health to housing, all with the same goal of connecting individuals to permanent or other long-term housing.

County of San Diego Health and Human Services Agency (HHSA)	Enrollment in CalWORKS, Cal Fresh, and Medi-Cal, General Relief programs, Family services programs, Local benefits, and clothing and food resources.
Uplift	DMV Assistance, including preparing for paperwork and documentation. Transportation to and from DMV.
Home Start Inc.	Youth system navigation, Domestic violence services, and Prevention and diversion for transitional youth ages 18-24.
Legal Aid Society	Legal screenings, guidance, expungement, and representation.
2-1-1 San Diego	Connection to network of resources, including prevention and diversion services, benefits, etc.
Downtown San Diego Partnership	Family Reunification Services Outreach Services including light street-based case management
U.S. Department of Veterans Affairs (VA)	Connection to VA benefits, medical care, mental health care and substance use disorder treatment.
Veterans Village of San Diego (VVSD)	Transitional housing in an apartment-complex setting with case management services once a week and laundry and mail assistance. VVSD oversees veterans' progress to permanent housing and connects them to the most appropriate housing option.
San Diego County Public Health	Provide Covid-19 testing, public health information including education on vaccines and connections to health care needs.
NAMI San Diego	SSI/SSDI Advocacy in collaboration with Legal Aid Society of San Diego, Alcohol and Drug Treatment referrals.
Dreams for Change	Stimulus and tax refund assistance, Financial counseling, and Employment Programs.

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

The City will put out a Request for Proposals to potentially partner with a new organization or expand upon a current partnership to fulfill the outreach portion of this program. In addition, the City recently launched an innovative program in collaboration with Caltrans to provide outreach services on Caltrans property within City limits with a brand new operator to the San Diego region. If the proposed program were to scale up beyond the Imperial Avenue and Commercial Street corridor to touch other areas in the East Village

community, the City could potentially expand the Caltrans outreach program to also provide services to touch a larger region of East Village where a known homeless population exists.

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

As previously mentioned, the Imperial Avenue and Commercial Street corridor is one of the largest string of encampments in the City of San Diego. As such, the large number of encampments poses a great health and safety risk for the unsheltered community and the East Village community as a whole. The new and enhanced partnerships built through this program will allow for coordination of concentrated efforts to meet individuals where they are at and introduce them to the system of resources available to connect them to permanent or other form of long-term housing. Through extensive outreach efforts which are focused on Housing First principals and utilize a person-centered, trauma-informed approach, in addition to the collaboration to pool resources together, the program will reduce the number of encampments in the East Village area and connect individuals to permanent or long-term housing.

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

From the inception of this program, the City is using a data-informed approach to assist individuals in this encampment. Utilizing daily data from the City's Get It Done application, the City will be able to track the number of outreach and encampment requests for services it receives from the community at any given moment. In addition, the City will use the monthly downtown counts conducted by Downtown San Diego Partnership to track progress and make informed decisions based on real-time data. As standard

practice, outreach workers will use the Homelessness Management Information System to collect client demographic information and update as accordingly with services and resource referrals.

Provide Two Letters of Intent from at least two different partners demonstrating support and collaboration on the encampment resolution strategy.

See Letters of Support Attachment.

Part 5: Ensuring Dignity, Safety, and Wellness

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

In March 2021, the City announced significant changes in addressing homelessness encampments. The development of said changes included feedback and opinions of people with lived experience, constructive feedback that will be carried forward in the resolution of the proposed encampment resolution. These policy changes coincide with the intent of this program in ensuring a more compassionate and person-centered approach. In addition, people with lived experience are also represented on the City's Leadership Council which is a group of individuals who track the progress and provide recommendations with regard to the City's Community Action Plan on Homelessness.

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

All of the City's homelessness programs and projects emphasize and follow Housing First principles. This project aligns with Housing First values through the individualized and person-centered approach in ensuring people are linked with the most appropriate housing opportunities that best suit their unique needs. When appropriate, the outreach workers will utilize partnerships through the Homelessness Response Center to quickly

enroll individuals in housing programs that best meet their needs. In addition, the outreach workers will also collaborate with Downtown San Diego Partnership when circumstances allow to reunify individuals with loved ones and family for more stable housing through the Family Reunification Program. Outreach workers will use a non-punitive, trauma-informed, and culturally appropriate approach to best meet the unique circumstances of each individual understanding that each person's circumstance is uniquely their own.

Briefly describe any local laws, ordinances, and current or planned responses to community concerns regarding the encampment to be served, including any existing local encampment resolutions plans that may impact the project site.

As mentioned above, earlier this year, the City of San Diego announced broad changes in addressing homelessness encampments. The new policies provide a more compassionate and transparent approach to keep the public right-of way clean while also providing less uncertainty for unsheltered individuals. The policy changes were developed under the direction Mayor by the City's Homelessness Strategies Department, incorporating feedback from persons with lived experience, relying on homelessness experts and national and regional policy, with input from the City's Environmental Services and Neighborhood Policing departments as well.

These changes coincide with the intent of the Encampment Resolution Funding Program in ensuring activities support the dignity, safety, and wellness of people experiencing homelessness within the proposed encampment site. The City's policy changes include:

- **Inclement weather cleanup suspension:** The City's Environmental Services Department will not conduct cleanups of items that may belong to people left on the sidewalk or in canyons during poor weather conditions such as rain, hail or

extreme cold. The Police Department will also suspend issuance of certain citations.

- **Elimination of nighttime cleanups:** Cleanups will be confined to daylight hours only, allowing unsheltered people the chance to arrange their sleeping areas as safely as possible before nightfall.
- **Storage and retrieval of personal items:** City crews conducting cleanups are responsible for saving and storing items that may have personal value. Staff will post clearer and more detailed instructions for how to contact the City so items can be delivered back to their owners.
- **Clear and consistent noticing:** City crews will establish a regular cleanup and sidewalk sanitization schedule and post it in high-need areas to provide better advance notice. For larger-scale, less-frequent cleanups, such as those that may be required in parks or canyons, the Parks and Recreation and Environmental Services departments will work with Homelessness Strategies staff to include service-provider outreach in the planning process to focus resources in that area as part of a concerted advance effort.
- **Trauma-informed presence:** City teams will have less visible police presence during cleanups. Although police officers will be present to preserve the peace, protect city crews, and be available for incidents that may arise, they will reduce their visibility by avoiding use of emergency lights, relying instead on City truck safety lights, and positioning the police vehicles further from the site. These changes are aimed at making it clearer that the activity is for public-health purposes, not enforcement.

Part 6: Personnel

Provide a list of all positions (both administrative and programmatic) which are integral to providing services under this proposal.

Programmatic (6.00 FTE total):

- Outreach Workers (6.00 FTE): The Outreach Workers will be paired in three teams of two and will conduct person-centered, trauma-informed outreach services that provide referrals to programs and resources that meet the individualized needs of each person. At least one outreach worker will be supervisory in level to provide leadership and guidance to outreach team. Outreach workers will be part of program operator staff to be contracted through RFP process.

Administrative (0.75 total):

- Program Manager (0.25 FTE): The Program Manager will be tasked with providing general oversight of the program, Request for Proposal process, and contract negotiations.
- Program Coordinator (0.25 FTE): The Program Coordinator will assist the Program Manager in oversight of the program and ensuring contractual obligations are being met and daily activities are aligned with the program's mission and goals.
- Associate Management Analyst (0.25 FTE): The Associate Management Analyst will provide support to the Program Coordinator and Program Manager to ensure the program is in compliance with contractual obligations. The Associate Management Analyst will also be in charge of collecting and analyzing program data to make recommendations for improvements.

Briefly describe any factors that make the key staff for this project uniquely qualified to carry out this grant successfully.

The outreach workers are key staff that will implement this project and carry out the program's mission. Outreach workers are trained staff who have the expertise in engaging with unsheltered individuals. The staff will have experience applying trauma-informed approaches to service delivery, motivational interviewing, stages of change model, and harm reduction. The City encourages candidates with lived experience to apply. Through a person-centered, trauma-informed approach, the outreach workers have the skills needed to build a trust and bond with individuals experiencing homelessness in order to learn about their needs and ultimately connect them to the most appropriate resources.

Include a resume or, if the position is currently vacant, a duty statement for all positions (both administrative and programmatic) which are integral to providing services under this proposal.

See Personnel Documents Attachment for duty statements and resumes.

Part 7: Proposed Budget and Fiscal Planning

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

This program proposes a budget of \$4,011,000 for the grant term. The budget comprises the resources required to execute on the key strategies, of outreach, case management, housing and diversion, and as needed temporary shelter. The program's cost scope was determined based on the target number of individuals to be served and the services to be offered. The program targets a concentrated geographic area with an encampment of 353 individuals over the course of 24 months and can be easily be scaled up to incorporate adjacent encampments within the East Village area, to reach 541 individuals. Likewise, the program can be scaled down to concentrate efforts into a shorter duration, however, sustainability of the program was a key factor in determining the proposed duration of 24 months.

Identify all the funds currently being used or anticipated to be used in support of the proposed project.

In addition to Encampment Grant funding, the program will also leverage funding from the following sources:

- State HHAP 1.0 & HHAP 2.0 Rapid Rehousing and Prevention & Diversion programs will be available for individuals served by this program.
- City General Fund and HUD CDBG funding will support program participants through the funding of the Homelessness Response Center.
- State HHAP 3.0 funding for Storage Connect Center will serve as a nearby resource available to participants.
- City General Fund funding of the Emergency Harm Reduction Center may be leveraged as clients are referred to that shelter program.
- City General Fund funding for the SMART program may be leveraged as clients are referred to that program for shelter and care.
- County resources will be leveraged as referrals are made to County services and follow-up care and shelter.
- City General Fund for environmental cleanup services at encampment sites.

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

This program will be embedded into the City's overarching strategy for reducing homelessness, through the City's Community Action Plan on Homelessness, and bolsters the Coordinated Street Outreach approach that the City has seen early success with. The Encampment Resolution program will be embedded into the Coordinated Entry Systems which taps into the myriad of services being provided throughout the City to shepherd

homeless individuals into housing and supportive services. This program also leverages active collaborations with County Health Services, as well as strengthens the partnership between the City and Caltrans to target the East Village encampment, adjacent to Caltrans properties. It is estimated that every dollar invested from the Encampment Program will leverage the surrounding infrastructure and inter-agency collaborations at a rate of 2.5:1.

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

The City will work expeditiously to award a contract to operating providers and will begin the contracting out process as soon as the grant award is received. Through this expeditious contracting process, at least 60% of program funds will be allocated within the first few months of the program. The remaining portion will be allocated by the middle of the first fiscal year. The administrative staff overseeing the program will monitor activities on a routine basis. Program staff may be required to provide weekly, monthly, and/or quarterly updates on their activities as well as timely invoices for reimbursement. Through routine monitoring and collaboration with program staff, the City will be able to make decisions based on data and strategically ensure funds are being spent in a timely manner.

Provide a budget narrative and line-item budget that demonstrate how resources made available through this grant will be allocated.

See Work Plan Budget Attachment.