

California Encampment Resolution Funding Application

Work Plan

Part 1: Implementation Unit Structure and Capacity

The County of Riverside's Department of Housing and Workforce Solutions (HWS) Continuum of Care (CoC) Division will be the grant lead agency. HWS is the designated department within the county addressing homelessness and serves as the administrative entity for all federal and state funded homeless programs. The department works in close partnership with county departments, cities, and over 200 public and private stakeholders committed to ending homelessness through its Continuum of Care Program.

The County has a long history of using evidenced-based practices such as Housing First. In 2019, HWS on behalf of the county, began strategizing with stakeholders on the launch an encampment team focused on the Santa Ana Riverbed (SAR). The large area stretches across multiple jurisdictions offering unique challenges and opportunities for a coordinated response effort which addresses homelessness, restores habitat, and prevents future encampments from reforming.

In March 2021, the 2nd District Homeless Solutions Collaborative was formed to address homelessness along the SAR with the goals of offering permanent housing solutions to residents, removing, and mitigating encampments, conducting cleanup and habitat restoration, and establishing effective tools to prevent the reoccurrence of encampments. The collaborative led by County Supervisor Karen Spiegel, utilizes a multijurisdictional and disciplinary approach.

The design of three focused workgroups within the collaborative allows for a broad range of provider participation and the implementation of successful strategies to address public safety, homelessness, and facilities and habitat across the region. Collaborating County of Riverside agencies include the departments of Animal Services, Behavioral Health, Department of Social Services, Flood Control, Public Health, Probation, Regional Parks and Open Space District, Sheriff Dept, and Workforce Development. Partnering cities include those affected by the encampment area: Jurupa Valley, Riverside, Corona, Norco, and Eastvale. Other public and private partners include City Net, Operation Safehouse, Path of Life Ministries, Western Riverside County Regional Conservation Authority, U.S. Army Corps of Engineers, and U.S. Fish and Wildlife Services.

Furthermore, HWS is supplementing services and resources from within its five divisions which include the Housing Authority of the County of Riverside, Workforce Development, Community Action Partnership (CAP), Community Services and Continuum of Care to ensure the collaborative's strategies maximize and leverage all forms of rental assistance, affordable housing, employment assistance programs, and supportive services available throughout the county. HWS recently developed agreements with multiple county departments to officially launch a designated SAR Multidisciplinary Encampment Response Team for a 12-month period using funding from the State of California's Business, Consumer Services and Housing Agency Homeless Housing, Assistance and Prevention (HHAP) grant. The team, services, and timeline provided would be significantly enhanced if funding is received through this grant by adding multiple staff positions across the county and participating cities who

would be able to service the area through 2024. The team is inclusive of staff from the County's Parks and Open Space, Workforce Development, Behavioral Health, and Housing Authority Departments.

Part 2: Prioritized Encampment Site and Population to be Served

One of the largest concentrations of homeless encampments in Riverside County can be found along the Santa Ana River Bottom (SAR) which makes it the highest priorities for encampment response and mitigation. The SAR is Southern California's longest waterway and is home to hundreds of species of plants and animals and has rich cultural history. HWS on behalf of the county and in partnership with the participating cities is proposing to use funds from this grant to build multi-disciplinary and jurisdictional teams to serve and offer supportive services and housing to 200 homeless residents residing in area.

The SAR encampments offer unique challenges and opportunities to launch a coordinated response effort which addresses homelessness, restores habitat, and prevents future encampments. The site stretches roughly 13 miles through a wooded river bottom and is estimated to have over 200 inhabitants, many of which are chronically homeless with disabilities. The most recent population count was conducted in April 2021 and is only an estimate because the encampment areas run deep into the river bottom and some sites may have been missed by outreach teams due to unsafe terrain. The cities of Riverside and Corona Police Departments use drones to locate encampments in areas where access may be limited, however the actual number of individuals living is unable to be captured without further investments that increase staffing and resource capacity. The population is reflective of larger unsheltered

homeless trends, and contains both men and women of multiple ethnicities, and many individuals with multiple barriers including mental health conditions, substance use disorders, physical disabilities, chronic health conditions, and a large contingent of individuals with criminal justice history. While many encampment dwellers live in tents, a great number of inhabitants are in semi-permanent structures constructed of wood, bamboo, and salvaged materials that create structures, some of which are quite advanced. The encampment site, despite being in a river bottom, does have periodic vehicle access and thus allows for the acquisition of larger and more complex items that are incorporated into the built structures. This increases entrenchment of those living in this encampment and increases the negative environmental impacts as discarded materials such as vehicles, batteries, and solar panels are often found in the water source. This information is available via firsthand experience of existing outreach workers.

The SAR encampments have been a focus of the county due to the significant health and safety concerns for the homeless persons who call the area home, in addition to the residents and businesses in the surrounding communities. The area has the highest and largest emergency response request due to its vulnerability to flash flooding and fire. Warming and cooking fires often escape control impacting human life and the surrounding habitat. Within the last year, there have been over 6 vegetation fires, 61 wildfires in 2020 in this area, and several water rescues, inclusive of 20 residents being saved in 2019. The Riverside County Emergency Management Department (EMD) works with participating cities and their public safety departments to

send alerts via wireless emergency alerts (WEA), helicopter PA announcements, and provide fire safety training to reduce fires.

Part 3: Core Service Delivery and Provision of Housing Options

HWS has partnered with the participating cities of Riverside, Jurupa Valley, Corona, Norco and Eastvale to expand service delivery. Services which integrate Housing First principles and best practices such as Harm Reduction and Trauma Informed Care. Specialized street outreach, case management, bridge, interim, and permanent housing will be used to maximize the level of housing navigation and search assistance, landlord incentives, security deposit, rental, utility assistance, household items, mainstream benefits, behavioral health services, animal services, public health, mobile showers, diversion services, and storage. Removal of trash and debris will only occur as individuals vacate encampments into housing to restore the area back to its natural habitat.

Specialized outreach and case management teams funded through this grant will address the barriers of the individuals. Many of the individuals are in need of specialized services. The teams will utilize a trauma informed care approach, harm reduction tools, and motivational interviewing during multiple engagements as many of the residents are chronically homeless and prefer residency in the area due to its remoteness from the larger community. Individuals will be linked to a case manager for a two-year period, connection to services mirroring a long-term supportive housing program, and housing search assistance and navigation to assist with gathering documentation for community living as well as locating available units. Individuals who decline services will continue to be engaged regularly funded through this grant or other leveraged housing resources.

Funding from this grant, will expand interim housing by 136 beds with preferences for space and storage for personal items. Currently, the SAR Multidisciplinary Encampment Response Team utilizes minimal congregate sheltering and in the area and non-congregate sheltering in motel rooms; however, the majority of individuals in this encampment area decline congregate shelter due to their high regard for personal space and storage of their personal items.

Housing options will include permanent supportive housing, an emergency housing voucher, time-limited rental assistance, and diversionary services. Although, diversion is a best practice for individuals who are not yet homeless, the county intends to use this practice to help residents identify alternate housing options within their realm such as reunification with a friend or family member before connecting them to public assisted housing. Funds from this grant will be used to cover costs for travel and other immediate needs. Housing Navigators will build relationships with landlords and facilitate landlord and tenant matches. Our proposal includes the launch of landlord incentives such as sign-on bonuses and address the low vacancy rate in the Inland Empire which is currently 2.6%.

Funds from this grant will also be used to cover financial assistance towards rental and utility deposits and leverage housing resources. Rental assistance will be time-sensitive allowing individuals who require a higher level of care to be transitioned into more long-term permanent supportive housing options. The project will also cover otherwise ineligible essential items such as a stove or refrigerator, bed, or household goods to ensure a home is safe, accessible, and habitable.

Many residents have pets for companionship and protection. We have a partnership with the county's Department of Animal Services to provide temporary boarding for pets when their owners require and receive recovery type services. Officers from the department participate in outreach with the teams and provide protection of loose or aggressive dogs, provide basic veterinary care, and build a bridge between owners and the outreach teams. The teams are armed with pet supplies. While pets are boarded, they receive vaccines and veterinary assessment. If the pet becomes sick or injured while being boarded, veterinary staff will provide treatment. With this program expansion, we will provide pet deposits assistance.

To bring resources to residents in the SAR and incentivize their participation in services, expanded services funded through this grant will offer multiple resource fairs and magnet events. Additionally, storage is another barrier for individuals agreeing to move out of this encampment area. Consequently, we will expand partnerships with storage facilities to secure personal belongings which can be a barrier for participation in emergency shelter. Individuals struggling with hoarding will be linked to behavioral health teams specialized in using culturally sensitive and trauma-informed tools.

As individuals are relocated into safe housing, the County and participating cities will work with appropriate agencies to coordinate the removal of trash and debris and restoring the area back to its natural habitat. Drainage ways serve as movement corridors because they are natural elements in the landscape that guide animal movement. Larger rivers and stream riparian corridors provide the best remaining option for sustaining and improving ecological connectivity in much of the state.

The SAR Multidisciplinary Encampment Response Team will continue utilizing the County's Homeless Information System (HMIS) for data collection and the Vulnerability Index-Special Prioritization Decision Assistance Tool for client assessment and prioritization. The County's Riverside University's Health Systems (RUHS) Department will assist the team with prioritizing the physical and health needs of residents and link individual to primary care clinics, RUHS' Behavioral Health mobile psychiatry program and medication assisted treatment. After hours crisis support is provided.

Part 4: Coordination of Services and Housing Options

HWS has coordinated with other systems through agreements with Parks and Open Space, RUHS-Behavioral Health, Housing Authority of the County of Riverside, and Workforce Development through the County's Homeless Housing Assistance Program (HHAP-1) award allocation to expand services to this encampment area. Outreach teams and any member of the collaborative canvas this encampment area and assess individuals. Individuals identified are offered and connected to a temporary housing option and connected to the larger network of services available through the County's Continuum of Care and the Coordinated Entry System (CES). Individuals are also connected to RUHS-BH clinics and programs. A full scope of intensive clinical services is available, including case management and housing support services, transportation, assistance in applying to mainstream benefits, access to emergency housing, financial assistance to acquire documents, move-in costs, and ongoing household essentials for consumers with insufficient income. Further services include connection to legal aid, benefit advocacy via SOAR trained staff, and connection to

vocational programs or County Workforce Development programs. Acceptance of disability related services is not a precondition for entry or maintenance of housing. However, failure to address behavioral health or substance use needs can result in behaviors that cause residents to lose housing; thus, behavioral health staff continue to outreach hard to engage consumers (even once housed) to engage them in services. Once engaged in services, services are based on a recovery model which prioritizes client choice and allows consumers to design a treatment plan that is relevant and valuable to them.

A new collaboration with Peace Corps and the Santa Ana River Trust will be created with this program expansion. These enhanced partnerships will provide pathway for individuals to gain long-term stability. A new partnership with Peace Corps can provide the opportunity for individuals who may have a strong connection to this area to become a volunteer to help make a positive impact to this community. An enhanced partnership with Parks and Open Space will be for the creation of an employment training program for a Park Ranger Trainee position to provide a pathway to employment. Lastly, the new partnership with the Santa Ana River Trust will aid with the revitalization and restoration of the natural habitat of the Santa Ana River Bottom to create a safe place to enjoy and connect with nature as well as revitalize the historic Santa Ana River Trail. This River and Lands organization is an accredited land trust under the nationwide accreditation program of the Land Trust Alliance. They develop projects that beautify the Santa Ana River and surrounding green spaces, increase usage of the Santa Ana River Trail, and engage the community to inspire protection of the River for future generations.

Collaborative partners will use HMIS and Survey123 to document efforts and services provided to individuals in the proposed area. These platforms will be able to provide reports with the data needed to regarding outcomes and inform future project gaps, needs or services.

Part 5: Ensuring Dignity, Safety, and Wellness

Multidisciplinary teams serving partnering jurisdictions have increased delivery to residents in the area in the last 6-8 months. These engagements allowed for teams to build rapport and receive feedback from many long-term residents. The Teams have successfully used a “Whole Community Approach Model” to deliver mobile medical/healthcare, mental health, substance use, and animal services to residents across the site. Funding from this application, will allow expansion of daily services.

Collectively the teams have implemented strategies to incorporate feedback from persons with lived experience which further increase cultural competency and service delivery. The County hosts an annual homeless panel to obtain feedback from persons navigating the county’s homeless delivery system. The County and private partners also employ persons with lived experience. Additionally, the CoC Board of Governance has two seats occupied by persons with lived experience and actively participate in planning efforts and the development.

To further participation from existing and former residents in the area, the SAR Multidisciplinary Teams will recruit a multi-jurisdictional SAR Residential Panel to provide guidance on planning and implementation of the project. Members from the panel, will assist with the 1) Development of a survey and engagement tools that can be

tailored to better assess residential needs, 2) Guide the implementation of the project (e.g., assist with the development of timeline), 3) Identification of residents and specifically those with most acute needs and 4) Assist with the launch of multiple Resource Fairs across the area to meet the broad range of social service needs.

In addition to utilizing resources from each jurisdiction (e.g., city and county resources), the teams leverage housing and supportive service resources from the Continuum of Care program. Together, these broad range of services use a trauma-informed, harm reduction, culturally appropriate and housing first model across street outreach, emergency shelter, rapid rehousing, and permanent supportive housing programs. As an example, City and County-funded low-barrier emergency shelter programs offered through the City of Corona, Path of Life Community Shelter and Project Roomkey, a non-congregate sheltering program, provide wrap around services with a quick path to permanent housing. Homeless and housing staff across each team are well-versed in these practices and always evaluate and consider barriers and conditions caused by adverse childhood experiences and other trauma related to domestic violence, sexual abuse, PTSD from serving in the armed forces, self-medication from mental illness and other issues that contribute to homelessness.

Part 6: Personnel

Administrative Positions – County of Riverside HWS:

Deputy Director, Tanya Torno, with approximately 0.2 full time equivalent (FTE) will assume the role of the project director. Mrs. Torno has over 10 years of experience in human services including housing and homeless services and a

Master of Social Work (MSW) degree. As a Latina, she lives and breathes the Latin culture and is fluent in Spanish bringing valuable insights. She has significant contribution to the success of local, state and federal grant programs. See attached resume and job description for details.

Administrative Services Officer, Natalis Ng, with approximately 0.2 full time equivalent (FTE) will assume the role of the grant administrator and provide management support. Mr. Ng has over 20 years of experience in human services including employment, disability and homeless services and a Master of Business Administration (MBA) degree. As an Asian immigrant fluent in Cantonese and Mandarin Chinese with intermediate American Sign Language, his guidance carries strong cultural sensitivity for minorities and persons with disabilities. He brings in his expertise of quality management, data analysis and process improvement into the programs he manages. See attached resume and job description for details.

Senior Program Specialist, Raushanah Walker, with approximately 0.3 full time equivalent (FTE) will assume the role of the contact person and project manager to ensure successful implementation of the project with full collaboration and coordination among all subrecipients, communication with funders, subrecipients and partners as well as performance tracking, monitoring and reporting. Mrs. Walker has over 10 years of experience in Homeless Services Programs including the successful implementation of a SSVF Program. She is only 6 credit hours away from receiving her Master's in Social Work degree. She brings her education, knowledge, and expertise in program management. As a black woman, she

provides ideas and insight to address the cultural disparity in homeless services in Riverside County. See attached resume and job description for details.

Administrative Services Supervisor, Brandon Trahan, (0.2 FTE) will assume the role of the financial analyst and administrator to track grant funds and to ensure that all grant expenses are correctly calculated and are eligible under grant guidelines and regulations. Mr. Trahan has over 6 years of experience in government financial administration. Throughout his career with the County, he has worked with various housing and homelessness programs and has gained experience with the unique regulations and requirements of the associated grants and programs. See attached resume and job description for details.

Administrative Services Analyst, with approximately 0.2 full time equivalent (FTE) will assume the role of data analyst and collaborate with programs and leadership teams to evaluate program performance measures utilizing over 10 years of experience analyzing data, preparing reports, and performing audits to ensure reporting accuracy.

Homeless Solutions Manager & Vice Chair of Riverside County Continuum of Care, Karen Theresa Roper-Carmona, (0.2 FTE in-kind,) will assume the role of the grant administrator and project leader for the City of Corona and City of Norco. The City of Corona manages the City of Norco's homeless programs. In this role, she is responsible for implementing Corona's comprehensive Homeless Strategic Plan, managing homeless programs for the cities of Corona and Norco, and working with multiple County Agencies to increase systems performance for the Riverside County Continuum of Care. As a Latina with lived experience from parents who were mentally ill, drug addicted and homeless, Mrs. Roper-Carmona has spent most of her career

addressing homelessness from a systems-oriented approach and developing strategies to address cultural and economic disparities in homeless services.

City Net Executive Leadership (incl. CEO, EVP, CPO, HR Director) (0.1 FTE each)

will provide project oversight, quality control, staff deployment and problem solving.

They act as liaison with government agencies, the community, and the public relative to funding, contracts, and City Net's delivery of services.

Brad Fieldhouse, President/CEO: 20 years' experience in executive nonprofit leadership. Began homeless services in 1999. Directs effective homeless services programs in these counties: Los Angeles, Orange, Riverside, Santa Barbara and San Diego. Supervised City Net's contract on Orange County Flood Control Channel remediation project, the largest single encampment (700+) of homeless neighbors in county history. Education: BS, MDiv, DMin.

Matt Bates, Executive Vice President: 27 years' experience in homeless services and nonprofit management. Board Member for Orange County Continuum of Care and Orange County Commission to End Homelessness. Directed 30+ homeless censuses, including 2019 Orange County PIT. Education: BA, BA, MA.

Jessica Avelar-Bruce, Chief Program Officer. Latina with 15+ years' experience in homeless services leadership and program design. Oversees staff of 120+ professional outreach workers, case managers, housing navigators, housing specialists and shelter staff. Co-chairs Orange County CES Match Meetings and Continuum of Care (CoC) Committee on Street Outreach.

Dayann Shepherd, Human Resources Director: 15+ years of experience in human resources, organizational leadership, and development. Fluent in Spanish. Lived experience with homelessness.

Programmatic Positions:

Registered Nurse IV (1.0 FTE) will perform medication assisted treatment and provide mental health and substance use assessments to support individuals with mental health conditions. Cultural Competency training and awareness for health care professionals focuses on skills and knowledge that value diversity, understand, and respond to cultural differences, and increase awareness of providers' and care organizations' cultural norms.

Behavioral Health Specialist II (2.0 FTE) will focus on assessing participant desires and needs, building rapport using trauma-informed, culturally appropriate, harm-reduction and Housing First principles. Examples of specific services include intensive case management including but not limited to Alcohol and Drug counseling, wraparound housing supports, mental health and substance use assessments and treatment, transportation, community services linkage, benefits and employment assessments, vocational training, life skills training, "home" skills development, budgeting, cooking classes, and other services as needed.

Peer Specialist (2.0 FTE) will provide field base services including but not limited to: resource linkage and housing navigation for individuals living on the streets in conjunction with probation, behavioral health, and law enforcement. They will build relationships to motivate individuals to seek treatment and obtain housing. This position

is a staff member who has themselves been homeless and experienced a mental health condition and/or substance use disorder.

Community Services Assistant (2.0 FTE) will provide resource linkage and housing navigation for individuals living on the streets in conjunction with probation, behavioral health, and law enforcement.

Outreach Navigator (4.0 FTE)- will identify and build rapport with and assist homeless individuals and families living on the street or in vehicles to break the cycle of homelessness by moving from the street to interim housing, accessing necessary social services, and rapidly responding to immediate needs assisting them towards housing.

Housing Specialist III – Lead (1.0 FTE)- at lead level will identify and build rapport with and assist homeless individuals and families living in encampment area.

1 Housing Specialist II (1.0 FTE) at an advanced level will identify and build rapport with and assist homeless individuals and families living in encampment area.

3 Housing Specialist I (3.0 FTE) will identify and build rapport with and assist homeless individuals and families living in encampment area.

Housing Navigator (1.0 FTE) assist with locating appropriate housing units for SAR residents.

Case Manager (2.0 FTE) Provide intensive case management, wraparound housing supports, mental health and substance use assessments and treatment, transportation, community services linkage, benefits and employment assessments, vocational training,

life skills training, "home" skills development, budgeting, cooking classes, and other services as needed.

Lead Case Manager (1.0 FTE) Provide intensive case management, wraparound housing supports, mental health and substance use assessments and treatment, transportation, community services linkage, benefits and employment assessments, vocational training, life skills training, "home" skills development, budgeting, cooking classes, and other services as needed.

Program Supervisor, (0.1 FTE) is responsible for oversight and supervision of Case Managers (CMs), ensuring quality of customer service and data collection. Client-facing staff are provided additional opportunities for specialized training in cultural competency with their assigned clients Staff filling this role include: 1) Rosalinda Littlejohn: Latina, 10+ years of experience working directly with clients experiencing homelessness including street outreach and engagement, case management, shelter operations, rapid rehousing, and permanent supportive housing. Education: BS, MS, certification in addiction recovery. Lived experience with homelessness. 2) Pamay Ha: Asian woman with 4 years of experience working directly with clients experiencing homelessness and supervising staff to do same.

Outreach and Engagement (2.0 FTE) will conduct outreach, engagement, housing navigation and supportive services. Case Managers (CMs) provide case management and supportive services to individuals and families who are experiencing street-level homelessness.

City Net Dispatch (0.3 FTE) will respond/dispatch to live and recorded requests for service via Outreach Line. The Dispatcher is responsible for providing de-escalation, motivational interviewing, care coordination, and service team dispatching for those contacting the agency's multi-disciplinary response team (MDRT), including individuals seeking services. Staff filling this role will be Stacy Lumley, Supervisor with 8+ years of experience working directly with clients experiencing homelessness. Additional staff to be identified from pool of 10 Dispatchers.

Outreach Manager, Victor Beecham (1.0 FTE) oversees, monitors and manages all Outreach and Landlord Locator programs and provides training and guidance to all Outreach Navigators and Landlord Liaisons. Mr. Beecham has served POLM for 20 years in positions ranging from Life Skills Coach to Homeless Shelter Staff, Supervisor, Coach and Assistant Director.

Outreach Navigator (2.0 FTE), will identify and build rapport with and assist homeless individuals and families living on the street or in vehicles. Outreach Navigators have expertise in outreach navigation, broad knowledge of local resources to address diverse needs of people experiencing homelessness, leadership, group dynamics, safety, pharmacology and physiological effect of alcohol and drugs, case management, addiction prevention, dual diagnosis, and mental health issues, etc.

Outreach Team, Animal Control Officer (ACO) (0.4 FTE) will provide public safety assistance to the teams while they are initially going into the encampments to ensure there are no dangerous animals loose in the encampments. Assist with medical care, provision of pet supplies, and assistance. The assigned ACO will have significant experience working with the homeless population and outreach teams. They will

understand that the interactions with this population must be driven by a desire to preserve the human-animal bond.

Veterinary Care, Registered Veterinary Technician (RVT) (0.1 FTE) support the homeless outreach teams by providing veterinary care to the pets of the homeless and also by providing support through counseling the homeless individual on what the temporary boarding program consists of, and by providing assurance that their pet will be taken care of while the person seeks treatment or housing. The RVT assigned to this assignment will have significant experience working with the homeless population and outreach teams.

Part 7: Proposed Budget and Fiscal Planning

This amount included in this budget is calculated based off of the fair market rent in the area of \$1,500 for a 1-bedroom unit for at least 18 months and staffing costs, wrap around and supportive services to 200 persons inclusive of the following: street outreach operations, personal protective equipment (PPE), temporary housing, landlord Incentives, rental and security deposit assistance, vehicle transportation of consumers, marketing to secure new partnering landlords, storage fees, food vouchers for consumers, pet deposits and fees, temporary pet boarding and veterinary care, personal property storage, environmental preservation, and bus passes. . If more or fewer funds are available, staff or other assistance could be increased or decreased accordingly through leveraging as well as serving more or fewer individuals residing in this area.

The County of Riverside Continuum of Care currently utilizes several sources of funding for outreach efforts in the Santa Ana River bottom. These sources include: Housing and Homeless Housing Assistance and Prevention (HHAP-1) \$1,232,786.00, Emergency Solutions Grant- CARES Act (ESG-CV) approximately \$1,000,000.00, Private donations through the Department of Animal Services \$5,000, Petco Love Foundation Grant funds \$8,750, and PetSmart product donations \$5,000. The City of Riverside has allocated \$2,251,915.93 in funding for the Santa Ana River Bottom Encampment efforts from their direct HHAP-1 allocation and American Rescue Plan Act funding. Jurupa Valley has allocated a portion of their CDBG funds to this project as well. These funds will be used in conjunction with other federal and state programs intended to support the homeless.

Strategies to ensure that 50% of allocated funds are expended by June 30, 2023, and 100% by June 30, 2024 include setting specific spending goals with subrecipients and reallocating funds when goals are not met. Spending plans will be time specific inclusive of amounts tied to deliverables to ensure spending is on track and set to goals listed in this RFA. Since staffing cost are a significant portion of the total budget, we project to spend at least 50% of the total requested amount by June 30, 2023.