



California Interagency Council on Homelessness

ERF-3-R, Application

Part 1 (A): ADMINISTRATIVE INFORMATION

Application Window

- Window #1, 11/3/2023 - 1/31/2024
 Window #2, 2/1/2024 - 4/30/2024
 Window #3, 5/1/2024 - 6/30/2024

*Applications received after 5:00 p.m. on the last day of the application window will be reviewed and evaluated during the following application window. **Note, applications submitted after 5:00 p.m. on 6/30/2024 will not be reviewed.***

Eligible Applicant

Select the eligible applicant's jurisdiction type.

- CoC City County

What is the name of the city or county?

Los Banos

Part 1 (B) Contracting Information

Complete all elements of the below section. This information is required for contracting should this application be chosen for award.

Contractor Information

Contractor Name (the legal entity entering into contract with the State)

City of Los Banos

What is the Federal Employer Identification Number (FEIN # or tax id number) for the contractor?

94-6000363

Tax ID Form

Governmental entities will need to submit a GovTIN Tax Form, and Non-governmental entities will need to submit a STD 204 Tax Form. Links to each are below:

GovTIN: [Taxpayer ID Form \(ca.gov\)](#)

STD 204: [STD 204 - Payee Data Record \(ca.gov\)](#)

Who is the best contact person for this contract?

Primary Contact

Housing Program Manager	Christy	McCammond
Title	First	Last

This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)

Email

Phone

This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)

Secondary Contact

Community and Economic Development Director	Stacy	Souza Elms
Title	First	Last

Email

Phone

This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)

Contact Person for Reporting

Housing Program Manager	Christy	McCammond
Title	First	Last

Email

Phone

This contact will ONLY receive grant reporting correspondence (inclusive of guidance, report releases/reminders, report follow-ups).

Authorized Representative

<input type="text" value="City Manager"/>	<input type="text" value="Josh"/>	<input type="text" value="Pinheiro"/>
Title	First	Last

Email

<input type="text" value="josh.pineiro@losbanos.org"/>	<input type="text" value="(209) 827-7000"/>
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Phone

The Authorized Representative has authority to contract on behalf of the eligible applicant

If this application is funded, what address should the check be mailed to?

Address

<input type="text" value="520 J. St"/>
Address Line 1

<input type="text"/>
Address Line 2

<input type="text" value="Los Banos"/>	<input type="text" value="California"/>	<input type="text" value="93635"/>
City	State	Zip Code

Attention to (if applicable):

<input type="text" value="Finance Director"/>

⚠️ This Application uses character limits ⚠️

Reaching these limits is not required, however competitive responses will address all parts of each question asked.

Part 2: PROPOSAL OVERVIEW

Guidance:

In completing this application, applicants must identify the specific encampment that will be prioritized for resolution.

If an applicant proposes to prioritize a large, noncontiguous, or multiple site(s), the encampments may only be addressed through a single application if: (a) the justification for prioritizing the encampments is the same, **and** (b) the demographics and service needs of the residents of the encampments is sufficiently the same that, (c) the same set of services, and service providers, including outreach, interim and permanent housing programs, will be used to resolve the identified people's experience of homelessness in encampments.

Applicant must prepare a separate application for each encampment that does not meet the requirements of (a) – (c).

Proposal Summary

Summarize the proposed Encampment Resolution Fund (ERF) project, including an overview of all key components and/or phases of the project that will be funded in whole or in part with ERF-3-R resources. (1500-character limit)

The City proposes a permanent housing project with services to residents onsite, on City property. Working with a developer/contractor, a service provider, and a property manager, the City plans to create 50 units of modular affordable housing/rentals designated for People Experiencing Homelessness (PEH). Services to Residents include case management, links to vital services, health care, employment, and other benefits. The City plans to create storage units (5ftX5ft) to store resident belongings. The Permanent Housing would allow pets and offer an environment informed by PEH using Person-Centered, Trauma-Informed, Harm Reduction, and Housing First Practices. Phases of the project include research/feasibility surveys of PEH, professionals working directly with PEH, Community Stakeholders, Government Agencies, and other interested parties to collect information necessary to build a project based in evidence, experience, and compassion. The City has invested in seeking out Developer/Contractors, Service Providers, and Property Managers in advance as well as a Team of PEH to inform all decisions in all phases, including post build and ongoing feedback and contribution so the project evolves and grows as evidence and learning expands to inform the future. Subsequent phases include development of land for modular units, placement of units, with community engagement during all phases. Residents have no requirements to use emergency shelter or any other services prior to moving in.

People Served

Number of people currently residing in prioritized encampment site

92

#

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

Potential inflow of people into the prioritized encampment site during the grant term.

20

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

92

#

95

#

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

70

#

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

95

#

*This should include both people who transition directly into permanent housing **and** people who may first transition into interim housing.*

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

Yes No

Encampment Information

1. Briefly describe the characteristics of the people residing within the prioritized encampment site, including demographics, household compositions, disabilities, and projected service and housing needs. Include how this information was gathered. (1500-character limit)

The community members in the encampment include adult women age range 25-65, adult men age range 25-65, and approximately three non-binary community members age range 25-50. Racial and ethnic demographics include: 38% Hispanic/Latino, 14% African American/Black, 2% American Indian, 1% Asian, 20% White, 8% multiple races, 5% reported "unknown" Race or Ethnicity. Some clients have declined to reply to regarding racial and/or ethnicity. Approximately 30% of encampment residents, who report, suffer physical disabilities and approximately 75%, who report, are suffering mental illness. The City acknowledges the numbers of Community Members suffering mental illness and/or physical disabilities may be higher. Household compositions include couples, shared encampment sites of non-biological members with 3 or more people. Other compositions include siblings, adult children with parents, and single tent sites. Projected services include mental and behavioral health care, Medication-Assisted Treatment, Substance Use Disorder education and treatment, connection to income/revenue sources, human services benefits such as Cal-Fresh, Medi-Cal, and General Aid, Rapid Rehousing, and Housing Navigation. Housing needs include connections to section 8 vouchers, housing search, application assistance, assistance with rental application fees, rental deposits, and post-housing case management for housing retention. Information was collected via Point in Time Count and Outreach and Engagement Survey

If this proposal seeks to serve a particular target population, specify and describe.

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

The Encampment is located adjacent to a Cal Trans Corp Yard. It borders California HWY 152. The Encampment is on the City of Los Banos "Rail Trail" from Mercey Springs Road (HWY 165) to Place Road. The Parcel Number is 83130043. it is approximately 6.25 acres. The Rail Trail is a community recreational area for walking, biking, and visiting with other Community Members. Unhoused Community Members are living in tents, wooden structures, RVs, under tarps, cardboard structures, and sometimes living with no shelter structure at all. The site borders a shopping center, food carts, commercial businesses, a community trail for walking and biking, and residential areas.

3. Why is this encampment site being prioritized? Applicant should identify any distinguishing needs and/or vulnerabilities of the people living in this encampment and/or any health, safety, or other concerns that led the applicant to prioritize this site over other encampments. (1000-character limit)

The site is one of the largest encampments in the City of Los Banos. The Unhoused Community Members in this encampment are very engaged with outreach, case management, and housing navigation staff members from the City and other non-governmental agencies. The City believes the Community Members there are more susceptible to sex trafficking and other crimes due to its location and physical layout. The site is bordering industrial commercial businesses which have suffered damages due to fires within the encampment.

ERF authorizing legislation requires funding be used for "prioritized" encampments. Applicants must, therefore, provide a justification for the prioritization of the encampment proposed to be served. Except in very small communities where it may be possible to justify prioritizing all of a small number of encampments for resolution using this fund source, ERF is not intended to be used to fund a community-wide encampment resolution program.

Attachment: Map

The provided map should clearly indicate the area of the prioritized encampment. The map may also indicate the location of other key service, shelter, and housing resources described in this proposal.

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

No Yes - partially Yes - entirely

Proposal's Outcomes

5. What outcomes does this proposal seek to accomplish by 6/30/2027? Outcomes should be specific, measurable, attainable, relevant, and time-bound (SMART). (1000-character limit)

Specific: Create 50 units of permanent supportive housing with services onsite. Transition people from the encampment or emergency shelter (client chosen) to permanent housing units by Oct 2025.
Measurable: up to 100 people will live in permanent units with one-year leases with 100% being connected to services and resources. Attainable: The City has a dedicated Housing Division, the support of the CoC, Government, and Community as well as the background work of identifying project partners in advance of the ERF application. Relevant: The outcomes are based on information from People Experiencing Homelessness (PEH) and staff working with PEH. The project is based on direct feedback from ICH staff and on current evidence-based practices of developing more permanent housing. Time Bound: The project is using a modular approach to improve time and safety proficiencies. The City has done the background work of publishing RFQ/RFP documents to identify partners to expedite project plan.

6. What are the primary activities the applicant will implement to achieve each of the proposal's outcomes? (1000-character limit)

We have created a project plan and assigned a project manager. Ongoing Feasibility and Research studies of People with Lived Experience are scheduled. We have published a Request for Qualifications and have a Request for Proposal drafted to award a Contractor/Developer, Service Provider, and Property Manager. We have already worked with City Planning and Engineering to create a project plan to streamline permits and studies needed for the project. We have also worked with our Financial Department to plan how the funds will be received, recorded, monitored, and reported. We have a template for a compliance plan to monitor all grant activities, rights and responsibilities. All of these activities are designed to be in compliance with grant deadlines and requirements. Partnerships with County agencies and Merced County Public Housing Authority for wrap around and supportive services and subsidies are in place.

7. How will the applicant measure progress towards the proposal's outcomes? (1000-character limit)

Using the CoC's Homeless Management Information System (HMIS), HUD Universal Data Elements will be collected as well as project-specific data. The ERF Project will be entered as an HMIS permanent supportive housing project. Measurements will include: Clients housed, Housing retention, How many clients engaged in outreach, Demographics to track Racial, Ethnic, and Social Equity and disproportionalities, Age, Assessments performed, Vital documents collected, Clients connected and approved for Medi-Cal, CalFresh, and CalAim. Clients connected to income/revenue sources. Clients connected to Medication-Assisted Treatment and other health care treatment. A project manager has been assigned to the project to schedule, track/monitor, and report all construction activities in project management software.

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

None are anticipated. A lot of background work has been done to remove obstacles and barriers including community outreach, People Experiencing Homelessness outreach, presentations at City Council, Town Hall meetings, work with City services and departments, and outreach to partners. If challenges arise, The City will handle them using LEAN practices, Project Management, and teamwork with Stakeholders.

9. Does this proposal fund a standalone project, or is the proposed project one component of a larger initiative?

Standalone Larger initiative

Centering People

10. Describe how the perspectives of people with lived experience of homelessness meaningfully contributed to the content of this proposal? How will people with lived experience be part of the implementation of this ERF project? If individuals living in the encampment site were included in the development of this proposal, describe how their input was obtained and how that input shaped the proposal. (1000-character limit)

The Los Banos Outreach Consortium includes People with Lived Experience and is a multi-disciplinary team of agencies, organizations, and individuals providing services to People Experiencing Homelessness who represent the racial, ethnic, and social groups within the encampment. During project development, the Consortium surveyed people living in the encampment and sought to understand: what kind of housing is desired? Is it preferred to have more personal space? What kind of services are wanted and needed onsite? Ongoing surveys and conversations will occur at every step of the project and beyond the grant period. The proposal is based on input from the Unhoused Community and includes a Permanent Supportive Housing model with client requested private and community space and onsite services in Substance Use Disorder (SUD) Treatment as well as other client-requested services onsite. The need for SUD treatment was repeatedly reported by encampment residents as strongly needed.

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

The project will fully operate as a Housing First program. There will be no "Quid Pro Quo" policies which mandate any conditions in order to be housed and served with the full range of services offered in this proposal. There is no requirement to enter emergency, interim, or any other kind of shelter or housing in order to be eligible for the permanent supportive housing units. Residents will not be required to participate in treatment or engage in services. Credit, financial history, rental history, and most criminal history will not affect application approval. Engagement will be promoted and nurtured but not "forced" upon residents. Drug and/or substance use will not be grounds for eviction or punishment. Motivational interviewing and client-centered counseling will be used in the project. Non-judgmental and non-stigmatizing language will be used with all people involved in the project.

12. Describe how each of the following service delivery practices are incorporated into the outreach, interim shelter (if applicable), and permanent housing aspects of the proposed ERF project: (a) individual participant choice and (b) trauma informed care. (1000-character limit)

Participant choice is considered with every aspect of the project from its inception and design to its operations. Choice of engagement in services, in location, length, and mode is offered to every resident. The Resident will also have choices of staff to engage with so there is a comfortable environment/connection between staff and resident. Staff is highly trained and proficient in Trauma Informed Approaches (TIA) and how trauma affects the brain, recognizing signs of trauma, and avoiding re-traumatization. Per SAMHSA guidelines, we will approach the clients with a "strength-based lens" and implement the philosophy that a client drives their goals. Streamlining/LEAN practices are implemented into the City's assessment processes to prevent re-traumatization. Guidelines in sensory TIA strategies have been studied and will be implemented into the design of the structures and environment. Goal creation will not be a "boiler plate" exercise. The Client's story will be heard first.

13. Describe how harm reduction principles will be incorporated into the outreach, interim housing (if applicable), and permanent housing aspects of this ERF project. (1000-character limit)

Harm Reduction is a Guiding Principle in our work. The City of Los Banos is very prepared with experts in Harm Reduction who have already provided training to community providers and plans for more Harm Reduction continuing education so we are current in evidence-based Harm Reduction principles. The City partners with a Harm Reduction Non-profit for the provision of Naloxone and Harm Reduction outreach and engagement. There is a very deep commitment in Los Banos to Housing First and Harm Reduction. Access to the project and all of its services and benefits are available to all people who use drugs and substances. No barrier will be created to People Who Use Drugs. Reduction of harm strategies such as a reduction of use if the person chooses, will be supported by staff with absolutely no judgement or stigma. We listen to our Participant's goals and support them every step of the way.

14. Describe the services that will be provided to improve people's health, dignity, and safety while they continue to reside within the prioritized encampment site. (1000-character limit)

Outreach and Engagement within the encampment is performed at least 6 times per week from a range of providers to provide many services including Street Medicine through Federally Qualified Health Center, mental health checks and assessments from County Behavioral Health and Recovery Services, conversational visits from the City's Housing Services Division Outreach Coordinator, and well checks from other non-profit and faith-based organizations. Sanitation and hygiene products are provided regularly to all in the encampment. Garbage service is provided to the encampment approximately every 7-14 days so the encampment community members may live in a cleaner and healthier environment. The strategy of our Outreach is a multi-disciplinary approach, with Harm Reduction, Housing First, and Trauma -Informed guiding principles. Our "Outreach Consortium" is composed of a multi-disciplinary team (approximately 15 staff) which meets each Monday to discuss plans for the week.

15. Identify what controls are or will be in place to ensure that all ERF-3-R funded parties will not penalize homelessness. The term "penalize homelessness" means to impose, by a governmental unit, criminal or civil penalties on persons who are homeless in a manner that is related to those persons' engagement in necessary human activities, including sleeping, resting, and eating. (1000-character limit)

There are no municipal codes in place in the City of Los Banos which penalize homelessness. The Housing Program Manager and the Director of Community and Economic Development have consulted with the City Manager to provide education on consequences and effects of penalizing homelessness and to inform him and the City's leaders of the ERF requirements of compliance on this issue. The Housing Division will have access to the City Council to keep City Leaders informed of the rules and consequences related to this issue.

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

The City understands the need for sanitation services as a human dignity, public health, and safety issue. This proposal seeks to provide a project that when combined with the other resources in the area, will eliminate the Unhoused Community Members need for the prioritized encampment space. The proposal plan is for the provision of ample bathroom and garbage resources. Currently, the City devotes resources to providing "garbage day" approximately once per week in the city's encampments. Unhoused Community Members are notified a day in advance to place any garbage they wish in a designated location so that it can be picked up for them.

Part 3: IMPLEMENTATION

Core Service Delivery and Housing Strategies

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

Outreach and Engagement, as well as "Case Management on Wheels" is performed at least 5 days per week and some weeks, 6 or 7 days. Street medicine teams visit the encampment twice per week. Services include but are not limited to: Delivery of food and water, Narcan, clothing, hygiene supplies, Mental Health Services, Section 8 voucher assistance, and Vital records requests assistance. The Multi-Disciplinary Team created meets each Monday to discuss plans and initiatives in the encampment for the week. We focus on individuals and create action plans to track and measure. We serve approximately all 92 Encampment Community Members at the encampment site each week with approximately 15 units of service in health care which can include wound care, blood pressure checks, vital sign monitoring, medication counseling, appointment scheduling and general health education lasting 2-4 hours each session. Approximately 15 units of service each week of Substance Use Disorder education, Narcan distribution with education are delivered each week lasting 2-3 hours each session. Approximately 10 units of service are delivered each week in document acquisition paperwork with each session lasting 1-3 hours. 45 units of service are delivered in food delivery, water delivery, and hygiene packets delivery with each session lasting 2-4 hours. Approximately 5 units of service each week are delivered by Mental Health Workers from the County Behavioral Health Services Team with each session lasting 2-4 hours. Sanitation units of service equal 4 hours per week. All Case Management and Housing Navigation services are provided which includes housing search, rental application submission, and touring units with clients from the encampment. The staff to client ratio is approximately 1 staff member to every 7 people residing in the encampment.

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

The project would participate and comply with all written standards for the Coordinated Entry System (CES) serving the Merced County Continuum of Care (CoC). Current Outreach Consortium participates in the CoC's weekly CES meeting and would uphold bidirectional data exchange with the CES on all data related to project. The City's Housing Program Manager chairs the CES Committee within the CoC. The CES and the CoC are supportive of project. All housing placements will be processed through the CES. Communication with CES Lead will occur to ensure the proper assessment and confirmation of homelessness is performed. Regard to the vulnerability assessment will be upheld to ensure those with the highest need according to our standardized assessment and the CoC's written standards regarding prioritization will be engaged for the project first.

19. Describe each of the specific (a) interim housing and (b) permanent housing opportunities that will be used to achieve the proposed outcomes of this ERF project. Demonstrate that any ERF-3-R funded interim housing capacity is either non-congregate or clinically enhanced congregate shelter. (2000-character limit)

The project and the outcomes will be supported by existing resources and ERF grant dollars to achieve the permanent housing and case management goals of the project. The supportive existing resources: The City of Los Banos currently has 20 beds of non-congregate emergency shelter funded by the local CoC and Merced County. These emergency shelter non-congregate beds are used as "Mini Navigation Centers" and offer full case management services with visits from the local Street Medicine Team and Behavioral Health and Recovery Services from Merced County. Inside these "Mini Navigation Centers" community agencies and organizations as well as the lead service provider of the shelter work in cooperation to deliver services to Participants staying in the shelter. Vital document acquisition, connection to health care, including connection to MediCal and CalAIM are provided, as well as connection to food/CalFresh, legal services, Homeless Court, family reunification, employment and income connection. Additional congregate navigation center, clinically enhanced emergency shelter is available in the City of Merced which offers all the services available in the non-congregate shelter in the City of Los Banos. The ERF dollars will be used for the development of permanent housing units specifically designated for People Experiencing Homelessness (PEH) as well as supportive services in case management on site. The permanent housing units will have case management services on site and space will be available for agencies and organizations working with residents. Clients are not required to use interim, transitional, or emergency shelter in order to be eligible to apply for the permanent housing units. Nor are clients required to participate or receive services in order to be eligible for permanent housing units.

20. Demonstrate the applicant's commitment and ability to deliver permanent housing solutions to the people residing in the prioritized encampment, including by providing examples of prior successful efforts to permanently house similarly situated individuals. (2000-character limit)

The City of Los Banos has demonstrated its commitment in many ways including: Devoting a City-funded Housing Division dedicated to the development of affordable housing, working with People Experiencing Homelessness (PEH) in Case Management, and identifying developers/contractors and other organizations through careful procurement processes. We have prepared our financial executives and have prepared a compliance and reporting plan in advance of receiving the funds. Our financial, operational, and executive teams including the City Council Members have built a project plan and assigned a project manager to ensure careful stewardship of the plan and the funds. The City is currently working with the Housing Authority of Merced County as well and they are demonstrating their commitment by developing 11 units of affordable housing in the City. To demonstrate the City's ability: Since the implementation in March of 2023 of The Housing Division, the City has been able to permanently house over 10% of its Point in Time Count census of PEH. Landlord Engagement work has developed very healthy relationships with property owners. The Housing Division visits each housed person at least once per week after they are permanently housed for a period of at least six months. The City has a very active and positive partnership with the County and with the Housing Authority as well as the VA for Veterans. In the last two months, two Veterans received HUD VASH Section 8 vouchers and were permanently housed. Through the ERF grant dollars, even more permanent supportive housing will be developed effectively providing as many units as we need to permanently house all people on the current Coordinated Entry System (CES) list for the City of Los Banos. Combining this project with our existing resources will bring the City's capacity to 100% to permanently house all PEH. Further, the ability of the key personnel is demonstrated by their experience (combined two decades) in work with PEH.

21. Describe how this proposal is tailored to meet the needs and preferences of people residing

within the prioritized encampment. (1500-character limit)

The City is very pleased to report that the idea for the proposal is based on direct input from Unhoused Community Members in the prioritized encampment. Several scenarios/options were presented to people with current, lived experience and who represented the diversity of Race, Ethnicity, Gender, and Social groups. The response was overwhelmingly in favor of permanent housing with community/shared spaces and services which were easily accessible. The encampment residents reported was that there was a need for privacy, and community. Unhoused Community Members reported they wanted easier access to services as many lacked transportation resources. Unhoused Community Members said they would be interested in SUD and/or Medication Assisted Treatment if it was easy to access and if they had more support. Unhoused Community Members also reported they need to have a feeling of community and that many still wanted to be near their encampment neighbors. In a study conducted by the University of California, San Francisco (UCSF) Researchers found that 86 percent of participants who were randomized to a permanent supportive housing model were successfully housed and remained in their housing for several years. Because supportive services were combined with permanent housing, retention of housing was achieved at a higher rate than without services and permanent housing.

Where applicable, identify the people, data, evidence, and / or other sources of information that was relied upon for this proposal.

Table 1: Projected Living Situations Immediately Following the Encampment

For people served who exit the encampment, what are the projected Living Situations Immediately Following the Encampment, including but not limited to, permanent housing, interim sheltering, and unsheltered?

Please provide responses in the table below. Add a row for each projected living situation. (250-character limit for each cell)

Briefly Describe Each Projected Living Situation Immediately Following the Encampment	Is This Permanent Housing?	Quantify the Capacity (e.g., number of beds/units, frequency of bed/unit availability)	Prioritized or Set-Aside for ERF-3-R?	Is this living situation funded by ERF-3-R and / or Leveraged Funds?	% of Served Persons Projected to Fall Within This Living Situation
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Modular one-bedroom permanent supportive housing Unit.	Yes Yes/No	Fifty (50) units of one-bedroom permanent supportive housing with capacity of 2 people per unit for a potential capacity total of 100 people. Frequency-one year lease	Prioritized Pri/Set-Aside/Neither	Both ERF/Lev/Both	90 %
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Public Housing Authority one-bedroom tiny permanent housing unit	Yes Yes/No	One-bedroom permanent housing unit with capacity for 2 people per unit for a potential capacity of 22 people. Frequency-one year lease	Neither Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	5 %
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Non-Congregate Navigation Center Emergency Shelter beds.	No Yes/No	20 non-congregate navigation center beds. Frequency of availability-approximately one bed available every 2-3 months on average	Neither Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	5 %
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	Yes/No		Pri/Set-Aside/Neither	ERF/Lev/Both	%
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Table 2: Permanent Housing Opportunities

A permanent housing opportunity is a combination of project and/or service provided to an individual with the goal of helping the individual obtain permanent housing. Of course, applicants cannot and do not need

to provide every possible scenario; Cal ICH is looking to understand the primary, expected permanent housing opportunities for people projected to be served by this proposal.

Please provide responses in the table below. Add a row for each projected opportunity. (250-character limit for each cell)

Describe the Permanent Housing Opportunity	Prioritized or Set-Aside for ERF-3-R?	Quantify the Capacity of the Housing and Service Opportunity	Is this Housing Opportunity Funded by ERF-3-R and / or Leveraged Funds?
50 one-bedroom permanent supportive housing units	<input type="text" value="Prioritized"/> <small>Pri/Set-Aside/Neither</small>	<input type="text" value="100"/>	<input type="text" value="Both"/> <small>ERF/Lev/Both</small>
Dedicated Housing Division with full Case Management Capabilities for vital document, connections to income through benefits and/or employment, connections to housing vouchers	<input type="text" value="Prioritized"/> <small>Pri/Set-Aside/Neither</small>	<input type="text" value="100"/>	<input type="text" value="Leveraged"/> <small>ERF/Lev/Both</small>
Health Care Connection-Street Medicine Team: visits current encampment twice per week to deliver health care to give People the best platform in which to pursue permanent housing	<input type="text" value="Prioritized"/> <small>Pri/Set-Aside/Neither</small>	<input type="text" value="100"/>	<input type="text" value="Leveraged"/> <small>ERF/Lev/Both</small>
Cal AIM-Enhanced Care Management and Community Supports Programs- Rental Assistance, Deposit Assistance, Case Management, and connection to health care	<input type="text" value="Prioritized"/> <small>Pri/Set-Aside/Neither</small>	<input type="text" value="100"/>	<input type="text" value="Leveraged"/> <small>ERF/Lev/Both</small>
Navigation Center Homes/Emergency Shelter: Provides full Case Management for vital document, connections to income through benefits and/or employment, connections to housing vouchers	<input type="text" value="Prioritized"/> <small>Pri/Set-Aside/Neither</small>	<input type="text" value="100"/>	<input type="text" value="Leveraged"/> <small>ERF/Lev/Both</small>

22. Describe strategies the applicant will use to ensure that people are not displaced from the prioritized encampment into another unsheltered location. Include strategies that are in addition to/complement the interim shelter and permanent housing opportunities that are part of this proposal. (1000-character limit)

The City will work to have residents ready to enter the permanent supportive housing units created through the ERF by acquiring applicant vital records, assisting with section 8 EHV, and HCV section 8 vouchers, connection to income through employment and/or social benefits, as well as Case Management preparing the Residents with the transition from experiencing homelessness to life within a permanent unit. We are currently working with Public Housing Authority to apply for Project Based Section 8 Vouchers to support the project. The City has assembled a multi-disciplinary team assembled to assist the residents of the encampment who do not exit immediately to permanent supportive housing with transfers to existing emergency shelter in both the City of Los Banos and Merced. Residents will not be moved from the existing encampment without the appropriate resources to treat People Experiencing Homelessness with dignity and respect, and with regard to their health.

23. Describe specific strategies and/or services the applicant will use to prevent returns to unsheltered homelessness among people from the prioritized encampment who are sheltered and housed through this ERF project. Include whether these strategies will be funded with ERF-3-R funds and, if not, what other resources will be leveraged. (1000-character limit)

The City of Los Banos Case Management Policies require weekly visits to residents to continue case management for at least six months to support housing retention. The Multi-Disciplinary Team which is currently assembled and working, will meet each week to discuss cases of all Residents being served by this project. Continuing education in Case Management will be a priority to understand the current evidence as it relates to a return to homelessness by those previously housed. These strategies will be funded mostly by leveraged funds which are already in existence. The City intends to enroll as many Residents into the Cal AIM Enhance Care Management program as are qualified to promote ongoing health care. The City has the resources to assist Residents with annual recertifications of housing vouchers and other housing, human, and health care benefits. The City also hosts community events and holiday events for each person housed to encourage community engagement and belonging.

24. Describe how this proposal considers and plans for the dynamic nature of encampments including potential inflow of people into the geographically served areas. (1000-character limit)

The City has a robust Outreach and Engagement vendor dedicated to the City of Los Banos. In addition, the City employs a Housing Manager and Outreach Coordinator. These resources will be used to immediately identify a person experiencing homelessness and identify resources such as emergency shelter and to connect them to the Coordinated Entry System of the Merced City and County Continuum of Care. Connections to Cal AIM along with all other human services and benefits will be made quickly to build the platform needed to transition people recently experiencing homelessness to permanent housing as soon as possible. The Multi Disciplinary Team, which is currently in place and working, will be ready to deliver services to the potential inflow of People arriving in our geographical area. We have infrastructure in operations, finances, and compliance in place currently.

25. Describe how participants in this ERF project will be supported with continued access to, and storage of, their personal property while in the encampment, in interim housing (if applicable), and in permanent housing. (1000-character limit)

As part of the project, the City will develop mini storage containers on the project site for clients. This space will provide clients with a space and key of their own to store belongings which don't fit within the housing unit. We know lack of storage of precious and treasured belongings can be a barrier for clients to move into a new space and we understand how important even a small belonging can be to emotional and mental health. Each storage container will be approximately 5'X5' and will be individually keyed and secured. Access to belongings will be continuously available as clients need access to their belongings. The storage will be water-tight so belongings are kept safe.

26. Describe how participants in this ERF project who have service animals and/or pets will be supported while in the encampment, in interim shelter (if applicable), and in permanent housing. (1000-character limit)

All City projects related to homelessness are fur family friendly. Both service animals and pets are welcome. The proposed Permanent Supportive Housing facility will be built with dog wash stations. Each unit will be secured so pets can be safely housed with the client. The City will work cooperatively with the local veterinary provider for low-cost or free access to vaccinations and spay/neuter services. Pet policies will be developed for the health and safety of all clients and animals. Dog relief area with supplies will be available. The City is developing a partnership with Petco and/or Petsmart for free dog training sessions for clients.

Budget and Resource Plan

27. State the total amount of ERF-3-R funds requested.

\$11,842,621.00

\$

28. State the estimated dollar value of secured, non-ERF-3-R resources that will help meet this proposal's outcomes.

\$1,336,424.50

\$

29. Identify and describe each leveraged non-ERF-3-R resource and how that specific resource will be used to help meet the proposal's outcomes, including the permanent housing outcomes. (1000-character limit)

City General Fund Leveraged for Housing Division Staff, Rental Assistance, Deposit Assistance, Case Management, Training, Continuing Education, Outreach and Engagement, Landlord Engagement. Medi-Cal/Cal AIM: Enhanced Care Management and Community Supports benefits for: Rental, Deposit, utility Assistance, Case Management, Connection to Health Care. PLHA-Operating Subsidies to sustain project after grant period. CoC leveraged resource for Coordinated Entry System. Navigation Center leveraged resource for Case Management, emergency shelter. Golden Valley Health Care (FQHC) Street Medicine Team leveraged for connection to ongoing health care. The City has been recommended by the CoC for an application for CoC NOFO RRH-PH funds. HUD Grant will be leveraged for ongoing resources after grant period. The City will leverage existing City land to reduce costs and ensure long term success with a 55 year deed restriction for affordable housing.

Applicants are directed to provide a detailed description of other fund sources, and system capacity, that will be leveraged to achieve the outcomes proposed for the ERF-3-R funded project (especially as it relates to meeting this proposal's permanent housing outcomes) and, if applicable, to sustain the new programming beyond the end of the grant term.

This includes prior ERF awards, HUD unsheltered NOFO, and other federal, state, and local funding sources.

Applications will be evaluated with the understanding that communities vary significantly with respect to the current availability of other fund sources that can be used as leverage for their proposed projects and to sustain the projects beyond the grant term.

In the absence of currently available resources, Applicants are encouraged to provide a specific plan for obtaining the funding necessary to sustain their project beyond the grant term if the project is intended to continue.

30. Describe how the proposal is a prudent and effective use of requested funding relative to the number of people it seeks to serve, the types of services and housing to be provided, and any benefits to the community's efforts to address homelessness that will extend beyond the grant term, including ongoing expansion of interim and permanent ERF housing capacity. Include an explanation of how the requested ERF-3-R amount was determined. (1000- character limit)

Funds being spent to deliver services to clients in the encampment can be more efficiently and efficaciously spent when People are housed permanently with services. A study conducted by UC Irvine shows the annual cost of services for a chronically homeless person on the street in Orange County is \$100,759 per year. It's 50% cheaper to permanently house a person with supportive services. The costs of the project will be mitigated by the use of City owned land and City Public Works resources and will provide 50 units of PSH with 55 year affordable housing deed restriction, operating subsidies, and administrative costs for up to 3 years. The project Return on Investment could be less than a year. Requested amount based on budget to sustain project until contractor can assume expenses and rental revenues after grant period. The City's PLHA, Cal Aim benefits, and HUD NOFO funds will provide Operating Subsidies and Resident Services beyond the grant period. These funds are ongoing/stable.

Attachment: Standardized Budget

Applicants must use the [ERF-3-R Budget Template](#) available on [box.com](#)

Key Entities and Staff

31. First, describe the implementing organization and specific unit or office within the implementing organization that would administer ERF-3-R. Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500-character limit)

The City of Los Banos is a California Municipal Corporation ("City"). The division responsible for the ERF implementation is the Housing Division of the Community and Economic Development Department of the City. The Housing Division is devoted to the City's response system to homelessness and for the development of affordable housing. the Housing Program Manager works full time to develop, administer, and monitor programs for unhoused community members and for those at risk of becoming unhoused. The Housing Program Manager's Outreach Coordinator is devoted to the City's outreach and engagement efforts and also serves in Case Management, and Harm Reductionist consultation. Both the Housing Program Manager and the Outreach Coordinator have been involved in the development and operation of Navigation Centers, Homekey projects, and numerous emergency shelter and homeless response systems in Portland Oregon and Merced California. These two staff members have over a decade of experience each in Response Systems to Homelessness involving all aspects and Harm Reduction. In addition, the Finance Director and Manager are ready to accept the grant and maintain all financial tracking, monitoring, auditing, and reporting.

Table 3: Key Staff

Identify all staff positions (e.g. administrative, programmatic, development etc.) which are integral to this ERF project and to achieving the proposal's outcomes. For each position include the title, whether the position is filled or vacant, the approximate fulltime equivalent (FTE) of the position dedicated to the ERF

project, whether the position is funded through ERF-3-R and/or Leveraged (i.e.non-ER-3-R) funds, and a brief description of the duties. Please provide responses in Table 3 below.

Title	Currently Filled Position?	FTE of Staffing for This Proposal	Funded by ERF-3-R and / or Leveraged Funds?	Brief Description of Duties
Housing Program Manager	Yes Yes/No	1.0 # FTE	Leveraged ERF/Lev/Both	Develops, manages, and reports all matters related to the City's system response to homelessness
Homeless Outreach Coordinator	Yes Yes/No	1.0 # FTE	Leveraged ERF/Lev/Both	Performs outreach to People Experiencing Homelessness and also performs Case Management, and Housing Navigation
Community and Economic Development Director	Yes Yes/No	1.0 # FTE	Leveraged ERF/Lev/Both	Directs all aspects of the City's community and economic development
City of Los Banos Public Works Director	Yes Yes/No	1.0 # FTE	Leveraged ERF/Lev/Both	Performs engineering and development oversight duties related to new development of PSH neighborhood
Project Manager	Yes Yes/No	2.0 # FTE	Both ERF/Lev/Both	Performs project management for the PSH neighborhood development and ongoing management until lease ups are complete
Contractor	Yes Yes/No	1.0 # FTE	ERF-3-R ERF/Lev/Both	Contracted to work in cooperation with the City of Los Banos to improve land and develop and place all components of PSH Neighborhood

Property Manager	No Yes/No	1.0 # FTE	Both ERF/Lev/Both	Leasing operations. Works with residents on maintenance issues, and other issues related to units and grounds. Position would be funded with ERF-3-R for the first two years and leveraged thereafter with Contractor's revenues from rental revenue
Service Coordinator	No Yes/No	2.0 # FTE	Both ERF/Lev/Both	Connections to services (benefits, employment, food, healthcare). Provides opportunities for community connection. Position would be funded with ERF-3-R for the first two years and leveraged thereafter with Contractor's revenues from rental revenue
Program Manager	No Yes/No	1.0 # FTE	Both ERF/Lev/Both	Oversight of all staff (maintenance, service coordination, and property management). Position would be funded with ERF-3-R for the first two years and leveraged thereafter with contractor's revenues from rental revenue
Facility Maintenance Staff	No Yes/No	1.0 # FTE	ERF-3-R ERF/Lev/Both	Performs maintenance on units, grounds, and service buildings
City Manager	Yes Yes/No	1.0 # FTE	Leveraged ERF/Lev/Both	Direction, Advocacy, and Community and City Council Engagement
Building Official	Yes Yes/No	1.00 # FTE	Leveraged ERF/Lev/Both	Compliance, Safety, and Consultation

32. First, describe key partners that will be responsible for implementing this ERF project and achieving the proposal's outcomes (e.g. service providers, public agencies, development entities etc.). Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences

informed this proposal. (1500-character limit)

Key Partners include a local affordable housing developer/contractor. Merced City and County Continuum of Care. New Directions-CoC's outreach and engagement provider with experience in projects such as Homekey, Sutter Health Systems-Harm Reduction, Substance Use Disorder (SUD), and Medication Assisted Treatment (MAT), Golden Valley Health Centers-Street Medicine, SUD Treatment, MAT, Department of Workforce Development-connections to job readiness, resume, and work search/support, Merced County Behavioral Health and Recovery Services-connections to mental health treatment, SUD treatment, and Mental Health Services Act programs. The combined experience of these providers and agencies were leveraged to develop the proposal during several meetings to discuss the project. All entities involved have managed complex projects such as Navigation Centers, Homekey Developments and Response Systems to Homelessness.

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

The Merced City and County CoC Collaborative Applicant Team as well as the Merced County Human Services Agency Housing and Homeless Services Branch (HHSB) Deputy Director have been involved in the plan and implementation approach of the proposal. The Los Banos Housing Program Manager has collaborated with the HHSB Deputy Director to unite teams, strategize cross-jurisdictional operations in congruence with the CoC outreach and engagement plan, Coordinated Entry System plan, and data collection plan, and within the CoC's Homeless Management Information System (HMIS). Lessons learned from Merced's Navigation Center have been incorporated into the plan for Los Banos, for example: design elements in intake, pet policies, storage facilities for clients, and housing navigation. Examples from other jurisdictions have been studied to understand best practices.

Applicants may upload evidence of cross-jurisdictional collaboration such as MOUs, letters of support, or interagency agreements etc. in the field immediately below.

Optional Upload: Evidence of Cross-Jurisdictional Collaboration

34. Identify any entities that have a right to and/or control of the property upon which the encampment site resides. Describe how applicant has engaged with these entities and confirm that each of these entities has committed to allowing the implementation of this proposal. (1000-character limit)

The encampment site is City-Owned. The applicant is the City and has gathered all City stakeholders including City Planning, Economic Development, Parks and Recreation, Finance, Public Works, Police, Fire, and Code Enforcement who work with and upon the city's encampment site. There is overwhelming support and commitment of all stakeholders to this project.

Accelerated Timeline

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

Community organizations in the private, non-profit, and Faith-Based sectors work regularly with encampment residents to deliver food, hygiene items, blankets, water, and community visits. Several Faith-Based organizations provide weekly outreach events which offer showers, food boxes, hygiene, clothing, and fellowship. The Federally Qualified Health Care Organization, (Golden Valley Health Center) is in attendance during outreach events to provide health care services. Local businesses and community members organize holiday food drives, events, and outreach to the encampment residents.

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

The City will continue to perform all duties now offered including working with encampment residents on document readiness, connections to housing vouchers, connections to Cal AIM Community Supports and Enhanced Care Management, employment/income benefits, community, health care, and other human services benefits. Ongoing engagement with Encampment Residents to communicate what to expect at every stage of the project will be performed. The encampment residents will be immediately informed of the project sequence of events from implementation to post housing case management. Individualized resident plans will be developed to acknowledge the diversity of client's needs and experiences. A Communication Plan will be developed to keep the Community aware of the development and progress of the project. A concerted effort will be made to prepare and guide all residents and community members/public through the steps of the project to minimize anxiety and stress.

Table 4: Project Timeline

Cal ICH should be able to use the project timeline to understand the general parameters of the project and how it will be implemented.

This Standardized Project Timeline Template will not perfectly capture every nuance - that's Ok. However, applicants are strongly encouraged to provide incremental milestones for achieving the interim shelter and permanent housing goals set out in the proposal. For projects that include interim shelter and/or permanent housing development, the timeline should include major development milestones.

Where there is ambiguity, conflict, or silence, use your judgment.

Date	Milestone	Category	Additional Detail for Milestone
3/1/2023	Outreach to Encampment Residents to survey needs	People	Survey of Encampment Residents
4/3/2023	RFP for Developers	Project Management	Posted and responses collected
6/21/2023	Feasibility and Site Analysis	Place	Site tour with developer and City Planner

3/29/2024	ERF Award Received	Project Management	Funds are ready to be received by Financial Director. Accounts have been created
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4/1/2024	Contract with Developer Executed, Subcontractors engaged and service agreements drawn. Modular Buildings ordered, applications for all Permits and PG&E engineering/new construction application submitted.	Project Management	Contract templates have been developed in anticipation
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4/8/2024	Kick Off Meeting with Contractor, all Stakeholders. Equipment ordered to be ready for site work. Encampment Resident and Public Communication	People	Project Kick Off Meeting
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4/16/2024	Equipment Arrives Onsite, Ground work, grading, leveling begins, trenching for water/sewer/electrical utilities, electrical poles set, Wire and pipe pulled for utilities. Inspections performed. Encampment Resident and Public Communication	Place	Equipment, Utilities, Inspections, Communication
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7/22/2024	<p>Permanent Cement Foundations set for all units and buildings. Inspections performed. Encampment Resident and Public Communication</p>	Project Management	<p>Foundations, Inspections, Communications</p>
10/30/2024	<p>Modular units and buildings placed on site on foundations. Plumbing and electrical rough in begins. HVAC work begins. Inspections performed. Encampment Resident and Public Communication</p>	Project Management	<p>Units Placed, Utilities, HVAC, Inspections, Communication</p>
2/3/2025	<p>Connection of utilities/HVAC/Plumbing and electrical trim to units and buildings begins. Inspections performed. Encampment Resident and Public Communication</p>	Project Management	<p>HVAC, Utilities, Inspections, Communication</p>
5/1/2025	<p>Cement, Asphalt, driveways, roadways, sidewalks. Inspections performed. Community/Governmental agencies and organizations are assembled to prepare plans for multi-disciplinary work. Encampment Resident and Public Communication</p>	Project Management	<p>Cement and Asphalt work, Government and other agencies and organizations, Communication</p>

7/1/2025

Project site landscaping. Property Manager, Program Manager, Services Coordinators, and Facility Maintenance staff Hired. Inspections performed. Encampment Resident and Public Communication. CES and HMIS are engaged and prepared

Project Management

Hire staff, Inspections, CES, HMIS, Communication

8/1/2025

Service Coordinators, Program Manager, & Facility Maintenance Staff Training begins. Workflows, documents, compliance, and operations planning begin. Encampment Resident and Public Communication. Final Inspections on units and grounds are performed

People

Staff trained, Final Inspections for occupancy, Communication.

9/1/2025

"Day in the Life of" exercises begin to prepare for first lease ups and services to residents. CES and HMIS are engaged again to participate. Encampment Resident and Public Communication.

People

CES and HMIS, Training, Communication

10/1/2025	Leases begin, Residents begin to move in. Encampment Resident and Public Communication.	People	Leases, Communication
12/20/2025	Last of the encampment residents leave the encampment. Units leased, services provided. Ongoing Stakeholder/Public Communication.	People	Encampment closes

Table 5: Projected Milestones

Answer the following questions in relationship to January 31, 2024. Cal ICH assumes disbursement will occur approximately 3-6 months after January 31, 2024.

Please provide responses in the table below including the month and year. (15-character limit for each cell)

Outreach to the people residing in the prioritized encampment site began / will begin mm/yyyy.	This proposal will reach full operating capacity in mm/yyyy.	The first planned exit of a person or household from the prioritized encampment will occur in mm/yyyy.	The last planned exit of a person or household from the prioritized encampment will occur in mm/yyyy.
03/2023	10/2025	10/2025	12/2025

CERTIFICATION

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

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

Name

Christy	McCammond
First	Last

This does not have to be an authorized representative or signatory.

Title

Housing Program Manager

Email

christy.mccammond@losbanos.org

Guidance and Intended Use	ELIGIBLE USE CATEGORY	-5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL	ERF-3-R PROPOSED BUDGET			LEVERAGED FISCAL SUPPORT	-2 SENTENCE DESCRIPTION
				SALARY	FTE	MONTHS		
This budget template may be slightly modified to meet local needs. If awarded funding, this budget, once approved, will serve as your community's official project budget. Any future changes to this budget must be authorized through the change request process.	Use dropdowns. See NOFA, III. A.	Enables Cal ICH to immediately understand the line item.	Enables Cal ICH to associate the line item with specific entities or parts of a proposal.	Only ERF-3-R Funds			Non ERF-3-R Funds That Will be Used to Support this Proposal	Enables Cal ICH to better understand the line item, context, and / or other pertinent information related to the proposed line item.
				Total Over Grant Term				
PERSONNEL COSTS								
Onsite Program Manager (1 FTE)	Services Coordination	Manages program/services onsite	Merced Rescue Mission	100,000.00	1.00	36	300,000.00	Manages Services coordinator, Property Manager, and Facility Maintenance Staff
Property Manager (1 FTE)	Operating Subsidies	Lease and Resident services onsite	Merced Rescue Mission	75,000.00	1.00	36	225,000.00	Assists Residents and Applicants with leasing, residency matters, and unit maintenance requests
Services Coordinator (2.0 FTE)	Services Coordination	Services to Residents onsite	Merced Rescue Mission	68,000.00	2.00	36	408,000.00	Provides services to residents and performs case management
Facility Maintenance Staff (1.0 FTE)	Operating Subsidies	Maintains property maintenance	Merced Rescue Mission	75,000.00	1.00	36	225,000.00	Performs maintenance on units, grounds, and service buildings
Housing Program Manager	Services Coordination	City Housing Manager	City of Los Banos	108,000.00	1.00	36		324,000.00 Develops, manages, and maintains City's response system to homelessness
Outreach Coordinator	Services Coordination	City Outreach and Engagement	City of Los Banos	68,000.00	1.00	36		204,000.00 Performs outreach and engagement to People Experiencing Homelessness in Los Banos
City Manager	Delivery of Permanent Housing	City-Wide Management	City of Los Banos	216,000.00	0.05	36		32,400.00 Direction, Advocacy, and Community and City Council Engagement
City Planner	Delivery of Permanent Housing	City of Los Banos Planner	City of Los Banos	140,000.00	0.20	12		28,000.00 Develops, manages, and maintains City's Planning, Building, and Economic Development Department
City Engineer	Delivery of Permanent Housing	City of Los Banos Engineer	City of Los Banos	180,000.00	0.20	12		36,000.00 Develops, manages, and maintains City's Public Works Department
City Building Official	Delivery of Permanent Housing	City of Los Banos Fire Chief	City of Los Banos	165,000.00	0.05	12		8,250.00 Compliance, Safety, and Consultation
Benefits	Services Coordination	Health and Retirement Benefits	Rescue Mission	104,940.00		36	314,820.00	Benefits for Onsite Program Manager, Property Manager, Service Coordinators
Benefits	Services Coordination	Health and Retirement Benefits	City of Los Banos	69,591.50		36		208,774.50 Benefits for Housing Program Manager, Outreach Coordinator, City Planner, and City Engineer
Subtotal - Personnel Costs							\$ 1,472,820.00	\$ 841,424.50
NON-PERSONNEL COSTS				UNIT	RATE	TIME		
1 bedroom Modular Unit	Delivery of Permanent Housing	500 sf 1-bedroom unit	To Be Determined	50	100000	\$	5,000,000.00	One-bedroom units with kitchen at HUD HOS Standards
Services Building	Delivery of Permanent Housing	2000 sf for each building	To Be Determined	2	150000	\$	300,000.00	Two Buildings, One for Resident Case Management Services, One for Property Management and Facility Maintenance
Architect Services	Delivery of Permanent Housing	Architect for project design	To Be Determined	1.00	300000	\$	300,000.00	Architect design for buildings, multi-family division project
Engineer Services	Delivery of Permanent Housing	Engineering Services for project design	To Be Determined	1.00	200000	\$	200,000.00	Engineering design for buildings, multi-family division project
Project Manager Contract	Delivery of Permanent Housing	Project Management Services for project	City of Los Banos	1	300000	\$		300,000.00 City of Los Banos has created five "As Needed" contracts, already approved for Project Management services for projects in the City of Los Banos
Electrical Connections	Delivery of Permanent Housing	Electrical connections to all units	PG&E	1	300000	\$	300,000.00	PG&E connection, meters, panels, pole to provide electricity to all units and buildings
Landscaping	Delivery of Permanent Housing	Project site landscaping	To Be Determined	1	100000	\$	90,000.00	10,000.00 Grass, trees, shrubs, and other decorative landscaping on project grounds
Ground Work/Grading/Leveling	Delivery of Permanent Housing	Ground work on project site	To Be Determined	1	392000	\$	392,000.00	Leveling, grading, and preparing ground for foundations, home sites, building sites, and utilities
Sewer Connections	Delivery of Permanent Housing	City Sewer connection	City of Los Banos	52		\$	62,400.00	Connection to City sewer system to all units and buildings on project site
Water Connections	Delivery of Permanent Housing	City Water connection	City of Los Banos	52		\$	114,400.00	Connection to City water system to all units and buildings on project site
Permanent Foundations	Delivery of Permanent Housing	Foundations for units and buildings	To Be Determined	1	435000	\$	435,000.00	Permanent cement slab foundations for all units and buildings
Impact Fees Residential Units	Delivery of Permanent Housing	Development Impact Fees	To Be Determined	50.00	27000	\$	1,350,000.00	Impact Fees due to City of Los Banos for the construction of new units and buildings
Impact Fees Office Units	Delivery of Permanent Housing	Development Impact Fees	To Be Determined	2.00	11000	\$	22,000.00	Impact Fees due to City of Los Banos for the construction of new units and buildings
Asphalt and Cement	Delivery of Permanent Housing	Asphalt and Cement for project	To Be Determined			\$	350,000.00	Cement and asphalt for project site sidewalks, parking lots, curbs, driveways
Electric Service Fees (per month)	Operating Subsidies	Monthly fees for PG&E	PG&E	36.00	6000	\$	216,000.00	Monthly Electrical Service fees for units and buildings
Water Service Fees (per month)	Operating Subsidies	Monthly fees for City Water	City of Los Banos	36.00	3500	\$	126,000.00	Monthly Water Services Fees for units and buildings
Sewer Service Fees (per month)	Operating Subsidies	Monthly sewer fees	City of Los Banos	36.00	3000	\$	108,000.00	Monthly Sewer Service Fees for units and buildings
		Internet/Data/Phone	To Be Determined	36.00	250	\$	9,000.00	
Landscaping Services (per month)	Operating Subsidies	Monthly landscaping services	Landscaping contractor	36.00	400	\$	14,400.00	Monthly landscaping fees for project site
3rd Party Hard Costs	Delivery of Permanent Housing	Site surveys, contractor preliminary reports	Various Contractors	1.00	50000	\$	50,000.00	Funds for surveys, site evaluations, site analysis
Pre-Development Costs	Delivery of Permanent Housing	Appraisals, Title fees	To Be Determined	1.00	50000	\$	50,000.00	Funds for reports, title fees, appraisals
Contingency and Change Order Set Aside	Delivery of Permanent Housing	Change orders	To Be Determined	1.00	300000	\$	300,000.00	35,000.00 Funds for change orders, contingencies
Subtotal - Non-Personnel Costs							\$ 9,789,200.00	\$ 345,000.00
ADMINISTRATIVE COSTS								
	Administrative Costs	Supplies, Equipment, Reporting, Compliance	City of Los Banos				580,601.00	150,000.00 Funds for equipment, supplies, staff time for reporting, compliance, and grant management
Subtotal - Administrative Costs							\$ 580,601.00	\$ 150,000.00
TOTAL BUDGET							Total ERF-3-R Funds Requested	Total Leveraged Funds
							\$ 11,842,621.00	\$ 1,336,424.50



HUMAN SERVICES AGENCY

Yvonna Brown, EdD, MSW
Director

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Equal Opportunity Employer

January 29, 2024

Christy McCammond, Housing Program Manager
City Of Los Banos
520 J Street
Los Banos, CA 93635

RE: Evidence of Cross-Jurisdictional Collaboration Support Letter

Dear Ms. McCammond:

On behalf of the Merced County Human Services Agency, I am writing to express my full support for the City of Los Banos and their application for Encampment Resolution Funding Round 3. The Merced City and County Continuum of Care (Merced CoC) spans the geographical region of Merced County. The County of Merced is the CoC Board designated entity to act on their behalf as the Collaborative Applicant and Administrative Entity. The Merced CoC recognizes the cross-jurisdictional collaboration of the City of Los Banos.

The City of Los Banos is a CoC General Member, has been elected to the CoC Board, and as such, is a voting member of the body. The Housing Program Manager is the Chair of the Coordinated Entry System (CES) CoC Committee and as well as the Chair of the Homeless Management Information System (HMIS) CoC Committee. The City of Los Banos complies with all CES and HMIS CoC Written Standards. The City of Los Banos participates in all CoC meetings and contributes to these meetings with updates on Los Banos projects and services. The City of Los Banos participates and contributes to CoC training initiatives to support the overall system response to homelessness.

The City of Los Banos participated with the Merced CoC for the Governor's 100-day challenge initiative to house 20 individuals experiencing homelessness in 100-day. This initiative was completed successfully in April 2022.

The Merced CoC funds a county-wide homeless outreach and engagement team which includes a dedicated individual for the west side of the county inclusive of the City of Los Banos. The Merced CoC also funds an eight-bed emergency shelter using a "bridging home" model within the jurisdiction of Los Banos. The County of Merced funds a similar eight-bed emergency shelter using a "bridging home" model within the jurisdiction of Los Banos.

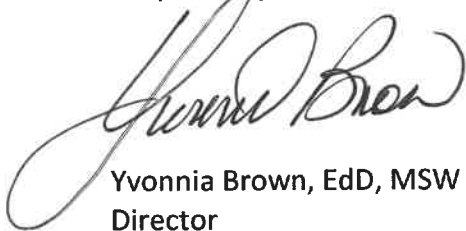
The City of Los Banos works collaboratively with County of Merced, California Department of Social Services Housing Support Program, Housing Disability Advocacy Program, and Home Safe Program to serve the clients who cross jurisdictions or who the programs have in common.

The Merced CoC, County of Merced, and City of Los Banos came together to collaborate on a successful project, funding a twenty-five bed non-congregate shelter within the jurisdiction of Los Banos for a period of 12 months, ending in October of 2022.

In alignment with the California Association of County's AT HOME plan, the following services are being provided from facilities within the City of Los Banos:

- ❖ County of Merced Behavioral Health and Recovery Services (BHRS) Agency provides mental health and substance use disorder mitigation services;
- ❖ County of Merced Human Services Agency provides CalFresh, CalWORKs, and Medi-Cal mitigation services; and
- ❖ Worknet of Merced County provides employment and economic opportunity services.

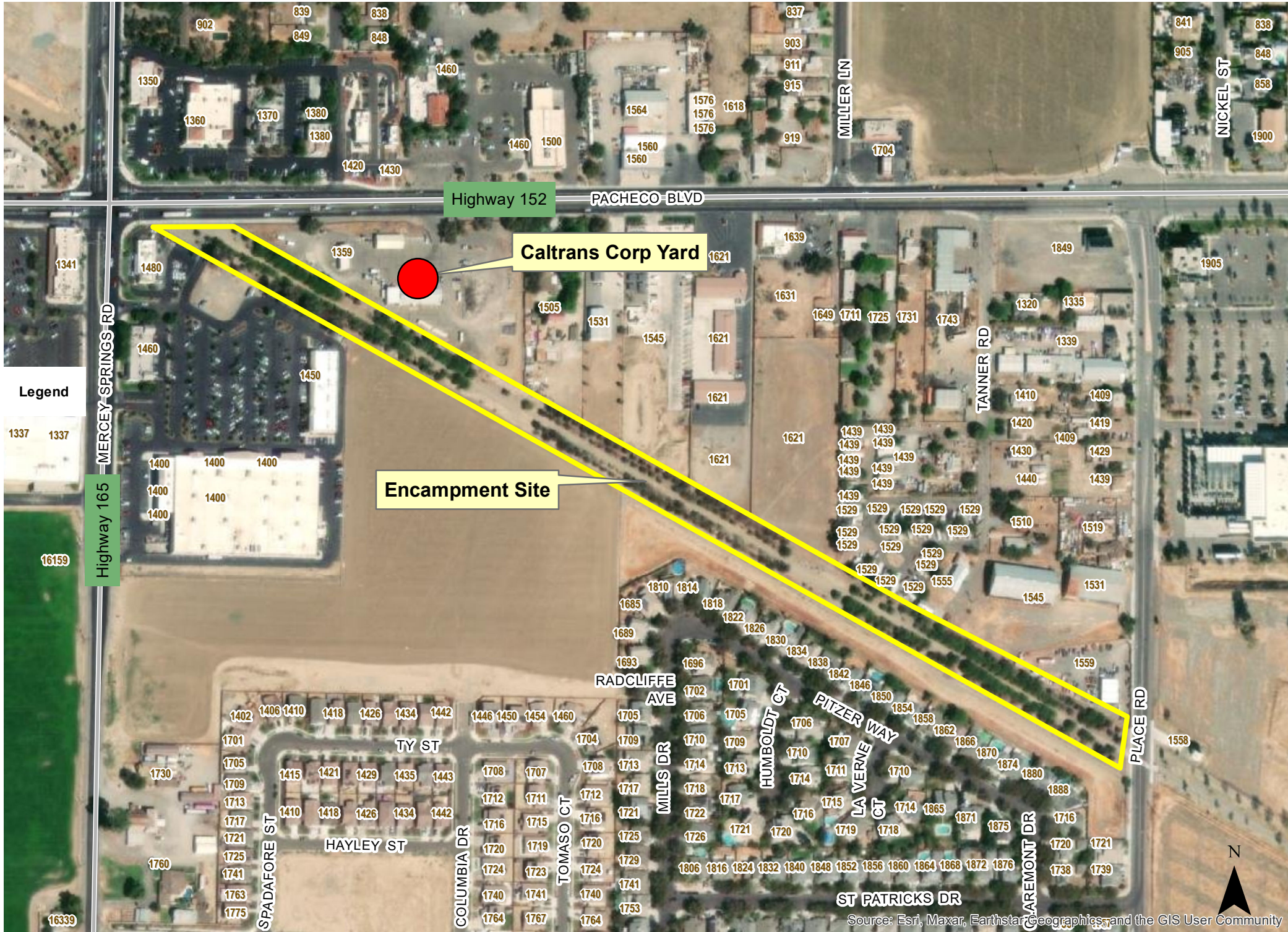
Respectfully,

A handwritten signature in black ink, appearing to read "Yvonna Brown". The signature is written in a cursive, flowing style with a large initial "Y".

Yvonna Brown, EdD, MSW
Director

cc: John Ceccoli, Deputy Director, Housing and Support Services Branch

Encampment Map



Highway 152

PACHECO BLVD

Caltrans Corp Yard

Encampment Site

Legend

1337 1337

Highway 165
MERCY SPRINGS RD

16159

16339

N