

SUBMISSION PORTAL OVERVIEW

Is the Application a "Test" Submission?

No, this is my official Submission.

Part 1: ADMINISTRATIVE INFORMATION

Application Window

This application is being submitted in the following application window:

Window #1, 12/1/2022 - 2/28/2023

Eligible Applicant

Select the eligible applicant's jurisdiction type.

City

What is the name of the city or county?

City of Tulare

Implementing Organization

Implementing Organization

City of Tulare

Specific Unit or Office Within the Implementing Organization

Community Development Department

Implementing Organization's Address

411 East Kern Avenue

City

Tulare

Zip Code

93274

County

Tulare

Implementing Organization's Tax ID

Number

94-6000443

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⚠️ This Application uses character limits ⚠️

Reaching these limits is not required. Competitive responses may fall well short of these limits.

Part 2: PROPOSAL OVERVIEW

People Served

Number of people currently residing in prioritized encampment site

133

Of people currently residing in prioritized encampment site, how many will be served by this proposal?

133

Given the potential for inflow of people into the prioritized encampment site, how many people are projected to be served across the entire grant period?

179

Of people projected to be served across the entire grant period, number of people projected to transition into interim shelters

157

Of people projected to be served across the entire grant period, number of people projected to transition into permanent housing

57

Is the prioritized encampment site part of a larger encampment area?

Yes

Approximately how many people are residing in the entire larger encampment area, including the prioritized site?

133

Briefly describe the prioritized site in relation to the larger encampment area. (1000 character limit)

The larger encampment area consists of public and privately-owned parcels, mostly vacant grass or dirt covered land, to the north and south of a prioritized area.

The prioritized sites, when combined with the larger area, span about 4 miles. Individual encampments

range in physical size and compose about 4 to 20 unhoused people camping near an active commercial railroad line.

As of January 25, 2023, the larger encampment area also includes a designated area managed by multiple City Departments. This temporary encampment area, over 90,000 square feet in size, provides on-site amenities including, but not limited to, portable restrooms, waste bins, running water, a dog-run, a storage container, a covered picnic area, charging stations, and individual 12 by 15 feet campsites.

Case managers on the ERF project continue engagement at prioritized sites as well as maintain their key functions with unhoused clients who registered to use a campsite at the City's temporary encampment area.

Encampment Information

1. Briefly describe the characteristics of the people residing within the prioritized encampment site. The description must include demographics and may include household compositions, disabilities, and projected service and housing needs. (1500 character limit)

Staff estimate that 133 people live in the prioritized encampment sites. Derived this and other estimates principally from HMIS records of people enrolled on the project since June 2022 and survey results of 75 people in February 2023.

Of enrolled people, the project serves 79 women, 91 men, and 2 non-binary individuals, with about 71% and 47% of the people identifying as White only or Latina(o) respectively. 19% of people in the project are Black or African American, which is nearly 10 times the census figure of 2% for the entire county. Most people, about 69%, are between the ages of 30 and 59, with about 13% are seniors above 60 years of age and about 12% between the ages of 18 - 29 years old. And 6% of the people are under the age of 17.

Survey data suggest 19% of clients have a form of income upon entry, less than \$860 per month. About 25% of the people are chronically homeless, experiencing homelessness 2 - 4 times within the last 3 years. Key barriers to housing may include the 56% of people identifying a mental health condition, 48% a substance abuse issue, and 46% with physical disability.

Services must be culturally proficient and achieve rapid rehousing, income growth, and connections to care where feasible. With about 70% of people insured, it is reasonable to establish medical homes for a sizable portion. At least half of permanent housing must be supportive, while single adults without a serious underlying condition may utilize other affordable units.

2. Briefly describe physical characteristics of the prioritized encampment site in which the people you are proposing to serve are residing. The description must include the specific location, physical size of the area, the types of structures people are residing in at the site, whether vehicles are present, and any other relevant or notable physical characteristics of the site. (1000 character limit)

The prioritized encampment sites cover public and private property along 'I' Street immediately to the west of a commercial freight line owned by Union Pacific Rail Road. Of the estimated 133 people, about two fifths remain at a public park, Centennial, and essentially five undeveloped parcels. The either flat grass or dirt lots range in size from approximately 12,696 to 254,881 square feet. And as of February 18th, the remaining three fifths of people originally encamped at the park or on privately-owned parcels moved to a designated area operated by the City of Tulare.

People engaged on the ERF project overwhelmingly utilize tents and tarps as a dwelling space with about 15 percent occupying a standard size or recreational vehicle. The designated encampment area is about 2.25 miles from the furthest prioritized site and will act as an alternative to camping at existing locations with arguably higher risks.

3. Why is this particular encampment site being prioritized? (1000 character limit)

The cluster of sites are dense and in a more precarious location than other encampments, with the particular unhoused people and their residential and commercial neighbors contending with serious safety and public health issues.

The City received correspondence from the Federal Railroad Administration in May 2022 in regard to the community's high train fatality and injury rates. Police corroborate this issue and note that a large share of the accidents involve unhoused people. Second, police and code enforcement also respond to calls from unhoused people and other constituents near the project area concerning theft, vandalism, and illegal dumping. With considerable vehicle and pedestrian traffic, unhoused people and their neighbors remain exposed to a mix of risks.

The deployment of portable restrooms, hand washing stations, and waste bins on regular service schedules are proving to lower sanitation, rodent, and other environmental health risks within the prioritized sites.

Attachment: Map

- Map-Prioritized Sites & Facilities-Tulare ERF.pdf
- Map-Larger Encampment Area-City-Wide View.pdf
- Facility Layout Map - City Temp Encamp Area.pdf
- Maps-GIS Data-Tulare ERF.pdf
- Prioritized Sites 1-2- ERF-2-City of Tulare.pdf
- Prioritized Sites 3-4- ERF-2-City of Tulare.pdf
- Prioritized Sites 5-6- ERF-2-City of Tulare.pdf

4. Is the prioritized site on a state right-of-way?

Yes - partially

Attachment: Caltrans Letter of Support

Caltrans_Letter of Support_City of Tulare ERF.pdf

Proposal's Outcomes

5. What are the outcomes this proposal seeks to accomplish by the grant close (6/30/2026)? If funded, what are the primary activities you are planning to implement to achieve the proposal's outcomes? (1000 character limit)

The current project and this proposal must address basic human needs and achieve sustained exits to housing for people through an inclusive and informed approach. The City, its six partner organizations, and future partners must uphold rigorous standards, meet regularly, and revise practice according to evaluation and technical assistance.

The proposal will scale and enhance street outreach, rapid rehousing, services coordination, and systems support on the existing project. In so doing, upwards of 120 people will receive individual outreach, case management, and housing navigation services at any given point. The inclusion of mixed assessments and referrals to available medical, behavioral health, and/or mental health providers, is a central linkage to care for clients. From these actions, paid job training and housing and flex funds improve the prospect of housing, which is further bolstered by tenancy and operating subsidies to active interim and permanent options.

6. How will the applicant measure progress towards the proposal's outcomes? (1000 character

limit)

Uphold financial and performance reporting with all contractors. In addition to monitoring outputs, staff review progress with contractors towards indicators such as the following:

Current Outcomes

- consistent availability and usage of integrative field services within prioritized area
- achieve document readiness for majority people within a definitive time frame
- secure 57 exits to interim and/or permanent housing on or before June 30, 2024
- apply housing tenancy services with CalAIM contractors to sustain placements in permanent housing for clients

Outcomes with ERF-2-R proposal

- implement additional integrative field services within 120 days of award
- achieve placement readiness for at least sixty percent of all people enrolled on the project within 90 days after first date of enrollment in HMIS
- facilitate 79 interim and 29 permanent housing exits in first year
- secure and sustain exits to permanent housing for 26 people per year with a recidivism rate of less than 10 percent

7. Are there any local ordinances, resources, or other factors that may hinder achieving the proposal's outcomes? If so, how will the applicant navigate these challenges? (1000 character limit)

Resource management is currently stressed by the amount of people engaged. Original estimates on the size of the target group and anticipated in-flow of people were particularly low. The larger in-flow of people is challenging the effectiveness of services and housing navigation. The impact of services as well as the quality and timeliness of assessments and referrals may suffer if service levels become too obstructed. Recent and future technical assistance will address outreach strategy, case conferencing, data collection, and job retention in an effort to maintain feasibility.

Waning political support due to increase in-flow of people, particularly from other areas, as well as recurring fatalities of unhoused persons struck by trains, may prompt enforcement of an ordinance to prevent camping near the railroad by May 2023. In this case, the City will implement a coordinated move to its designated encampment area and other location(s) to minimize the extent of displacement.

8. Is this proposal a standalone project or part of a larger initiative?

Larger initiative

8. a) How would this larger initiative be categorized?

Part of a larger project for encampments in general

Please describe. (1000 character limit)

From the start of the current project in June 2022, the city and partner organizations observed in-flow to each of the five prioritized sites on public and private property. This was due in part to clearing actions of Union Pacific personnel and general movement of other unhoused people from within and outside of the community. The growth in the size of encampments at prioritized sites and at other locations along the freight railroad corridor prompts a scaling and enhancement of services where feasible.

Additionally, the delivery of current and planned services for people in the prioritized sites now also occurs at a designated area for camping. This designated 'temporary encampment area' consists of onsite amenities and individual campsites that are reserved principally for ERF clients and other unhoused people from prioritized and new target locations along the freight railroad.

Part 3: IMPLEMENTATION

Core Service Delivery and Housing Strategies

9. Describe the proposed outreach and engagement strategy, case management, and / or service coordination for people while they are continuing to reside within the encampment site. Quantify units of service to be delivered including the ratio of staff to people served, frequency of engagement, and length of service periods. (2000 character limit)

Street outreach, services coordination, and housing navigation led by three full-time case managers with a case load of about 30-to-1 and weekly engagement expectation through June 2024. Propose deployment of another full-time case manager and a program / care manager to effectively scale. Project will maintain one or two case managers through June 2025.

Integrative field services address basic needs and provide on-site care and referrals to medical, mental, and behavioral health services. First, the city will maintain portable restrooms, hand washing stations, and waste bins through at least June 2024. Second, Salt+Light Works will deliver food and palliative supplies at least three days per week through December 2024. Third, Adventist Health of Tulare and other medical care providers will deploy mobile units / teams on a weekly basis to offer health screenings, wound care and first aid, telehealth, and primary medical care. Clean the World will continue operation of a four-stall shower unit on a 3 to 4.5 days per week schedule through December 2024. And the Homeless Multidisciplinary Team (MDT) with the Tulare County HHS will continue weekly outreach, benefits enrollment, and assessments through June 2025.

Stability services promote coordination and sustainment of housing. Biweekly case conferencing continues to enable changes to outreach, care coordination, and housing exits. Less stringent rental assistance and a flex fund, currently \$800 per client, as well as a utility allowance equip clients with funds to address barriers to housing. This may include payment of arrear(s), amenities, and utility fees. Propose establishing a job training program for clients. This will create an opportunity for 400 hours of compensation. A source of income and experience may improve odds of long-term employment and renting a unit. And for clients in permanent housing, will leverage an offer of housing tenancy and sustaining services for 40 or more people per year.

10. Describe the role of Coordinated Entry in the context of this proposal and how Coordinated Entry policies or processes will support and / or hinder the implementation of this proposal. (1000 character limit)

The case managers / housing navigators adopted local CES standards for street outreach, assessment, and referrals to interim and permanent housing. The use of a VI-SPDAT tool ensures each person receives a standard assessment and referral process. The portfolio of interim and permanent housing units available to unhoused people throughout Tulare County are also available to local clients. Housing navigators contend with minimal openings and muster a rate of one to two permanent housing placements per month. This is the principal difficulty of executing the project through the CES. The City's ERF-2-R proposal seeks to mitigate some of the shortfall with operating reserves at interim and permanent housing projects. If awarded, a key interim housing option for clients will increase from five to eight rooms, which may improve yearly capacity by 38 percent. While a subsidy to a permanent housing project should secure a long-term rental unit for up to 15 unique households of 2 or less.

11. Please describe the interim shelter and permanent housing opportunities proposed to support this proposal and provide evidence of the applicant's demonstrated ability and commitment to deliver permanent housing for people residing in the prioritized encampment. (2000 character limit)

Currently, housing navigators on the project largely use one interim project and a county-wide portfolio of subsidized permanent units. Eden House, which contains 22 dwelling rooms, will continue to receive clients for a fixed stay while awaiting permanent housing. Eden House welcomed five clients to-date, each

of whom received life skills, daily meals, and housing navigation. As for permanent housing, 9 of the 11 exits to-date occurred at five different multifamily projects through CES, while only two people secured a unit within the private market.

Anticipated interim shelter and permanent opportunities include, but are not limited to: the Tulare emergency shelter complex with congregate and non-congregate settings that will provide at least 200 beds after June 2024; up to eight rooms with upwards of 24 unique stays per year at Eden House; upwards of 12 permanent supportive housing (PSH) units at Santa Fe Commons I available after July 2023; upwards of 15 PSH units at Madson Gardens after September 2023; at least ten PSH units at the Neighborhood Village after December 2023; and, comparable PSH units available at the Lofts and Santa Fe Commons II after December 2023 and in mid-2024 respectively. Cumulatively, about 74 percent of all exits to permanent housing will occur through CES absent a direct referral. Housing navigators will leverage funding for holding fees, double deposits, and 12 months of rental assistance to secure private and low-income units alike.

Lastly, city staff will pursue federal and state grant funds for additional operating reserves and development financing for permanent housing. For example, the City expended over \$2,000,000 across the Permanent Local Housing Allocation and Housing Successor Agency programs on construction of the Santa Fe Commons project.

12. Describe how this proposal is tailored to meet the needs and preferences of people residing within the prioritized encampment. (1500 character limit)

HMIS records, client surveys, informal input from clients and other people with lived experience, training opportunities, and literature on best practices for street outreach, rapid rehousing, problem solving, harm reduction, and other key competencies, guide the project and proposal. Both the project and proposal seek to address the basic needs, dignity, strengths, and interests of people.

Regular provision of food, water, palliative supplies, showers, portable restrooms, and waste servicing promotes health and dignity. After five months of full implementation, input from clients and contractors indicate that these services are utilized at meaningful levels and seem to facilitate engagement with case managers. These field services, together with mobile medical and behavioral health care assessments and referrals and transportation assistance, sustain engagement for housing navigation.

The proposal calls for several enhancements. First, the vast majority of clients are without vehicles and struggle to reach a range of appointments. The inclusion of a transportation liaison and an accessible vehicle should permit daily and customized travel. Second, assessment and coordination of all primary, behavioral, developmental and other care remains limited. A clinic manager, if acquired at a full or part-time rate, should improve access to a licensed professional (e.g., LCSW) for clients and case managers alike. Anticipate more rigorous and timely analysis and referrals.

Table 1: Projected Living Situations Immediately Following the Encampment

Briefly Describe Each Projected Living Situation Immediately Following the Encampment	Is This Permanent Housing?	Quantify The Capacity (e.g., number of beds/units, frequency of bed/unit availability)	Prioritized or Set-Aside for ERF-2-R?	Is this living situation funded by ERF-2-R and / or Leveraged Funds?	% of Served Persons Projected to Fall Within This Living Situation
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Eden House - transitional adults experiencing homelessness who are awaiting Permanent Supportive Housing or Rapid Re-housing placements through a variety of programs, such as Section 8 voucher programs and HUD Continuum of Care PSH programs	No	8 beds with turnover every 60 to 180 days	Set-Aside	Both	27
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Santa Fe Commons I - Twenty-one 1-bedroom units, two 2-bedroom units, and two 3-bedroom units will be set aside as Permanent Supportive Housing for people experiencing homelessness and living with a mental illness as part of HCD No Place Like Home	Yes	10 units	Prioritized	Leveraged	6
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Madson Gardens - 57-unit PSH project, located at 26442 N. Highway 99, Tulare, CA 93274; Residential	Yes	15 units	Set-Aside	Both	8
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units will serve households experiencing homelessness, including 20 units designated for persons who are chronically homeless

The Neighborhood Village - 53-unit, master-planned, intentional community for the chronically homeless in Tulare County; provide income opportunities and a full slate of health and human services to foster healing and long-term stability	Yes	10 units	Prioritized	Leveraged	6
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Tulare Emergency Shelter – non-congregate portion of free standing 100 square foot units with occupancy for 12 months or less and on-site case management, housing navigation, and access to medical, behavioral, and/or mental health care services	No	16 dwelling rooms with turnover every six to twelve months	Set-Aside	Both	18
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Tulare Emergency	No	200 beds with turnover every	Prioritized	Leveraged	52
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Shelter –
 congregate and
 non-congregate
 beds in primary
 residential
 building, with
 case
 management
 and housing
 navigation,
 together with
 on-site and/or
 referrals to
 medical,
 behavioral, and
 mental health
 care services

90 to 270 days
 depending on
 bed type

Private market and/or low-income rental units – Case managers will use rental assistance and flex funds to secure 12-month lease for clients at private market or other subsidized units not in the CES portfolio	Yes	10 units	Neither	ERF	6
Santa Fe Commons II – phase two of an affordable housing project with fourteen units set aside as permanent supportive housing and paired with a Section 8 Mainstream Project-Based Voucher; ERF clients must meet MVP criteria	Yes	12 units	Prioritized	Leveraged	7

Unsheltered locations - place not meant for human habitation including a vehicle, tent, or makeshift structure, or vacant building	No	To be determined - anticipate 19 or more returns to homelessness	Not applicable	Not applicable	11
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Table 2: Projected Housing and Service Pathways to Permanent Housing

Describe Projected Housing and Service Pathway to Permanent Housing	Quantify the Capacity of the Housing and Service Pathway	Is this Housing and Service Pathway Funded by ERF-2-R and / or Leveraged Funds?
Availability of integrative services and engagement at a designated temporary encampment area for clients and other unhoused people who voluntarily relocated from prioritized sites	134 12 by 15 foot campsites	Leveraged
Referral to Eden House, transitional housing project, for interim stays of 180 days or less while receiving on-site services and housing navigation	about 16 beds per year / total of 48 beds through 3 years	Both
By June 2024, referral to sixteen free standing 100 square foot units with occupancy for 12 months or less and on-site case management, housing navigation, and access to medical, behavioral, and/or mental health care	about 16 dwelling rooms per year	Both
By June 2024, referral to non- and congregate beds within shelter's primary building with on-site services and housing navigation	about 200 beds per year	Leveraged

Table 3: Strategies to Mitigate Displacement

Strategy	Is this Strategy Funded by ERF-2-R and / or Leveraged Funds?
Formal and informal correspondence with Union Pacific Railroad Company on status of camping and clearing actions on private property within prioritized area	Other
Develop and distribute letters and flyers on the status of project services and camping on public right of way in prioritized area	Leveraged

Gather informal input and conduct surveys of people in prioritized sites on preferences for services and maintenance on public right of way within prioritized area	Both
Operate a designated camping area for people from prioritized site; This includes 134 campsites and an array of on-site amenities and a commitment from contractors for the ongoing delivery of ERF field services at this alternative location	Both
Refer to Tulare emergency shelter that is set to open June 2024; offers congregate beds and non-congregate beds and independent dwelling rooms (100 sq. ft) which ERF clients receive exclusive access for interim stays of six to twelve months	Both

Table 4: Strategies to Mitigate Returns to Unsheltered Homelessness

Strategy	Is this Strategy Funded by ERF-2-R and / or Leveraged Funds?
Case Managers / Housing Navigators work with their clients to prepare, coordinate, and execute a warm handoff to third-party professional staff at interim and permanent housing opportunities	Both
Deployment of full or partial payment of rent for 12 months and flex funds, scaled from \$800 to \$2,000 per person, for payment of arrears, holding fees, storage, and/or other costs that may sustain a client’s interim and/or permanent housing stay	Both
Provision of housing tenancy and sustaining services, for at least 50 clients, by managed care plans (Anthem and Health Net) including, but not limited to, dispute resolution, eviction prevention, benefits advocacy, and lease compliance	Leveraged

13. Describe how this proposal considers and plans for the dynamic nature of encampments including potential inflow of people into the geographically served areas. (1000 character limit)
 City staff communicate and coordinate with clients and service providers ahead of private and/or public actions that may cause stress and displacement as well as on the status of public right of way available for camping. Unhoused people at locations outside of the prioritized area are advised to use the 2-1-1 database to contact other outreach providers.

Opening of a temporary encampment area outside of the prioritized area was due, in part, to the growth in the size of encampments within the prioritized area. The City’s proposal should scale services to better address demand of people in the prioritized area and those ERF clients who registered for a campsite at the temporary area. To-date, roughly 88 percent of guests are enrolled on the ERF project. The City will continue to prioritize campsites for people within the prioritized area and maintain capacity at 134 households. New invitations to the temporary area will depend on housing exits and capacity.

14. Describe how this proposal will support individuals with continued access to and / or the storage of their personal property. (1000 character limit)
 On the current project, communication and coordination ahead of maintenance and/or code enforcement actions within public right of way minimizes the likelihood a person within the prioritized area loses their

belongings. Unfortunately, this same practice is more unpredictable with regards to the private property in the prioritized area managed by Union Pacific Railroad Company.

ERF clients utilizing the City's designated encampment area have the option to store personal property within their own campsite and in a 95-gallon plastic bin that is stored within a controlled access c-train container on-site.

The proposal calls for a continuation of the above measures as well as the scaling of a flex fund from \$800 to \$2,000. In so doing, case managers may guide clients to rent a storage space while in interim and/or permanent housing. This storage option may help particular people accept housing opportunities that typically come with limited storage.

15. Describe how this proposal will support individuals with service animals and/or pets. (1000 character limit)

The project already provides pet food, leashes, and waste bags for companion animals of people in the prioritized sites. Similarly, the City designed the temporary encampment area to accommodate two animals within each of the 134 campsites and provide a separate fenced dog-run area. The designated facility may also offer guests access to on-site kennels for larger dogs and all animals for instances when a guest must leave to attend appointments, work, and/or other commitments. And with the inclusion of a transportation liaison, clients on the project may schedule and reach the local animal shelter for vaccination, licensure, and other services for their animals.

The contractor providing palliative supplies will continue to supplement pet items; with the bulk of related costs provided by the City through internal funds and private donations.

When considering housing, clients may use flex funds to acquire a license, vaccination, deposit, and/or kennel to comply with pet lease terms.

Budget and Resource Plan

16. State the total amount of ERF-2-R funds requested.

\$4,822,586.00

17. State the estimated dollar value of secured, non-ERF-2-R resources that will help meet this proposal's outcomes.

\$1,952,841.00

18. Identify and describe these non-ERF-2-R resources. (1000 character limit)

City will commit local resources, entitlement, federal, and/or state grant funds where feasible to maintain services and preserve and develop housing. For example, case manager staffing required a commitment of all eligible CDBG funds, \$110,000, as well as, \$138,789 of federal HHAP 4 funds. For rental assistance, the City committed \$150,000 of HOME Program funds and will apply for a minimum of \$300,000 to support ERF clients and other low-income households in March 2023.

The current proposal involves the above sources and contributions from prospective partners in the amounts of \$144,048 and \$286,440 for paid job training and housing sustaining services respectively. The latter of which is possible through CalAIM. Resources for case management and housing navigation will depend on at least \$110,00

from CDBG and/or Housing Successor funds. And for development of sixteen modular units and associated facilities, the City estimates a contribution of \$1,262,333.

19. Describe how the proposal is a prudent and effective use of requested funding relative to the number of people it seeks to serve and the types of services and housing to be provided in the proposal. Include an explanation of how the requested ERF-2-R amount was determined. (1000 character limit)

The number of people in the prioritized sites and their respective service and housing needs demand scaling and enhancement where tenable. The ERF-1 project and proposed expansion helps reduce or remove duplicate efforts and more rapidly offer specialty targeted services such as benefits acquisition and medical care. Rental assistance, with interim and permanent housing, accounts for 72 percent of the total ERF 2-R request. This is representative of a commitment to preserve and deliver more housing options to the people within the prioritized sites.

The other share of funds focuses on people's basic needs, access to different types of care, and self-sufficiency. Street outreach, services coordination, and preventative actions with the proposal aim to sustain housing outcomes. The city and region's portfolio of housing for unsheltered people will advance over time, and this proposal attempts to mitigate particular adverse effects of the housing gap and while also investing in housing.

Attachment: Standardized Budget

ERF Standardized Budget_City of Tulare_02.23.xlsx

Key Entities and Staff

20. First, describe the implementing organization and specific unit or office within the implementing organization that would administer ERF-2-R. Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500 character limit)

Project oversight and grants administrator duties will continue through the City's Community Development (CD) Department. A senior housing and grants specialist will manage day-to-day correspondence and coordination with contractors, as well as, startup and evaluation work. While, a Community Development Director and fellow housing and grants specialist will support oversight, reimbursements, and reporting. Collectively, these CD Department staff possess extensive project, grant, and risk management experience. This Department's readiness to deliver an ERF-2-R project is evidenced by areas of learning and success on ERF-1 and the involvement of highly qualified nonprofit, public, and private entities in the space of homelessness services and housing.

Homelessness project experience and learning produce a variety of improvements. For example, contractors continue to assess how best to triage and deliver effective services for all people amidst considerable in-flow. Operational adjustments will continue while the CD Department seeks additional staffing, such as a transportation coordinator and care manager, to better meet demand. And to strengthen housing options, CD staff requests more funds to scale and offer flex and rental assistance as well as to invest in reliable interim and permanent units. These and other housing options are solidified with housing tenancy and sustaining services with or without ERF-2-R funds through Cal AIM.

Table 5: Key Staff

Title	Currently Filled Position?	FTE of Staffing for This Proposal	Funded by ERF-2-R and / or Leveraged Funds?	Brief Description of Duties
Case Manager	No	1.0	Leveraged	Street outreach, relationship development, services coordination, housing navigation with 30 or more people on Monday through Friday schedule.
Transportation Coordinator	No	1.0	Both	Complement services coordination and housing navigation for all people in prioritized sites through implementation of a customized driving schedule to appointments and other commitments Monday through Friday.
Program / Care Manager	No	1.0	ERF-2-R	a LCSW or comparable licensure to inform and lead outreach, coordination, health promotion, care management, disability assessments, overall plan development for 100 or more people on a Monday through Friday schedule.
Homeless Multidisciplinary Team with Tulare County Health and Human Services Agency	Yes	0.10	Both	Unit Manager, budget officer, community services staff, and AOD/SUD counselor(s) providing outreach, behavioral health assessments and referrals, social benefits enrollment, aging services, and case conferencing four hours per week.
Job Training Senior Program Coordinator	No	0.25	Both	Program oversight of recruitment, preparation, placements, and reporting for the paid job training program for 10 ERF clients.
Job Training Program Coordinator	No	1.0	ERF-2-R	Implementation of recruitment, job preparation, job placement and support, and reporting duties for 10 ERF clients on a Monday to Friday schedule.
Job Training Program	No	0.10	Both	Fiscal oversight, billing, and reporting duties on the job training

Accountant				program for 10 ERF clients.
Contractors for Housing Tenancy and Sustaining Services	No	2.0	Leveraged	Local contractors through CalAIM to provide dispute resolution, benefits advocacy, lease compliance, and others for 40 or more ERF clients in permanent housing each year.
Fresh Start Wash and Wellness Program Managers	Partial	2.0	ERF-2-R	Provide outreach, guest customer service, shower unit preparation and cleaning, towel and hygiene kit distribution, vehicle and trailer maintenance, data collection and reporting in HMIS, on a 4.5 days per week schedule.
Food Truck Outreach Manager	Yes	0.75	ERF-2-R	Oversees food truck operation and staffing through driving, ordering supplies, monitoring budgets, developing guest and volunteer relationships, and reporting on internal and HMIS metrics on 3 days of field service and up to 120 recipients per day.
Food Truck Outreach Coordinator	Yes	0.80	ERF-2-R	Coordinates outreach, cultivates relationships with guests and volunteers, monitors inventory and donations, collects data, and support truck maintenance for 3 days of service per week.
Data Administrator - Salt+Light Works	No	0.50	ERF-2-R	For food truck and case management, Oversees data collection, internal database, regular input of service and case management records into HMIS, and all ERF program reporting.
Community Engagement Manager - Salt+Light Works	Yes	0.20	ERF-2-R	For food truck and case management, Cultivates relationships with local private, nonprofit, and public entities, provides marketing and reporting support, and secures and coordinates use of donations and special events in prioritized sites.
Volunteer Coordinator - Salt+Light Works	Yes	0.25	ERF-2-R	For food truck, Secures, trains, and organizations all volunteer support on meal preparation and delivery 3 days per week.

Project Director - City of Tulare	Yes	0.15	Both	Executes regular oversight, coordination, and evaluation duties for the CD Department on the ERF program, including outreach, contracting, quality assurance, and liaison with beneficiaries of ERF program.
Grants Administrator - City of Tulare	Yes	0.075	Both	Delivers accounting, data collection and reporting, and communication support with contractors and Cal ICH on ERF program.
Homelessness Assistance and Liaison Officers – Tulare Police Department	Yes	0.20	Leveraged	Outreach and relationship building with people in the prioritized sites to promote safety and trust as well as coordination with case managers and project director on transportation, wellness checks, and other logistics.
City Safety, Compliance, and Facilities Officer – Tulare Office of Safety, Compliance, and Facilities	Yes	0.10	Leveraged	Outreach and relationship building with ERF clients to promote safety and compliance with intersecting ordinances as well as logistical direction on field services and the provision of portable restrooms, hand washing stations, and waste bins.

21. First, describe key partners that will collectively pursue the proposal's outcomes. Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500 character limit)

Outcomes on the ERF-1 project and proposal depend on successful contractor performance, cross sector collaboration, and city administration. The City is not equipped to deliver the essential services and housing options exclusively.

Integrative field services for people in the prioritized sites are implemented by skillful and experienced nonprofit and public entities. Current and prospective partners include the Kings Tulare CoC, Kings View Inc., Salt+Light Works, Clean the World Foundation Inc., Tulare County Health and Human Services Agency, Adventist Health Tulare, Orgcode Consulting Inc., Family Healthcare Network, Tulare County Healthcare Centers, and Community Services Employment Training (CSET). On ERF-1, seven of these organizations are collaborating to address clients' basic needs and multiple areas of health as well as to facilitate exits to housing. Prospective partners expressed interest in enhancing primary medical care services and job-training for clients.

The proposal maintains field services and seeks to bolster financing for interim and permanent housing. Regional affordable housing developers and supportive housing management entities, such as Self-Help Enterprises and RH Community Builders, advised the City on costs to preserve particular housing, while representatives from Health Net and Anthem Blue Cross, committed housing tenancy and sustaining

services. The overall network of organizations is positioned for novel collaboration and impact.

22. Describe specific examples of how Local Jurisdiction(s) and the CoC have collaborated on the design and implementation of this proposal. (1000 character limit)

ERF-1 project and current proposal integrate and expand on the local homelessness response system, and not as a stand-alone effort. The City and the Kings Tulare CoC utilized a subrecipient relationship for three years prior to ERF on outreach, services coordination, and housing navigation for people community wide. From this experience, the City collaborated with the local CoC to assess people within prioritized sites, intensify and coordinate field services, and enhance available subsidies for permanent housing. Contractors implement their field and/or housing services through the local coordinated entry system and routinely leverage opportunities to improve triaging, data collection, resource management, and other functions. This speaks to a high level of communication, coordination, and learning. Weekly coordination meetings amongst all contractors and review within the CoC network as well as the County Taskforce on Homelessness also point to significant application opportunity.

Optional Upload: Evidence of Cross-Jurisdictional Collaboration

Letters of Support-Tulare ERF-2-R.pdf

CSET_Letter of Support_City of Tulare.pdf

23. Identify any entities that have a right to and/or control of the property upon which the encampment site resides and discuss whether each of these entities committed allowing the implementation of this proposal. If they have not committed, please explain how you have or plan to engage with this entity to implement your proposal. Additionally, describe how you collaborated with Caltrans on your program design, implementation plans, and timeline. (1000 character limit)

The City possesses a positive and open dialogue with Union Pacific Railroad Company (UPR) on homelessness, particularly safety issues, and ahead of their cleanup events on property within the prioritized area. UPR has not committed funding to an ERF proposal to-date, but did express support of state homelessness programs generally. City expects to maintain a working relationship with UPR and will re-engage UPR to request logistical and/or financial support with relocation and alternative camping area(s).

The majority of property within the prioritized area is controlled by UPR, however portions of state routes 137 and 99 affect the target population as well. Caltrans reviewed the City's ERF-1 work plan and budget, prior to endorsing the current proposal and offering outreach, collaboration, communication support to people and providers interacting on or near state routes. The City will leverage Caltrans resources to improve safety and execute relocation/cleanup events fairly.

Centering People

24. How were persons with lived experience meaningfully incorporated into the planning and proposed implementation of this proposal? Please identify whether any perspectives were incorporated from persons that are currently unsheltered and / or formerly or currently residing within the prioritized encampment. (1000 character limit)

People in the prioritized site are routinely and purposefully consulted. Those engaged regularly share suggestions and requests with case managers and city personnel, which is discussed at weekly meetings. This information and data from HMIS, contractor performance reports, and surveys gathered in mid-February of 2023 aided planning.

For example, the HMT with the County HHS surveyed 74 people on demographic, project engagement, services, benefits, income, and housing. Combined with HMIS data and internal reports, it was determined that a proposal must scale the availability of food, supplies, and hygiene services, adjust outreach, and deploy additional staff to manage caseloads and coordination. Survey information demonstrated that about 24, 70, and 87 percent of people have a source of income, health insurance, and interest in housing

respectively. These figures affirmed the value of paid job training and urgency to establish medical care and reliable housing options promptly.

25. Briefly describe how the proposal exemplifies Housing First approaches as defined in Welfare and Institutions Code section 8255. (1000 character limit)

Project and proposal upholds Housing First by ensuring that:

- a lack of sobriety and other problematic behavior does not impact eligibility for services;
- housing navigation is nonjudgmental and involves frequent engagement and problem solving with clients to address barriers such as poor credit or financial history and criminal convictions;
- supports individualized and client driven, such as access to mental health, substance use, and physical health services;
- housing referrals follow CES Written Standards on assessment and triage; and,
- social and community integration occurs, such as when people use a mobile shower unit to address personal care needs and in turn utilize more public facing services.

Training will continue to cover housing first, harm reduction, trauma informed care, strengths-based engagement, and other practices. And given the city's roles, training and operation of the temporary area with housing first practices will be executed where feasible.

26. Briefly describe how this proposal will center an individual's choice and provide trauma informed services and supports. (1000 character limit)

Contractors are committed to trauma awareness. Particular staff often lead and build consensus among the network of providers to learn client's stories and their roots and responses to trauma. A focus on relationship building and the delivery of services that meet basic needs (e.g., food and palliative supplies, shower / hygiene services) have an added goal of fostering safety and trustworthiness. In coordination with providers, City staff may promote a sense of safety, a foundation for trust, by responding to reports from clients in a consistent and nonjudgmental manner.

Case Managers and the County HHSA staff also practice a strengths-based approach to service delivery, where people's abilities and resilience are respected and opportunities for empowerment are encouraged. The City and its partners uphold grievance policies and strive to modify schedules, practices, and staffing according to input from people in the prioritized sites and those with lived experience.

27. Describe how this proposal will operationalize harm reduction and provide services that improve a person's health, dignity, and safety while they continue to reside within the prioritized encampment site. (1000 character limit)

ERF-1 strives for a person-centered approach to promote health and reduce adverse effects, particularly of substance use, for engaged people and their community. On drug use, particular staff deliver services including education, assessment and referral for treatment, sharps containers and safe disposal, and overdose prevention. People have access to sharps container and safe disposal three days a week and most contractors are trained and equipped with Narcan.

Planned services will also address sexual health. This may involve education and services to prevent STI transmission, including male and female condoms, information on sex work, STI testing, and access to vaccinations or treatments. Project is pending support from medical providers, public health staff, and community-based organizations. Overall, regular coordination between contractors and forthcoming training will promote a practice to progressively engage people and remain person centered and compassionate.

28. For encamped locations that are objectively dangerous, describe how the proposal will seek to prevent harm for people experiencing unsheltered homelessness in these locations. (1000 character limit)

Field services, portable restrooms, and waste bins are deployed to minimize interaction with vehicle and

pedestrian cross traffic. City's Office of Safety and Police Department staff canvass to form relationships with people and contractors for a variety purposes, including to assess and amend services with respect to safety concerns.

Designating areas for camping, including a portion of a public park and the newly formed temporary encampment area, involves a plan to mitigate exposure of people to an active freight railroad. Fencing, signage, lighting, and canvassing by various departments, including by Homeless Assistance and Liaison Officers, are several practices employed at these locations to promote safety within and deter outside threats including vehicle traffic, illegal dumping, and harassment.

And the inclusion of a transportation coordinator should substantially reduce the time and distance to reach services, often by bicycle and foot, and lower risk of injury.

29. Identify what controls are or will be in place to ensure that all ERF-2-R funded parties will not penalize homelessness. The term "penalize homelessness" means to impose, by a governmental unit, criminal or civil penalties on persons who are homeless in a manner that is related to those persons' engagement in necessary human activities, including sleeping, resting, and eating. (1000 character limit)

None of the contractors on ERF-1 or prospective providers are responsible or involved in code enforcement actions. City Departments are solely responsible for enforcement on camping, trespassing, nuisance, and other issues often alleged against unhoused people. Given that about half of people in the prioritized area reside on private property owned by Union Pacific, the City will continue to pursue regular communication with Union Pacific in order to stay informed and able to advise people ahead of cleanup actions. City staff, together with many service providers, leverage existing and form new relationships with people to promote access to designated area(s) for camping outside of prioritized sites, including a sizable temporary encampment space about 1 mile southeast of the focus area. The City will maintain this temporary encampment facility, and/or other areas for camping, for several months following the opening of an emergency shelter around June 2024.

30. Describe how this proposal considers sanitation services for people residing in the prioritized encampment. This may include but is not limited to non-intrusive, curb-side waste removal and access to clean and available bathrooms. (1000 character limit)

ERF-1 allotted clients access to different sanitation services in the prioritized sites that promote hygiene and well-being, while also minimizing public health issues. Portable restrooms and hand washing stations were incorporated at three locations within the prioritize area and at the new designated area. All units are cleaned and restocked weekly. People also have access to a fresh start and wellness program provided by Clean the World. This service provides about 50 showers and hygiene kits daily through self-contained 4-stall mobile unit with ADA accommodation. The proposal will scale weekly operation from 3 to 4.5 days. Additionally, the Public Works Department deploys 4 to 6 individual six-yard waste bins, and occasionally large roll-off bins as well, with the six-yard bins providing for the removal of about 800 to 1,200 pounds of waste per week.

Accelerated Timeline

31. How is your community currently supporting and / or engaging with people residing within the prioritized encampment? (1000 character limit)

City and partners completed 7 months on ERF-1 and the delivery of integrative field services, services coordination, and flexible housing subsidies. Project boasts learning applicable to this proposal and 19 exits to housing. Continued implementation of ERF-1 ensures regular engagement with current clients and new enrollment opportunities for other people. From this, City staff will gather and incorporate input from clients, those partially engaged, and others to plan for strategic implementation.

City also committed about \$4,632,000 to construct an emergency shelter facility, that includes a primary

building of congregate beds, a village of modular units, and administration buildings for colocation of medical, behavioral, and/or mental health services. City staff also receive regular requests for meetings with local FQHCs, health plans, and other service providers on the subject of expanding primary medical care through a mobile unit and other setups, including telehealth.

32. If this proposal is selected, in advance of receiving funding, what steps will your community take to support the people living in the encampment and swift implementation of this proposal? (1000 character limit)

The ERF-1 project, although stretched beyond capacity, ensures communication and services access points that people in the prioritized site may utilize. For limited or previously unengaged people in the prioritized areas, the presence of contractors and city staff on a regular basis provide the means to educate and prepare people for better inclusion on an ERF project. Weekly canvassing, together with intentional correspondence, including flyers / letters and informal conversation, should ensure regular opportunities to facilitate understanding with people and assess developments in the prioritized area.

The CD Department, in consultation with the Finance Department and City Attorney, will review procurement options and prepare materials and notices for an open and competitive bid process as well as sole source. This work, combined with coordination with prospective services and housing providers, should prepare the City for a streamlined and productive subcontracting period.

Table 6: Projected Milestones

Outreach to the people residing in the prioritized encampment site began / will begin in month ____.	This proposal will reach full operating capacity in month ____.	The first planned exit of a person or household from the prioritized encampment will occur in month ____.	The last planned exit of a person or household from the prioritized encampment will occur in month ____.
three	five	three	fifteen

Attachment: Standardized Timeline

ERF Project Timeline_City of Tulare_02.23.xlsx

Applicants must use the [ERF-2-R Timeline Template](#) available on box.com

CERTIFICATION

Before certifying, applicants are strongly encouraged to review the NOFA.

I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name

Alexis Costales

Title

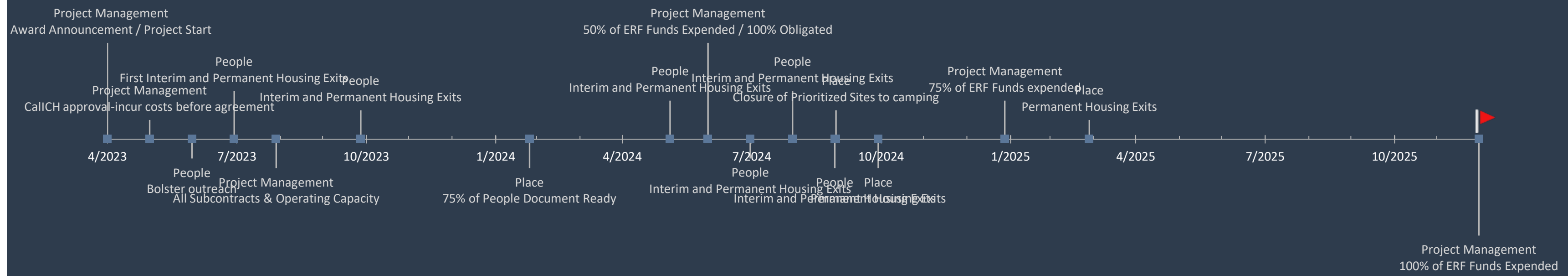
Senior Housing and Grants Specialist

Email

acostales@tulare.ca.gov

ERF-2-R Project Timeline

CITY OF TULARE



Project Milestones

Date	Milestone	Category	Vertical Position	Additional Detail for Milestone
4/30/2023	Award Announcement / Project Start	Project Management	50	Initiation procurement of subcontractors and housing provisions in proposal.
5/30/2023	CallICH approval-incur costs before agreement	Project Management	10	*Request permission to incur costs for portable restrooms, waste bins, training, and particular staffing ahead of agreement execution with CallICH
6/29/2023	Bolster outreach	People	-10	Bolster available outreach at prioritized sites and/or designated camping location(s)
7/29/2023	First Interim and Permanent Housing Exits	People	25	First 5 to 10 exits to interim and/or permanent housing (Eden House and Santa Fe Commons I)
8/28/2023	All Subcontracts & Operating Capacity	Project Management	-15	Execution of subcontracts and deployment of all staffing and field services in prioritized sites.
10/27/2023	Interim and Permanent Housing Exits	People	15	Additional 10 exits to interim and/or permanent housing (Eden House, Santa Fe Commons I, and/or Madson Gardens)
2/24/2024	75% of People Document Ready	Place	-15	75% of all people enrolled on project are document ready and assessed for appropriate housing option.
6/3/2024	Interim and Permanent Housing Exits	People	20	Additional 20 exits to interim and/or permanent housing (Eden House, Tulare Emer. Modular Units, and The Neighborhood Village)
6/30/2024	50% of ERF Funds Expended / 100% Obligated	Project Management	50	Statutory Deadline for 50% of ERF funds to be spent and 100% Obligated
7/30/2024	Interim and Permanent Housing Exits	People	-10	Additional 30 exits to interim and/or permanent housing; principally at Tulare Emerg Shelter
8/29/2024	Interim and Permanent Housing Exits	People	25	Additional 30 exits to interim and/or permanent housing; principally at Tulare Emerg Shelter
9/28/2024	Interim and Permanent Housing Exits	People	-15	Additional 30 exits to interim and/or permanent housing; principally at Tulare Emerg Shelter
9/29/2024	Closure of Prioritized Sites to camping	Place	15	Cleanup and relocation from prioritized sites, including designated area(s) for camping.
10/29/2024	Permanent Housing Exits	Place	-15	10 exits to Santa Fe Commons II
1/27/2025	75% of ERF Funds expended	Project Management	20	Invoiced and receipted 75% of ERF-2-R funds
3/28/2025	Permanent Housing Exits	Place	10	10 exits to permanent housing at affordable and/or private market units
12/30/2025	100% of ERF Funds Expended	Project Management	-50	City /Project deadline for 100% of ERF funds to be spent

PROJECT TIMELINE TIPS

1. Fill in the light blue cells to customize this template with your project's specific milestones.
2. Insert entire rows to the Project Milestones table to add additional milestones.
3. Column B should be a date
3. Column C should be the milestone name- however your team refers to it.
4. Column D provides a dropdown menu with options to help categorize milestones into broad groups. To add an option, go to sheet 1 and add the option in one of the green calls at the bottom of the list.
5. Column E Indicates the *Vertical Position* of milestone markers in the Project Milestones table at the top of the sheet. Changing this number allows you to change the vertical position of the milestone relative to the horizontal axis. Use positive numbers to position them above the axis and negative numbers to position them below.
6. Column F is a space to provide additional context, detail, or description for a specific milestone.

	ELIGIBLE USE CATEGORY	<5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL				ERF-2-R PROPOSED BUDGET	LEVERAGED FISCAL SUPPORT	2 SENTENCE DESCRIPTION
Guidance and Intended Use	This budget template may be slightly modified to meet local needs. If awarded funding, this budget, once approved, will serve as your community's official project budget. Any changes to this budget must be authorized through the change request process.	Use dropdowns. See NOFA, III. A.	Enables Cal ICH to immediately understand the line item.	Enables Cal ICH to associate the line item with specific entities or parts of a proposal.			Only ERF-2-R Funds	Non ERF-2-R Funds That WILL be Used to Support this Proposal	Enables Cal ICH to better understand the line item, context, and / or other pertinent information related to the proposed line item.
PERSONNEL COSTS				SALARY	FTE	MONTHS			

Services Coordination	Case Manager for 30 + clients	Contractor	67,928.00	1.00	12	-	74,721.00	Salary and benefits estimate for professional staff to conduct street outreach, build relationships, coordinate services, and execute a housing plan for 30 or more people. Includes an indirect cost rate of 10% and rounding up to nearest dollar.	35,279.00
Services Coordination	Transportation Coordinator for all clients	Contractor	67,928.00	1.00	12	39,442.00	35,279.00	Salary and benefits estimate, with an indirect cost rate of 10%, for professional staff to complement case management and housing navigation work and implement a customized transportation service for all clients on a Monday-Friday basis. Functional role to mitigate limitations for all clients absent a vehicle.	74,721.00
Systems Support	Program / Care Manager all clients	Contractor	127,106.00	1.00	12	139,817.00	-	Salary and benefits estimate for professional staff, rounded up to nearest dollar, to inform outreach, coordination, health promotion, care management, and plan development for all clients on a Case Manager's caseload. An LCSW or comparable licensure with an indirect cost rate of 10%.	
Services Coordination	Homeless Multidisciplinary Team	Tulare County Health & Human Services Agency	312,000.00	0.100	12	31,200.00	-	Fixed cost estimate for outreach, benefits enrollment, mental / behavioral health assessments and referrals, and other field services. Proposal from County HHSA based on four hours per week of service (0.10 FTE) from a Unit Manager, Community Services Workers, AOD/SUD counselors, and a Budget Officer.	
Services Coordination	Senior Program Coordinator - Job Training	Contractor	100,212.52	0.25	12	25,054.00	75,160.00	Based on a cost proposal from CSET including salary and fringe benefits rounded up to nearest dollar; position to be determined with program oversight duties on recruitments, placements, and reporting for at least 10 participants.	
Services Coordination	Program Coordinator - Job Training	Contractor	83,813.73	1.00	12	83,814.00	-	Based on a cost proposal from CSET including salary and fringe benefits rounded up to nearest dollar; position to be determined with program implementation duties on recruitment, eligibility determination, job preparation and fulfillment, and reporting for at least 10 participants.	
Services Coordination	Accountant - Job Training	Contractor	72,514.58	0.05	12	3,626.00	68,889.00	Based on a cost proposal from CSET including salary and fringe benefits rounded up to nearest dollar; position to be determined with oversight and reporting on program finances.	
Prevention and Diversion	Housing Tenancy & Sustaining Services	Subcontractors with Anthem Blue Cross & Health Net	143,220.00	2.00	24	-	286,440.00	Based estimates of yearly value (\$68,220 and \$75,000) within letters of commitment from Anthem Blue Cross and Health Net Medi-Cal Managed Care Plan representatives. Through CalAIM contractors, about 40 clients per year will receive dispute resolution, benefits advocacy, lease compliance, and other services to sustain permanent housing.	
Subtotal - Personnel Costs							\$ 322,953.00	\$ 540,489.00	

NON-PERSONNEL COSTS				UNIT	RATE	TIME			
Street Outreach	Portable restrooms & sink stations	Contractor - Sierra Sanitation	6.0	\$ 690.00	18 months	\$ 74,520.00	\$ -	Continue deployment of portable restrooms and hand washing stations at sites with a weekly service schedule for people to have reasonable access to this hygiene and personal health outlet.	\$ 4,140.00
Street Outreach	Six-yard waste bins	City of Tulare - Solid Waste	4.0	\$ 570.00	18 months	\$ 41,040.00	\$ -	Continue deployment of four (4) six yard waste bins at prioritized sites with a weekly service schedule to mitigate trash build up and associated hazards.	

Services Coordination	Training and technical assistance	Contractor(s)	1.0	\$ 16,000.00	12 months	\$ 16,000.00	\$ -	Based on cost quote for on-site technical assistance and onboarding digital materials on trauma informed care, street outreach, strengths based engagement, and other essential competencies.
Services Coordination	Operating costs for Transporation Coordinator	Contractor	1.0	\$ 1,800.00	12 months	\$ 21,600.00	\$ -	Based on monthly cost quote for a vehicle rental, gas, insurance, and maintenance. Vehicle purchase and ownership likely cost prohibitive.
Street Outreach	Mobile shower and hygiene service	Clean the World Foundation, Inc.	1.0	\$ 22,722.00	12 months	\$ 272,664.00	\$ -	Based on a fixed monthly operating cost proposal from Clean the World Foundation to maintain a 4-stall shower and bathroom trailer on 4.5 days per week schedule with 2 FTE staff, supplies, hygiene kits, linen service, maintenance, and insurance fees. Minimum capacity of 50 showers per day, pending scaling of capacity with utility connections.
Street Outreach	Food and palliative supplies service	Salt+Light Works	1.0	\$ 25,629.00	12 months	\$ 307,548.00	\$ -	Based on a monthly operating cost proposal from Salt+Light Works involving six staff at rates of 0.80 FTE to 0.25 FTE, 25 percent of benefits, two meals per day at 3 days per week, inventory of palliative items such as blankets, sleeping bags, tents, OTC medications, etc., vehicle fuel and maintenance, and other overhead fees.
Services Coordination	Participant compensation - Job Training	Contractor	10.0	\$ 15.50	531 hours	\$ 83,805.00	\$ 19.00	Based on a cost proposal from CSET for a paid job training program for 10 participants; program executes a graduated approach of 20 hours for six weeks, followed by 40 hours for 9 weeks, equaling 480 hours. This estimate also includes \$1,500 for participant support services such as work attire and other job supplies.
Services Coordination	Supplies, overhead, mileage - Job Training	Contractor			12 months	\$ 41,203.00	\$ -	Based on a cost proposal from CSET, rounded up to nearest dollar, for a paid job training program accounting for program staff laptop and office supplies (\$2,498.81), overhead of rent, utilities, and payroll (\$15,584.81), mileage rate of 0.65 times 800 miles (\$520), general liability insurance fee (\$1,092.50), and a negotiated indirect cost rate with HHS at 16.4% (\$21,506.29).
Rapid Rehousing	Flex Fund - Client Stability Assistance	Case Managers at KTHA, Kings View, Salt+Light, and other(s)	52.0	\$ 2,000.00	24 months	\$ 104,000.00	\$ -	Flexible pool of funds for an estimated 52 clients to address costs including holding fees, application fees, utility arrears, unit amenities, and other expenses related to securing and sustaining PH. *Will adopt CoC flex fund standards and amend ERF-1 program / budget to coincide and bolster reach.
Rapid Rehousing	Rental Subsidy - Client Assistance	Case Managers at KTHA, Kings View, Salt+Light, and other(s)	52.0	HUD Fair Market Rent	24 months	\$ 414,406.00	\$ 150,000.00	Based on a 12-month term of rent assistance and a deposit equal to one month's rent, using FY2023 Fair Market Rent Documentation System rent caps for one-, two-bedroom, three-bed units. Estimate involves a distribution of 43 one-bedroom, 6 two-bedroom, and 3 three-beds at rates of \$848, \$1,116, and \$1,552 respectively.
Operating Subsidies	Operating reserves for interim housing	Eden House - Self-Help Enterprises	8.00	\$ 40,073.62	36 months	\$ 990,908.00	\$ -	Subsidy to an existing interim housing pathway for clients at a per bed annual cost of \$40,073.62 multiplied by eight beds, with a 3% increase annually; Cost proposal provided by Self-Help Enterprises regarding Eden House beds and its on-site case management, housing navigation, meals, life skills and other services.
Operating Subsidies	Operating reserves permanent supportive housing	Madson Gardens - RH Community Builders	15.00	\$ 9,900.00	60 months	\$ 788,407.00	\$ -	Subsidy to a new permanent supportive housing option for clients at an annual subsidy request of \$148,500 for 15 units, with a 3% escalation. Cost proposal provided by RH Community Builders with calculations based on 2023 Fair Market Rents for efficiency units (\$825 per month).
Interim Sheltering	Construction and installation interim beds	City of Tulare - Engineering Dept.	16.00	\$ 80,575.00		\$ 1,289,200.00	\$ 1,262,333.00	Cost estimate based on current design from City Engineer and contract architect for an emergency shelter and on-site private modular units. ERF-2-R investment solely for site improvement and construction of sixteen modular units (100 sq ft) for interim stays and restrooms and office building for clients.

\$ 1,262,333.00

Subtotal - Non-Personnel Costs \$ 4,445,301.00 \$ 1,412,352.00

ADMINISTRATIVE COSTS

Administrative Costs	Project Director	City of Tulare - Comm. Develop.	1	\$ 912.00	24 months	\$ 21,888.00	\$ -	Sr. Housing and Grants Specialist to maintain project oversight and coordination duties with network of contractors; Compensation based on a salary rate of \$38.00 per hour and level of service at 0.15 FTE.	0.15	\$ 136,958.00
Administrative Costs	Grants Administrator	City of Tulare - Comm. Develop.	1	\$ 456.00	24 months	\$ 10,944.00	\$ -	Sr. or Housing and Grants Specialist to provide accounting and reporting support; Compensation based on a salary rate of \$38.00 per hour and level of service at 0.05 FTE.	0.075	\$ 151,550.00
Administrative Costs	Equipment & Office supplies for project	Case Manager & City of Tulare - Comm. Develop.				\$ 8,000.00	\$ -	Based on current project expenses for mobile Wifi, printer supplies, cell phone service, safety gear, documents storage, and other supplies as needed for Case Managers and City staff.		

Administrative Costs	Mileage Case Managers & Transit Coordinator	Contrator(s)	1.5	0.625	Per mile / 18 months	\$ 13,500.00	\$	-	Based on current project expenses for Case Manager transportation of clients and their own travel to and from sites; Involves IRS mileage rate of 0.625 per mile multiplied by 800 miles per month.
Subtotal - Administrative Costs						\$ 54,332.00	\$	-	

TOTAL BUDGET \$ 4,822,586.00 \$ 1,952,841.00

Total Proposal Cost	\$ 6,775,427.00
ERF 2-R portion	71.2%
Admin Cost Portion	1.1%
Interim/ Perm Housing Share	72.2%

California Department of Transportation

DISTRICT 6 OFFICE
1352 WEST OLIVE AVENUE | P.O. BOX 12616 | FRESNO, CA 93778-2616
(559) 488-4057 | FAX (559) 488-4195 | TTY 711
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February 15, 2023

Jeannie McKendry
Grants Development Section Chief
California Interagency Council on Homelessness
801 Capitol Mall, Suite 601
Sacramento, CA 95814

Dear Ms. McKendry:

Caltrans is supportive of and committed to the City of Tulare for their proposed request for Encampment Resolution Funding. The City of Tulare and partnering agencies have been providing services such as case management services, coordinated entry services, mental health assessments/enrollments, housing counseling, temporary housing, CA ID vouchers, and other services to homeless encampments along State Routes 99 and 137 for the past several months. They are committed to the region and have shown their willingness to partner to improve the accessibility of those most in need by providing housing and other resources.

Caltrans will commit the following resources to support this effort:

- Provide recommendation and support for funding.
- Focus outreach efforts in the aforementioned high-return probable areas to benefit persons experiencing homelessness as well as to keep Caltrans rights of way clear of debris and reducing the likelihood of potentially dangerous conditions.
- Take action at encampment sites in the proposal only in collaboration with the ERF grantee and with at least two weeks of notice unless an encampment poses an imminent threat to life, health, safety, or infrastructure and must be immediately addressed.
- Continue to communicate with the City of Tulare and partnering agencies to coordinate relocation services prior to a relocation/cleanup event.

CALIFORNIA BUSINESS, CONSUMER SERVICES
AND HOUSING AGENCY

February 15, 2023

Page 2

Caltrans District 6 is eager to be part of the City of Tulare's partnership to strengthen and expand the resources to connect persons experiencing homelessness with new opportunities in the community.

Sincerely,



JOHN Y. LIU
Deputy District Director
Maintenance and Operations

JL/gb

1(800) 321-2462
13 February 2023 California
Homelessness (Cal ICH)
Encampment Resolution
801 Capitol Mall, Suite 601
Sacramento, CA 95814



Interagency Council on
Funding (ERF) Program

Subject: Letter of Intent / Support for the City of Tulare's application to the ERF
Round 2 (ERF-2-R)

Dear Cal ICH staff:

Community Services & Employment Training (CSET) is pleased to support the City of Tulare's ERF Round 2 (ERF-2-R) application. We recognize Tulare for its plan and actions already underway with its ERF Round 1 award, which engages unhoused people within a prioritized encampment area consisting of sites on public and private property adjacent Union Pacific Railroad within the City of Tulare. Street outreach, services coordination, and rapid rehousing are key components of the project.

CSET met with City of Tulare staff on Feb. 2, 2023 to learn about their project and the network of service providers committed to serving those living in Tulare encampments. To promote the prospect of permanent housing for clients on the City's ERF project, CSET proposes a partnership to help prepare individuals experiencing homelessness to transition back into the workforce in successful, lasting, and meaningful ways.

12 N.W. 3rd Avenue
Visalia, CA 93291

Phone
(559) 732-
4194 Fax
(559) 733-
3971
www.cset.org

Earlimart
(661) 849-2960
Porterville
(559) 788-1400
Tulare
(559) 684-1987
Cutler/Orosi
(559) 528-1095
Pixley
(559) 757-0098
Senior Services

CSET's History and Capacity

Established in 1976, CSET expanded its role to serve as the Community Action Agency for Tulare County in 1984. CSET's initial services in youth job training and education evolved to move the needle of poverty by providing wraparound and integrated services including education, training, leadership, housing, and more. Our mission stands to inspire youth, families, and communities to achieve self-reliance through innovative pathways and collaboration. Through an established network of business, agency, and community partners, CSET offers a wide range of job skills and training opportunities that pave the way to good jobs. These programs include those specifically serving unhoused individuals, including WIOA programs available through our America's Job Centers of California (including an affiliate in the City of Tulare) and the Back2Work program, a partnership with CalTrans.

Participants across our programs receive a range of wraparound services to meet their individual needs. These services are available through CSET's four programmatic departments: **Community Initiatives** including the operation of senior services, housing assistance services, and two Family Resource Centers, including our Tulare FRC; **Energy Services**, which provides utility payment assistance and weatherization services to low-income households; **Workforce Development**, providing a range of programs including paid work experience for people experiencing homelessness; and the **Sequoia Community Corps**, a state-certified local conservation corps providing crew-based paid job training, education, and conservation projects.

Our “no wrong door” approach ensures that when someone comes to any of CSET’s

six offices, including Tulare, they gain information on additional resources in the community and if eligible, how to access them. Our services also seek out people where they are including the unhoused, justice impacted, foster youth and those who have aged out of the system, and more.

CSET – Strengthening Youth, Families & Communities Since 1976

Program Goals and Design

Tulare’s ERF program is supporting those who are experiencing homelessness in Tulare through a variety of strategies, with the goal of providing a path to permanent supportive housing for those who reside in the targeted encampments. The City of Tulare works with many partners such as KTHA, Salt + Light, Kings View, Clean the World Foundation, and Tulare County Health and Human Services Agency to meet their immediate needs by providing access to food, clothes, available shelter, basic health care, showers and hygiene services, alcohol and substance abuse disorder services, aging services, and more. To enrich its program for the benefit of unhoused participants within the prioritized encampment sites, the City of Tulare reached out to CSET for its participation in Round 2, incorporating job skills training and paid work experience for participants.

CSET proposes to implement an economic response to homelessness in the community with an overall goal of providing a minimum of 10 unhoused people with job skills training and one-the-job paid work experience within a 12-month period. Tulare’s ERF Case Managers will introduce participants to CSET’s dedicated workforce staff once their immediate needs have been addressed. CSET’s compassionate staff who are experienced in serving unhoused individuals will provide workplace readiness and soft skills training, as well as access to subsidized employment opportunities where participants have the opportunity to learn valuable skills while earning minimum wage.

A Phased Approach

CSET understands the many factors affecting re-entry into the workforce, which is why we implement a phased approach to our job training services. Upon referral by one of the ERF case managers, participants will receive job readiness trainings and job coaching from CSET prior to transitioning into a part-time work experience opportunity. Participants will have the option to be placed in a position at a public sector entity, nonprofit organization, or private employer. These part-time positions will be part of an overall 480-hour work experience, with minimum wage pay and worker’s compensation.

Upon completion of the initial part-time work experience, participants will have the opportunity to scale up to a 40-hour work week at one of our sponsored work sites, or will secure full time unsubsidized positions. CSET’s network of employment partners ensure participants will have the opportunity to explore jobs that align with their interests and abilities, while receiving supportive services that remove barriers to employment, such as identification, uniforms, work boots, safety equipment, safety trainings, or other tools necessary to secure a job.

As a partner in the Tulare ERF program, CSET staff will support the success of each participant from job skills development, placement in paid work experience, and ultimately unsubsidized employment by providing hands-on support and coaching throughout their participation. CSET maintains constant communication with approved work sites to ensure our partner employers have the support they need. In addition to these services, CSET will provide monthly reports and invoicing to the City of Tulare.

Better Together

CSET appreciates Cal ICH’s consideration of the City of Tulare’s application to the ERF-2-R program. We look forward to responding to the City’s procurement process upon announcement of a successful ERF-2-R award. Please feel free to direct questions to Alexis Costales, Senior Housing and Grants Specialist with the City of Tulare, at (559)-684-4224 or acostales@tulare.ca.gov.

Sincerely,

Mary Alice Escarsega-Fechner
Executive Director



Kings Tulare Homeless Alliance

February 22, 2023

California Interagency Council on Homelessness (Cal ICH)
Encampment Resolution Funding (ERF) Program
801 Capitol Mall, Suite 601
Sacramento, CA 95814

RE: Letter of Intent / Support for the City of Tulare's application to the ERF Round 2 (ERF-2-R)

Dear Cal ICH staff:

The Kings/Tulare Homeless Alliance ("Alliance") recognizes the City of Tulare's project oversight and grants administrator responsibilities to-date with an ERF-1 award. The Tulare ERF project engages unhoused people within a prioritized encampment area consisting of sites on public and private property adjacent to the Union Pacific Railroad within the City of Tulare. Street outreach, services coordination, and rapid rehousing are key components of the project.

The Alliance serves as the local Continuum of Care on Homelessness for Kings and Tulare Counties. Since its inception in 1999, the Alliance has worked tirelessly on its mission of coordinating and leveraging policy and resources to empower community partners in addressing homelessness in Kings and Tulare Counties.

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

If the City of Tulare garners an ERF-2-R award, the Alliance will respond to their procurement process accordingly. We endorse the City of Tulare to receive ERF-2-R funding to enhance the current project and continue to assist individuals in the prioritized encampment area get and remain housed.

The Alliance appreciates Cal ICH's review and consideration of the City's application to the ERF-2-R Notice of Funding Availability.

Sincerely,

Miguel Perez
Executive Director
Kings Tulare Homeless Alliance



TULARE COUNTY
HEALTH & HUMAN SERVICES AGENCY

Donna Ortiz
Agency Director

Fiscal Operations • Human Services • Mental Health • Public Health

February 13, 2023

California Interagency Council on Homelessness (Cal ICH)
Encampment Resolution Funding (ERF) Program
801 Capitol Mall, Suite 601
Sacramento, CA 95814

RE: Letter of Intent / Support for the City of Tulare's application to the ERF Round 2 (ERF-2-R)

Dear Cal ICH staff:

Tulare County Health & Human Services Agency recognizes the City of Tulare's project oversight and grants administrator responsibilities to-date with an ERF-1 award. The Tulare ERF project engages unhoused people within a prioritized encampment area consisting of sites on public and private property adjacent to the Union Pacific Railroad within the City of Tulare. Street outreach, services coordination, and rapid rehousing are key components of the project.

Tulare County HHSA has decades of experience engaging with and providing services to the unhoused population and a longstanding relationship of working collaboratively with the City of Tulare. HHSA has the vision of healthy children and adults, supportive families, and thriving communities. We're dedicated to protecting and strengthening the well-being of the community through the development of effective policies, practices, and services delivered in a culturally and linguistically competent manner. Our organization has enjoyed the partnership with the City of Tulare through their ERF-1 grant and the direct positive impact these activities have had upon the unhoused within the city's jurisdiction.

We firmly recognize the activities of the ERF-2 grant is in alignment with the mission of our agency and we value our ongoing partnership. When the City of Tulare garners an ERF-2 award, Tulare County Health & Human Services Agency will respond to their procurement process accordingly. The County of Tulare has partnered with the City of Tulare in leasing county-owned property to the city for the development of a permanent homeless shelter and navigation center. Our Homeless MDT has worked directly with city staff, community partners, and the unhoused in the implementation and delivery of ERF-1 services. We look forward to the City of Tulare being granted ERF-2 funds to expand the current efforts underway through ERF-1. These activities include direct street outreach, the temporary safe encampment and the humanitarian aid the city is providing such as mobile shower units, handwashing stations, rollaway dumpsters, and numerous other services the City of Tulare has offered while moving forward with the development of long-term shelter.

Sincerely,

A handwritten signature in black ink that reads "Donna Ortiz".

Donna Ortiz, Agency Director
Tulare County Health & Human Services Agency



February 27, 2023

California Interagency Council on Homelessness (Cal ICH)
Encampment Resolution Funding (ERF) Program
801 Capitol Mall, Suite 601
Sacramento, CA 95814

RE: Letter of Intent / Support for the City of Tulare's application to the ERF Round 2 (ERF-2-R)

To whom it may concern:

For the past 70 years, Kings View has been providing behavioral health services throughout California with numerous community-driven programs. Kings View operates as a non-profit 501(3)c corporation with a longstanding history of partnering with health plans, county behavioral health departments, local education agencies, community-based organizations, and stakeholder groups. We endeavor to provide behavioral health and social services to those with limited resources and cultivate stigma-free communities.

Kings View operates a robust continuum of care throughout California and has produced outstanding outcomes. Kings View publishes quality assurance reports quarterly and annually, conducts Quality Improvement Committee meetings with all clinical and administrative departments that functions as oversight for our service delivery model. With a uniquely qualified team of behavioral health professionals, Kings View is poised to be of tremendous impact to the City and region.

On behalf of Kings View, we are excited to be considered for this request for proposal to provide the Tulare ERF project which engages unhoused people within a prioritized encampment area consisting of sites on public and private property adjacent to the Union Pacific Railroad within the City of Tulare. Street outreach, services coordination, and rapid rehousing are key components of the project. Kings View's Board of Directors, Executive Team, and senior management are eager to present this proposal and are wholeheartedly supportive of this critical initiative the City of Tulare has undertaken.

Respectfully,

DocuSigned by:

Amanda Nugent Divine

Amanda Nugent Divine, PhD

Chief Executive Officer

Kings View

Mobile: (310) 663-0752



Erin Garner-Ford
Salt + Light Works
6943 W. Pershing Ct.
Visalia, CA 93291
559.799.3408
erin@saltandlightworks.org

February 17, 2023

California Interagency Council on Homelessness (Cal ICH)
Encampment Resolution Funding (ERF) Program
801 Capitol Mall, Suite 601
Sacramento, CA 95814

RE: Letter of Intent / Support for the City of Tulare's application to the ERF Round 2 (ERF-2-R)

Dear Cal ICH staff:

On behalf of Salt + Light Works (Salt + Light), it is our pleasure to submit a letter of support endorsing the City of Tulare's application to Cal ICH for the second phase of ERF funding. It has been our honor to partner with the City of Tulare to serve our neighbors experiencing homelessness. Salt + Light Works recognizes the City of Tulare's project oversight and grants administrator responsibilities to date with an ERF-1 award. The Tulare ERF project engages unhoused people within a prioritized encampment area consisting of sites on public and private property adjacent to the Union Pacific Railroad within the City of Tulare. Street outreach, services coordination, and rapid rehousing are key components of the project.

We are an instrumental partner in the current ERF funding. Our organization oversees both a case manager who supports housing navigation, service referral, and transportation in addition to implementing our Everyone Eats Today food truck

program. We serve over 100 unique people at least 800 meals weekly and provide palliative care items in the encampment area. Over the past few years, Salt + Light has spent a significant amount of time in the identified encampments cultivating relationships with people experiencing homelessness and providing unique services to mitigate their survival needs. We provide each person with nutritious food, including a hot meal with items such as pasta, vegetables, dessert, and a drink and a grab-and-go meal with fruit, a sandwich, and a drink for the following day. In addition to food, our truck provides palliative care items, including deodorant, hand sanitizer, soap, toothbrushes, portable fans, sunscreen, first aid kits, socks, underwear, t-shirts, jackets, sleeping bags, etc. While operating the food truck, we develop relationships with each person we encounter to build trust and a supportive team to address each person's needs. Our staff have lived experience and are well respected among our neighbors, giving them hope and support.

If the City of Tulare garners an ERF-2-R award, Salt + Light will respond to their procurement process accordingly. Salt + Light will continue to provide services, including case management and food truck outreach support of the City's ERF-2-R proposal and efforts to enhance the existing project to meet demand and facilitate exits to interim and permanent housing]

Salt + Light appreciate Cal ICH's review and consideration of the City's application to the ERF-2-R Notice of Funding Availability. Cal ICH may direct application and programmatic questions first to Alexis Costales, a Senior Housing and Grants Specialist with the City of Tulare, via (559) 684-4224 or acostales@tulare.ca.gov.

Sincerely,

A handwritten signature in black ink, appearing to read "Erin Garner-Ford". The signature is fluid and cursive, written over a light gray rectangular background.

Erin Garner-Ford
Chief Strategy Officer



21281 Burbank Blvd.
Woodland Hills, CA 91367

[Healthnet.com](https://www.healthnet.com)

February 10, 2023

To: California Business, Consumer Services and Housing Agency

Re: Commitment for funding through CalAIM for City of Tulare Encampment Resolution Funds application

As a Medi-Cal Managed Care Plan (MCP) in Tulare County, Health Net, is excited to partner with the City of Tulare on this innovative proposal that incorporates health and housing resources to support our neediest Medi-Cal members experiencing homelessness in the City's large encampment area. We are pleased to provide this letter of commitment to pair resources under California Advancing and Innovating Medi-Cal (CalAIM) with the City of Tulare's Encampment Resolution Fund (ERF) application.

As part of the City's ERF application, Health Net is proposing to offer CalAIM Enhanced Case Management (ECM) and Community Support (CS) services through a contracted network of local providers. These services include but not limited to Housing Tenancy and Sustaining Services for an estimated 50 Plan members for a two-year period or 25 members per year, who qualify permanent housing through the City's ERF project.

CalAIM CS services include but not limited to helping resolve disputes in housing, preventing eviction, benefits advocacy, helping members meet the terms of their lease, housing deposit and other housing supportive services shall be provided by Health Net's contracted CalAIM providers like RH Community Builders, Kaweah Health, Family Services of Tulare County, and others. The estimated value of CalAIM CS services for the two year duration is up to \$250,000 for 50 Health Net members.

Additionally, eligible Health Net members will receive ECM services. ECM services included a comprehensive clinical and non-clinical care assessment, a care plan development and care plan implementation supported by a case manager. Health Net is contracted with the following ECM providers: Kingsview (outreach partner in existing City ERF project), Tulare County Health and Human Services Agency, Kaweah Health, RH Community Builders, Tule River, and others. The estimated value of CalAIM ECM services for the two year duration is up to \$150,000 for 50 Health Net members.

On behalf of Health Net, we are excited to partner with the City of Tulare for the ERF application that will serve unsheltered Medi-Cal members. Please feel free to reach me with any questions at NaYung.Kasick@HealthNet.com.

Sincerely,

A handwritten signature in black ink, appearing to read "Nai Kasick".

Nai Kasick, MPH
Vice President, Medi-Cal Regional Lead

February 13, 2023

To: California Business, Consumer Services and Housing Agency

Re: Commitment for funding through CalAIM for City of Tulare Encampment Resolution Funding Project and 2-R application.

As a Medi-Cal Managed Care Plan (MCP) in Tulare County, Anthem Blue Cross, is excited for the opportunity to be a partner in this innovative proposal that incorporates health and housing resources to support our neediest Medi-Cal members experiencing homelessness in the City's prioritized encampment area. We are pleased to provide this letter of commitment to pair resources under California Advancing and Innovating Medi-Cal (CalAIM) with the City of Tulare's current Encampment Resolution Funding (ERF) project and application to round two.

To support the City's ERF project and second application, Anthem is proposing to provide CalAIM Housing Tenancy and Sustaining Services for an estimated 50 Anthem members (25 members per year) who qualify and who will access permanent housing through the City's ERF project. These services include coordination with landlords, helping resolve disputes in housing, preventing eviction, benefits advocacy, helping members meet the terms of their lease, and other housing supportive services. Anthem will use its existing network of CalAIM Housing Tenancy and Sustaining Services providers that may include organizations such as RH Community Builders, Kaweah Health, Family Services of Tulare County, and others to provide tenancy services to Anthem members housed through the project. The value of these services for 25 individuals annually is estimated at \$118,500 (\$237,000 over course of two years).

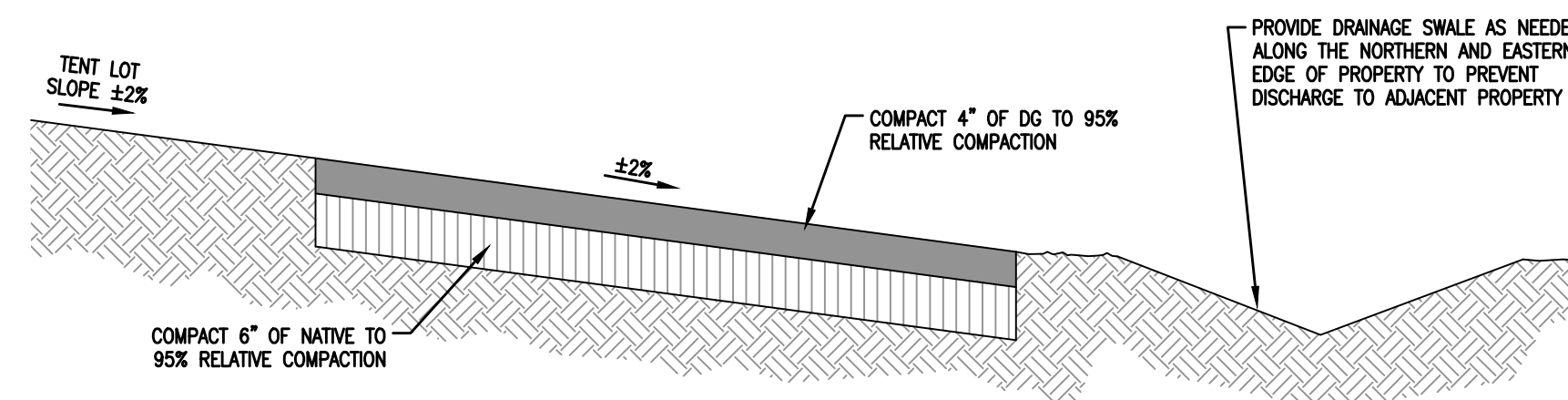
In addition to the Housing Tenancy and Sustaining Services, given the population living in the encampment, we anticipate that many will also qualify for CalAIM Enhanced Care Management (ECM) services that includes wraparound health, behavioral health, and social services care coordination delivered to where individuals live including the street or shelter. Anthem will use its existing network of ECM providers that may include organizations such as Kingsview (outreach partner in existing City ERF project), Tulare County HHSA, Kaweah Health, RH Community Builders, and others to provide these services. Based on the proposed individuals to be served in the ERF project we estimate that 15 Anthem members will qualify and receive ECM services annually. The value of the services is estimated at \$68,220 annually (\$136,440 over the course of two years).

As a representative of Anthem Blue Cross authorized to make the commitment identified in this letter, I am pleased to offer our support in partnership with the City of Tulare for their ERF project and application to serve our members living unsheltered in their prioritized encampment area.

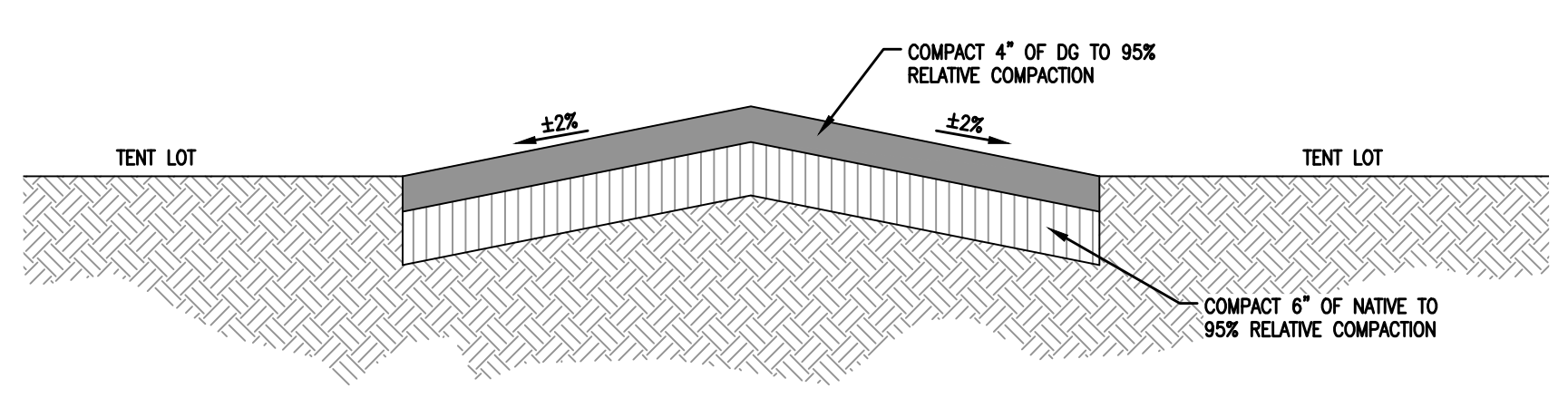
Sincerely,



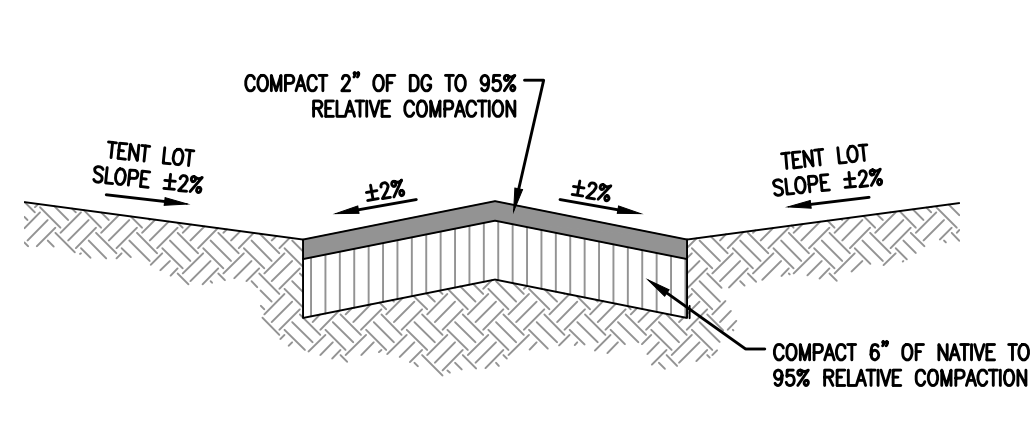
Beau Hennemann
RVP Local Engagement and Plan Performance
beau.hennemann@anthem.com



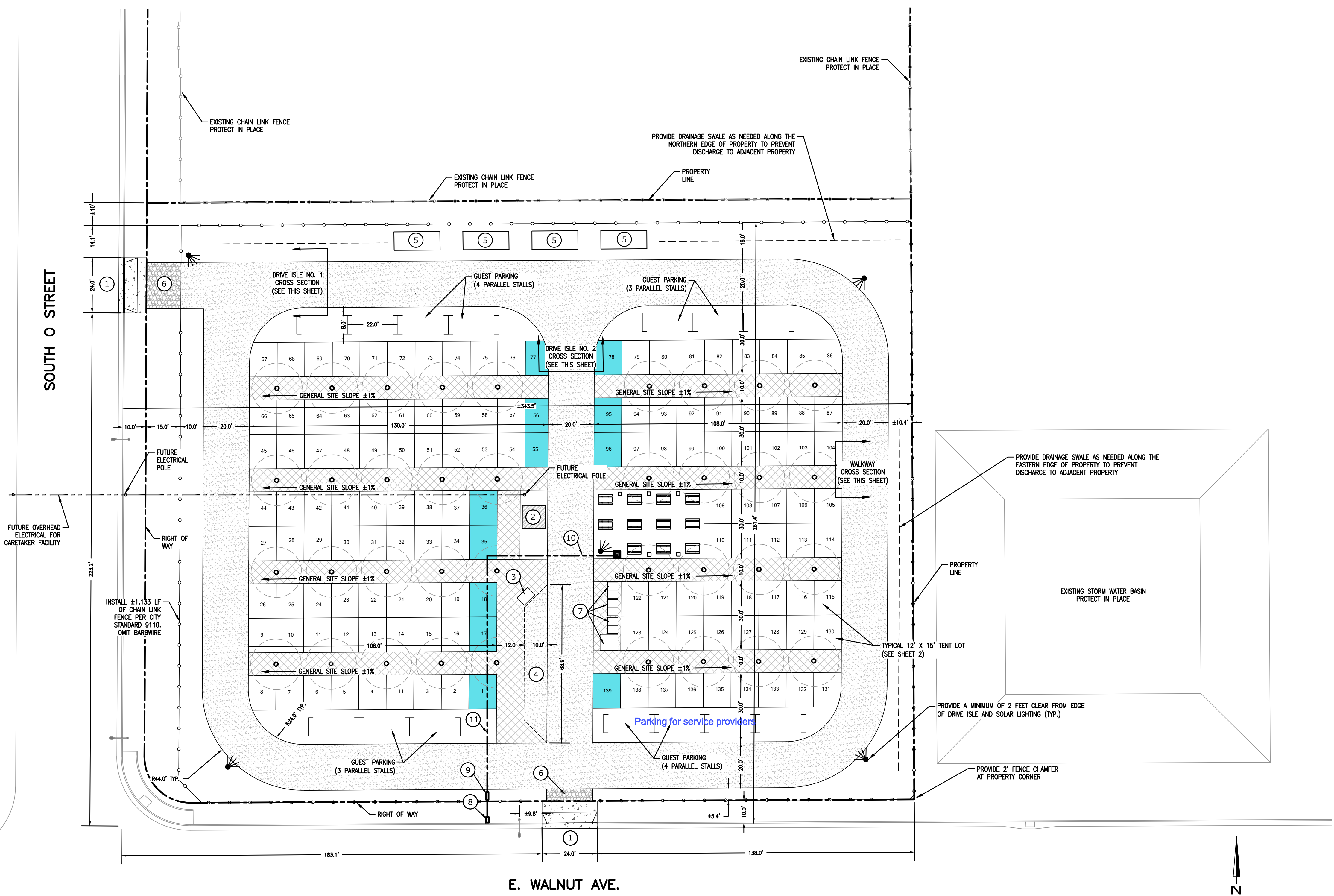
DRIVE ISLE CROSS SECTION NO. 1
N.T.S



DRIVE ISLE CROSS SECTION NO. 2
N.T.S



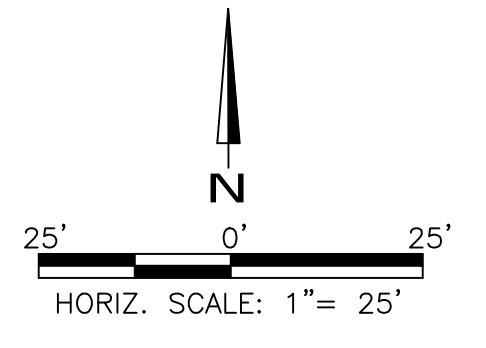
WALKWAY CROSS SECTION
N.T.S



TEMPORARY ENCAMPMENT SITE LAYOUT

NOTES
LOT NUMBERS 1, 17, 18, 35, 36, 55, 56, 77, 78, 95, 96, AND 139 ARE TO BE RESERVED FOR INDIVIDUALS WITH REDUCED MOBILITY

- LEGEND**
- 1 INSTALL CITY STANDARD DRIVE APPROACH PER DETAIL 2115
 - 2 FUTURE GUARD HOUSE
 - 3 TRASH BIN
 - 4 MOBIL SHOWER PARKING AREA
 - 5 20' X 8' X 8' STORAGE CONTAINER
 - 6 INSTALL 1" GRAVEL AT ENTRANCE BETWEEN DRIVE APPROACH AND SITE. GRAVEL TO BE A MINIMUM 6" THICK.
 - 7 PORTABLE RESTROOMS
 - 8 EXISTING WATER SERVICE. INSTALL WATER METER AND BOX PER CITY STANDARD 6210 IF ONE DOES NOT EXIST
 - 9 INSTALL REDUCED PRESSURE BACKFLOW PER CITY STANDARD 6415
 - 10 INSTALL ±56 LF OF 1" SCH 40 PVC WATER LINE TO WATER FAUCET.
 - 11 INSTALL ±103 LF OF 1" SCH 40 PVC WATER LINE.
 - SOLAR SITE LIGHTING
 - PARK BENCH
 - PARK BBQ GRILL
 - WATER FAUCET
 - 4" THICK DG DRIVE ISLE
 - 2" THICK DG WALKWAY
 - 2 FOOT DIA FIRE PIT (DASHED LINE IS 10 FOOT OFFSET FROM OUTSIDE OF FIRE PIT)



OWNERSHIP OF DOCUMENTS
herein, as an instrument of professional service is the property of the City of Tulare and shall not be loaned, in whole or in part for any other project without written authorization.

CITY OF TULARE

DATE: 12/14/2022
PROJECT NO:
DRAWING NUMBER:
SHT 1 OF 2

DATE: 12/14/2022 4:04 PM

TEMPORARY ENCAMPMENT NE CORNER WALNUT AND "O" ST. 168 TENT SPACES

APPROVED BY: [Signature]

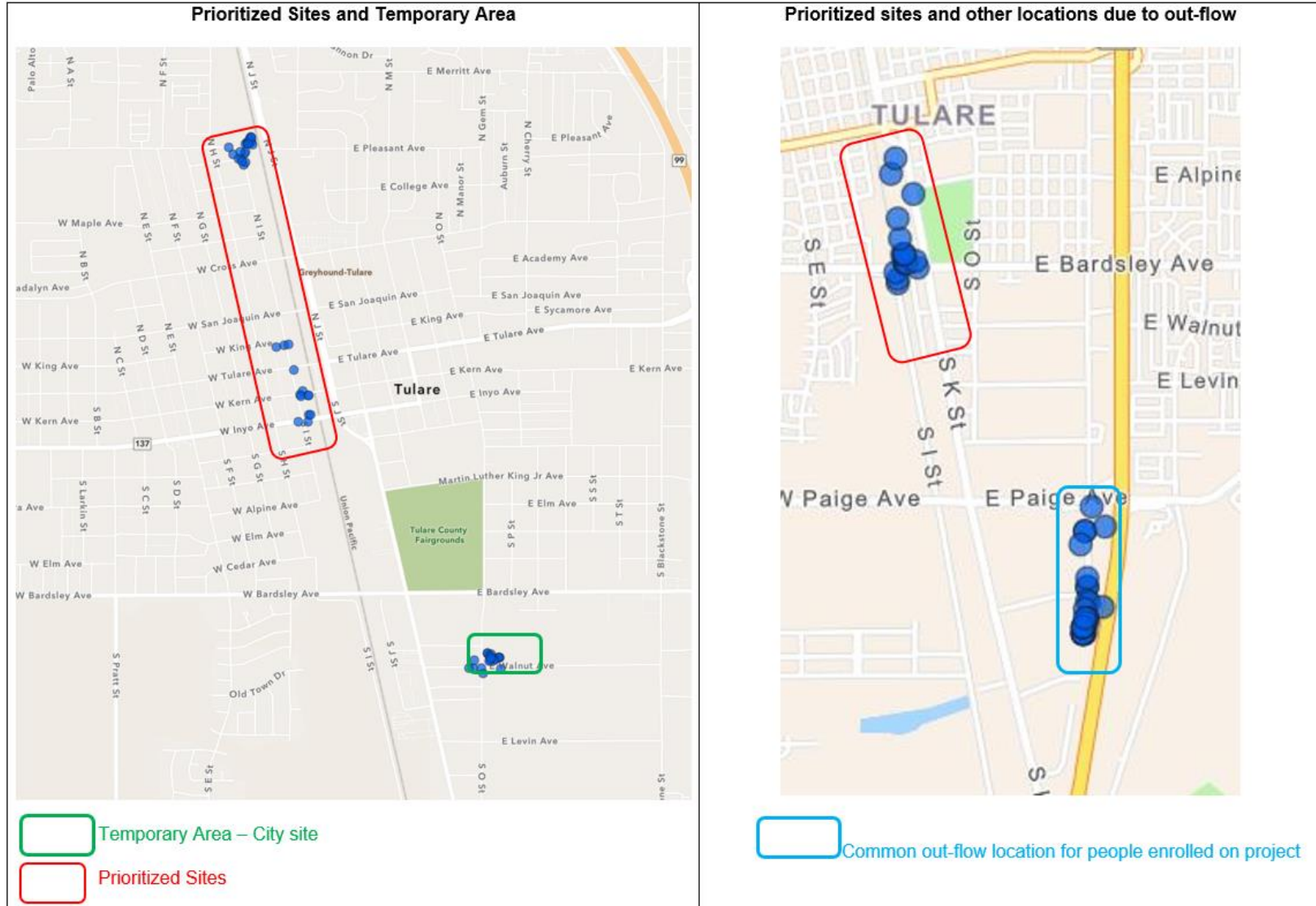
DATE: R.C.E. 43166 CITY ENGINEER

BENCHMARK: App'd. By:

DRAWN BY: DESIGNED BY: CHECKED BY:

GIS Data – Location of Survey Participants

Collected on February 7 and February 16, 2023, by staff with the Homeless Multidisciplinary Team of the Tulare County H.H.S.A



Prioritized Sites and Related Facilities

Prioritized sites span roughly 4 miles of encampments upon privately owned land and public right of way.

Legend

- City Emergency Shelter - In Development
- Emergency Shelter Provider
- Encampment Site 1
- Encampment Site 2
- Encampment Site 3
- Encampment Site 4
- Encampment Site 5
- Encampment Site 6
- Primary Route-Park to Temp Area
- Temporary Encampment Area
- Temporary Encampment Area
- Tulare Emergency Shelter - Site



Priority Sites 1-2

Includes public park, Centennial, public right of way, and a portion of privately owned property (Union Pacific).

DAM Good Solar Cleaning



Centennial Park

W Atwood Ave

W Pleasant Ave

Pleasant Ave

W Oakland Ave

N 1st St




N 1st St

Laird - Manufacturing

N Oaks St

W Pleasant Ave

Legend

-  Encampment Site 1
-  Encampment Site 2
-  Primary Route-Park to Temp Area

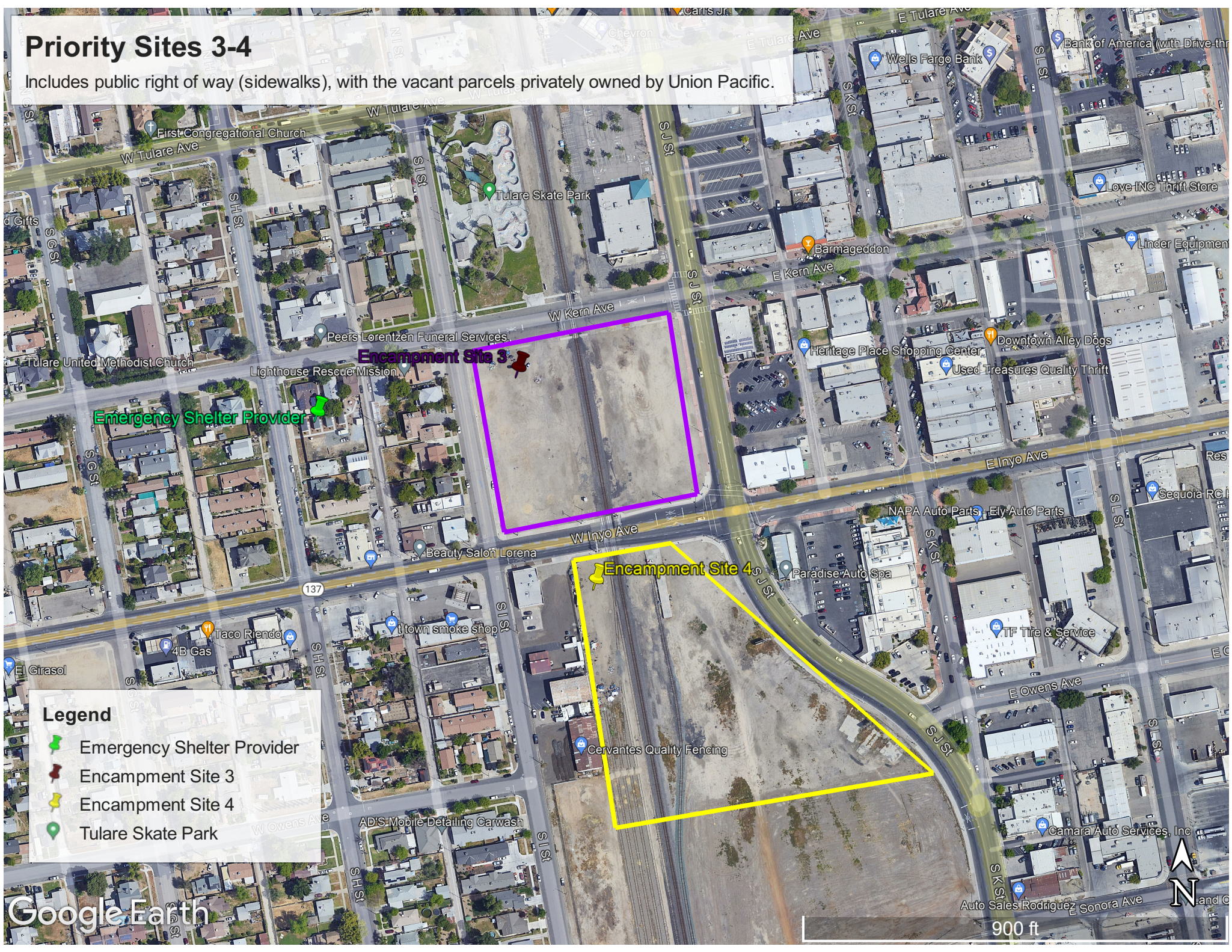
Google Earth

500 ft



Priority Sites 3-4

Includes public right of way (sidewalks), with the vacant parcels privately owned by Union Pacific.







Emergency Shelter Provider

Encampment Site 3

Encampment Site 4

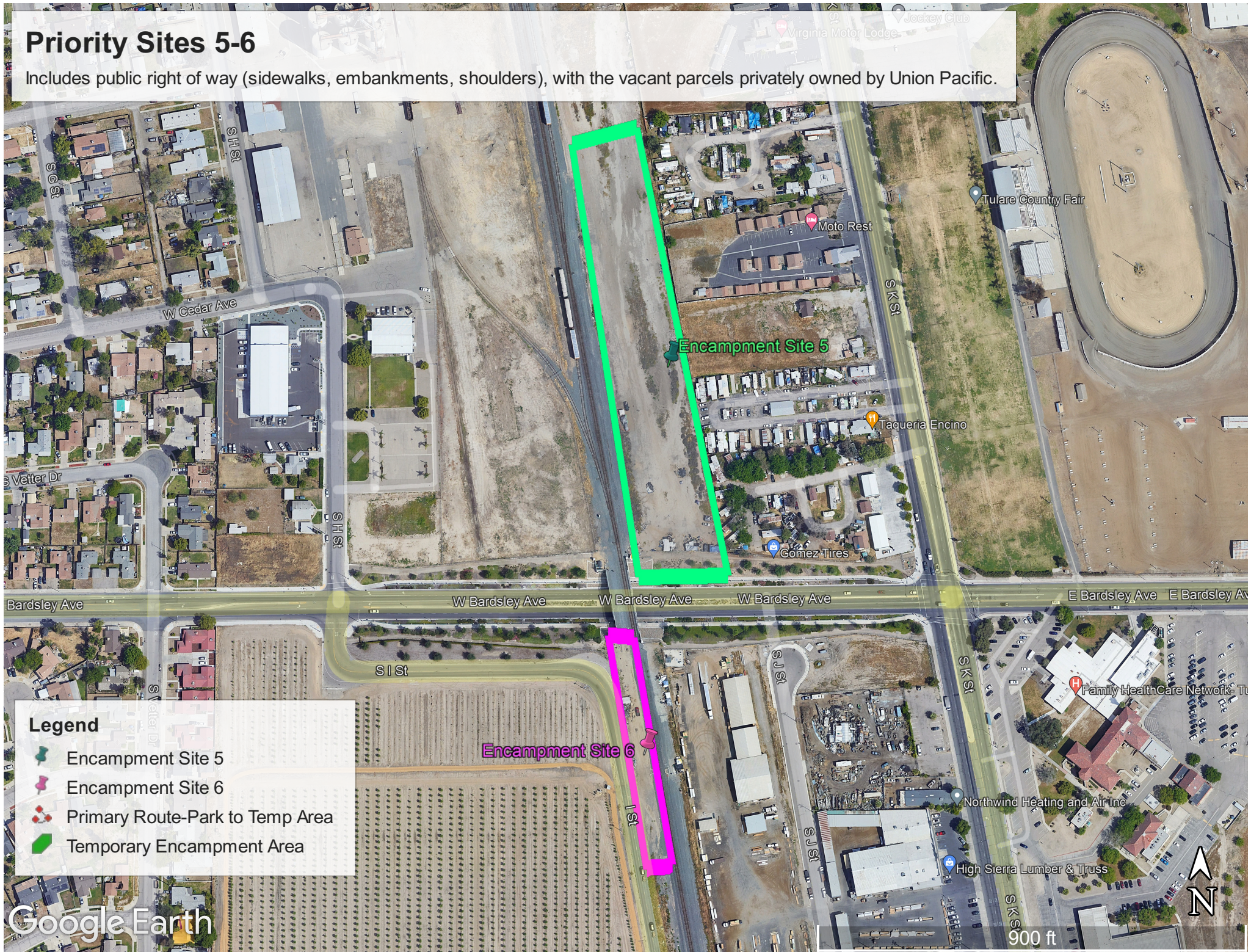
Legend

-  Emergency Shelter Provider
-  Encampment Site 3
-  Encampment Site 4
-  Tulare Skate Park



Priority Sites 5-6

Includes public right of way (sidewalks, embankments, shoulders), with the vacant parcels privately owned by Union Pacific.



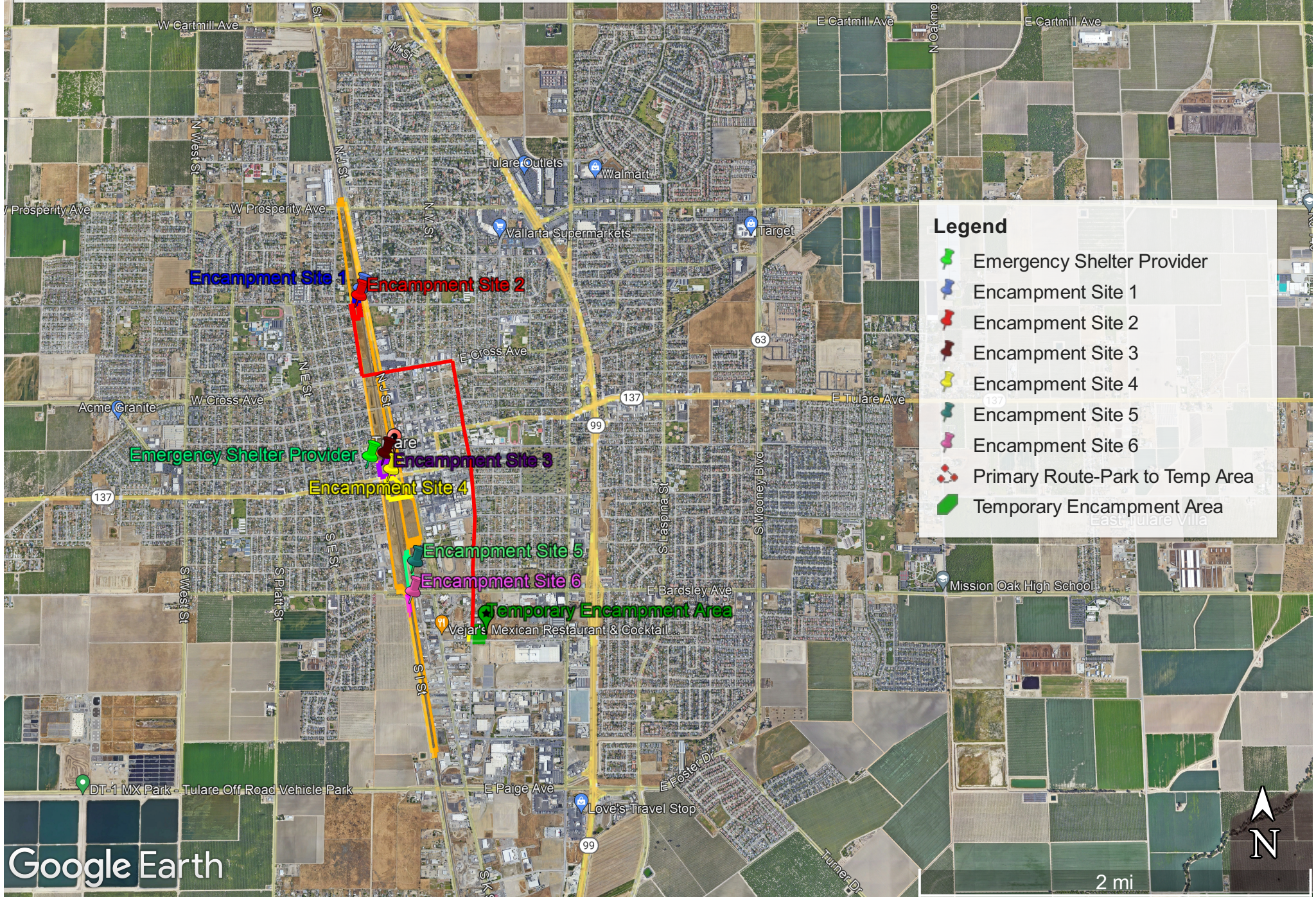
Legend

-  Encampment Site 5
-  Encampment Site 6
-  Primary Route-Park to Temp Area
-  Temporary Encampment Area



Larger Encampment Area

Prioritized sites represents long-standing encampments on mostly privately owned property (Union Pacific Railroad) and public right of way.



Legend

- Emergency Shelter Provider
- Encampment Site 1
- Encampment Site 2
- Encampment Site 3
- Encampment Site 4
- Encampment Site 5
- Encampment Site 6
- Primary Route-Park to Temp Area
- Temporary Encampment Area

