

**CONTRACT RESULTING FROM REQUEST FOR PROPOSAL NUMBER 10089902-22-F,
Coordinated Street Outreach Program Services**

This Contract (Contract) is entered into by and between the City of San Diego, a municipal corporation (City), and the successful proposer to Request for Proposal (RFP) # 10089902-22-F, Coordinated Street Outreach Program Services (Contractor).

RECITALS

On or about 4/22/2022, City issued an RFP to prospective proposers on services to be provided to the City. The RFP and any addenda and exhibits thereto are collectively referred to as the "RFP." The RFP is attached hereto as Exhibit A.

City has determined that Contractor has the expertise, experience, and personnel necessary to provide the services.

City wishes to retain Contractor to operate the City of San Diego Coordinated Street Outreach Program as further described in the Scope of Work, attached hereto as Exhibit B. (Services).

For good and valuable consideration, the sufficiency of which is acknowledged, City and Contractor agree as follows:

**ARTICLE I
CONTRACTOR SERVICES**

1.1 Scope of Work. Contractor shall provide the Services to City as described in Exhibit B which is incorporated herein by reference. Contractor will submit all required forms and information described in Exhibit A to the Purchasing Agent before providing Services.

1.2 General Contract Terms and Provisions. This Contract incorporates by reference the General Contract Terms and Provisions, attached hereto as Exhibit C.

1.3 Contract Administrator. The Homelessness Strategies and Solutions Department (Department) is the Contract Administrator for this Agreement. The Contract Administrator also serves as the City's Outreach Manager as described in the Services. Contractor shall provide the Services under the direction of a designated representative of the Department as follows:

Sarah Ferry, Senior Manager, Performance Monitoring and Finance
Homelessness Strategies and Solutions Department
202 C Street
San Diego, CA 92101
sferry@sandiego.gov

**ARTICLE II
DURATION OF CONTRACT**

2.1 Term. This Contract shall be for a period of one (1) year beginning on the Effective Date. City may, in its sole discretion, extend this Contract for two (2) additional one (1) year period(s). Unless otherwise terminated, this Contract shall be effective through the completion of the Scope of Services. The term of this Contract shall not exceed five years unless approved by the City Council by ordinance.

2.2 Effective Date. This Contract shall be effective on the date it is executed by the last Party to sign the Contract and approved by the City Attorney in accordance with San Diego Charter Section 40.

ARTICLE III COMPENSATION

3.1 Amount of Compensation. City shall pay Contractor for performance of all Services rendered in accordance with this Contract in an amount not to exceed \$3,000,000.00

ARTICLE IV WAGE REQUIREMENTS

4.1 Reserved.

ARTICLE V CONTRACT DOCUMENTS

5.1 Contract Documents. The following documents comprise the Contract between the City and Contractor: this Contract and all exhibits thereto, the RFP; the Notice to Proceed; and the City's written acceptance of exceptions or clarifications to the RFP, if any.

5.2 Contract Interpretation. The Contract Documents completely describe the Services to be provided. Contractor will provide any Services that may reasonably be inferred from the Contract Documents or from prevailing custom or trade usage as being required to produce the intended result whether or not specifically called for or identified in the Contract Documents. Words or phrases which have a well-known technical or construction industry or trade meaning and are used to describe Services will be interpreted in accordance with that meaning unless a definition has been provided in the Contract Documents.

5.3 Precedence. In resolving conflicts resulting from errors or discrepancies in any of the Contract Documents, the Parties will use the order of precedence as set forth below. The 1st document has the highest priority. Inconsistent provisions in the Contract Documents that address the same subject, are consistent, and have different degrees of specificity, are not in conflict and the more specific language will control. The order of precedence from highest to lowest is as follows:

- 1st Any properly executed written amendment to the Contract
- 2nd The Contract
- 3rd The RFP and the City's written acceptance of any exceptions or clarifications to the RFP, if any
- 4th Contractor's Pricing

EXHIBIT A
PROPOSAL SUBMISSION AND REQUIREMENTS

A. PROPOSAL SUBMISSION

1. Timely Proposal Submittal. Proposals must be submitted as described herein to the Purchasing & Contracting Department (P&C).

1.1 Reserved.

1.2 Paper Proposals. The City will accept paper proposals in lieu of eProposals. Paper proposals must be submitted in a sealed envelope to the Purchasing & Contracting Department (P&C) located at 1200 Third Avenue, Suite 200, San Diego, CA 92101. The Solicitation Number and Closing Date must be referenced in the lower left-hand corner of the outside of the envelope. Faxed proposals will not be accepted.

1.3 Proposal Due Date. Proposals must be submitted prior to the Closing Date indicated on the eBidding System. E-mailed and/or faxed proposals will not be accepted.

1.4 Pre-Proposal Conference. No pre-proposal conference will be held for RFP.

1.4.1 Reserved.

1.5 Questions and Comments. Written questions and comments must be submitted electronically via the eBidding System no later than the date specified on the eBidding System. Only written communications relative to the procurement shall be considered. The City's eBidding System is the only acceptable method for submission of questions. All questions will be answered in writing. The City will distribute questions and answers without identification of the inquirer(s) to all proposers who are on record as having received this RFP, via its eBidding System. No oral communications can be relied upon for this RFP. Addenda will be issued addressing questions or comments that are determined by the City to cause a change to any part of this RFP.

1.6 Contact with City Staff. Unless otherwise authorized herein, proposers who are considering submitting a proposal in response to this RFP, or who submit a proposal in response to this RFP, are prohibited from communicating with City staff about this RFP from the date this RFP is issued until a contract is awarded.

2. Proposal Format and Organization. Unless electronically submitted, all proposals should be securely bound and must include the following completed and executed forms and information presented in the manner indicated below:

Tab A - Submission of Information and Forms.

2.1 Completed and signed Contract Signature Page. If any addenda are issued, the latest Addendum Contract Signature Page is required.

2.2 Exceptions requested by proposer, if any. The proposer must present written factual or legal justification for any exception requested to the Scope of Work, the Contract, or the Exhibits thereto. Any exceptions to the Contract that have not been accepted

by the City in writing are deemed rejected. The City, in its sole discretion, may accept some or all of proposer's exceptions, reject proposer's exceptions, and deem the proposal non-responsive, or award the Contract without proposer's proposed exceptions. The City will not consider exceptions addressed elsewhere in the proposal.

2.3 The Contractor Standards Pledge of Compliance Form.

2.4 Equal Opportunity Contracting forms including the Work Force Report and Contractors Certification of Pending Actions.

2.5 Reserved.

2.6 Licenses as required in Exhibit B.

2.7 Reserved.

2.8 Additional Information as required in Exhibit B.

2.9 Reserved.

Tab B - Executive Summary and Responses to Specifications.

2.10 A title page.

2.11 A table of contents.

2.12 An executive summary, limited to one typewritten page, that provides a high-level description of the proposer's ability to meet the requirements of the RFP and the reasons the proposer believes itself to be best qualified to provide the identified services.

2.13 Proposer's response to the RFP.

Tab C - Cost/Price Proposal (if applicable). Proposers shall submit a cost proposal in the form and format described herein. Failure to provide cost(s) in the form and format requested may result in proposal being declared non-responsive and rejected.

3. Proposal Review. Proposers are responsible for carefully examining the RFP, the Scope of Work, this Contract, and all documents incorporated into the Contract by reference before submitting a proposal. If selected for award of contract, proposer shall be bound by same unless the City has accepted proposer's exceptions, if any, in writing.

4. Addenda. The City may issue addenda to this RFP as necessary. All addenda are incorporated into the Contract. The proposer is responsible for determining whether addenda were issued prior to a proposal submission. Failure to respond to or properly address addenda may result in rejection of a proposal.

5. Quantities. The estimated quantities provided by the City are not guaranteed. These quantities are listed for informational purposes only. Quantities vary depending on the demands of the City. Any variations from the estimated quantities shall not entitle the proposer to an adjustment in the unit price or any additional compensation.

6. Quality. Unless otherwise required, all goods furnished shall be new and the best of their kind.

6.1 Items Offered. Proposer shall state the applicable trade name, brand, catalog, manufacturer, and/or product number of the required good, if any, in the proposal.

6.2 Brand Names. Any reference to a specific brand name in a solicitation is illustrative only and describes a component best meeting the specific operational, design, performance, maintenance, quality, or reliability standards and requirements of the City. Proposer may offer an equivalent or equal in response to a brand name referenced (Proposed Equivalent). The City may consider the Proposed Equivalent after it is subjected to testing and evaluation which must be completed prior to the award of contract. If the proposer offers an item of a manufacturer or vendor other than that specified, the proposer must identify the maker, brand, quality, manufacturer number, product number, catalog number, or other trade designation. The City has complete discretion in determining if a Proposed Equivalent will satisfy its requirements. It is the proposer's responsibility to provide, at their expense, any product information, test data, or other information or documents the City requests to properly evaluate or demonstrate the acceptability of the Proposed Equivalent, including independent testing, evaluation at qualified test facilities, or destructive testing.

7. Modifications, Withdrawals, or Mistakes. Proposer is responsible for verifying all prices and extensions before submitting a proposal.

7.1 Modification or Withdrawal of Proposal Before Proposal Opening. Prior to the Closing Date, the proposer or proposer's authorized representative may modify or withdraw the proposal by providing written notice of the proposal modification or withdrawal to the City Contact via the eBidding System. E-mail or telephonic withdrawals or modifications are not permissible.

7.2 Proposal Modification or Withdrawal of Proposal After Proposal Opening. Any proposer who seeks to modify or withdraw a proposal because of the proposer's inadvertent computational error affecting the proposal price shall notify the City Contact identified on the eBidding System no later than three working days following the Closing Date. The proposer shall provide worksheets and such other information as may be required by the City to substantiate the claim of inadvertent error. Failure to do so may bar relief and allow the City recourse from the bid surety. The burden is upon the proposer to prove the inadvertent error. If, as a result of a proposal modification, the proposer is no longer the apparent successful proposer, the City will award to the newly established apparent successful proposer. The City's decision is final.

8. Incurred Expenses. The City is not responsible for any expenses incurred by proposers in participating in this solicitation process.

9. Public Records. By submitting a proposal, the proposer acknowledges that any information submitted in response to this RFP is a public record subject to disclosure unless the City determines that a specific exemption in the California Public Records Act (CPRA) applies. If the proposer submits information clearly marked confidential or proprietary, the City may protect such information and treat it with confidentiality to the extent permitted by law. However, it will be the responsibility of the proposer to provide to the City the specific legal grounds on which the City can rely in withholding information requested under the CPRA should the City choose to withhold such information. General references to sections of

the CPRA will not suffice. Rather, the proposer must provide a specific and detailed legal basis, including applicable case law, that clearly establishes the requested information is exempt from the disclosure under the CPRA. If the proposer does not provide a specific and detailed legal basis for requesting the City to withhold proposer's confidential or proprietary information at the time of proposal submittal, City will release the information as required by the CPRA and proposer will hold the City, its elected officials, officers, and employees harmless for release of this information. It will be the proposer's obligation to defend, at proposer's expense, any legal actions or challenges seeking to obtain from the City any information requested under the CPRA withheld by the City at the proposer's request. Furthermore, the proposer shall indemnify and hold harmless the City, its elected officials, officers, and employees from and against any claim or liability, and defend any action brought against the City, resulting from the City's refusal to release information requested under the CPRA which was withheld at proposer's request. Nothing in the Contract resulting from this proposal creates any obligation on the part of the City to notify the proposer or obtain the proposer's approval or consent before releasing information subject to disclosure under the CPRA.

10. Right to Audit. The City Auditor may access proposer's records as described in San Diego Charter section 39.2 to confirm contract compliance.

B. PRICING

1. Pricing will be evaluated based on cost efficiency for direct services, as defined by costs for total direct services hours provided as a portion of the proposer's total budget.

Annualized costs for direct service FTEs/Total Budget Costs

For Example:

Scenario A: $((10.0 \text{ direct service FTE} * \$25/\text{hours} * 2080 \text{ hours/year}) / \$1,000,000 \text{ total budget costs}) * 5 \text{ maximum points} = 2.6 \text{ points, or } 52\% \text{ of the maximum points}$

Scenario B: $((5.0 \text{ direct service FTE} * \$25/\text{hours} * 2080 \text{ hours/year}) / \$1,000,000 \text{ total budget costs}) * 5 \text{ maximum points} = 1.3 \text{ points, or } 26\% \text{ of the maximum points}$

2. **Taxes and Fees.** Taxes and applicable local, state, and federal regulatory fees should not be included in the price proposal. Applicable taxes and regulatory fees will be added to the net amount invoiced. The City is liable for state, city, and county sales taxes but is exempt from Federal Excise Tax and will furnish exemption certificates upon request. All or any portion of the City sales tax returned to the City will be considered in the evaluation of proposals.

3. **Escalation.** An escalation factor is not allowed unless called for in this RFP. If escalation is allowed, proposer must notify the City in writing in the event of a decline in market price(s) below the proposal price. At that time, the City will make an adjustment in the Contract or may elect to re-solicit.

4. Unit Price. Unless the proposer clearly indicates that the price is based on consideration of being awarded the entire lot and that an adjustment to the price was made based on receiving the entire proposal, any difference between the unit price correctly extended and the total price shown for all items shall be offered shall be resolved in favor of the unit price.

C. EVALUATION OF PROPOSALS

1. Award. The City shall evaluate each responsive proposal to determine which proposal offers the City the best value consistent with the evaluation criteria set forth herein. The proposer offering the lowest overall price will not necessarily be awarded a contract.

2. Sustainable Materials. Consistent with Council Policy 100-14, the City encourages use of readily recyclable submittal materials that contain post-consumer recycled content.

3. Evaluation Process.

3.1 Process for Award. A City-designated evaluation committee (Evaluation Committee) will evaluate and score all responsive proposals. The Evaluation Committee may require proposer to provide additional written or oral information to clarify responses. Upon completion of the evaluation process, the Evaluation Committee will recommend to the Purchasing Agent that award be made to the proposer with the highest scoring proposal.

3.2 Reserved.

3.3 Discussions/Negotiations. The City has the right to accept the proposal that serves the best interest of the City, as submitted, without discussion or negotiation. Contractors should, therefore, not rely on having a chance to discuss, negotiate, and adjust their proposals. The City may negotiate the terms of a contract with the winning proposer based on the RFP and the proposer's proposal, or award the contract without further negotiation.

3.4 Inspection. The City reserves the right to inspect the proposer's equipment and facilities to determine if the proposer is capable of fulfilling this Contract. Inspection will include, but not limited to, survey of proposer's physical assets and financial capability. Proposer, by signing the proposal agrees to the City's right of access to physical assets and financial records for the sole purpose of determining proposer's capability to perform the Contract. Should the City conduct this inspection, the City reserves the right to disqualify a proposer who does not, in the City's judgment, exhibit the sufficient physical and financial resources to perform this Contract.

3.5 Evaluation Criteria. The following elements represent the evaluation criteria that will be considered during the evaluation process:

MAXIMUM
EVALUATION
POINTS

A. SERVICE MODEL DESCRIPTION.

Responses should detail the program components listed below:

1. Description of how diversion strategies will be utilized.

25

2. Description of how the program will link clients to community resources for ongoing services, including physical and behavioral health care and substance abuse treatment.
3. Description of solution and housing focused street outreach.
4. Description of the types and levels of services to be rendered.
5. Description of how the program aligns with the [“Policy Guidelines for Regional Response for Addressing Unsheltered Homelessness and Encampments”](#) adopted by the RTFH.
6. Description of proposed outreach program staffing, staff roles and responsibilities, and how those with lived experience will be incorporated into the staffing or service model.
7. Description of how the program concept incorporates a Housing-Focused approach to case management and service delivery.
8. Description of how street-based case management practices incorporate a Client-Centered approach to service delivery.
9. Description of how the Coordinated Entry System (CES), community standards, and the Community Information Exchange (CIE)/2-1-1 San Diego will be incorporated into the program model.
10. Explanation of how the proposer will leverage existing internal/external resources and partnerships to maximize services.
11. Description of case management approach that will lead to permanent housing.
12. Description of rapid resolution approach that prioritizes diversion from the homeless response system as well as connections to emergency or other appropriate longer-term housing placements and supportive services, including the utilization of Trauma-Informed Care and Motivational Interviewing.
13. Description of the framework used to develop housing plans for clients.
14. Description of housing related services and placement assistance to be leveraged as appropriate outside of CES.
15. Description of the budget details for the services to be provided and the associated costs for those services.
16. Description of the availability of in-kind or other leveraged funds within the program budget.

B. ORGANIZATION EXPERIENCE.

20

1. Experience working with people experiencing homelessness.
2. Experience operating a street -based case management/outreach program (or similar programs).
3. Experience managing and accounting for federal, county or state grant funding. For any grant funding received by proposer, include any identified concerns raised by granting agencies during the past three years - specifically, concerns of under-utilization of grant funds, monitoring visit findings that resulted in the need for proposer to take corrective action, audit findings that resulted in a material weakness, or reports of internal control

concerns/findings. If proposer has received any of these concerns related to grant funds, include:

- a. a copy of the most recent independent financial audit; and
 - b. documentation notating any previous audit findings are either remedied or in the process of mitigation, if applicable.
4. Performance outcomes for previous street based case management/outreach program (or similar program) demonstrating success in exits to permanent or longer term housing.
- a. If proposer has not historically offered street outreach services, please provide an explanation why proposer is planning to get involved in street outreach services, why this program is a good fit for proposer's organization, and indicators that proposer can be successful at the type of street outreach outlined in this request for proposals.

C. CAPACITY.

25

1. Description of the Proposer's organizational structure, including roles of board and staff members as applicable, the use of volunteers, and the agency's fiscal and accounting support.
2. Administrative and managerial capacity to oversee the work necessary to successfully operate the program.
3. Description of internal practices and procedures used to meet deadlines for both program reporting and fiscal requirements.
4. Professional, educational, and any lived-experience background of Proposer's existing staff who will support the program, including applicable job descriptions and resumes.
5. Description of types and levels of services to be rendered.
6. Connection to and collaboration with strategic community resources, including any documentation of partnerships, such as MOUs or Letters of Commitments, that supplement and do not duplicate services.
7. Timeliness of Proposer's recruitment, hiring, and onboarding process. Please include the "average time to hire" (as measured number of days from recruitment (job positing) date to employment offered date) for the 5 most recently hired employees for the position types including in the proposal.
8. Provide Proposer's staff turnover rates for calendar year 2021 Please include:
 - a. Total number of staff employed by Proposer.
 - b. Total number of employees leaving employment during the 12-month period.
 - c. Total number of employees newly-hired during the 12-month period.

D. COMMUNITY CONSIDERATION.

20

1. Description of the proposed strategy to maintain neighborhood support for the program, including strategies for building positive relations with

impacted communities and proactively addressing potential or actual community concern.

2. Provide evidence of opportunities for electronic and/or written community feedback.
3. Demonstrate experience with using community input to update program and operations plan as appropriate.
4. Provide a list of partnerships, advisory groups, and/or community collaborations regularly attended by representatives of Proposer, describe the level and frequency of involvement, and the proximity of the group's target area in relation to the location of the Proposer's activities.

E. COST PROPOSALS.

10

1. The program budget including the amounts, unit costs, descriptions, and justifications for each line item.
2. Reasonableness of proposed costs.

SUB TOTAL MAXIMUM EVALUATION POINTS: 100

F. Participation by Small Local Business Enterprise (SLBE) or Emerging Local Business Enterprise (ELBE) Firms*

12

FINAL MAXIMUM EVALUATION POINTS INCLUDING SLBE/ELBE: 112

*The City shall apply a maximum of an additional 12 points to the proposer's final score for SLBE OR ELBE participation. Refer to Equal Opportunity Contracting Form, Section V.

D. ANNOUNCEMENT OF AWARD

1. Award of Contract. The City will inform all proposers of its intent to award a Contract in writing.

2. Obtaining Proposal Results. No solicitation results can be obtained until the City announces the proposal or proposals best meeting the City's requirements. Proposal results may be obtained by: (1) e-mailing a request to the City Contact identified on the eBidding System or (2) visiting the P&C eBidding System to review the proposal results. To ensure an accurate response, requests should reference the Solicitation Number. Proposal results will not be released over the phone.

3. Multiple Awards. City may award more than one contract by awarding separate items or groups of items to various proposers. Awards will be made for items, or combinations of items, which result in the lowest aggregate price and/or best meet the City's requirements. The additional administrative costs associated with awarding more than one Contract will be considered in the determination.

4. Rejection of All Proposals. The City may reject any and all proposals when to do so is in the City's best interests.

E. PROTESTS. The City's protest procedures are codified in Chapter 2, Article 2, Division 30 of the San Diego Municipal Code (SDMC). These procedures provide unsuccessful proposers with the opportunity to challenge the City's determination on legal and factual grounds. The City will not consider or otherwise act upon an untimely protest.

F. SUBMITTALS REQUIRED UPON NOTICE TO PROCEED. The successful proposer is required to submit the following documents to P&C **within ten (10) business days** from the date on the Notice to Proceed letter:

1. Insurance Documents. Evidence of all required insurance, including all required endorsements, as specified in Article VII of the General Contract Terms and Provisions.

2. Taxpayer Identification Number. Internal Revenue Service (IRS) regulations require the City to have the correct name, address, and Taxpayer Identification Number (TIN) or Social Security Number (SSN) on file for businesses or persons who provide goods or services to the City. This information is necessary to complete Form 1099 at the end of each tax year. To comply with IRS regulations, the City requires each Contractor to provide a Form W-9 prior to the award of a Contract.

3. Business Tax Certificate. Unless the City Treasurer determines a business is exempt, all businesses that contract with the City must have a current business tax certificate.

4. Reserved.

5. Reserved.

The City may find the proposer to be non-responsive and award the Contract to the next highest scoring responsible and responsive proposer if the apparent successful proposer fails to timely provide the required information or documents.

5.4 Counterparts. This Contract may be executed in counterparts which, when taken together, shall constitute a single signed original as though all Parties had executed the same page.


5.5 Public Agencies. Other public agencies, as defined by California Government Code section 6500, may choose to use the terms of this Contract, subject to Contractor's acceptance. The City is not liable or responsible for any obligations related to a subsequent Contract between Contractor and another public agency.


IN WITNESS WHEREOF, this Contract is executed by City and Contractor acting by and through their authorized officers.

CONTRACTOR

CITY OF SAN DIEGO
A Municipal Corporation

PATH San Diego
Proposer
340 N Madison Ave
Street Address
Los Angeles, CA 90004
City/State/Zip
(858) 289-9268
Telephone No.
grants@epath.org
E-Mail

BY: 
Print Name: Claudia C. Abarca
Director, Purchasing & Contracting Department
June 11, 2022
Date Signed

BY: 
Signature of Proposer's Authorized Representative
Jonathan Castillo, LISW
Print Name
Chief Regional Officer
Title
May 11, 2022
Date

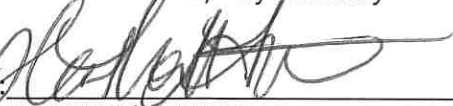
Approved as to form this 14th day of July, 2020.
MARA W. ELLIOTT, City Attorney
BY: 
Deputy City Attorney

EXHIBIT B SCOPE OF WORK

A. BACKGROUND

The Program is being implemented in alignment with the [City of San Diego's Community Action Plan on Homelessness](#) (Action Plan), which identifies client-centered, housing-focused outreach as a key component of an integrated homelessness response system. It is anticipated that Contractor's staff will work closely with other programs within the system on centralized activities and practices such as coordinated intake into shelter and overall system navigation supports.

The Contractor's performance will be informed by and adhere to the ["Policy Guidelines for Regional Response for Addressing Unsheltered Homelessness and Encampments"](#) (Policy Guidelines). Corresponding Standards¹ for the delivery of street outreach services is in the process of being developed. With the establishment of these Policy Guidelines, there is greater coordination of outreach services within the City of San Diego (City) and across the County, training and core competency expectations, and a movement towards housing outcomes achieved through street outreach. Street outreach is embraced as part of an integrated system of care, responsible for reducing unsheltered homelessness.

The Contractor will work solely within the City of San Diego. The Contractor will work directly with and be responsive to the City's Outreach Manager and will engage with particular people or locations that are of immediate concern, as communicated to the team by the Outreach Manager.

While funding may be budgeted to be used toward removing barriers to housing or supporting opportunities such as family reunification, it cannot be used as a housing voucher, and availability of Coordinated Entry System (CES) resources can vary in any given month. The Contractor is encouraged to leverage resources through other community partners (e.g. SDHC's Housing First San Diego programs, such as Diversion and Landlord Engagement and Assistance Program). Getting people housed through Coordinated Entry or independent of Coordinated Entry when the person has interest and means will be necessary, which requires the commitment and mission of organizations that have a focus on housing as the solution to homelessness, and who believe in generating solutions to complex situations.

B. OBJECTIVE

As part of the City's comprehensive approach to ending homelessness, the Contractor will operate the City's Coordinated Street Outreach Program (the "Program"). Utilizing Housing First principles, the Program's objective is to actively engage individuals or households who are experiencing homelessness through two primary functions. The Contractor's primary role will be to strategically engage individuals prioritized on the By Name List (BNL) managed by the Regional Task Force on the Homeless (RTFH) and to facilitate permanent housing placements. The Contractor's secondary function focuses outreach resources in identified concentrations of

¹ The region is currently undertaking focused efforts on developing policies and best practices related to unsheltered persons and outreach activities. The City reserves the right to make changes to the program model, components, and metrics included in this RFP based on industry experts' recommendations and hold the Program provider responsible for compliance. Future contract amendments may be reflective of these recommendations.

unsheltered individuals with an emphasis on diverting individuals from the homeless response system, meeting basic needs, and providing connections to bridge housing, emergency shelter and supportive services. The Action Plan identifies Coordinated Street Outreach as a critical function of the City's Crisis Response System, and necessary to facilitate permanent housing placements. The Program is an important component of the vision, principles, and strategies identified in the Action Plan for a more comprehensive, humane, and effective approach to addressing and ending homelessness in San Diego.

C. CONTRACTOR FUNCTIONS

The Contractor will serve unsheltered individuals in the City and will employ a Solution-Focused Street Outreach model comprised of two complimentary but distinct functions:

1. **Mobile Homeless Response Team.** Provide intensive supports to a small group of unsheltered people who have been prioritized because of their chronic homeless status, vulnerability, and/or acuity. The intensive supports are intended to resolve any barriers to accessing housing, as well as getting people on the BNL and in the Coordinated Entry process. The intended solution is a positive exit from homelessness (e.g., moving into permanent housing; reuniting with family/friends when safe and appropriate to do so and their presence is welcome and legal; etc.) as a direct result of the "hands on", persistent and problem-solving approach used by the Contractor. These intensive supports may include, but are not limited to, direct assistance with accessing income, benefits, identification, or any other service that has a direct link to the work of obtaining housing.
 - a. The Contractor shall provide one or more intermediate or senior positions responsible for responding to concerns about a person who is homeless in the City, as well as routine engagement with unsheltered persons in known concentrations of unsheltered individuals. Referrals may originate from the Outreach Manager. City may require the Contractor to provide an access hotline and/or development of a mobile application if operations necessitate it.
2. **Rapid Response Team.** Provide a rapid response to calls for concern about unsheltered persons and provide routine outreach in identified areas with concentrations of unsheltered individuals as directed by the Outreach Manager. This rapid response is focused on brief engagements and quick problem solving. Temporary solutions like bridge shelters may be used but are not the only solution to every encounter. This response should be highly visible in the community.
 - a. The Contractor shall provide one or more junior or intermediate positions responsible for responding to concerns about a person who is homeless in the City, as well as routine engagement with unsheltered persons in known concentrations of unsheltered individuals. City may require the Contractor to provide an access hotline and/or development of a mobile application if operations necessitate it.
 - b. **Peer Support Specialist.** The Contractor shall provide one or more entry level or junior positions responsible for building rapport with unsheltered individuals and helping complete tasks of the other teams, as directed.

D. TARGET POPULATION/GEOGRAPHICAL AREA

The Contractor will prioritize single adults/households within the City experiencing unsheltered homelessness as identified in the BNL administered by the RTFH.

1. Program Eligibility. Each Program client shall be:

- a) Persons who meet the U.S. Department of Housing and Urban Development (HUD) definition of Literally Homeless (Category 1), At Imminent Risk of Homelessness (Category 2), or Fleeing/Attempting to Flee Domestic Violence (Category 4) and,
- b) Certified as homeless using HUD's preferred order of documentation (24 CFR Parts 91, 582, and 583); third party certification is preferred.

In alignment with Housing First principles, examples of criteria that may not be used to determine Program eligibility include the following

1. Sobriety and/or commitment to be drug-free;
2. Requirements to take medication if the client has a mental illness;
3. Participation in religious services or activities;
4. Participation in drug treatment services (including NA/AA);
5. Payment or ability to pay; or
6. Identification.

E. PROGRAM COMPONENTS

1. The Contractor shall conduct outreach and engagement efforts in the geographic locations where individuals and families experiencing homelessness reside in the City, including streets and parks, with the goals of:
 - a. Building relationships, trust, and rapport over time with individuals and families experiencing homelessness to expedite access to housing resources and supportive services;
 - b. Determining diversion opportunities or housing interventions outside of CES when appropriate;
 - c. Administering the community triage and/or common assessment tool, as appropriate and as established by [RTFH community standards](#) and policies, or referring individuals to access sites;
 - d. Complete standardized housing assessment as directed by City;
 - e. Make efforts to maintain contact with known individuals as frequently as possible to foster deeper engagement and linkage to community resources and longer term and permanent housing options;
 - f. Addressing basic needs, including access to food, clothing, and safety;
 - g. Providing access or referrals to medical care, transportation, mental health care, and substance abuse treatment as quickly as possible, when appropriate; and,
 - h. Maintaining documentation of outreach efforts and participants' choice to accept or refuse resource referrals or opportunities, in a form and format determined by

the City or as established by RTFH community standards and policies.

2. The Contractor shall establish a Housing First Program with low barriers to entry and operations.
3. The Contractor shall operate a housing-focused program which aims to resolve clients' homelessness as quickly as possible while also meeting clients' basic needs, including:
 - a. Participating in intakes, screenings, assessments, and case conferencing or other integral components of CES as appropriate and established by RTFH community standards and policies.
 - b. Accessing case management services, including:
 - i. Developing client housing plans, including stabilization strategies and client goals and objectives;
 - ii. Coordinating with and referrals to County, State, and Federal programs, as well as nonprofits and social service agencies, including an area where services and permanent housing staff from partner agencies can connect with clients, as appropriate;
 - iii. Assisting in locating safe and affordable permanent or other longer-term housing opportunities for clients, including determining diversion opportunities or housing interventions outside of CES; and
 - iv. Assisting with housing applications and supportive/subsidized housing paperwork.
 - c. Completing data entry, analysis, and reporting of Program activities in the RTFH-approved Homeless Management Information System (HMIS), as required by RTFH and reporting data and outcomes to the City in format and schedule provided by the City.
 - d. Collecting client satisfaction data on a quarterly basis, at a minimum, and quarterly reporting to the City summarizing how client satisfaction data was collected during the reporting period, the assessment of the data, and how the findings were incorporated into service delivery and program design. The Contractor will work with City to identify tools and methods for collecting client satisfaction data.

F. COMMUNITY ENGAGEMENT

The Contractor shall:

1. Develop and apply a strategy to maintain neighborhood support for the Program, including strategies for building positive relationships with impacted communities, and proactively addressing potential or actual community concerns.
2. Provide opportunities for electronic or written community feedback in consultation with the City to identify potential tools and methods to capture that feedback; and
3. Demonstrate community input has been reviewed and incorporated into operations plan, as appropriate.

G. COVID-19 PREVENTION MEASURES

The Contractor shall comply with the County of San Diego's Public Health guidelines for reopening of businesses and any active Public Health Orders in place at the time of service, to mitigate the health impacts of COVID-19. The Contractor is responsible for implementing business practices and equipment that comply with the guidelines, and for ensuring that clients served by the Contractor under this Agreement follow all guidelines and Public Health Orders while accessing services.

H. SYSTEM COORDINATION

1. **Coordinated Entry System (CES).** The Contractor will participate in CES as established by RTFH and focus on:
 - a. CES standardized vulnerability assessment tool in screening, referral, and admissions processes for all Program clients, when appropriate and
 - b. Client participation in housing navigation, case conferencing, or other integral components of CES, when appropriate.
2. **Youth Homeless Demonstration Grant (YHDP)**
 - a. To support the efforts of the RTFH and the YHDP Coordinated Community Plan, to provide more accessibility to mainstream programs for Transitional Age Youth (TAY) experiencing homelessness, the Contractor will participate in trainings related to youth-specific service delivery, when and as determined by the City.
 - b. In accordance with the YHDP Coordinated Community Plan, the Contractor will work with the City, RTFH, and the Youth Action Board (YAB) to incorporate suggested program and service changes as applicable to ensure safe and stable environments for TAY.
3. **2-1-1 San Diego.** The Contractor shall list the Program along with relevant Program details and services in the 2-1-1 San Diego database. In order to remain compliant with this requirement, Contractor must have updated or approved the Program service listing in the 2-1-1 San Diego database within the past 12-months. To verify the Program is listed or for more information on how to apply for inclusion, please visit <http://211sandiego.org/for-agencies>.
4. **Community Information Exchange (CIE).** The Contractor must participate in and utilize the 2-1-1 San Diego database, CIE, to the maximum extent possible that aligns with the Program's objectives and services and is appropriate for the model of service delivery. At a minimum, utilization must include access for Contractor's direct service staff to log into CIE to view client profiles to aid in the creation of service plans and coordination of care. The Contractor is expected to work with 2-1-1 San Diego to identify and implement the most appropriate level of integration for the Program; this may include the ability to enter or import data and accept or send electronic referrals through CIE.

I. OPERATIONS

The Contractor's Mobile Homeless Resolution Street Outreach is expected to:

1. Engage with people who are predominately unsheltered located in predetermined areas of

the City, and work intensely to resolve homelessness (shelter users should be engaged rarely, if ever);

2. Follow the Policy Guidelines and Street Community Standards;
3. Respond to service requests from the City's Outreach Manager;
4. Staff two shifts per day
5. Have assigned areas within the City that staff are expected to know as many unsheltered people as possible by name, prioritize who they will try to resolve homelessness for first, accompany people to appointments to take care of tasks in the housing process (e.g., transport to the Social Security office), get all paperwork completed for Coordinated Entry, and coordinate with other services in sustaining the tenancy after outreach work is completed. As applicable, assigned areas could be informed by "hotspots" data provided by the City (e.g. Performance and Analytics geospatial analysis or Get It Done);
6. Work with a smaller group of unsheltered people intensely rather than a larger group peripherally;
7. Coordinate with the Rapid Response Team on individuals that do not currently want housing assistance but may benefit from follow-up at a later time, and need or may be interested in other options of street-based interventions;
8. Leverage the expertise of Peer Support Specialists in engagement and to assist with task completion and to engage with people that do not want housing assistance; and
9. Participate in daily operational briefings, and regular coordinated outreach meetings as determined by the City Outreach Manager.

The Contractor's Rapid Response Team may be one team per shift (day shift; afternoon shift) of two outreach staff (2 people in total per shift; 4 people in total per day) plus a team leader (who is the same team leader that oversees the Mobile Homeless Resolution team). The Rapid Response Team shall be available 7 days per week. On a daily basis, the Rapid Response Team will have a series of predetermined "hot spot" locations to visit and try to provide rapid resolution to being unsheltered. This may include access to shelter, family/friend reunification when it is safe and appropriate to do so, or considering alternate places to stay outdoors, if it is advisable in any particular circumstance (e.g., the person does not desire housing, but a clearing of the encampment is scheduled to occur).

The Contractor's Rapid Response Street Outreach is expected to:

1. Engage with people who are predominately unsheltered located in predetermined areas of the City, and work intensely to resolve current situation (shelter users should be engaged rarely, if ever);
2. Follow the Policy Guidelines and Community Standards that are applicable;
3. Respond to service requests from the City's Outreach Manager;
4. Be available from 8am until 10pm daily;
5. Remain respectful but persistent in engaging with people who claim not to want services, especially when the response to the individual is a result of a request from the City's Outreach Manager;

6. Work with a large group of unsheltered people peripherally rather than a small number of unsheltered people intensely;
7. Coordinate with the Mobile Homelessness Response Team on individuals seeking housing assistance;
8. Leverage the expertise of Peer Support Specialists in engagement and to assist with task completion and to attempt engagement in the future with people who have denied service opportunities made available to them to date; and
9. Participate in daily operational briefings, and regular coordinated outreach meetings as determined by the City Outreach Manager.

The Contractor's Peer Support Specialists are expected to:

1. Engage with people who are predominately unsheltered located in predetermined areas of the City, and work intensely to build rapport and complete tasks that assist the Mobile Homeless Response Team or the Rapid Response Team ;
2. Follow Policy Guidelines and Community Standards
3. Respond to service requests from the City's Outreach Manager on a backup basis to the Rapid Response Team;
4. Conduct outreach to connect with potentially new program participants during times where assistance is not required by the Mobile Homeless Resolution Team or the Rapid Response Team;
5. Work with a large group of unsheltered people peripherally rather than a small number of unsheltered people intensely;
6. Coordinate with the Rapid Response Team on individuals that want any further assistance; and
7. Participate in daily operational briefings, and regular coordinated outreach meetings as determined by the City Outreach Manager.

The Contractor's Team Leaders are expected to:

1. Provide seven-day coverage over every shift.
2. Coordinate with each other, and provide unified direction to the Mobile Homeless Resolution Team, the Rapid Response Team, and the Peer Support Specialists;
3. Coordinate with the City's Outreach Manager;
4. Tally information and prepare reports related to activities and outcomes;
5. Help organize and manage the Contractor's team's response to encampments;
6. Be familiar with all known locations where unsheltered homeless persons have been detected in the City, and where the Contractor's outreach teams are being deployed on a daily basis; and
7. When operationally possible, and preferably a minimum of one day per week, engage in

field work with any or all of the Contractor's outreach teams.

The Contractor's teams may be supplemented, as funding allows, with other part-time skilled staff who will assist in activities that will help an individual who is homeless access housing or interim housing options. Any additional team members should not duplicate, but may enhance, activities performed by other services in the City. For example, one of the Contractor's teams may want the assistance of a clinician/psychiatrist part-time but should not attempt to replicate a street medicine program.

Members of the Contractor's outreach teams must be highly visible. People who are homeless, as well as business, law enforcement and the general public, should be able to easily identify that it is a street outreach service through the use of one or more of the following approaches: uniforms; vests; signage on an outreach van; insignia on outreach backpacks; hats; etc.

J. EQUIPMENT

The Contractor shall equip each team, at minimum, with the following items:

1. Smart Phone
2. Laptop or tablet (for HMIS access)
3. Backpack
4. First Aid Kit
5. NarCan (must provide proof of requisite training)
6. Program Uniform
7. Notebook
8. Hand Sanitizer
9. Personal Protective Equipment
10. Sharps Container
11. Garbage Bags
12. Writing Utensils

The Contractor shall provide at least one shared street outreach vehicle. Not every one of Contractor's team is required to have their own vehicle each day. Transportation may be supplemented with bus/trolley passes, use of taxis, or use of ride share (e.g., Uber, Lyft).

K. BUDGET

Contractor shall submit a detailed budget and budget justification, which includes staffing breakdown, rates of staff, level of effort, fringe rate, supplies, and administrative costs. In addition, Contractor should identify and quantify any leverage from other funding sources.

The City will assess points for cost based on reasonableness of costs proposed in the detailed budget in accordance with Exhibit A, 3.6 Evaluation Criteria, D. Cost Proposals.

L. TECHNICAL REPRESENTATIVE AND PURCHASING AGENT

The Technical Representative for this Contract is identified in the notice of award and is responsible for overseeing and monitoring this Contract. The Technical Representative will be specified on individual purchase orders issued under the Contract and will provide daily oversight of the Contract to ensure compliance with the Scope of Work and/or performance to Contract specifications. The Technical Representative, or designee, is also responsible for oversight of all invoice payments and billing questions for purchase orders issued under the Contract.

The Purchasing Agent shall be responsible for all contractual matters and is the only individual authorized to make changes of any kind to the Contract. The Contractor shall not rely upon any oral change from anyone, nor a written request, for changes to the Contract from someone other than the Purchasing Agent. All changes must be in writing, signed by the Purchasing Agent.

EXHIBIT C



THE CITY OF SAN DIEGO
GENERAL CONTRACT TERMS AND PROVISIONS
APPLICABLE TO GOODS, SERVICES, AND CONSULTANT CONTRACTS

ARTICLE I SCOPE AND TERM OF CONTRACT

1.1 Scope of Contract. The scope of contract between the City and a provider of goods and/or services (Contractor) is described in the Contract Documents. The Contract Documents are comprised of the Request for Proposal, Invitation to Bid, or other solicitation document (Solicitation); the successful bid or proposal; the letter awarding the contract to Contractor; the City's written acceptance of exceptions or clarifications to the Solicitation, if any; and these General Contract Terms and Provisions.

1.2 Effective Date. A contract between the City and Contractor (Contract) is effective on the last date that the contract is signed by the parties and approved by the City Attorney in accordance with Charter section 40. Unless otherwise terminated, this Contract is effective until it is completed or as otherwise agreed upon in writing by the parties, whichever is the earliest. A Contract term cannot exceed five (5) years unless approved by the City Council by ordinance.

1.3 Contract Extension. The City may, in its sole discretion, unilaterally exercise an option to extend the Contract as described in the Contract Documents. In addition, the City may, in its sole discretion, unilaterally extend the Contract on a month-to-month basis following contract expiration if authorized under Charter section 99 and the Contract Documents. Contractor shall not increase its pricing in excess of the percentage increase described in the Contract.

ARTICLE II CONTRACT ADMINISTRATOR

2.1 Contract Administrator. The Purchasing Agent or designee is the Contract Administrator for purposes of this Contract, and has the responsibilities described in this Contract, in the San Diego Charter, and in Chapter 2, Article 2, Divisions 5, 30, and 32.

2.1.1 Contractor Performance Evaluations. The Contract Administrator will evaluate Contractor's performance as often as the Contract Administrator deems necessary throughout the term of the contract. This evaluation will be based on criteria including the quality of goods or services, the timeliness of performance, and adherence to applicable laws, including prevailing wage and living wage. City will provide Contractors who receive an unsatisfactory rating with a copy of the evaluation and an opportunity to respond. City may consider final evaluations, including Contractor's response, in evaluating future proposals and bids for contract award.

2.2 Notices. Unless otherwise specified, in all cases where written notice is required under this Contract, service shall be deemed sufficient if the notice is personally delivered or deposited in the United States mail, with first class postage paid, attention to the Purchasing Agent. Proper notice is effective on the date of personal delivery or five (5) days after deposit in a United States postal mailbox unless provided otherwise in the Contract. Notices to the City shall be sent to:

Purchasing Agent
City of San Diego, Purchasing and Contracting Division
1200 3rd Avenue, Suite 200
San Diego, CA 92101-4195

ARTICLE III COMPENSATION

3.1 Manner of Payment. Contractor will be paid monthly, in arrears, for goods and/or services provided in accordance with the terms and provisions specified in the Contract.

3.2 Invoices.

3.2.1 Invoice Detail. Contractor's invoice must be on Contractor's stationary with Contractor's name, address, and remittance address if different. Contractor's invoice must have a date, an invoice number, a purchase order number, a description of the goods or services provided, and an amount due.

3.2.2 Service Contracts. Contractor must submit invoices for services to City by the 10th of the month following the month in which Contractor provided services. Invoices must include the address of the location where services were performed and the dates in which services were provided.

3.2.3 Goods Contracts. Contractor must submit invoices for goods to City within seven days of the shipment. Invoices must describe the goods provided.

3.2.4 Parts Contracts. Contractor must submit invoices for parts to City within seven calendar (7) days of the date the parts are shipped. Invoices must include the manufacturer of the part, manufacturer's published list price, percentage discount applied in accordance with Pricing Page(s), the net price to City, and an item description, quantity, and extension.

3.2.5 Extraordinary Work. City will not pay Contractor for extraordinary work unless Contractor receives prior written authorization from the Contract Administrator. Failure to do so will result in payment being withheld for services. If approved, Contractor will include an invoice that describes the work performed and the location where the work was performed, and a copy of the Contract Administrator's written authorization.

3.2.6 Reporting Requirements. Contractor must submit the following reports using the City's web-based contract compliance portal. Incomplete and/or delinquent reports may cause payment delays, non-payment of invoice, or both. For questions, please view the City's online tutorials on how to utilize the City's web-based contract compliance portal.

3.2.6.1 Monthly Employment Utilization Reports. Contractor and Contractor's subcontractors and suppliers must submit Monthly Employment Utilization Reports by the fifth (5th) day of the subsequent month.

3.2.6.2 Monthly Invoicing and Payments. Contractor and Contractor's subcontractors and suppliers must submit Monthly Invoicing and Payment Reports by the fifth (5th) day of the subsequent month.

3.3 Annual Appropriation of Funds. Contractor acknowledges that the Contract term may extend over multiple City fiscal years, and that work and compensation under this Contract is contingent on the City Council appropriating funding for and authorizing such work and compensation for those fiscal years. This Contract may be terminated at the end of the fiscal year for which sufficient funding is not appropriated and authorized. City is not obligated to pay Contractor for any amounts not duly appropriated and authorized by City Council.

3.4 Price Adjustments. Based on Contractor's written request and justification, the City may approve an increase in unit prices on Contractor's pricing pages consistent with the amount requested in the justification in an amount not to exceed the increase in the Consumer Price Index, San Diego Area, for All Urban Customers (CPI-U) as published by the Bureau of Labor Statistics, or 5.0%, whichever is less, during the preceding one year term. If the CPI-U is a negative number, then the unit prices shall not be adjusted for that option year (the unit prices will not be decreased). A negative CPI-U shall be counted against any subsequent increases in the CPI-U when calculating the unit prices for later option years. Contractor must provide such written request and justification no less than sixty days before the date in which City may exercise the option to renew the contract, or sixty days before the anniversary date of the Contract. Justification in support of the written request must include a description of the basis for the adjustment, the proposed effective date and reasons for said date, and the amount of the adjustment requested with documentation to support the requested change (e.g. CPI-U or 5.0%, whichever is less). City's approval of this request must be in writing.

ARTICLE IV SUSPENSION AND TERMINATION

4.1 City's Right to Suspend for Convenience. City may suspend all or any portion of Contractor's performance under this Contract at its sole option and for its convenience for a reasonable period of time not to exceed six (6) months. City must first give ten (10) days' written notice to Contractor of such suspension. City will pay to Contractor a sum equivalent to the reasonable value of the goods and/or services satisfactorily provided up to the date of suspension. City may rescind the suspension prior to or at six (6) months by providing Contractor with written notice of the rescission, at which time Contractor would be required to resume performance in compliance with the terms and provisions of this Contract. Contractor will be entitled to an extension of time to complete performance under the Contract equal to the length of the suspension unless otherwise agreed to in writing by the Parties.

4.2 City's Right to Terminate for Convenience. City may, at its sole option and for its convenience, terminate all or any portion of this Contract by giving thirty (30) days' written notice of such termination to Contractor. The termination of the Contract shall be effective upon receipt of the notice by Contractor. After termination of all or any portion of the Contract, Contractor shall: (1) immediately discontinue all affected performance (unless the notice directs otherwise); and (2) complete any and all additional work necessary for the orderly filing of

documents and closing of Contractor's affected performance under the Contract. After filing of documents and completion of performance, Contractor shall deliver to City all data, drawings, specifications, reports, estimates, summaries, and such other information and materials created or received by Contractor in performing this Contract, whether completed or in process. By accepting payment for completion, filing, and delivering documents as called for in this section, Contractor discharges City of all of City's payment obligations and liabilities under this Contract with regard to the affected performance.

4.3 City's Right to Terminate for Default. Contractor's failure to satisfactorily perform any obligation required by this Contract constitutes a default. Examples of default include a determination by City that Contractor has: (1) failed to deliver goods and/or perform the services of the required quality or within the time specified; (2) failed to perform any of the obligations of this Contract; and (3) failed to make sufficient progress in performance which may jeopardize full performance.

4.3.1 If Contractor fails to satisfactorily cure a default within ten (10) calendar days of receiving written notice from City specifying the nature of the default, City may immediately cancel and/or terminate this Contract, and terminate each and every right of Contractor, and any person claiming any rights by or through Contractor under this Contract.

4.3.2 If City terminates this Contract, in whole or in part, City may procure, upon such terms and in such manner as the Purchasing Agent may deem appropriate, equivalent goods or services and Contractor shall be liable to City for any excess costs. Contractor shall also continue performance to the extent not terminated.

4.4 Termination for Bankruptcy or Assignment for the Benefit of Creditors. If Contractor files a voluntary petition in bankruptcy, is adjudicated bankrupt, or makes a general assignment for the benefit of creditors, the City may at its option and without further notice to, or demand upon Contractor, terminate this Contract, and terminate each and every right of Contractor, and any person claiming rights by and through Contractor under this Contract.

4.5 Contractor's Right to Payment Following Contract Termination.

4.5.1 Termination for Convenience. If the termination is for the convenience of City an equitable adjustment in the Contract price shall be made. No amount shall be allowed for anticipated profit on unperformed services, and no amount shall be paid for an as needed contract beyond the Contract termination date.

4.5.2 Termination for Default. If, after City gives notice of termination for failure to fulfill Contract obligations to Contractor, it is determined that Contractor had not so failed, the termination shall be deemed to have been effected for the convenience of City. In such event, adjustment in the Contract price shall be made as provided in Section 4.3.2. City's rights and remedies are in addition to any other rights and remedies provided by law or under this Contract.

4.6 Remedies Cumulative. City's remedies are cumulative and are not intended to be exclusive of any other remedies or means of redress to which City may be lawfully entitled in case of any breach or threatened breach of any provision of this Contract.

ARTICLE V ADDITIONAL CONTRACTOR OBLIGATIONS

5.1 Inspection and Acceptance. The City will inspect and accept goods provided under this Contract at the shipment destination unless specified otherwise. Inspection will be made and acceptance will be determined by the City department shown in the shipping address of the Purchase Order or other duly authorized representative of City.

5.2 Responsibility for Lost or Damaged Shipments. Contractor bears the risk of loss or damage to goods prior to the time of their receipt and acceptance by City. City has no obligation to accept damaged shipments and reserves the right to return damaged goods, at Contractor's sole expense, even if the damage was not apparent or discovered until after receipt.

5.3 Responsibility for Damages. Contractor is responsible for all damage that occurs as a result of Contractor's fault or negligence or that of its' employees, agents, or representatives in connection with the performance of this Contract. Contractor shall immediately report any such damage to people and/or property to the Contract Administrator.

5.4 Delivery. Delivery shall be made on the delivery day specified in the Contract Documents. The City, in its sole discretion, may extend the time for delivery. The City may order, in writing, the suspension, delay or interruption of delivery of goods and/or services.

5.5 Delay. Unless otherwise specified herein, time is of the essence for each and every provision of the Contract. Contractor must immediately notify City in writing if there is, or it is anticipated that there will be, a delay in performance. The written notice must explain the cause for the delay and provide a reasonable estimate of the length of the delay. City may terminate this Contract as provided herein if City, in its sole discretion, determines the delay is material.

5.5.1 If a delay in performance is caused by any unforeseen event(s) beyond the control of the parties, City may allow Contractor to a reasonable extension of time to complete performance, but Contractor will not be entitled to damages or additional compensation. Any such extension of time must be approved in writing by City. The following conditions may constitute such a delay: war; changes in law or government regulation; labor disputes; strikes; fires, floods, adverse weather or other similar condition of the elements necessitating cessation of the performance; inability to obtain materials, equipment or labor; or other specific reasons agreed to between City and Contractor. This provision does not apply to a delay caused by Contractor's acts or omissions. Contractor is not entitled to an extension of time to perform if a delay is caused by Contractor's inability to obtain materials, equipment, or labor unless City has received, in a timely manner, documentary proof satisfactory to City of Contractor's inability to obtain materials, equipment, or labor, in which case City's approval must be in writing.

5.6 Restrictions and Regulations Requiring Contract Modification. Contractor shall immediately notify City in writing of any regulations or restrictions that may or will require Contractor to alter the material, quality, workmanship, or performance of the goods and/or services to be provided. City reserves the right to accept any such alteration, including any resulting reasonable price adjustments, or to cancel the Contract at no expense to the City.

5.7 Warranties. All goods and/or services provided under the Contract must be warranted by Contractor or manufacturer for at least twelve (12) months after acceptance by City, except automotive equipment. Automotive equipment must be warranted for a minimum of 12,000 miles or 12 months, whichever occurs first, unless otherwise stated in the Contract. Contractor is responsible to City for all warranty service, parts, and labor. Contractor is required to ensure that warranty work is performed at a facility acceptable to City and that services, parts, and labor are available and provided to meet City's schedules and deadlines. Contractor may establish a warranty service contract with an agency satisfactory to City instead of performing the warranty service itself. If Contractor is not an authorized service center and causes any damage to equipment being serviced, which results in the existing warranty being voided, Contractor will be liable for all costs of repairs to the equipment, or the costs of replacing the equipment with new equipment that meets City's operational needs.

5.8 Industry Standards. Contractor shall provide goods and/or services acceptable to City in strict conformance with the Contract. Contractor shall also provide goods and/or services in accordance with the standards customarily adhered to by an experienced and competent provider of the goods and/or services called for under this Contract using the degree of care and skill ordinarily exercised by reputable providers of such goods and/or services. Where approval by City, the Mayor, or other representative of City is required, it is understood to be general approval only and does not relieve Contractor of responsibility for complying with all applicable laws, codes, policies, regulations, and good business practices.

5.9 Records Retention and Examination. Contractor shall retain, protect, and maintain in an accessible location all records and documents, including paper, electronic, and computer records, relating to this Contract for five (5) years after receipt of final payment by City under this Contract. Contractor shall make all such records and documents available for inspection, copying, or other reproduction, and auditing by authorized representatives of City, including the Purchasing Agent or designee. Contractor shall make available all requested data and records at reasonable locations within City or County of San Diego at any time during normal business hours, and as often as City deems necessary. If records are not made available within the City or County of San Diego, Contractor shall pay City's travel costs to the location where the records are maintained and shall pay for all related travel expenses. Failure to make requested records available for inspection, copying, or other reproduction, or auditing by the date requested may result in termination of the Contract. Contractor must include this provision in all subcontracts made in connection with this Contract.

5.9.1 Contractor shall maintain records of all subcontracts entered into with all firms, all project invoices received from Subcontractors and Suppliers, all purchases of materials and services from Suppliers, and all joint venture participation. Records shall show name, telephone number including area code, and business address of each Subcontractor and Supplier, and joint venture partner, and the total amount actually paid to each firm. Project relevant records, regardless of tier, may be periodically reviewed by the City.

5.10 Quality Assurance Meetings. Upon City's request, Contractor shall schedule one or more quality assurance meetings with City's Contract Administrator to discuss Contractor's performance. If requested, Contractor shall schedule the first quality assurance meeting no later than eight (8) weeks from the date of commencement of work under the Contract. At the quality assurance meeting(s), City's Contract Administrator will provide Contractor with feedback, will note any deficiencies in Contract performance, and provide Contractor with an opportunity to address and correct such deficiencies. The total number of quality assurance meetings that may be required by City will depend upon Contractor's performance.

5.11 Duty to Cooperate with Auditor. The City Auditor may, in his sole discretion, at no cost to the City, and for purposes of performing his responsibilities under Charter section 39.2, review Contractor's records to confirm contract compliance. Contractor shall make reasonable efforts to cooperate with Auditor's requests.

5.12 Safety Data Sheets. If specified by City in the solicitation or otherwise required by this Contract, Contractor must send with each shipment one (1) copy of the Safety Data Sheet (SDS) for each item shipped. Failure to comply with this procedure will be cause for immediate termination of the Contract for violation of safety procedures.

5.13 Project Personnel. Except as formally approved by the City, the key personnel identified in Contractor's bid or proposal shall be the individuals who will actually complete the work. Changes in staffing must be reported in writing and approved by the City.

5.13.1 Criminal Background Certification. Contractor certifies that all employees working on this Contract have had a criminal background check and that said employees are clear of any sexual and drug related convictions. Contractor further certifies that all employees hired by Contractor or a subcontractor shall be free from any felony convictions.

5.13.2 Photo Identification Badge. Contractor shall provide a company photo identification badge to any individual assigned by Contractor or subcontractor to perform services or deliver goods on City premises. Such badge must be worn at all times while on City premises. City reserves the right to require Contractor to pay fingerprinting fees for personnel assigned to work in sensitive areas. All employees shall turn in their photo identification badges to Contractor upon completion of services and prior to final payment of invoice.

5.14 Standards of Conduct. Contractor is responsible for maintaining standards of employee competence, conduct, courtesy, appearance, honesty, and integrity satisfactory to the City.

5.14.1 Supervision. Contractor shall provide adequate and competent supervision at all times during the Contract term. Contractor shall be readily available to meet with the City. Contractor shall provide the telephone numbers where its representative(s) can be reached.

5.14.2 City Premises. Contractor's employees and agents shall comply with all City rules and regulations while on City premises.

5.14.3 Removal of Employees. City may request Contractor immediately remove from assignment to the City any employee found unfit to perform duties at the City. Contractor shall comply with all such requests.

5.15 Licenses and Permits. Contractor shall, without additional expense to the City, be responsible for obtaining any necessary licenses, permits, certifications, accreditations, fees and approvals for complying with any federal, state, county, municipal, and other laws, codes, and regulations applicable to Contract performance. This includes, but is not limited to, any laws or regulations requiring the use of licensed contractors to perform parts of the work.

5.16 Contractor and Subcontractor Registration Requirements. Prior to the award of the Contract or Task Order, Contractor and Contractor's subcontractors and suppliers must register with the City's web-based vendor registration and bid management system. The City may not award the Contract until registration of all subcontractors and suppliers is complete. In the event this requirement is not met within the time frame specified by the City, the City reserves the right to rescind the Contract award and to make the award to the next responsive and responsible proposer of bidder.

ARTICLE VI INTELLECTUAL PROPERTY RIGHTS

6.1 Rights in Data. If, in connection with the services performed under this Contract, Contractor or its employees, agents, or subcontractors, create artwork, audio recordings, blueprints, designs, diagrams, documentation, photographs, plans, reports, software, source code, specifications, surveys, system designs, video recordings, or any other original works of authorship, whether written or readable by machine (Deliverable Materials), all rights of Contractor or its subcontractors in the Deliverable Materials, including, but not limited to publication, and registration of copyrights, and trademarks in the Deliverable Materials, are the sole property of City. Contractor, including its employees, agents, and subcontractors, may not use any Deliverable Material for purposes unrelated to Contractor's work on behalf of the City without prior written consent of City. Contractor may not publish or reproduce any Deliverable Materials, for purposes unrelated to Contractor's work on behalf of the City, without the prior written consent of the City.

6.2 Intellectual Property Rights Assignment. For no additional compensation, Contractor hereby assigns to City all of Contractor's rights, title, and interest in and to the content of the Deliverable Materials created by Contractor or its employees, agents, or subcontractors, including copyrights, in connection with the services performed under this Contract. Contractor

shall promptly execute and deliver, and shall cause its employees, agents, and subcontractors to promptly execute and deliver, upon request by the City or any of its successors or assigns at any time and without further compensation of any kind, any power of attorney, assignment, application for copyright, patent, trademark or other intellectual property right protection, or other papers or instruments which may be necessary or desirable to fully secure, perfect or otherwise protect to or for the City, its successors and assigns, all right, title and interest in and to the content of the Deliverable Materials. Contractor also shall cooperate and assist in the prosecution of any action or opposition proceeding involving such intellectual property rights and any adjudication of those rights.

6.3 Contractor Works. Contractor Works means tangible and intangible information and material that: (a) had already been conceived, invented, created, developed or acquired by Contractor prior to the effective date of this Contract; or (b) were conceived, invented, created, or developed by Contractor after the effective date of this Contract, but only to the extent such information and material do not constitute part or all of the Deliverable Materials called for in this Contract. All Contractor Works, and all modifications or derivatives of such Contractor Works, including all intellectual property rights in or pertaining to the same, shall be owned solely and exclusively by Contractor.

6.4 Subcontracting. In the event that Contractor utilizes a subcontractor(s) for any portion of the work that comprises the whole or part of the specified Deliverable Materials to the City, the agreement between Contractor and the subcontractor shall include a statement that identifies the Deliverable Materials as a “works for hire” as described in the United States Copyright Act of 1976, as amended, and that all intellectual property rights in the Deliverable Materials, whether arising in copyright, trademark, service mark or other forms of intellectual property rights, belong to and shall vest solely with the City. Further, the agreement between Contractor and its subcontractor shall require that the subcontractor, if necessary, shall grant, transfer, sell and assign, free of charge, exclusively to City, all titles, rights and interests in and to the Deliverable Materials, including all copyrights, trademarks and other intellectual property rights. City shall have the right to review any such agreement for compliance with this provision.

6.5 Intellectual Property Warranty and Indemnification. Contractor represents and warrants that any materials or deliverables, including all Deliverable Materials, provided under this Contract are either original, or not encumbered, and do not infringe upon the copyright, trademark, patent or other intellectual property rights of any third party, or are in the public domain. If Deliverable Materials provided hereunder become the subject of a claim, suit or allegation of copyright, trademark or patent infringement, City shall have the right, in its sole discretion, to require Contractor to produce, at Contractor’s own expense, new non-infringing materials, deliverables or works as a means of remedying any claim of infringement in addition to any other remedy available to the City under law or equity. Contractor further agrees to indemnify, defend, and hold harmless the City, its officers, employees and agents from and against any and all claims, actions, costs, judgments or damages, of any type, alleging or threatening that any Deliverable Materials, supplies, equipment, services or works provided under this contract infringe the copyright, trademark, patent or other intellectual property or proprietary rights of any third party (Third Party Claim of Infringement). If a Third Party Claim

of Infringement is threatened or made before Contractor receives payment under this Contract, City shall be entitled, upon written notice to Contractor, to withhold some or all of such payment.

6.6 Software Licensing. Contractor represents and warrants that the software, if any, as delivered to City, does not contain any program code, virus, worm, trap door, back door, time or clock that would erase data or programming or otherwise cause the software to become inoperable, inaccessible, or incapable of being used in accordance with its user manuals, either automatically, upon the occurrence of licensor-selected conditions or manually on command. Contractor further represents and warrants that all third party software, delivered to City or used by Contractor in the performance of the Contract, is fully licensed by the appropriate licensor.

6.7 Publication. Contractor may not publish or reproduce any Deliverable Materials, for purposes unrelated to Contractor's work on behalf of the City without prior written consent from the City.

6.8 Royalties, Licenses, and Patents. Unless otherwise specified, Contractor shall pay all royalties, license, and patent fees associated with the goods that are the subject of this solicitation. Contractor warrants that the goods, materials, supplies, and equipment to be supplied do not infringe upon any patent, trademark, or copyright, and further agrees to defend any and all suits, actions and claims for infringement that are brought against the City, and to defend, indemnify and hold harmless the City, its elected officials, officers, and employees from all liability, loss and damages, whether general, exemplary or punitive, suffered as a result of any actual or claimed infringement asserted against the City, Contractor, or those furnishing goods, materials, supplies, or equipment to Contractor under the Contract.

ARTICLE VII INDEMNIFICATION AND INSURANCE

7.1 Indemnification. To the fullest extent permitted by law, Contractor shall defend (with legal counsel reasonably acceptable to City), indemnify, protect, and hold harmless City and its elected officials, officers, employees, agents, and representatives (Indemnified Parties) from and against any and all claims, losses, costs, damages, injuries (including, without limitation, injury to or death of an employee of Contractor or its subcontractors), expense, and liability of every kind, nature and description (including, without limitation, incidental and consequential damages, court costs, and litigation expenses and fees of expert consultants or expert witnesses incurred in connection therewith and costs of investigation) that arise out of, pertain to, or relate to, directly or indirectly, in whole or in part, any goods provided or performance of services under this Contract by Contractor, any subcontractor, anyone directly or indirectly employed by either of them, or anyone that either of them control. Contractor's duty to defend, indemnify, protect and hold harmless shall not include any claims or liabilities arising from the sole negligence or willful misconduct of the Indemnified Parties.

7.2 Insurance. Contractor shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property which may arise from or

in connection with the performance of the work hereunder and the results of that work by Contractor, his agents, representatives, employees or subcontractors.

Contractor shall provide, at a minimum, the following:

7.2.1 Commercial General Liability. Insurance Services Office Form CG 00 01 covering CGL on an “occurrence” basis, including products and completed operations, property damage, bodily injury, and personal and advertising injury with limits no less than \$1,000,000 per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (ISO CG 25 03 or 25 04) or the general aggregate limit shall be twice the required occurrence limit.

7.2.2 Commercial Automobile Liability. Insurance Services Office Form Number CA 0001 covering Code 1 (any auto) or, if Contractor has no owned autos, Code 8 (hired) and 9 (non-owned), with limit no less than \$1,000,000 per accident for bodily injury and property damage.

7.2.3 Workers' Compensation. Insurance as required by the State of California, with Statutory Limits, and Employer’s Liability Insurance with limit of no less than \$1,000,000 per accident for bodily injury or disease.

7.2.4 Professional Liability (Errors and Omissions). For consultant contracts, insurance appropriate to Consultant’s profession, with limit no less than \$1,000,000 per occurrence or claim, \$2,000,000 aggregate.

If Contractor maintains broader coverage and/or higher limits than the minimums shown above, City requires and shall be entitled to the broader coverage and/or the higher limits maintained by Contractor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to City.

7.2.5 Other Insurance Provisions. The insurance policies are to contain, or be endorsed to contain, the following provisions:

7.2.5.1 Additional Insured Status. The City, its officers, officials, employees, and volunteers are to be covered as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of Contractor including materials, parts, or equipment furnished in connection with such work or operations. General liability coverage can be provided in the form of an endorsement to Contractor’s insurance (at least as broad as ISO Form CG 20 10 11 85 or if not available, through the addition of both CG 20 10, CG 20 26, CG 20 33, or CG 20 38; and CG 20 37 if a later edition is used).

7.2.5.2 Primary Coverage. For any claims related to this contract, Contractor's insurance coverage shall be primary coverage at least as broad as ISO CG 20 01 04 13 as respects the City, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by City, its officers, officials, employees, or volunteers shall be excess of Contractor's insurance and shall not contribute with it.

7.2.5.3 Notice of Cancellation. Each insurance policy required above shall provide that coverage shall not be canceled, except with notice to City.

7.2.5.4 Waiver of Subrogation. Contractor hereby grants to City a waiver of any right to subrogation which the Workers' Compensation insurer of said Contractor may acquire against City by virtue of the payment of any loss under such insurance. Contractor agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the City has received a waiver of subrogation endorsement from the insurer.

7.2.5.5 Claims Made Policies (applicable only to professional liability). The Retroactive Date must be shown, and must be before the date of the contract or the beginning of contract work. Insurance must be maintained and evidence of insurance must be provided for at least five (5) years after completion of the contract of work. If coverage is canceled or non-renewed, and not replaced with another claims-made policy form with a Retroactive Date prior to the contract effective date, Contractor must purchase "extended reporting" coverage for a minimum of five (5) years after completion of work.

7.3 Self Insured Retentions. Self-insured retentions must be declared to and approved by City. City may require Contractor to purchase coverage with a lower retention or provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention. The policy language shall provide, or be endorsed to provide, that the self-insured retention may be satisfied by either the named insured or City.

7.4 Acceptability of Insurers. Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A-VI, unless otherwise acceptable to City.

City will accept insurance provided by non-admitted, "surplus lines" carriers only if the carrier is authorized to do business in the State of California and is included on the List of Approved Surplus Lines Insurers (LASLI list). All policies of insurance carried by non-admitted carriers are subject to all of the requirements for policies of insurance provided by admitted carriers described herein.

7.5 Verification of Coverage. Contractor shall furnish City with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by City before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive Contractor's obligation to provide them. City reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

7.6 Special Risks or Circumstances. City reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.

7.7 Additional Insurance. Contractor may obtain additional insurance not required by this Contract.

7.8 Excess Insurance. All policies providing excess coverage to City shall follow the form of the primary policy or policies including but not limited to all endorsements.

7.9 Subcontractors. Contractor shall require and verify that all subcontractors maintain insurance meeting all the requirements stated herein, and Contractor shall ensure that City is an additional insured on insurance required from subcontractors. For CGL coverage, subcontractors shall provide coverage with a format at least as broad as the CG 20 38 04 13 endorsement.

ARTICLE VIII BONDS

8.1 Payment and Performance Bond. Prior to the execution of this Contract, City may require Contractor to post a payment and performance bond (Bond). The Bond shall guarantee Contractor's faithful performance of this Contract and assure payment to contractors, subcontractors, and to persons furnishing goods and/or services under this Contract.

8.1.1 Bond Amount. The Bond shall be in a sum equal to twenty-five percent (25%) of the Contract amount, unless otherwise stated in the Specifications. City may file a claim against the Bond if Contractor fails or refuses to fulfill the terms and provisions of the Contract.

8.1.2 Bond Term. The Bond shall remain in full force and effect at least until complete performance of this Contract and payment of all claims for materials and labor, at which time it will convert to a ten percent (10%) warranty bond, which shall remain in place until the end of the warranty periods set forth in this Contract. The Bond shall be renewed annually, at least sixty (60) days in advance of its expiration, and Contractor shall provide timely proof of annual renewal to City.

8.1.3 Bond Surety. The Bond must be furnished by a company authorized by the State of California Department of Insurance to transact surety business in the State of California and which has a current A.M. Best rating of at least "A-, VIII."

8.1.4 Non-Renewal or Cancellation. The Bond must provide that City and Contractor shall be provided with sixty (60) days' advance written notice in the event of non-renewal, cancellation, or material change to its terms. In the event of non-renewal, cancellation, or material change to the Bond terms, Contractor shall provide City with evidence of the new source of surety within twenty-one (21) calendar days after the date of the notice of non-renewal, cancellation, or material change. Failure to maintain the Bond, as required herein, in full force

and effect as required under this Contract, will be a material breach of the Contract subject to termination of the Contract.

8.2 Alternate Security. City may, at its sole discretion, accept alternate security in the form of an endorsed certificate of deposit, a money order, a certified check drawn on a solvent bank, or other security acceptable to the Purchasing Agent in an amount equal to the required Bond.

ARTICLE IX CITY-MANDATED CLAUSES AND REQUIREMENTS

9.1 Contractor Certification of Compliance. By signing this Contract, Contractor certifies that Contractor is aware of, and will comply with, these City-mandated clauses throughout the duration of the Contract.

9.1.1 Drug-Free Workplace Certification. Contractor shall comply with City's Drug-Free Workplace requirements set forth in Council Policy 100-17, which is incorporated into the Contract by this reference.

9.1.2 Contractor Certification for Americans with Disabilities Act (ADA) and State Access Laws and Regulations: Contractor shall comply with all accessibility requirements under the ADA and under Title 24 of the California Code of Regulations (Title 24). When a conflict exists between the ADA and Title 24, Contractor shall comply with the most restrictive requirement (i.e., that which provides the most access). Contractor also shall comply with the City's ADA Compliance/City Contractors requirements as set forth in Council Policy 100-04, which is incorporated into this Contract by reference. Contractor warrants and certifies compliance with all federal and state access laws and regulations and further certifies that any subcontract agreement for this contract contains language which indicates the subcontractor's agreement to abide by the provisions of the City's Council Policy and any applicable access laws and regulations.

9.1.3 Non-Discrimination Requirements.

9.1.3.1 Compliance with City's Equal Opportunity Contracting Program (EOCP). Contractor shall comply with City's EOCP Requirements. Contractor shall not discriminate against any employee or applicant for employment on any basis prohibited by law. Contractor shall provide equal opportunity in all employment practices. Prime Contractors shall ensure that their subcontractors comply with this program. Nothing in this Section shall be interpreted to hold a Prime Contractor liable for any discriminatory practice of its subcontractors.

9.1.3.2 Non-Discrimination Ordinance. Contractor shall not discriminate on the basis of race, gender, gender expression, gender identity, religion, national origin, ethnicity, sexual orientation, age, or disability in the solicitation, selection, hiring or treatment of subcontractors, vendors or suppliers. Contractor shall provide equal opportunity for subcontractors to participate in subcontracting opportunities. Contractor understands and agrees that violation of this clause shall be considered a material breach of the Contract and may result

in Contract termination, debarment, or other sanctions. Contractor shall ensure that this language is included in contracts between Contractor and any subcontractors, vendors and suppliers.

9.1.3.3 Compliance Investigations. Upon City's request, Contractor agrees to provide to City, within sixty calendar days, a truthful and complete list of the names of all subcontractors, vendors, and suppliers that Contractor has used in the past five years on any of its contracts that were undertaken within San Diego County, including the total dollar amount paid by Contractor for each subcontract or supply contract. Contractor further agrees to fully cooperate in any investigation conducted by City pursuant to City's Nondiscrimination in Contracting Ordinance. Contractor understands and agrees that violation of this clause shall be considered a material breach of the Contract and may result in Contract termination, debarment, and other sanctions.

9.1.4 Equal Benefits Ordinance Certification. Unless an exception applies, Contractor shall comply with the Equal Benefits Ordinance (EBO) codified in the San Diego Municipal Code (SDMC). Failure to maintain equal benefits is a material breach of the Contract.

9.1.5 Contractor Standards. Contractor shall comply with Contractor Standards provisions codified in the SDMC. Contractor understands and agrees that violation of Contractor Standards may be considered a material breach of the Contract and may result in Contract termination, debarment, and other sanctions.

9.1.6 Noise Abatement. Contractor shall operate, conduct, or construct without violating the City's Noise Abatement Ordinance codified in the SDMC.

9.1.7 Storm Water Pollution Prevention Program. Contractor shall comply with the City's Storm Water Management and Discharge Control provisions codified in Division 3 of Chapter 4 of the SDMC, as may be amended, and any and all applicable Best Management Practice guidelines and pollution elimination requirements in performing or delivering services at City owned, leased, or managed property, or in performance of services and activities on behalf of City regardless of location.

Contractor shall comply with the City's Jurisdictional Urban Runoff Management Plan encompassing Citywide programs and activities designed to prevent and reduce storm water pollution within City boundaries as adopted by the City Council on January 22, 2008, via Resolution No. 303351, as may be amended.

Contractor shall comply with each City facility or work site's Storm Water Pollution Prevention Plan, as applicable, and institute all controls needed while completing the services to minimize any negative impact to the storm water collection system and environment.

9.1.8 Service Worker Retention Ordinance. If applicable, Contractor shall comply with the Service Worker Retention Ordinance (SWRO) codified in the SDMC.

9.1.9 Product Endorsement. Contractor shall comply with Council Policy 000-41 which requires that other than listing the City as a client and other limited endorsements, any advertisements, social media, promotions or other marketing referring to the City as a user of a product or service will require prior written approval of the Mayor or designee. Use of the City Seal or City logos is prohibited.

9.1.10 Business Tax Certificate. Unless the City Treasurer determines in writing that a contractor is exempt from the payment of business tax, any contractor doing business with the City of San Diego is required to obtain a Business Tax Certificate (BTC) and to provide a copy of its BTC to the City before a Contract is executed.

9.1.11 Equal Pay Ordinance. Unless an exception applies, Contractor shall comply with the Equal Pay Ordinance codified in San Diego Municipal Code sections 22.4801 through 22.4809. Contractor shall certify in writing that it will comply with the requirements of the EPO.

9.1.11.1 Contractor and Subcontract Requirement. The Equal Pay Ordinance applies to any subcontractor who performs work on behalf of a Contractor to the same extent as it would apply to that Contractor. Any Contractor subject to the Equal Pay Ordinance shall require all of its subcontractors to certify compliance with the Equal Pay Ordinance in its written subcontracts.

ARTICLE X CONFLICT OF INTEREST AND VIOLATIONS OF LAW

10.1 Conflict of Interest Laws. Contractor is subject to all federal, state and local conflict of interest laws, regulations, and policies applicable to public contracts and procurement practices including, but not limited to, California Government Code sections 1090, *et. seq.* and 81000, *et. seq.*, and the Ethics Ordinance, codified in the SDMC. City may determine that Contractor must complete one or more statements of economic interest disclosing relevant financial interests. Upon City's request, Contractor shall submit the necessary documents to City.

10.2 Contractor's Responsibility for Employees and Agents. Contractor is required to establish and make known to its employees and agents appropriate safeguards to prohibit employees from using their positions for a purpose that is, or that gives the appearance of being, motivated by the desire for private gain for themselves or others, particularly those with whom they have family, business or other relationships.

10.3 Contractor's Financial or Organizational Interests. In connection with any task, Contractor shall not recommend or specify any product, supplier, or contractor with whom Contractor has a direct or indirect financial or organizational interest or relationship that would violate conflict of interest laws, regulations, or policies.

10.4 Certification of Non-Collusion. Contractor certifies that: (1) Contractor's bid or proposal was not made in the interest of or on behalf of any person, firm, or corporation not identified; (2) Contractor did not directly or indirectly induce or solicit any other bidder or proposer to put in a sham bid or proposal; (3) Contractor did not directly or indirectly induce or

solicit any other person, firm or corporation to refrain from bidding; and (4) Contractor did not seek by collusion to secure any advantage over the other bidders or proposers.

10.5 Hiring City Employees. This Contract shall be unilaterally and immediately terminated by City if Contractor employs an individual who within the twelve (12) months immediately preceding such employment did in his/her capacity as a City officer or employee participate in negotiations with or otherwise have an influence on the selection of Contractor.

ARTICLE XI DISPUTE RESOLUTION

11.1 Mediation. If a dispute arises out of or relates to this Contract and cannot be settled through normal contract negotiations, Contractor and City shall use mandatory non-binding mediation before having recourse in a court of law.

11.2 Selection of Mediator. A single mediator that is acceptable to both parties shall be used to mediate the dispute. The mediator will be knowledgeable in the subject matter of this Contract, if possible.

11.3 Expenses. The expenses of witnesses for either side shall be paid by the party producing such witnesses. All other expenses of the mediation, including required traveling and other expenses of the mediator, and the cost of any proofs or expert advice produced at the direct request of the mediator, shall be borne equally by the parties, unless they agree otherwise.

11.4 Conduct of Mediation Sessions. Mediation hearings will be conducted in an informal manner and discovery will not be allowed. The discussions, statements, writings and admissions will be confidential to the proceedings (pursuant to California Evidence Code sections 1115 through 1128) and will not be used for any other purpose unless otherwise agreed by the parties in writing. The parties may agree to exchange any information they deem necessary. Both parties shall have a representative attend the mediation who is authorized to settle the dispute, though City's recommendation of settlement may be subject to the approval of the Mayor and City Council. Either party may have attorneys, witnesses or experts present.

11.5 Mediation Results. Any agreements resulting from mediation shall be memorialized in writing. The results of the mediation shall not be final or binding unless otherwise agreed to in writing by the parties. Mediators shall not be subject to any subpoena or liability, and their actions shall not be subject to discovery.

ARTICLE XII MANDATORY ASSISTANCE

12.1 Mandatory Assistance. If a third party dispute or litigation, or both, arises out of, or relates in any way to the services provided to the City under a Contract, Contractor, its agents, officers, and employees agree to assist in resolving the dispute or litigation upon City's request. Contractor's assistance includes, but is not limited to, providing professional consultations,

attending mediations, arbitrations, depositions, trials or any event related to the dispute resolution and/or litigation.

12.2 Compensation for Mandatory Assistance. City will compensate Contractor for fees incurred for providing Mandatory Assistance. If, however, the fees incurred for the Mandatory Assistance are determined, through resolution of the third party dispute or litigation, or both, to be attributable in whole, or in part, to the acts or omissions of Contractor, its agents, officers, and employees, Contractor shall reimburse City for all fees paid to Contractor, its agents, officers, and employees for Mandatory Assistance.

12.3 Attorneys' Fees Related to Mandatory Assistance. In providing City with dispute or litigation assistance, Contractor or its agents, officers, and employees may incur expenses and/or costs. Contractor agrees that any attorney fees it may incur as a result of assistance provided under Section 12.2 are not reimbursable.

ARTICLE XIII MISCELLANEOUS

13.1 Headings. All headings are for convenience only and shall not affect the interpretation of this Contract.

13.2 Non-Assignment. Contractor may not assign the obligations under this Contract, whether by express assignment or by sale of the company, nor any monies due or to become due under this Contract, without City's prior written approval. Any assignment in violation of this paragraph shall constitute a default and is grounds for termination of this Contract at the City's sole discretion. In no event shall any putative assignment create a contractual relationship between City and any putative assignee.

13.3 Independent Contractors. Contractor and any subcontractors employed by Contractor are independent contractors and not agents of City. Any provisions of this Contract that may appear to give City any right to direct Contractor concerning the details of performing or providing the goods and/or services, or to exercise any control over performance of the Contract, shall mean only that Contractor shall follow the direction of City concerning the end results of the performance.

13.4 Subcontractors. All persons assigned to perform any work related to this Contract, including any subcontractors, are deemed to be employees of Contractor, and Contractor shall be directly responsible for their work.

13.5 Covenants and Conditions. All provisions of this Contract expressed as either covenants or conditions on the part of City or Contractor shall be deemed to be both covenants and conditions.

13.6 Compliance with Controlling Law. Contractor shall comply with all applicable local, state, and federal laws, regulations, and policies. Contractor's act or omission in violation of applicable local, state, and federal laws, regulations, and policies is grounds for contract

termination. In addition to all other remedies or damages allowed by law, Contractor is liable to City for all damages, including costs for substitute performance, sustained as a result of the violation. In addition, Contractor may be subject to suspension, debarment, or both.

13.7 Governing Law. The Contract shall be deemed to be made under, construed in accordance with, and governed by the laws of the State of California without regard to the conflicts or choice of law provisions thereof.

13.8 Venue. The venue for any suit concerning solicitations or the Contract, the interpretation of application of any of its terms and conditions, or any related disputes shall be in the County of San Diego, State of California.

13.9 Successors in Interest. This Contract and all rights and obligations created by this Contract shall be in force and effect whether or not any parties to the Contract have been succeeded by another entity, and all rights and obligations created by this Contract shall be vested and binding on any party's successor in interest.

13.10 No Waiver. No failure of either City or Contractor to insist upon the strict performance by the other of any covenant, term or condition of this Contract, nor any failure to exercise any right or remedy consequent upon a breach of any covenant, term, or condition of this Contract, shall constitute a waiver of any such breach of such covenant, term or condition. No waiver of any breach shall affect or alter this Contract, and each and every covenant, condition, and term hereof shall continue in full force and effect without respect to any existing or subsequent breach.

13.11 Severability. The unenforceability, invalidity, or illegality of any provision of this Contract shall not render any other provision of this Contract unenforceable, invalid, or illegal.

13.12 Drafting Ambiguities. The parties acknowledge that they have the right to be advised by legal counsel with respect to the negotiations, terms and conditions of this Contract, and the decision of whether to seek advice of legal counsel with respect to this Contract is the sole responsibility of each party. This Contract shall not be construed in favor of or against either party by reason of the extent to which each party participated in the drafting of the Contract.

13.13 Amendments. Neither this Contract nor any provision hereof may be changed, modified, amended or waived except by a written agreement executed by duly authorized representatives of City and Contractor. Any alleged oral amendments have no force or effect. The Purchasing Agent must sign all Contract amendments.

13.14 Conflicts Between Terms. If this Contract conflicts with an applicable local, state, or federal law, regulation, or court order, applicable local, state, or federal law, regulation, or court order shall control. Varying degrees of stringency among the main body of this Contract, the exhibits or attachments, and laws, regulations, or orders are not deemed conflicts, and the most stringent requirement shall control. Each party shall notify the other immediately upon the identification of any apparent conflict or inconsistency concerning this Contract.

13.15 Survival of Obligations. All representations, indemnifications, warranties, and guarantees made in, required by, or given in accordance with this Contract, as well as all continuing obligations indicated in this Contract, shall survive, completion and acceptance of performance and termination, expiration or completion of the Contract.

13.16 Confidentiality of Services. All services performed by Contractor, and any sub-contractor(s) if applicable, including but not limited to all drafts, data, information, correspondence, proposals, reports of any nature, estimates compiled or composed by Contractor, are for the sole use of City, its agents, and employees. Neither the documents nor their contents shall be released by Contractor or any subcontractor to any third party without the prior written consent of City. This provision does not apply to information that: (1) was publicly known, or otherwise known to Contractor, at the time it was disclosed to Contractor by City; (2) subsequently becomes publicly known through no act or omission of Contractor; or (3) otherwise becomes known to Contractor other than through disclosure by City.

13.17 Insolvency. If Contractor enters into proceedings relating to bankruptcy, whether voluntary or involuntary, Contractor agrees to furnish, by certified mail or electronic commerce method authorized by the Contract, written notification of the bankruptcy to the Purchasing Agent and the Contract Administrator responsible for administering the Contract. This notification shall be furnished within five (5) days of the initiation of the proceedings relating to bankruptcy filing. This notification shall include the date on which the bankruptcy petition was filed, the identity of the court in which the bankruptcy petition was filed, and a listing of City contract numbers and contracting offices for all City contracts against which final payment has not been made. This obligation remains in effect until final payment is made under this Contract.

13.18 No Third Party Beneficiaries. Except as may be specifically set forth in this Contract, none of the provisions of this Contract are intended to benefit any third party not specifically referenced herein. No party other than City and Contractor shall have the right to enforce any of the provisions of this Contract.

13.19 Actions of City in its Governmental Capacity. Nothing in this Contract shall be interpreted as limiting the rights and obligations of City in its governmental or regulatory capacity.



PATH San Diego
1250 Sixth Street
San Diego, CA 92101

**Proposal to
The City of San Diego
Request for Proposals No. 10089902-22-F
Coordinated Street Outreach Services**

The City of San Diego
Purchasing & Contracting Department
1200 Third Avenue, Ste. 200
San Diego, CA 92101

Contact: Tammy Ferguson
Associate Procurement Contracting Officer
(619) 236-6340
tferguson@sandiego.org

Tab B: Executive Summary and Responses to Specifications

Table of Contents

Executive Summary	3
Proposer's Response	4
Appendices	
Referral Flow Chart	52
Encampment Response Outline	53
Staffing Chart	66
Audited Financials	69
Contract Compliance	107
Organizational Leadership Chart	110
Resumes and Job Descriptions	111
Letters of Support	160
Client Feedback Survey	178

Executive Summary

Over the past two years, PATH has operated a Citywide Coordinated Street Outreach (CSO) Program funded by the San Diego Housing Commission (SDHC). Like the approach outlined in the City of San Diego's RFP, our program has mobilized a Rapid Response Team (RRT) and a Mobile Homeless Resolution Team (MHRT) to provide immediate solutions and long-term street-based case management to unhoused San Diegans. PATH's dedication to our community helped us far exceed our established outcomes. Thus far, we have permanently housed 135 individuals and served 2,120.

PATH's proposed program is focused on solutions, both for our clients and the City of San Diego as a whole. We are committed to helping reach the City's Community Action Plan on Homelessness's goals—decreasing unsheltered homelessness by 50 percent, ending Veteran homelessness, and preventing and ending youth homelessness—and our program is designed to be a critical step in that direction. We propose to increase our RRT and MHRT staff to enable full, more efficient Citywide coverage. Further, we propose to add two new teams and a public hotline to better activate quick solutions and community response. A 10-person Dispatch Team will manage and triage service calls and engage with the public. The five-person Encampment Team will coordinate with the City and other stakeholders as part of the multidisciplinary encampment approach outlined in the Regional Task Force on Homelessness' (RTFH) Policy Guidelines for Regional Response for Addressing Unsheltered Homelessness and Encampments Throughout San Diego County. This team will provide outreach, supportive service linkages, and housing navigation to residents of encampments designated by the City for clearance prior to closures. With our current team, PATH is ready to continue core services immediately on program launch. Additional proposed staff will be hired within 45-60 days of award.

Our community ties and deep knowledge from nearly a decade of working with the City's businesses, residents, elected officials, community leaders, service providers, and homeless population, makes PATH the most qualified to operate the CSO Program. With our well-established San Diego roots, we have an extensive network of relationships that help us serve our clients and understand how to address the community's concerns. Our program has subject matter experts both in leadership and client facing positions, and our team can facilitate discourse between housed and unhoused San Diegans through community engagement and neighborhood-based service. PATH is also deeply committed to diversity, equity, inclusion, and belonging in serving our most vulnerable unhoused neighbors.

PATH's community integration through the CSO Program has fostered trust with our served population and stakeholders who want to see our City thrive. Past traumas often make unsheltered individuals service-hesitant and benefit from gradual, consistent relationship-building. Our housed neighbors who care about the community and monitor San Diego's growth in homelessness have also voiced the importance of continuity in service and personnel. As the selected CSO Program contractor, PATH would be uniquely positioned to provide consistency and preserve trust with both all stakeholders.

The vested interests of the City's diverse stakeholders in successful outreach are varied: safety and health, tourism economy, business, and more. However, they are all met by the same outcome—moving unhoused people into permanent homes with stabilization support to prevent recidivism. To accomplish this, PATH's focus always remains on housing our clients with a trauma-informed approach that builds trust over time. It also requires bold and innovative strategies that move beyond status quo and respond to the system's pain points. Evolution is critical to service efficacy, and PATH's dedication to adapting to our population's need—as evidenced in our proposed CSO Program—will help accelerate the City's momentum in developing the most effective solutions.

A. Service Model Description

Introduction

In partnership with the City of San Diego, PATH San Diego proposes to operate the Coordinated Street Outreach (CSO) Program—a low-barrier, trauma-informed, street-based case management and rapid response service initiative that develops creative, safe, and person-centered housing solutions for our unsheltered neighbors.

We have been operating a Coordinated Street Outreach Program through a contract with the San Diego Housing Commission (SDHC) for the past two years that is nearly identical to the one outlined in this RFP. Through this model, we have been greatly successful in moving individuals off the streets, even within the challenging environment of COVID-19, workforce shortages, and the interim and permanent housing resource gap in the City. PATH and SDHC have worked together to develop an approach focused on meeting the needs of the City's varied stakeholders while centering our unhoused neighbors. Over the course of the program, our team has served 2,120 unduplicated individuals across the City with a total of 3,520 instances of service. Of those, 522 individuals exited to permanent or temporary housing.

PATH aims to continue operating a housing-focused, trauma informed, and person-centered outreach program with our multidisciplinary Mobile Homeless Resolution Team (MHRT) and Rapid Response Team (RRT) to quickly prevent and end homelessness for as many of our neighbors as possible. We have adapted our model in response to lessons learned from the past two years of operation. We propose to:

- Expand our existing MHRT to accommodate the high need for intensive street-based case management to unsheltered individuals and fill service gaps within current outreach coverage.
- Add a public-facing telephone hotline for concerns related to homelessness and a dispatch team to triage calls to teams, maximizing effectiveness and lowering response times.
- Add a dedicated encampment team that can respond to directed and strategic encampment outreach efforts organized by the City and its partners.

These changes are a direct response to the needs of the community that we have encountered through our outreach work and community engagement. Our model and corresponding budget are flexible and can be adjusted in collaboration with the City to align with program goals.

PATH has been operating outreach programs since our founding. In 1984, PATH began our work as a community-led outreach initiative, providing food and water to those living on the streets. We have evolved in direct response to our served population's changing needs through a street-based case management model. We have taken this approach, grounded in evidence-based practices, statewide. When PATH opened our doors in Downtown San Diego in 2013, our outreach team ambitiously reduced homelessness by 85 percent within a quarter-mile radius of Connections Housing, our integrated residential and services center. We have continued to conduct this outreach while innovating new approaches in San Diego and across California. Each of our programs are individualized to meet the needs and population of the community where they operate and prioritize problem-solving and diversion. Recent examples include:

- ***San Diego Mid-City Outreach.*** This program provides targeted outreach to ***North Park and City Heights*** in the City of San Diego. This program was developed in 2019 with the Mid-City Homeless Committee, a broad stakeholder collaboration including North Park Main Street, Price Philanthropies Foundation, City Heights Business Improvement District, City Heights Community Development Corporation, Assemblymember Chris Ward (previously Councilmember), and Councilmember Georgette Gómez. Through this program, we began the shift to our signature outreach approach: a neighborhood-specific strategy that allows staff to spend more time in

smaller areas, allowing for increased visibility and familiarity. ***In FY20, we served 181 unsheltered individuals, connecting 105 to permanent or temporary housing.***

- ***San Diego Enhanced Outreach Team (EOT) program.*** After our Mid-City Outreach program proved promising, PATH San Diego leveraged the model to apply for our EOT program with the Regional Task Force on the Homeless (RTFH). With this program, we expanded our outreach beyond the City of San Diego, and serve throughout ***Central and East San Diego County***. As the lead agency in Central San Diego, we trained subcontractors, Father Joe's Villages and Veterans Village of San Diego, on how to implement our model with a streamlined approach. ***The EOT program began in February 2019 and has since served 2,389 individuals and connected 1,147 to permanent or temporary housing.***
- ***City of La Mesa Street Homeless Outreach & Mobile Engagement (HOME).*** Our reputation for developing collaborative and responsive community relationships led to a partnership with the City of La Mesa in 2020 to provide outreach and rapid response services and help them launch their citywide outreach program. As COVID-19 began disrupting life and presenting critical risks to unhoused individuals, PATH's outreach teams worked to ensure they received hygiene and protective items, food, public health information, and connections to resources to mitigate exposure to the virus. Our multidisciplinary team included a clinical outreach specialist to provide clinical assessments and intensive case management. ***During the program's first year, it served 114 unhoused individuals and connected 36 to temporary or permanent housing.***
- ***Coordinated Street Outreach (CSO) Program.*** As described above, in 2020 SDHC awarded PATH a contract to operate the Citywide CSO Program. This program deploys outreach and peer support specialists as part of Rapid Response and Mobile Homeless Resolution Teams. The RRT answers service requests from the community through the Get It Done app and 2-1-1 San Diego, as well as conducting routine street outreach. They respond to individuals in crisis and ensure they are connected to services. The MHRT provides intensive, street-based case management to unsheltered clients until they obtain appropriate supports and housing. By cross-referencing Point-in-Time Count data with areas already served by current outreach programs in the city, PATH's program targets underserved areas to ensure all communities are provided outreach services. ***Over the life of the program, CSO outreach specialists have served 2,120 individuals. Of those, teams moved 522 off of the street with 135 going to permanent homes.***
- ***San Diego Homeless Outreach Program (SDHOP).*** Funded through the County of San Diego, PATH with subcontractors Family Health Centers of San Diego (FHCS) and Interfaith Community Services (Interfaith) deploy 25 outreach staff across the county to provide outreach and street-based case management to individuals experiencing homelessness. SDHOP launched in July 2021 with a contract term through June 2026. Beginning in July 2022, the team will add a clinical outreach specialist dedicated to the San Diego County Library to assist library patrons experiencing homelessness. ***In the first six months of the program, our teams served 440 individuals and connected 69 to permanent or temporary housing.***
- ***San Diego River Homeless Outreach Program.*** We collaborate with the San Diego River Park Foundation (SDRPF) to provide an outreach worker dedicated to housing individuals living along the San Diego River. Funded by a grant from Kaiser Permanente, PATH San Diego uses SDRPF's sophisticated mapping data and knowledge of the area to locate encampments. ***Since***

operations began in March 2021, the program has served 128 individuals and connected nine to permanent or temporary housing.

- **Partnership with Southern California Coastal Water Research Project (SCCWRP) and UCSD** to survey people living unsheltered in the San Diego River catchment area about their hygiene habits as part of a study on regional water quality. In preliminary discussions about this study, the researchers anticipated a challenge getting people living in the river area to respond to questions about personal topics like their bathroom habits. PATH was selected for this work in part because of our prior success building rapport with service-hesitant individuals and ability to broach sensitive topics with ease. ***In the first three months of the project, our team conducted 62 surveys with the exceptionally high participation rate of 66%.***
- PATH's Los Angeles Metro Transit Authority Outreach program, which deploys 24/7 multidisciplinary outreach teams throughout the ***entire Los Angeles County public transit system*** including Union Station and bus, light rail, and subway lines. Outreach staff work in coordination with the public transit security and law enforcement to delineate public safety needs from service needs. ***PATH is contracted to serve 3,000 individuals annually and works to connected them to immediate shelter, housing, and physical and mental healthcare.***
- ***PATH's Los Angeles International Airport (LAX) Outreach program*** for which our staff engage unhoused individuals seeking shelter throughout LAX's terminals. At the start of our contract in 2020, there were 121 individuals experiencing homelessness at the LAX airport. ***Just 20 months later and through the COVID-19 pandemic, our outreach team lowered the count to nine.***
- Multiple partnerships with **Fortune 500 companies** to engage clients who find respite and basic needs resources in their stores and communities.
- ***PATH San Jose's Encampment Outreach Program***, which provides targeted street outreach, including COVID-19 vaccine outreach, to the ***largest encampments in San Jose*** in one of the City of San Jose's two outreach contracts. This program also includes a new storage location for the belongings of encampment residents and is paired with case management. The primary focus for these encampments includes Downtown San Jose and the Guadalupe River.
- ***PATH's Multidisciplinary Outreach Program***, which is designed after San Diego's CSO Program. It has two components that include clinical rapid response teams and MHRT-like outreach case management teams focused on linking individuals to immediate and long-term housing needs. This program's primary focus is to work during non-traditional morning and evening hours.

From our vast experience, PATH has built a housing-focused, street-based case management outreach model that effectively engages people experiencing homelessness as quickly as possible while prioritizing client choice, voluntary participation, and reducing trauma. Our multidisciplinary teams include peer support specialists, outreach specialists trained in street-based case management, and clinical-level staff to address each person's needs. PATH San Diego's CSO Program will mobilize MHRT and RRT outreach staff equipped with our service delivery model to meet or exceed our outcomes from last year, connecting ***at least 135 unsheltered homeless San Diegans to safe, stable, permanent homes and another 387 to temporary housing, including emergency shelter.***

1. Description of how diversion strategies will be utilized.

PATH's outreach teams are trained in diversion/problem-solving as a first step before exploring linkages to emergency shelter, long-term housing placements, or appropriate mental health or substance use treatment programs. Key components to diversion engagement strategy are observing body language, using open-ended questions, and listening carefully for people in the individual's network who have the potential to provide support. Both RRT and MHRT will begin with diversion conversations aimed at identifying potential resources the individual may be able to draw on to resolve their homelessness.

Solutions may include resolving a dispute with a previous landlord or family member, or family reunification when safe and appropriate. Teams will be knowledgeable in local diversion and prevention resources, including those operated by providers like Equus Workforce Solutions, Interfaith, and PATH. Specialists may also draw on resources available through 2-1-1 San Diego sourced referrals and recently increased Supportive Services for Veteran Families (SSVF) prevention funding for one-time rental assistance, groceries, and/or utilities to help the client return to their previous living situation.

We will enhance diversion and problem-solving activities by working closely with area family reunification services. PATH has historically and will continue to collaborate with the Downtown San Diego Partnership's Family Reunification Program, which reconnects individuals to familial support systems by covering travel costs for individuals who have family outside of San Diego with whom they would want to live. Our outreach teams refer all appropriate individuals to their family reunification program, which then provides follow-up retention services once the clients reconnect with their families. Since 2011, the program has reconnected more than 1,000 individuals experiencing homelessness to friends and family.

Additionally, the Department of Veterans Affairs (VA) Returning Home initiative offers family reunification services through PATH's existing SSVF program. Returning Home offers homeless Veterans, the option of returning to their community of origin or a community where they have available supports to facilitate housing placement. SSVF will fund relocation fees to ensure clients make it safely to their destination.

PATH's diversion and problem-solving strategies are modeled on the Cleveland Mediation Center's methodology. Strategies include uncovering individuals' unique assets and needs while engaging in a deliberate, thoughtful, and individualized conversation. CSO Program teams will ensure conversations are collaborative, strengths-based, and person-centered with the primary focus on uncovering potential resources that will ultimately lead to safe housing options. Conversations will occur in-person and in a comfortable space. To help activate diversion strategies across the CoC, PATH staff will continue training other homeless service providers on techniques and resources through RTFH's training program.

Our agency also has access to RTFH's Resolution Strategies program, which provides flexible funds to support problem-solving interventions that result in either temporary or permanent housing solutions. These funds can be used for rental application, background and credit checks, DMV fees such as car registration and citations CA licenses fee, among other uses.

To date, ***PATH teams have been able to assist 78 individuals to find housing outside of the homelessness response system.*** Twenty-four of these people were able to rent an apartment with housing search assistance and help paying their first month's rent and security deposit, while 54 found their way back to a safe with family or friends with some help reconnecting and making the trip. In the past year, **the CSO Program has provided \$26,932 in housing-related financial assistance**, ranging from

security deposits to credit repair, to help 22 unique clients move toward housing outside the homeless system.

If initial diversion strategies do not result in a viable solution, the team will connect the unhoused individual to other services to begin to address their needs discovered through trauma-informed conversation. This may include linkages to:

- Emergency shelter
- Detox or substance use programs
- Specific sub-population resources (i.e., Veterans, transition age youth, people experiencing domestic violence.)

To quickly assist clients in accessing shelter and services, specialists will have a full breadth of knowledge of system resources and requirements as well as access to transportation resources. PATH's outreach specialists will work closely with the Centralized Shelter Intake team to make immediate referrals for shelter access. If teams engage with an individual not interested in accessing any of the offered services, the team will attempt further engagement later.

Additionally, PATH is the operator of the Homelessness Response Center (HRC) in partnership with SDHC, offering system navigation services for unhoused individuals within the City of San Diego. The program provides shelter referrals and system navigation to identify and meet the needs of individuals and families experiencing homelessness during each stage in their pathway towards housing. **Since operating the HRC as of late May 2021, we have connected 728 individuals to City-funded shelter beds and provided services to over 420 individuals.** HRC staff work closely with PATH's CSO Program teams to provide support with diversion services and additional navigation services as needed and attend weekly CSO case conferencing.

In part due to the economic duress resulting from the COVID-19 pandemic, PATH anticipates an increased number of highly vulnerable families (e.g., single mother with one or more minor child) entering homelessness in the coming months. An April 2021 RTFH report on the CoC's Homelessness Crisis Response System showed a sharp increase in the number of newly homeless households correlated to the pandemic with 2020 year-end totals nearly doubling from 2019. Families with minors or other high-risk circumstances may be referred to partner programs to assist with housing location or services that will lead to the fastest reentry to permanent homes.

2. Description of how the program will link clients to community resources for ongoing services, including physical and behavioral health care and substance abuse treatment.

The multidisciplinary structure of the CSO Program teams include staff with bachelor's and/or master's level education in human services on both the RRT and MHRT. These positions will be critical when assessing individuals for needs related to physical health, behavioral health, and substance use disorders. All program staff will be knowledgeable about healthcare benefits and will help clients establish or reinstate care. For those clients who have established a housing stability plan, connections to resources will be guided by identified goals.

- **Physical health:** All PATH staff are trained in and knowledgeable of accessible managed care health plans and federally qualified health clinics. CSO Program staff will support clients in establishing a primary care provider and addressing physical health needs when they are reported or identified. Linkages for physical health will include:
 - **Family Health Centers of San Diego (FHCS) and La Maestra Community Health Centers.** PATH currently coordinates care with these federally qualified health centers

(FQHCs) on several existing programs and can assist CSO Program teams in establishing primary care providers. FHCS is a founding partner of Connections Housing and is co-located at the Downtown site.

- **PATH’s CalAIM (California Advancing and Innovating Medi-Cal) program.** Our outreach teams closely coordinate to provide direct referrals for individuals who could benefit from additional wraparound services focused on their healthcare needs. CalAIM is a statewide initiative for Medi-Cal recipients to improve quality outcomes, reduce health disparities, and improve health equity. PATH is contracted with four of San Diego’s health plans to deliver enhanced care management (ECM) and community supports (CS) to individuals experiencing homelessness. ECM provides care coordination primarily focused on physical health needs and CS provides housing navigation, housing move-in assistance, housing retention, and recuperative care beds. This resource will be a key resource to improving the health and wellness of clients served in the CSO Program.
- **Behavioral health:** PATH’s outreach teams are knowledgeable about behavioral health resources in our community and uses the flowchart in Figure 1 below when addressing behavioral health needs for clients. For individuals interested in accessing these services, outreach staff will link clients to behavioral health in the following ways:
 - Accompany them to County mental health clinics such as Jane Westin Center and/or Areta Crowell to receive psychosocial evaluation and treatment focused on stabilizing individuals. Accompanying clients to clinics is critical to the success of establishing care as it often takes a half to a full day for clients to be seen in the clinic. Outreach staff will ensure clients do not grow discouraged and leave their appointments.
 - Work closely with the County’s Mobile Crisis Response Team (MCRT) for individuals who are in a behavioral health crisis. MCRTs respond to calls and provide crisis triage, screening, assessment, intervention, and stabilization.

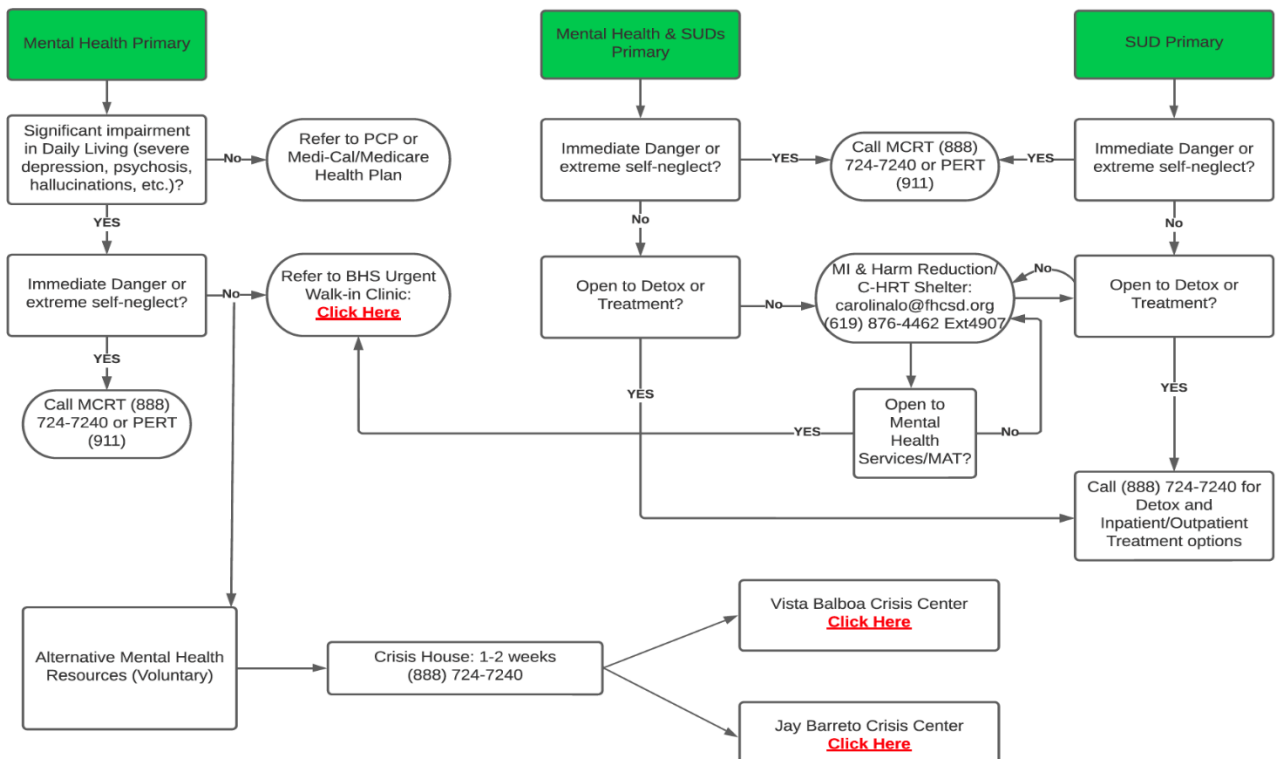


Figure 1: Behavioral Needs Flowchart

- **Substance use treatment and related services:** CSO Program teams use a harm reduction approach and motivational interviewing techniques to engage unhoused individuals on topics of substance use and connect them to treatment as desired by the client. Teams will link clients to substance use programs in the following ways:
 - **Alpha Project and FHCSO's Community Harm Reduction Teams (C-HRT).** Our teams will work with C-HRT to connect individuals who have chemical dependency issues and can benefit from a program offering comprehensive, preventive, and therapeutic behavioral healthcare in a low-barrier environment. Our collaboration with the C-HRT program has resulted in significant success for our clients.
 - **McAlister Institute.** Our outreach teams will refer and link individuals for treatment and detox services based on client choice. McAlister offers detox, outpatient, and residential treatment for adults and teens including those on Medi-Cal. PATH has an established partnership with McAlister through multiple programs.
 - **FHCSO.** Our team will refer clients to FHCSO's substance use services including working closely with their Syringe Services Program (SSP), which offers harm reduction education, case management, referral to drug treatment/detox, and a one-for one syringe exchange.
 - **Veterans Village of San Diego (VVSD).** Veterans in the CSO Program will be linked to VVSD's treatment program either through their Drug Medi-Cal treatment program and/or through the Grant Per Diem program.
 - **Narcan (Naloxone).** PATH has recently become one of County of San Diego's Narcan distribution agencies. Our teams are always trained and equipped with Narcan, and we have also begun distributing the opioid overdose treatment to unhoused individuals throughout the City and County of San Diego.
- **COVID-19 prevention and treatment:** PATH has integrated COVID-19 resource connections into our outreach and case management model to address the ongoing need to mitigate the crisis. Staff educate individuals experiencing homelessness on Centers for Disease Control and Prevention and San Diego County guidelines related to social distancing, masking, cleanliness, and personal hygiene so they remain healthy and prevent the spread of illness. Outreach workers are often the only source a person living on the street may have for reliable and updated information. We screen unsheltered individuals for symptoms and immediately connect symptomatic individuals to a medical provider for testing and access to motel/hotel to self-isolate while awaiting results. Our staff also educates on available vaccines and connects individuals to vaccine clinics or healthcare providers where they can receive vaccinations.

PATH continues to seek out additional resources and partners that are available and accessible to the population we serve in the communities where they reside.

3. Description of solution and housing focused street outreach.

The CSO Program uses a person-centered, trauma-informed, and culturally responsive approach that emphasizes tangible solutions and rapport-building. This approach is in line with local standards for conducting outreach, which call for outreach workers to spend a majority of their time working with the same individuals to help them resolve their homelessness. In addition, it is a practical approach when a high percentage of outreach clients are disinclined to utilize shelter resources, or else ineligible for these because of disabling conditions, past behavioral issues, and so on.

PATH's outreach teams consist of MSW, and BA-level outreach specialists supported by peer support specialists. The multidisciplinary teams engage unsheltered individuals on the streets every day to build

relationships, offer support, and assist them in working towards removing barriers related to accessing permanent housing. Teams target underserved areas and difficult-to-reach San Diegans with the intent of developing trust and ultimately guiding clients toward supportive services that will help them move off the streets and into permanent homes.

A key feature of this type of outreach is persistent and frequent engagement which includes repeated visits to a small caseload of clients, focusing on those in any given community with the highest level of need. This approach maximizes permanent housing exits, which also maximizes reduction in street homelessness in a system with constrained shelter placements. For the purposes of this RFP, PATH intends to keep a focus on this type of engagement, ensuring that all communities have outreach staff who can help people living unsheltered move toward housing.

PATH will continue to emphasize a multi-component model for conducting outreach across the City, as described in the RFP, using RRT to respond to calls for service and address immediate client needs, and MHRT to work in specific neighborhoods with caseloads of 15-20 engaged clients. In addition, we propose to add a trained Dispatch Team that will manage outreach requests from the Get It Done app, 2-1-1 San Diego, and a proposed community hotline. This team will dispatch RRT and MHRT to respond to requests as well as provide community feedback to members of the public who use the service. Our experience over the previous year, and in using hotlines previously with other programs such as Whole Person Wellness, has allowed us to contrast the various public-facing reporting options, in particular Get It Done, 2-1-1, and direct contact through phone/email. We believe there are distinct advantages to using a hotline for rapid response outreach, specifically:

- Forming a clearer understanding of a caller's concern and the appropriate response.
- Allowing for better real-time response and timely follow-up (calls often go stale after only an hour or two).
- Reconnecting to callers personally after responding, ensuring they understand what steps our team took and answering questions they may have about future options.

Finally, a proposed Encampment Team will engage with individuals at encampments identified and prioritized by the City for clearing. The specific roles and activities of the different CSO teams are further detailed in the next question response.

The CSO Program is based at PATH's Connections Housing, our integrated residential and service community in Downtown San Diego. However, outreach teams generally spend 90 percent of their time in the field, building relationships with clients through frequent and persistent engagement. Having a program associate support to manage administrative tasks helps our direct service staff invest this much-needed time in the field. Teams provide street-based case management and conduct assessments using the RTFH-approved triage tool and the Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT). With a commitment to a Housing First approach, all services are low-barrier and do not impose any preconditions such as sobriety or adherence to medication prior to accessing housing resources. Participation is voluntary, and our specialists will continue to work with individuals who may not be ready to access emergency shelter options but are interested in engaging in street-based case management services.

PATH's outreach team will be knowledgeable about San Diego's community standards and the Coordinated Entry System (CES), which focuses on housing and service coordination to link individuals experiencing homelessness to the most appropriate housing resource to meet their needs. PATH's outreach team has been trained on CES's prioritization tool. CES priorities include:

- The longest history of experiencing homelessness and most needs
- The longest history of experiencing homelessness
- The most needs, particularly mental illness or substance use disorder
- All other: non-chronically homeless individuals, youth, and families

Our outreach teams have extensive knowledge in understanding CES and gathering relevant information from unhoused participants to ensure their true experience is reflected in HMIS. PATH's outreach teams will utilize the prioritization tool as a guide for case conferencing and making recommendations on the appropriate housing intervention for clients. We will use a By-Name List (BNL) to conduct weekly case conferencing focused on addressing housing barriers and identifying action steps that will remove housing barriers. PATH's director of outreach along with SDHC leads the current Citywide outreach case conferencing using a BNL that identifies the most vulnerable in our community along with those who are matched to permanent housing.

Our team's ability to build trusting relationships with individuals experiencing homelessness in various regions and communities has proven to be highly effective in gathering accurate information and data. Critical information that will help individuals get prioritized for permanent housing include:

- Chronic homeless status/length of time homeless
- Actively fleeing domestic violence and/or human trafficking
- Sub population info (e.g., transition age youth, senior age, families with children)
- Status of mental, developmental health, substance use, physical disability etc.

The most recent data available on the RTFH Community Performance Dashboard (from 2020) indicates that across the regional homeless system permanent supportive housing has a 92% retention rate up to two years, and an 81% retention rate after two years. This intervention is still the gold standard for individuals experiencing chronic homelessness, who comprise a large percentage of the CSO client base (54%). Nevertheless, MHRT and RRT teams work hard to encourage the people they are serving to utilize every possible resource. Three-quarters of all successful exits from our program are to temporary placements, including detox and transitional housing programs. For clients interested in accessing shelter, PATH's outreach team will refer clients to:

- SDHC's Coordinated Shelter Intake referral system.
- C-HRT shelter for clients who can benefit from a harm reduction model program while working on removing barriers to accessing permanent housing.
- Palm Avenue Bridge Housing program for clients who are matched to a permanent housing intervention and need bridge housing while they work on becoming document ready.

Elimination of Housing Barriers

Clients will be entered into HMIS and the CES at the earliest opportunity to quickly match them to a permanent housing intervention. Throughout their engagement with unhoused individuals, outreach staff work to eliminate the systemic barriers that keep them from pursuing and securing permanent homes. Such barriers include:

- **Transportation:** CSO Program teams provide all clients with access to transportation as they seek services, care, and housing. PATH strives to encourage self-sufficiency for clients whenever possible. However, we also recognize that clients may need additional supports to successfully meet their goals and objectives, including staff to accompany them as necessary. PATH will support with transportation in the following ways:

- PATH will use six existing vans (three purchased with program funds and three leveraged from other funding sources) dedicated to our outreach teams that are used to transport clients to interim housing, appointments, or other needs that help advance them toward their housing goals. To ensure that our clients access much-needed resources, outreach staff will accompany them to critical appointments as needed, including benefit enrollment interviews, mental health screenings, voucher briefings, apartment viewings, and more. The vehicles also help us move individuals' belongings to interim housing or permanent homes.
- Enterprise Rent-A-Car: PATH holds a contract that allows PATH staff to rent cars for client transportation when needed.
- Lyft: PATH has a corporate account which we will use when appropriate and based on the client's comfort level.
- Flexible funds may be used to purchase bus passes, enlist rideshare services, and assist clients with other transit methods as needed to ensure that mobility is not a barrier to any clients accessing services.
- **DMV/Social Security:** Obtaining vital documents is one of the most critical parts of becoming "housing ready" prior to accessing a permanent home. Whether clients are moving toward shelter or permanent housing, CSO Program teams heavily emphasize document collection and retention (generally uploading these into HMIS with client consent). PATH outreach specialists begin encouraging clients to work with them on this as soon as they have a basic level of trust established and support them as they navigate long lines and often confusing paperwork. PATH also provides:
 - State-issued ID vouchers to help client obtain free or low-cost ID cards
 - Flexible funds to purchase birth certificates
 - A mailing address for receipt of documents through community partners (e.g., the Neil Good Day Center, Uptown Community Services, and others), or PATH Connections Housing.
- **Assistance gaining Emotional Support Animals (ESA) documents:** Many of our clients have pets who play important roles in their lives and for whom they seek accommodations at shelters and permanent housing opportunities. To facilitate this process CSO Program staff assist clients to connect with service providers authorized to certify their pets as Emotional Support Animals. If a client needs to separate from their pet for a short period, for example while waiting for ESA paperwork to arrive, PATH is able to use flex funds to board their animal in the interim.
- **Permanent housing move-in support:** Over the past several years, the homeless system has reduced many of the barriers to accessing permanent housing options, however challenges still exist. Many clients struggle with the lease up process, for example, and need support knowing their appointments for housing briefings and talking through concerns such as transportation needs. In addition, many clients need assistance purchasing essential furnishings and household goods once they sign a lease—a bed, kitchen supplies, tables, utensils/cookware, and so on.
- **Support in attending voucher briefings:** Another step in the housing process that clients struggle with is the voucher briefing. This is becoming a regular part of most subsidized housing property managers' lease up process and can be a significant hurdle for clients. PATH staff help them attend in person or virtually, and help them understand any responsibilities, rules, or appointments that require their attention.

Regionalized Approach

PATH will implement a regionalized approach to street outreach that dedicates MHRT staff to coverage areas across the City in proportion to the number of people living unsheltered in those areas. Assigning

service geographically has proven highly successful in many of PATH’s programs, including CSO, EOT, and the Mid-City Outreach program. This strategy has several advantages:

- **Community and neighborhood expertise.** Covering a designated area allows program staff to gain in-depth knowledge of the unsheltered individuals living there, more reliably track their progress, and confidently prioritize those with the highest level of need.
- **Community engagement.** Working in a dedicated neighborhood or neighborhoods allows program staff to engage with community stakeholders (e.g., businesses, Town Councils, service providers, and individual neighbors) in a meaningful way that informs all involved. Furthermore, dedicating staff to geographical areas ensures an intentional level of coverage in all communities. We feel this is particularly important in communities that have historically been underserved by the homeless system. In San Diego, we know that a community’s expectation of services does not always correlate to its level of need, so relying on public demand to determine coverage carries a potential to disproportionately favor more vocal communities, or those with more access to information about system resources (see Figure 2).
- **Time efficiency.** By ensuring coverage areas include proximal neighborhoods (e.g., Pacific Beach and Clairemont), the model reduces the time spent driving and parking, allowing staff to focus on client encounters and data quality.

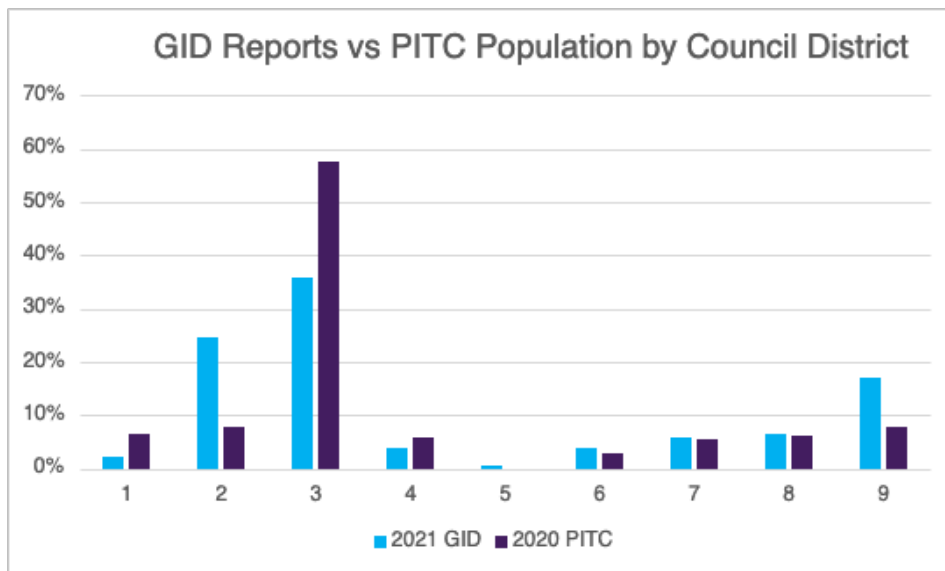


Figure 2: Get It Done Reports vs. Point in Time Count Report of Unsheltered Population by Council District

Existing Coverage and Identifying Gaps in Coverage

With the current CSO Program and the several other outreach providers operating locally, including through the City’s Homeless Outreach Team (HOT), Temporary Bridge Shelter (TBS) teams, County of San Diego outreach, HHAP-funded programs, and additional programs operated outside the homeless system, the City of San Diego has outreach coverage in most areas. Gaps in coverage persist, however, indicated in part by the number of clients who enter the homeless system for the first time but report long histories of homelessness. PATH’s outreach programs found that approximately 10 percent of clients are new enrollees in HMIS yet met the definition of chronically homeless.

PATH’s proposed CSO Program expansion of MHRT will fill service gaps. We examined the current landscape of outreach services in the city and identified areas that have gaps or are underserved. This included an analysis of WeAllCount 2020 data at the census tract level, reports of encampments made

through the City of San Diego’s Get It Done app, and local community data such as the DSDP monthly homeless counts. PATH also reviewed current levels of coverage funded through HHAP as these programs are similar to the MHRT service model in several respects (e.g., caseload size, availability of flex funds). Our analysis is illustrated in Table 1 and Figure 3 below. Red text in the table indicates the areas of expansion from our current program.

Council District	Community	Unsheltered Population by Community (2020 PITC)	Outreach Coverage Areas (Approx.)	Current Coverage	FTE Detail by Coverage Area - CURRENT	FTE Detail by Coverage Area - PROPOSED	FTE Detail by Coverage Area - OPTIMAL
1	Pacific Beach	104	Pacific Beach/Mission Bay	PATH MHRT	0.5	1	1
2	Clairemont/Bay Ho/Bay Park	59	Clairemont	PATH MHRT	0.5	1	1
3	Bankers Hill	64	Park West	RRT	0	1	1
	Downtown - Little Italy	32	Downtown	PATH MHRT/EOT, DSDP	8	10	12
	Downtown - Civic Core/Columbia	204					
	Downtown - Marina	39					
University Heights	37	University Heights	RRT	0	1	1	
4	Chollas View	4	Southeast SD	PATH MHRT	1	2	2
	Emerald Hills	1					
	Encanto	0					
	Lincoln Park	7					
	Lomita Village	0					
	Oak Park	34					
	Paradise Hills	0					
	Redwood Village	0					
	Valencia Park	38					
	Webster	14					
Mountain View	7						
8	Barrio Logan	15	Barrio Logan	PATH MHRT	1	2	2
	Grant Hill	2					
	Logan Heights	4					
	Shelltown	0					
	Sherman Heights	16					
Southcrest	22						
9	City Heights	94	City Heights	PATH MHRT	2.5	3.5	3.5
	Cherokee Point	11					
	College Area	2					
	El Cerrito	0					
	Kensington	4					
	Mt. Hope	4					
	Rolando	15					
	Talmadge	0					
Normal Heights	14						

Table 1: Street Outreach Geographical Coverage

Teams will further identify gaps by participating in the County Regional Homeless Outreach Meeting (R-HOM) and coordinated outreach events organized by HOT, RTFH, Downtown San Diego Partnership (DSDP), and PATH, and by including appropriate service providers in case conferencing sessions specific to geographic coverage areas. PATH understands that geographic need continues to evolve. Therefore, we will continually reassess coverage areas through homeless count data and collaborate with outreach partners and stakeholders to ensure Coordinated Street Outreach Program resources are utilized equitably across the City.

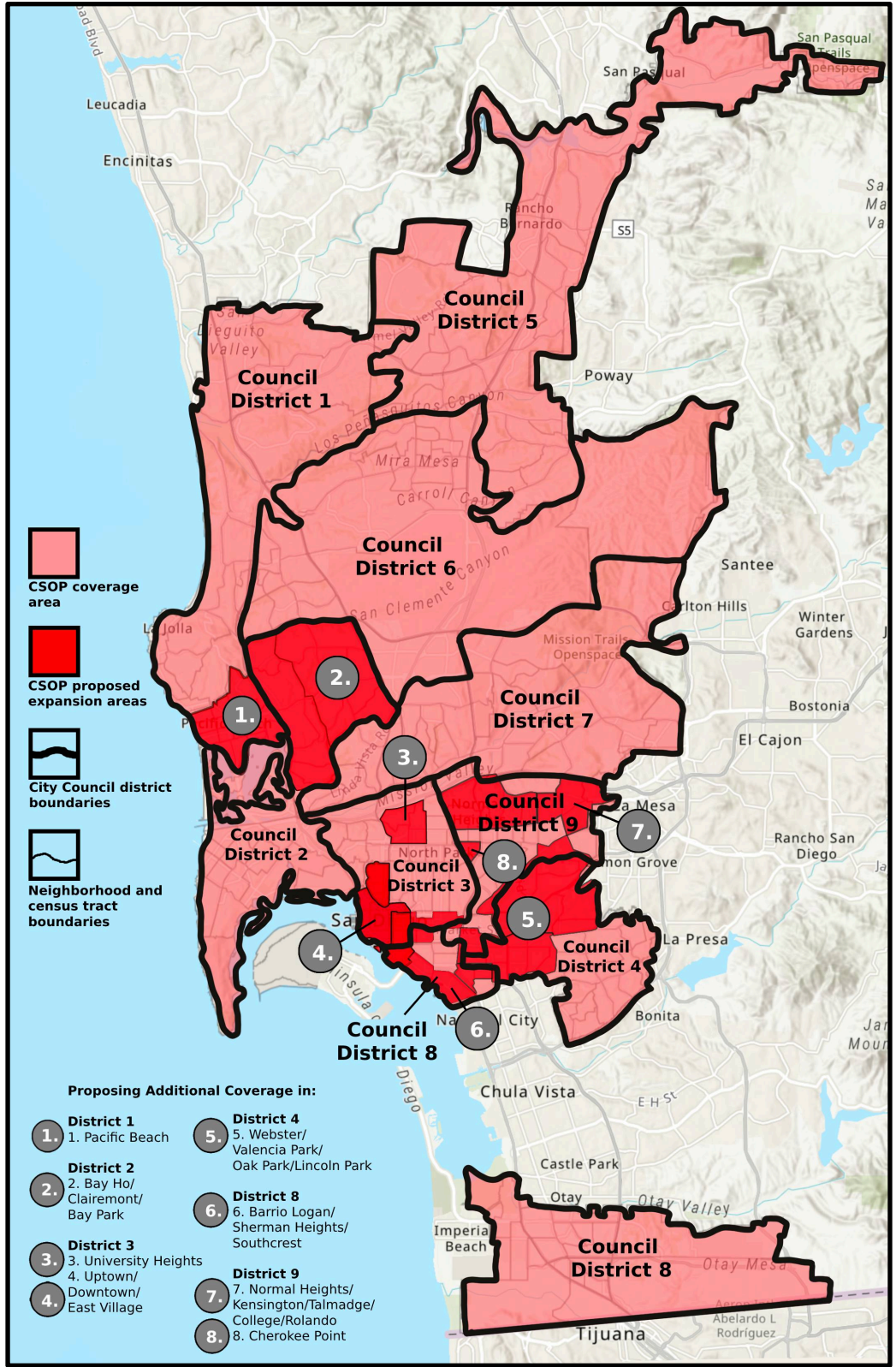


Figure 3: Map of current and proposed expanded coverage of MHRT

4. Description of the types and levels of services to be rendered.

PATH proposes four distinct teams as a part of the larger CSO Program, each of which will have different areas of focus for the service delivery model:

- Dispatch Team
- Rapid Response Team
- Mobile Homeless Resolution Team
- Encampment Team

Although we believe this approach will most effectively provide the outcomes desired by all stakeholders—ending homelessness for individuals and communities—our proposed plan and budget are flexible, and PATH is open to collaboration to meet the City’s needs and funding available. Please see the Outreach Team Referral Flow Chart in the appendices.

Dispatch Team

With SDHC and 2-1-1 San Diego, we have been developing a better community feedback system to respond to calls for service and follow up with stakeholders with updates and resolutions—while protecting clients’ privacy. PATH understands the need to provide feedback on outreach efforts and has had a high level of success building relationships with stakeholders across San Diego’s communities to report back and even educate on this issue. Responding to individual concerns one at a time in a city of 1.4 million people presents a unique challenge, however, and increased staffing and infrastructure will be required to better meet this need.

PATH proposes to implement use of a customer relationship management tool (CRM) and integrated field service management software (e.g., ServiceM8, RapidStartCRM, or similar) to monitor and reduce response times as well as ensure meaningful feedback to members of the public. In addition, we propose to set up and operate a public-facing hotline to respond to calls for service related to homelessness. After reviewing the workflows of similar outreach programs, such as PathwaysDC (Washington DC), Breaking Ground (New York, NY), and speaking with field service programs such as Downtown San Diego Partnership, we believe a public-facing telephone hotline for requests has distinct advantages for providing a timely response to service requests related to homelessness:

- First, a hotline makes reporting accessible to a broader range of San Diegans. We have heard from community members who get calls from neighbors requesting that they report issues through Get It Done on their behalf because they do not have smartphones or are just unsure how to download and install an app on their phone.
- Second, it will allow trained dispatch team more opportunity to have conversations with members of the public about specific service requests as well as the homeless services system in general. We expect this to help clarify to some extent the reason for each request, allow for deduplication, and enable our team to redirect calls that may be more appropriate for emergency response or other specialized teams.
- Third, we anticipate improved connections to people experiencing homelessness as we move towards a more real-time process, prioritizing and responding to calls as they are made.
- Lastly, we think that providing more real-time assistance and then timely, meaningful feedback to the person who made the initial call will improve the “customer experience” for those requesting response services from PATH.

In preliminary inquiries about anticipated call volume, staffing, and resource requirements to respond to calls and provide an outreach response in the field, we spoke with 2-1-1 San Diego, DSDP, and other

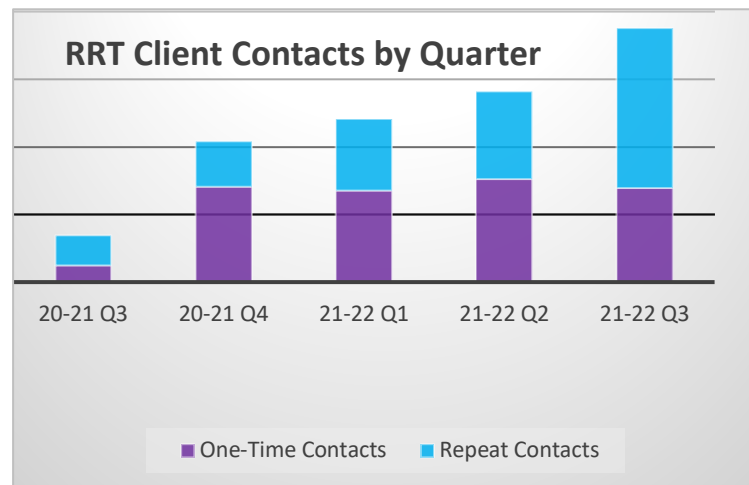
providers working in the space. The feedback we received is that, like Get It Done, public-facing hotlines dedicated to homeless services are inundated with calls—both from those reporting concerns and people seeking services. We have taken this into account in our planning and believe that our most effective option would be to utilize 2-1-1 San Diego’s fully developed telephony system for handling inbound calls along with a 10-person Dispatch Team capable of responding to calls from 7 AM to 10 PM, seven days per week.

PATH’s Rapid Response Team will continue partnering with 2-1-1 San Diego for calls from people who are themselves experiencing homelessness, which will also be routed through the Dispatch Team to ensure eligibility for the program. The Outreach Hotline may also become a resource for SDPD non-emergency calls. Finally, we recommend that concerns related to encampments continue to go through Get It Done, through a separate workflow (see Encampment Team section below).

Rapid Response Team

Over the past year, RRT has grown into a central component of the City’s homeless services system, providing field-based services in areas that formerly had little access to human services for people unable or disinclined to seek them out from downtown providers. RRT served just under 1,300 people living unsheltered across the city since its launch, helping a quarter of them to move indoors and lowering barriers for many more who are making progress toward a home.

There are significant challenges to operating a traditional outreach program in San Diego, chiefly the limited appeal of existing shelter options for people living outside. To continue supporting people living unsheltered and providing housing options, our RRT specialists have had to make more repeat visits than anticipated, effectively carrying caseloads. Since launching the program, nearly half (47 percent) of all client interactions have been repeat visits (see Figure 4). (Note: The CSO Program was only minimally staffed in 20-21 Q3 resulting in a low number of contacts.) Our team is driven internally by PATH’s core mission of ending homelessness, which is only achieved by through permanent housing, as well as our



contract’s housing outcome expectations and the City’s Community Action Plan on Homelessness. As the Action Plan states, “Successful outreach includes two major components: building and sustaining trust, and being able to offer something concrete to people on the street.” To maintain trust and offer concrete solutions, RRT specialists often must follow up with those they have engaged with, making multiple contacts until a temporary or permanent resolution can be identified.

Figure 4: RRT Client Contacts by Quarter

RRT’s person-centered approach has been critical to its success, measured by its ability to help people resolve their instances of homelessness, but has also impacted its ability to respond to calls for service. If awarded the contract, our goal is to increase our capacity for the latter through a combination of workflow changes, as described under “Dispatch Team” above, and additional staff.

The RRT will provide rapid response to service requests and contact-based outreach with the following components:

- **Rapid outreach coverage** seven days per week from 7 AM to 10 PM. The team will respond to service requests within 24 hours.
- **Crisis intervention response.** All encounters with unsheltered individuals will include crisis response as needed.
- **Rapid resolution.** If possible, teams will divert individuals from the homeless system. If unable, teams will connect them to emergency shelter or other temporary housing placement and refer them to other resources available in the community. RRT staff will act as “walking, talking 2-1-1s,” that help pinpoint appropriate services from the local homeless and social services systems.
- **Proactive engagement for street-based case management.** RRT will conduct routine outreach (non-call generated) 20 hours per week to ensure that those without shelter have an opportunity to access CSO Program services. This outreach will work around peak call times for the new hotline and, to the extent possible, will take place during morning and evening hours when people living unsheltered are most likely to be in the places they sleep. Outreach will always be conducted in a respectful, non-threatening way and staff will try to earn trust from clients served from the very first encounter. To this end, staff will generally wear casual clothing with PATH identification clearly visible and, when deemed safe, will have the option of going into the field by themselves. With two RRT staff on shift at all times, there will be flexibility for outreach specialists to join as necessary to enter encampments, canyons, or other areas where additional caution may be warranted.

If awarded, PATH proposes to expand our current RRT from 10 to 15 outreach specialists and move two staff to lead outreach specialists, which are supervisory roles that will assist with management. In addition, we plan to formalize outreach coverage zones within the team to minimize time spent traveling between service calls and client appointments. With the expanded team, we will have four to six outreach specialists on shift at a time and will divide

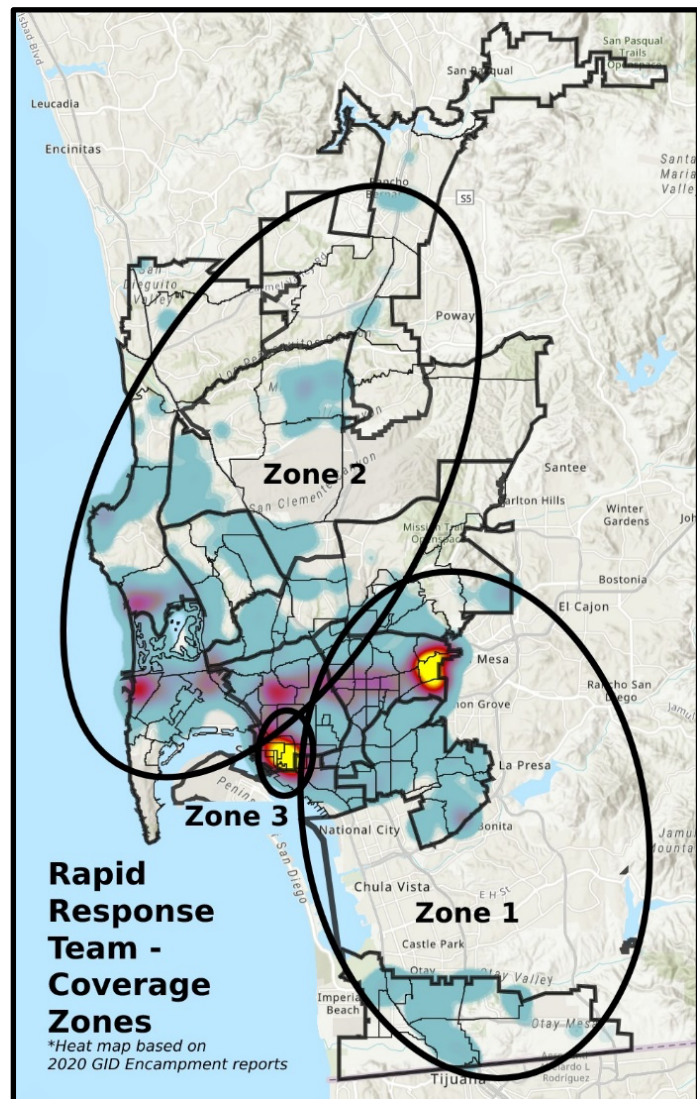


Figure 5: Map of proposed RRT coverage zones

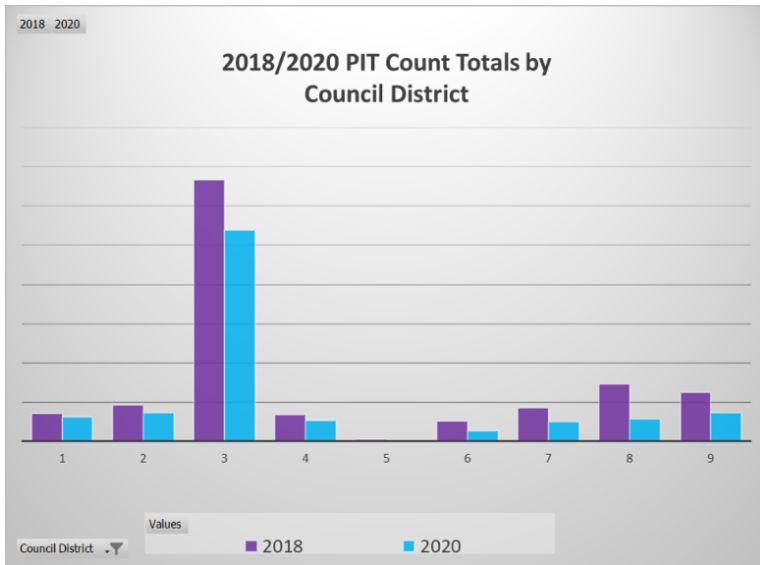


Figure 6: Point in Time Count totals by council district

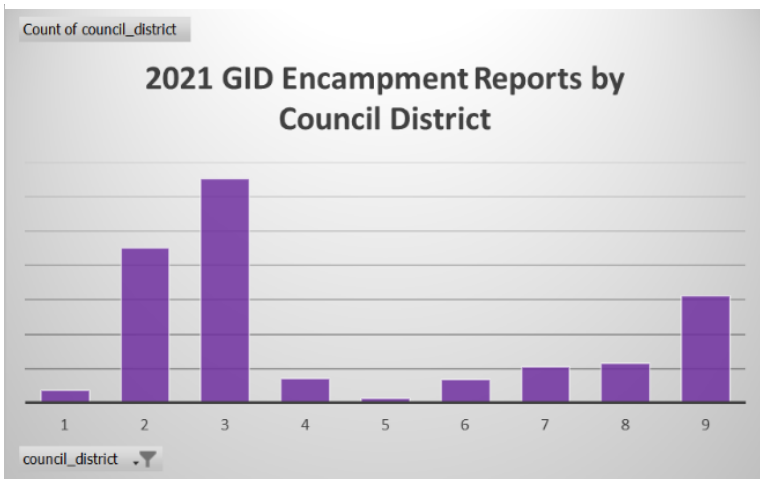


Figure 7: 2021 Get It Done app encampment reports by council district

the city into three coverage zones, centered around the City’s highest frequency service call areas, City Council Districts 2, 3, and 9 (see Figure 5) RRT also has been integral to the City’s effort to operate focused outreach events around the City. These events bring together more than a dozen providers in locations with high populations of people living unsheltered and deliver services ranging from hot coffee to COVID-19 vaccinations. In addition to supplying, transporting, and setting up the physical infrastructure for these events (e.g., tables, chairs, pop-up tents, snacks, water, hygiene supplies, etc.), PATH staff also provide critical housing navigation for clients interested in moving indoors, whether through a shelter, diversion, or some other option. PATH intends to continue facilitating these events in collaboration with SDHC and/or the Homeless Strategies and Solutions Department (HSSD). Ideally, events will be incorporated into regular encampment resolution activities (see Encampment Team section below).

Mobile Homeless Resolution Team

MHRT will provide ongoing, housing-focused case management for unsheltered clients identified and prioritized through case conferencing with community partners, including RTFH. Services will be client-centered and intensive, following individuals from initial engagement to permanent housing placement. MHRT will work closely with clients to establish a realistic housing stability plan focused on addressing challenges to their long-term stability and building skills for returning to life in a permanent home.

The MHRT model has excelled at assisting individuals with permanent housing placements, averaging nearly 30 per quarter over the last four quarters (a total of 120 in the past year) and far exceeding the 65 per year expectation in our contract. MHRT’s clients are some of the most challenging to work with in the City, many of whom are initially hesitant to service engagement. Our specialists are skilled at establishing trust with these individuals and developing their interest in engagement and services. Since launching the program, PATH outreach has enrolled and provided services to 660 unique individuals who had not utilized the homeless services system in two years or longer.

Based on this success, PATH proposes to increase our MHRT staffing from 14 to 21 outreach specialists to meet the critical need of serving the many people living unsheltered in the City who do not have immediate resolutions to their homelessness available. In our experience, the RRT serves a wide range of unsheltered people, from single mothers working two jobs to chronically homeless folks with long term mental health and substance use issues. The team applies diversion strategies and shelter referrals to resolve their unsheltered status, and RRT's shelter placement rates, averaging 30 percent of all exits, are above average throughout the system. Despite this, immediate solutions are often unavailable and the MHRT case loads are at capacity.

As mentioned above, RRT specialists conduct repeat visits with individuals nearly half the time, but we see a potential to increase the number of single-contact encounters if able to increase MHRT's capacity to accept referrals. Moreover, any outreach program that lacks the ability to approach clients through a progressive engagement format runs the risk of alienating those clients, thus the needs for a large MHRT team. We also see a need to expand MHRT coverage in communities throughout the City that either have no MHRT representation or are underserved, including Valencia Park and Oak Park (Council District 4), Sherman Heights and Southcrest (Council District 8), and parts of Council District 9 (as illustrated above in Table 1 and Figure 3).

Encampment Team

PATH will support the City in implementing the Policy Guidelines for Regional Response for Addressing Unsheltered Homelessness and Encampments Throughout San Diego County ("Guidelines") adopted by RTFH in 2020, as well as the CoC Outreach Standards ("Standards") released by RTFH in 2021. We recognize that in certain instances it is necessary to clean or otherwise maintain areas where people are living unsheltered to prevent objectively concerning consequences, such as the spread of disease and wildfires. Whenever possible, this should start with a conversation with area residents (housed and unhoused) and a discussion of possible resolutions but may in some cases mean requiring people to leave an area.

PATH is in favor of moving toward a community-wide strategy for addressing encampments that begins with mediation and then, if unavoidable, progresses to clearance with support as outlined in the RTFH Guidelines. We envision a process for encampment response that begins with reports through the Get It Done app. A team of City evaluators would then lead prioritization for closure based on risk factors (e.g., open fires, presence of criminal activity, environmental hazards, etc.). PATH would then conduct a two-to four-week period of assessment and intensive engagement with the encampment residents, which would include:

- Development of a by-name list specific to the encampment, prioritized by vulnerability factors that align with CES criteria (e.g., length of time homeless, age, disabling conditions, etc.) and other factors, including the presence of minor-aged children.
- Linking people living at the site to ongoing services, including street-based case management through MHRT.
- Creation of a housing plan and, whenever possible, identification of temporary and/or permanent housing resources for residents.

PATH anticipates needing a minimum of five outreach specialists who would form a dedicated Encampment Team. This would allow engagement with two or three small encampments (three to nine unsheltered individuals each) at once, or one large encampment (10 or more individuals), resulting in up to 36 encampments per year. During engagement, the Encampment Team will focus efforts on immediate solutions to homelessness, such as emergency shelter and diversion. The team would also

refer individuals to MHRT staff when no immediate resolution to their homelessness was available (i.e., people who unable to enter shelter because they are prohibited from doing so, lack the activities of daily living abilities (ADLs) required, etc.). In such cases, the Encampment Team would collaborate with MHRT outreach specialists working in the same coverage area as the encampment and MHRT would ensure ongoing care for high-vulnerability clients following closure of encampments. MHRT staff will maintain a five-client surge capacity to assist with encampment response.

As a part of our encampment strategy, PATH, in partnership with the City and/or SDHC as appropriate, will conduct outreach events as described in the RRT section above. We have been a central participant in these events since launching the first one in July 2021—overseeing the logistics and providing most of the walk-up housing navigation services at each event. We have seen significant success at these events and have gathered the resources and experience for them to be effective tools for outreach in high-needs areas. For example, the outreach event conducted recently in Barrio Logan helped engage 133 people, more than a dozen of whom went directly onto PATH staff caseloads for ongoing services. Please see the Encampment Response Outline in the appendices.

Emerging Practices in Homeless Services

PATH has worked hard to stay abreast of national standards in this field and innovate through our work. Use of flexible funds for diversion is one example of this, but other examples are just as a critical and worth including in our program.

Problem-solving funds are also important in day-to-day work with clients who ultimately end up utilizing the city's shelter system and permanent housing resources. To this end, PATH has made a point of including funding for direct client assistance in contracts and has undertaken to design a method for tracking these services in the local HMIS system. We partnered with HMIS to establish the now-standard suite of services for tracking financial assistance and referrals in HMIS, and with SDHC to design a process for geolocating services distributed in the field.

If awarded this contract, all teams will have access to flex funds through the grant and potentially through PATH's other programs, such as the EOT program. These will pay for services that have proven effective in helping outreach specialists connect with high acuity clients and help them progress toward housing, including:

- Expenses for basic needs like food, water, and hygiene supplies
- Document processing fees
- Costs related to moving, storage, and basic furnishings
- Pet expenses
- Rental deposit, one-time rental assistance, and utility assistance
- Transportation services, including bus passes, gas, and rideshare service
- Bridge shelter

Since July 1, 2021, PATH has distributed more than \$48,000 in direct financial assistance, with an average of \$26.43 per client, to help them stabilize and advance their housing goals. In collaboration with RTFH and SDHC, we developed a process for deploying and tracking an array of 15-plus services in HMIS, including financial assistance. The tracking system for services is 100 percent digital and accessible via tablet and smartphone. Service entries include expense amounts where applicable, allowing for expense tracking through HMIS. The distribution of assistance is person-centered and incorporates progressive engagement methods, allowing outreach specialists to provide basic needs

services like food and hygiene to clients who may not be willing to give personal information or sign documents. The program has also developed a network of providers for services ranging from auto repair to motel stays.

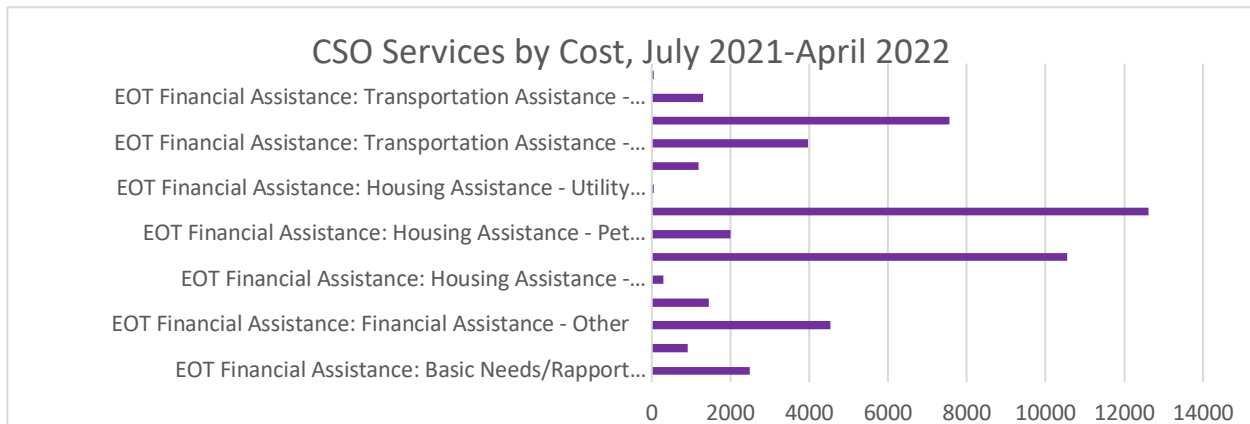


Figure 8: CSO Program services by cost

5. Description of how the program aligns with the “Policy Guidelines for Regional Response for Addressing Unsheltered Homelessness and Encampments” adopted by the RTFH.

As a collaborative partner in ending homelessness in San Diego County, PATH applies RTFH’s guidelines in our regional approach and will align our CSO Program activities with their directives. In accordance with RTFH’s vision for addressing unsheltered homelessness, the program will be guided by a Housing First approach, prioritizing permanent housing and providing the supports and services to promote stability. Further, all our outreach programs are structured with a regional approach, collaborating with internal and external programs to decrease duplication of efforts and to support broad coverage and trauma-informed care. As outlined above, PATH’s CSO Program design identifies target coverage areas by considering gaps in current outreach services as reflected by the CoC’s Point in Time Counts. Informed by this data, the program teams will be deployed in coordination with the City’s outreach manager.

Additionally, PATH aligns with RTFH’s belief that every client deserves respect and dignity which underscores all our services delivery practices. We hire staff compelled by empathy, compassion, and a desire to ensure all people have access to home and health as a basic human right. They are then trained in the sector’s best practices to apply their drive to action to a person-centered approach, such as trauma-informed care, motivational interviewing, non-violent crisis intervention, and mental health first aid. We also hire staff and train to address racial disparities in the homelessness system, emphasizing cultural competency, cultural humility, implicit bias, and racial equity. Furthermore, the CSO program will use peer support specialists, benefiting from their lived experience to reinforce relationships and understand clients’ situations.

Applying our aligned vision, PATH incorporates RTFH’s presented guidelines for service provision and supports for unsheltered individuals. Whenever the program teams engage an individual, they will assess whether they have access to basic services, such as clean and safe restrooms and shower facilities; hygiene and sanitary supplies; and places to dispose of trash, do laundry, and securely store their belongings. For those who do not have access, teams will work to find resources for them, especially through placement in shelter and temporary housing. Teams will also ensure that individuals have access to food through mobile meal programs.

CSO Program teams' outreach and engagement activities will be led by outreach specialists trained in creating authentic, respectful relationships, and quickly connecting individuals to services to address housing barriers. They will be persistent in their efforts but remain respectful of clients' desires and needs for housing and healthcare. Teams will collaborate with local law enforcement to identify those in need and stay informed of clients' interactions with the justice system.

Our program's design reflects the Guidelines' definition of street outreach as "a professional homeless services intervention that focuses primarily on supporting individuals with accessing permanent or temporary housing by building trusting relationships and ongoing rapport." When individuals are ready, teams work quickly to connect them to housing and supportive services. However, specialists will emphasize client choice and voluntary participation, engaging them as often as necessary to build a relationship that empowers the client to end their homelessness. In addition to using our own interim housing beds at Connections Housing, PATH works with other temporary and interim housing sites to place people in shelter while they work toward securing and moving into permanent homes.

PATH has always prioritized chronically homeless individuals in our efforts to end homelessness in the region. While the RRT addresses new and immediate concerns of individuals and the community, the MHRT will focus on reaching disengaged populations and those most in need, particularly the chronically homeless. The MHRT will work with a small caseload of individuals to enable the intensive case management these individuals often required to address their barriers to housing. As described, trauma-informed care and harm reduction will be primary strategies used within the Housing First context. Peer support and connections to low barrier services will further promote participation in temporary and permanent housing programs and services such as medical and mental healthcare and substance use treatment.

Finally, PATH is an active partner of the region's CES and HMIS. The systems will play a critical role in the CSO Program to coordinate care and services. The CoC's By-Name List will help direct MHRT resources and activities.

6. Description of proposed outreach program staffing, staff roles and responsibilities, and how those with lived experience will be incorporated into the staffing or service model.

The Coordinated Street Outreach Program leadership will total 7.6 FTE and comprise:

- **Regional Director, San Diego (0.05 FTE):** Responsible for regional coordination and alignment with overall PATH standards and practices. With statewide leadership, she guides PATH San Diego's strategy and liaises with social service providers, government partners, and community stakeholders across the county.
- **Director of Housing Initiatives (0.05 FTE):** Responsible for high-level oversight of the program and coordination with other PATH San Diego programs.
- **Director of Outreach (0.5 FTE):** Oversees all PATH's San Diego outreach programs including CSO, EOT, Homeless Outreach Program, Mid-City, La Mesa, and more. He coordinates across internal teams and with external partners to ensure coverage across the City and County. Sets outreach program standards and policies across programs for consistency while ensuring contract compliance.
- **Associate Director of Outreach (1 FTE):** Responsible for CSO Program operations, including administrative and supervisory oversight. They will develop strategies, guide training and implementation, coordinate with external partners, and ensure the program is on track to meet goals and targets.

- **Program Managers: (6 FTE):** Each program team (i.e., RRT, MHRT, Encampment, and Dispatch) will have one or more program managers responsible for day-to-day support and management of direct services staff. They will provide administrative support, clinical and supervisory oversight, supporting direct client services, and team training of best and evidence-based practices. MRHT will have three program managers (3 FTE), and RRT, Encampment, and Dispatch Teams will have one each (3 FTE)

Direct service staff will include 56 FTE:

- **RRT Team Lead (2 FTE):** Will support the RRT program manager in day-to-day management of the RRT and assist in calls for service.
- **Dispatch Team response specialists (10 FTE):** Monitors the PATH outreach hotline, requests from the Get It Done app, and referrals from 2-1-1 San Diego, SDHC, and other community stakeholders. De-duplicates and tracks calls for service and assigns response orders to RRT or MHRT outreach specialists. The team will follow up with requesters as possible to provide status updates as appropriate.
- **RRT Outreach Specialists (15 FTE):** Responsible for responding to calls of concern from the community about unsheltered individuals as directed by the dispatch team as well as provide routine outreach services in areas with higher concentrations of homelessness. They will use diversion strategies and linkages to community supports to quickly connect people to permanent or emergency housing, programs and services that will remove their barriers to returning to housing, or more intensive outreach programs that will continue engagement.
- **Mobile Homeless Resolution Team Outreach Specialists (21 FTE):** Provides intensive street-based case management to referred, often hard-to-reach individuals with the goal of engaging them in services, entering them into the homeless system, and ultimately moving them from the street into permanent homes. They will respond to referrals using best practices as described throughout the program design and provide services to a small group of unsheltered people experiencing homelessness.
- **Encampment Team Outreach Specialists (5 FTE):** Will assist with executing Encampment Resolution Actions (ERA), including establishing field-based homelessness resolution centers, canvassing people living in priority encampments, assisting in the creation of a prioritization list for each encampment, and participating in case conferencing. They will work with encampment residents to develop a housing plan and provide connections to supportive services and referrals to temporary and permanent housing programs.
- **Peer Support Specialists (2 FTE):** Will provide support to the outreach specialists, using their lived experience to help build rapport and relationships with people experiencing homelessness. They will assist with crisis intervention; connecting clients to supportive services identified in their housing stability plans; helping clients apply for and obtain document and benefits; and transporting clients to shelter, services or appointments, as needed.
- **Housing Specialist (1 FTE):** Will assist in identifying permanent housing options available in the community and work closely with the regional Flexible Housing Pool once it accepts referrals. They will help identify motels for clients with bridge housing vouchers and support them with basic needs and housing placement services.

All CSO Program staff will be responsible for developing and maintaining relationships with stakeholders in the community to educate on the program and homelessness, offer avenues to connect individuals to services, and ensure the needs of the community are being met.

Critical program-dedicated support staff will include five staff (1.9 FTE):

- **Program Associate (1 FTE):** Will support the entire CSO Program team with communications, documentation and data collection, onboarding, and other administrative and clerical responsibilities.
- **Program Quality Assurance Data Specialist (0.15 FTE):** A member of PATH's quality assurance team will be responsible for ensuring data and reporting standards are met for the contract.
- **Quality Assurance and Compliance Specialist (0.15 FTE):** A member of PATH's quality assurance team will be responsible for ensuring contract compliance.
- **Program Finance Specialist (0.5 FTE):** Working with the program associate, the program finance specialist ensures all client assistance funds are processed in a timely manner and all program staff are trained on appropriate uses of funds.
- **Staff Recruiter (0.1 FTE):** Will assist with recruiting and timely staffing placements for the program.

A staffing chart illustrating the CSO Program staffing plan and structure is included in the appendices.

In addition to the peer support specialists, PATH will target hires with lived expertise for all our client-facing staff. Of our current RRT staff, 80 percent have lived experience in homelessness, mental illness, substance use disorders, or other experiences common in our served population. Organizationally, 20 percent of PATH's workforce have lived experience with homelessness, representative at all levels of the organization through to leadership. We also have a lived expertise advocate serving on our board of directors.

PATH is committed to integrating lived experience into our organizational culture and service delivery and has employed peer support specialists in our multidisciplinary teams for more than four years. We also participate in an ad hoc committee with other providers that are working together to learn best practices and standards to improve the success of persons with lived experience in the workplace. Lastly, as a major part of our diversity, equity, and inclusion action plan we will form a workgroup to create a modality that enables the organization to incorporate the voice and feedback of lived experience into PATH's organizational culture and service delivery.

7. Description of how the program concept incorporates a Housing-Focused approach to case management and service delivery.

All of PATH's programs are rooted in Housing First, a model that prioritizes placing individuals experiencing homelessness in permanent homes and provides voluntary supportive services to promote stability. Using Housing First principles, CSO Program teams will provide compassion and commitment to all clients; acknowledge housing as a basic human right and not contingent upon behavior and service engagement; ensure housing is based on client choice, respect, and self-determination; and use harm reduction and motivational interviewing to help clients achieve goals. Activities will prioritize moving unsheltered individuals into permanent homes without preconditions.

Our case management is driven by long-term solutions for our clients as evidenced by our rate of exits to permanent housing. Although outreach teams respond first to the immediate needs of unsheltered individuals, such as food, urgent healthcare, and short-term housing when available, our goals are always to continue engagement until that person is securely housed in a permanent home. PATH acknowledges the time needed to invest in this level of street-based case management and, for this reason, is proposing a large Mobile Homeless Resolution Team, as described above. This team's directive

of ongoing outreach and small caseload empowers an effective housing-focused approach that achieve the outcomes PATH and the City wishes to see.

8. Description of how street-based case management practices incorporate a Client-Centered approach to service delivery.

The CSO Program will be a relationship-based model that recognizes that engagement in services is the product of rapport and trust. Program teams will use motivational interviewing techniques, trauma-informed care, and culturally responsive approaches in all client encounters. Outreach specialists will be trained in street-based case management practices that focus on reducing clients' barriers, enhancing their strengths, and offering the level of services appropriate to their need.

A client-centered case management approach considers the client as an equal partner in planning, developing, and monitoring established goals. Teams will use the following practices to offer client/person-centered services:

- Ensure all services are client-driven, voluntary, and flexible in intensity
- Meet the client in the field in the client's identified location and community
- Be consistent and predictable, but offer flexible meeting times in a variety of locations
- Offer a non-linear paperwork process
- Communicate via text, email, and phone, as preferred by the client
- Connect clients to services directly and accompany them to appointments
- Develop goals in partnership with the client and based on context
- Conduct in-depth assessments to ensure linkages to all appropriate and needed resources
- Use progressive engagement whenever possible and offer immediate/safe housing options

PATH's client-centered, street-based case management will continually factor in the client's housing, physical health, mental health, income, legal issues, support system and quality of life. This approach is an ever-evolving framework addressing systemic, cultural, racial, and contextual barriers to help identify immediate needs and access to long-term housing options. We will approach our program with a racial equity lens and recognize that our team must reflect the population we aim to serve. In addition to equity-focused hiring practices, PATH will provide training around diversity, equity, and inclusion to ensure we are centering our services around each client.

9. Description of how the Coordinated Entry System (CES), community standards, and the Community Information Exchange (CIE)/2-1-1 San Diego will be incorporated into the program model.

The use of HMIS/CES and CIE are critical resources for coordinating with partners and reconnecting clients who have lost contact with their service provider. CSO Program teams will assess each new client to determine if they are entered into CES through HMIS, and, if not, enter them into the systems upon enrollment in the program. Understanding the pertinent data sets, staff will capture clients' homeless history, physical/mental health status, and current housing situation.

CSO Program outreach specialists will regularly participate in CES case conferencing meetings to ensure coordination with other homeless service providers and identify potential housing interventions for clients. PATH has been a member of the CES network since its inception in San Diego and has participated in the CES Advisory Committee since 2015. Additionally, PATH San Diego's regional director is in the CES Workgroup, which is tasked to improve the CES workflow and By-Name List for the CoC.

PATH benefits from an ongoing, in-depth collaboration with 2-1-1 San Diego and the Community Information Exchange (CIE). We have worked with 2-1-1 since it was established in our region and have been a CIE partner since 2016. 2-1-1 and PATH have an expansive partnership to directly refer and coordinate care for shared clients within the CIE. PATH has incorporated CIE consent into all of our programs' workflows, making referrals to federally qualified health centers, County Behavioral Health Services, and CalAIM Health Plans. According to a 2-1-1 San Diego CIE Utilization Report, from July 2021 to May 2022, PATH had 236 employees registered as CIE users (up from 113 the year before), consented 689 clients into the exchange, logged more than 1,313 uses of the system for care coordination, and moved more of our programs towards being a referral source and destination. Since April 1, 2020, the HMIS Multi-Party Authorization allows us to consent participants into CIE, which has made the process seamless in being able to enter clients into the exchange for care coordination.

Since May 2021 RRT has accepted direct referrals from 2-1-1, providing a tangible resource for callers looking to access shelter, division resources, or other housing-related assistance. To date we have received 574 referrals through CIE, conducted outreach with each of them, and ultimately continued providing services to approximately half that number. The majority of those not receiving services were callers we could not get back in touch with, resided outside the City of San Diego, or did not meet the HUD definition of homeless. Additionally, for this contract PATH plans to utilize 2-1-1's telephony system for our Dispatch Team, as described above.

Our teams participate in monthly meetings with CIE and the housing navigation team to coordinate care for our clients. CIE has also been a critical tool to relocate clients after losing contact during the COVID-19 pandemic. Through use of CIE, PATH outreach workers are automatically notified whenever a client is transported by ambulance and other key notifications, making it easier to re-establish contact with disconnected clients.

The CSO Program will adopt the RTFH's community standards for street outreach. Teams will target those who have been underserved or who do not know about, believe they do not need, or do not think they do not qualify for services. Prioritization will be guided by the CoC's Prioritization Policy and the By-Name List, aiming to serve individuals with the greatest need, such as the chronically homeless, and those with the longest histories of homelessness and severe mental health or substance use needs.

As described above, PATH's outreach programs are housing-focused, low-barrier, and emphasize voluntary participation. Specialists build rapport and address individuals' basic needs while providing access to services as appropriate for the client's goals. Teams will aim to engage with clients weekly and every two weeks at minimum as required by community standards. The Encampment Team component directly aligns with RTFH's policy guidelines on addressing encampments by helping to integrate a multidisciplinary approach to supporting encampment residents when designated for clearance.

PATH's CSO Program team will also be knowledgeable about the Coordinated Community Plan (CCP) to End Youth Homelessness in San Diego and will work closely with the recipients of the Youth Homelessness Demonstration Grant (YHDP). When staff encounter youth, they will immediately make the linkage to appropriate resources such as San Diego Youth Services to access shelter beds and other youth specific resources. The team will also use the TAY (transitional age youth) triage tool and TAY VI-SPDAT to determine appropriate housing interventions. Our staff will enter youth clients into CES and CIE to ensure system-level care coordination and access to appropriate youth services focused on making their homelessness experience rare and brief.

10. Explanation of how the proposer will leverage existing internal/external resources and partnerships to maximize services.

PATH San Diego's growth over the past decade has highlighted the importance of having a diverse set of tools to draw from as well as cross-sector collaboration. We have added or expanded several programs in recent years, including Community Care Coordination for individuals involved with the justice system, Veterans programs, permanent supportive housing, CalAIM, and more. We have also strengthened existing and forged new partnerships with social and homeless service providers, housing providers, healthcare, local resident groups, and business improvement districts.

To develop these partnerships, PATH has honed our ability to raise awareness of homelessness to non-homeless sector entities and gain buy-in for our outreach model by demonstrating our effectiveness and outcomes. We have also developed a more thorough understanding of San Diego's landscape in these sectors, positioning us to maximize the community's available services and contribute to a systematic approach of ending street homelessness for as many people as possible.

External Resources

PATH expects to work alongside several partner agencies through the CSO Program that currently operate outreach in key areas of the City. We have set up and coordinated weekly calls with these partners about existing resources and clients. They include:

- ***C-HRT Harm Reduction Shelter***, operated by FHCSD and Alpha Project. CSO Program teams frequently refer clients with substance use disorders to the shelter for temporary housing.
- ***Downtown San Diego Partnership (DSDP)***, with whom PATH collaborates in the Downtown core, Little Italy, and Balboa Park. PATH intends to continue partnering with DSDP if awarded the grant through coordination around shared coverage areas (i.e., Downtown core and surrounding neighborhoods), use of the Get It Done app/website to receive and track RRT service requests, and data sharing. We also coordinate with DSDP for access to their family reunification program, further detailed in response A.14.
- ***Veterans Village of San Diego (VVSD)***, which the CSO teams will work closely with to refer Veterans who might be interested in and in need of residential treatment services.
- ***Father Joe's Villages (FJV)***, which has a SOAR (SSI/SSDI Outreach, Access, and Recovery) program available to CSO clients to help with filing for disability.
- ***City of San Diego Homeless Outreach Team (HOT)***, with whom PATH collaborates on coordinated outreach events weekly across the City.
- ***County of San Diego and McAlister Institute***. PATH teams interact with the County-McAlister teams across the region, particularly in Pacific Beach and La Jolla.
- ***Hospital Association of San Diego and Imperial County (HASDIC)*** works with PATH to help link our teams and area hospitals to engage frequent users of the hospital system. The cultivation of these relationships has promoted more coordination between hospitals and PATH. This coordination is critical to help outreach staff re-engage with clients who have entered the healthcare system.
- ***Jewish Family Services***, to coordinate with their safe parking program for clients living in their vehicles.

Internal Resources

SSVF: PATH's SSVF program, funded by the U.S. Department of Veterans Affairs (VA), provides rapid re-housing, prevention, and diversion support to veterans who are experiencing homelessness. CSO Program teams will screen for eligible Veterans during engagement and intake.

CalAIM: PATH has partnered with four managed care plans (i.e., Blue Shield, Health Net, Molina Healthcare, and United Healthcare) through the CalAIM program to provide Enhanced Care Management (ECM), recuperative care beds, and short-term post hospitalization beds to individuals in the healthcare system who are experiencing homelessness. CalAIM is designed to serve eligible Medi-Cal beneficiaries with complex medical needs and chronic conditions who may benefit from enhanced care management and coordination. ECM staff arrange for and coordinate interventions that address the medical, social, behavioral health, functional impairment, cultural, and environmental factors affecting health and healthcare choices available to ECM clients. The interdisciplinary ECM team provides clients with high-touch, community-based, person-centered, in-person care management that coordinates all primary, acute, behavioral, oral, and long-term services and supports for the member.

PATH has partnered with Blue Shield and Molina for recuperative care beds and Aetna, Blue Shield, and Molina for short-term post hospitalization beds. Recuperative care beds offer short-term stays (about 6 weeks) to recuperate from acute injury or illness including behavioral health. Short-term post hospitalization beds offer a post-facility stay to extend recovery time which can be up to six months. The goal of this program is to avoid hospitalization. Individuals participating in this program work with service integration teams of enhanced care managers, community health workers, peer support specialist clinicians, and housing specialists all focused around addressing social determinants of health. Any eligible unhoused individuals the RRT or MHRT engage with will be connect them to PATH's CalAIM program for health services and care management.

Connections Housing: PATH's residential and service community in Downtown San Diego has permanent and interim housing and serves as a one-stop shop homeless services center with an on-site, 8,000 square foot federally qualified health center; meal program; and the PATH Depot—a robust hub that convenes more than a dozen agencies in a single location. At the Depot, we offer service partners cost-free office space and community coordination. Services include healthcare (primary/preventive care, mental healthcare, substance use treatment, etc.), case management, Veterans assistance, employment programs, computer literacy, empowerment programs, financial literacy, legal aid, benefits enrollment, and more. All services at Connections Housing will be available to CSO Program clients. Some of the services and partners at Connections Housing include:

- **FHCSD** is co-located at PATH San Diego's Connections Housing location and will quickly connect eligible clients with medical, mental, and dental healthcare as well as substance use services to meet their individual needs. They will also assist with linking clients to COVID-19 testing, vaccines, and resources.
- **Community Research Foundation's (CRF)** clinicians come on site twice a week to conduct psychological evaluations and determine level of behavioral health services needed (e.g., access to immediate medication). Clinicians will make service linkages through Jane Westin.
- **Legal Aid Society of San Diego** will provide pro-bono legal services and benefits advocacy to expedite access to additional income sources through public benefits including SSI enrollment. They provide these services on-site at Connections Housing twice weekly (currently suspended due to COVID-19 restrictions).
- **Real Life Skills** will provide life skills education (e.g., life enhancing concepts, the power of thinking, and understanding of life choices).

11. Description of case management approach that will lead to permanent housing.

The CSO Program will deliver housing-focused, street-based case management services to all clients engaged with the Mobile Homeless Resolution Team with a Housing First approach that prioritizes

placement into a permanent home and providing the supportive services to promote stabilization. MHRT's outreach specialists will work with vulnerable, unsheltered individuals to develop a housing stability plan that focuses on eliminating barriers to housing and establishing long-term stability. Our street-based case management approach will include:

- **Field-based services** that will establish strong rapport with clients using a persistent and frequent engagement approach. As described above, teams will be assigned geographically to aid in developing and maintaining relationships between clients and outreach staff. Using evidence-based practices such as peer support and trauma-informed care, specialists will help resolve potential ambivalence of a client's interest in obtaining housing.
- **A multidisciplinary team** that will work with clients to remove the barriers that might prevent and/or delay permanent housing placement such as lack of documentation, transportation, and access to income (e.g., employment or disability).
- **Transportation support** individualized to the client's needs. Support includes directly transporting the client in a PATH vehicle, issuance of an MTS day pass, or use of Lyft or rental cars when appropriate. Transportation will be offered for accessing services and appointments related to service engagement.
- **System navigation** support to successfully access services across the various benefits systems available to individuals experiencing homelessness. Peer support specialists will transport clients to appointments to obtain needed documents (e.g., California identification, social security card, income verification), medical and mental health appointments, or residential intake appointments.
- **Care coordination** and broad provider collaboration with agencies across the City through case conferencing to advocate for and ensure clients are connected to permanent housing as quickly as possible. Additionally, our outreach teams often locate clients who have been disconnected from their housing match and needs to restart the process. The CSO program will provide a critical role in reconnecting individuals to their housing programs.
- Client entry into **HMIS and CES** at the earliest opportunity to match clients with an appropriate housing intervention. If clients are matched through CES, CSO staff will contact the permanent housing intervention provider and provide assistance and support until the client has completely transitioned into permanent housing.

12. Description of rapid resolution approach that prioritizes diversion from the homeless response system as well as connections to emergency or other appropriate longer-term housing placements and supportive services, including the utilization of Trauma-Informed Care and Motivational Interviewing.

The Rapid Response Team will focus on quickly resolving each referred individual's homeless episode, beginning with diversion, and then moving to emergency shelter, long-term housing placements, or referral to MHRT. RRT staff will always use trauma-informed care techniques when engaging with individuals to ensure they do not exacerbate clients' trauma. Motivational interviewing and trauma-informed care are at the core of PATH's service delivery and will be built into every CSO Program staff member's comprehensive training schedule.

RRT staff will use motivational interviewing to initiate a diversion conversation aimed at uncovering potential resources the individual or family may be able to draw on to resolve their homelessness. Solutions may include resolving a dispute with a previous landlord or family member, or family reunification when safe and appropriate. Specialists will be trained in mediation techniques to facilitate resolutions and lead discussions. They will also be knowledgeable in local diversion and prevention

resources, including the DSDP's Family Reunification Program and SDHC's Prevention and Diversion Program. If these programs do not meet the client's needs (e.g., they need a rental deposit outside the City of San Diego), outreach staff will draw on RTFH HEAP or Resolution Strategies funding for one-time rental assistance and/or utilities to help the client return to their previous living situation.

If initial diversion strategies do not result in a viable solution, RRT will connect the unhoused individual to other services to begin to address their needs as discovered through trauma-informed conversation. This may include linkages to emergency shelter; detox or substance use treatment programs; or resources for specific sub-populations, as appropriate, such as Veterans, transition age youth, or people experiencing domestic violence. To quickly assist clients in accessing shelter and services, RRT staff will have a full breadth of knowledge of system resources and requirements as well as access to transportation resources as detailed above to transport them safely. If our staff engages with an individual not interested in accessing any of the offered services, outreach specialists will assess them for referral to MHRT for further engagement.

13. Description of the framework used to develop housing plans for clients.

The Mobile Homeless Resolution Team outreach specialists will work with each referred client to complete a thorough assessment identifying all the biological, psychological, and social (i.e., biopsychosocial) factors that are contributing to the client's state of homelessness. The assessment will allow the specialist to identify the individual's needs for housing and services and their current financial and health status. Informed by the assessment, the specialist will work closely with each client to develop a unique housing stability plan that will serve as a roadmap to permanent housing and identify the resources needed to promote retention.

An essential part to developing a housing stability plan is identifying the most appropriate type of housing intervention for the client to be successful in housing long-term. The assessment will help determine whether the client needs long-term case management and supportive services (i.e., permanent housing) or can benefit from rapid re-housing with shallow subsidy and stabilization case management. It will also help determine if there is a possibility for shared housing based on the client's existing community and support system.

Each housing stability plan is personalized to the client and will contain several key components addressing social determinant factors related to housing. It will:

- ***State the clients' housing desires*** (e.g., where and how they want to live)
- ***Outline the goals*** they need to reach to become stably housed, and
- ***Detail action steps*** with the services the client needs to access with target completion dates.

The MHRT specialists will use SMART (Specific, Measurable, Achievable, Reasonable/Relevant, and Time-limited) goals to develop an individualized, person-centered housing stability plan. With each goal and associated action steps, the specialist will work with the client to identify potential barriers to accomplishing their goal(s). Barriers may be related to health, income, substance use, or other obstacles. The specialist will focus on helping the client remove barriers and develop internal and external resources to promote stability, support them during periods of psychiatric distress, and promote community integration once housed.

Goals will also address strategies for money management, cooking, cleaning, and other life skills as well as for increasing and stabilizing income. The client and outreach specialist will develop a housing budget for the client and contingency plans for unexpected obstacles, such as reduction in income or loss of

benefits. Contingency plans may include strategies such as building savings while receiving assistance or identifying resources early on to prevent recidivism and provide ongoing support. Outreach specialists will meet with each client at least weekly and as needed to conduct ongoing assessments and provide interventions as needed to help the client effectively cope with behavioral health, physical health, and substance use conditions impacting housing stability.

14. Description of housing related services and placement assistance to be leveraged as appropriate outside of CES.

PATH's housing-related services will include the use of internal and external leveraged resources and practices. This will include problem-solving, diversion, DSDP's Family Reunification, CalAIM, and PATH's SSVF program.

Problem-solving: When it is an option, CSO Program teams will encourage and assist clients in self-resolving their homeless episode without using services available through CES, which conserves system resources for higher-acuity individuals. Through problem-solving, we minimize the time clients spend living outdoors and increase their sense of agency, which promotes greater future problem-solving ability. PATH will complete all basic intake procedures, assist in developing a housing stability plan and budget, and work with the client to identify potential housing.

Typically, housing solutions are single room occupancy (SRO) apartments or other low-cost housing options that we identify through our connections in the community and with landlords. In some cases, shared housing options might be the best fit based on the client's support system and/or match with another person experiencing homelessness in the community. PATH has protocols and processes in place for shared housing options that will be available to CSO Program clients.

Diversion: As described in response A.1., PATH San Diego will use diversion techniques and existing community resources to identify possible housing options through the client's support system. We will supplement the CSO Program with diversion resources available through SDHC, RTFH, and other organizations as well as EOT program flex funds to help clients move into units available through the rental market. CSO Program teams will be knowledgeable about San Diego's housing market, how to search and identify permanent housing, and fair housing laws so they can advocate for clients' permanent housing placement outside of CES.

Downtown San Diego Partnership's Family Reunification: The team will work closely with DSDP's family reunification program to case conference and discuss possible options for clients to reconnect with their families and friends outside of San Diego. In the last year, PATH San Diego outreach programs were able to connect more than 50 clients to permanent homes with family or friends, in many cases by partnering with DSDP.

CalAIM: PATH is a provider for CalAIM and partners with four of San Diego's health plans to provide enhanced care management and housing navigation/tenancy services. Unhoused individuals with chronic medical conditions can be referred to PATH's CalAIM program directly from RRT and/or MHRT to determine eligibility for these benefits. Once eligibility is determined, the individual will be assigned to an enhanced care management team to begin working with them on addressing the various health needs they have along with identifying housing/tenancy services. Housing navigation services include housing search and placement, supportive services and short-term subsidy. In addition, PATH's CalAIM program has 12 permanent supportive housing units at the Hillcrest Inn for CalAIM participants with wraparound services from our ECM teams.

SSVF: While the program participates in CES, the VA does not require it. According to the 2020 We All Count report, eight percent of unsheltered individuals are Veterans, therefore we anticipate the CSO Program teams will engage with veterans eligible for SSVF.

15. Description of the budget details for the services to be provided and the associated costs for those services.

The program and budget presented in this application we believe to be a comprehensive street outreach approach to effectively connect individuals to permanent housing and significantly reduce street homelessness in the city. However, we have structured our proposal with modular and flexible elements that can be removed or reduced to lower overall costs.

- **Option 1** covers all costs as described in this proposal.
- **Option 2** eliminates the Encampment Team, reduces the Dispatch Team by 3 FTE, and reduces the MHRT team to the level of our current program.
- **Option 3** meets the prescribed requirements of the RFP without the Dispatch and Encampment Teams, public-facing hotline, and CRM and telephony systems. It does expand our existing RRT to allow for additional coverage.

Option	Cost	Elements included	Effect
1	\$5,630,694	All components as described: <ul style="list-style-type: none"> • 15 FTE RRT • 21 FTE MHRT • 5 FTE Encampment Team • 10 FTE Dispatch with CRM and telephony systems 	Comprehensive program providing full coverage across the City, including high-need communities that are currently underserved, dedicated encampment engagement, and coordinated dispatch.
2	\$4,401,732	Full RRT, limited MHRT and Dispatch Team, no Encampment Team: <ul style="list-style-type: none"> • 15 FTE RRT • 14 FTE MHRT • 7 FTE Dispatch Team with CRM and telephony systems 	RRT operations reduced to M-F 7am-10pm, limiting response and community feedback capabilities, and likely increasing response times. No dedicated encampment engagement. No MHRT coverage in high-need communities like Southcrest (D8), Valencia Park (D4), Cherokee Point (D9), University Heights (D3), and Banker’s Hill/Park West (D3); minimal MHRT coverage in Downtown (D3), Pacific Beach (D2), Hillcrest (D3). Outreach events 3-6 days per month.
3	\$3,917,945	Full RRT, limited MHRT, no Dispatch or Encampment Team: <ul style="list-style-type: none"> • 15 FTE RRT • 14 FTE MHRT 	No dedicated encampment engagement, no coordinated dispatch, no dedicated hotline. MHRT coverage as described in Option 2.

16. Description of the availability of in-kind or other leveraged funds within the program budget.

PATH has not indicated specific in-kind or other leveraged funds within our program budget. However, several leveraged resources will support the CSO Program team and help achieve our outcomes.

Donated hygiene kits: One of PATH's major volunteer engagement opportunities is our hygiene kit assembly program. Volunteers collect in bulk a variety of hygiene items useful to people living unsheltered such as socks, sanitizer, deodorant, dental products, snacks and water, feminine products, and so on. They then assemble bags of items that our outreach teams distribute to the individuals on the street. They serve as effective engagement tools that help initiate conversation, demonstrate respect, and build trust.

Connections Housing: As described in A.10, all resources at PATH's Connections Housing site will be available to CSO Program clients, including an employment center and clothing closet. CSO Program teams will be located at Connections and assist clients in transportation to access services, as needed.

Internal programs and partner relationships: As described in A.10 and throughout this proposal, the CSO program will be integrated into PATH's larger homeless services network, both internally and externally. CSO staff will explore all possible avenues to leverage existing programs and identify the best solutions to address each client's unique needs and end their homelessness.

B. ORGANIZATION EXPERIENCE.

1. Experience working with people experiencing homelessness.

Built on the experience from PATH's 38 years of operational and programmatic success, we have served the highest acuity, unhoused San Diegans since 2013. We serve 4,200 people in the County of San Diego annually, helping our clients develop stable, independent lives through permanent homes and wraparound supportive services. As described earlier, our Downtown-based Connections Housing operates a one-stop, supportive service and residential community that convenes a dozen agencies in a single location. Connections includes permanent and interim housing; a federally qualified health center; a food service program; case management services; and the PATH Depot, a robust hub of homeless services and resources. Prioritizing chronically homeless individuals and Veterans, our agency directly addresses the multifaceted nature of homelessness by delivering targeted support to improve our clients' welfare. Our programs achieve success through the following core approaches:

Strategic street outreach: PATH has provided outreach services since our San Diego launch nearly 10 years ago. In recent years, we have transformed our model to a regional approach that aligns with the practices outlined by USICH, Org Code, and other best practices. PATH San Diego mobilizes teams of MSW- and BA-level staff with mental health experience and substance use disorder certifications to provide field-based assessments, housing connections, and linkages to healthcare. Our teams build relationships using engagement strategies such as offering hygiene supplies and service referrals. Our outreach teams operate in several areas of the County and City in coordination with the homeless services system's greater outreach efforts. Our outreach experience is described in more detail below.

Personalized support: Our staff offer personalized, housing-focused case management to transition individuals out of homelessness and into permanent homes. Case managers work with clients to assess their needs through initial intake and develop housing stability plans to identify short- and long-term housing goals along with the action steps needed to achieve them. Our staff refer clients to any needed services either internally or through an external provider to ensure the most effective and personalized solutions. They help our clients navigate public and private systems to access critical resources (e.g.,

eligible benefits, medical homes, and government-issued identification) required to secure housing, increase income, and stabilize their situations.

Permanent and interim housing: As clients work toward securing their own homes, we provide temporary housing within our 134-bed interim program, including 40 VA-funded GPD beds, or through external referrals. We also provide motel vouchers to help people find respite from the streets. For long-term housing solutions, PATH San Diego operates 73 units of permanent supportive housing on-site at Connections Housing and provides services to 474 off-site apartments for formerly homeless tenants with Affirmed Housing (The Link, Zephyr), Wakeland Housing and Development Corporation (Ivy Senior Apartments, Atmosphere, Trinity Apartments), and the County of San Diego (Valley Vista). Additionally, PATH San Diego's housing department works with landlords to convert vacant market rate units to affordable housing and uses those units to house clients as determined by the Coordinated Entry System. Once housed, our staff work with clients for up to 12 months to help them achieve self-sufficiency.

Additionally, we have extensive experience operating rapid re-housing (RRH) programs in the region. In 2013m we became a Supportive Services for Veteran Families program provider through a subcontract with a local agency. When that contract ended in 2017, PATH San Diego stepped up to fill the gap in services with the support of existing local providers. After successfully integrating our program into the provider community, PATH San Diego was awarded a \$1M SSVF contract in 2019 to serve 144 Veterans experiencing homelessness in San Diego County, which has since been renewed annually. In addition, PATH San Diego has operated its Emergency Solutions Grants Program (ESG) RRH program in partnership with the San Diego Housing Commission for four years, consistently meeting or surpassing our goals each year.

Health and wellness: PATH improves clients' health through linkages to healthcare partners such as Family Health Centers of San Diego, which is co-located at the PATH Depot. There, clients can access a full range of medical and mental health services. PATH also provides connections to behavioral health services, substance use treatment providers, and wellness workshops to help individuals maintain healthy habits. PATH San Diego operates CalAIM (detailed above), which coordinates care for eligible Medi-Cal beneficiaries experiencing homelessness with complex medical needs and chronic conditions.

Financial stability: PATH strives to help clients gain employment and increase their income so they can reach stability. We address the barriers veterans and civilians experience to employment through interview preparedness training, job skills workshops, networking opportunities, and assistance applying for job openings. We also help clients enroll in mainstream benefits to supplement their finances. PATH San Diego has operated a Department of Labor-funded Homeless Veterans Reintegration Program (HVRP) for eight years (2012-2018; 2020-2022), providing homeless Veterans with case management and job training services to help them gain meaningful employment.

Founded in Los Angeles in 1984, PATH is now one of California's largest homeless services agencies, serving 150 cities across 60+ locations, with nearly 2,100 permanent housing units constructed or in development. Our 38 years of experience serving the homeless population spans permanent supportive housing and interim housing, rapid re-housing, case management, medical and mental healthcare, employment training, benefits advocacy, and other services to help people experiencing homelessness access the resources to rebuild their lives, achieve wellness, and thrive.

Our collective strategies have contributed to PATH's statewide and regional housing placement success. Since 2013, PATH has helped nearly 14,000 individuals experiencing homelessness move into permanent housing across California—including 2,934 residing in San Diego. Moreover, PATH and PATH San Diego consistently maintain or exceed a 90 percent retention rate, signaling the end of the homelessness cycle for the vast majority of our population.

2. Experience operating a street-based case management/outreach program (or similar programs).

PATH has 38 years of experience in implementing outreach models across California, from San Diego to Santa Clara Counties. Our diverse experience has informed a wider statewide model, but our implementation is closely tailored to each community they serve—such as San Diego's outreach programs aligning with the RTFH Policy Guidelines for Regional Response for Addressing Unsheltered Homeless and Encampments. Despite differences, all of PATH's outreach programs integrate best practices of USICH and OrgCode. PATH San Diego's current street-based outreach models began with programs in the Downtown Los Angeles Business Improvement District and Downtown San Jose. These programs led to individualized contracts with public and private partners including:

Locally, PATH has served San Diego with street-based intensive case management and rapid response practices since 2013. Within a few years of our launch, we reduced street homelessness in the quarter-mile area surrounding Connections Housing by 85 percent. PATH San Diego stays on the forefront of innovative practices in homeless services and our experience includes piloting and testing new outreach models.

In 2018, PATH San Diego reinvented our traditional outreach approach in partnership with Mid-City partners including North Park Main Street, City Heights Business Improvement District, Price Philanthropies, City Heights Community Development Corporation, and San Diego City Councilmembers Gomez and Ward (now Assemblymember). Our agency shifted to a neighborhood-specific outreach strategy that allowed staff to focus more attention on smaller geographic areas, initially launching in City Heights and North Park. This concentrated effort has allowed our outreach staff to increase their presence and visibility among those living on the streets, expediting relationship-building. Strong staff-client connections help develop clients' trust in staff, which is needed to encourage participation in supportive services and progress in their housing goals. Our Mid-City outreach has since been regularly featured in the media for its success and is the model all out outreach programs statewide are not based on.

During the pandemic, our outreach teams shifted to a COVID-19 pandemic response effort. The homeless services sector anticipated that our population would be hit the hardest due to their already poor health conditions and thus amplified the intensity of services across the field. PATH's teams engaged with unsheltered individuals to help them find respite from the harsh conditions of the street while continuing to provide housing navigation and supportive service linkages.

HEAP/EOT: In 2019, PATH received HEAP (Homeless Emergency Aid Program) funds through the RTFH to launch collaborative, enhanced outreach teams (EOTs) in Central County as the lead agency, and East County as a participating agency. In the first two years, PATH was the lead agency for EOTs in Central County, and we managed subcontractors Father Joe's Villages and Veterans Villages of San Diego, who agreed to adopt our model. In this capacity we oversaw outreach staff from all agencies, directed PATH and subcontractor teams' outreach target locations and individuals, and determined how and when teams used flex funds and other program resources. PATH was also responsible for capturing and reporting program data to RTFH and spearheading efforts to build community contacts in coverage

areas. PATH developed policies and procedures for the EOT program in collaboration with RTFH and have since applied the successful program design to other outreach-based programs.

In 2021, we adjusted our program to staff solely PATH teams without subcontractors and have been renewed into 2023. This program expanded our agency into East County where our outreach team works in the cities of La Mesa, Santee and Lakeside, as well as along the San Diego River, in collaboration with the San Diego River Park Foundation.

San Diego Homeless Outreach Program: In 2021, we were awarded a contract with the County of San Diego to apply our street-based case management model countywide. With subcontractors Father Joe's Villages and Interfaith Community Services, we deploy 25 outreach specialists to underserved areas of the county to engage with unsheltered individuals and connect them to housing and services.

Healthcare programs: Demonstrating further proficiency in connecting to homeless individuals and responding to their unique needs, PATH operated the Whole Person Wellness (WPW) program from 2018-2021 and Health Homes in 2019-2021. These pilot programs integrated homeless outreach and care coordination with the healthcare system to serve high utilizers of healthcare due to chronic/acute medical and mental health needs. Through WPW, we operated 16 multidisciplinary Service Integration Teams (SIT) in Central, South, and East County. Teams work with medical institutions such as hospitals and managed care plans, police departments, and other social service providers, which identified and referred eligible clients. Our teams would then immediately work to connect clients with medical homes, housing, and a comprehensive range of supportive services.

In 2019, our WPW program's critical efforts were recognized, and the County renewed and doubled our contract. In the program's first performance year, we received 700 referrals, primarily from healthcare providers. Of those, 22 percent were individuals experiencing homelessness who had never engaged with homeless services and another 18 percent had not engaged in homeless services in two or more years. Through the program, we served a hard-to-reach population of high-acuity individuals who the community safety net failed to catch. WPW highlights PATH San Diego's organizational capacity and credibility to deliver outcomes, collaborate with public and private partners, and build relationships with and serve clients who are often challenging to engage.

Through WPW, PATH established and cultivated relationships with San Diego's seven managed care health plans. As a result, in 2019 we partnered with Blue Shield of California and Molina Healthcare to help operate the Health Homes program. Health Homes was a federally mandated program administered through managed care health plans to community-based providers to implement care coordination and housing navigation to people with chronic medical and mental health needs.

These two pilot programs have since ended and PATH leveraged that experience into operation of CalAIM which is a state funded program to serve eligible Medi-Cal beneficiaries with complex medical needs and chronic conditions who may benefit from enhanced care management and coordination. ECM staff arrange for and coordinate interventions that address the medical, social, behavioral health, functional impairment, cultural, and environmental factors affecting health and healthcare choices available to ECM clients. The interdisciplinary ECM team provides clients with high-touch, community-based, person-centered, in-person care management that coordinates all primary, acute, behavioral, oral, and long-term services and supports for the client.

Community Care Coordination (C3): Also in 2019, we began operating the Community Care Coordination program. C3 is a partnership with the Office of the Public Defender and the Sheriff's Department that provides intensive case management, shelter, and housing services to justice-involved individuals experiencing homelessness with severe mental illness. Teams of case managers and peer support specialists engage with clients prior to their release from jail to develop their housing and stability goals and establish connections to services. The program aims to reduce recidivism of both homelessness and incarceration and serves 50 individuals annually. In 2020, the County selected PATH to operate an additional C3 program directed at Veterans in the justice system. PATH's success with these programs led the County to once again choose PATH to operate C3: Straight to Home, a third C3 program targeting general population justice-involved individuals experiencing homelessness.

3. Experience managing and accounting for federal, county or state grant funding. For any grant funding received by proposer, include any identified concerns raised by granting agencies during the past three years -specifically, concerns of under-utilization of grant funds, monitoring visit findings that resulted in the need for proposer to take corrective action, audit findings that resulted in a material weakness, or reports of internal control concerns/findings. If proposer has received any of these concerns related to grant funds, include:

a. a copy of the most recent independent financial audit; and

b. documentation notating any previous audit findings are either remedied or in the process of mitigation, if applicable.

PATH holds 150+ active local, state, and federal contracts from public and private sources across our statewide service areas. We have negotiated multiple contracts that have skyrocketed our growth. Our government contracts generate 81 percent of our revenue and reflects PATH's standing in the homeless services sector. In San Diego, some of our key contract partnerships include the San Diego Housing Commission, the U.S. Department of Housing and Urban Development, the VA, the U.S. Department of Labor, the County of San Diego, and RTFH as well as private partners like Affirmed Housing and Wakeland Housing and Development.

PATH's robust quality assurance department and team of experienced finance and compliance staff ensure we are meeting the fiscal and programmatic requirements of our contracts. Our long-standing record of leveraging resources to effectively meet contract goals and requirements has led to many of these contracts being renewed for multiple years. Please see the appendices for our FY21 financial audit and list of contract concerns during the past three years.

PATH's strength in tracking and reporting outcomes derives from our 38 years of experience in collecting, sharing, and reporting participant and financial data. We have been active participants in the San Diego and Los Angeles HMIS since its initial rollout and have been using vulnerability indexes/VI-SPDAT tools to assess participant needs and prioritize services since 2010. Our staff collect and input all relevant data into HMIS in a timely manner. As a reference, the Los Angeles CoC assesses the accuracy of data entered into HMIS and rates PATH at 97%+ data accuracy. Demonstrating our substantial dedication to and understanding of quality assurance, this year PATH received a three-year accreditation for the third time from the Commission on Accreditation of Rehabilitation Facilities (CARF) for our rapid re-housing and homeless prevention programs.

4. Performance outcomes for previous street-based case management/outreach program (or similar program) demonstrating success in exits to permanent or longer term housing.

PATH's street-based case management and outreach programs, including the CSO Program, have performed exceptionally well. Cumulatively, across all outreach programs, PATH has:

- Served 4,149 unduplicated individuals.
- Provided approximately 8,000 instances of service.
- Helped 1,065 people move indoors, with 363 moving into permanent homes.

Please see the introduction of this proposal for outcome highlights from our individual programs. Across our programs, PATH has worked to demonstrate the efficacy of a housing-focused, person-centered outreach model through our contractual quantitative reporting (e.g., total unique clients served, total instances of service, etc.) as well as standard HUD Systems Performance Measures (SPMs) applicable to street outreach programs. Of these, PATH outreach programs track *Measure 7a: Successful Placement from Street Outreach* and are providing data to RTFH to track *Measure 2a: The Extent to which Persons who Exit Homelessness to Permanent Housing Destinations Return to Homelessness within 6 to 12 Months* and *Measure 2b: The Extent to which Persons who Exit Homelessness to Permanent Housing Destinations Return to Homelessness within Two Years*.

All of PATH's outreach programs also collect additional data that provides insight into the clients and communities our programs serve. These include *System Performance Measure 5: Number of Persons who Become Homeless for the First Time*; temporary versus permanent housing placements; demographics and subpopulations; the number, type, and cost of services employed on clients' behalf, and to the extent that it is possible to tell, whether these services lead to improved housing exits.

C. CAPACITY.

1. Description of the Proposer's organizational structure, including roles of board and staff members as applicable, the use of volunteers, and the agency's fiscal and accounting support.

PATH San Diego is led by Hanan Scrapper, regional director, who oversees all San Diego programs and operations. She is supported by Glen Hilton, LMFT, director of community care, and Michele Gehr, director of housing initiatives. Ms. Scrapper reports to Jonathan Castillo, LISW, chief regional officer, who leads our regional approach, strategic operations, and service and stakeholder partnerships across California. PATH's chief executive officer and statewide leader is Jennifer Hark Dietz, LCSW, who works to ensure that our services align with PATH's overall philosophy and provides continuity for clients receiving services through multiple programs. Please see the attached PATH Statewide Leadership Organizational Chart for our agencywide leadership.

PATH has a 26-member governing board of directors that oversees the agency's statewide program, policies, and operation. The governing board is supported by the San Diego regional advisory board that comprises local leaders, business, and community members. PATH San Diego's volunteers help operate our Connections Housing meal program to feed those who reside in our interim and permanent supportive housing, assemble Welcome Home Kits for clients moving into their own homes and hygiene kits for our outreach staff to distribute in the field, and more.

Our finance department is directed by a leadership team with decades of combined experience in financial management and accounting across the nonprofit and for-profit sectors. The chief financial officer oversees all PATH financial activities including accounting, invoicing and collections, payables, procurement, reporting, financial analysis and financial compliance for awards from over 30 government and private funders. The remainder of the PATH finance leadership team includes the controller, director of accounts payable, director of invoicing and grant compliance, director of budget and analysis, and director of procurement. In addition to the leadership team there are 18 staff who assist with invoicing, processing vendor payables and client financial assistance, maintaining the books, ensuring

proper documents control, and all other accounting and finance duties. Our finance team's strong track record ensures that contracts are renewed annually.

2. Administrative and managerial capacity to oversee the work necessary to successfully operate the program.

As stated above, PATH San Diego is led by Hanan Scrapper, regional director, who oversees all San Diego programs and operations. The director of housing initiative, Michele Gehr; Brian Gruters, director of outreach; and the associate director of outreach (TBH), will oversee management of the Coordinated Street Outreach Program. Program-dedicated administrative support will come from the CSO Program Associate, who will help outreach staff manage tasks such as financial assistance requests and data reporting; two partial quality assurance personnel who will assist with data management, reporting, and contract compliance; and partial program finance associate who will process financial assistance payments, and a partial recruiter who will ensure the program quickly staffs up and remains so throughout the life of the program.

The Coordinated Street Outreach Program will also benefit from administrative support both within PATH San Diego's local workforce and PATH's statewide organizational departments. PATH San Diego employs a team of administrative staff including data analysts; philanthropy and community affairs staff; and program associates who are dedicated to supporting local programs, data tracking and quality assurance, community outreach, training, and more. In addition to PATH's quality assurance and finance departments as described above, the CSO Program will be supported by robust human resource, administration, and development departments.

3. Description of internal practices and procedures used to meet deadlines for both program reporting and fiscal requirements.

PATH's effective finance and accounting department has developed detailed policies and procedures regarding tracking and complying with fiscal requirements. Our method relies on our comprehensive fiscal control system based on generally accepted accounting practices (GAAP), which have been reviewed by our funders. We use an automated accounting system (i.e., Intacct) to track and process all financial transactions by funding source and cost center, ensuring that funds are used for their intended purpose and are not misappropriated. A separate cost center is maintained for each publicly funded contract, which tracks all income and expenses assigned to that contract and program. This system has protocols for ensuring cash flow between grant disbursements, preparing and/or processing cash receipts, cash disbursements, payroll, financial reporting, contract budgets, invoices, and reports.

All expenses are approved by the respective program director, with additional approval for irregular or substantial expenses by the chief executive officer, and submitted with the appropriate back-up documentation. Financial statements are prepared monthly on an accrual basis to ensure that revenues are recognized when earned, and expenses are recognized when incurred. PATH is required to conduct a financial audit for every fiscal year. All financial reporting, auditing, and accounting practices are overseen by PATH's chief financial officer and controller to ensure that all programs comply with applicable laws, regulations, and guidelines.

PATH maintains a complex network of funding sources and recipients that requires comprehensive programmatic and fiscal operations including program management, quality assurance, fiscal compliance, accounts payable, and internal audit functions. To manage any risk, whether programmatic or fiscal, PATH follows several external regulations and requirements including:

- Federal regulations as detailed in Title 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirement for Federal Awards
- Specific funder requirements
- Specific contract requirements
- Specific program requirements

The finance team tracks all outlays and regularly meets with program directors to ensure compliance with budget projections and track progress toward our expenditures. PATH reports spending to funders according to our grant agreements and contracts or as requested by the funder.

Likewise, quality assurance is among PATH San Diego's priorities and our local team works closely with our statewide quality assurance department to track program goals and ensure efficacy. We have incorporated internal quality and performance monitoring into our agency's infrastructure, including site visits and case file reviews. Performance review results are discussed with program management staff, with course corrections or service enhancements implemented as needed to ensure the project will remain on track to achieving its established goals.

Client's housing stability plans serve as a primary tool for monitoring the CSO Program as it guides and tracks the client's progress throughout their time in the program and toward their housing goals. Outreach specialists will document all meetings, accomplishments, areas for improvement, and service referrals—along with associated dates—in the housing stability plan by the end of the following business day. They will formally review the housing stability plan with the client on a monthly basis to discuss progress toward goals, follow up on referrals, and make any necessary adjustments. The plan is designed to be a living document and will be updated continuously in collaboration with the client, according to their changing needs, and at least every 90 days.

Inbound calls to our Dispatch Team will be tracked through the telephony system we will set up in partnership with 2-1-1 San Diego and follow-ups and response times will be tracked through our CRM and Field Service Management tools. These are standard needs and features of most available systems on the market. For encampment outreach, we will measure success by ongoing engagements, and successfully canvassing encampments, identifying high-need individuals, and tracking them if and when they relocate.

PATH tracks all relevant indicators and outcomes in HMIS and its own organizational database. Using these databases allows program staff to monitor clients' progress on an individual and programmatic level. The associate director will use this data to run comprehensive reports and conduct quantitative program evaluations based on established objectives. If these reports demonstrate that current strategies are not producing the desired results, the program director will discuss the discrepancy with PATH San Diego's regional director who will then partner with the senior management team to identify new solutions to achieve identified goals.

Program leadership will conduct internal quality assurance and performance monitoring, including site visits and case file reviews by the quality assurance department, as well as PATH San Diego's regional director, at least monthly. Performance results will be discussed with program management staff, with course corrections or service enhancements implemented as needed to ensure the program will remain on track to achieve our established goals. Our staff is highly trained in effective engagement techniques for client data collection and data integration, and we have appropriate confidentiality forms and

systems in place to allow for the sharing of relevant data, while ensuring the protection of private client data. All relevant data is entered into HMIS in a timely manner.

4. Professional, educational, and any lived-experience background of Proposer's existing staff who will support the program, including applicable job descriptions and resumes.

Jonathan Castillo, LISW, PATH chief regional officer, joined PATH in 2014 as the director of Veteran services in Los Angeles and later served PATH San Diego as its regional director. Currently chief regional officer, Jonathan leads our regional approach, strategic operations, and service and stakeholder partnerships in San Diego, Santa Barbara, and Santa Clara. He has worked with Veterans, homeless individuals, and other vulnerable populations for 14 years through his work at PATH, the Greater Los Angeles VA, and the Los Angeles County Department of Children and Family Services. Jonathan is a licensed social worker and received his MSW from Case Western Reserve University. He is currently an advisory board member of RTFH and a governing board member of the San Diego Housing Federation.

Hanan Scrapper, PATH San Diego regional director, brings 15+ years of experience focused on homelessness, domestic violence, human trafficking, and working with homeless Veterans and their families. Her background includes more than five years of operating family interim programs. Prior to joining PATH San Diego, Ms. Scrapper ran the largest Supportive Services for Veteran Families program in San Diego County (\$2M). Her success led to an additional \$500K+ in funds for rapid re-housing to serve veterans. As PATH San Diego's regional director, she has ultimate program oversight of San Diego programs, which would include the Coordinated Street Outreach Program. Ms. Scrapper received her Bachelor of Arts in sociology, with a minor in psychology, from George Mason University.

Michele Gehr, MSSW, director of housing initiatives, comes to PATH from the Department of Social Services at the City of Manassas, Virginia, where she was the department director. There she gained experience in government administration as the principal administrator of the agency's \$6M budget and oversaw implementation of COVID-19 protocols. Prior to that, Ms. Gehr served as executive director of Eddy House, a center for homeless and at-risk youth in Reno, Nevada, where she successfully expanded the organization from a drop-in center to an overnight shelter, increasing served youth by 200 percent in two years. Ms. Gehr holds a Master of Science Degree in Social Work from Columbia University.

Brian Gruters, director of outreach, joined PATH San Diego in 2019 to lead our enhanced outreach program in Central and East Counties and now manages six programs and 46 staff countywide. His experience in San Diego's homeless services includes LeSar Development Consultants where he was a homeless solutions team associate providing policy guidance and technical assistance to clients across California. Projects included program design and evaluation, homeless system analysis, and guidance on emerging service delivery models.

Prior to that, Mr. Gruters worked at RTFH as a CES manager for the Central Region. His familiarity and expertise in CES derive from his experience in developing external CES policies and procedures, creating streamlined workflow, and designing and analyzing program structure. He earned his bachelor's degree in Spanish and has professional-level fluency in the language. His master's degree is in environmental studies and has a National Center for Housing Management certification in Low-Income Housing Tax Credit (LIHTC) funding.

PATH's existing multidisciplinary CSO Program team serving the city includes 26 staff with a broad range of professional and lived experience. Multiple staff have master's level degrees, including clinical

degrees, and varied experience at homeless and social service providers. The resumes for many of our existing staff as well as job descriptions for to be hired staff are included in the appendices.

5. Description of types and levels of services to be rendered.

PATH San Diego was launched in 2013 to help unhoused San Diegans through housing, person-centered case management, and wraparound supportive services. At Connections Housing, we operate a one-stop community with interim and permanent supportive housing, a federally qualified health center, and our PATH Depot, a collaborative multiservice center with other service providers. Taking a person-centered approach, PATH San Diego strives to meet the needs of our unhoused neighbors through the following approaches:

Strategic Street Outreach: PATH's outreach teams canvas streets, freeways, encampments, and other heavily travelled spaces where they provide field-based assessments, connections to safe housing, and linkages to medical and mental healthcare. We are contracted as the lead outreach provider in the City and County of San Diego, and work with other public, private, and nonprofit partners to deploy geographically localized teams. Our MSW- and LCSW-level staff, equipped with a wide array of personal, educational, and professional experience, use engagement strategies such as offering sack lunches, hygiene supplies, and service referrals. Acknowledging that many of our unhoused neighbors struggle with past trauma that with the social services sector, our staff focus on building trusting relationships to encourage engagement over time.

Case Management: Clients are paired with case managers who assess their unique needs and barriers to housing. Together, they develop Individualized Service Plans (ISPs) that identify the goals and actions needed to attain housing and financial stability. PATH San Diego focuses on improving our clients' health, financial stability, and other factors that will help them achieve permanent housing. Case managers assist in navigating complex systems and connect clients to vital supportive services that will help them achieve their housing goals.

Housing Solutions: Using a Housing First approach, PATH prioritizes placing people in housing and then focuses on increasing stability by providing voluntary supportive services. We operate permanent and interim housing programs that aid in providing long-term solutions to homelessness. We currently operate 134 interim housing beds that stabilize our residents as they shift their focus and energy to their housing and health goals. In partnership with our real estate development arm, PATH Ventures, and other affordable developers, we offer permanent supportive housing at seven sites. In addition to our housing sites and our housing partnerships program, PATH's rapid re-housing services provide quick housing solutions to individuals across the county who are at immediate risk of homelessness.

Health and Wellness: PATH San Diego works closely with hospitals and managed care plans to address our clients' health needs, provide connections to substance use treatment, and promote preventive care. We prioritize individuals who are known to frequently use public emergency health services in services and connect them to consistent medical care. To further support these efforts, PATH provides beds dedicated to individuals with disabling health conditions, and on-site health resources (i.e., primary/preventive care, mental health counseling, and substance use counseling). Our agency is involved with CalAIM and, through these efforts, work with the most vulnerable populations (e.g., older adults) and we are currently in the process of becoming Medi-Cal certified.

Financial Literacy and Stability: To ensure long-term self-sufficiency, PATH encourages financial stability and literacy by providing employment training and placement assistance, advocating for eligible

benefits, helping Veterans access VA services and translate their military experience into civilian employment skills, and engaging our clients in financial literacy activities. By strengthening clients' finances, PATH helps them build the skills necessary for sustaining long-term housing.

6. Connection to and collaboration with strategic community resources, including any documentation of partnerships, such as MOUs or Letters of Commitments, that supplement and do not duplicate services.

As described previously, PATH San Diego has a rich network of organizations and community resources that we work closely with to ensure our clients receive the support they need to address their barriers to housing. PATH also partners with numerous private and public funders at the city, county, state, and national levels to implement our complete range of housing and supportive services. Funders include SDHC, RTFH, the County and City of San Diego, VA, HUD, Price Philanthropies, San Diego Grantmakers, the San Diego Foundation, the Parker Foundation, David C. Copley Foundation, and Capital One, among others.

In addition, PATH has formed relationships with and will continue to collaborate with a variety of service partners across the city, many of whom know our work from the CSO Program, EOT, Mid-City Outreach, and CalAIM programs. These include:

- **2-1-1 San Diego** will serve as an important client referral source for the Coordinated Street Outreach Program, which is listed on the service directory and has been recently updated. Several of PATH San Diego's programs are registered on its database for individuals in need of housing. We are also a member of 2-1-1 San Diego's Community Information Exchange (CIE), which allows healthcare, social service, and homeless service providers to communicate and coordinate care. (Please see letter of support in appendices.)
- **County of San Diego Health and Human Services Agency's (HHS)** Central and North Central regional offices participate in routine coordinated outreach, during which County staff assist PATH clients with Medi-Cal, EBT, and General Relief applications.
- **Lucky Duck Foundation** partners with PATH in food distribution efforts. The Foundation has provided additional philanthropic contributions, including a vehicle donated to the EOT program.
- **Dreams for Change** participates in coordinated outreach with PATH, assisting clients in applying for federal stimulus checks and file tax returns.
- **SDHC Prevention and Diversion Program** works with PATH EOT to assist clients requiring deposit and one-time rental assistance in the City of San Diego.
- **International Rescue Committee** collaborates with PATH to assist newly arrived refugees and asylees who experience homelessness.
- **San Diego VA Medical Center** will provide healthcare services to any veterans enrolled in the program.

The following list represents a subset of PATH's current partners, who have all provided letters of support in the appendices:

- 2-1-1 San Diego
- Alpha Project
- Cortez Hill Active Resident Group (CHARG)
- Downtown San Diego Partnership (DSDP)
- Family Health Centers of San Diego
- Father Joe's Villages

- Health Association of San Diego and Imperial Counties (HASDIC)
- Jewish Family Services
- McAlister Institute
- Mid-City Homeless Coalition
- Mid-City Homeless Outreach Program Committee including North Park Main Street, City Heights Community Development Center, City Heights Business Association, Lucky Duck Foundation, and Price Philanthropies.
- Midway-Pacific Highway Community Planning Group
- RTFH
- San Diego Canyonlands
- SDHC
- San Diego River Park Foundation

7. Timeliness of Proposer’s recruitment, hiring, and onboarding process. Please include the “average time to hire” (as measured number of days from recruitment (job posting) date to employment offered date) for the 5 most recently hired employees for the position types including in the proposal.

If awarded, PATH’s existing CSO Program team will be ready to implement the City’s contract on the program’s start date. Current staff will make up two thirds of our proposed RRT and MHRT. Given the similarities between the current program and the proposed program, the team will need minimal additional training to learn new program elements and contract compliance requirements.

For the proposed expansion, the leadership team will conduct hiring activities immediately upon notification of award, leveraging internal and external staff and resources. The average time to hire of our five most recently hired employees for similar position types is 25.6 days. The “Great Resignation” impacting the United States has affected even the homeless services sector, resulting in challenges hiring qualified individuals to meet the growing needs of the community. In response, PATH has bolstered and reorganized our human resources department with an increased focus on recruitment and localization. PATH now has an internal recruiter dedicated to San Diego programs who has contributed significantly to our recruitment efforts and ensuring programs are staffed and ramped up adequately.

Additionally, we have contracted with Medix, a recruitment and workforce solutions agency, to quickly onboard qualified social work staff with an eye to transition them from temporary to permanent staff. Medix specializes in healthcare, life sciences, engineering & construction, and technology industries, and was given Clearly Rated’s 2022 Best of Staffing award in the Client and Employee categories. Our first hire through Medix was in June 2021 and the benefit of this relationship has been considerable, providing PATH with a reliable source of vetted staff who can quickly begin work. The temp-to-hire structure allows both PATH and the employee to confirm they are a good fit for the program, decreasing turnover and supporting consistency for clients over the long-term. Due to these strategic improvements, we were able to ramp-up and staff up our recent contract through the County in 45-days post contract execution. The County commended us on efficient and successful effort in getting the program started in such a short time.

PATH will use Medix to support hiring for the new proposed positions, which will allow us to reach full staffing within 45-60 days post-award. The general timeline for hiring and onboarding Medix staff is as follows:

- Five weeks prior to contract start: Medix sources candidates; interviews begin.

- Four weeks prior to start: Interviews conclude.
- One to three weeks prior to start: Background check process.
- One week prior to start: Conclude background checks; Medix orientation of new staff.
- First week: Medix walks staff into PATH for their first day and follows up with first day and first week check-ins.
- Ongoing: Medix conducts staff check-ins to ensure administration of training, timecards, benefits, and so on.

PATH's internal recruiter will simultaneously conduct recruitment strategies for permanent staff including outreach to alumni offices of colleges and universities with human behavior degrees (e.g., MSW, MFT, etc.) such as University of California, San Diego; University of San Diego; and San Diego State University, and sourcing positions on key websites such as Indeed and LinkedIn.

8. Provide Proposer's staff turnover rates for calendar year 2021 Please include:

a. Total number of staff employed by Proposer.

b. Total number of employees leaving employment during the 12-month period.

c. Total number of employees newly hired during the 12-month period.

PATH employed 1,119 individuals statewide across calendar year 2021. During that time, 316 left employment and 428 were newly hired.

D. COMMUNITY CONSIDERATION.

1. Description of the proposed strategy to maintain neighborhood support for the program, including strategies for building positive relations with impacted communities and proactively addressing potential or actual community concern.

PATH exercises strong community engagement practices in the neighborhoods where we operate as a key component to the long-term success of our programs. Our outreach programs particularly benefit from local stakeholder collaboration to help keep our teams informed of the homelessness and needs in their community.

For the CSO Program, outreach teams connect with residents, business owners, and local leaders in each of the neighborhoods where they target their efforts. Through daily, on-the-ground interactions, scheduled presentations, and attendance at community meetings, staff will introduce themselves and the program; provide education on homelessness issues and PATH and the City's efforts to implement solutions; and solicit information on stakeholders' knowledge and experiences with unhoused individuals they encounter. They will also coordinate with local service providers who work with the homeless population to ensure we are not duplicating services and to gain knowledge of the state of homelessness in the area.

Outreach teams will strive to make themselves visible and accessible to the community to include them as collaborators in improving the quality of life for all people in the neighborhood. By establishing ourselves as community fixtures, both potential clients and their housed counterparts know that they can approach our staff for any assistance.

Teams will continue to check-in with stakeholders periodically, both individually and through community gatherings, to gather new information, assess their perspective on progress, and discuss solutions to problems in their area. We have found that regularly participating in neighborhood meetings helps PATH remain in sync with the comprehensive community need. Moreover, if awarded, we will commit to

providing each Council Office with a quarterly report on our progress and milestones to increase more transparency and encourage regular system level discussions.

In addition to individual outreach staff's local community outreach, PATH proposes to include a feedback component to our call-for-service efforts. Our dispatch team will use a customer relations database to record information on calls for service that come through the Get It Done app, PATH-established hotline, 2-1-1 San Diego, and other stakeholder avenues of communication. Whenever possible, response specialists will follow up with members of the community who request service to update them on solutions and progress, as well as to provide education on homelessness. In this way PATH strives to engage the public in long-term solutions to homelessness that will improve the quality of life for all San Diego residents and visitors.

PATH San Diego's general community engagement strategy is based on the following principal values:

- **Local needs-based:** The program will be designed around and adapted to solutions developed in collaboration with local stakeholders, leaders, and neighbors.
- **Community priority:** The program should benefit the specific neighborhood where it operates. We work with neighbors to identify community benefit agreements that demonstrate our dedication to the neighborhoods in which we operate.
- **Housing First:** Our goal is to help homeless individuals transition off the streets as quickly as possible while providing supportive services to achieve long-lasting housing stability.
- **Outcome-driven:** The program will have specific, numerical outcomes.
- **Collaborative partnerships:** One agency cannot be the only solution to addressing San Diego's housing affordability and homelessness. PATH will foster creative, strategic partnerships with existing providers in the community to ensure diverse and specialized services are available.
- **Replicable model:** The program will serve as a model that other areas can and will seek to replicate by successfully prioritizing housing accessibility, housing individuals directly from the streets, and reducing homelessness within the community.

Included in the appendices are a wide range of letters of support from community groups where PATH San Diego has provided outreach services, illustrating our success in engaging with community stakeholders and addressing their expressed needs. Other entities such as service providers, funders, and other key stakeholders have provided their endorsement of our strong, productive relationships in helping to end San Diego's homelessness, neighborhood by neighborhood.

2. Provide evidence of opportunities for electronic and/or written community feedback.

Community members have direct access to PATH via a centralized email that is triaged to the appropriate departments. Additionally, our outreach staff distribute their business cards to local businesses and community groups with their direct email addresses. As the CSO Program outreach specialists connect to stakeholders in the neighborhoods where they work, they will provide their PATH phone number and email address so community members can contact them directly.

One example of PATH San Diego's use of electronic feedback is represented through our Cortez Hill Active Residents Group (CHARG). Group members reached out to PATH San Diego via phone calls and emails and informed us that while some areas had no sign of homelessness during the morning or afternoon, they were busier zones in the evening. PATH San Diego responded quickly and adjusted our outreach hours to engage the unhoused individuals we did not encounter during in the day. That experience influenced PATH San Diego to develop a systematic process of communication. We created

an email process where community members would message PATH San Diego leadership, Cortez Hill, local police, Downtown San Diego Partnership, and the councilmember's office to inform us of new encampments and patterns.

In addition to email feedback, PATH maintains several social media accounts, including Twitter (7,400 followers statewide), Facebook (2,224 followers in San Diego), and Instagram (10,400 followers statewide), which serve to both inform communities of our work and as opportunities for residents to communicate with us. All messages sent through these platforms are monitored daily and staff respond to concerns either on the site or they are directed to the staff person who can best address their needs personally. PATH's well-publicized website also has a contact page with a fillable form and email and phone numbers for community members to contact us with needs and concerns. Messages are monitored by PATH administrative staff who respond to inquiries and connect community members to the person or resource to best meet their needs.

Client feedback is also a crucial component of community feedback, and PATH creates accessible opportunities for clients to contribute their thoughts in an effort to evaluate and adapt our programs. We conduct an annual organization-wide survey of our clients across our programs and distributed in both electronic and paper form (included in the appendices). In recent years our electronic form was especially critical as we provided more remote or off-site services through the height of the COVID-19 pandemic. Our survey provides qualitative and quantitative data to help assess our programs' effectiveness and our clients' perception of our service provision and delivery. Clients are also able to provide feedback during case management meetings and are provided information for a formal grievance procedure.

3. Demonstrate experience with using community input to update program and operations plan as appropriate.

PATH San Diego continually evaluates and assesses programs based on qualitative and quantitative data sources such as community input, as demonstrated in the earlier response. Feedback from the community has been especially important in the past year since the 2021 Point in Time Count was cancelled. We relied on on-the-ground input as well as Get It Done report data to identify the areas of greatest need and adjust staffing to underserved coverage areas.

Another demonstration of reflexive use of community input is our Mid-City Outreach program. Program staff attend the Mid-City Homeless Outreach Program Committee's quarterly meetings, which include Price Philanthropies, North Park Main Street, City Heights Business Improvement District, City Heights Community Development Corporation, Councilmembers Gomez's and Assemblymember Ward's offices, and the Lucky Duck Foundation. PATH and Committee representatives discuss program progress. Partners have an opportunity to ask questions and provide feedback on our outreach efforts. One result of these meetings is increased resources and collaboration. For example, North Park Main Street helped secure unused storage space to aid in engagement for individuals with belongings that impede their ability to participate in services. We encourage members to provide feedback and adapt our services in a way that best serves our unhoused neighbors.

The Mid-City Committee is just one example of the many community meetings PATH outreach staff regularly attend to engage with the broader public about our work. In each of the areas where we operate, we will seek out neighborhood councils, committees, business associations, and other gatherings of local stakeholders to introduce our program; educate attendees on the homelessness crisis, individuals experiencing homelessness, and workable solutions; and discuss with those in

attendance the specific challenges and needs of the community. Staff will periodically return to these meetings to update on progress and solidify PATH as a reliable presence and partner. Our consistent presence helps community members feel like they can approach us for assistance, and it provides an opportunity for our outreach staff to build awareness and dispel any negative misconceptions of our unhoused neighbors. Not only do we help the community feel informed, but they also become an added ally on the ground to increase our awareness.

4. Provide a list of partnerships, advisory groups, and/or community collaborations regularly attended by representatives of Proposer, describe the level and frequency of involvement, and the proximity of the group's target area in relation to the location of the Proposer's activities.

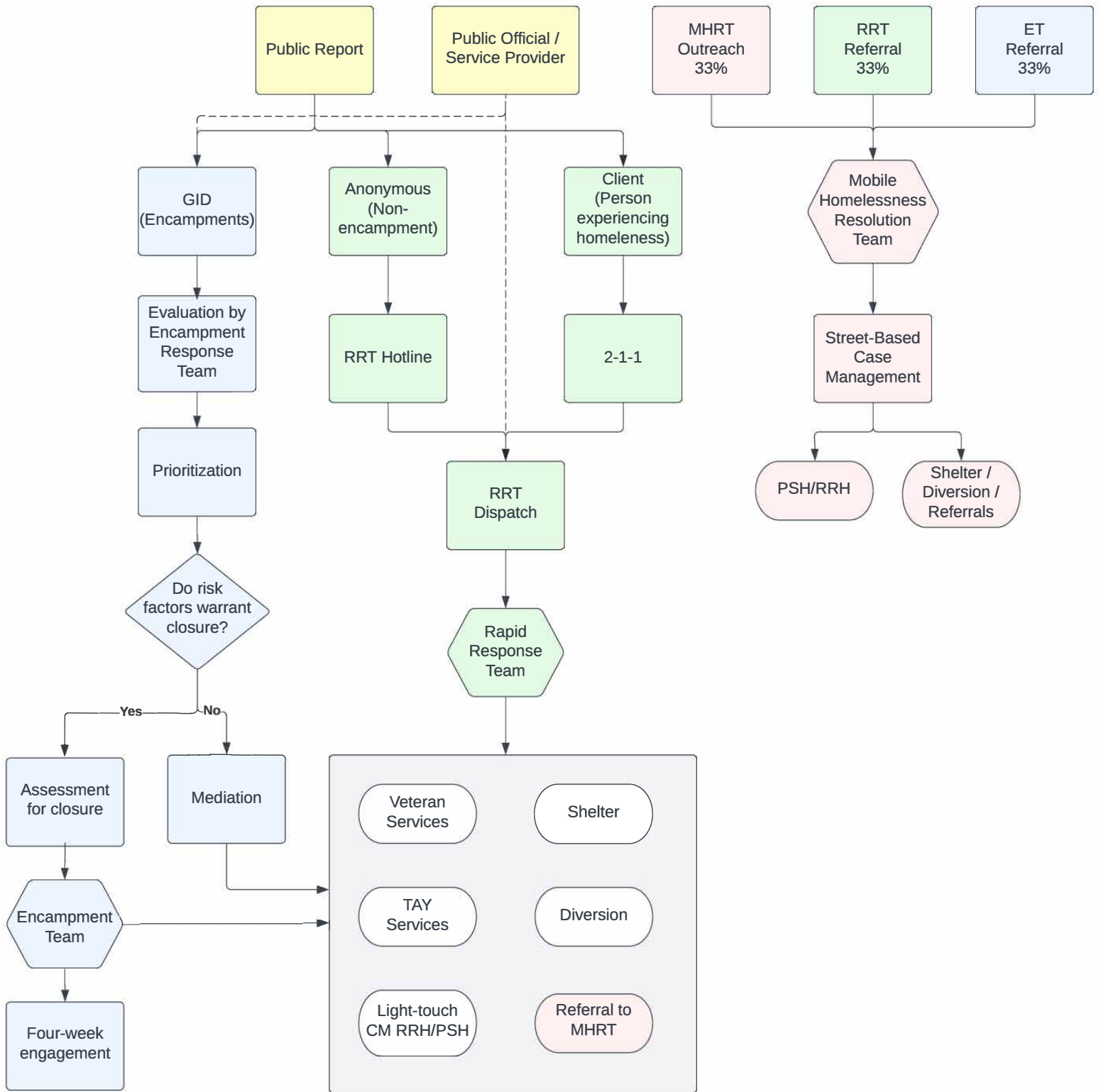
- ***Joel Roberts, chief executive officer:***
 - Governing board member on the 2-1-1 San Diego board of directors.
 - Governing board member of the RTFH board of directors.
- ***Jonathan Castillo, LISW, chief regional officer:***
 - Advisory board member of the RTFH Continuum of Care.
 - Co-chairs of the RTFH CoC Health and Homeless Ad Hoc Committee, which is focused on bridging the gap between healthcare and homeless providers.
 - Governing board member of the San Diego Housing Federation board of directors.
 - Member of the 2-1-1 San Diego CIE Advisory Group.
 - Member of the East County Homeless Task Force (ECHTF) Steering Committee working on collective community effort for East San Diego County to create a continuum of housing opportunities focused on ensuring everyone has access to a home.
 - Jonathan and ***PATH's senior director of public policy*** are members of the San Diego Regional Chamber of Commerce. This membership helps us stay connected to local business efforts across San Diego.
 - Jonathan and ***Hanan Scrapper, regional director***, attend monthly CoC General Membership meetings.
- ***Hanan Scrapper, regional director:***
 - Member of RTFH's Rapid Re-Housing Learning Collaborative (on hold due to COVID-19).
 - Co-chair of the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans.
 - Hanan is part of the Community Action Plan on Homelessness Provider Network Advisory Group
 - Hanan and PATH's ***senior director of public policy*** are members of the Downtown San Diego Partnership's Downtown Planning and Public Policy Committee.
 - Participates in One-VA meetings the Vet Consortium, which brings together the VA and other local service providers to inform the RTFH on veteran needs for the community.
 - Active member of the CES Workgroup to help the new CES process rollout and policies and procedures.
 - Member of the East County Homeless Task Force (ECHTF) Steering Committee working on collective community effort for East San Diego County to create a continuum of housing opportunities focused on ensuring everyone has access to a home.
 - Member of Health and Homelessness Committee as described above.
 - Active participant of Supportive Housing Learning Collaborative, which includes service providers, developers, and property management companies and looks at best practices in providing permanent supportive housing.

- **Hanan Scrapper and Glen Hilton, director of community care:**
 - WPW Management meetings with the County, managed care plans, Exodus Recovery, and other community stakeholders.
 - WPW Clinical Review Team, a collaborative case conferencing with multiple County departments (e.g., Health Care Services, Behavioral Health Services, Housing and Human Services Agency) and managed care plans to address complex case management and care coordination across the WPW service area.
 - Community Care Coordination Contractor update meetings with program referral sources such as the Sheriff's Department and Public Defender's Defense Transition Unit.
- **Hanan Scrapper and Brian Gruters, director of outreach,** attend quarterly Mid-City Collaborative meetings.
- **Brian Gruters:**
 - Co-leads weekly City of San Diego Outreach Prioritization meeting, with membership including all PATH San Diego outreach programs serving the City of San Diego, SDHC, all SDHC-funded outreach providers, and SDPD Homeless Outreach Team (HOT).
 - Leads San Diego River outreach coordination meetings attended by PATH San Diego, San Diego River Park Foundation, and other agencies involved in outreach along the San Diego River.
 - Contributor with San Diego Built for Zero campaign, a collaboration between Community Solutions, RTFH, and local agencies and providers to develop a regional by-name-list that includes all individuals living unsheltered throughout the City and County of San Diego.
 - Contributor with the City of San Diego Coordinated Outreach Events ad hoc leadership team that includes Lieutenant Brian Avera, SDPD Neighborhood Policing Division; Ketra Carter, program manager for Outreach Services with DSDP; and JennaMarie Glenna, RTFH community outreach coordinator.
 - Attends the South Region Homeless Alliance meetings coordinated by RTFH.
 - Attends the Regional Homeless Outreach Meeting (R-HOM) coordinated by the County of San Diego's Department of Integrated Services.
 - Attends the East County Task Force on the Homeless.
 - Regularly attends meetings of various community groups across the City of San Diego and updates these groups on local outreach efforts. These include Clairemont Town Council, Mission Beach Town Council, Pacific Beach Town Council, Mission Hills Business Improvement District, the Downtown area Neighborhood Advisory Council, and others.

In addition to the regular commitments of PATH San Diego's leadership team:

- PATH San Diego outreach staff attend the City Heights Homeless Coalition meetings.
- PATH San Diego staff regularly participate in the Cortez Hill Active Resident Group (CHARG) to learn about the events and challenges the community faces. PATH provides education on our services and encourages the group contact us with any concerns related to homelessness. The communication and relationship developed with CHARG has led to strong coordination for identifying encampments.
- We facilitate a PATH Neighborhood Advisory Committee meeting with local representatives, businesses, SDHC, Family Health Centers of SD, Affirmed Housing Group, Civic San Diego, and Downtown San Diegans.
- PATH San Diego is a member of the Downtown San Diego Partnership and staff regularly participate in membership and policy meetings as they are scheduled.

Coordinated Street Outreach Program Referral Flow Chart





PATH[®]
MAKING IT HOME

Coordinated Street Outreach Encampment Response Outline



Components of a Coordinated Response



Encampment Resolution Team



Encampment Action Plan



Encampment Resolution Action –
Mediation and Closure



Encampment Resolution Team (ERT)

- Multi-Agency team empowered to establish and make adjustments to an Encampment Action Plan.
- Convenes as a group monthly or quarterly .
- Reviews monthly reporting from Get it Done app (GID) and other sources and creates encampment response calendar for coming month.
- Responds to public input and balances competing goals of participating agencies.
- Essential participants: HSSD, SDHC, HHSA, SDPD, OHS, BHS, Service Providers



Multi-Agency Team Partners

City of San Diego

Homeless Strategies and Solutions

Housing Commission

Environmental Services

Police Department

County of San Diego

Office of Homeless Solutions

Health and Human Services Agency

Behavioral Health Services

Community members

People with lived experience

Regional Task Force on Homelessness

Homeless services providers

Business and neighborhood groups

Others as needed

CalTrans

MTS

Fire Department

Parks and Recreation



Encampment Action Plan

- Over-arching plan for addressing encampments in the City of San Diego.
- Builds on guiding documents:
 - Policy Guidelines for Regional Response for Addressing Unsheltered Homelessness and Encampments Throughout San Diego County.
 - CoC Street Outreach Standards
 - Community Action Plan on Homelessness
- Establishes criteria for prioritizing encampment response.
- Creates process for mediation between housed/unhoused members of the community for low-risk encampments.



Considerations and Risk Factors

Location Characteristics

Number of residents

Location

Visibility

Jurisdiction

Wildfire risk

Population Vulnerability

Seniors (65+)

Minor-aged children (<18)

Physical/behavioral health

Human trafficking on site

Neglected animals

Community Concerns

Community complaints

Public right of way

Obstructing use of public space

Near school, playground, etc.

Evidence of open fires

Environmental Hazards

Communicable diseases

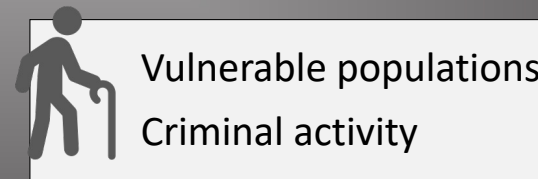
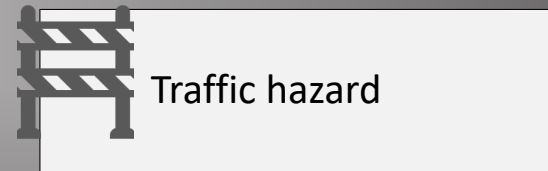
Flooding

Sensitive habitat



Prioritization for Closure

- Identify risk factors that elevate encampments to high priority for closure, such as fire risk or the combination of vulnerable populations and criminal activity.
- Other factors include frequency of community complaints, obstruction of public right of way, hepatitis-a, shigella virus, etc.





Prioritization for Mediation

- When significant risk factors are absent and/or there are factors that recommend that encampment residents be able to shelter in place, ERT will make every effort to accommodate this.
- ERT may initiate mediation between citizens making complaints and encampment residents.



Individuals progressing towards housing solution



Elevated risk of exposure to COVID-19



Phase 1: Reporting and Evaluation

Reporting

- Members of the public report on encampments through Get It Done app.
- GID logs encampments and their locations.

Evaluation

- ERT-appointed team visits each encampment and completes a standard evaluation, including number of people present and criteria for prioritization.
- Factors such as wildfire risk, traffic hazard, etc. are logged in connection with each encampment.

Prioritization

- Priority for Encampment Resolution Action determined by level of community concern.
- Presence or absence of risk factors determines type of ERA—mediation or closure.

Encampment Resolution Action (ERA) Scheduled

- Each ERA requires approximately six weeks from start to finish.



Phase 2: Mediation

ERT-appointed mediator convenes stakeholder group

- Includes residents from the encampment, SDPD, other members of the surrounding community (local businesses, homeowners, etc.)

Establish mediation plan

- Are there concerns that people living in the encampment can address, assist with, e.g. regular cleanup and removal of garbage?
 - (Lucky Duck Foundation is piloting incentivized garbage-removal at the encampment near Commercial/National/16th Street.)

Put in place monitoring plan and timeline

Brief elected officials and community stakeholders



Phase 3: Assessment for Closure

Assess encampment for closure

- Once scheduled for closure, ERT-appointed team assesses encampment for logistical factors.
- This should be done 4-6 weeks before closure.

ERT convenes partners to plan closure.

Partners create a closure plan.

- Logistics—trash removal, staff required, security, hazmat, etc.
- Available housing resources—shelter, housing units, etc.

Brief elected officials and community stakeholders



Phase 4: Comprehensive Engagement

Focused outreach event

- PATH Encampment Team convenes outreach event at encampment site.

Canvass

- Log services and geolocation for all people living at the encampment.

Create by-name list

- After canvassing all residents of the encampment, create BNL using HMIS.

Prioritize clients for resolution

- Based on local Coordinated Entry priorities such as length of time homeless, physical/behavioral health

Organize weekly case conferencing



Phase 5: Encampment Closure

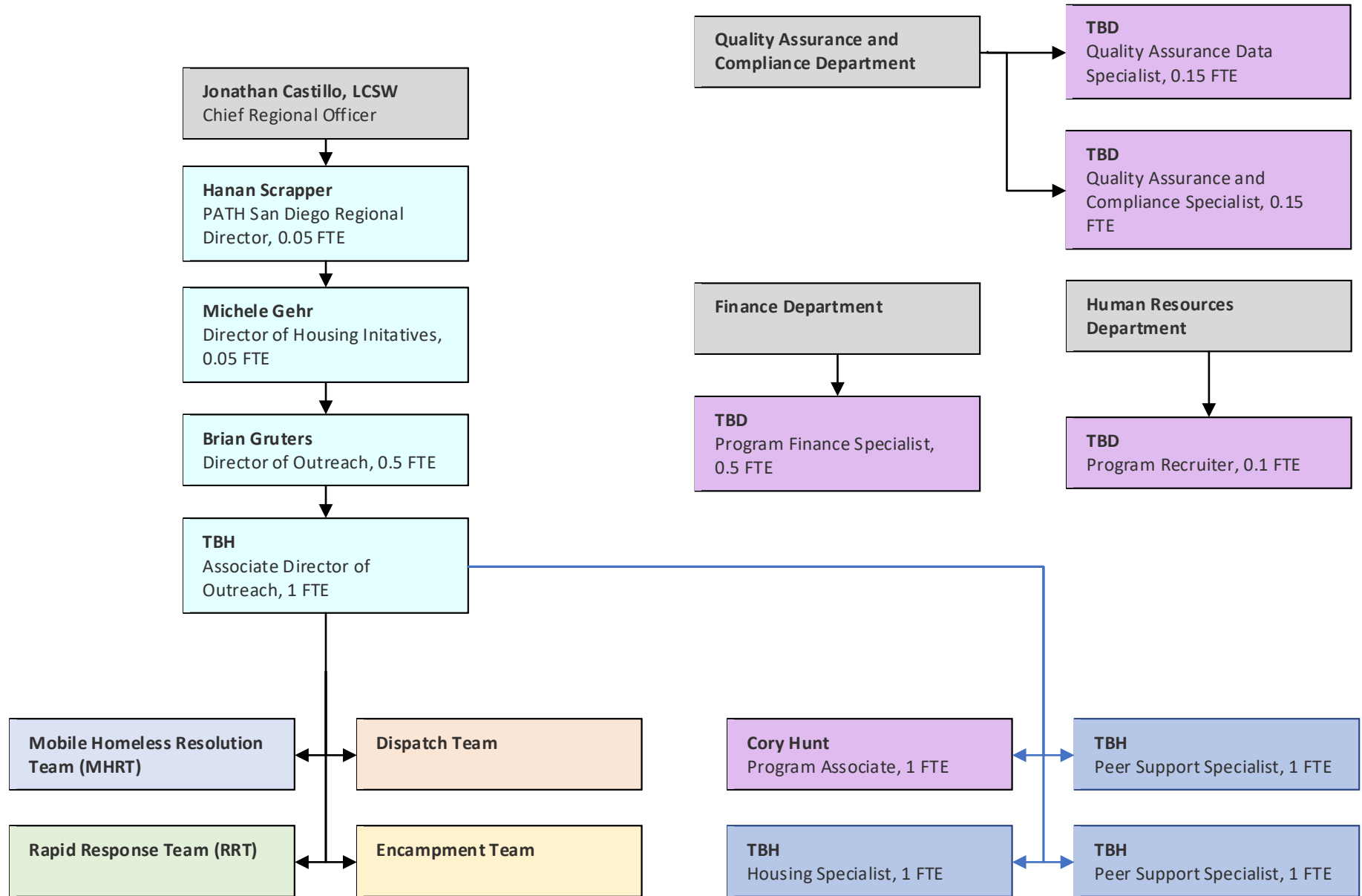
ERT planning team generates after-action report (AAR).

AAR includes plan for ongoing maintenance of site.

PATH ET tracks and reports on engaged clients' relocation.

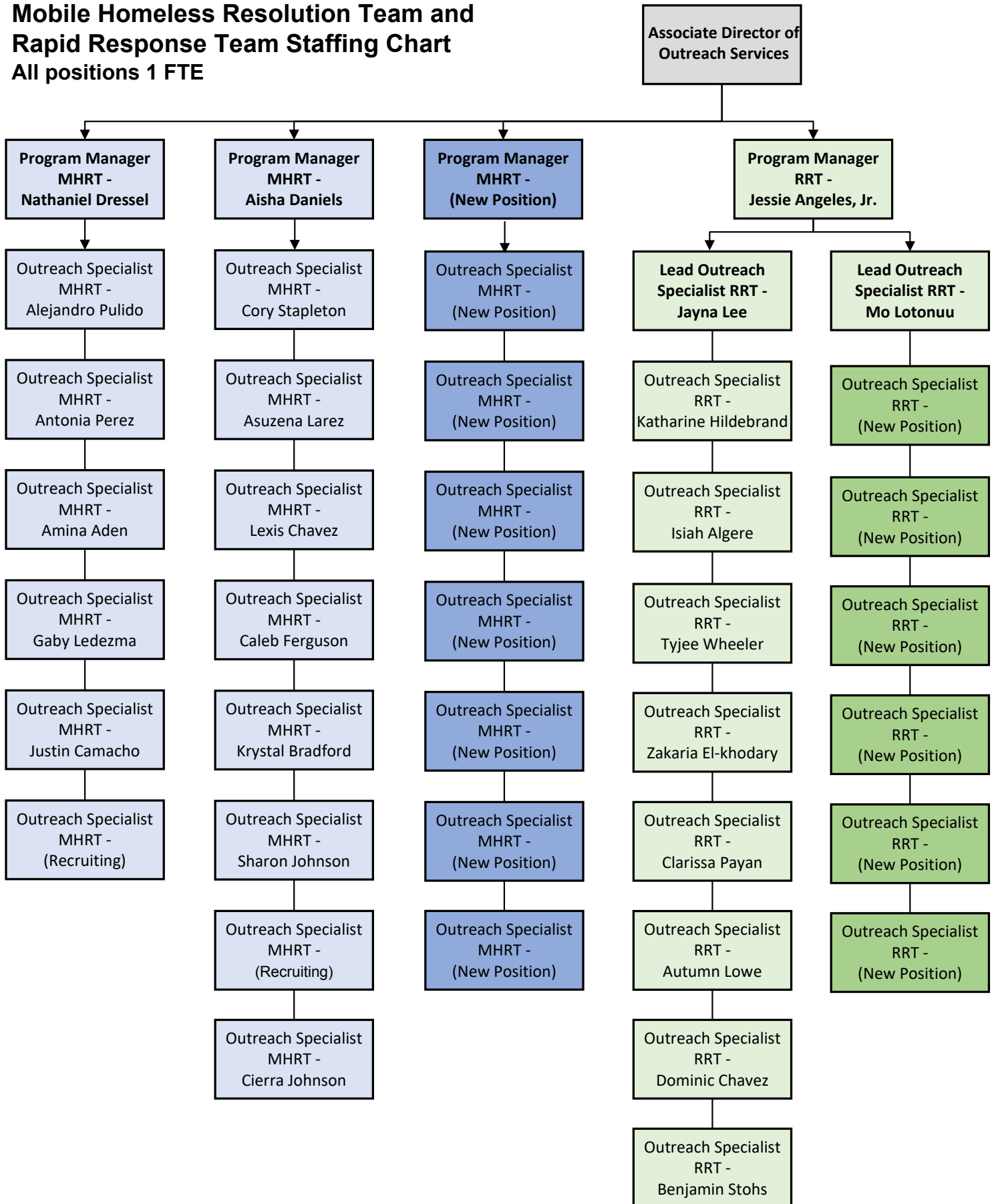
- Client stability report submitted one month and three months following the closure.
- Tracks clients who have accessed housing, as well as those still experiencing homelessness.

Coordinated Street Outreach Program Team Leadership and Support Staff



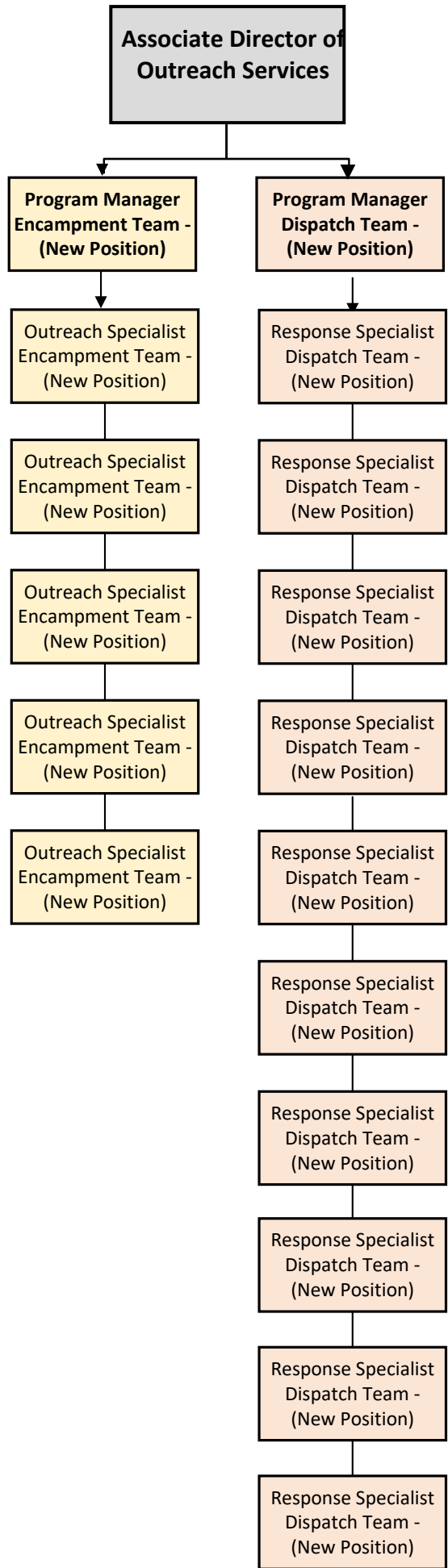
Mobile Homeless Resolution Team and Rapid Response Team Staffing Chart

All positions 1 FTE



Encampment Team and Dispatch Team Staffing Chart

All positions 1 FTE





PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

**AUDITED FINANCIAL STATEMENTS
AND SUPPLEMENTAL INFORMATION REQUIRED BY
THE UNIFORM GUIDANCE**

**For The Year Ended June 30, 2021
(With Comparative Totals for June 30, 2020)
*with***

INDEPENDENT AUDITORS' REPORT THEREON



PATH (PEOPLE ASSISTING THE HOMELESS)
(A NON-PROFIT CORPORATION)

INDEX

	<u>Page</u>
Independent Auditors' Report	1 - 3
Financial Statements:	
Statement of Financial Position	4
Statement of Activities	5
Statement of Functional Expenses	6
Statement of Cash Flows	7 - 8
Notes to Financial Statements	9 - 22
Supplemental Information Required by the Uniform Guidance:	
Independent Auditors' Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with <i>Government Auditing Standards</i>	23 - 24
Independent Auditors' Report on Compliance for Each Major Federal Program; Report on Internal Control over Compliance; and Report on Schedule of Expenditures of Federal Awards Required by Uniform Guidance	25 - 27
Schedule of Expenditures of Federal Awards	28 - 30
Notes to Schedule of Expenditures of Federal Awards	31
Schedule of Findings and Questioned Costs	32 - 33



Independent Auditors' Report

To the Board of Directors
PATH (People Assisting The Homeless)

We have audited the accompanying financial statements of PATH (People Assisting The Homeless) (the “Organization,” a non-profit corporation), which comprise the statement of financial position as of June 30, 2021, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

Management’s Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors’ Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors’ judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Organization’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization’s internal control. Accordingly, we express no such opinion.

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of PATH (People Assisting The Homeless) as of June 30, 2021, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying Schedule of Expenditures of Federal Awards appearing on pages 29 to 30 are presented for purposes of additional analysis as required by the audit requirements of Title 2 U.S. Code of Federal Regulations (CFR) Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance), and are not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statement or the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the supplemental schedules and the Schedule of Expenditures of Federal Awards are fairly stated in all material respects in relation to the financial statements as a whole.

Report of Summarized Comparative Information

We have previously audited the Organization's June 30, 2020 financial statements, and we expressed an unmodified audit opinion on these audited financial statements in our report dated January 29, 2021. In our opinion, the summarized comparative information presented herein as of and for the year ended June 30, 2020 is consistent, in all material respects, with the audited financial statements from which it has been derived.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated December 20, 2021 on our consideration of the Organization's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements, and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Organization's internal control over financial reporting and compliance.

PDM, LLP

Torrance, California
December 20, 2021

PATH (PEOPLE ASSISTING THE HOMELESS)
(A NON-PROFIT CORPORATION)

STATEMENT OF FINANCIAL POSITION
JUNE 30, 2021

(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED JUNE 30, 2020)

ASSETS	<u>2021</u>	<u>2020</u>
Current assets		
Cash and cash equivalents	\$ 6,417,923	\$ 4,555,017
Contracts and other receivable	28,088,822	20,605,510
Other receivables, related parties	405,015	167,436
Pledges receivable, current portion	100,000	184,950
Notes receivable, related party, current portion	405,015	1,027,486
Prepaid expenses and other assets	<u>1,227,256</u>	<u>918,864</u>
	36,644,031	27,459,263
Pledges receivable, net of current portion	499,500	462,500
Notes receivable, related party, net of current portion	490,189	883,660
Property and equipment, net	11,439,933	10,098,466
Beneficial interest in perpetual trust	<u>47,940</u>	<u>38,642</u>
	<u>\$ 49,121,593</u>	<u>\$ 38,942,531</u>
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable and accrued expenses	\$ 4,746,832	\$ 3,914,065
Accrued payroll and related liabilities	4,165,752	3,233,682
Contract advances	11,598,601	8,380,593
Line of credit	3,000,000	-
Notes payable, current portion	2,878,341	2,806,961
Deferred rental income, current portion	<u>7,351</u>	<u>7,351</u>
	26,396,877	18,342,652
Deferred rental income, net of current portion	191,120	198,471
CARES Act PPP forgivable note payable	1,062,500	-
Notes payable, net	4,346,803	4,516,178
Interest payable	<u>763,791</u>	<u>710,941</u>
	<u>32,761,091</u>	<u>23,768,242</u>
Net assets		
Without donor restrictions	15,146,221	14,284,289
With donor restrictions	<u>1,214,281</u>	<u>890,000</u>
	<u>16,360,502</u>	<u>15,174,289</u>
	<u>\$ 49,121,593</u>	<u>\$ 38,942,531</u>

*The accompanying notes are an
integral part of these financial statements*

PATH (PEOPLE ASSISTING THE HOMELESS)
(A NON-PROFIT CORPORATION)

STATEMENT OF ACTIVITIES
YEAR ENDED JUNE 30, 2021
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED JUNE 30, 2020)

	2021			2020
	Without Donor Restrictions	With Donor Restrictions	Total	Total
REVENUE AND SUPPORT				
Government contract income	\$ 90,762,040	\$ -	\$ 90,762,040	\$ 65,986,770
Fee for service contract income	10,945,314	-	10,945,314	10,600,086
Direct public support	5,424,829	414,281	5,839,110	6,368,848
Special events, net	2,014,718	-	2,014,718	1,396,211
Gain on transfer of partnership interest	-	-	-	666,891
In-kind revenue	2,984,796	-	2,984,796	2,876,137
Gain (loss) on sale of land, net	-	-	-	(35,558)
Other contracted revenue	1,331,079	-	1,331,079	760,843
Other income	405,407	-	405,407	209,247
Net assets released from restrictions	90,000	(90,000)	-	-
Total revenue and support	<u>113,958,183</u>	<u>324,281</u>	<u>114,282,464</u>	<u>88,829,475</u>
FUNCTIONAL EXPENSES				
Program services	102,117,077	-	102,117,077	76,046,587
Supporting services	9,470,457	-	9,470,457	8,702,187
Fundraising	934,417	-	934,417	1,300,035
Total expenses before depreciation and amortization	<u>112,521,951</u>	<u>-</u>	<u>112,521,951</u>	<u>86,048,809</u>
CHANGE IN NET ASSETS, before depreciation and amortization	<u>1,436,232</u>	<u>324,281</u>	<u>1,760,513</u>	<u>2,780,666</u>
Depreciation and amortization:				
Program services	143,575	-	143,575	133,220
Supporting services	430,725	-	430,725	396,791
Total depreciation and amortization	<u>574,300</u>	<u>-</u>	<u>574,300</u>	<u>530,011</u>
CHANGE IN NET ASSETS	861,932	324,281	1,186,213	2,250,655
NET ASSETS, beginning of year	<u>14,284,289</u>	<u>890,000</u>	<u>15,174,289</u>	<u>12,923,634</u>
NET ASSETS, end of year	<u>\$ 15,146,221</u>	<u>\$ 1,214,281</u>	<u>\$ 16,360,502</u>	<u>\$ 15,174,289</u>

*The accompanying notes are an
integral part of these financial statements*

PATH (PEOPLE ASSISTING THE HOMELESS)
(A NON-PROFIT CORPORATION)

STATEMENT OF FUNCTIONAL EXPENSES
YEAR ENDED JUNE 30, 2021
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED JUNE 30, 2020)

	2021				Comparative 2020 Total
	Program	Supporting			
	Services	Services	Fundraising	Total	
PERSONNEL EXPENSES					
Salaries	\$ 34,255,509	\$ 4,001,072	\$ 514,531	\$ 38,771,112	\$33,860,618
Payroll taxes	2,572,084	333,612	37,156	2,942,852	2,662,741
Employee benefits	4,537,933	479,714	47,092	5,064,739	5,865,894
TOTAL PERSONNEL EXPENSES	<u>41,365,526</u>	<u>4,814,398</u>	<u>598,779</u>	<u>46,778,703</u>	<u>42,389,253</u>
OTHER EXPENSES					
Building maintenance	3,242,325	235,757	26,195	3,504,277	2,060,288
Community engagement	-	247,213	-	247,213	202,964
Direct client assistance	29,959,806	1,209	-	29,961,015	20,203,873
Equipment	1,040,273	877,795	-	1,918,068	2,066,880
Program marketing, and advertising fees	654,615	-	-	654,615	-
Fundraising	-	-	289,630	289,630	325,725
Finance related fees	24,518	201,635	-	226,153	55,942
In-kind expenses	2,957,618	27,178	-	2,984,796	2,876,137
Insurance	1,516,872	199,518	4,278	1,720,668	343,125
Interest	197,462	176,701	-	374,163	329,674
Office expenses	396,506	242,559	4,950	644,015	552,925
Other expenses	-	834	-	834	75,974
Professional services	3,224,618	1,895,899	-	5,120,517	3,906,658
Program supplies, services, and transportat	5,607,944	27,319	-	5,635,263	2,687,445
Rent expense	1,046,204	11,999	1,333	1,059,536	765,917
Security	3,654,340	108,510	-	3,762,850	1,889,645
Staff training and recruitment	253,670	304,457	-	558,127	322,414
Sub-recipient grants	4,747,947	-	-	4,747,947	2,850,877
Telephone	918,452	78,862	8,762	1,006,076	930,878
Travel	421,910	14,199	-	436,109	573,833
Utilities	886,471	4,415	490	891,376	638,382
TOTAL OTHER EXPENSES	<u>60,751,551</u>	<u>4,656,059</u>	<u>335,638</u>	<u>65,743,248</u>	<u>43,659,556</u>
TOTAL EXPENSES					
BEFORE DEPRECIATION					
AND AMORTIZATION	102,117,077	9,470,457	934,417	112,521,951	86,048,809
Depreciation and amortization	143,575	430,725	-	574,300	530,011
TOTAL FUNCTIONAL EXPENSES	<u>\$ 102,260,652</u>	<u>\$ 9,901,182</u>	<u>\$ 934,417</u>	<u>\$ 113,096,251</u>	<u>\$ 86,578,820</u>

*The accompanying notes are an
integral part of these financial statements*

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

STATEMENT OF CASH FLOWS
YEAR ENDED JUNE 30, 2021

(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED JUNE 30, 2020)

	<u>2021</u>	<u>2020</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ 1,186,213	\$ 2,250,655
Adjustments to reconcile changes in net assets to net cash from operating activities:		
Depreciation and amortization	574,300	519,064
Amortization of loan fees - interest expense	87,742	10,947
Gain on transfer of partnership interest	-	(666,891)
(Gain) loss on sale of land and property	-	35,558
(Gain) loss on beneficial interest in perpetual trust	(9,298)	105
Changes in operating assets and liabilities:		
Contracts receivable	(7,483,312)	(5,572,669)
Other receivables, related parties	(237,579)	135,009
Pledges receivable	47,950	102,550
Prepaid expenses and other assets	(308,391)	(437,327)
Accounts payable and accrued expenses	832,767	1,373,107
Accrued payroll and related liabilities	932,070	769,259
Contract advances	3,218,008	422,843
Deferred rental income	(7,351)	(7,351)
Interest payable	52,850	52,695
Net cash flows from operating activities	<u>(1,114,031)</u>	<u>(1,012,446)</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments received on (increase in) notes receivable, related party	1,015,942	15,511
Purchases of property and equipment	<u>(1,852,491)</u>	<u>(548,111)</u>
Net cash flows from investing activities	<u>(836,549)</u>	<u>(532,600)</u>

*The accompanying notes are an
integral part of these financial statements*

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

STATEMENT OF CASH FLOWS, CONTINUED
YEAR ENDED JUNE 30, 2021

(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED JUNE 30, 2020)

CASH FLOWS FROM FINANCING ACTIVITIES

Borrowings on line of credit	3,000,000	-
Proceeds on CARES Act PPP forgivable note payable	1,062,500	-
Principal payments on capital leases	-	(4,699)
Principal payments on notes payable	(249,014)	(161,261)
Net cash flows from financing activities	<u>3,813,486</u>	<u>(165,960)</u>
Net change in cash and cash equivalents	1,862,906	(1,711,006)
Cash and cash equivalents, beginning of year	<u>4,555,017</u>	<u>6,266,023</u>
Cash and cash equivalents, end of year	<u>\$ 6,417,923</u>	<u>\$ 4,555,017</u>

SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION

Cash paid during the year for:

Interest	<u>\$ 348,518</u>	<u>\$ 329,674</u>
Noncash investing and financing activities:		
Equipment financed with note payable	<u>\$ 63,277</u>	<u>\$ -</u>
Refinance of previous note payable to bank	<u>\$ -</u>	<u>\$ 2,176,000</u>
Note receivable on sale of partnership interest	<u>\$ -</u>	<u>\$ 666,891</u>

*The accompanying notes are an
integral part of these financial statements*

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2021

NOTE 1 - ORGANIZATION

PATH (People Assisting the Homeless) (the “Organization”) is a publicly-supported non-profit corporation established in California on October 19, 1984 for the specific purpose of meeting the needs of homeless and at-risk individuals in the Los Angeles area.

The Organization receives funding from government grant contracts as well as corporate and foundation grants and donations from individuals.

The Organization receives approximately 80% of its operating funds from government agencies. This funding is recognized as contract income when grant-purpose services are performed by the Organization. Government funding is provided by various ongoing contracts with the United States, County and City of Los Angeles, as well as other municipalities. In addition, the Organization received approximately 10% of its operating funds from fee for service contracts which are also from government agencies.

The Organization receives contributions in the form of donations with or without restrictions. The Organization received approximately 7% of its funding for operations from contributions made by private organizations and individuals, as well as special events.

Liquidity and Availability of Resources - The Organization’s financial assets available for unrestricted purposes are as follows:

Cash and equivalents	\$ 6,417,923
Contracts, pledges, and other receivables, current	<u>28,998,852</u>
Gross funds available within one year	35,416,775
Less: financial assets subject to donor restrictions	<u>(1,214,281)</u>
Financial assets available within one-year	<u><u>\$ 34,202,494</u></u>

This allows for \$34,202,494 available assets for unrestricted purposes. This is above the Organization’s preliminary goal to maintain financial assets on hand to meet at least 90 days of normal operating expenses which, on average, totals approximately \$9,400,000 per month given full programmatic expenditures.

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2021

NOTE 1 - ORGANIZATION, continued

CARES Act Forgivable Note Payable - In May 2021, the Organization obtained a low-interest loan in the amount of \$1,062,500 from a financial institution, in connection with the U.S. Small Business Administration's (the "SBA") Paycheck Protection Program (the "PPP Loan"). Under certain circumstances, the loan may be forgivable, although the amount of forgiveness is uncertain. If the PPP Loan is not fully forgiven, the Organization will remain liable for the full and punctual payment of the outstanding principal plus accrued and unpaid interest. The PPP Loan accrues interest at a rate of 1.0% per annum and the outstanding principal balance and accrued, unpaid interest would be due in monthly installments beginning in November 2021 through May 2023, with an option to extend until May 2026. The PPP Loan is unsecured and can be prepaid at any time prior to maturity with no prepayment penalties.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation - The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America. Net assets and revenues, expenses, gains, and losses are classified based on the existence or absence of donor-imposed restrictions.

Accordingly, net assets of the Organization and changes therein are classified and reported as follows:

Net assets without donor restrictions - Net assets available for use in general operations and not subject to donor or certain grantor restrictions.

Net assets with donor restrictions - Some donor imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, such as gifts to an Endowment, where the donor stipulates that resources be maintained in perpetuity. Donor-imposed restrictions are released when restrictions expire, that is, when the stipulation of time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled, or both.

Revenues are reported as increases in net assets without donor restrictions unless use of the related assets is limited by donor-imposed restrictions. Expenses are reported as decreases in net assets without donor restrictions.

Use of Estimates - The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2021

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, continued

Recent Accounting Pronouncements - In May 2014, the FASB issued ASU 2014-09, “Revenue from Contracts with Customers (Topic 606)”. This ASU replaces nearly all existing U.S. GAAP guidance on revenue recognition. ASU 2014-09 requires entities to recognize revenue in a way that depicts the transfer of goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled to in exchange for those goods or services. In June 2020, the FASB issued ASU 2020-05. “Revenue from Contracts with Customers: Topic 606: Deferral of Effective Date”. This standard delays the effective date for non-public entities to fiscal years beginning after December 15, 2019, with early adoption permitted. The Organization adopted this new standard effective July 1, 2020. The adoption of this ASU 2014-09 did not have a significant impact on the Organization’s financial statements.

Based on the Organization’s evaluation process and review of its contracts with funders, the timing and amount of revenue recognized previously is consistent with how revenue is recognized under the new standard. No changes were required to previously reported revenues as a result of the adoption.

Support Accounted for in Accordance with Contribution Accounting - Contributions, including pledges, are recognized at fair value when the donor makes an unconditional promise to give to the Organization. Conditional promises to give (with a barrier and right of return) are not recognized until the conditions on which they depend have been met. Contributions that are restricted by the donor are reported as increases in net assets without donor restrictions if the restrictions expire in the fiscal year in which the contributions are recognized. All other donor-restricted contributions are reported as increases in net assets with donor restrictions depending on the nature of the restrictions. When a restriction expires, net assets with donor restrictions are reclassified to net assets without donor restrictions.

Contributions of donated non-cash assets are recorded at fair value in the period received. Contributions of donated services that create or enhance non-financial assets, or that require specialized skills that are provided by the individual possessing those skills and would typically need to be purchased, if not provided by donation, are recorded at the fair values in the period received. For the year ended June 30, 2021, the Organization recognized donated in-kind food valued at \$2,877,998.

Government contract income represents conditional grant support. This government contract income is recognized as contribution when the Organization has satisfied the grant conditions stipulated in the contract. Contract advances represent monies received on contract agreements in advance of services being performed from government agencies. Government contract income is recognized as the Organization meets the contract conditions or contract obligations. This occurs as the Organization performs the contracted services or incurs outlays eligible for reimbursement under the contract agreements.

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2021

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, continued

Deferred income represents advances from government agency grants before the Organization satisfies the foundation's government grant contract guidelines. Also included in deferred income are fundraising events' funds that are received prior to the event taking place and are recognized when the event takes place subsequent to year end.

Revenue Accounted for as Fee for Service Contracts Income - Revenue is recognized when the Organization satisfies a performance obligation by transferring a promised good to, or performing a service for, a customer. The majority of the Organization's contract revenue arrangements consists of recognizing revenue to depict the services to clients in an amount that reflects considerations to which the entity expects to be entitled in exchange for those goods or services. Revenue is recognized either at a point in time or at a point in time that contractual obligations are met.

The Organization's contracts receivable primarily consists of reimbursements due from contracted government grant reimbursement requests. On a periodic basis, the Organization evaluates outstanding contracts receivable and establishes an allowance based upon a history of past write-offs and collections as well as current credit conditions and all uncollectible amounts were charged to bad debt expense during the year. Management believes that June 30, 2021 contracts receivable are fully collectible, and as such, no allowance for uncollectible accounts has been recorded.

The Organization also serves as a vendor to help certain government agencies fulfill its housing grants from governmental entities. This income is recognized as fee for service income when services are performed by the Organization and performance obligations are met.

Cash and Cash Equivalents - For the purpose of reporting cash flows, cash and cash equivalents include operating cash held in banks, money market funds, and investments with an original maturity of ninety-days or less. The Organization maintains its cash balances in a financial institution, the balances of which may, at times, exceed federally insured limits.

Notes Receivable - Notes receivables are recorded as receivables and reported at their estimated realizable values.

Property and Equipment - Property and equipment are recorded at cost with the exception of donated assets which are recorded at their fair market value when received. Property and equipment are depreciated using the straight-line method over the estimated useful lives ranging from five to thirty years. Normal repairs and maintenance are expensed as incurred. Expenditures that materially adapt, improve, or alter the nature of the underlying assets are capitalized. When property and equipment are retired or otherwise disposed of, the cost and related accumulated depreciation are removed from the accounts, and the resulting gain or loss is credited or charged to income.

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2021

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, continued

Long-lived Assets - The management of the Organization assesses, using a qualitative then a quantitative approach, the recoverability of long lived assets, including property and equipment, whenever triggering events, or changes in circumstances, indicate that the historical-cost carrying value of an asset may no longer be appropriate. The evaluation is performed by determining whether the depreciation and amortization of such assets over their remaining lives can be recovered through projected undiscounted cash flows. The amount of impairment, if any, is measured based on fair value and is charged to operations in the period in which such impairment is determined by members. To date, the management of the Organization has not identified any impairment of long-lived assets. As of and for the year ended June 30, 2021, no triggering events were deemed present and therefore no impairment charges related to long lived assets were recognized. However, there can be no assurance that market conditions will not change, which could result in impairment of long-lived assets in the future.

Fair Value Measurements - The Organization defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The Organization measures fair value under a framework that provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (level 1 measurements) and the lowest priority to unobservable inputs (level 3 measurements).

An asset's or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

Financial assets and liabilities valued using level 1 inputs are based on unadjusted quoted market prices within active markets. Financial assets and liabilities valued using level 2 inputs are based primarily on quoted prices for similar assets or liabilities in active or inactive markets. Financial assets and liabilities valued using level 3 inputs were primarily valued using managements' assumptions about the assumptions market participants would utilize in pricing the assets or liability. Valuation techniques utilized to determine fair value are consistently applied.

Beneficial Interest in Perpetual Trust - The Organization is a beneficiary of the PATH Endowment Fund (the "Fund"), which was established in 2008. The Organization is entitled to a distribution of the income on an annual basis as determined by the Board of Directors of the California Community Foundation, the Fund administrators. During the fiscal year, the Fund's fair value is measured using level 2 inputs under the fair value hierarchy and had gains of \$9,298, which is included in other income.

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2021

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, continued

Deferred Financing Costs - Deferred financing costs are amortized on a straight-line basis over the life of the respective loan and amortization expense, totaling \$87,742 for the year ended June 30, 2021, is included in interest expense. The net deferred financing cost balanced is fully amortized to \$0 at June 30, 2021.

Sub-recipient Grants - The Organization receives pass-through grants. The revenue from these grants are reflected in the accompanying statement of activities as contract income while the grant award to sub-recipients is reflected as sub-recipient grants expense in the accompanying statement of functional expenses. The grants are listed in the accompanying schedule of expenditures of federal awards and corresponding notes to the schedule of expenditures of federal awards.

Expense Allocation - The costs of providing various programs and other activities have been summarized on a functional basis in the statement of activities and in the statement of functional expenses. During the year, costs are categorized into separate groupings as either direct or indirect. Indirect or shared costs are allocated among program and support activities by the method that best measures the relative degree of benefit.

Program services - Expenses include costs that primarily relate to client services and outreach programs.

Supporting services - Expenses include costs that primarily relate to management and general administration

Fundraising - Expenses include costs that primarily relate to fundraising activities to obtain grants and generate revenue through contributions.

Income Taxes - The Organization is a qualified non-profit organization under Section 501(c)(3) of the Internal Revenue Code ("IRC") and is not classified as a private foundation. Non-profit organizations are not generally liable for taxes on income; therefore, no provision is made for such taxes for the Organization in the financial statements. During the year ended June 30, 2021, the Organization had no unrelated business income.

In accordance with accounting principles generally accepted in the United States of America, the Organization recognizes the impact of tax positions in the financial statements if that position is more likely than not of being sustained in an audit, based on the technical merits of the position. To date, the Organization has not recorded any uncertain tax positions.

During the year ended June 30, 2021, the Organization did not recognize any amount in potential interest and penalties associated with uncertain tax positions. As of June 30, 2021, all federal tax returns since the 2017 tax year and state tax returns since the 2016 tax year are still subject to adjustment upon audit. No tax returns are currently being examined by taxing authorities.

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2021

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES, continued

Risks and Uncertainties - Certain services of the Organization are governed by grant agreements with governmental agencies. All such grant agreements to which the Organization currently is a party of are for fixed terms and expire on an annual basis. There can be no assurance that the Organization will be able to obtain future grant agreements as deemed necessary by management. The loss of some of the current grants or the inability to obtain future grants could have an adverse effect on the Organization's financial position and results of operations.

On March 11, 2020, the World Health Organization declared COVID-19 a pandemic, and on March 13th, the President of the United States declared a national emergency relating to the disease. In addition to the declaration, state and local authorities have recommended social distancing and have imposed quarantine and isolation measures on large portions of the population, including mandatory business closures. These measures are designed to protect the overall public health, however, adverse impacts on domestic and foreign economies occurred.

The COVID-19 pandemic and resulting global disruptions have caused significant economic uncertainty and volatility. Despite the increase in volatility in the overall economy, the Organization has experienced a significant increase in operational activity due to the nature of their operations. The duration of these uncertainties and the ultimate financial effects cannot be reasonably estimated at this time.

Management believes the Organization is taking appropriate actions to mitigate any negative financial impact, including participation in the Payroll Protection Program (or "PPP") sponsored by the Small Business Administration as discussed in Note 1.

Subsequent Events - Subsequent events have been evaluated by the Organization through December 20, 2021, which is the date these financial statements were issued, and no subsequent events have arisen, other than those described in these financial statements, that would require disclosure.

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2021

NOTE 3 - PROPERTY AND EQUIPMENT

Property and equipment as of June 30, 2021 consists of:

Building and improvements	\$ 14,107,222
Furniture and equipment	2,159,475
Transportation equipment	<u>191,963</u>
	16,458,660
Less: accumulated depreciation and amortization	(9,526,765)
Construction in process	2,020,077
Land	<u>2,487,961</u>
	<u><u>\$ 11,439,933</u></u>

NOTE 4 - NOTES PAYABLE

Notes payable at June 30, 2021 are summarized as follows:

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2021

Various unsecured notes payable to a foundation due June 30, 2024 with monthly payments ranging from \$408 to \$4,891 and interest rates between 3 to 5%. \$ 306,699

Note payable to a non-profit financial institution, secured by deed of trust on real property at 816 Cacique St., #A, Santa Barbara, California, due in monthly installments of interest only at 5.75%. The note matures in August 2021. Subsequently, the note was refinanced in August 2021 to a four year note maturing in August 2025 with the option of extending the maturity date to August 2026 with a minimum interest rate of 5.25%. 2,700,000

Unsecured note from a debtor for \$100,000 payable in monthly installments of \$1,036 including interest at 4.5%, annually, and matures May 2024. 33,934

Note payable to Housing Authority of the County of Los Angeles (“HACOLA”), secured by a deed of trust on the Madison Property, bearing interest at 3% per annum, due September 2031. Principal and interest payments are due annually out of the affordable housing project grant. Unpaid interest on this note at June 30, 2021 is \$543,334, which is included in interest payable. This note is subordinate to the Primary Madison Note. 909,450

NOTE 4 - NOTES PAYABLE, continued

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2021

Note payable to the Community Redevelopment Agency (“CRA”), secured by a deed of trust on real property at 2346 Cotner Avenue, Los Angeles, California, bearing interest at 3% per annum, due October 2022. Principal and interest payments are due annually out of residual receipts of the affordable housing project. Unpaid interest on this note at June 30, 2021 is \$220,457, which is included in interest payable. 848,017

Note payable to a bank, secured by a deed of trust on real property at 340 N. Madison Avenue, Los Angeles, California, due in monthly installments of principal and interest of \$10,795 through April 1, 2030, interest payable at 2.86%. 2,113,766

Note payable to the City of Los Angeles Housing and Community Investment Department, secured by a deed of trust on real property at 340 N. Madison Ave., Los Angeles, California, bearing interest at 0%, due July 1, 2023. This note earns forgiveness of \$50,000 annually, provided that the Organization continues to be in compliance with loan covenants. The Organization was in compliance with such covenants through June 30, 2021. 250,000

Total notes payable as of June 30, 2021	7,161,866
Less: current portion	<u>(2,878,341)</u>
	<u><u>\$ 4,283,525</u></u>

Future minimum required annual gross principal payments on notes payable for the years ending June 30, are:

2022	\$	2,878,341
2023		1,282,658
2024		190,702
2025		75,122
2026		77,274
Thereafter		<u>2,657,769</u>
	\$	<u><u>7,161,866</u></u>

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2021

NOTE 4 - NOTES PAYABLE, continued

For the loans from the CRA and the HACOLA, principal and interest payments are due annually and payable only through the residual receipts of the related affordable housing project. If the residual receipts are insufficient, no annual payments will be due as long as the Organization is in compliance with the conditions and covenants of the agreements with the respective agencies and maintains the properties as emergency shelters or transitional housing. Since the Organization has historically had no residual receipts and anticipates remaining in compliance with the related agreements, all amounts due under these notes are reflected in the respective year the related note matures in the above table. There was no recognition of loan and interest forgiveness for the year ended June 30, 2021.

During fiscal year 2021, the Organization accrued a note payable to the City of Los Angeles Housing and Community Investment Department, secured by a deed of trust on real property at 340 N. Madison Ave., Los Angeles, California, bearing interest at 0%. The note is available for \$1,945,468 of building improvement borrowings. Once the construction is completed, the note will earn forgiveness at 1/40th of the balance each six months provided that the Organization continues to be in compliance with loan covenants. The Organization was in compliance with such covenants through December 20, 2021.

NOTE 5 - LINE OF CREDIT

The Organization has a line of credit with a bank that was acquired on January 23, 2020 and matures December 31, 2021. The line of credit provides for borrowings up to \$4,000,000 (based on a borrowing base defined in the agreement), and is collateralized by substantially all assets of the Organization. Interest on the outstanding borrowings is charged monthly at the Prime Rate minus 0.5%. As of June 30, 2021 \$3,000,000 on this line of credit was outstanding. Subsequently, on July 12, 2021, the bank approved an increase to the line of credit limit providing borrowings for up to \$6,000,000 and the maturity date was extended to December 31, 2022.

The line of credit requires that the Organization satisfy certain covenants, including financial covenants. The Organization was in compliance with these covenants as of and for the year ended June 30, 2021.

NOTE 6 - DEFERRED RENTAL INCOME

The Organization subleases certain space at the Madison Property for 30 years for a lump-sum amount of \$220,524 paid in advance. Rental income is being recognized on a straight-line basis over the life of the agreement at \$7,351 per year. The unamortized balance is included in deferred rental income.

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2021

NOTE 7 - SPECIAL EVENTS

The Organization held several special events during the year ended June 30, 2021. Revenues and expenses from the events were as follows:

	Revenues	Expenses	Net
Imaginary Feast	\$ 1,135,914	\$ 16,781	\$ 1,119,133
Making it Home	941,544	45,959	895,585
	\$ 2,077,458	\$ 62,740	\$ 2,014,718

NOTE 8 - NET ASSETS WITH DONOR RESTRICTIONS

As a result of the Beyond Shelter acquisition in fiscal year 2016, the Organization has a donor restricted net asset of \$250,000 that originated from a 2001 grant by HUD towards rehabilitation of the Courtyard property. The grant restricted the use of the Courtyard for 20 years, through December 2021, after which this restriction will be released. The Courtyard property was sold as a result of an auction on July 19, 2012. However, the restriction from Los Angeles Homeless Services Authority (“LAHSA”) was not released in connection with the sale. The Organization is communicating regarding the potential release on this restriction with LAHSA, the agency authorized by HUD to enter into contract with the Organization.

Donor restricted net assets as of June 30, 2021 are available for the following purposes:

	July 1, 2020	Additions	Releases	June 30, 2021
Restriction as noted above from				
Beyond Shelter net asset acquisition	\$ 250,000	\$ -	\$ -	\$ 250,000
Santa Barbara grant	550,000	-	-	550,000
CA Disaster Fund	90,000	-	(90,000)	-
COVID Response Rapid Rehousing	-	114,281	-	114,281
Capital funds	-	250,000	-	250,000
PATH Academy	-	50,000	-	50,000
	\$ 890,000	\$ 414,281	\$ (90,000)	\$ 1,214,281

NOTE 9 - RETIREMENT PLAN

The Organization maintains a deferred annuity plan under IRC Section 403(b) which covers all full time employees who have been employed by the Organization for at least two years. Employee contributions are voluntary. Employer contributions are five percent of qualified wages. The Organization’s contribution for the year ended June 30, 2021 was \$886,167.

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2021

NOTE 10 - RELATED PARTY TRANSACTIONS

Note Receivable from Former Affiliate - As of June 30, 2021, amounts due from Deep Green Housing and Community Development (“Deep Green”), formerly related by certain common board members of a non-profit acquired in 2016, totaling \$228,313, net of an allowance for uncollectible amounts of \$200,000, represent advances made by the acquired entity to Deep Green in previous years. The receivable is scheduled to be paid in monthly installments of \$1,692 of principal and interest at 3% through December 10, 2025. Reductions will be made against the note receivable in exchange for in-kind rent of \$3,542 per month, beginning on October 1, 2022 as discussed below.

In-kind Rent from Former Affiliate - The Organization currently utilizes the facility at premises owned by Deep Green located at 5101 South Broadway, Los Angeles, California in exchange for building improvements made by the Organization on the premises. Deep Green agreed to extend the agreement to the Organization for a portion of its aforementioned gross receivable due to the Organization at an estimated value of \$3,542 per month that will be considered as in-kind rental income by the Organization at the rate of \$3,542 per month beginning October 1, 2022 through September 30, 2030.

Path Partners and Path Partners Associates, non-profit corporations, are related to the Organization through common board membership. The Organization provides short term advances to Path Partners and Path Partner Associates for reimbursable expenses. In addition, the Organization provides services to these related entities.

For the year ended June 30, 2021, the Organization earned \$187,200 of intercompany service fee revenues from related parties.

Accounts receivable from related parties of \$405,015 are included in other receivables. The Organization also has a \$666,891 note receivable bearing interest at 2.09% per year due from a partnership, Montclair LA, LP, in which PATH Ventures is a partner. PATH Ventures is related to the Organization through several common board members.

Accounts receivable and notes receivable balances due from related parties consist of the following as of June 30, 2021:

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2021

	Other receivables, related parties	Notes receivable	Total
Deep Green	\$ -	\$ 228,313	\$ 228,313
Gramercy Court	21,649	-	21,649
Path Partners	225,723	-	225,723
Path Ventures	157,643	-	157,643
Montclair LA, LP	-	666,891	666,891
	\$ 405,015	\$ 895,204	\$ 1,300,219

NOTE 10 - RELATED PARTY TRANSACTIONS, continued

During the fiscal year ended June 30, 2021, the Organization recognized \$1,150,399 of other contracted revenue from entities in which PATH Ventures had certain ownership interests. PATH Ventures is related to the Organization through several common board members.

In-kind Rent - The Organization provides certain administrative offices at the 340 Madison site to PATH Ventures free of charge. Management estimates the fair market value of the rent is approximately \$26,800 for the year ending June 30, 2021, which is included in in-kind revenue and in-kind expense.

Contracted employees - The Organization donates volunteer services from certain employees to Path Ventures. The estimated fair value of these donated services totaled \$80,444 for the year ended June 30, 2021, which is included in in-kind revenue and in-kind expense.

NOTE 11 - COMMITMENTS AND CONTINGENCIES

Operating Leases - The Organization leases a program service facility for \$400 per month under a month-to-month agreement from an unrelated party.

The Organization also has non-cancelable operating leases agreements for office equipment with minimum monthly payments ranging from \$134 to \$2,409 through July 2022. The costs are included in office expenses.

In-kind Rent - The Organization performs program services at a facility in Los Angeles (known as “Broadway Village II,” or “BVII”) under an operating lease agreement with Deep Green expiring in September 2022. The lease agreement requires minimum monthly payments of \$1 per month through the lease term and the Organization is required to finance certain leasehold improvements to the BVII property as defined under the lease agreement. Since 2009, the Organization has paid or financed \$480,788 in leasehold improvements to BVII, which is included in property and equipment. No value has been assigned to in-kind rent since the value cannot be estimated.

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2021

Agreement - The Organization acquired an agreement with the City of Santa Barbara and County of Santa Barbara, which stipulate various restrictions regarding the use of the Santa Barbara shelter through 2059.

According to the agreement, related to the \$1,112,035 grant, the Organization is required to operate the shelter in compliance with provisions of the agreement, such that no fees may be charged for any shelter or services provided unless the amount and purpose of the fee is first approved in writing by City of Santa Barbara and County of Santa Barbara.

Although this is a possibility, management deems the contingencies unlikely and intends to meet the conditions as set forth in the provisions of the agreement.

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

NOTES TO FINANCIAL STATEMENTS
JUNE 30, 2021

NOTE 11 - COMMITMENTS AND CONTINGENCIES, continued

Guarantees - The Organization has provided a co-guarantee with Path Ventures on the development of a low income housing project, for which Path Ventures is a managing general partner. Under the co-guarantee the Organization and Path Ventures provide assurance of project completion and provide repayment guarantees for certain project loans. The guarantees generally terminate when construction is complete and permanent financing repays the construction loans and will expire through the terms of the underlying agreements.

Litigation - In the normal course of business, the Organization may become a party to litigation. The Organization is currently involved in a dispute with a group of former employees over compensation. It is in the opinion of management that there is a possibility of subsequent costs arising from the lawsuit. Because those costs are not estimable, no accrual for this litigation has been made as of June 30, 2021.

**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER
FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS
BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED
IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS***

To the Board of Directors
PATH (People Assisting The Homeless)

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, the financial statements of PATH (People Assisting The Homeless) (the "Organization") which comprise the statement of financial position as of June 30, 2021, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated December 20, 2021.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered the Organization's internal control over financial reporting ("internal control") as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the Organization's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit, we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the Organization’s financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the Organization’s internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Organization’s internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

Torrance, California
December 20, 2021



**INDEPENDENT AUDITORS’
REPORT ON COMPLIANCE FOR EACH MAJOR FEDERAL PROGRAM;
REPORT ON INTERNAL CONTROL OVER COMPLIANCE; AND
REPORT ON SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS REQUIRED
BY THE UNIFORM GUIDANCE**

To the Board of Directors
PATH (People Assisting The Homeless)

Report on Compliance for Each Major Federal Program

We have audited PATH (People Assisting The Homeless)’s (the “Organization”) compliance with the types of compliance requirements described in the U.S. Office of Management and Budget (OMB) Compliance Supplement that could have a direct and material effect on each of the Organization’s major federal programs for the year ended June 30, 2021. The Organization’s major federal programs are identified in the summary of auditors’ results section of the accompanying Schedule of Findings and Questioned Costs.

Management’s Responsibility

Management is responsible for compliance with the requirements of laws, regulations, contracts, and grants applicable to its federal programs.

Auditors’ Responsibility

Our responsibility is to express an opinion on compliance for each of the Organization’s major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations (CFR) Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance). Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the Organization’s compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of the Organization's compliance.

Opinion on Each Major Federal Program

In our opinion, the Organization complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2021.

Report on Internal Control over Compliance

Management of the Organization is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the Organization's internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the Organization's internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies.

We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

Report on Schedule of Expenditures of Federal Awards Required by the Uniform Guidance

We have audited the financial statements of the Organization as of and for the year ended June 30, 2021, and have issued our report thereon dated December 20, 2021, which contained an unmodified opinion on those financial statements. Our audit was performed for the purpose of forming an opinion on the financial statements taken as a whole. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by the Uniform Guidance and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated, in all material respects, in relation to the financial statements as a whole.

Torrance, California
December 20, 2021

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
YEAR ENDED JUNE 30, 2021

Federal Grantor/ Pass-Through Grantor/ Program Title	Catalog of Federal Domestic Assistance (CFDA) Number	Contract Grant Number	Federal Awards Expenditures	Sub-recipients
U.S. Department of Housing and Urban Development				
Direct programs:				
Continuum of Care Program	14.267	CA1115L9D011807	\$ 739,650	\$ - *
Continuum of Care Program	14.267	CA0603L9D031912	297,490	- *
Continuum of Care Program	14.267	CA1796L9D031901	113,549	- *
Total programs			1,150,689	-
Pass-through programs from:				
City of Long Beach				
Continuum of Care Program	14.267	35295	297,848	- *
Continuum of Care Program	14.267	35292	715,601	- *
San Diego Housing Commission				
Emergency Solutions Grant Program				
Rapid Rehousing	14.231	CoC: CA-601; CA-17-061 52531A and B	250,000	- *
Mission Valley Supportive Services	14.231	HHI-17-06.2	444,213	- *
Interim Housing	14.231	HHI-17-06.3	123,618	- *
Continuum of Care Program				
Rapid Rehousing	14.267	HHI-17-06.2	179,604	- *
Community Development Block Grant	14.281	HHI-17-03b.2	276,000	- *
Moving to Work Demonstration Program	14.881	PATH (SBS3)	325,606	-
County of San Diego				
Emergency Solutions Grant Program	14.231	563181	115,428	- *
Los Angeles Homeless Services Authority				
Emergency Solutions Grant Program	14.231	2020ESGEPF04	77,848	- *
Emergency Solutions Grant Program	14.231	2020ESGERRF04	321,986	- *
Emergency Solutions Grant Program	14.231	2020ESGERR07	300,889	- *
Emergency Solutions Grant Program	14.231	2020ESGEP07	232,985	- *
Emergency Solutions Grant Program	14.231	2020ESGERR12	308,590	- *
Emergency Solutions Grant Program	14.231	2020ESGEP12	45,696	- *
Emergency Solutions Grant Program	14.231	2020ESGEP34	150,011	- *
Emergency Solutions Grant Program	14.231	2020ESGERR34	364,841	- *
Emergency Solutions Grant Program	14.231	2017CESSAY34	188,774	- *
Emergency Solutions Grant Program	14.231	2017CESSAY34	6,875	- *
Emergency Solutions Grant Program	14.231	2020PHK52	1,515,789	- *
Community Development Block Grant	14.281	110440	25,000	-
Emergency Solutions Grant Program	14.231	2020ESGEP08	44,365	- *
City of San Jose				
Emergency Solutions Grant Program	14.231	GF-19-013	1,443,198	791,859 *
Emergency Solutions Grant Program	14.231	ESGCV2-20-001	166,806	- *
County of Santa Barbara, Housing and Community Development Commission				
Community Development Block Grant	14.218	Agreement	57,033	-
County of Santa Barbara, Community Services				
Emergency Solutions Grant Program	14.231	BC19018	84,288	- *
- City of Santa Barbara				
Community Development Block Grant	14.231	26691	23,750	- *
Total programs			8,086,642	791,859
Total U.S. Department of Housing and Urban Development			9,237,331	791,859

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS, CONTINUED
YEAR ENDED JUNE 30, 2021

Federal Grantor/ Pass-Through Grantor/ Program Title	Catalog of Federal Domestic Assistance (CFDA) Number	Contract Grant Number	Federal Awards Expenditures	Sub-recipients
U.S. Department of Labor				
Direct programs:				
Homeless Veterans Reintegration Project	17.805	HV-25981-14-60-5-6	279,868	-
Total U.S. Department of Labor			<u>279,868</u>	<u>-</u>
U.S. Department of Veterans Affairs				
Direct programs:				
Grants and Per Diem Program	64.024	PATH196-1566-664-PD-21	58,916	-
Grants and Per Diem Program	64.024	PATH196-0430-691-LD-18-0	51,288	-
Total programs			<u>110,204</u>	<u>-</u>
Supporting Services for Veteran Families Program				
SSVF Supportive Services	64.033	19-CA-014-21 & 19-CA-014-20-C2	3,608,467	128,752
SSVF Prevention	64.033	19-CA-014-21 & 19-CA-014-20-C2	390,663	-
SSVF RRH	64.033	19-CA-014-21 & 19-CA-014-20-C2	7,503,685	-
SSVF SD Supportive Services & Admin	64.033	20-CA-440-20 & 20-CA-440-20-CA-440-20 & 20-CA-440-	653,808	-
SSVF SD Prevention TFA	64.033	20-CA-440-20 & 20-CA-440-	160,062	-
SSVF SD RRH TFA	64.033	20-CA	1,140,418	-
Total programs			<u>13,457,103</u>	<u>128,752</u>
Total U.S. Department of Veterans Affairs			<u>13,567,307</u>	<u>128,752</u>
U.S. Department of Treasury				
Pass-through programs from:				
Coronavirus Relief Fund				
County of Santa Barbara	21.019	CA0603L9D031912	210,683	- *
Los Angeles County Development Authorit	21.019	RA0032-20	77,393	- *
Los Angeles Homeless Services Authority	21.019	2020CRFRR28	590,794	- *
Los Angeles Homeless Services Authority	21.019	2020CRFRR31	1,468,227	- *
Total programs			<u>2,347,097</u>	<u>-</u>
Total U.S. Department of Treasury			<u>2,347,097</u>	<u>-</u>
U.S. Department of Homeland Security				
Pass-through programs from:				
Federal Emergency Management Agency				
Los Angeles Homeless Services Authority	97.024	2019PRK10	251,260	-
Los Angeles Homeless Services Authority	97.036	Phase 37	70,754	-
Catholic Charities	97.036	Agreement	115,015	-

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS, CONTINUED
YEAR ENDED JUNE 30, 2021

Federal Grantor/ Pass-Through Grantor/ Program Title	Catalog of Federal Domestic Assistance (CFDA) Number	Contract Grant Number	Federal Awards Expenditures	Sub-recipients
U.S. Department of Homeland Security, continued				
County of Santa Barbara	97.036	087600-028	5,858	-
County of Santa Barbara	97.036	082400-050	5,000	-
EFSP Board Program through UWW	97.036	69500047	166,360	-
United Way	97.036	2019PRK24	193,874	-
Total U.S. Department of Homeland Security			<u>808,121</u>	<u>-</u>
U.S. Department of Health and Human Services				
Direct programs:				
SAMHSA	93.243	1H79SM063356-01	8,738	-
Pass-through programs from:				
Los Angeles Homeless Services Authority				
Department of Public Social Services	93.558	2017DPSSF04	3,035,018	-
Total U.S. Department of Health and Human Services			<u>3,043,756</u>	<u>-</u>
U.S. Department of Justice				
Pass-through programs from:				
US Office on Violence Against Women				
Family Crisis Center	16.736	USDOJ - OVAW	4,180	-
Total U.S. Department of Justice			<u>4,180</u>	<u>-</u>
Total expenditures of federal awards			<u>\$29,287,660</u>	<u>\$ 920,611</u>

* Major programs

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
YEAR ENDED JUNE 30, 2021

NOTE 1 - BASIS OF PRESENTATION

The accompanying Schedule of Expenditures of Federal Awards (the "Schedule") includes the federal grant activity of PATH (People Assisting The Homeless) (the "Organization") under programs of the federal government for the year ended June 30, 2021. The information in this schedule is presented in accordance with the requirements of the Title 2 U.S. Code of Federal Regulations (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Because the Schedule presents only a selected portion of the operations of the Organization, it is not intended to and does not present the financial position, changes in net assets, or cash flows of the Organization.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in Title 2 U.S. Code of Federal Regulations (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance), wherein certain types of expenditures are not allowable or are limited as to reimbursement. Pass-through entity identifying numbers are presented where available. The Organization has not elected to use the 10 percent de minimis indirect rate allowed under the Uniform Guidance.

NOTE 3 - LOANS OUTSTANDING

The Organization had the following loan balances outstanding at June 30, 2021:

Catalog of Federal Domestic Assistance (CFDA) Number	Federal Grantor/ Pass-Through Grantor/ Program Title	Amount
14.218	U.S. Department of Housing and Urban Development/ City of Los Angeles Housing and Community Investment Department/Community Development Block Grant	\$250,000

NOTE 4 - RELATIONSHIP OF SCHEDULE OF FEDERAL AWARDS TO THE FINANCIAL STATEMENTS

The Schedule includes only federal government contract income; however, the Statement of Activities has government contract income of \$90,762,040 which includes not only federal funding but also government funding from state, county, and cities. As a result, the amount of total federal awards expended on the schedule does not agree to total government contract

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
YEAR ENDED JUNE 30, 2021

income on the Statement of Activities as presented in the Organization's audited financial statements as of and for the year ended June 30, 2021.

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

SCHEDULE OF FINDINGS AND QUESTIONED COSTS
YEAR ENDED JUNE 30, 2021

A. SUMMARY OF AUDIT RESULTS

Financial Statements

1. The independent auditors' report expresses an unmodified opinion on the financial statements of the Organization.
2. No material weaknesses related to internal control over financial reporting were identified.
3. No significant deficiencies not considered to be material weaknesses related to internal control over financial reporting were reported.
4. No instances of noncompliance material to the financial statements of the Organization were disclosed during the audit.

Federal Awards

5. The Independent Auditors' Report on Compliance for Each Major Federal Program for the Organization expresses an unmodified opinion.
6. No material weaknesses related to internal control over major program compliance were identified.
7. No significant deficiencies not considered to be material weaknesses related to internal control over major program compliance were reported.
8. There are no audit findings relative to the major federal programs for the Organization that are required to be reported in accordance with 2 CFR 200.516(a).
9. The program tested as a major program (including pass-through programs) are:

	<u>CFDA Number</u>
U.S. Department of Housing and Urban Development (HUD)/ Emergency Solutions Grant Program	14.231
Continuum of Care Program	14.267
U.S. Department of the Treasury/ Coronavirus Relief Fund	21.019

PATH (PEOPLE ASSISTING THE HOMELESS)
(A Non-Profit Corporation)

SCHEDULE OF FINDINGS AND QUESTIONED COSTS, CONTINUED
YEAR ENDED JUNE 30, 2021

- 10. The threshold for distinguishing Type A and B programs was \$750,000.
- 11. The Organization was considered to be a low-risk auditee for the year ended June 30, 2021.

B. FINANCIAL STATEMENT AUDIT FINDINGS

None noted.

C. MAJOR FEDERAL AWARD PROGRAMS AUDIT - FINDINGS AND QUESTIONED COSTS

None noted.

D. SCHEDULE OF PRIOR YEAR FINDINGS AND QUESTIONED COSTS

None noted.

B.3. Program Contract Compliance Findings and Resolutions

Contracting Agency Name	Type of Contracted Services	Year	Compliance Issues	Resolution
San Diego Housing Commission	Case Management, supportive services and Interim Housing- San Diego	FY18-19	Program Review: Staff drug and alcohol policy free policy needs to be posted on the residential floors. Facilities Review: Repair showers, faucets, and drinking fountains as specified. Repair dining hall bench. Schedule Fire Department re-inspection and submit report.	The posters were hung after the walk through, prior to release of the monitoring report. Photographs of all completed repairs were submitted. City Fire Department Final Inspection Report was submitted.
San Diego Housing Commission	Case Management, supportive services and Interim Housing- San Diego	FY19-20	Facilities Review: Repair wall, sink, and lighting fixtures as specified. Repair Kitchenette as specified. Confirm that alarm at South exit is working.	Photographs of all completed repairs were submitted. Assurance was given that all alarms are working.
San Diego Housing Commission	Rapid re-housing	FY18-19	Create Policies and Procedures on documentation standards for homelessness and services.	A Policies and Procedures Manual was submitted.
San Diego Housing Commission	Housing Relocation Support, Stabilization Services and TFA	FY18-19	One client did not have rent reasonableness documentation. Files do not contain a written agreement between Landlord and agency. Create a Policy/Procedure for documenting homelessness.	Rent reasonableness documentation was added to the identified file. Rental Assistance Agreement was created and submitted for approval. Staff was trained of procedure following approval. PATH's existing Participant Eligibility Worksheet was identified as meeting this requirement.
County of San Diego, HHSA	Whole Person Wellness Program	FY18-19	Unspent Ramp-Up funds. Disallowed cost.	Reimbursement checks were submitted for unspent funds and disallowed costs.

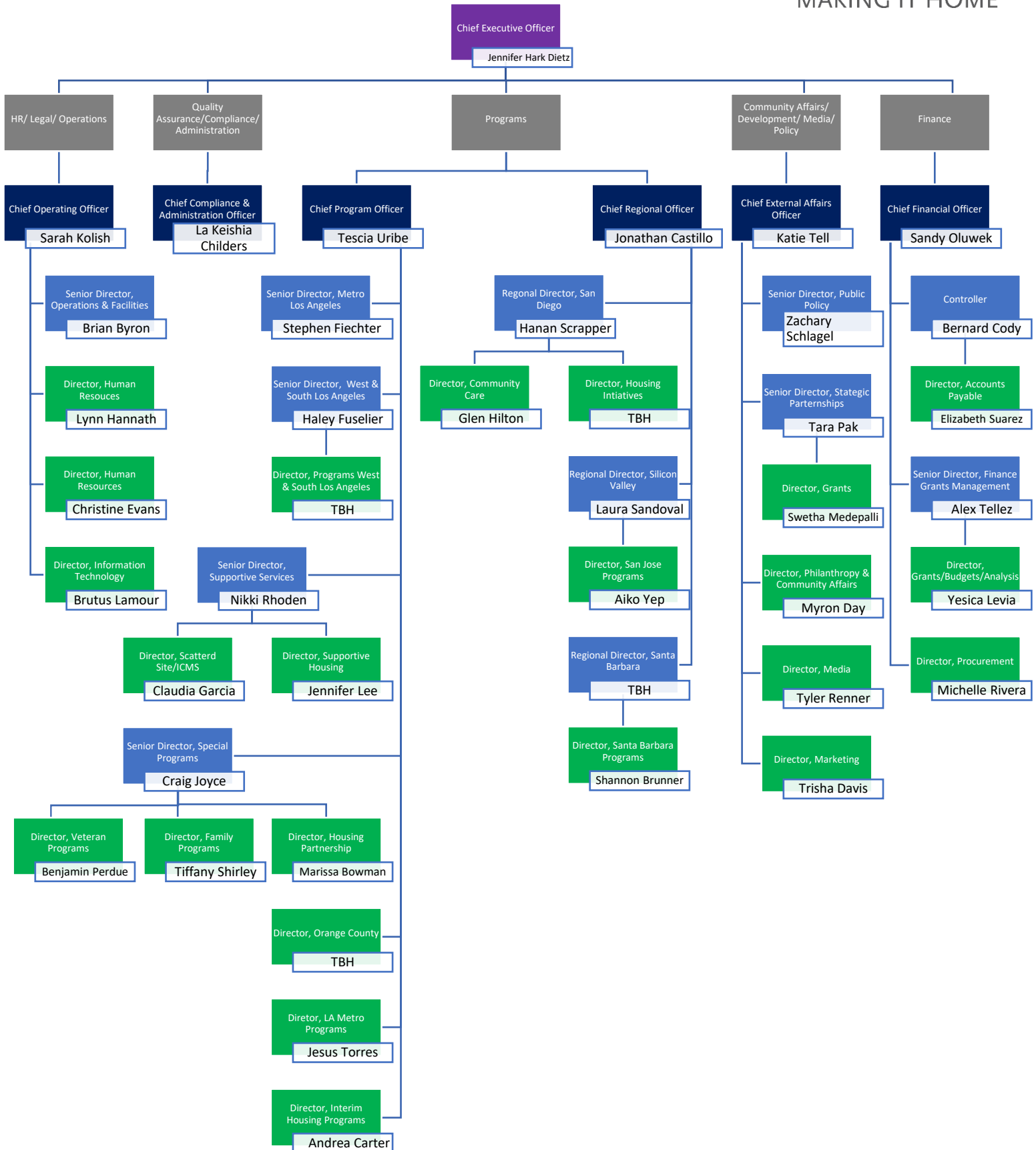
B.3. Program Contract Compliance Findings and Resolutions

County of San Diego, HHSA	Whole Person Wellness Program	FY19-20	PATH to provide updated HIPAA Risk Assessment and Attestation of completion by March 2021. PATH to provide timeline for completing plan for blocking external mass storage (including USB devices) from PATH computers and devices.	HR staff documentation submitted and privacy and security information addressed
U.S. Department of Veterans Affairs	Grant per Diem Program (interim housing)	FY20-21	Facility review with several minor requirements and recommendations.	Facility updates completed
U.S. Department of Veterans Affairs	Grant per Diem Program (interim housing)	FY21-22	Egress lighting isn't being checked every month for 30 seconds and annual for 90 minutes and needs to be. Scheduled Drills Bi-monthly (4 drills during the day and 2 drills during the sleeping hours) All 6 drills are required evacuate from the building and can't goes over 13 minutes. All Q&A/Table top doesn't consider as drills.	evacuation drill within 30 days from the submitted report. Facilities worked on other items related to egress lighting.
County of San Diego, HHSA	Community Care Coordination	FY19-20	Four operating costs were duplicated for the month of 4/2020.	The duplication was corrected on the final June invoice and mitigation plan was submitted and implemented.
County of San Diego, HHSA	Community Care Coordination	FY20-21	Employees were not tested for TB annually following hire, or the results were not maintained in the personnel file.	Ensured all staff TB tests were up to date and updated before expiration

B.3. Program Contract Compliance Findings and Resolutions

San Diego Housing Commission	Supportive Services for permanent housing at Mission Valley (now Valley Vista)	FY20-21	Procedure for collecting/assessing client feedback and incorporating it into service delivery and design.	Updated Client Feedback Survey Procedures to include confidentiality language
County of San Diego, HHS	Community Care Coordination for Veterans	FY21-22	<ol style="list-style-type: none"> 1. Disallowed non-personnel expense: One employee selected for non-personnel testing was paid a “referral bonus”. Per discussion with PATH fiscal team, this amount is usually excluded from total gross but in this case, it was included. This referral bonus is not allowable and therefore should not be claimed to the County. 2. Disallowed salary expenses: During payroll testing, it was noted that meal penalties were claimed to the County for the months of April and July 2021. These penalties are not allowable under 2 CFR 200.441 and should not be claimed to the County. 3. Double payment: During the testing, it was not clear from the P&Ps how PATH’s accounting system prevent double payment of invoices. 	Pending all issues noted will be addressed.

PATH Senior Leadership Team



C.4. Resumes and Job Descriptions

Existing Staff Resumes

- Regional Director, Hanan Scrapper
- Director of Housing Initiatives, Michele Gehr
- Director of Outreach, Brian Gruters
- Program Manager, Nathaniel Dressel
- RRT Team Lead, Jayna Lyn Lee
- Outreach Specialists
 - Amina Aden
 - Lexi Chavez
 - Zakaria El-Khodary
 - Katharine E. Hildebrand
 - Gabriella Ledezma
 - Morris Lotonuu
 - Clarrissa Payan
 - Antonia Perez
 - Cory Stapleton
 - Benjamin Stohs
 - Tyjee Wheeler
- Program Associate, Cory Hunt

Job descriptions for to be hired positions

- Associate Director of Outreach
- RRT Outreach Specialist
- MHRT Outreach Specialist
- Encampment Team Outreach Specialist
- RRT Program Manager
- MHRT Program Manager
- Housing Specialist
- Peer Support Specialist

Hanan Scrapper

San Diego, CA 92110

Profile

I am a well-rounded professional with extensive experience in helping families overcome the most extreme adversities caused by homelessness, domestic violence, political torture, and human trafficking, to name a few. This experience has fulfilled an innate desire to help others and give back to the community.

Experience in:

- Housing Interventions
- Program Management
- Staff Development and Support
- Coordinate Interagency Collaboration
- Case Management
- Domestic Violence
- Leadership Skills
- Crisis Intervention
- Mediation and Conflict Resolution
- Immigration and Naturalization Services
- Cultural Diversity
- Multi-Lingual
- Grant/Proposal Writing
- Program Outreach

Professional Experience

Regional Director

PATH San Diego

02/01/2020 - Present

- Provides oversight of all program contracts to ensure successful implementation, coordination of participant services, achievement of program performance measures, and evaluation of services provided.
- Ensures that programs and projects are in compliance with contracts, partnership agreements, and all other funding requirements, program goals, and stakeholder expectations.
- Provides direct supervision to all staff managing various programs
- Conducts supervision meetings with staff; provides regular and appropriate feedback including training, opportunities for professional growth, verbal and written improvement plans when needed, and evaluations
- Acts as a liaison to cultivate community relationships with program partners and other service organizations as it pertains to the success of PATH San Diego

Director of Programs

PATH San Diego

02/19/2018- 01/31/2020

- Managed the day-to-day operations of 40 employees for PATH Connections, including interim housing, rapid rehousing, permanent supportive housing, and outreach
- Responsible for managing program performance outcomes
- Participated in community provider and stakeholder committee meetings
- Identified, developed, and provided staff training to improve client service delivery
- Participated in Veteran homeless services leadership meetings
- Collaborated with leadership to manage program budget

Program Director

Veterans Village of San Diego

09/15/2013 – 02/02/2018

Supportive Services for Veteran Families (SSVF)

- Initiated and grew housing intervention services that accounts for 40% of VVSD's overall budget
- Managed the day-to-day operations of 30 employees for Veteran Housing Solutions Dept.
- Implemented the first Housing First program at VVSD under SSVF serving over 500 veteran households annually
- Maintained compliance with minimal findings on contractual outcomes for all programs over tenure at VVSD
- Initiated and lead VVSD initiative to obtain a 3-year CARF Accreditation
- Lead communication with stakeholders and reporting requirements
- Instrumental in VVSD's role in participating with the implementation of the Coordinate Entry System (CES) for San Diego
- Chaired the CES Veteran Sub-Population Committee that lead the effort in establishing a functional Veteran By-Name List
- Coordinate with other SSVF grantees in the San Diego area including working closely with the VA and the CoC to ensure community engagement in ending veteran homelessness

- Participate in the development of long-range plans, service delivery model and other significant strategies and/or systems

Program Director

Veterans Village of San Diego

03/28/2012 – 09/15/2013

Veterans Homelessness Prevention Demonstration (VHPD)

- Oversee the day-to-day operations of the VHPD program along with managing multiple sub-contractors
- Provide oversight and input for the overall operation and implementation of the demonstration project
- Conduct monthly VHPD partners meeting with all agencies involved to identify gaps in services and resources
- Facilitate weekly case reviews to ensure veterans needs are met and there is a consistent screening process for program eligibility
- Compile quarterly statistics and data to report to HUD on veterans served in this demonstration project and review patterns and trends in how to successfully prevent homelessness amongst veterans
- Function as a liaison between the VA, HUD, DOL, and the sub-grantees to ensure grant compliance
- Manage the VHPD budget and approval of dollars spent on homeless prevention and rapid re-housing for veterans

Shelter Director

Artemis House Domestic Violence Shelter

(09/2009 – 02/10/12)

Shelter House Incorporated

Fairfax County, VA

- Oversee the day-to-day operations of a safe, confidential location crisis shelter for victims of domestic and sexual violence and human trafficking
- Create policies and procedures including a detailed process for handling crisis calls and creating individualized safety plans for victims of domestic violence
- Manage a budget of over \$900,000, seek and write grants to increase funding and meet client’s needs in obtaining economical self sufficiency
- Recruit and coordinate training for all direct client service providers
- Educate and raise awareness about domestic violence in the community
- Ensure compliance with contractual processes with all appropriate agencies and coordination of services for clients
- Compile statistics and other reports on clients served in Artemis House, review trends and patterns to use in community education and staff training
- Ensure that staff conduct thorough intakes, connect to appropriate services, and creating a realistic, safe discharge plan

Shelter Director

Patrick Henry Family Shelter

(07/2007 – 09/2009)

Shelter House Incorporated

Fairfax County, VA

- Oversee the day-to-day operation of the shelter to ensure the mission of the agency is met
- Manage transitional housing programs, assisting many in obtaining permanent housing
- Establish performance metrics to help characterize the performance of programs and service staff
- Assist in policy development and policy implementation
- Coordinate interagency collaboration between the Department of Family Services’ and Community Services Board
- Re-assess mission and incorporate resident feedback into the program development process
- Design and implement ongoing in-service training and professional development programs for shelter staff
- Maintain vital data concerning services provided to clients and their outcomes for monthly/quarterly reports
- Identify strategies to strengthen partnership with community-based and faith-based organizations

Program Manager

Patrick Henry Family Shelter

(11/2006 – 06/2007)

Shelter House Incorporated

Fairfax County, VA

- Supervise and recruit for all programs facilitated by volunteers and contractual employees
- Coordinate after-school tutoring and children’s enrichment programs
- Supervise Child Services Coordinator and ensure client files were kept according to state grant regulations
- Conduct and maintain after hours emergency motel placements for families
- Provide direction for volunteers through regular contact

Education and Certifications

George Mason University

- Bachelor of Arts in Sociology with a minor in Psychology

Certifications and Trainings

- Leadership Fairfax Institute class of 2011
- Understanding Traumatic Stress in Working with people experiencing homelessness
- Managing Organizational Conflict
- Domestic Violence and It's Impact on Children
- Working with Sexual Assault Survivors
- Leading Organizational Change
- Cultural Competence in working with Domestic Violence Survivors

Volunteer Experience

After School Programs Coordinator **Sydney Lanier Middle School** Fairfax, VA (01/2005 – 06/2005)

Responsibilities:

- Assist in designing after school programs for at-risk youth
- Facilitate anti drug and gang prevention programs such as D.A.R.E and GREAT
- Evaluate classroom environments to identify special needs and interests for after school programs
- Survey and compile student demographics, academic levels and social needs
- Organize poster contest of countries to enhance awareness of cultural diversity among students

Crisis Intake Coordinator **Women's' Domestic Violence Shelter** Alexandria, VA (04/2002 – 09/2002)

Responsibilities:

- Handle crisis hotline and provide immediate response to callers' situation
- Delegate the coordination for response to crisis situations and help develop safety planning
- Provide information and referral to callers as appropriate
- Review program rules and regulations upon entry

Tutor/Counselor **Alexandria Juvenile Detention Center** Alexandria, VA (09/2001 – 04/2002)

Responsibilities:

- Perform one-on-one consultations with detainees with special needs to ensure educational needs were met
- Assist in recognizing detainees capacity for coping in new environment
- Coordinate family mediation with detainees to resolve disputes and secure safe environment for them upon release

“... Providing innovative, collaborative leadership with the goal of ending homelessness...”

Dedicated director with a passion for developing strategies to create and provide quality programming related to social services. More than 10 years of experience as a strategic program leader—designing, implementing, managing, and evaluating programs, policy, and personnel. Articulate communicator with keen ability to research, analyze, present, advise, and persuade. Strategic thinker and liaison who excels in developing collaborative partnerships, building coalitions between nonprofit and government organizations, and creating positive agency culture. Adaptable, proven leader who inspires and empowers others to perform at peak levels to achieve both large and small goals.

Professional Experience

DIRECTOR, MANASSAS CITY DEPARTMENT OF SOCIAL SERVICES
 SEPTEMBER 2019-DECEMBER 2021

Director of the Department of Social Services for the City of Manassas, Virginia.

Developed and implemented long and short-term plans, goals, and objectives for the department; develops long term plans for family, community and social service and program development; plans for City's ability to provide services and programs in the future; analyzes data, state and national trends, directives and task force findings for impact on community.

- ▶ Served as principal administrator of \$6 million agency budget, including oversight of all administrative functions including personnel management, federal and state benefit programs, child/adult welfare, housing and community programs, customer service, compliance, public relations, budgeting and programming.
- ▶ Monitored status of assigned divisions through subordinate supervisors, consulted with assigned staff of 50 employees, assisted with complex/problem situations; approved special placements of children and adults pending formal action.
- ▶ Carried out mandated state and federal programming in accordance with City policies, procedures and applicable laws including: training, planning, assigning and directing work, appraising performance; addressing complaints and resolving problems; provides guidance for emergency operations of social and family services.
- ▶ Wrote and implemented CARES Act programs to assist community with rental, mortgage, utility, burial, and childcare assistance. Transitioned staff to effective agency-wide telework during COVID-19 pandemic.
- ▶ Served/Chaired on various city and state boards including: Community Policy Management Team; Equity & Inclusion Taskforce; Continuum of Care Governance; Northern Virginia DSS Directors; and City of Manassas Leadership.

EXECUTIVE DIRECTOR, EDDY HOUSE, RENO, NEVADA
 JANUARY 2016-SEPTEMBER 2019

Executive Director for the central intake and assessment facility for all homeless youth in Northern Nevada.

- ▶ Increased agency population served by 400% in two years. Raised over \$5 million dollars in funding. Expanded organization to a 24-hour overnight facility designed to get homeless youth off the streets.
- ▶ Serves as principal administrator including oversight of all administrative functions, fundraising, marketing, public relations, budgeting and youth programming. Expert in Trauma-Informed Care and Social and Emotional Learning. Expert in grant writing and grant research.
- ▶ Constructed and trains a diverse staff of professionals and partner organizations to maximize personal and organizational capacities. Administrator of all Human Resource functions.
- ▶ Worked closely with state and federal lawmakers on legislation and policy around issues of inequality. Wrote and presented AB311 to the Nevada Legislature, which defines homeless youth for the State of Nevada.

ENTERPRISE SOLUTIONS TEAM ASSISTANT. United Nations Development Programme, Office of Information Systems and Technology, New York, NY
AUGUST 2014-JUNE 2015

Developed management structures during a time of change management to increase employee satisfaction.

- ▶ Designed group and individual supervision models, including project evaluation and expectations, and assisted in the implementation of annual employee work plans.
- ▶ Developed an employee skill gap assessment to increase unit core competencies and made training recommendations.
- ▶ Analyzed statistical data and collaborated with administration to track deliverables and provide relevant data analysis, case status, and reports to management.
- ▶ Conducted business analysis and gathered requirements to write strategic business requirements, project proposals, and statements of work and provided change management for system upgrades.

MSSW INTERN/ADVOCATE COUNSELOR. Wediko Children's Services, New York, NY
AUGUST 2013-JULY 2014

Managed a caseload of 36 students in one of the poorest congressional districts in the country.

- ▶ Implemented successful individual and small group counseling for multi-cultural middle and high school students and their families, focusing on homelessness, poverty and housing instability.
- ▶ Researched and submitted grants to private foundations and the New York City Department of Education to be used for increased programming.

YOUTH DIRECTOR. St. Rose of Lima Catholic Church, Reno, Nevada
AUGUST 2004-AUGUST 2006

Provided youth programs for middle and high school students. Managed budgets, promotions, and advertising. Directed and led 30+ staff members.

- ▶ Provided youth group instruction to middle and high school students regarding community service, family life, Confirmation Curriculum, problem solving, career counseling, and interpersonal skills.
- ▶ Single-handedly created the largest faith-based youth program in Northern Nevada with a starting budget of \$30,000, resulting in weekly attendance of 200+ middle and high school students and a 50% budget surplus at the end of the first year.

EDUCATION

MASTER OF SCIENCE DEGREE IN SOCIAL WORK AS A MANAGEMENT FELLOW WITH INTERNATIONAL SOCIAL WELFARE SPECIALTY.

(2015) Columbia University, New York, New York 10027. Coursework included: Business Administration, Grants Management, Finance, Leadership/Board Management, Program Evaluation, Human Capital, Staff Development, Capacity Building, Human Resource Management.

BACHELOR OF ARTS DEGREE IN PSYCHOLOGY WITH MINOR IN HOLOCAUST, GENOCIDE, AND PEACE STUDIES.

(2013) University of Nevada Reno, Reno, Nevada 89503. Coursework included: Psychology of Oppression; Trauma and Genocide; Developmental and Personality Psychology, Violence, and PTSD.

Brian B. Gruters
San Diego, CA 92111

PROFESSIONAL EXPERIENCE:

People Assisting the Homeless (PATH) San Diego, California 2019-Present

Associate Director of Outreach

- Oversee creation and implementation of policy for PATH San Diego outreach and related efforts, including COVID-19 response, housing location, and bridge shelter.
- Manage a team of seven direct-report staff and six additional subcontractor staff; direct outreach coverage, crisis response, and other day-to-day aspects of the program.
- Ensure compliance with PATH and funder documentation standards, including submission of quarterly reports for all programs and routine quality assurance audits.
- Monitor program budgets to ensure full utilization of program funds and consistent deliver of client services; seek additional funding and/or modify budgets as required.

LeSar Development Consultants San Diego, California 2018-2019

Associate, Homeless Solutions Team

- Provide policy guidance and technical assistance to clients throughout California. Projects included program design and evaluation, homeless system analysis, guidance on emerging service delivery models including shared housing and diversion.
- Manage projects from contract development through completion, including budgeting, team coordination, and final delivery.

The Regional Task Force on the Homeless San Diego, California 2016-2018

Coordinated Entry System (CES) Manager for Central Region

- Led a team of housing navigators and CES specialists in onboarding providers, meeting client navigation and matching objectives, and providing technical assistance.
- Created external policies and procedures related to CES; designed and implemented CES workflow in the regional Homeless Management Information System; developed internal processes for meeting organizational goals.

VOLUNTEER EXPERIENCE:

- **Clairemont Coalition on Homelessness (2018-Present) - Founder**
- **Casa Cornelia Law Center (2014-Present) - Pro bono Spanish-English translator**

EDUCATION:

University of Waterloo Waterloo, Ontario 2006-2008

- Master of Environmental Studies degree in Environment and Resource Studies

University of Arizona Tucson, Arizona 1999-2003

- Bachelor of Arts degree in Spanish

SKILLS AND ABILITIES:

Languages: Spanish (professional-level fluency)

Computer: Proficient with Windows 10; MS Office; Bitfocus Clarity

Property Management: NCHM certification in LIHTC funding

Nathaniel Dressel

San Diego, CA 92107

KEY QUALIFICATIONS

- Social worker with a BSW and MSW. Holistic experience through four years full-time social work experience, additional bachelor's and graduate field placements, and two years as a U.S. Peace Corps volunteer.
- Experience in case management, clinical counseling, clinical documentation, program development, mentoring, group facilitation, community organizing, homeless outreach and other direct client interaction.
- Over two years of experience in intercultural exchange and overseas service.
- Able to work well in environments with both heavy structure and little structure. Flexible and able to make the most out of difficult situations.
- Excellent public speaking, written and oral communication skills.

PROFESSIONAL EXPERIENCE

PATH San Diego

San Diego, CA

Program Manager- Outreach

September 2021-Present

- Managing three outreach programs including Enhanced Outreach, San Diego Riverbed Outreach, and Coordinated Street Outreach- Mobile Homelessness Resolution Team.
- Developing new program partnership with Starbucks to provide homeless outreach in select stores throughout the city of San Diego.
- Managing nine staff and assisting them with data proficiency, best outreach practices, and professional growth.

PATH San Diego

San Diego, CA

Clinical Outreach Specialist

October 2019-September 2021

- Worked in the areas of Downtown San Diego, Balboa Park, and the San Diego Riverbed to identify homeless individuals in order to connect them to services that can help end their homelessness.
- Provided case management to a core group of high-risk, chronically homeless clients to support them in their goal of obtaining permanent housing.
- Built relationships with community leaders, law enforcement, and business owners to better respond to homeless individuals in need and change community perceptions around homelessness.

CRF- Downtown Impact

San Diego, CA

Mental Health Rehabilitation Specialist

May 2017-September 2019

- Worked daily with treatment team in the care of over 120 clients with mental illness and history of homelessness in order to help facilitate recovery from mental illness and develop solutions for stable housing.
- Provided individual counseling with several clients utilizing Cognitive Behavioral Therapy (CBT), Dialectic Behavior Therapy (DBT), and Seeking Safety concepts.
- Developed individualized treatment plans and behavioral health assessments for every client.
- Provided case management assistance in order to link clients to healthcare providers, substance abuse treatment, and resources for stable housing.
- Worked as team Entitlement Specialist to connect clients to Social Security benefits, Medi-Cal health insurance, CalFresh, General Relief, and various immigration needs.

U.S. Peace Corps*Children, Youth, and Families Volunteer*

The Philippines

September 2014-September 2016

- Facilitated sessions on family planning with parent beneficiaries of the Pantawid Pamilya Pilipino Program (4 Ps), a poverty alleviation program, using English and Tagalog.
- Facilitated educational sessions on life-skills and reproductive health with college students from 4 Ps families.
- Organized and facilitated a leadership training program and workshop camps for over 400 first generation college students from across the Province of Sorsogon.
- Co-organized and facilitated a two-day Special Olympics event for over 200 intellectually disabled individuals from Sorsogon.

Central State Hospital*Forensic Social Work Intern*

Petersburg, VA

June 2013- May 2014

- Facilitated psycho-educational groups for clients with mental illness.
- Worked clinically with patients through case management, assessments and individual therapy.
- Worked on a treatment team to determine treatment plans for patients.

HillTop Promises*Social Work Intern*

Richmond, VA

September 2012- May 2013

- Worked as a case manager for the homeless/nearly homeless population of Richmond.
- Facilitated a weekly anger management support group.
- Developed and evaluated agency policies and programs.

Boys to Men Mentoring of Virginia*Social Work Intern/Mentor*

Richmond, VA

September 2011- May 2012

- Mentored adolescent boys who lacked positive male role models in their lives.
- Co-facilitated a weekly group at Tomahawk Creek Middle School that focuses on emotional support for adolescent boys within the school system.
- Evaluated the success of their school-based program using evidence-based methods.
- Volunteer mentor from May 2012 to July 2014.

Virginia Organizing*Social Work Intern*

Richmond, VA

June- August 2011

- Worked with Virginia Main Street Alliance to educate small business owners on opportunities and policy decisions regarding health care.
- Partnered with community organizers and community members to educate the Fulton Hill community on the illegal activity of a landfill in the community.

EDUCATION

Master of Social Work, 2014

Virginia Commonwealth University, Richmond, VA

Bachelor of Social Work, 2012

Virginia Commonwealth University, Richmond, VA

Associate of Science, 2010

Northern Virginia Community College, Manassas, VA

AWARDS

- Received the 2021 **Social Work Matters Award** for my committed work as a homeless outreach worker in San Diego County.

SPECIALIZED SKILLS AND TRAINING

- Seven years of **case management** experience
- Four years of experience with **clinical documentation**
- **Organization and facilitation** of community development programs
- Conversational proficiency in **Tagalog (Filipino)**
- Microsoft Suite: Word, Excel and PowerPoint



Jayna Lyn Lee

Address: San Diego Ca, 92122

I am a well-rounded candidate with 3 years involvement with major homeless service providers, providing direct support to clients. Successfully delivered rapid response solutions that lead to shelter, case management, permanent housing solutions and connections to supportive services. I am confident in providing exceptional customer service, high quality work ethic and effective communication.

Skills

Interpersonal Skills
Leadership Experience

Adaptability
Case Management

Communication
Familiarity with CES

Education

Bachelor of Arts in Criminology and Justice Studies, emphasis in Sociology September 2012-2016
California State University San Marcos 330 S Twin Oaks Valley Road, San Marcos, Ca 92096

Masters in Forensic Science, emphasis in Investigations September 2018-Present
National University Spectrum Center 9388 Lightwave Avenue San Diego, CA 92123-1426

Work Experience

Lead Homeless Outreach Specialist-Rapid Response Team
PATH: 1250 6th Ave, San Diego, Ca 92101 February 2021-Current

- Provided rapid person-centered solutions for shelter, street-based case management, access to housing assistance and connecting clients to necessary benefits and resources.
- Conducted initial intake, program enrollment, necessary referrals and VI-SPDAT assessment.
- Conducted regular outreach and responded to community calls for service providers including but not limited to, 211, San Diego Housing Commission, Regional Task Force on Homelessness.
- Frequently collaborated with PATH outreach team and other homeless outreach organizations to enhance service delivery.
- Carried a caseload of 15-25 high-needs clients for street-based case management.

Health Navigator Homeless Outreach
National Alliance on Mental Illness 101 16th St, San Diego, Ca 92101 October 2019- December 2020

- Provided health case management for clients with medical and mental health needs following HIPAA guidelines.
- Advocated on behalf of my clients by acting as the liaison for, health and mental health concerns.
- Provided resources for health, mental health, government benefits, shelter, housing and employment.
- Utilized crisis intervention solutions for clients who were experiencing medical and mental health emergencies.
- Assisted program manager in training new outreach staff to ensure compliance and service delivery.

Amina Aden

San Diego, CA 92105

Work Experience

Outreach Specialist

PATH- San Diego, CA November 2021- Present

- Performing outreach services in the field
- Advocating for client needs in an appropriate and professional manner
- Conducting intake and assessments for all clients
- Connecting with community to establish relationships to better assist clients

Case Manager (Internship)

Ujima Adult & Family Services - San Jose, CA September 2020 to May 2021

- Provide adult case management, rehabilitation services and youth case management
- Providing home based case management and medication services to adults with serious mentally illness.
- Refers clients to community resources to support success allowing clients to remain at home with their family
- Acted as a liaison between the client and psychiatrist on medical issues.

Child Development Specialist

Stars Therapy services July 2019- May 2021

- Early Intervention ABA in a naturalistic environment
- Providing Speech and Occupational Therapy for children by early intervention through motivation, education and creative thinking while maintaining cultural sensitivity.
- Providing one-to-one direct therapy in a natural; environment to children 0 to 14 years of age
- Manage children to gain skills in all areas of development using play therapy.

Education

Associate: San Diego Mesa College

Bachelor's degree in Social Work: San Jose State University

Lexi M. Chavez

Innovative detail-oriented Nonprofit Leadership & Management professional, fluent in Spanish and extremely talented in verbal and written collaboration, organizational skills, and performing exceptionally under stress.
Successfully serving the person-in-need drives my work.

TRANSFORMATIVE LEADERSHIP MA
California Institute of Integral Arts

Expected Graduation: May 2024

NONPROFIT LEADERSHIP & MANAGEMENT B.S.
Arizona State University
Watts College of Public Service and Community Solutions

Phoenix, Arizona
August 2016 – August 2020

PROFESSIONAL EXPERIENCE

OUTREACH SPECIALIST
PATH (People Assisting The Homeless)
San Diego, California
November 2021 – Present

At PATH, I help clients break the cycle of homelessness by providing on-going supportive services that promote housing readiness and long-term stabilization throughout their journey from the streets to housing.

- Provide on-going supportive services that prepare and promote housing readiness resulting in clients moving off the streets
- Assist with gathering personal documents—social security card, birth certificate—resulting in client being document ready when matched to permanent supportive housing
- Assist with locating housing and completing housing application in HMIS resulting in having a stable home
- Build relationships within the community to identify new and existing opportunities for partnerships that enhance services provided by the programs

VOLUNTEER AND OUTREACH COORDINATOR
Grace at the Green Light
New Orleans, Louisiana
March 2021 – October 2021

At Grace at the Green Light, I managed all in-kind donations, increased volunteer recruitment and oversight, and increased funding sources for program sustainability.

- Facilitated informational sessions for new volunteer groups 3 times a week before conducting street outreach to ensure understanding of the cliental we serve
- Developed a process to document and track stewardship action in Bloomerang, resulting in creating new opportunities to honor emerging donors
- Oversaw the acknowledgement letter-writing process; responsible for review and control of gift acknowledgements
- Ran Giving Tuesday campaign resulting in twice as many donations in 2020
- Wrote grant proposals for foundations, corporations, and government agencies – both program and capital requests

POLICY DEVELOPMENT INTERN
Arizona Cancer Foundation for Children
Scottsdale, Arizona
May 2020 – August 2020

At the Arizona Cancer Foundation for Children, I reported directly to the executive team, managed the project of organization-wide policy re-writing and procedure clarification, improving overall organizational health and massively reducing friction.

- Managed, clarified, edited, and integrated 50+ policies & procedures as well as patient and donor information into multiple cloud-based databases
- Personally, designed workplace graphics and imagery to be used in internal & external communication
- Assembled & co-wrote latest edition of Employee Handbook

FIRST YEAR SUCCESS MENTOR
Arizona State University
Tempe, Arizona
May 2017 – May 2020

As a three-time First Year Success Mentor, I coached and led over 100 students to success at Arizona State University with a remarkable 100% passing rate.

- Organized & led bi-weekly student meetings, designed efficient study sessions, and offered class accompaniment, resulting in a 100% student-passing rate
- Co-led “Emerging Leaders” class weekly, resulting in a student-reported increase ease in relationship building and success outside of the classroom
- Coached 30+ students in preparation for Academic Awareness Campaign project resulting in successful presentation to Arizona State University faculty and Dean of Students

VOLUNTEER EXPERIENCE

WISH GRANTER
Make-A-Wish Texas Gulf Coast & Louisiana
Metairie, Louisiana
February 2021 – January 2022

At Make-A-Wish Louisiana, I volunteer as a primary form of contact to families from the Texas Gulf Coast office.

- Initiated phone conversations with Wish families in the Greater New Orleans area, resulting in the Texas Gulf Coast office reaching families out of state
- Assisted child and family with Wish planning to execute Wish

WISH GRANTER
Make-A-Wish Arizona
Scottsdale, Arizona
Jan 2020 – February 2021

At Make-A-Wish Arizona, I team up with a second volunteer to kick start the wish-granting process and serve as the primary point of contact & representative between the Wish Child, their family, and the Make-A-Wish Foundation.

- Created a seamless process for the Wish Family by handling communications between them and Make-A-Wish staff
- Delivered personalized and creative wish enhancements to excite the Wish Child

Zakaria El-Khodary

Outreach Specialist RRT, PATH

February 2022- Present

- Perform outreach services to individuals that are experiencing homelessness.
- Utilize crisis intervention tactics when necessary in the field.
- Provide supportive ethical services that lead individuals to work toward a healthy state of mind while attempting to find housing.
- Provide case management by determining housing preferences, completing applications, and referring to community services through utilizing the four components of Coordinated Entry. Asses, Assessment, Prioritization, and Referral.
- Provide transportation for clients to shelters or other locations to obtain documentation.
- Work to build a strong connection with the community, identify individuals in need of housing or support, and facilitate them to achieve their goals.
- Take the initiative to build relationships with other organizations and individuals within the community to enhance the services and options available to clients.

Behavioral Skills Therapist Trumpet Behavioral Health

August 2019- April 2021

- Provided behavioral therapy services for children and adults affected by autism using clinical methods of intervention
- Intervened in behavioral development using skill acquisition procedures formulated from a client assessment
- Communicated and planned with a team of clinicians and technicians to coordinate services and assess progress
- Documented all client data virtually, including clinical setting, client demeanor, and learning trial outcomes
- Managed and organized scheduling for multiple clients around Humboldt county.
- Recognized and resolved multiple crises situations in a calm, composed, and effective manner.

Caregiver

May 2018-Sept-2018

- Assisted with personal care: bathing and grooming, dressing, toileting, and exercise. Food preparation: preparing meals, shopping, housekeeping, laundry, and other errands.
- Provided Medication when needed or when scheduled.
- Assisted resident with daily living and provision of fun, safe and engaging activities to ensure that their days are happy and fulfilling.

Business Owner, AVICENNA

Jan 2020- Present

- Project management
- Filed paper work to receive business licenses and permits
- Managed expenses for startup costs
- Communicated and coordinated plans with city departments
- Coordinated with designers regarding branding
- Evaluated potential candidates, recruited and hired Employees.

Education

Humboldt State University
Bachelor In Psychology:
2015-2020

Awards

Presidential Scholarship, Deans List, Diversity & Inclusion of Minorities Award

Skills

- Psychotherapy Research Design
- Industrial/Organizational Psych
- Consumer Behavior
- Business Psychology
- Cognitive psychology
- Social Psychology
- Dynamics of Abnormal Behavior
- Interviewing and Counseling
- Coaching
- Behavior Modification
- Clarity
- MS Office, Outlook, Google Suite
Adobe Suite

Katharine E. Hildebrand

San Diego, CA

PROFESSIONAL SUMMARY

Friendly, outgoing individual with a high level of tolerance and empathy for those struggling with mental health issues, addiction, and homelessness. Possesses a strong desire to help others and has the lived experience to relate.

QUALIFICATIONS

- Lived Experience
- In Recovery
- Team Player
- Friendly
- Adaptable
- Safety Conscious
- Empathetic
- Goal Oriented
- Outgoing
- Conflict Resolution Skills
- Driver's License
- Communication Skills
- Positive Attitude

RELEVANT WORK EXPERIENCE

Outreach Specialist on the Rapid Response Team

- Responds quickly to community requests for outreach intervention.
- Writes reports to other staff regarding clients needs/concerns .
- Provide conflict resolution to aggravated clients.
- Provide transportation for clients to appointments.
- Utilizing a “whatever it takes” approach to provide ongoing supportive services and case management to help clients get document ready and prepared for housing.
- Provide crisis intervention services in the field.
- Display knowledge of available community resources and assist clients in connecting with them.
- Provide appropriate support and structure for clients in dealing with their barriers.
- Interacts continually with clients to build rapport.
- Works to build relationships within the community to identify new and existing opportunities to enhance the services we can provide.
- Records accurate and up to date information on all services provided on a daily basis.

EMPLOYMENT HISTORY

<i>Position Title</i>	<i>Company Name</i>	<i>Location</i>
Outreach Specialist with RRT	PATH San Diego	San Diego, CA
Maintenance Supervisor	Terra Vista Management	San Diego, CA
Behavioral Health Technician	American Addiction Centers	Laguna, CA
Caltrans Crew Member	Center for Employment Opportunities	San Diego, CA
Electrician Apprentice	CIW	Corona, CA

EDUCATION

Degree Earned
Electrician Program
GED

School Name
Stratford Career Institute
Poway Adult School

Dates S
2011 - 2015
2004

GABRIELLA LEDEZMA

I am an innovative professional with experience across multiple industries, looking for an opportunity where I can use my dynamic skillset to help empower others in my community.

EDUCATION:

Bachelors of Art in Psychology, San Diego State University, May 2019

Associates Degree in Communications, Southwestern College, May 2015

EXPERIENCE

Community Outreach Specialist, PATH, January 2022- Present

- Collaborate with clients to develop individualized service plans (ISP) that address barriers to obtaining service and housing
- Mentor client progression through ISP and develop modifications as necessary
- Provide on-going support to clients including assistance with documentation gathering, housing location and application, and attending appointments
- Build relationships in the community with business owners, realtors, landlords, and community based organizations to identify new and existing opportunities to better assist clients

Case Manager II, IHOT at Telecare Corporation, August 2020-January 2022

- Completes case management assessment on all participants entering caseload
- Outreach participants that have severe and persistent mental illness and co-occurring substance use disorders in the community
- Develop treatment plans and makes referrals for services and mental health treatment based on participant need
- Maintains close communication with providers to ensure proper coordination of care
- Documents in a timely manner and maintains the case records in accordance with agency and regulatory standards and requirements
- Head of Morale and Inclusion Committee at Telecare IHOT

Manager/ Talent Recruiter, Communal Coffee, May 2016-March 2020

- Responsible for recruiting, interviewing, and hiring
- Conducted performance reviews and developed action plans to ensure individual and staff success
- Trained all new staff to ensure quality performances and work readiness

Intern with Community Research Foundation, September 2018-December 2018

- Assisted in group therapy session with members diagnosed with co-occurring mental health disabilities and substance abuse disorders
- Participated in workshops to help members find jobs and housing
- Assisted with member enrollment and outreach for potential candidates to the program

Activities Coordinator, Mount Miguel Covenant Village, May 2015- September 2015

Barista Lead, Starbucks, San Diego CA, September 2011- May 2016

SKILLS:

- Fluent in Spanish
- Cultural Sensitivity
- Passionate about Community Empowerment
- Strength-based Case Management
- Mental Health Advocacy
- Community Outreach and Engagement
- Conflict Resolution
- Collaborative and Team Oriented



MORRIS LOTONUU

El Cajon, CA 92020

Summary

Community-focused Outreach Specialist with 4 plus years of varied experience engaging in at-risk communities and fostering life-changing improvements in clients' lives. Technically-savvy team player with stellar communication and networking skills and proven proficiency at connecting with clients, supporters and volunteers. Highly organized time manager and teacher.

Skills

- Data collection
- Client interaction
- Client record abstraction
- Scheduling participants
- Online research
- Confidential data protection
- Reliable and trustworthy
- Team management
- Microsoft Office
- Collaboration
- Teambuilding
- Time management
- Supervision
- Communication
- Troubleshooting

Experience

PATH | San Diego, CA
Outreach Specialist- Rapid Response Team
10/2021 - Current

- Implemented community outreach and engagement plans to reach vulnerable communities.
- Presented clients with information, referrals and assistance accessing resources such as food, housing and transportation.
- Performed ongoing monitoring of care plans to evaluate effectiveness, documenting interventions and goal achievements and suggesting changes accordingly.
- Collaborated with community-based organizations and key stakeholders to address community initiatives.
- Cultivated and developed relationships with existing and potential referral sources, identified new partners, uncovered untapped opportunities and raised brand awareness.
- Coordinated specific psychosocial resources to meet members' identified needs.
- Traveled throughout service area to educate community, met with people interested in receiving services and represented agency before wide range of professional constituencies.

Veterans Village of San Diego | San Diego, CA
Lead Outreach Specialist
08/2019 - 09/2021

- Implemented community outreach and engagement plans to reach vulnerable communities.
- Presented clients with information, referrals and assistance accessing resources such as food, housing and transportation.
- Performed ongoing monitoring of care plans to evaluate effectiveness, documenting interventions and goal achievements and suggesting changes accordingly.

- Collaborated with community-based organizations and key stakeholders to address community initiatives.
- Cultivated and developed relationships with existing and potential referral sources, identified new partners, uncovered untapped opportunities and raised brand awareness.
- Maintained outreach contacts in organization's database to track progress toward base building goals.

Alpha Project | San Diego, CA
Outreach Specialist
 11/2017 - 08/2019

- Successfully sourced, screened, interviewed and enrolled new students.
- Tracked data using spreadsheets to record pledges, phone calls and canvassing.
- Counseled prospective applicants on admissions process and opportunities by explaining documentation and timeframes.
- Developed and distributed written materials to inform potential clients of available services and to generate financial and volunteer support.
- Implemented community outreach and engagement plans to reach vulnerable communities.

Alpha Project | San Diego, CA
Shelter Monitor
 11/2017 - 08/2019

- Performed light housekeeping and organization to maintain safe and clean environment.
- Maintained professionalism and efficiency in emergency situations.
- Remedied issues and promoted conflict resolution by De-escalating and mediating.
- Observed safety protocols to minimize accidents and spread of disease.

Path San Diego | San Diego, CA
Outreach Specialist/ Lead Outreach Specialist
 10/2021 - Current

- Implemented community outreach and engagement plans to reach vulnerable communities.
- Presented clients with information, referrals and assistance accessing resources such as food, housing and transportation.
- Collaborated with community-based organizations and key stakeholders to address community initiatives.
- Developed and distributed written materials to inform potential clients of available services and to generate financial and volunteer support.
- Maximized community outreach, developing customer, public and government rapport to strengthen branding initiatives.
- Assigned, administered and monitored social work cases for individuals and families.
- Partnered with senior leadership to execute needs analysis, requirements definition and sourcing timelines to ensure ontime, under-budget candidate identification.

Education and Training

Morse High School | San Diego, CA
High School Diploma
 06/2005

Clarrissa A. Payan

San Diego CA 92113

She/Her

Skills

Great with meeting new people, compassionate, understanding, great listening skills. Learn quickly and love to fill a need of helping others.

Experience

March 2022-Present

PATH of San Diego - *Outreach Specialist*

- Respond to the community request for outreach intervention
- Build open communication with clients in order to provide assistance such as obtaining legal documentation in order to be ready for housing matches.
- Build a good repor with communities by having healthy interactions with people experiencing homelessness.

November 2022- February2022

Carquest LaMesa - *Delivery Specialist*

- Delivered auto parts in a safe a timely manner
- Processed returns and warranties with proper labels
- Maintained a clean vehicle and obeyed all traffic laws

May 2016-November2020

ECTLC ElCajon - *Campus Advisor*

- Completed intake with new clients
- Provided transportation to and from appointments
- Oversought and accounted for all clients throughout the day according to our program scheduled activities

Education

March 2007

John Muir Charter High School- General Education

Antonia Perez	Imperial Beach, CA. 91933
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PROFESSIONAL SUMMARY

Skilled Counselor with over 26 years of experience in addictions and human services. Extensive case management experience with marginalized and at-risk populations. Proficient in research, organizational capacity building and development of culturally specific programming and curriculum

WORK EXPERIENCE

Outreach Specialist, PATH San Diego, 11/29/2021– Present

- Deliver person-centered homelessness resolution services in the field to people living unsheltered in the City of San Diego.
- Collaborate with members of PATH’s outreach teams and other service providers across the city to optimize service delivery.
- Carry caseload of 15-25 high-need clients for street-based case management.
- Conduct street outreach and provide immediate services to 25-50 additional clients moving toward engagement.

Rachel’s Women Center, Homeless Shelter, Downtown San Diego, CA. 09/14/2020-10/09/2021

Crest Wood Behavioral Health San Diego CA.-Recovery Coach, December 10, 2018-to 5/4/2020

UPAC, San Diego, CA — Treatment Lead Counselor, 2010 - 2017

El Cajon Treatment Center, E I Cajon, CA — Lead Counselor, 2006-2014

National City, CA — Healthy beginnings/ Nueva Esperanza, 1999-2006

McAlister Institute South Bay (Options Day Treatment) San Diego, CA. — Substance Abuse Counselor, 1996-1999

EDUCATION

University of Phoenix, San Diego, CA

BSW Human Services - 2005

San Diego City College, San Diego, CA -A.A. **Behavioral Sciences & Chemical Dependency - 2000**

20 Hours of Professional Assault Crisis Training and Restraint Certification

Certificate of completion in 80-hours Peer Support Specialist training course

SKILLS

- Case Management
- Group Facilitation
- Bilingual Spanish
- Demonstrated ability to work in a team-fostered environment with minimal supervision

Cory Stapleton

In the service of others. My strongest virtues are patience, modesty, and justice.

EDUCATION

San Diego State University, Bachelor of Arts Degree Cum Laude
Major in English with a double minor in Anthropology and Philosophy

San Diego, CA
Graduated 2017

CERTIFICATIONS

- Mental Health First Aid Certified
- Motivational Interviewing Certified
- CPR Certified

WORK EXPERIENCE

PATH

San Diego, CA

Outreach Specialist

2020 – Present

- Delivered person-centered homelessness resolution services in the field to people living unsheltered in the City of San Diego.
- Carried caseload of 15-25 high-need clients for street-based case management.
- Conducted street outreach and provide immediate services to 25-50 additional clients moving toward engagement.
- Through a standardized multidisciplinary outreach team model, I develop trust and rapport with individuals providing them with high intensity street-based case management.
- Collaborated with members of PATH's outreach teams and other service providers across the city to optimize service delivery.
- Help identify areas in which assistance is needed to accomplish the outline goals and objectives and monitor and evaluate individual's progression through their ISP.
- Advocate on behalf of individuals and assist with documentation and applications.
- Complete case notes and data entry into HMIS.
- Trainer for RTFH on Housing Diversion and Alternative Housing Solutions.

YMCA

San Diego, CA

Site Supervisor

2018 - 2020

- Developed rapport with students and families to create an environment that is welcoming and inclusive through a trauma informed lens.
- Coach a team of employees to facilitate and lead group activities with youth in accordance with the daily and monthly planning.
- Reach out to local businesses and community members to foster learning opportunities for program participants and seek donations for the program from the community.
- Collaborate with school personnel, program partners, and community to align high-quality academic activities and coordinate student services with the trust and assurance of all parties.
- Work closely with teachers, counselors, and office administration to ensure that students with IEPs and 504 Plans are receiving necessary support.
- Actively supervise program participants, always ensuring their guidance and safety.

Benjamin Stohs

El Cajon, California, 92021

Education

Bachelor of Arts Degree in Psychology
San Diego State University, San Diego, CA

Expected May 2023

Associate of Arts Degree in Psychology
San Diego Mesa College, San Diego, CA

June 2021

- Overall GPA: 4.0
- Community Service Representative, Psi Beta Honor Society

Dec. 2019-Dec. 2020

Experience

Outreach Specialist

May 2022-present

PATH San Diego, San Diego, CA

- Delivered person-centered homelessness resolution services in the field to people living unsheltered in the City of San Diego.
- Collaborated with members of PATH's outreach teams and other service providers across the city to optimize service delivery.
- Carried caseload of 15-25 high-need clients for street-based case management.
- Conducted street outreach and provide immediate services to 25-50 additional clients moving toward engagement.

Psychological Volunteer Assistant

Sep. 2019-Dec. 2019

The Meeting Place Clubhouse Inc, San Diego, CA

- Facilitated tasks alongside people diagnosed with mental health disorders.
- Assisted individuals in learning work-related skills and prepared them to join the work force.
- Provided wellness programs including daily exercise and healthy meals.

Food and Beverage Attendant

Nov. 2020-Apr. 2022

Viejas Casino and Resort, Alpine, CA

- Trained 10+ new employees in a fast-paced environment.
- Took beverage orders and prepared them for customers quickly and effectively.

Full-Time Missionary

Sep. 2015-Sep. 2017

The Church of Jesus Christ of Latter-day Saints, Cleveland, OH

- Learned how to set goals and worked hard to achieve them.
- Worked closely with a partner under a rigorous daily schedule to accomplish objectives.
- Developed planning and group leadership skills.
- Specific duties: planned outreach activities, established contacts with community members, met with investigators, and carried out service projects in the community.

Additional Experience

Eagle Scout Award, Boy Scouts of America

Sep. 2012

Tyjee Wheeler

San Diego, CA 92102

As a young professional, I can adapt, and excel, in any environment that I take part in. I'm a quick learner and skilled at performing at my highest capability, with little to no supervision. I'm proficient at technology, math, documentation, scheduling, money management, etc. I am a team player and very comfortable with playing a lead role. With my experience, I have proven that I can excel to any occasion or task at hand.

Work Experience

Outreach Specialist

PATH - San Diego, CA

August 2021 to Present

- Provide case management and crisis intervention to individuals experiencing homelessness.
- Develop individualized service plans with clients, to obtain housing and get connected to services.
- Network with community partners to tackle the barriers of ending homelessness.

Behavioral Technician

Liberty Healthcare - Ramona, CA November 2020 to

May 2021

- Providing behavior modification intervention services for people with developmental and mental disabilities.
- Conducting functional assessments of clients to identify factors that are maintaining dangerous, maladaptive and disruptive behaviors.
- Rapidly responding to individual client needs
- Design, supervise and implement behavior modification services for people who have intellectual and developmental disabilities.

Insurance Specialist

Wakefield & Associates - Eatontown, NJ

December 2018 to January 2020

- Follow-up on accounts by contacting medical insurance companies and patients via telephone/mail to verify benefits and eligibility dates and payment status, according to schedule of disposition to be worked on given days.
- Gather information regarding other pending claims on account.
- Researches, identifies, and rectifies any special circumstances affecting resolution of patient accounts.
- Update patient accounts in system with any action taken or additional information attained when verifying benefits.
- Must follow HIPPA guidelines.

Direct Support Professional

People's Care Behavioral Health Systems - San Diego, CA

July 2017 to July 2018

- Provide in-home patient care for developmentally disabled young adults.
- Bathe, groom and assist patients with daily activities.
- Administer medication, following the six rights for verification purposes.
- Accompany patients to doctor's appointments with necessary documentation and medication.
- Document patient behaviors, for state records, and assist with treatment modalities.

Direct Support Professional

The SAILS Group - San Diego, CA

July 2016 to August 2017

- Assist developmentally disabled adults with self-help needs, including support in grooming, hygiene, toileting, feeding, and mobility.
- Planning and implementing a calendar of activities for participants.
- Facilitate resident and family communications to improve program satisfaction.
- Implement and maintain patient's behavior management plan.
- Administer medication, per instruction, and develop systems to ensure patients continue regime when alone.

Program Assistant

The Arc of Monmouth - Tinton Falls, NJ December 2015 to

May 2016

- Teach developmentally disabled adults a steady regime to continue when alone, including support with grooming, hygiene, toileting, feeding, and mobility.
- Monitor operations inside of the facility to verify patient safety.
- Protected patients from harm through vigilant care and home training.
- Create and implement nutritious meal plans.
- Observe and document patient's daily improvements on behavior and individual service plans.

Education

High School Diploma

Long Branch High School - Long Branch, NJ

Skills

- Proficient user of Mac OS and Microsoft Office
- Outstanding skills in public speaking and customer relations/service.
- Experience and understanding of diverse backgrounds.
- Trained in Personal Development

Certifications and Licenses

Adult and Pediatric First Aid/CPR/AED

April 2021 to April 2024

Cory A. Hunt

Chula Vista, CA 91911

Skills

- Inventory Management System
 - Point of Sale System
 - Customer Service
 - Communication
 - Problem-Solving
 - Time Management
 - Guest Services
 - Night Audit
-

Experience

PATH People Assisting The Homeless/

Program Associate Outreach San Diego

Oct 2021-Present

- Assist the Director of Outreach Program
- Inventory Procurement for City and County Programs
- Vehicle Maintenance/ Monthly Checks
- Assist with Hotel Reservations/Renewals
- Distribute Inventory for all Outreach Programs
- Assist with Front Desk duties
- Track Inventory
- Create monthly forms for Staff and Clients logging of gift cards
- Track credit card purchases for Outreach Program
- Order furniture for clients as needed

Hard Rock Hotel / Night Auditor

MAY 2019 - JULY 2020, SAN DIEGO, CA

- Checked guests in/out
- Created Third Party reservations & ensured their proper routing
- Filed and made copies of any banquet charges
- Filed room charges for Bars/Rooms/Restaurants
- Charged all no-shows/cancellations
- Applied shipping charges to folios (guest accounts/hotel bills)
- Charged any open/pending folios
- Sorted credit card receipts by vendor or by Bartender
- Closed out all valet credit card authorizations
- Took room service orders
- Followed Standard Operating Procedures for noise complaints, room issues & room changes/moves
- Notified Management of issues, noise complaints & emergencies by sending Night Audit reports for review
- Utilized proper radio communication with all departments (Housekeeping, Engineering, Valet, Room Service and Security)
- Created & analyzed daily House Accounts for accuracy prior to running End-of-Day reports

- Initiated the End-of-Day process & sorted all End-of-Day reports
- Closed out daily House Accounts & checked them in after rolling dates
- Generated Down-Time reports every 2 hours
- Transferred all files from Night Audit Flash Drive to EHInsider
- Coordinated delivery of End-of-Day reports to the Finance department

Liberty Tobacco / Sales Clerk

APRIL 2008 - APRIL 2019, SAN DIEGO, CA

- Event planning as needed for in-house or charity promo events
- Made custom product labels and packaging for specific events
- Managed social media pages: Facebook and website
- Received product into IMS system and verified pricing
- Processed wholesale orders and payments
- Placed purchase orders to restock inventory
- Facilitated phone and out-of-state orders
- Utilized IMS system to create promotions
- Created flyers for events and promotions
- Generated end-of-month reports
- Sent promotional email blasts
- Assisted customers in person
- Handled daily bank deposits
- Maintained vendor relations
- Ran inventory checks
- Trained new employees

Captain Hunt Tobacconist / Sales Clerk

1998 - 2009, SAN DIEGO, CA

- Followed open-and-close shop procedures
- Assisted customers
- Processed phone orders
- Performed clerical duties

Education

CSU San Marcos / Bachelor of Science - Business Service Sector

1998 - 2003, SAN MARCOS, CA

Castle Park High School - High School Diploma

1994 - 1998, CHULA VISTA, CA



1250 6th Avenue
San Diego, CA 92101
T: 619-786-PATH
W: www.epath.org
F: facebook.com/SDConnections

JOB DESCRIPTION

Position: Navigator
Title: Peer Support Specialist
Level: I
Classification: Full Time
FLSA: Non-Exempt

Reports To: Program Manager
Department: Coordinated Street Outreach
Supervisory Responsibilities: None
Location: San Diego

Summary:

The Peer Support Specialist identifies and builds positive relationships with homeless individuals and families living on the street or in vehicles. Peer Support Specialists assist clients in breaking the cycle of homelessness by moving from the street to housing (interim, rapid re-housing and permanent housing), accessing necessary social services, and linking individuals to mainstream resources.

As part of the Coordinated Street Outreach Program, the Peer Support Specialist will be part of the Rapid Response Team and/or the Mobile Homeless Resolution Team. As part of the Coordinated Street Outreach program, the Peer Support Specialist provides and supports with outreach, case management, housing location, and transportation.

Other responsibilities for Peer Support Specialists include: crisis intervention for homeless in the community, monitoring client progression through their Housing Stabilization Plan (HSP), and assisting clients with necessary documents to obtain stable housing.

Responsibilities:

The following reflects management's definition of essential functions for this job but does not restrict the tasks that may be assigned. Management may assign or reassign duties and responsibilities to this job at any time due to reasonable accommodation or other reasons. Reasonable accommodations may be made to enable individuals with disabilities to perform essential job functions.

- Works as part of a team to develop Housing Stabilization Plans with clients that are client centered and identify clear objectives.
- Provide support with outreach, case management, housing location, transportation assistance
- Promote and follow program established values, guidelines and rules
- Provide a high quality environment for all clients
- Participate in staff meetings and training as assigned
- Maintain complete and accurate documentation of service objectives and outcomes as well as other services in accordance with federal, state, county and PATH guidelines
- Maintain client-related data tracking systems, including travel logs, incident reports, case notes and complete HMIS entries
- Prepare case-related reports including but not limited to: outcomes, successes and challenges
- Complete follow-up and retention services, as necessary and provide back-up documentation in client file

JOB DESCRIPTION (continued)

Peer Support

Qualifications

- Experience providing direct services to vulnerable individuals
- Demonstrated ability to work with diverse communities
- Ability to work independently and within a team environment and exercise good judgment
- Must be able to pass CPR/First Aid training
- Capability to work in a fast paced environment
- Maintain regular attendance

Required Qualifications

- Lived experience with homelessness, mental health or substance use challenges. Peer Support Certification is strongly preferred.
- Valid class C driver's license
- Able to work alternative work schedule as needed
- Employment Eligibility Verification
- Reliable transportation
- Updated tuberculosis test
- Successful completion of background screening



JOB DESCRIPTION

Position: Director
Title: Associate Director
Level: I
Classification: Full Time
FLSA: Exempt

Reports To: Director of Outreach
Department: Outreach
Supervisory Responsibilities: Yes
Location: San Diego

340 North Madison Avenue
Los Angeles, California 90004
Tel (323) 644-2200
Fax (323) 644-2288
www.epath.org

Summary:

PATH is a non-profit organization that provides services to people experiencing homelessness. Our mission is to end homelessness for individuals, families and communities. We believe our mission can be achieved by providing permanent housing and highly individualized supportive services. We are committed to improving the quality of services by creating a diverse and inclusive work environment for the community at large. We seek the input from clients, employees, and stakeholders to ensure service delivery and accessibility is equitable to all people served.

This position will serve as the Associate Director for the Coordinated Street Outreach (CSO) Program for the San Diego community. The CSO Program provides coordinated and strategic outreach services to the most chronic and vulnerable individuals experiencing homelessness. The primary objective of the programs is to link the clients to services that will improve their wellness and ultimately move them towards obtaining permanent housing.

The Associate Director is responsible for the overall operations of the program. This will include administrative, supervisory, and sub-contractor oversight. The Associate Director is responsible for developing and revising the outreach strategies for coordination and service delivery. This position provides and coordinates training and education to all interdisciplinary team staff in the areas of mental health, crisis assessment and de-escalation, strengths-based case management planning, motivational interviewing and other evidenced based practices effective with a vulnerable, homeless population. This position also acts as a liaison with community care providers, hospitals, jails and other institutions to facilitate access to services for vulnerable individuals. Additionally, this position is responsible for seeking opportunities to expand the EOT program.

Responsibilities:

The following reflects management's definition of essential functions for this job but does not restrict the tasks that may be assigned. Management may assign or reassign duties and responsibilities to this job at any time due to reasonable accommodation or other reasons. Reasonable

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HFH Outreach Program Manager

Page 1 of 3
Rev. 04/2017

JOB DESCRIPTION (cont.)

Associate Director

accommodations may be made to enable individuals with disabilities to perform essential job functions.

- **Program Management & Oversight-** In collaboration with the Director of Outreach, successful implementation, coordination of participant services, achievement of program performance measures, and evaluation of services provided. Ensure the program identified above is in compliance with contracts, partnership agreements, and all other funding requirements, program goals, and stakeholder expectations. Operate as the primary contact person for all program matters. This includes program monitoring by funders, monitoring sub-contractors, responding to specific program inquiries from outside partners, and working with the Finance department to monitor program budgets.
- **Program Development-** In collaboration with the Director of Outreach and Director of Housing Initiatives, the Associate Director is expected to cultivate relationships with prospective partners and funders that will contribute towards the growth of the program. The position will collaborate with PATH's Development team to strategize on funding opportunities and grant writing. Additionally, the position is expected to be a proxy for the Director of Outreach and Director of Housing Initiatives for community stakeholder meetings.
- **Staff Support/Development-** Provide direct supervision to all staff managing the above mentioned program. Plan and schedule on-going workload assignments set and adjust work to be accomplished by staff; and prepare schedules for work completion. Conduct weekly supervision meetings with staff; provide regular and appropriate feedback including training, opportunities for professional growth, verbal and written improvement plans when needed, and regular evaluations.
 - **Program Outreach** – Educate, network and represent program to local agencies, coalitions, community stakeholders, Institutions, Chambers of Commerce, Business Improvement Districts, Neighborhood Councils, Law Enforcement, City and County government, residents, and other organizations.
 - **Reports/ Contracts and Compliance** - Review and authorize all program and contract reports prior to submittal. Review and explain contract scope and services to staff. Submit regular monthly report. Perform periodic internal audits. Attend all monitoring site visits.
 - **Program development and evaluation-** Function as a liaison between funder and program to ensure system level barriers are reduced, innovative strategies and interventions are implemented and in alignment with contract scope of work and PATH's integrated service approach. Collaborate and work alongside the evaluation team to ensure program level data is used to assess and manage program staff, and program and client outcomes.

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JOB DESCRIPTION (cont.)

Associate Director

Qualifications

- Supervisory experience in homeless services, street outreach, and with strong skills in staff supervision, program development and implementation and development of policies and procedures.
- Demonstrated experience with program start up preferred.
- Extensive experience working with program funders.
- Experience analyzing program procedures and practices to identify barriers and impediments to achieving goals and making recommendations for course-correction.
- Knowledge of program management, experience preparing and monitoring program budgets.
- Effective time management and communication skills. Includes speaking, listening, and writing in a clear, thorough and timely manner using appropriate and effective communication tools and techniques.
- Strong ability to effectively resolve and cope with immediate crisis situations.
- Strong organizational, detail orientated, and time management skills.
- Proven ability to work independently, effectively as an individual and part of a team.
- Strong ability to represent the interests of the agency, interact effectively with a diverse group, and be comfortable building successful collaborative relationships with program participants, staff, and other stake holders.

Required Qualifications

- Employment Eligibility Verification.
- Reliable transportation.
- Updated tuberculosis test.
- Successful completion of background screening.
- Ability to work flexible hours which may include evenings or weekends

Physical Demands

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform essential job functions.

In the course of performing the job, this position typically spends time sitting, standing, climbing stairs, walking, driving, carrying (20lbs), and lifting (20lbs). Employee must have the physical stamina to stand and walk for extended periods, (3-4 hours). Operating a computer keyboard, firm/strong grasping, and repetitive hand control. Able to complete all forms in personal writing. Makes and receives telephone calls. Use of general office equipment, copier, scanner, fax machine Subjected to outside environmental conditions.



1250 6th Avenue
San Diego, CA 92101
T: 619-786-PATH
W: www.e-path.org
F: facebook.com/SDConnections

JOB DESCRIPTION

Position: Manager
Title: Program Manager
Level: III
Classification: Full Time
FLSA: Exempt

Reports To: Associate Director
Department: Coordinated Street Outreach
Supervisory Responsibilities: Yes
Location: San Diego

Summary:

This position will serve on the Coordinated Street Outreach program as the Program Manager for the Rapid Response Team. The Rapid Response Team will provide a rapid response to calls for concern about unsheltered persons, and provide routine outreach in identified areas with concentrations of unsheltered individuals. This rapid response is focused on brief engagements and quick problem solving.

The Program is being implemented in alignment with the City of San Diego's Community Action Plan on Homelessness, which identifies client-centered, housing-focused outreach as a key component of an integrated homelessness response system. The Program will actively engage households who are experiencing homelessness through two primary functions. The primary role will be to strategically engage individuals prioritized on the By Name List managed by the Regional Taskforce on the Homeless and to facilitate permanent housing placements. The secondary function focuses outreach resources in identified areas with concentrations of unsheltered individuals with an emphasis on diverting individuals from the homeless response system and/or meeting basic needs, providing connections to bridge housing, emergency shelter and supportive services including connection to the Coordinated Entry System.

This position will work under the Associate Director of Outreach to support the day to day operations of the Rapid Response Team. Responsibilities include administrative, clinical and supervisory oversight of a small team of staff as well as direct client services including but not limited to, providing intensive case management services in a field based setting, contract and program reporting, training and oversight of chart documentation, and development of case management and community housing stabilization plans. This position provides training and education to outreach staff in the areas of mental health, crisis intervention, de-escalation, strengths-based case management planning, trauma informed care, motivational interviewing and other evidenced based practices effective with a vulnerable, homeless population.

Responsibilities:

The following reflects management's definition of essential functions for this job but does not restrict the tasks that may be assigned. Management may assign or reassign duties and responsibilities to this job at any time due to reasonable accommodation or other reasons. Reasonable accommodations may be made to enable individuals with disabilities to perform essential job functions.

- **Program Management & Oversight-** In collaboration with the Associate Director of Programs, provide administrative oversight to ensure successful implementation, coordination of participant services, achievement of program performance measures, and evaluation of services provided. Ensure the program identified above is in compliance with contracts, partnership agreements, and all other funding requirements, program goals, and stakeholder expectations. Operate as the primary contact person for all program matters. This includes program monitoring by funders, responding to specific

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JOB DESCRIPTION (cont.)

Program Manager

program inquires from outside partners, collaborating with other PATH programs, and working with the Finance department to monitor program budgets.

- **Clinical oversight-** Provide clinical support, training and supervision to Coordinated Street Outreach program staff. This position is expected to be available for clinical consultation, provide regular supervision, and conduct bio psychosocial and other basic health assessments for intake into Interim housing. Be knowledgeable and have experience providing evidenced based practices effective with a vulnerable homeless population including but not limited to, motivational interviewing, critical time interventions, harm reduction, housing first and crisis and suicide assessment.
- **Staff Support/Development-** Provide direct supervision to all staff managing the program. Plan and review on-going workload assignments and adjust staff schedule and caseload as needed. Conduct weekly supervision meetings with staff, facilitate weekly case conferencing; provide regular and appropriate feedback including training, opportunities for professional growth, verbal and written improvement plans when needed, and regular evaluations.
 - **Program Outreach** – Educate, network and represent programs to local agencies, coalitions, community stakeholders, Law Enforcement, City and County government, residents, and other organizations.
 - **Reports/ Contracts and Compliance** – This position is expected to work autonomously and conduct critical data analysis to evaluate and improve service delivery. Prepare and submit monthly/quarterly contract required reports. Work in collaboration with the Quality Assurance Department to perform regular internal audits. Attend all monitoring site visits.

Qualifications

- Bachelors Degree in Human Services or related field, Masters Degree in Human Services is preferred.
- Experience working with vulnerable populations with strong skills in staff supervision, program development and implementation and development of policies and procedures.
- Demonstrated experience with program start up preferred.
- Experience working with program funders.
- Experience analyzing program procedures and practices to identify barriers and impediments to achieving goals and making recommendations for course-correction.
- Effective time management and communication skills. Includes speaking, listening, and writing clearly using collaborative and professional communication tools and techniques.
- Strong ability to effectively resolve and cope with immediate crisis situations.
- Strong organizational, detail orientated, and time management skills.
- Proven ability to work independently, effectively as an individual and part of a team.
- Strong ability to represent the interests of the agency interacts effectively with a diverse group, and be comfortable building successful collaborative relationships with program participants, staff, and other stake holders.

Required Qualifications

- Employment Eligibility Verification.
- Reliable transportation.
- Updated tuberculosis test.
- Successful completion of background screening.
- Ability to work flexible hours which may include evenings or weekends



1250 6th Avenue
San Diego, CA 92101
T: 619-786-PATH
W: www.eopath.org
F: facebook.com/SDConnections

JOB DESCRIPTION

Position: Manager
Title: Program Manager
Level: III
Classification: Full Time
FLSA: Exempt

Reports To: Associate Director
Department: Coordinated Street Outreach
Supervisory Responsibilities: Yes
Location: San Diego

Summary:

This position will serve on the Coordinated Street Outreach program as the Program Manager for the Mobile Homelessness Response Team. This team will provide intensive supports to a small group of unsheltered people who have been prioritized because of their chronic homeless status, vulnerability, and/or acuity. The intensive supports are intended to resolve any barriers to accessing housing. The intended solution is a positive exit from homelessness as a direct result of the persistent and problem-solving approach used by the outreach services.

The Program is being implemented in alignment with the City of San Diego's Community Action Plan on Homelessness, which identifies client-centered, housing-focused outreach as a key component of an integrated homelessness response system. The Program will actively engage households who are experiencing homelessness through two primary functions. The primary role will be to strategically engage individuals prioritized on the By Name List managed by the Regional Taskforce on the Homeless and to facilitate permanent housing placements. The secondary function focuses outreach resources in identified areas with concentrations of unsheltered individuals with an emphasis on diverting individuals from the homeless response system and/or meeting basic needs, providing connections to bridge housing, emergency shelter and supportive services including connection to the Coordinated Entry System.

This position will work under the Associate Director of Outreach to support the day to day operations of the Mobile Homelessness Response Team. Responsibilities include administrative, clinical and supervisory oversight of a small team of staff as well as direct client services including but not limited to, providing intensive case management services in a field based setting, contract and program reporting, training and oversight of chart documentation, and development of case management and community housing stabilization plans. This position provides training and education to outreach staff in the areas of mental health, crisis intervention, de-escalation, strengths-based case management planning, trauma informed care, motivational interviewing and other evidenced based practices effective with a vulnerable, homeless population.

Responsibilities:

The following reflects management's definition of essential functions for this job but does not restrict the tasks that may be assigned. Management may assign or reassign duties and responsibilities to this job at any time due to reasonable accommodation or other reasons. Reasonable accommodations may be made to enable individuals with disabilities to perform essential job functions.

JOB DESCRIPTION (cont.)

Manager

- **Program Management & Oversight-** In collaboration with the Associate Director of Programs, provide administrative oversight to ensure successful implementation, coordination of participant services, achievement of program performance measures, and evaluation of services provided. Ensure the program identified above is in compliance with contracts, partnership agreements, and all other funding requirements, program goals, and stakeholder expectations. Operate as the primary contact person for all program matters. This includes program monitoring by funders, responding to specific program inquiries from outside partners, collaborating with other PATH programs, and working with the Finance department to monitor program budgets.
- **Clinical oversight-** Provide clinical support, training and supervision to Coordinated Street Outreach program staff. This position is expected to be available for clinical consultation, provide regular supervision, and conduct bio psychosocial and other basic health assessments for intake into Interim housing. Be knowledgeable and have experience providing evidenced based practices effective with a vulnerable homeless population including but not limited to, motivational interviewing, critical time interventions, harm reduction, housing first and crisis and suicide assessment.
- **Staff Support/Development-** Provide direct supervision to all staff managing the above mentioned program. Plan and review on-going workload assignments and adjust staff schedule and caseload as needed. Conduct weekly supervision meetings with staff, facilitate weekly case conferencing; provide regular and appropriate feedback including training, opportunities for professional growth, verbal and written improvement plans when needed, and regular evaluations.
 - **Program Outreach** – Educate, network and represent programs to local agencies, coalitions, community stakeholders, Law Enforcement, City and County government, residents, and other organizations.
 - **Reports/ Contracts and Compliance** – This position is expected to work autonomously and conduct critical data analysis to evaluate and improve service delivery. Prepare and submit monthly/quarterly contract required reports. Work in collaboration with the Quality Assurance Department to perform regular internal audits. Attend all monitoring site visits.

Qualifications

- Possess a Bachelors Degree in Human Services or related field, Masters Degree in Human Services is preferred.
- Experience working with vulnerable populations with strong skills in staff supervision, program development and implementation and development of policies and procedures.
- Demonstrated experience with program start up preferred.
- Experience working with program funders.
- Experience analyzing program procedures and practices to identify barriers and impediments to achieving goals and making recommendations for course-correction.
- Effective time management and communication skills. Includes speaking, listening, and writing in a clear, thorough and timely manner using collaborative and professional communication tools and techniques.
- Strong ability to effectively resolve and cope with immediate crisis situations.
- Strong organizational, detail orientated, and time management skills.
- Proven ability to work independently, effectively as an individual and part of a team.
- Strong ability to represent the interests of the agency interacts effectively with a diverse group, and be comfortable building successful collaborative relationships with program participants, staff, and other stake holders.

JOB DESCRIPTION (cont.)

Manager

Required Qualifications

- Employment Eligibility Verification.
- Reliable transportation.
- Updated tuberculosis test.
- Successful completion of background screening.
- Ability to work flexible hours which may include evenings or weekends



JOB DESCRIPTION

1250 6th Avenue
San Diego, CA 92101
T: 619-786-PATH
W: www.epath.org
F: facebook.com/SDConnections

Position: Navigator
Title: Outreach Specialist- Rapid Response Team
Level: II
Classification: Full Time
FLSA: Non-Exempt

Reports To: Program Manager
Department: Coordinated Street Outreach
Supervisory Responsibilities: None
Location: San Diego

Summary:

This position serves in the Coordinated Street Outreach program as an Outreach Specialist on the Rapid Response Team. The Program is being implemented in alignment with the City of San Diego's Community Action Plan on Homelessness, which identifies client-centered, housing-focused outreach as a key component of an integrated homelessness response system. The Program will actively engage households who are experiencing homelessness through two primary functions. The primary role will be to strategically engage individuals prioritized on the By Name List managed by the Regional Taskforce on the Homeless and to facilitate permanent housing placements. The secondary function focuses outreach resources in identified areas with concentrations of unsheltered individuals with an emphasis on diverting individuals from the homeless response system and/or meeting basic needs, providing connections to bridge housing, emergency shelter and supportive services including connection to the Coordinated Entry System.

The Rapid Response Team Outreach Specialist will provide a rapid response to calls for concern about unsheltered persons, and providing routine outreach in identified areas with concentrations of unsheltered individuals. This rapid response is focused on brief engagements and quick problem solving. Outreach specialist will assist clients in breaking the cycle of homelessness by moving from the street to housing (interim, rapid re-housing and permanent housing), accessing necessary social services, and linking individuals to mainstream resources. Outreach Specialist will provide individualized client support throughout this entire journey by helping each client develop a plan to address their barriers, increase their income, and maintain and sustain permanent housing.

Responsibilities:

- Respond to concerns about persons who are homeless
- Perform persistent and frequent outreach services, contacting homeless persons in all places where they congregate in the geographic areas covered under our contracts.
- Appropriately and professionally advocate for client's needs. This includes mediating disputes between homeless persons and community members/neighborhood stakeholders.
- Collaborate with healthcare, behavioral healthcare, and other social service providers.
- Provide supportive services in a non-judgmental manner.
- Drive the outreach vehicle and transport clients to appropriate services.
- Provide crisis intervention in the field.
- Complete case notes and data entry into the Homeless Management Information System

JOB DESCRIPTION (continued)

Outreach Specialist

- Become knowledgeable of all pertinent services in the community that meet the needs of the individuals served. Provide information, referrals, linkages, and advocacy to assist clients in accessing services and resources.
- Attend community meetings. Collaborate and communicate with internal departments and external partnering agencies.
- Assist clients with procuring necessary documents and services such as identification card, birth certificate, social security income, disability income. This includes attending appointments and other related meeting with clients.
- Identify appropriate permanent housing options for clients such as subsidized housing, Section 8, Shelter Plus Care, and VASH, as well permanent supportive housing, affordable and market rate housing, and other housing opportunities.
- Assist clients with housing applications, complete supportive and subsidized housing paperwork, survey rental market for affordable housing, and advocate for clients with prospective landlords.
- Outreach and Relationship Management -Outreach to community, business owners, realtors, landlords, housing developers and other service providers to identify new and existing opportunities and build strong relationships to better assist clients in accessing resources, employment, supportive services, and housing opportunities.
- Respond to community requests for street outreach intervention.
- **Other duties as assigned**

Qualifications:

- Associate's, Bachelor's, and/or Masters preferred or equivalent experience in a related field.
- Lived experience is preferred
- Computer skills with proficiency in Microsoft Office. Experience using a data entry system, and/or customer relations management (CRM) system, and/or electronic health record (EHR).
- Maintain professional demeanor.
- Able to work independently and as part the team.
- Exercises mature judgment and decision making.
- Strong written and verbal communication skills.
- Timeliness and regular attendance to work and meetings
- Must maintain and execute confidential information.
- Highly motivated self-starter and ability to coordinate multiple projects simultaneously in a high-pressure environment
- Demonstrated ability to work with diverse communities.
- Good problem solving and conflict resolution skills

Required Qualifications

- Employment Eligibility Verification.
- Valid driver's license.
- Updated tuberculosis test.
- Successful completion of background screening.
- CPR/First Aid training



JOB DESCRIPTION

1250 6th Avenue
San Diego, CA 92101
T: 619-786-PATH
W: www.epath.org
F: facebook.com/SDConnections

Position: Navigator
Title: Outreach Specialist
Mobile Homeless Resolution Team
Level: II
Classification: Full Time
FLSA: Non-Exempt

Reports To: Program Manager
Department: Coordinated Street Outreach
Supervisory Responsibilities: None
Location: San Diego

Summary:

This position serves in the Coordinated Street Outreach program as an Outreach Specialist on the Mobile Homeless Resolution Team. The MHRT will provide intensive supports to a small group of unsheltered people who have been prioritized because of their chronic homeless status, vulnerability, and/or acuity. The intensive supports are intended to resolve any barriers to accessing housing. The intended solution is a positive exit from homelessness as a direct result of the persistent and problem-solving approach used by the outreach services.

The Program is being implemented in alignment with the City of San Diego's Community Action Plan on Homelessness, which identifies client-centered, housing-focused outreach as a key component of an integrated homelessness response system. The Program will actively engage households who are experiencing homelessness through two primary functions. The primary role will be to strategically engage individuals prioritized on the By Name List managed by the Regional Taskforce on the Homeless and to facilitate permanent housing placements. The secondary function focuses outreach resources in identified areas with concentrations of unsheltered individuals with an emphasis on diverting individuals from the homeless response system and/or meeting basic needs, providing connections to bridge housing, emergency shelter and supportive services including connection to the Coordinated Entry System.

The MHRT Outreach Specialist will be responsible for staying with a person through every step of being in a position where they can imminently move into housing. The MHRT will be responsible for journeying with an individual through every step of the process until housing and supports, as necessary, are obtained. The MHRT Outreach Specialist will provide individualized client support throughout this entire journey by helping each client develop a plan to address their barriers, increase their income, and maintain and sustain permanent housing.

Responsibilities:

- Respond to concerns about persons who are homeless and provide street based case management services
- Perform persistent and frequent outreach services, contacting homeless persons in all places where they congregate in the geographic areas covered under our contracts.
- Appropriately and professional advocate for client's needs. This includes mediating disputes between homeless persons and community members/neighborhood stakeholders.

JOB DESCRIPTION (continued)

Navigator

- Collaborate with healthcare, behavioral healthcare, and other social service providers.
- Provide supportive services in a non-judgmental manner.
- Drive the outreach vehicle and transport clients to appropriate services.
- Provide crisis intervention in the field.
- Complete case notes and data entry into the Homeless Management Information System
- Become knowledgeable of all pertinent services in the community that meet the needs of the individuals served. Provide information, referrals, linkages, and advocacy to assist clients in accessing services and resources.
- Attend community meetings. Collaborate and communicate with internal departments and external partnering agencies.
- Assist clients with procuring necessary documents and services such as identification card, birth certificate, social security income, disability income. This includes attending appointments and other related meeting with clients.
- Identify appropriate permanent housing options for clients such as subsidized housing, Section 8, Shelter Plus Care, and VASH, as well permanent supportive housing, affordable and market rate housing, and other housing opportunities.
- Assist clients with housing applications, complete supportive and subsidized housing paperwork, survey rental market for affordable housing, and advocate for clients with prospective landlords.
- Outreach and Relationship Management -Outreach to community, business owners, realtors, landlords, housing developers and other service providers to identify new and existing opportunities and build strong relationships to better assist clients in accessing resources, employment, supportive services, and housing opportunities.
- Respond to community requests for street outreach intervention.
- **Other duties as assigned**

Qualifications:

- Associate's Degree, Bachelor's Degree and/or Masters preferred or equivalent experience in a related field.
- Lived experience is preferred
- Computer skills with proficiency in Microsoft Office. Experience using a data entry system, and/or customer relations management (CRM) system, and/or electronic health record (EHR).
- Maintain professional demeanor.
- Able to work independently and as part the team.
- Exercises mature judgment and decision making.
- Strong written and verbal communication skills.
- Timeliness and regular attendance to work and meetings
- Must maintain and execute confidential information.
- Highly motivated self-starter and ability to coordinate multiple projects simultaneously in a high-pressure environment
- Demonstrated ability to work with diverse communities.
- Good problem solving and conflict resolution skills

Required Qualifications

JOB DESCRIPTION (continued)

Navigator

- Employment Eligibility Verification.
- Valid driver's license.
- Updated tuberculosis test.
- Successful completion of background screening.
- CPR/First Aid training



JOB DESCRIPTION

1250 6th Avenue
San Diego, CA 92101
T: 619-786-PATH
W: www.pathsd.org
F: facebook.com/path.LA

Position: Navigator
Title: Dispatch Specialist
Level: II
Classification: Full Time
FLSA: Non-Exempt

Reports To: Program Manager
Department: Outreach
Supervisory Responsibilities: None
Location: San Diego

Summary:

The Dispatch Specialist is responsible for fielding in-bound calls from the PATH/City of San Diego Homelessness Response Hotline, dispatching outreach staff to jobs in the field, keeping records of calls and work orders, and providing follow-up response to the individuals placing the calls. This position will support the overall mission of the outreach department by facilitating timely response to calls for service and ensuring callers understand the nature of the service ultimately provided.

Responsibilities:

The following reflects management's definition of essential functions for this job but does not restrict the tasks that may be assigned. Management may assign or reassign duties and responsibilities to this job at any time due to reasonable accommodation or other reasons. Reasonable accommodations may be made to enable individuals with disabilities to perform essential job functions.

- Respond to in-bound calls and log the requests in real-time.
- Send out work orders via field service management app, track completion of these and report back to caller.
- Log client case notes in HMIS as applicable.
- Maintain notes on callers using Customer Relationship Manager app as assigned.
- Monitor schedules and locations of outreach specialists on shift in order to make appropriate referrals.
- Support other staff/programs as needed.
- Provide a high-quality customer service environment for all guests.
- Participate in staff meetings and training as assigned by your supervisor.
- ***Other duties as assigned***

Documentation

- Maintain records on in-bound calls and callers to better address caller concerns and provide meaningful feedback.
- Maintain client related data tracking systems, including case notes and complete HMIS entries.
- Prepare case-related reports including, but not limited to, outcomes, successes and challenges.

- Generate client- and caller-related data for reporting.
- Track monthly outcomes required for grant and submit on the 5th of every month to Supervisor.

Qualifications

- Strong written and verbal communication skills.
- Acute attention to detail.
- Good problem solving and conflict resolution skills.
- A highly motivated self-starter and ability to coordinate multiple projects/tasks at once.
- Knowledge of maintaining and executing confidential information using HIPAA standards.
- Efficiency and accuracy in data entry
- Computer skills with proficiency in Microsoft Office software.
- Flexible, adaptable and have the capability to work in a fast paced, professional environment.
- Able to work alternative work schedules, evening and weekends as needed for operations of Interim Housing and at the request of management.
- Maintain regular, consistent attendance.

Required Qualifications

- Employment Eligibility Verification
- Bachelors level or equivalent, three to five years of related experience, or equivalent combination of education and experience
- Updated tuberculosis test
- Successful completion of background screening
- Able to obtain First Aid/CPR certification as provided by PATH
- **Driving is an essential function of this position**
 - **Must have Valid CA Driver's License**
 - **Must provide proof of insurance coverage**
 - **Must be able to qualify for PATH insurance coverage**

EEO

PATH (People Assisting The Homeless) provides equal employment opportunities (EEO) to all employees and applicants for employment without regard to race, color, religion, sex, national origin, age, disability or genetics. In addition to federal law requirements, PATH complies with applicable state and local laws governing nondiscrimination in employment in every location in which the company has facilities. This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation and training.



JOB DESCRIPTION

1250 6th Avenue
San Diego, CA 92101
T: 619-786-PATH
W: www.epath.org
F: facebook.com/SDConnections

Position: Navigator
Title: Outreach Specialist- Encampment Team
Level: II
Classification: Full Time
FLSA: Non-Exempt

Reports To: Program Manager
Department: Coordinated Street Outreach
Supervisory Responsibilities: None
Location: San Diego

Summary:

This position serves in the Coordinated Street Outreach program as an Outreach Specialist on the Encampment Team. The Program is being implemented in alignment with the City of San Diego's Encampment Action Plan, which focuses on mediation between encampment residents and the surrounding community whenever possible, or closure in cases where risk factors make this unavoidable. The CSO program will actively work with people who are living unsheltered in encampments through a progressive engagement model.

The Encampment Team Outreach Specialist will assist with executing Encampment Resolution Actions (ERA), including establishing field-based homelessness resolution centers, canvassing people living in priority encampments, assisting in the creation of a prioritization list for each encampment, and participating in case conferencing. Outreach Specialist will assist clients in breaking the cycle of homelessness by moving from the street to housing (interim, rapid re-housing and permanent housing), accessing necessary social services, and linking individuals to mainstream resources. Outreach Specialist will provide individualized client support throughout this entire journey by helping each client develop a plan to address their barriers, increase their income, and maintain and sustain permanent housing.

Responsibilities:

- Support City-lead ERAs throughout San Diego through logistical support and client engagement.
- Set up and breakdown field-based homelessness resolution centers several times per week.
- Canvass multiple encampments per week.
- Perform persistent and frequent outreach services with a 15-person caseload.
- Appropriately and professional advocate for client's needs. This includes mediating disputes between homeless persons and community members/neighborhood stakeholders.
- Collaborate with healthcare, behavioral healthcare, and other social service providers.
- Provide supportive services in a non-judgmental manner.
- Drive the outreach vehicle and transport clients to appropriate services.
- Provide crisis intervention in the field.
- Complete case notes and data entry into the Homeless Management Information System
- Become knowledgeable of all pertinent services in the community that meet the needs of the individuals served. Provide information, referrals, linkages, and advocacy to assist clients in accessing services and resources.

JOB DESCRIPTION (continued)

Outreach Specialist

- Attend community meetings. Collaborate and communicate with internal departments and external partnering agencies.
- Assist clients with procuring necessary documents and services such as identification card, birth certificate, social security income, disability income. This includes attending appointments and other related meeting with clients.
- Identify appropriate permanent housing options for clients such as subsidized housing, Section 8, Shelter Plus Care, and VASH, as well permanent supportive housing, affordable and market rate housing, and other housing opportunities.
- Assist clients with housing applications, complete supportive and subsidized housing paperwork, survey rental market for affordable housing, and advocate for clients with prospective landlords.
- Outreach and Relationship Management -Outreach to community, business owners, realtors, landlords, housing developers and other service providers to identify new and existing opportunities and build strong relationships to better assist clients in accessing resources, employment, supportive services, and housing opportunities.
- Respond to community requests for street outreach intervention.
- ***Other duties as assigned***

Qualifications:

- Associate's, Bachelor's, and/or Masters preferred or equivalent experience in a related field.
- Lived experience is preferred
- Computer skills with proficiency in Microsoft Office. Experience using a data entry system, and/or customer relations management (CRM) system, and/or electronic health record (EHR).
- Maintain professional demeanor.
- Able to work independently and as part the team.
- Exercises mature judgment and decision making.
- Strong written and verbal communication skills.
- Timeliness and regular attendance to work and meetings
- Must maintain and execute confidential information.
- Highly motivated self-starter and ability to coordinate multiple projects simultaneously in a high-pressure environment
- Demonstrated ability to work with diverse communities.
- Good problem solving and conflict resolution skills

Required Qualifications

- Employment Eligibility Verification.
- Valid driver's license.
- Updated tuberculosis test.
- Successful completion of background screening.
- CPR/First Aid training

JOB DESCRIPTION

Position: Navigator
Title: Housing Specialist
Level: II
Classification: Full Time
FLSA: Non-Exempt

Reports To: SSVF Program Manager
Department: PATH San Diego
Supervisory Responsibilities: None
Location: San Diego

Summary:

The Housing Specialist serves in the Coordinated Street Outreach Program. The Program is being implemented in alignment with the City of San Diego's Encampment Action Plan, which focuses on mediation between encampment residents and the surrounding community whenever possible, or closure in cases where risk factors make this unavoidable.

Associate Director of Outreach Manager, and with added support and direction from the Director of Outreach, the Housing Specialist will provide landlord outreach and engagement services to develop a full range of permanent housing opportunities for homeless veterans. Housing Specialists provide targeted customer service and support to participating properties to promote long-term tenancy and partnership.

Responsibilities:

- Cultivate and maintain robust lists of available housing inventory.
- Monitor and evaluate housing processes with the landlord community to ensure efficient and well-coordinated collaboration, working with various housing program teams.
- Provide strong customer service response support to landlords, as needed, for any concerns that may arise.
- Assist with coordinating and executing landlord mobilization and appreciation events in various regions.
- Provide mediation support to help resolve tenant & landlord disputes working with case management teams, tenants, and property. This could include home-based mediation support.
- Execute various property inspections in alignment with PATH procedures and standards
- Network with other agencies, coalitions, and local community meetings.
- Actively participate in staff meetings and trainings.
- Other duties as assigned.

Contract Management and Documentation:

- Gain knowledge of the rules and regulations of the federal housing programs used by PATH.
- Prepare case-related reports including outcomes, successes and challenges.

- Maintain complete and accurate documentation of service objectives and outcomes as well as other services in accordance with Federal, State, County and PATH guidelines
- Produce regular reports about housing portfolio and placement outcomes in order to inform housing acquisition strategies and program operations.
- Create and maintain property and landlord portfolios to increase housing placements

Qualifications:

- Bachelor’s Degree in a related field.
- Two- four years cumulative experience working with social services, populations in crisis including the homeless population and people with disabilities, property management and/or real estate practice
- Experience with property management/real estate functions, knowledge of supportive housing, housing markets, city planning and/or public policy, or related fields highly desired
- Knowledge of Fair Housing laws
- Ability to work with a wide variety of landlords and property management companies.
- Maintain and execute confidential information according to HIPAA standards.
- Able to coordinate multiple projects simultaneously in a high-pressure and time sensitive environment.
- Demonstrates ability to use computers and proficiency in Microsoft Office software particularly Excel. Preference for Salesforce experience.
- Maintain regular attendance.
- Follow the direction of the Supervisor.
- Flexible work schedule to include some evenings and/or weekends as needed.
- Possesses a high level of tolerance and understanding for individuals who present for services with urgent multiple case management and health needs.
- Ability to work independently and within a team environment and exercise mature judgment.
- Ability to provide community and in-home based services on a regular basis.
- Strong written and verbal communication skills.
- Highly motivated self- starter with the ability to coordinate multiple projects/ tasks simultaneously in a high pressure environment.

Required Qualifications

- Employment Eligibility Verification.
- Reliable transportation.
- California Driver’s License
- Insured Vehicle
- Updated tuberculosis test.
- Successful completion of background screening.
- CPR/First Aid training

Letters of Support from the San Diego Community

- Sayed Ali, Interpreters United, PATH Board Member
- 2-1-1 San Diego
- Alpha Project
- Cortez Hill Active Resident Group (CHARG)
- Downtown San Diego Partnership (DSDP)
- Family Health Centers of San Diego
- Father Joe's Villages
- Health Association of San Diego and Imperial Counties (HASDIC)
- Jewish Family Services
- McAlister Institute
- Mid-City Homeless Coalition
- Mid-City Homeless Outreach Program Committee including North Park Main Street, City Heights Community Development Center, City Heights Business Association, Lucky Duck Foundation, and Price Philanthropies.
- Midway-Pacific Highway Community Planning Group
- RTFH
- San Diego Canyonlands
- SDHC
- San Diego River Park Foundation



May 11, 2022

Tammy Ferguson
Associate Procurement Contracting Officer
City of San Diego
1200 Third Avenue, Suite 200
San Diego, CA 92101

Re: Coordinated Street Outreach Program Services Request for Proposals (RFP) (#10089902-22-F)

Dear Ms. Ferguson:

IU Group and Sayed Ali are pleased to support PATH San Diego's proposal in response to the City of San Diego's Coordinated Street Outreach Program Services RFP. Since the program's launch, they have proved to be a collaborative and effective partner in providing outreach to the City's most vulnerable. Through the program, they will continue to apply a solution-focused and client-centered approach to connect people experiencing homelessness with permanent homes and the supportive services that will help them stay housed long-term.

I can personally vouch for PATH's Outreach Program. My wife and I often go for a walk in Rancho Bernardo where we encountered a young homeless individual sleeping behind an electrical box. We tried to house him in a studio apartment with our commitment to pay his rents for six months. After couple of month's efforts, we were not making progress, he was simply not ready to make the transition.

At which point I reached out to PATH for their assistance. PATH quickly assigned an Outreach Specialist, Cory Stapleton, he diligently collaborated with this individual for couple of months and finally convinced him to transition in permanent housing. I am happy that he has a home and working.

From my experience working with PATH San Diego, I'm confident in their ability to continue the citywide program and improve the quality of life for all San Diegans. If you have any questions, feel free to contact me at sayed.ali@interpreters.com or my phone number 619.985.7307.

Sincerely,

Sayed Ali, President



interpretation



translation



transportation



sign language



May 2, 2022

Tammy Ferguson
Associate Procurement Contracting Officer
City of San Diego
1200 Third Avenue, Suite 200
San Diego, CA 92101

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PO Box 420039
San Diego, CA 92142
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(858) 300-1300 Phone
(858) 300-1301 Fax
211sandiego.org

**RE: Coordinated Street Outreach Program Services Request for Proposals (RFP)
(#10089902-22-F)**

Dear Ms. Ferguson,

211 San Diego is pleased to support PATH San Diego’s proposal in response to the City of San Diego’s Coordinated Street Outreach Program Services RFP. Since the program’s launch, they have proved to be a collaborative and effective partner in providing outreach to the City’s most vulnerable. Through the program, they will continue to apply a solution-focused and client-centered approach to connect people experiencing homelessness with permanent homes and the supportive services that will help them stay housed long-term.

211 San Diego’s mission is to serve as a nexus to bring the community together to help people efficiently access appropriate services, and provide vital data and trend information for proactive community planning. As a local non-profit operating 24-hours a day, 365 days each year, we are the region’s trusted source for access to community, health, social and disaster services. Through our shared goals and strategies, our organizations seek to work in concert to eliminate homelessness in San Diego.

PATH San Diego has provided services to our community similar to those proposed for the Coordinated Street Outreach Program. PATH has partnered with 211 San Diego since its inception, leveraging its resources and our partnership to serve our unhoused neighbors more effectively through collaboration and coordinated communication. 211’s Community Information Exchange (CIE) is a crucial part of our work. PATH consents clients into CIE and can see all of the agencies and staff that have worked with them. PATH staff can contact these staff and work together to coordinate care and service linkages. PATH is also able to identify resources tailored to our clients’ needs through the CIE and make referrals to other providers, managed care systems, and more.

From our experience working with PATH San Diego, we are confident in their ability to continue the citywide program and improve the quality of life for all San Diegans. If you have any questions, feel free to contact Casey Christenson, Chief Business Development Officer at christenson@211sandiego.org

Sincerely,

William York
President & CEO

May 4, 2022

Tammy Ferguson
Associate Procurement Contracting Officer
City of San Diego
1200 Third Avenue, Suite 200
San Diego, CA 92101

Re: Coordinated Street Outreach Program Services Request for Proposals (RFP) (#10089902-22-F)

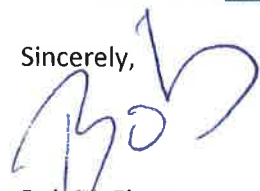
Dear Ms. Ferguson,

Alpha Project is pleased to support PATH San Diego's proposal in response to the City of San Diego's Coordinated Street Outreach Program Services RFP. Since the program's launch, they have proved to be a collaborative and effective partner in providing outreach to the City's most vulnerable. Through the program, they will continue to apply a solution-focused and client-centered approach to connect people experiencing homelessness with permanent homes and the supportive services that will help them stay housed long-term.

Alpha Project has served San Diego's homeless community for over 30 years. In the past decade Alpha project has worked collaboratively with PATH on numerous projects. PATH San Diego has provided services to our community similar to those proposed for the Coordinated Street Outreach Program.

From our experience working with PATH San Diego, we are confident in their ability to continue the citywide program and improve the quality of life for all San Diegans. If you have any questions, feel free to contact me at bob@alphaproject.org or 619-542-1877

Sincerely,



Bob McElroy
President and CEO



4 May 2022

Tammy Ferguson
Associate Procurement Contracting Officer
City of San Diego
1200 Third Avenue, Suite 200
San Diego, CA 92101

Re: Coordinated Street Outreach Program Services Request for Proposals (RFP) (#10089902-22-F)

Dear Ms. Ferguson,

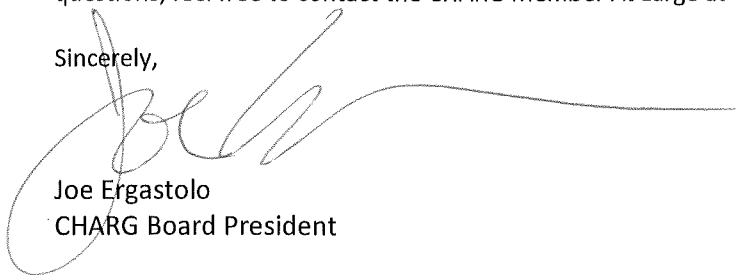
The Cortez Hill Active Residents Group (CHARG) is pleased to support PATH San Diego's proposal in response to the City of San Diego's Coordinated Street Outreach Program Services RFP. Since the program's launch, they have proved to be a collaborative and effective partner in providing outreach to the City's most vulnerable. Through the program, they will continue to apply a solution-focused and client-centered approach to connect people experiencing homelessness with permanent homes and the supportive services that will help them stay housed long-term.

CHARG's mission is to improve the quality of life, family and business environment within the Cortez District of the City of San Diego. Cortez is one of the oldest residential neighborhoods and features a mix of Victorian style homes with newer condominiums and apartments. CHARG provides a forum for discussion of community issues and, in appropriate circumstances, to act on community issues related to: health, safety, public services, housing, parking, transit, parks, economic growth, environmental quality, beautification and the cleanliness of the Cortez district.

PATH San Diego is on the border of the Cortez neighborhood and has proven to be an excellent partner for services similar to those proposed for the Coordinated Street Outreach Program. CHARG works closely with PATH on homelessness issues in our neighborhood and we have seen results from that collaboration. Additionally, PATH has responded to specific issues working with us and other service agencies supporting the downtown neighborhoods. CHARG actively participate in their Neighborhood Advisory Council and find PATH an enthusiastic partner.

PATH San Diego is an effective and collaborative partner in San Diego's efforts to end homelessness and we are confident in their ability to achieve the desired outcomes of the Coordinated Street Outreach Program. We think the City of San Diego would be well serviced by continuing this valuable work with PATH San Diego. If you have any questions, feel free to contact the CHARG Member At Large at chargmematlr@gmail.com or call 310.614.0879

Sincerely,



Joe Ergastolo
CHARG Board President



May 6, 2022

Tammy Ferguson
Associate Procurement Contracting Officer
City of San Diego
1200 Third Avenue, Suite 200
San Diego, CA 92101

Re: Coordinated Street Outreach Program Services Request for Proposals (RFP) (#10089902-22-F)

Dear Ms. Ferguson,

The Downtown San Diego Partnership is pleased to support PATH San Diego's proposal in response to the City of San Diego's Coordinated Street Outreach Program Services RFP. Since the program's launch, they have proved to be a collaborative and effective partner in providing outreach to the City's most vulnerable. Through the program, they will continue to apply a solution-focused and client-centered approach to connect people experiencing homelessness with permanent homes and the supportive services that will help them stay housed long-term.

The Downtown San Diego Partnership is a nonprofit organization that serves as the principal voice and driving force behind the economic prosperity and cultural vitality of Downtown San Diego through membership, advocacy and public services. It also serves as the managing organization for several special districts including the Clean & Safe program that provide essential public services in the 275 blocks of Downtown. The organization's nearly 300 members, representing a variety of business sectors including real estate, technology, banking, law, defense, insurance, communications, energy, and tourism are committed to nurturing a Downtown that benefits the entire San Diego region. PATH San Diego has provided services to our community similar to those proposed for the Coordinated Street Outreach Program.

We are please to learn that PATH San Diego will be proposing two additional FTEs for Downtown. While we recognize current labor market struggles, we currently do not have adequate outreach coverage in Downtown. We hope this will be approved in the contract moving forward.

From our experience working with PATH San Diego, we are confident in their ability to continue the citywide program and improve the quality of life for all San Diegans. If you have any questions, feel free to contact me.

Respectfully,

A handwritten signature in black ink that reads "Betsy Brennan". The signature is written in a cursive, flowing style.

Betsy Brennan
President &CEO



Family Health Centers of San Diego

823 Gateway Center Way, San Diego CA 92102
P: (619) 515-2300 F: (619) 237-1856 FHCSD.org

"Exceptional in Every Way"

- Beach Area Family Health Center
- Chase Avenue Family Health Center
- Chula Vista Family Health Center
- City Heights Family Health Center
- Diamond Neighborhoods Family Health Center
- Downtown Family Health Center at Connections
- El Cajon Family Health Center
- Elm Street Family Health Center
- FamilyHealth at City College
- FamilyHealth at College Grove
- FamilyHealth on Commercial
- Grossmont Spring Valley Family Health Center
- Hillcrest Family Health Center
- Ibarra Family Health Center
- Lemon Grove Family Health Center
- Logan Heights Family Health Center
- Mobile Medical Units
- National City Family Health Center
- North Park Family Health Center
- Oak Park Family Health Center
- Rice Family Health Center
- Sherman Heights Family Health Center

May 6, 2022

Tammy Ferguson
Associate Procurement Contracting Officer
City of San Diego
1200 Third Avenue, Suite 200
San Diego, CA 92101

Re: Coordinated Street Outreach Program Services Request for Proposals (RFP) (#10089902-22-F)

Dear Ms. Ferguson,

Family Health Centers of San Diego (FHCSD) is pleased to support PATH San Diego's proposal in response to the City of San Diego's Coordinated Street Outreach Program Services RFP. Since the program's launch, they have proved to be a collaborative and effective partner in providing outreach to the City's most vulnerable people. Through the program, they will continue to apply a solution-focused and client-centered approach to connect people experiencing homelessness with permanent homes and the supportive services that will help them stay housed long-term.

FHCSD's mission is to provide caring, affordable, high-quality healthcare and supportive services to everyone, with a special commitment to uninsured low-income and medically underserved persons. PATH San Diego serves as the lead nonprofit organization that operates *Connections Housing*, a permanent supportive housing building within FHCSD's service area. The building offers 223 housing units, a variety of social services, and an 8,000 square foot FHCSD clinic located onsite. PATH and FHCSD have a longstanding collaboration that brought this important project to fruition, and we continue to collaborate to meet the needs of people experiencing homelessness at the intersection of housing and health.

Based on our experience working with PATH San Diego, we are confident in their ability to continue the citywide program and improve the quality of life for all San Diegans. If you have any questions, please feel free to contact me at fran@fhcsd.org or (619) 515-2301.

Sincerely,

Fran Butler-Cohen
CEO





May 4, 2022

Tammy Ferguson
Associate Procurement Contracting Officer
City of San Diego
1200 Third Avenue, Suite 200
San Diego, CA 92101

**Re: Coordinated Street Outreach Program Services Request for Proposals (RFP)
(#10089902-22-F)**

Dear Ms. Ferguson,

Father Joe's Villages is pleased to support PATH San Diego's proposal in response to the City of San Diego's Coordinated Street Outreach Program Services RFP. Since the program's launch, PATH has proved to be a collaborative and effective partner in providing outreach to the City's most vulnerable. Through the program, they will continue to apply a solution-focused and client-centered approach to connect people experiencing homelessness with permanent homes and the supportive services that will help them stay housed long-term.

Father Joe's Villages' (FJV) mission is to prevent and end homelessness one life at a time. PATH San Diego has provided services to our community similar to those proposed for the Coordinated Street Outreach Program. PATH and FJV have had a positive and effective working relationship on a number of initiatives—including coordinated Outreach efforts, FJV's Street Health Program and collaborative efforts to help clients become housed.

From our experience working with PATH San Diego, we are confident in their ability to continue the citywide program and improve the quality of life for all San Diegans. PATH has been an excellent partner and we eagerly endorse their application. If you have any questions, feel free to contact me at anna.zimbrick@neighbor.org or 619-719-9173.

Sincerely,

Anna Zimbrick
Senior Director of Government Relations & Grants

3350 E Street
San Diego, CA 92102
neighbor.org

May 6, 2022

Tammy Ferguson
Associate Procurement Contracting Officer
City of San Diego
1200 Third Avenue, Suite 200
San Diego, CA 92101

Re: Coordinated Street Outreach Program Services Request for Proposals (RFP) (#10089902-22-F)

Dear Ms. Ferguson,

The Hospital Association of San Diego & Imperial Counties is pleased to support PATH San Diego's proposal in response to the City of San Diego's Coordinated Street Outreach Program Services RFP. They are a collaborative and effective partner in providing outreach to our most vulnerable population. Through the program, they will continue to apply a solution-focused and client-centered approach to ensure people experiencing homelessness receive supportive services that will prevent a return to homelessness and promote integration into their community.

HASD&IC is a non-profit organization representing 38 hospitals and integrated health systems in the two-county area. Members range from small, rural hospitals to large, urban medical centers; and represent nearly 8,500 licensed beds. Our vision is to create an optimally healthy society that serves the needs of the San Diego & Imperial County communities.

Homelessness and housing instability were identified as a top community health need in the HASD&IC 2016 and 2019 Community Health Needs Assessments. Hospitals are a point of entry to the homeless system and their clinical teams have a deep understanding of the health impacts of homelessness on their patients. We have been working with PATH for several years to help support our most vulnerable community members.

HASD&IC greatly values PATH's ongoing commitment and efforts to addressing the needs of people experiencing homelessness in San Diego by providing and connecting them to critical essential services. We are confident in their ability to continue the citywide program and improve their overall health and wellbeing. If you have any questions, feel free to contact me at dalexio@hasdic.org or 858-614-0200.

Sincerely,



Dimitrios Alexiou, FACHE
President & CEO
Hospital Association of San Diego & Imperial Counties

5575 Ruffin Road, Suite 225, San Diego, CA 92123

Our Purpose

Jewish Family Service partners with people of all backgrounds to build stable and dignified lives. Together, we create a stronger and healthier community where everyone can thrive.



Jewish Family Service

Moving Forward Together

May 11, 2022

Tammy Ferguson
Associate Procurement Contracting Officer
City of San Diego
1200 Third Avenue, Suite 200
San Diego, CA 92101

Re: Coordinated Street Outreach Program Services Request for Proposals (RFP) (#10089902-22-F)

Dear Ms. Ferguson,

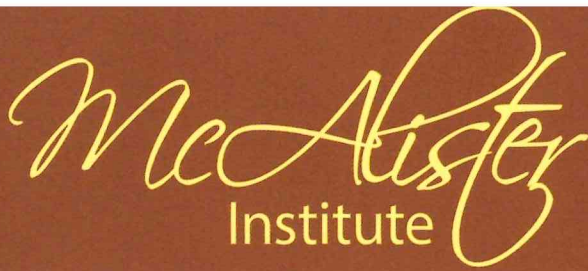
Jewish Family Service of San Diego (JFS) is pleased to support PATH San Diego's proposal in response to the City of San Diego's Coordinated Street Outreach Program Services RFP. Since the program's launch, they have proved to be a collaborative and effective partner in providing outreach to the City's most vulnerable. Through the program, they will continue to apply a solution-focused and client-centered approach to connect people experiencing homelessness with permanent homes and the supportive services that will help them stay housed long-term.

Every night, JFS operates a Safe Parking Program for unsheltered San Diegans living out of their vehicles, many of whom are experiencing homelessness for the first time. The Safe Parking Program provides a welcoming environment, meaningful resources and tools, and dignified support to help families stabilize and transition back into permanent housing. JFS has had the opportunity to partner with PATH San Diego for the past year through the City's Homelessness Response Center.

PATH San Diego has provided services to our community similar to those proposed for the Coordinated Street Outreach Program. From our experience working with PATH San Diego, we are confident in their ability to continue the citywide program and improve the quality of life for all San Diegans.

Sincerely,

Michael Hopkins
Chief Executive Officer
Jewish Family Service of San Diego



CORPORATE OFFICE
1400 N. Johnson Avenue, Suite 101 • El Cajon, CA 92020
Tel. (619) 442-0277 • Fax. (619) 442-1101
info@mcalisterinc.org • www.mcalisterinc.org

Funded in part by the County of San Diego Health and Human Services Agency
United Way Certified

McAlister Institute is a 501(c)(3) tax-exempt corporation
Federal Tax Identification #95-3140767

May 3, 2022

Tammy Ferguson
Associate Procurement Contracting Officer
City of San Diego
1200 Third Avenue, Suite 200
San Diego, CA 92101

Re: Coordinated Street Outreach Program Services Request for Proposals (RFP) (#10089902-22-F)

Dear Ms. Ferguson,

McAlister Institute is pleased to support PATH San Diego's proposal in response to the City of San Diego's Coordinated Street Outreach Program Services RFP. Since the program's launch, they have proved to be a collaborative and effective partner in providing outreach to the City's most vulnerable. Through the program, they will continue to apply a solution-focused and client-centered approach to connect people experiencing homelessness with permanent homes and the supportive services that will help them stay housed long-term.

McAlister Institute's purpose is the provision of high-quality evidence-based substance use disorder (SUD) treatment and cooccurring mental health services. McAlister Institute's 26 innovative SUD programs represent a complete continuum of care which spans prevention, intervention, detoxification (withdrawal management), long-term and short-term residential treatment, outpatient treatment and education, co-occurring mental health treatment, re-entry assistance, sober living, housing support, homeless services, and two sobering services centers. PATH San Diego has provided services to our community similar to those proposed for the Coordinated Street Outreach Program. McAlister Institute is keenly aware of these services due to our ongoing successful partnership in providing cross-referrals to best meet client needs. In addition, McAlister Institute partnered with PATH San Diego's C3 program to help facilitate access to both inpatient and outpatient substance use resources.

From our experience working with PATH San Diego, we are confident in their ability to continue the citywide program and improve the quality of life for all San Diegans. If you have any questions, feel free to contact me at Jeanne@mcalisterinc.org or (619) 447-0722.

Sincerely,

Jeanne McAlister
Chief Executive Officer

JMC:tm

May 11, 2022

Tammy Ferguson
Associate Procurement Contracting Officer
City of San Diego
1200 Third Avenue, Suite 200
San Diego, CA 92101

Re: Coordinated Street Outreach Program Services Request for Proposals (RFP) (#10089902-22-F)

Dear Ms. Ferguson,

I am pleased to support PATH San Diego's proposal in response to the City of San Diego's Coordinated Street Outreach Program Services RFP. Since the program's launch, they have proved to be a collaborative and effective partner in providing outreach to the City's most vulnerable. Through the program, they will continue to apply a solution-focused and client-centered approach to connect people experiencing homelessness with permanent homes and the supportive services that will help them stay housed long-term.

The Mid-City Homeless Coalition's mission is to provide a place for dialogue on the issue of unsheltered homelessness in the Mid-City area for members coming from throughout Council District 9, as well as parts of District 4. While I do not speak for the Coalition, and the group has no formal decision-making body, I have served for the past several years as one of the de facto leaders, organizing the meetings, tracking membership, inviting guest speakers, keeping and distributing minutes, etc. In this role I have had the opportunity to work with PATH's representatives and can attest to their commitment to learning about the issue first-hand from Coalition members. PATH attends meetings regularly and provides updates to our 150-person group on their outreach work in the region. They have also been willing to spend time discussing and fielding questions on homelessness in general, providing an outlet for members who often are frustrated by this very complex issue.

From my experience working with PATH San Diego, I am confident in their ability to continue the citywide program and to serve as a resource for residents of the Mid-City region. If you have any questions, feel free to contact me at gizmpennington@cox.net or 619-972-4921.

Sincerely,



Linda Pennington
Mid-City Homeless Coalition Member and Organizer

May 3, 2022

Tammy Ferguson
Associate Procurement Contracting Officer
City of San Diego
1200 Third Avenue, Suite 200
San Diego, CA 92101

Re: Coordinated Street Outreach Program Services Request for Proposals (RFP) (#10089902-22-F)

Dear Ms. Ferguson,

The Mid-City Homeless Outreach Program Committee is pleased to support PATH San Diego's proposal in response to the City of San Diego's Coordinated Street Outreach Program Services RFP. Since the launch of our Mid-City Homeless Outreach Program, PATH San Diego has proven to be a collaborative and effective partner in providing outreach to the City's most vulnerable. We are confident that they will continue to apply a solution-focused and client-centered approach to connect people experiencing homelessness with permanent homes and the supportive services that will help them stay housed long-term.

The Mid-City Homeless Outreach Program Committee is a partnership between the City Heights Business Association, City Heights CDC, North Park Main Street, Lucky Duck Foundation and Price Philanthropies. The County of San Diego through Supervisor District 4 and the City of San Diego through Council Districts 3 and 9 also provide funding support. The committee's mission is to reduce the negative impacts of homelessness on our community through a neighborhood-based outreach program in North Park and City Heights to connect homeless persons to housing, services, and other supports. PATH San Diego has provided services to our community similar to those proposed for the Coordinated Street Outreach Program. The committee has contracted with PATH to provide outreach and needed services to our homeless residents since 2018.

From our experience working with PATH San Diego, we are confident in their ability to continue the citywide program and improve the quality of life for all San Diegans. If you have any questions, feel free to contact us.

Sincerely,

Mid-City Homeless Outreach Program Committee

Laura Ann Fernea
Executive Director, City Heights CDC
lafernea@cityheightscdc.org

Angela Landsberg
Executive Director, North Park Main Street
angela@northparkmainstreet.com

Enrique Gandarilla
Executive Director, City Heights Business Association
enriqueg@cityheightsba.org

Jennette Lawrence Shay
VP of Grantmaking, Price Philanthropies
JShay@pricephilanthropies.org

Drew Moser
Executive Director, Lucky Duck Foundation
drewm@luckyduckfoundation.org

May 13, 2022

Tammy Ferguson
Associate Procurement Contracting Officer
City of San Diego
1200 Third Avenue, Suite 200
San Diego, CA 92101

Re: Coordinated Street Outreach Program Services Request for Proposals (RFP) (#10089902-22-F)

Dear Ms. Ferguson,

My name is Dike Anyiwo and as a resident of the Midway/Sports Arena neighborhood, and chair of the Midway-Pacific Highway Community Planning Group (MPHCPG), *I am pleased to support* PATH San Diego's proposal in response to the City of San Diego's Coordinated Street Outreach Program Services RFP. Since the program's launch, they have proved to be a collaborative and effective partner in providing outreach to the City's most vulnerable population.

The Midway-Pacific Highway Community (formerly known as Midway/Pacific Highway Corridor) is an urbanized community situated north of Downtown between Old Town and Point Loma. Midway-Pacific Highway encompasses approximately 800 acres of mostly flat land and is comprised of main areas: the central Midway area, the Pacific Highway corridor, and the U.S. Marine Corps Recruit Depot.

The Midway area has a commercial core containing numerous shopping centers, institutional facilities, multifamily residential developments, visitor-oriented uses, older industrial areas, and U.S. military properties. It is also the [location of one of the most well-documented encampment sites](#) that has become a pseudo permanent fixture in recent years. I've lived in this neighborhood for nearly eight years, and I've spent much of the last four years volunteering my time to the MPHCPG and its mission to bring to life the vision articulated in our updated Community Plan, which was adopted by the San Diego City Council in September of 2018.

PATH San Diego has provided services to our community like those proposed for the Coordinated Street Outreach Program. Specifically, they've conducted concentrated outreach in and around the Sports Arena encampment which resulted in several individuals being connected with the services that they so desperately need. With an extension of the program, they will continue to apply a solution-focused and client-centered approach to connect people experiencing homelessness with permanent homes and the supportive services that will help them stay housed long-term.

From my experience working with PATH San Diego, I am confident in their ability to continue the citywide program and improve the quality of life for all San Diegans, and I urge you to prioritize support PATH in all its endeavors. If you have any questions, feel free to contact me at danyiwo@gmail.com or by phone at 951-8816-0028.

Sincerely,
Dike Anyiwo
Chair | Midway-Pacific Highway Community Planning Group



05/04/2022

Tammy Ferguson
Associate Procurement Contracting Officer
City of San Diego
1200 Third Avenue, Suite 200
San Diego, CA 92101

Re: Coordinated Street Outreach Program Services Request for Proposals (RFP) (#10089902-22-F)

Dear Ms. Ferguson,

San Diego Regional Task Force on Homelessness is pleased to support PATH San Diego's proposal in response to the City of San Diego's Coordinated Street Outreach Program Services RFP. Since the program's launch, they have proved to be a collaborative and effective partner in providing outreach to the City's most vulnerable. Through the program, they will continue to apply a solution-focused and client-centered approach to connect people experiencing homelessness with permanent homes and the supportive services that will help them stay housed long-term.

The Regional Task Force on Homelessness is the homeless policy expert and lead coordinator for the introduction of new models in the San Diego region and the implementation of best practices. The RTFH's mission is to reduce and end homelessness in San Diego, ensuring that if this situation does happen for anyone, it remains a rare, brief, and non-recurring instance; not an outcome. PATH San Diego has provided services to our community similar to those proposed for the Coordinated Street Outreach Program. PATH and RTFH have been collaborative partners for several years now. PATH is an active member of the Continuum of Care, including chairing and participating in various committees of the CoC. As the lead entity of the San Diego region CoC, RTFH also directly funds PATH for outreach and prevention services. Lastly, Joel Roberts the former CEO of PATH and current CEO of PATH Ventures is also a member of the RTFH non-profit Board of Directors.

From our experience working with PATH San Diego, we are confident in their ability to continue the citywide program and improve the quality of life for all San Diegans. If you have any questions, feel free to contact me at Tamera.Kohler@rtfhsd.org.

Sincerely,

Tamera Kohler
Chief Executive Officer
San Diego Regional Task Force on Homelessness



SAN DIEGO CANYONLANDS
Promote. Protect. Restore.

May 11th, 2022

Tammy Ferguson
Associate Procurement Contracting Officer
City of San Diego
1200 Third Avenue, Suite 200
San Diego, CA 92101

Re: Coordinated Street Outreach Program Services Request for Proposals (RFP) (#10089902-22-F)

Dear Ms. Ferguson,

San Diego Canyonlands is pleased to support PATH San Diego's proposal in response to the City of San Diego's Coordinated Street Outreach Program Services RFP. Since the program's launch, they have proved to be a collaborative and effective partner in providing outreach to the City's most vulnerable. Through the program, they will continue to apply a solution-focused and client-centered approach to connect people experiencing homelessness with permanent homes and the supportive services that will help them stay housed long-term.

San Diego Canyonlands' mission is to promote, protect, and restore the natural habitats in San Diego County's canyons and creeks. We do this by fostering education and ongoing community involvement in stewardship and advocacy, and by collaborating with other organizations. PATH San Diego has provided services to our local underserved communities similar to those proposed for the Coordinated Street Outreach Program. Specifically, PATH has been instrumental in providing outreach in the four City Heights Canyons where San Diego Canyonlands has standing natural resource management commitments. We are an environmental nonprofit that does not have the capacity or resources to handle the complex issues of those experiencing homelessness in the City Heights Canyons. However, through this recent partnership with PATH, our field teams feel supported and able to help provide important resources when we encounter those in need.

From our experience working with PATH San Diego, we are confident in their ability to continue the citywide program and improve the quality of life for all San Diegans.

Sincerely,



Clayton Tschudy
Executive Director at San Diego Canyonlands
www.sdcanyonlands.org



May 3, 2022

Tammy Ferguson
Associate Procurement Contracting Officer
City of San Diego
1200 Third Avenue, Suite 200
San Diego, CA 92101

Re: Coordinated Street Outreach Program Services Request for Proposals (RFP) (#10089902-22-F)


Dear Ms. Ferguson,

The San Diego Housing Commission is pleased to support PATH San Diego's proposal in response to the City of San Diego's Coordinated Street Outreach Program Services RFP. Since the program's launch, PATH has proved to be a collaborative and effective partner in providing outreach to the City's most vulnerable. They effectively launched a whole new approach to homeless outreach, under the direction and partnership of the Housing Commission. They have shown themselves again and again to be strong partners and leaders in person-entered street-based case management, and they have also demonstrated strong partnership across the provider network to best serve peoples needs and transitions them to shelter and or housing as quickly as possible. Through the program, they will continue to apply a solution-focused and client-centered approach to connect people experiencing homelessness with permanent homes and the supportive services that will help them stay housed long-term.

The San Diego Housing Commission mission is fosters social and economic stability for vulnerable populations in the City of San Diego through quality, affordable housing, opportunities for financial self-reliance, and homelessness solutions. The San Diego Housing Commission has contracted with PATH as a valued provider for many years. PATH San Diego has provided services to our community similar to those proposed for the Coordinated Street Outreach Program.

From our experience working with PATH San Diego, we are confident in their ability to continue the citywide program and improve the quality of life for all San Diegans. If you have any questions, feel free to contact me at lisaj@sdhc.org.

Sincerely,

DocuSigned by:

9A95A13DAB3C42C...

Lisa Jones
Executive Vice President Strategic Initiatives



*Connect.
Create.
Conserve.*

Board of Directors

Michael Schneider
Chair

Alan Grant
Vice Chair

Cary Lowe
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James Ryan
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Barbara Palan

James Peugh

Phil Pryde

James Ryan

Meena Westford

Michael Beck
Emeritus

Jo Ann Anderson
Emeritus

James Hubbell
Emeritus

Rob Hutsel
President and CEO

The San Diego River Park Foundation is a 501(c)(3) charitable organization.

EIN 01-0565671

4891 Pacific Hwy, Ste 114
San Diego, CA 92110

(619) 297-7380

May 3, 2022

Tammy Ferguson
Associate Procurement Contracting Officer
City of San Diego
1200 Third Avenue, Suite 200
San Diego, CA 92101

**Re: Coordinated Street Outreach Program Request for Proposals (RFP)
#HHI-22-55**

Dear Ms. Ferguson,

The San Diego River Park Foundation is pleased to submit this letter of support for PATH San Diego's proposal in response to the San Diego Housing Commission's Coordinated Street Outreach Program RFP. Since the program's launch, they have proved to be a collaborative and effective partner in providing outreach to our community's most vulnerable. Through the program, they will continue to connect people experiencing homelessness with permanent homes and the supportive services that will help them stay housed long-term.

The San Diego River Park Foundation's mission is to create a better future for the San Diego River, and we have partnered with PATH to create a meaningful outreach program focused on the San Diego Riverbed. PATH San Diego has provided services to our community similar to those proposed for the Coordinated Street Outreach Program. The intersection of environment and homelessness presents a challenge and opportunity for creative and innovative approaches to outreach, as the challenges of working in the riverbed can be unique compared to street outreach. We have seen firsthand how they simultaneously leverage their outreach expertise and organizational efficiency while adapting to work in the riverbed. After many years of trying to find an outreach partner willing to work in the riverbed, the success stories PATH has enabled leave us energized to continue this work with their partnership.

From our experience working with PATH San Diego, we are confident in their ability to achieve the outcomes established for the Housing Commission's proposed program. If you have any questions, feel free to contact me at sarah@sandiegoriver.org or (619) 297-7380.

Sincerely,

Sarah Hutmacher
Chief Associate Director



Client Feedback Survey (2021)

Thank you for taking the time to let us know about your *most recent experience* with this program at PATH. Please answer each question to the best of your ability and remember that this survey will remain *confidential*. You might find it difficult to choose, but please select the best answer for you. If any answers or sections do not apply to you, please mark "N/A" (not applicable) or skip the question or section.

- Please use a blue or black ink pen.

Correct mark:

Incorrect mark:

- If you make a mistake, fill in the incorrectly marked box and mark the correct box:

1. What is your *primary* language?

Select only one.

- English
- Spanish
- Armenian
- Farsi
- Russian
- Tagalog
- Vietnamese
- Korean
- Other

2. How long have you been in contact with your PATH outreach worker?

Select only one.

- 3 – 4 weeks
- 1 – 2 months
- 3 – 6 months
- 7 – 11 months
- 1 year or More

3. In your opinion, how has your life improved since you first came into contact with your PATH outreach worker?

Greatly Improved Somewhat Improved No Change Got Somewhat Worse Got Much Worse

-

4. Any comments about how your life has improved or gotten worse?

Survey CODE:

5. Overall, how satisfied are you with the services your PATH outreach worker is currently providing?

Very Satisfied Somewhat Satisfied Neutral Somewhat Dissatisfied Very Dissatisfied

6. The following questions ask specifically about your experience with your PATH Outreach Worker. Please mark one box in each row that best expresses your opinion for each statement.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A
My outreach worker is invested in my goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My outreach worker listens and treats me with dignity and respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My outreach worker is knowledgeable of community resources outside of PATH and provides me with referrals when needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My outreach worker follows through consistently, in a timely manner and maintains regular contact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with the efforts of my outreach worker to help me find services and resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am likely to refer a friend/family member to PATH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My outreach worker is respectful of my race, culture and spiritual beliefs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. What was the most meaningful act of service provided by the PATH outreach worker which encouraged your participation in the program?

- | | |
|---|--|
| <input type="checkbox"/> Hygiene kit | <input type="checkbox"/> Referrals |
| <input type="checkbox"/> Blankets | <input type="checkbox"/> Staff consistency |
| <input type="checkbox"/> Clothing | <input type="checkbox"/> Staff attention |
| <input type="checkbox"/> Food and water | <input type="checkbox"/> Other |
| <input type="checkbox"/> Transportation | <input type="checkbox"/> None / Don't Know |

8. How long have you been homeless?

Please select only one.

- | | |
|--|--|
| <input type="checkbox"/> Less than 1 Month | <input type="checkbox"/> 1 – 2 Years |
| <input type="checkbox"/> 1 – 6 Months | <input type="checkbox"/> 2 – 3 Years |
| <input type="checkbox"/> 7 – 11 Months | <input type="checkbox"/> More than 3 Years |

9. What led to your homelessness experience?

Select all that apply.

- | | |
|--|--|
| <input type="checkbox"/> Abuse (emotional, physical, psychological, sexual, or other type of abuse/trauma) | <input type="checkbox"/> Disability/Physical Psychological Illness |
| <input type="checkbox"/> Rental Eviction | <input type="checkbox"/> Exited Institution (Hospital, Correctional Facility, Skilled Nursing Facility, etc) |
| <input type="checkbox"/> Relationship or familial conflict | <input type="checkbox"/> Substance use |
| <input type="checkbox"/> Loss of employment | <input type="checkbox"/> Aged out of Foster Care |
| <input type="checkbox"/> Lack of financial resources | <input type="checkbox"/> Other |
| | <input type="checkbox"/> Don't Know / Prefer not to say |

10. Has PATH helped you find or connected you with services or resources?

- Yes No

10a. If "Yes," what type of services or resources has PATH helped you find or connected you with?

Select all that apply.

- | | | |
|--|--|--|
| <input type="checkbox"/> Permanent Housing | <input type="checkbox"/> Temporary Shelter | <input type="checkbox"/> Recovery Programs |
| <input type="checkbox"/> Veteran Services | <input type="checkbox"/> Transportation | <input type="checkbox"/> Mental Health |
| <input type="checkbox"/> Legal Services | <input type="checkbox"/> Medical Care | <input type="checkbox"/> Employment |
| <input type="checkbox"/> Food Bank | <input type="checkbox"/> Benefits | <input type="checkbox"/> ID |
| <input type="checkbox"/> Others | | |

11. Are you interested in any of the following housing types?

Select all that apply.

- Shared housing (a home or apartment with a roommate(s) and your own room)
- Tiny House (a standalone home ranging in size from 100-400 square feet)
- Micro Unit (a studio apartment ranging in size from 200-400 square feet)
- None of these

12. If there was a safe sleeping/sanctioned encampment space available, would you be interested in transitioning locations from where you are currently residing?

- Yes No

13. What other types of service organizations have you come into contact with while at risk or experiencing homelessness?

Select all that apply.

- | | |
|--|---|
| <input type="checkbox"/> Health Care | <input type="checkbox"/> County & State Benefits |
| <input type="checkbox"/> Mental Health Care | <input type="checkbox"/> County Child Welfare |
| <input type="checkbox"/> Law Enforcement/Legal Support | <input type="checkbox"/> Other Homeless Service Organizations |
| <input type="checkbox"/> Substance Use & Recovery Services | <input type="checkbox"/> Other |
| | <input type="checkbox"/> None / Don't Know |

14. In general, what services or resources do you still need to improve your life?

Select all that apply.

- | | | |
|------------------------------------|------------------------------------|--|
| <input type="checkbox"/> Food | <input type="checkbox"/> Education | <input type="checkbox"/> Childcare |
| <input type="checkbox"/> Clothing | <input type="checkbox"/> Medical | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> Housing | <input type="checkbox"/> Mental | <input type="checkbox"/> Veteran Services |
| <input type="checkbox"/> Financial | <input type="checkbox"/> Dental | <input type="checkbox"/> Others |
| <input type="checkbox"/> Legal | <input type="checkbox"/> Recovery | <input type="checkbox"/> None / Don't Know |

15. Do you have any additional comments about your experience with PATH outreach services?

The following are some additional demographic questions that will only be used to allow us to better understand and help the people we are serving.

16. What is your Race?

Select only one.

- American Indian or Alaska Native
- Asian
- Black or African American
- Native Hawaiian or Other Pacific Islander
- Multi-Racial
- White
- Other
- Prefer not to say

17. What is your Ethnicity?

Select only one.

- Non-Hispanic/Non-Latino
- Hispanic/Latino
- Other
- Prefer not to say

18. What is your Age Range?

Select only one.

- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 or older
- Prefer not to say

19. What is your Gender?

Select only one.

- Female
- Male
- Other
- Prefer not to say

Thank you for completing the survey! It will be kept confidential. If you would like for PATH's Quality Assurance Team to be able to reach you, please provide your name and phone number or email. Enclose your completed survey in a sealed envelope and place it in the Client Feedback Survey Dropbox.

Name:

Phone or Email: