

## HOMELESS ENCAMPMENT RESOLUTION GRANT APPLICATION

**Amount Requested: \$2,425,000**

Submittal Date: December 31, 2021

### PART 1: IMPLEMENTATION UNIT STRUCTURE AND CAPACITY

*Describe the following:*

1. *Specific unit or office within your organization that will implement the ERF Program grant*
2. *Unit's mission, goals and values*
3. *Geographic service area; and,*
4. *Existing efforts and practices related to serving people living in encampments.*

#### 1. Program Implementation Unit/Organization:

In the City of Chula Vista, the ERF Program grant (“the Program”) will be implemented under the direction of the City Manager through the Homeless Solutions Task Force. Program implementation will be divided into two branches: Administrative and Programmatic.

- **Administrative Functions:** The Housing Division Unit has extensive administrative knowledge and experience with Local, State and Federal grant programs, specifically the corresponding administrative requirements including; environmental reviews, fiscal oversight, contract compliance and reporting.
- **Programmatic Functions:** The Chula Vista Police Department Community Policing - Homeless Outreach Team (HOT) will implement the programmatic side of the Program as the primary point of contact with the contracted outreach workers and clients. Collaboratively, both branches work to coordinate the City’s Homeless Solutions Task Force.



This multi-departmental effort, whose success is built on a cross-system approach and collaborative community partnerships. This coordination further extends to outside partnerships with various social service providers spanning from mental health, job training/placement, housing, and health services.

Since 2016, HOT has worked tirelessly to alleviate the community effects of homelessness in Chula Vista and address the short and long-term needs of those experiencing homelessness, fostering housing stability. This is accomplished through regular outreach that takes place throughout Chula Vista's streets and open spaces which consist of parks including the Otay Valley Regional Park (OVRP), the subject matter of this funding application. The OVRP was designed to provide residents and visitors recreational opportunities ranging from playing fields and picnic areas to hiking, biking, and horse trails. At the same time, the park protects open space, wildlife, historic, agricultural, and archaeological resources.

## 2. Mission, Values, Goals

Operating with a cross-functional team of nonprofit service providers, health and mental health providers, the faith-based community, and other governmental agencies, the Chula Vista Homeless Outreach Team and its partners (the "Team") aim to remove barriers to services and permanent housing by providing "compassionate" and trauma-informed assistance. The Team's primary goals are to connect homeless persons with case management, mental health care providers, recovery services, and access to a multitude of other resources that address a person's individualized needs.

## 3. Geographic Area

The OVRP is located just four miles north of the Mexican international border. It is collaboratively managed by San Diego County, the City of San Diego and the City of Chula Vista as it borders all three jurisdictions. The OVRP extends about 11 miles inland from the southeastern edge of the salt ponds at the mouth of the river, through the Otay River Valley, to the land surrounding both Lower and Upper Otay Lakes Reservoir (depicted by black outline).



## 4. Existing Efforts

Since August of 2016, Chula Vista HOT has been able to assess over 1,000 homeless clients and housed over 100 of them by utilizing various social service and family reunification programs. HOT actively seeks out and engages chronically homeless persons to connect them with services and/or "The Team," in concert with its community partners, helps alleviate the effects of homelessness in the community and serves the homeless through the following strategies:

- Contacting and interacting with the homeless community during consistent and regular street outreach to evaluate and assess their needs related to social services, mental health, and substance abuse with a focus on connecting them with appropriate support and services for the short-term to foster long-term housing stability.

- Operate two job/training programs for homeless or recently homeless that reintroduce clients back into the workforce as they assist the City in maintaining cleanliness of open spaces.
- Development of the first temporary bridge shelter in the San Diego South Bay Region which will consist of 66 sleeping cabins, laundry, and bathroom/shower facilities as well as a service center and multi-purpose room (to open Spring 2022).
- Meeting with community members to identify specific concerns and engage in dialogue that educates them on their rights, their responsibilities as a community member, and legal resolutions in addressing homeless issues.
- Forging relationships with the various stakeholders in the community including citizens, social outreach groups, social services, law enforcement, mental health care providers, and the legal justice system to establish a multidisciplinary collaboration to address the housing and support services needed to provide short-term interventions and develop permanent solutions.

HOT's primary activities are accomplished through coordinated street outreach and include the following:

- A weekly day of outreach was established to work directly with homeless residents. Coinciding with the day of outreach, the City's Public Works, Parks Departments and Alpha Project conduct a weekly clean-up of City parks, sidewalks, rights of way, and other public spaces. The Team averages 10-15 contacts per day in City parks and public spaces, including street outreach, foot patrols, follow-ups on homeless individuals.
- Transporting homeless individuals to recovery or housing programs.
- Responding to referrals and requests from residents and community members.
- Educating Chula Vista residents and business on issues related to homeless and resources available within the City.
- Facilitating referrals, including connecting the homeless with work opportunities, health and mental health services, and other support that will foster long-term stability and permanent housing.
- Provide one-on-one crisis intervention, assessment, and case management.
- Provide housing navigation services and follow up with participants to keep them stably housed.
- Management of data including the HUD Homeless Management Information System (HMIS), a local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. Each Continuum of Care (CoC) is responsible for selecting an HMIS software solution that complies with HUD's data collection, management, and reporting standards.
- Placing homeless persons in housing linked with appropriate services through the Coordinated Entry System (CES) for Single Adults, Youth, and Families which coordinates supportive services and housing resources across San Diego County, to form a collaborative that connects homeless individuals and households to services and housing.

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

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

## **1. Partners**

CVPD HOT has invested heavily in the development of a community partner network and relies on many of these partners for various homeless services. Community service partners include:

- McAlister Institute for addiction treatment and case management. McAlister's "Work for Hope" program serves as an employment enterprise program aimed at restoring dignity, health, and ultimately permanent employment and housing stability for its participants.
- Alpha Project for individual and direct outreach efforts based on referrals from each respective agency or community group.
- Adelante, South Bay Guidance Center (SBGC)– ACT for mental health treatment and case management.
- Family Health Center of Chula Vista for health care and case management.
- South Bay Community Services with housing resources and emergency assistance.
- East County Transitional Living Center (ECTLC) offers housing resources and life skills.
- Veteran's Services with housing resources, case management
- St. Paul's PACE
- South Bay Pioneers provide sober living

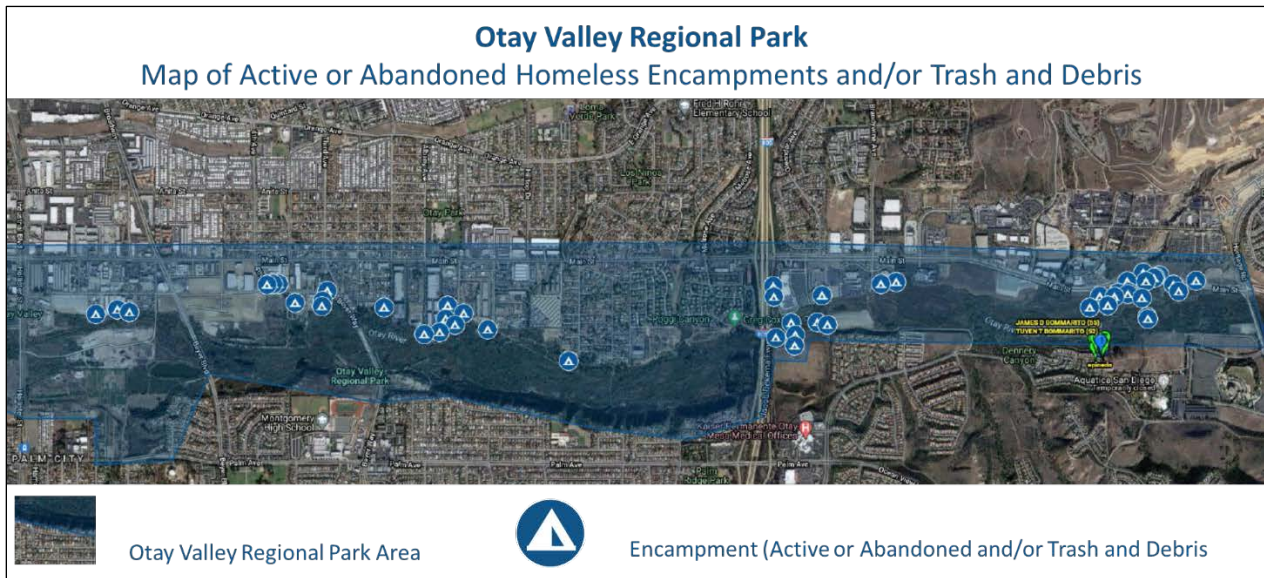
## **2. Efficient and Effective Implementation – Accomplished through a strong Team**

As stated, the Team is comprised of a variety of governmental, social services and faith-based agencies. The diverse group works extremely well as we all are working toward the same goal. In order for the Team to work as efficiently and effectively as possible, we focus on two main things: Culture and Productivity. Team Culture represents how it feels to be part of the Team. It describes how each organization supports, trusts, and communicates with each other in pursuit of our mission. Relationships have been formed and fostered throughout the years. The Team meets regularly twice a week to discuss priorities, program progress and identify gaps that need to be addressed. Additionally, at the conclusion of each week, a report is distributed communicating the status of clients, programs and projects revolving around homelessness. Team Productivity is how efficiently and effectively the Team accomplishes things. Decision-making processes are clear as well as individual roles – aligning with the Team purpose.

The role to keep the Team on task and focused fall under the Housing Homeless Coordinator (Administrative) and the Homeless Outreach Team Police Sergeant (Programmatic). As the majority of the funding utilized to fund activities related to address homelessness are grant-funded it is imperative that there is strict oversight on funding timeliness and overall grant compliance. This ensures that the projects and programs are moving at a desired pace, assisting at risk or currently homeless individuals as quickly as possible. Similarly, time is of the essence in conducting outreach and providing direct services. The Team must be responsive to the needs expressed immediately.

## SECTION 2: PRIORITIZED ENCAMPMENT SITE AND POPULATION TO BE SERVED

*In detail, describe the specific encampment site, section of an encampment, or closely linked community of encampments, being resolved. The description must include the specific location, physical size of the area to be served, the types of structures people are residing in at the site, and any other relevant or notable physical characteristics of the site to be served.*



The OVRP was originally proposed as a large urban park space that would promote recreation among local residents and preserve vital ecological resources like water and habitat for threatened species. Located just four miles north of the international border, the park is collaboratively managed by San Diego County, the City of San Diego and the City of Chula Vista. Spanning the entire southern border of Chula Vista, it is a valuable and local open space in an area with little remaining natural or undeveloped places.

The OVRP itself is impressively large, more than eleven miles long, and lacks developed roads or easy access. The park includes mountains, canyons, marshes, dense vegetation, and floodplains. Because of its massive size and rugged terrain, homeless persons living in the OVRP encampments are more difficult to reach and are far removed from resources or emergency services. OVRP encampment residents are therefore at a higher safety risk than if they were living on the streets or residents of a bridge shelter or facility located outside the park. For these reasons, the Program will include the entire length of area, as illustrated in the shaded map above. This strategy will allow the Program to target the large number of encampment clusters and not limit to one location alone. It is common for the homeless living in the OVRP to congregate and migrate, depending on environmental conditions such as flooding.

Living structures in the OVRP take a variety of forms and range in complexity. Structures regularly encountered by HOT range from bunkers to tents, make-shift rooms which include showers and outhouses as well as multi-level structures housing families.

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

In August of 2021 the Team conducted a “Point in Time” Count of the entire City, including the OVRP. To ensure accuracy, the Team utilized drones prior to identify all encampments in harder to access terrain. On the day of the operation teams were deployed to interview each homeless person encountered. For data collection, the Team relied on the application “Counting Us”, previously used on the HUD-mandated National Point in Time count held in 2019. For consistency in data collection, the same questions were utilized as in previous years. The results indicated that the City presented 792 homeless individuals (120 sheltered and 672 unsheltered). In the OVRP area alone, the number of encampments is approximately 60 with a range of residents between 75 and 100.

*In detail, describe why this specific encampment site is being prioritized for resolution support. This may include concerns related to public health, safety, and environmental hazards that pose a particular risk to the people living in the target area as compared to other encampments, or demographic factors related to addressing racial equity or serving populations disproportionately impacted by homelessness. This may also include the environmental, health, and safety impact of the encampment site to the community at large.*

In addition to the sheer size of the OVRP and the number of encampments, there are several reasons for making it a priority for resolution support. The primary reason for this prioritization is the health and safety of the persons living in encampments throughout the selected area. These homeless clients are too far removed from accessible roads and any resources provided by CVPD and community partners. Clients in the OVRP live in unsanitary, underdeveloped and wild areas which present more difficulties in providing any needed services including emergency medical assistance for injuries or narcotic overdoses.

Human encampment presence in the OVRP also has detrimental environmental impacts. Homeless person’s living in encampments throughout the OVRP inevitably leave trash and litter in the park, causing serious harm to the riparian ecosystem and ruining the natural aesthetic. Unfortunately, these same homeless clients are also responsible for numerous deserted vehicles in the park and a growing number of large tire piles. Other environmental impacts caused by encampments include a high risk of fire that is associated with the mix of human activity, encampment materials, and the dry scrub brush of the valley.

The OVRP has also become a haven for crime and nefarious activity. This includes assaults with deadly weapons and several reports of gun shots. The density of the vegetation and remoteness of the park also allow suspects to flee or hide from authorities. These mounting crime and safety challenges have resulted in several safety complaints and calls for service from the local community. During 2020 and 2021 the Police Department and Fire Department received over 7,000 calls for service for the OVRP alone. Type of calls ranged from arson, homicides and rescues due to flooding.

### PART 3: CORE SERVICE DELIVERY AND PROVISION OF HOUSING OPTIONS

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

- **New Bridge Shelter** (to be completed Spring 2022): The City-developed shelter will provide a safe place to stay – or a “bridge” – for individuals or families who are enrolled in a permanent housing program, but have not yet moved into a permanent unit while they await permanent housing placement and additional services. A total of 66 individual units will be available. The shelter location is directly adjacent to the OVRP.
- **Hotel/Motel Voucher Program:** The City-administered program provides very homeless people with a safe place to stay on a temporary basis as a more permanent housing solution is identified.
- **Tenant-Based Rental Assistance:** The City-administered program provides rental subsidies for up to 24 months while the household engages in a self-sufficiency program and secures a more permanent solution.
- **Detox Facility:** Partnering agency provides inpatient detoxification services to patients who are already in the treatment facility or who plan on being admitted into treatment following their detoxification.
- **Sober Living Facility:** Partnering agency provides a bridge between an inpatient facility and the independent living.
- **City-Developed Affordable Housing:** City maintained list of affordable rental housing with rents equal to, or lower than, average rates in the private-market.
- **Reunification Program:** Provides homeless residents a one-way ticket anywhere Greyhound Lines travels to reunify clients with their family or supportive friend.

*State how many individuals experiencing homelessness will be served by the proposed project and how the services and interim and permanent housing options to be provided will prioritize the physical and mental health and wellness of the people served while supporting their transition out of the encampment and onto meaningful pathways to safe and stable housing.*

The following numbers are proposed to be served with HERP and non-HERP funding.

Program	Number to Serve
Bridge Shelter	60
Outreach	75-100
Case Management/Housing Navigation	75-100
Hotel Motel Voucher	15-20
Tenant-Based Rental Assistance	20
Reunification Program	10

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

It is precisely with the wellness of the people experiencing homelessness that a priority for the Program is to remove all trash and debris, including over 1,000 tires from the Otay River Valley Park. Once clean, the City will ensure it is properly monitored and maintained to ensure the area remains as its intended purpose.

#### **PART 4: COORDINATION OF SERVICES AND HOUSING OPTIONS**

*In detail, describe how the entity will coordinate with other systems and describe any new or innovative partnerships established in support of this program. This may include partnerships with healthcare, behavioral health, workforce development, long term services and supports, interim and permanent housing options, and other systems of service delivery.*

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

The Team has developed and maintained successful working relationships with State agencies such as Caltrans and the California Highway Patrol to collaboratively respond to multi-jurisdictional areas.

The new funded Program will help Chula Vista HOT further foster the existing relationships with the State, the City and County of San Diego. These partnerships are important because the OVRP is crisscrossed by the boundaries of all three jurisdictions and a successful effort will require collaboration between them.

The Team will also work to further enhance existing healthcare, behavioral health, and service partners. This will include expanded efforts through Alpha Project and McCallister's workforce development programs that clean up trash while providing clients with job training.

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

While moving clients into stable housing is the primary goal, it is imperative that it is done in a safe and compassionate manner. Relying on County partners such as PERT clinicians as well as Public Health Nurses to provide clinical support to the officers as they are professionally trained in behavioral health crisis intervention and de-escalation, enhancing empathy and compassion.

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

Since 2018, the City has participated in the Coordinated Entry System (CES) approach as an effort to ensure a more fair and equitable process for distributing our limited regional resources to our most vulnerable households. The CES is an evidence-based strategy that focuses on housing and service coordination designed to link homeless people to the most appropriate housing solution based on



their needs. The goals are to quickly identify homeless people, to prevent homelessness whenever possible, to appropriately assess the needs of consumers that request help, and to connect them to housing and services quickly. CES integrates Housing First, Harm Reduction, and Trauma Informed Care approaches into its housing and supportive services. The Team works with community partners to mobilize existing resources to align housing and services.

As part of the CES approach, the Team utilizes HMIS (Homeless Management Information System) which is a web-based information technology system that San Diego's Continuum of Care (CoC) uses to capture and report on client, project, and system level information regarding homeless services utilization, performance and outcomes. As part of this, the Team uses the software Clarity for its HMIS installation.

*Provide Two Letters of Intent from at least two different partners demonstrating support and collaboration on the encampment resolution strategy. Note: Letters of Intent will not count towards the application page limit described in section D below.*

#### **PART 5: ENSURING DIGNITY, SAFETY, AND WELLNESS**

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

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

The Team acknowledges a link between trauma and homelessness. Exposure to traumatic events often leads to the risk of developing psychological disorders which intern can lead to homelessness, while homelessness can exacerbate the symptoms of traumatic stress and re-traumatize the individual. Therefore, it is Imperative that the outreach and service providers are trained in addressing and identifying the long-lasting effects of trauma and in preventing further traumatization. Trauma from the experience of homelessness reflects the need for increased services to provide housing and support. It is imperative that the trauma isn't further exacerbated as a result of criminal and punitive responses to the behaviors arising from homelessness.

In the field and continuous interaction/outreach builds relationships and trusts Homeless Court and Drug Court - through a sponsorship, able to mitigate, remove charges, etc. eliminating barriers to access benefits and programs.

To address this, a licensed mental health clinician from the County of San Diego's Psychiatric Emergency Response Team (PERT) is assigned and paired with the Team's Police Department officers. Together, they assess and interact with persons experiencing homelessness and identify behavioral health concerns. PERT clinicians assess the clients behavioral health needs and links the client to behavior health programs/clinics that can support their behavioral health needs. This partnership provides crisis resolution and a proactive outreach to decrease unnecessary hospitalization and minimize the possibility of law enforcement interaction leading to unlawful behavior resulting in incarceration. This key Team member provides clinical support to the officers as they are professionally trained in behavioral health crisis intervention and de-escalation, enhancing empathy, compassion and effectiveness.

As housing being the goal, understanding that the delay in getting the person into housing, can exacerbate mental health symptoms and increase stress and trauma. For this reason, the City will utilize the housing first approach by: 1) immediately accessing housing through the established Hotel/Motel Voucher Program and/or the Tenant-Based Rental Assistance Program. Additionally, the City will lean on those established partnerships with sober living homes where the client will experience a sober living environment and public affordable housing options. Housing First practice is not simply focused on meeting basic client needs, but on supporting recovery. A recovery orientation focus on individual well-being ensures the clients long term success and limit retraumatization. Ensuring clients have access to a range of support that enables them to nurture and maintain social, recreational, educational, occupational, and vocational activities is a crucial component of what we consider successful housing.

By providing culturally appropriate and individualized services, the City recognizes that individuals are unique, and so are their needs. Some people will need minimum support while other people will need support for the rest of their lives (this could range from case management to assertive community treatment). Individuals will be provided with a range of treatment and support services that are voluntary, individualized, and culturally-appropriate.

Taking into account the diverse homeless population in Chula Vista is an important step towards providing effective services. It has been said that homelessness is a culture, and that services delivered by individuals with first-hand experience may contribute to better outcomes. The City currently partners with agencies that employ individuals who have experienced homelessness and dependency issues. To ensure that the program services are administered in a culturally appropriate way, the Team is ethnically diverse. This ensures that the Program takes into account the historical, social, political and economic contributions that have created homelessness for people from various backgrounds in the Project Area.

This approach focuses on moving people experiencing homelessness into housing and providing additional support and services each person needs and wants to stabilize. Harm Reduction focuses on reducing and minimizing risky behaviors and consequences associated with drug and alcohol use. Trauma Informed Care focuses on understanding, recognizing, and responding to the effects of all types of trauma.

*Briefly describe any local laws, ordinances, and current or planned responses to community concerns regarding the encampment to be served, including any existing local encampment resolutions plans that may impact the project site. Describe how the entity will implement the proposed project and navigate potentially conflicting intentions, to ensure that the proposed activities support the dignity, safety, and wellness of people experiencing homelessness within the encampment site.*

Officially, the OVRP is a multi-jurisdictional park operated by the Cities of Chula Vista and San Diego with the County of San Diego. These three jurisdictions work in tandem to enforce park rules and regulations mandated by municipal codes which prohibit many activities in the park that occur in encampments. Prohibited activities include:

- Camping overnight - CPC 667(e): CVMC2.66.260
- Having open fires – CVMC2.66.200 & 2.66.140 Consuming alcohol – SDMC 56.54 & SDMC 63.0102(b)(7): CVMC 2.66.043

- Driving motor vehicles into the park – SDMC 63.0102(b)(20): CVMC 17.35.100 (A)(3)(b)
- Walking outside of designated trails – SDMC 63.0102(b)(4): CVMC 2.66.160 & 17.35.100(A)(3)(a)
- Littering – SDMC 63.0102 (b)(6) & 63.0102(b)(8): CVMC 2.66.090

The prohibition of these activities within the OVRP is meant to maintain the park’s original purpose as a natural resource open space. Enforcing the prohibitions has an added bonus of protecting people experiencing homelessness and directing them to resources or shelters.

**PART 6: PERSONNEL**

*Provide a list of all positions (both administrative and programmatic) which are integral to providing services under this proposal, including their title, a brief description of their duties, and the approximate full- time equivalent (FTE) of staffing for the grant project.*

Position	Duties	Notable Key Qualifying Factors	% FTE
Sworn Chula Vista Police Department Sergeant (1)	Supervise PD Homeless Outreach Team – Regional City Representative (Programmatic)	Community-oriented, extensive experience in various leadership/supervisory roles including Honor Guard and Mobile Field Force and Crisis Negotiation	70
Sworn Chula Vista Police Department Officers (2)	Regular outreach, case management, housing navigation, HMIS data entry	Established first outreach model of its kind in the region – compassion vs enforcement. Housing program knowledgeable.	100
Civilian Chula Vista Police Department Homeless Outreach and Shelter Coordinator (1)	Supervise contracted outreach team, manage shelter operations including security	Extensive experience with the homeless outreach team. Knowledgeable in housing programs.	100%
Chula Vista Housing Principal Management Analyst	<ul style="list-style-type: none"> <li>• Supervise Housing staff</li> <li>• New Bridge Shelter Project Manager</li> <li>• Fiscal and Contract Compliance</li> </ul>	Extensive grant administration and housing programs knowledge.	70
Park Ranger Manager	<ul style="list-style-type: none"> <li>• Outreach</li> <li>• Park/Open Space Maintenance</li> <li>• Supervise job training programs</li> </ul>	Created a new program that leveraged opportunities of maintaining parks while conducting outreach to homeless individuals and provided job training opportunities to them beautifying the parks.	75
Park Ranger			75
Psychiatric Emergency Response Team Clinician (1)	<ul style="list-style-type: none"> <li>• Outreach</li> <li>• Assessments</li> <li>• Referrals</li> </ul>	Clinically specialized training and education.	100
Contracted Homeless Outreach Team (4)	<ul style="list-style-type: none"> <li>• Outreach</li> <li>• Case Management</li> <li>• Housing Navigation</li> </ul>	Majority of workers were previously homeless and/or suffered from dependency	100

*Briefly describe any factors that make the key staff for this project uniquely qualified to carry out this grant successfully. This may include specialized training, cultural competency, lived expertise, and demonstrable past success with similar projects.*

The City of Chula Vista HOT primary members include:

- **Housing Division Homeless Coordinator-Principal Management Analyst (1)** who oversees and manages the housing grants and programs including fiscal and contract compliance. Administers the hotel/motel voucher program and the tenant-based rental assistance program. Serves as regional City representative (administration).
- **Chula Vista Police Sergeant (1)** who supervises and represents the Police Department Homeless Outreach Division. Serves as regional City representative (programmatic).
- **Chula Vista Police Officers (3)** who contact and engage with homeless persons. They also facilitate education and dialogue with community members and other City personnel on homelessness-related issues and protocols.
- **Psychiatric Emergency Response Team (PERT) Clinician (1)** who perform field evaluations of clients' mental health status and makes informed recommendations for placement at mental health facilities, crisis houses, hospitals, field release, etc. They also promote, establish, and maintain collaboration with providers of these facilities and services.
- **Chula Vista City Park Rangers (2)** maintenance and monitor activity in City parks, interact directly with the homeless community, and provide referrals to the Homeless. Oversee the job/training community clean-up programs.
- **County of San Diego Health and Human Services Eligibility Technician (1)** assess eligibility for public benefits and connect homeless persons with other community health programs.
- **Contracted field Outreach Workers, Case Managers and Housing Navigators (4)** to provide services on a regular basis in the field.

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

*Note: resumes and duty statements will not count towards the application page limit described in section D below.*

**PART 7: PROPOSED BUDGET AND FISCAL PLANNING**

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

The amount requested for the Program was based on a couple of factors. The first budget line item includes the purchase of an all-terrain vehicle. This amount was based on a competitive purchase price obtained from a local vendor. The remaining line items were based on prior costs to operate the same program. Unfortunately, those funds have since been exhausted. However, has provided with an accurate level of funding needed to continue providing the same services. The proposed funding for the shelter operations is based on operational costs incurred by neighboring cities operating a shelter of similar scale.

*Identify all the funds currently being used or anticipated to be used in support of the proposed project, including all federal, state, philanthropic and/or local funds, and the proportion of the project cost that will be supported directly through this grant.*

Description	Amount	Percent of Project
Polaris All-Terrain Vehicle and Trailer	\$ 25,000	100%
Staff: Homeless Shelter and Outreach Coordinator	\$ 150,000	100%
Contractor: Outreach, Case Management, Housing Navigation	\$ 500,000	100%
Bridge Shelter Operational Costs	\$ 3,500,000	29%
Clean-Up and Restoration	\$ 925,000	19%
Tenant-Based Rental Assistance	\$ 1,000,000	0%
Hotel Motel Voucher Program	\$ 50,000	0%
Staff: Chula Vista Housing Division	\$ 150,000	0%
Staff: Chula Vista Police Department (Homeless Outreach Team)	\$ 450,000	0%
Bridge Shelter Development	\$ 4,000,000	0%
<b>Total Request</b>	<b>\$ 10,750,000</b>	

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

As is the case throughout the State, the resources available to jurisdictions is extremely limited in not only addressing the homeless crisis but affordable housing as well. With the loss of redevelopment the City has created ways of continuing to produce and provide affordable housing opportunities by leveraging all available resources and maximizing on opportunities. This has been the case with homeless services. The City has historically leveraged all funding opportunities through HUD entitlement block grant funds, state grants (HHAP, HEAP), federal recovery funds and General Fund dollars. As illustrated above, the total proposed Project is budgeted at over \$10Million while the requested dollars through application is at \$2.4Million, representing less than 25%.

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

As an HUD entitlement community, the City has historically adhered to all timeliness requirements that come along with the block grants (Community Development Block Grant,

Emergency Solutions Grant and Home Investment Partnerships Act). The City has never has always met the CDBG, HOME and ESG commitment and expenditure deadlines. Furthermore, the City met the accelerated spending requirements through receipt of the CARES Coronavirus Relived Fund. Should the City be granted the HERP grant, it will be administered in the same fashion, utilizing prioritization and continuous tracking and monitoring.

*Provide a **line-item budget and budget narrative** and that demonstrate how resources made available through this grant will be allocated. Note: The budget narrative and line-item budget will not count towards the application page limit described in section D below.*

**Line-Item Budget:**

Item	Description	Amount
1	Polaris All-Terrain Vehicle and Trailer	\$25,000
2	Staff: Homeless Shelter and Outreach Coordinator	\$150,000
3	Contractor: Outreach, Case Management, Housing Navigation	\$500,000
4	Bridge Shelter Operational Costs	\$1,000,000
5	Clean-Up and Restoration	\$750,000
	<b>Total Request</b>	<b>\$2,425,000</b>

**Budget Narrative:**

1. Polaris All-Terrain Vehicle and Trailer: As previously stated, approximately 80% of the OVRP is inaccessible by vehicle and may only be accessed by foot. The proposed budget item includes the purchase of a six-person all-terrain vehicle (ATV) and a trailer to transport the ATV to and from the storage facility. The vehicle will provide the immediate ability to transport caseworkers to engage clients in these remote areas on a more consistent and regular manner. Furthermore, and more importantly, it provides the ability to transport clients out of this treacherous landscape to access health and safety-related emergency services as well as additional services reaching beyond those available on site. The vehicle will also be used to transport multiple City employees to conduct larger scale details such as clean-ups and point-in-time counts. It also facilitates the transport of supplies such as hygiene kits, tents, nurses and their medical supplies to include refrigerated coolers containing covid vaccines offered to the clients.
2. Staff: Homeless Shelter and Outreach Coordinator: This newly created position will cover staff costs associated with a shelter and outreach coordinator to oversee the management of the shelter operations as well as the coordinated outreach from one central location, the new bridge shelter, conveniently located adjacent to the OVRP.
3. Contractor: Outreach, Case Management, Housing Navigation: Funding will cover a portion of the contracting costs for dedicated workers to provide outreach, case management and housing navigation on behalf of the City.
4. Bridge Shelter Operational Costs: Funding will cover a portion of the operational costs of the new bridge shelter.
5. Clean-Up and Restoration: Funding will cover a portion of the costs associated with the removal of trash and debris, restoring the area to its intended recreational use.