



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?

City of Victorville

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 Victorville

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

95-2235918

Tax ID Form

2024 City of Victorville W9.pdf

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

<input type="text" value="Edward"/>	<input type="text" value="Amaya"/>
First	Last

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

Job title

<input type="text" value="Homelessness Solutions Coordinator"/>
job title

Email

<input type="text" value="eamaya@victorvilleca.gov"/>

Phone

<input type="text" value="(760) 955-5280"/>

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

Secondary Contact

<input type="text" value="William"/>	<input type="text" value="Lamas"/>
First	Last

Job title

<input type="text" value="Homelessness Solutions Manager"/>
job title

Email

<input type="text" value="wlamas@victorvilleca.gov"/>

Phone

<input type="text" value="(760) 955-5282"/>

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

Contact Person for Reporting

<input type="text" value="Sarah"/>	<input type="text" value="St. Louis"/>
First	Last

Job title

Management Technician

job title

Email

sstlouis@victorvilleca.gov

Phone

(760) 955-5146

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

Authorized Representative

Keith

First

Metzler

Last

Job title

City Manager

job title

Email

kmetzler@victorvilleca.gov

Phone

(760) 955-5029

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

14343 Civic Drive

Address Line 1

Address Line 2

Victorville

City

California

State

92392

Zip Code

Attention to (if applicable):

William Lamas, Homelessness Solutions Manager

 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 of Victorville proposes to address the major encampment areas located within a mile radius of Interstate 15 and Hwy 18 (Palmdale Rd.& D St.) in the city of Victorville. Leveraging the City's Homekey Round 2 Project (170-bed Navigation and Recuperative Care Wellness Center campus with two contracted operators – Hope the Mission and Symba Center), this effort will address health and safety concerns by providing trauma-informed wraparound care & case management, street medicine, and engagement as a starting point for the pathway to permanent housing solutions. The activities that will be utilized to accomplish the ERF project will include street outreach conducted by City staff and contracted partners (Symba Center and Hope the Mission), job readiness (in partnership with Goodwill Industries), interim housing through the use of local family and youth shelters (High Desert Homeless Services and Family Assistance Program), motels (Motel 6 and the New Budget Inn), rapid rehousing that includes the use of partner agencies and room & board models (Victor Valley Family Recourse Center and Hughes Training and Development), operating subsidies and improvements for the Victorville Wellness Center to effectuate ongoing successful outcomes, and a pathway to permanent housing that will be supported by private landlords, community partners (SB County Housing Authority, Department of Behavioral Health, KEYS Non Profit, Orenda Vets), and the use of our local Coordinated Entry System.

People Served

Number of people currently residing in prioritized encampment site

100

#

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

200

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

100

#

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?

200

#

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

100

#

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

100

#

*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 prioritized encampment site consists of 2 major areas along Interstate 15 and Highway 18 (Palmdale Road & D Street).

According to the San Bernardino County Homeless Point in Time (PIT) Count report (2023), the combined areas host approximately 100 unsheltered persons ranging between 16 to 70 years of age. The report also describes that of these, roughly 35% meet the HUD definition of chronically homeless and reflects encampment household demographics consisting of individuals, couples, and families with minors – many of whom are on a fixed income under \$1,000 per month. Approximately 30% of the unhoused living in the priority sites are suffering from some type or combination of physical/mental and/or health disabilities, and 33.5% struggle with substance abuse. 26% of the population within this area identify as white, 24% Hispanic, and 27.4% African American.

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 site consists of 2 main areas: Interstates 15 and one mile radius from the interstate as well as Highway 18 (Palmdale Road. & D Street) within the City of Victorville (San Bernardino County), about 90 miles Northeast of Los Angeles and 35 miles northeast of San Bernardino. The affected area spans approx. 11 miles - encroaching on property owned by Caltrans, the city, San Bernardino Water Conservation District, and state right of way. Encampments can be seen on the highway shoulder, posing life-safety issues. Horrific accidents have occurred involving unhoused individuals being struck by vehicles on these highways. Encampments seep into the maintenance tunnels of the highway structure and into open areas, the Oro Grande Wash, and the Mojave River Basin, and spill onto pedestrian passageways, surrounding neighborhoods, and alleys. This encampment area is comprised of tents, inoperative vehicles, dilapidated RVs and individuals using limited resources to escape the elements.

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)

There are increasing life-safety concerns arising from the nature of encampment locations along Interstate 15 and Highway 18. A portion of the encampment sits on the waterways, giving way to excess contamination of the area's water supply and posing a risk to unsheltered living in waterways (Mojave River/Oro Grande Wash). Persons residing along the highway shoulder and within the highway structures' maintenance tunnels pose an extreme risk to life safety and are hazardous to the structure of the freeway. Many of Victorville's unhoused in the priority area are deemed chronically homeless and are enduring extreme living conditions including weather ranging from triple-digit heat to below freezing temperatures, in addition to threats from wild creatures. During dry months, there is an increased risk of wildfires started by persons residing in encampments surrounded by dry brush – posing a significant life and structural threat to all who live in the vicinity.

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

Map of Encampment Contacts.docx

Encampment Area Map (1).docx

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

Attachment: Caltrans Letter of Support

City of Victorville LOS.pdf

Projects entirely or partially on a state right-of-way must include a Letter of Support from Caltrans.

- This letter must include confirmation from Caltrans that they are aware of and in support of the ERF project, including the projected timeline, and that they will only take action on that encampment site in collaboration with and at least 2 weeks-notice to the ERF grantee, unless critical circumstances exist when an encampment poses an imminent threat to life, health, safety, or infrastructure and must be immediately addressed.
- This letter should be signed by the local Caltrans Deputy District Director of Maintenance (DDDM) or their designee.
- This letter may also include Caltrans role in the proposal and what Caltrans resources are being leveraged.

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)

This proposal aims to provide pathways into permanent housing through, but no limited to, interim housing, motel programs, transitional housing, the Wellness Center, local shelters, and community partners, to 200 unsheltered persons residing in the prioritized encampment area by 06/30/2027

This proposal aims to provide permanent housing solutions through, but not limited to, room and board, sober living, rapid rehousing, private landlords, community partners/projects, and shared housing to 100 unsheltered persons residing in the prioritized encampment area by 06/30/2027

This proposal aims to provide housing navigation services to 200 unsheltered persons residing in the prioritized encampment area by 06/30/2027

This proposal aims to provide outreach, engagement, and access to street medicine and behavioral health services to 100 unsheltered persons residing in the prioritized encampment area by 06/30/2027.

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

The City will leverage its existing Homekey Round 2 project (The Wellness Center) designed to provide a pet-friendly navigation center (including mental health, case management, medical clinic, and peer support) as a pathway to permanent housing. The City will increase staff capacity to oversee expanded outreach teams and coordinate with local partners. Partnerships/agreements with interim housing providers will be updated and/or created. Agreements with our Wellness Center providers will be updated to include additional Rapid Rehousing synchronization. Sober living transitional beds for interim shelter, transitional housing, and room and board/board and care facilities will be included for permanent placement options as appropriate. Landlord engagement will be increased and permanent supportive housing solutions through the county will be sought. Case managers will participate in the Coordinated Entry System and capture qualitative information in HMIS and a local CMS.

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

In collaboration with the San Bernardino County Coordinated Entry System (CES), information will be entered into the Homeless Management Information System (HMIS) Clarity. Outreach staff (who are already trained) will log information after completing the VI-SPDAT assessment and after each encounter. This information will be used to measure progress towards interim and permanent housing placement goals and will be evaluated bi-weekly. Based on the recorded information, housing outcomes will be effectively tracked and will guide any modifications to our programmatic approach. In addition, the annual Homeless Point in Time Count will be used to measure changes in the number of unhoused individuals on a year-over-year basis.

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)

The City currently has anti-camping codes; however, these codes will not hinder our approach because outreach efforts will work in tandem with code enforcement to ensure unsheltered individuals are being linked to appropriate services and not penalized or moved without a place to go. We have available medical, mental health, and substance use disorder services. Our Wellness Center wraparound services and increased outreach, brings these much-needed services to our region; thereby, ensuring easier access to levels of care required by our vulnerable unsheltered population. Our location is geographically located in an area where no Lanterman-Petris Short Act (LPS) hospitals and limited inpatient drug treatment is available. Also, there are limited options for shelter. As such, the implementation of this program will allow for increased ability to address our chronically homeless and vulnerable population.

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

Standalone Larger initiative

If it is part of a larger initiative, describe the role and significance of this project in achieving the objectives of the larger initiative. (1000-character limit)

The project is part of the City's larger initiative to reduce homelessness. City strategies include successful Wellness Center operations, establishing a project scope and design for a Wellness Center expansion (Phase 2), expanding the existing homelessness outreach network, evaluating the effectiveness/coordination of homeless services, and strengthening collaboration with the partners to identify new opportunities for housing.

This ERF project will play an imperative role in the larger initiative by supporting our efforts to enhance existing partnerships and increase capacity to ensure those willing to accept services will be provided with pathways to housing. This project will help support Wellness Center operations and enhance homeless prevention. This project will help enhance coordination/outreach/engagement, add additional tools to use towards permanent housing solutions, and help promote safety and wellness for our unsheltered population.

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)

Symba Center, Hope the Mission, Protection America, High Desert Homeless Services, and other local partners have hired former clients that have lived in the local jurisdiction and faced homelessness. With their expertise and experience, we have gained a better understanding of demographic and lived experience information that may reveal further details of those experiencing homelessness (seniors, women, couples, youth ages 24 and younger, veterans, substance abuse, mental health, domestic violence, families with children under 18 years old, felons, sex offenders). This is vital in providing the best approach and coordinating resources that will have a greater long-term impact while taking into consideration of best temporary and permanent housing options for the homeless population. Further, our Homelessness Solutions Task Force is comprised of individuals with lived experience and has been a cornerstone in our strategic action plan to address homelessness.

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

Our population of individuals with long periods of homelessness and trauma are often not ready to engage in all the services available to them. Our Housing First approach will meet individuals where they are with their current needs and behaviors and attempt to get them into safe and stable housing. Interim housing may be used if needed until permanent housing can be located. We do not demand sobriety as a precondition for housing and use a harm reduction model to help residents maintain their housing while working toward lower volume and lower-risk substance use habits. We use the stability provided by the safety and structure of permanent housing to facilitate engagement in other needed services such as mainstream benefits (Medicaid, food assistance, SSA/SSI), primary care, outpatient behavioral health, and substance use services.

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)

Our proposal is designed around the individual's voice and choice throughout their engagement in services. Our team will be trained to have a client-centered approach that considers each client and their respective trauma and background. Our approach centers on the awareness that individuals are their own experts and that recovery goals are self-selected. The project team will be trained to not ask questions unless they are necessary and avoid asking the same question twice. The project will also implement the use of the VI-SPDAT assessment tool which is designed to minimize re-traumatization. Ultimately, our project will center clients' identified needs.

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)

Our project will prioritize voice and choice and trauma-informed care that recognizes that individuals experiencing homelessness are experts in their own lives and are best equipped to make decisions about their own needs and goals. Our outreach and case management will recognize that many individuals who are experiencing homelessness have experienced trauma, and that their experiences of trauma can impact their lives in significant ways. Our outreach will incorporate the following principles and practices: Trauma-Informed Care, person-centered services, collaboration and partnerships, respect and dignity. By incorporating these principles and practices, homeless outreach can help to reduce the number of individuals experiencing homelessness, improve the health and well-being of individuals who are experiencing homelessness, and increase the likelihood that individuals will be able to achieve sheltered, independent living.

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)

This project is centered around encampment engagement, case management, safety and the wellness of clients experiencing homelessness. Street outreach will be expanded to include street medicine and immediate linkage to appropriate care and housing solutions based on the client's needs. Outreach will also provide a holistic approach that will address physical mental and social well-being for clients. Services will be tailored to respect culture and backgrounds of each client. Partnerships with local organizations will be utilized to ensure accessibility and additional trauma-informed care. Many of the services that are provided at our Wellness Center will be available to those in encampments to help empower and encourage positive change. Our project will promote safety and health of those residing in encampment sites.

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)

The City of Victorville and its partners are committed to offering housing and supportive services assistance to persons experiencing homelessness within the prioritized encampment area. The city does not penalize persons experiencing homelessness who are engaging in necessary human activities. The City has committed outreach staff and a city shelter that has been available for our unhoused population. We have expanded our services with our new Wellness Center, which is a 170-bed shelter. As such, the City has made beds available to offer to unhoused persons rather than imposing civil or criminal penalties on those individuals who may be encroaching on private property. Similarly, this proposal will engage individuals residing in the publicly and privately owned property previously referred to as the priority encampment area & respond with housing and supportive service resources rather than a criminalizing approach. Regular meetings with partners will be held to ensure accountability

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, curb-side waste removal and access to clean and available bathrooms. (1000-character limit)

The City will work together with local partners to ensure portable camping style restrooms are made available, showers are made available, and curb-side waste removal planning is secured to reduce the amount of health hazards and trash in encampments areas. Upon contacting encampments in the target areas to offer services and shelter, outreach officers will provide occupants with sanitary and hygiene supplies to promote self-care and reduce waste/blight. The City will provide health and safety tips to individuals while also working effortlessly to link them to services where they have access to their own bed and basic needs. Providing positive and supportive interactions with encampment occupants will aid in establishing rapport among these community members where acceptance to services may follow

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)

The City of Victorville has allocated 5 outreach staff towards citywide encampment outreach efforts through that provides a pathway toward the city's Wellness Center homekey project. This proposal will expand these efforts to focus engagement within the priority encampment site and we have begun dialogues with potential partners including the Symba Center, Hope the Mission, Family Assistance Program, Housing Authority, County of San Bernardino Mental health, San Bernardino County Probation, and the San Bernardino County Sheriff Homeless Outreach HOPE team. Responsibilities will be coordinated between each service provider to include outreach, case management, and service coordination. Three 2-person outreach teams will engage and connect unhoused persons with appropriate services including transportation as needed. These teams will provide bi-weekly engagement, conduct follow-ups, VI-SPDAT and HMIS assessments/entries. As needs are identified, the outreach team will be the link between the individual and service agency/resource and will ensure follow-through from receiving service provider. The ratio of staff to people served for outreach services will be 1 outreach worker to 20-30 unhoused clients. A Cal State Long Beach research study in partnership with the City of Long Beach(2017) suggests that it takes an average of 17 encounters before unhoused individuals accept services. It is anticipated that multiple outreach interactions will be necessary to successfully engage individuals. Once services are accepted by the client, the outreach worker will provide a warm handoff to the appropriate agency that will guide interim and/or permanent housing placement. A partnership of coordinated agencies will also provide case management and housing navigation. A case management ratio of 1 to 25, will allow for post-placement monthly follow-up for 6 months.

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 City of Victorville is in collaboration with the San Bernardino County Coordinated Entry System (CES). The CES will hold a central role within this proposal to ensure a data-informed, person-centered, Housing First, and coordinated approach to transition individuals into interim shelter with clear pathways to permanent housing or to directly place them into permanent housing as appropriate. The outreach team and case managers will conduct the VI-SPDAT assessments that will inform the housing prioritization through the CES. This process will support the coordinated approach toward achieving outcome goals in addition to measuring progress, monitoring resource utilization, and expediting connections to appropriate resources.

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 City of Victorville values its relationships with local housing and shelter providers. Through this proposal, the city seeks to expand on and strengthen these partnerships to deliver permanent housing to persons residing in the prioritized encampment. Recently, the city was awarded \$28M in Homekey Round 2 funds for the development of the Wellness Center. This Navigation Center is a service-enriched interim housing campus that provides safety and wellness for individuals experiencing homelessness in the City of Victorville. All beds have been reserved for those who are literally homeless and 30% are reserved specifically for chronically homeless. This Homekey project has been featured by the League of California Cities as a “first of its kind” low-barrier shelter with medical care, interim housing, and other supportive services. It is the cornerstone for all services rendered to the City’s homeless community. The ERF proposal is requesting operating subsidies and reserves towards the Homekey project that will support pathways to the permanent placement and supportive services for at least 100 persons currently residing in the prioritized encampment area. Additional permanent housing will be secured by engaging private landlords, agreements with local permanent housing programs, partnership with the Housing Authority’s Permanent Supportive Housing Program that is within close proximity of the Wellness Center, the expansion of the Wellness Center (to include a phase 2), and board and care facilities as appropriate. Interim and emergency shelter beds will be made available through partnerships with local organizations, in addition to agreements with local motels. These interim housing and emergency shelter partnerships will provide at least 100 persons with up to 30-90 nights of emergency shelter. Case management services will be provided by Symba Center that will not only aid in linking individuals to permanent housing but also provide post-placement follow-up.

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)

For years, the City has committed staff and resources to deliver permanent housing solutions. In 2009, Victorville's Redevelopment Agency acquired a 67 multi-family unit (Hillcrest Court Apartments). The apartment complex provided affordable housing to individuals and families. Although the City no longer manages the property, the City still maintains a 55-year affordability covenant. In October 2019, the City partnered with the local Housing Authority by providing \$1,509,505 of its Neighborhood Stabilization Program funds as a loan to assist in the acquisition/conversion of an old motel into a 31-unit, low barrier, permanent supportive housing apartment complex for chronically homeless. Victorville is an entitlement City for CDBG and Home funds with a track record of properly documenting and allocating funding. In addition to Homekey funding, the City has allocated ARPA, PLHA, CDBG, and ESG funding towards addressing homelessness. Our commitment is highlighted with the inception of our Wellness Center and the supportive services that are incorporated within the scope of the program, which includes a City-led outreach team. Since the commencement of the Wellness Center on 12/12/23, we have assisted 244 unsheltered clients and transitioned 16 individuals into permanent housing solutions. We have 2 contracted operators with over 60 full-time staff committed to providing services. We have provided 161 no-cost medical appts., 26 SUD groups, and 13 job readiness classes.

During the development of the Wellness Center, our Interim Shelter (a 92 bed, 24-hour Navigation Center, 2020-2023) helped permanently house at least 92 individuals. We also assisted 27 clients graduate into transitional housing as a "next step" to permanent housing. We were able to offer 156 Alcoholics Anonymous, 104 Narcotics Anonymous, 389 physical activities, 66 vocational and job readiness classes, and 54 SUD groups. The recidivism rate for the Interim Shelter was less than 30%.

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

According to the San Bernardino County Point in Time Count report (2023), an estimated 30% of the persons residing within the prioritized encampment meet the HUD definition of chronically homeless. This includes individuals and families with minors – many of whom are on a fixed income of under \$1,000 per month. The report reveals that 30% of these individuals are suffering from some type or combination of physical/mental and/or health disabilities, and 33.5% struggle with substance abuse. City-led Outreach and case management teams will be equipped to offer tailored services made possible through local partnerships that include senior living options, linkage to substance abuse treatment, behavioral health, healthcare, and employment services as appropriate. Many of these services can be offered prior to and during interim/emergency housing placement if necessary and may continue as needed after permanent housing placement. MOUs have already been executed with Hope the Mission and Symba Center. One proposed partner organization, Family Assistance Program, can engage and offer services specifically to TAY and youth residing in the prioritized encampment. Additionally, dialogues have been ongoing with the County Behavioral health, Goodwill, Victor Valley Family Resource Center, Sheriff's Hope Team, and the Housing Authority (among others), to ensure appropriate resources are available to meet the diverse needs of the persons residing in the prioritized encampment area.

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
Interim Housing (to include motel vouchers, the Wellness Center, and local shelters)	No <small>Yes/No</small>	170	Prioritized <small>Pri/Set-Aside/Neither</small>	Both <small>ERF/Lev/Both</small>	65 <small>%</small>
Recuperative Care	No <small>Yes/No</small>	55	Prioritized <small>Pri/Set-Aside/Neither</small>	Both <small>ERF/Lev/Both</small>	5 <small>%</small>
Transitional Housing	No <small>Yes/No</small>	20	Neither <small>Pri/Set-Aside/Neither</small>	Leveraged <small>ERF/Lev/Both</small>	5 <small>%</small>
Family Reunification	Yes <small>Yes/No</small>	10	Neither <small>Pri/Set-Aside/Neither</small>	Leveraged <small>ERF/Lev/Both</small>	5 <small>%</small>
Shared Housing	Yes <small>Yes/No</small>	10	Prioritized <small>Pri/Set-Aside/Neither</small>	Leveraged <small>ERF/Lev/Both</small>	5 <small>%</small>
Placement into permanent housing: through connections to private landlords and board and care facilities	Yes <small>Yes/No</small>	100 units throughout the proposal	Prioritized <small>Pri/Set-Aside/Neither</small>	ERF <small>ERF/Lev/Both</small>	10 <small>%</small>

Permanent Supportive Housing	Yes Yes/No	10 Units throughout the proposal	Prioritized Pri/Set-Aside/Neither	ERF ERF/Lev/Both	5 %
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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?
Desert Haven Permanent Supportive Housing	Prioritized Pri/Set-Aside/Neither	10	Both ERF/Lev/Both
Family Reunification	Prioritized Pri/Set-Aside/Neither	10	Leveraged ERF/Lev/Both
Phase 2 of Wellness Center	Prioritized Pri/Set-Aside/Neither	25	Leveraged ERF/Lev/Both
Shared Housing	Prioritized Pri/Set-Aside/Neither	10	Leveraged ERF/Lev/Both
Persons who will enter Interim housing made available through a motel partnership will be assigned a case manager that will assist with linkage to permanent housing and supportive services as needed.	Prioritized Pri/Set-Aside/Neither	50	ERF ERF/Lev/Both

Persons identified in dangerous or violent situations will be prioritized for emergency shelter and assigned a case manager that will link them to permanent housing.

Prioritized

115

Both

Pri/Set-
Aside/Neither

ERF/Lev/Both

When emergency or interim shelter is not an option for the individual, a case manager and housing navigator will be assigned to link individuals to permanent housing via room and board, private landlord connections, or partner project units.

Prioritized

100

ERF

Pri/Set-
Aside/Neither

ERF/Lev/Both

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)

Inter-agency warm hand-offs between the outreach team and case managers along with follow-up by the outreach team and documentation captured in HMIS and any outreach client management system will ensure accountability and prevent displacement to another unsheltered location.

Once clients are housed, case managers will follow up with clients once per month for 6 months to provide support with maintaining housing.

Outreach teams from partnering agencies will coordinate to engage clients and mitigate situations that may result in displacement such as dangerous or domestic violence situations by placing client into emergency shelter.

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)

Case managers will participate in weekly case conferencing calls to collaborate on available resources to aid housed individuals struggling with their transition into housing. Case managers will conduct follow-ups with housed individuals for 6 months post-placement to mitigate returns to unsheltered homelessness. This approach uses evidenced based practices such as motivational interviewing and trauma-informed care. Case managers will be responsible for resolving issues/complaints from landlords or housing managers to prevent eviction wherever possible. In extreme situations, relocation assistance will be provided if the situation cannot be remedied otherwise. These strategies will be funded by the ERF project.

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)

Planning for the dynamic nature of encampments and the potential inflow of homeless individuals into an area requires a comprehensive approach that involves multiple stakeholders and various levels of government. Here are the key steps that will be taken to plan for this situation effectively: we will be conducting a needs and area assessment, developing a coordinated response plan (establishing an outreach team that actively engages with homeless individuals and connects them with services and resources) and monitor the area to quickly connect with newly arrived occupants and quickly connect them to shelter services. The development of partnerships with local organizations and nonprofits is critical to maintain constant communication and overcome their potential denial to these services.

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)

This proposal will support individuals with continued access to and/or storage to their personal property by allowing them their own living area when housed in interim housing or transitional housing. They will also have the ability to store some of their larger items in specific areas under their control and will have access to them at all times. Individuals who are provided outreach but are still considering shelter will have the opportunity to store their items in a storage unit supplied by the City. Individuals will also have the ability to keep an animal by their bedside and access to pet care and pet support. They will have the opportunity to utilize this storage and coordinate with City staff to access their items as needed. Our approach will be with care and diligence to ensure all individuals are helped with dignity.

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)

Individuals who accept shelter will have the ability to be housed with their pet(s) to ensure barriers are removed and/or housing-first approaches are being implemented. Our Wellness Center will have animal kennels on site and will also allow individuals to house pets in their living areas. Animal Control will provide assistance with animal licensing, spay/ neuter services and additional services to our at-risk population, whether they are sheltered or unsheltered to ensure their animals are cared for. Symba Center will support clients navigate any barriers resulting in service animals and emotional support animals.

Budget and Resource Plan

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

\$6,365,069.60

\$

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

\$50,349,117.49

\$

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)

The city secured \$43,682,717.49 in funding through HCD Homekey Round 2 (\$23,612,058), ARPA (\$18,017,501), HHAP (\$300,000), CDBG (\$136,868), and PLHA (\$1,616,290) to develop a 170-bed navigation and recuperative care Wellness Center. \$4,392,000 of Homekey Round 2 funding is allocated to offset the cost of Wellness Center operations. The City is also committing \$1,500,000 (PLHA) towards the Wellness Center over the next three years. The city-funded Homeless Solutions Coordinator and Manager will dedicate 0.25 FTE (\$165,000) and a mgt technician .1 FTE (\$21,000), to provide principal oversight of services, and partnerships, monitor subcontractor performance, and track outcomes. The City will leverage \$270,000 for our maintenance crew and homeless engagement staff to assist with outreach, engagement, and waste removal. The City will also leverage \$318,400 for case managers and a clinical therapist, to assist with engagement and promoting safety and wellness of the client.

*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 housing capacity. Include an explanation of how the requested ERF-3-R amount was determined. (1000- character limit)

The requested funding will not only provide a pathway from encampment to permanent housing for 200 unhoused persons but will also ensure access and connection to much-needed services. These services include linkage to substance use treatment, behavioral health, healthcare, and employment services as appropriate – evidence-based support known to increase housing retention rate. Case management support is available to help guide the success of all who are placed into housing for 6 months after placement. Without these support services, the chronically homeless that represent 30% of this priority site face an even greater level of barriers in securing housing due to their need for intensive support services and treatment linkages. The determination of the requested ERF amount is based on the cost of providing extended support as reported on globalgiving.org, the rental assistance Fair Market Rate, and the estimated cost associated with the pooled resources from multiple agencies.

Attachment: Standardized Budget

ERF Standardized Budget_City of Victorville_04.24.xlsx

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)

Victorville is a City Council/City Manager form of government. The Council is dedicated to responding to the changing needs in our community. In April 2019, the city established a Homeless Solutions Task Force (HSTF) and created a Homelessness Solutions Department, which included the hiring of a Homelessness Solutions Coordinator. In tandem with the award of the City's 28-Million-dollar Homekey round 2 project, the City added a Homelessness Solutions Manager and support of a management technician to said department to help oversee and expand efforts to address homelessness in the city. The City utilized a local tax to expand its Homeless Engagement Team to include 4 outreach staff and a supervisor that work under Homelessness Solutions staff guidance. Homelessness Solutions Staff, headed by the Homeless Solutions Manager, has established relationships with service providers that support the area's housing and homeless resource efforts. A bi-monthly HSTF meeting is coordinated by staff, where organizations collaborate on service delivery resources for the unhoused. The H.S. staff provides guidance/oversight for City administered homeless programs and outreach efforts. Between 2019-2023, HS staff managed warming shelter operations and our Interim Shelter (92 bed navigation center). Homelessness Solutions staff currently oversee our new 170-bed Wellness Center campus and participate in regional and countywide meetings to proactively seek permanent housing solutions.

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
Homeless Engagement Staff	Yes Yes/No	2 # FTE	Both ERF/Lev/Both	Conduct outreach, build rapport, collaborate with community partners and facilitate access to integrative services and resources.
Maintenance Crew	Yes Yes/No	.5 # FTE	Both ERF/Lev/Both	Waste Removal to address health and safety issues
Homelessness Solutions Coordinator	Yes Yes/No	.25 # FTE	Leveraged ERF/Lev/Both	Support and evaluate implementation processes, facilitate planning and data collection, logistics, monthly reporting
Homelessness Solutions Manager	Yes Yes/No	.25 # FTE	Leveraged ERF/Lev/Both	Principal oversight of services, partnerships, subcontractor performance, and programmatic outcomes.
Management Technician	Yes Yes/No	.1 # FTE	Leveraged ERF/Lev/Both	Support in evaluation and invoicing.
Case Managers	Yes Yes/No	2 # FTE	Both ERF/Lev/Both	Assigned ongoing cases to manager and provide linkage to resources. Coordinate transportation and assist with the development and advancement of client housing plans.
LVN	Yes Yes/No	1 # FTE	ERF ERF/Lev/Both	Medical support in the field

Housing Navigator	Yes Yes/No	1 # FTE	ERF ERF/Lev/Both	Provide support and linkage to housing resources
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Clinical Therapist	Yes Yes/No	1 # FTE	Leverage ERF/Lev/Both	Mental Health support in the field
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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 partnerships include several nonprofit organizations with varying areas of expertise and resources. Hope the Mission has 15 years of experience providing shelter services to individuals experiencing homelessness. Symba Center has 5 years of experience addressing the medical and supportive services and outreach needs of clients experiencing homelessness. They are currently providing all supportive services at our Wellness Center Campus, including housing navigation, mental health, medical services, recuperative care, case management, peer support, legal assistance, and financial literacy. Family Assistance Program has almost 40 years of experience providing services to the homeless community, with an emphasis on youth and victims of domestic violence. Family Assistance Program also has experience with Rapid Re-housing. Victor Valley Family Resource Center has years of experience providing transitional and permanent housing solutions for the re-entry population and the elderly. The Housing Authority has access to many permanent supportive housing units. San Bernardino County also has access to client-specific housing. Local motels have also provided short term emergency housing for individuals directly from encampments. Security America has years of experience assisting with job readiness and job placement for shelter clients. The diverse resources and expertise made available by these organizations have guided the achievable approach of the elements of this proposal.

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 City of Victorville has a close working relationship with the County of San Bernardino Office of Homeless Services (OHS) strengthened by an MOU to collaborate on projects and streamline data entry into the Coordinated Entry System (CES) and HMIS database. OHS is the administrative agent for the CoC and has been involved in the collaborative planning of most all of the city's unsheltered service delivery programs including informing the elements for this proposal design and successful implementation. In addition, the city has MOUs in place with Symba Center and Hope the Mission for shelter and supportive services efforts and implementation of project Homekey, which have also led to discussions for the design of this proposal.

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

4.30.24 Victorville Encampment Funding LOS County Supervisor.pdf

ERF Letter of Support - CoC.pdf

Letters of Support (Partners).pdf

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)

Many encampments are located on the right of way, which is the City's responsibility. Regardless of their location, the City is fully supportive of the efforts to safely and properly address homelessness in these encampments with dignity and care. A number of encampments are on private property and our Code Enforcement makes regular contact with local businesses and property owners to gain their support in safety and properly addressing homelessness with dignity. Often, encampments are found on State right-of-way which the City has historically partnered with Cal Trans to address and will continue to collaborate in future projects. Within the Mojave River area, the City partners with San Bernardino County Flood Control to help clear drainages and other larger infrastructure of debris and individuals residing within larger storm drains.

Accelerated Timeline

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

The City is in contract with two local nonprofit organizations (Symba Center and Hope the Mission) to provide shelter and supportive services for our unhoused and at-risk populations. The MOUs are active through Summer 2025. We also have a designated City Outreach and Engagement team that is familiar with our unsheltered population. The City is also part of a desert regional steering committee on homelessness, and all entities work together to engage individuals residing in the prioritized encampment in addition to other encampments in the area. The city also works closely with the Sheriff Homeless Outreach team, San Bernardino County Mental Health Outreach, Symba Center outreach, and various other teams to engage individuals at the prioritized encampment site. Although some individuals within the prioritized encampment area are being engaged, additional resources are necessary to expand these outreach efforts and begin the pathway toward permanent housing and supportive services.

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)

In advance of receiving funds, the city will immediately formalize the previously mentioned community partnerships with a Memorandum of Understanding. This will set the structure for the formation of the outreach teams, solidify each community organization's role and responsibilities, secure emergency shelter beds, and interim and permanent housing that includes a landlord engagement approach. Next, planned approaches to encampment engagement will be specifically outlined along with an updated timeline.

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
7/1/2024	Stakeholder Meeting with current partners	People	Review the Scope of work and review the timeline.
7/1/2024	City Outreach team to begin canvassing the encampment area.	Project Management	Soft outreach, engagement, and data input, partner with local organizations to provide sanitation and mobile showers. Assist with waste removal.
7/1/2024	Develop MOUs and update for all aspects of the project	Project Management	Create a Request for Proposal based on the need of the project for the following: Rapid Rehousing Motel Emergency Shelter Transitional Housing Room and Board Rental subsidies Shelter Operations Supportive Services Operations
8/1/2024	Needs Assessment	Project Management	Data regarding available rental properties will be reviewed. Landlord survey to be released. Discussions with partner agencies about available housing.

9/1/2024	Wellness Center Evaluation	Place	Provide any updated to the Wellness Center campus to assist with the success of the project.
9/1/2024	Outreach MOU update(s)	Project Management	Complete any outreach MOU updates to ensure that necessary grant requirements will be met.
10/1/2024	Outreach and Engagement	People	City Outreach Team and Partner Outreach Team to begin coordination efforts to provide engagement. Cases are actively assigned to outreach team to assist and follow-up. Continue working with local organizations to provide mobile showers. Working with City Maintenance to provide waste removal.
10/1/2024	RFP Process for MOUs completed/City Council to approve updates to current MOUs with Symba Center & Hope The Mission	Project Management	Complete the Request for Proposal process and Symba Center/Hope The Mission MOU updates for the following: Rapid Rehousing Motel Emergency Shelter Transitional Housing Room and Board Rental subsidies Shelter Operations Supportive Services Operations

12/1/2024	MOUs Approved by City Council	Project Management	Rapid Rehousing Motel Emergency Shelter Transitional Housing Room and Board Rental subsidies Shelter Operations Supportive Services Operations
12/1/2024	Increased Outreach and Engagement. First planned exit from encampment into a pathway into permanent housing.	People	First placement into pathway into permanent housing circumstance.
2/1/2025	Outreach Evaluation	People	Outreach caseloads to be at 75% of all ERF clients in designated area.
3/1/2025	Storage Assessment	Project Management	Assessment of storage capacity and a determination of the need for more storage.
4/30/2025	25% of ERF clients Permanently housed Stakeholder meeting	People	Clients in pathways to perm. housing and clients from encampments are housed in perm housing solutions. Assess the needs of the clients and evaluate successes.

6/1/2025	Outreach and Engagement, Street Medicine, post-placement case management	People	Provide enhanced outreach and engagement. Increase support and provide resources to clients who have not yet committed to housing. Work to get clients document ready. Provide case management to clients housed through this project.
6/30/2025	Landlord engagement event 50% of allocation to be expended and 100% is obligated.	People	Provide a landlord summit and invite landlords to participate and learn about housing incentives.
9/1/2025	Landlord engagement event	People	Provide a landlord summit and invite landlords to participate and learn about housing incentives.
9/1/2025	Phase 2 Planning for the Wellness Center	Project Management	Begin Planning for Phase 2 of the Wellness Center, which may include transitional and/or permanent housing.
10/14/2025	Increase the Room and Board and Shared Housing Inventory	Project Management	Seek additional partners to increase permanent housing solutions.

11/1/2025	Landlord engagement event Stakeholder meeting	People	Provide a landlord summit and invite landlords to participate and learn about housing incentives. Hold another stakeholder meeting to assess progress and make necessary adjustments.
1/1/2026	Clean-up areas where clients have been transitioned into housing solutions.	Place	Encampment site clean up to bring parts of the site back to original state.
2/2/2026	50% of ERF clients Permanently housed	People	Clients in pathways to perm. housing and clients from encampments are housed in perm housing solutions.
4/1/2026	Outreach Assessment	People	Outreach caseloads to be at 100% of all ERF clients in designated area.
5/1/2026	Storage Assessment, Landlord Engagement Event, and assessment of housing inventory	People	Review the amount of storage available and determine if increase in capacity is needed, landlord event to recruit more landlords with incentives, and conduct a survey on housing inventory.

6/30/2026	Established Scope of Work and Project for Wellness Center Phase 2 Stakeholder meeting	Project Management	Establish a scope to increase capacity as it related to permanent housing and transitional housing Review Progress and assess the needs to make any adjustments.
11/1/2026	75% of ERF clients Permanently housed	People	Clients in pathways to perm. housing and clients from encampments are housed in perm housing solutions.
12/1/2026	Stakeholder meeting	Project Management	Review Progress and assess the needs to make any adjustments.
6/30/2027	100 of ERF clients Permanently housed 100% of allocation is expended.	People	Clients in pathways to perm. housing and clients from encampments are housed in perm housing solutions.

Table 5: Projected Milestones

Answer the following questions in relationship to April 30, 2024. Cal ICH assumes disbursement will occur approximately 3-6 months after April 30, 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 in 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.
07/2024	12/2024	12/2024	06/2027

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

William

First

Lamas

Last

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

Title

Homelessness Solutions Manager

Email

wlamas@victorvilleca.gov

ELIGIBLE USE CATEGORY	5-WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL	ERF-3-R PROPOSED BUDGET	LEVERAGED FISCAL SUPPORT	2-SENTENCE DESCRIPTION
<i>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.</i>	<i>Use drop-downs. See MIP# III. A</i>	<i>Enables Cal RTM to immediately understand the line item.</i>	<i>Enables Cal RTM to allocate the line item with specific entities or parts of a proposal.</i>	<i>Only ERF-3-R Funds</i>	<i>Enables Cal RTM to better understand the line item, context, and /or other pertinent information related to the proposed line item.</i>
<i>Guidance and Intended Use</i>				<i>See ERF-3-R Funds. This FTEs to be Used to Support this Proposal</i>	
PERSONNEL COSTS					
			SALARY	FTE	MONTHS
Services Coordination	Homelessness Solutions Coordinator	City	94,000.00	0.25	36 months
Services Coordination	Homelessness Solutions Manager	City	120,000.00	0.25	36 months
Services Coordination	Management Technician	City	70,000.00	0.10	36 months
Street Outreach	Homeless Engagement Staff	City	75,000.00	2.00	36 months
Services Coordination	Maintenance Crew Members	City	40,000.00	0.50	36 months
Street Outreach	Case Managers	Symba Center	54,000.00	2.00	36 months
Street Outreach	Licensed Vocational Nurse	Symba Center	52,000.00	1.00	36 months
Street Outreach	Clinical Therapist	Symba Center	72,800.00	1.00	36 months
Street Outreach	Housing Navigator	Symba Center	45,000.00	1.00	36 months
					75,000.00 Support and evaluate implementation processes, Principal oversight of services, partnerships, subcontractor
					90,000.00 Support in evaluation and invoicing. Conduct outreach, build support, collaborate with community
					21,000.00 Support in evaluation and invoicing. Conduct outreach, build support, collaborate with community
					250,000.00 Waste Removal to address health and safety issues
					20,000.00 Assisted on-site cases to manager and provide linkage to resources. Coordinate transportation and assist with the development and advancement of client housing plans.
					100,000.00 Medical support in the field
					156,000.00 Mental Health support in the field
					218,400.00 Provide support and linkage to housing resources
					135,000.00
Subtotal - Personnel Costs			\$ 715,000.00	\$	774,400.00
NON-PERSONNEL COSTS					
			UNIT	RATE	TIME
Interim Sheltering	Wellness Center	City/Hope The Mission/Symba Center	200 persons	160 per night	180 days
Operating Subsidies	Wellness Center	City/Hope The Mission/Symba Center	100	160 Per Night	180 Days
Interim Sheltering	Motel Interim Housing with services	New Budget Ints/Motel 6	50 Persons	130 per night	30 Nights
Delivery of Permanent Housing	Permanent Supportive Housing	Desert Haven	6.00	1611 per month	24 months
Rapid Rehousing	Delivery of Permanent Housing	Community Partners - RFP/Sec comments	120.00	1611 per month	12 months
Interim Sheltering	Wellness Center	Site Development			
					1,368,000.00 Wellness Center operations
					1,380,000.00 Reserved for continued pathways into perm housing for Wellness Center
					195,000.00 Motel as a form of Interim Housing
					231,984.00 Permanent Supportive Housing Partnership
					2,139,840.00 Security deposits, rental deposits, landlord incentives, case management services, provided by Hope The Mission, Symba Center, Family Assistance Program, Goodwill, Victor Valley Family Resource Center, Hughes Training & Development, Victor Valley College, & Orenda Veterans Project
					43,682,717.49 Project HQ site
Subtotal - Non-Personnel Costs			\$ 5,494,824.00	\$	49,574,717.49
ADMINISTRATIVE COSTS					
Administrative Costs	Administrative costs for the City to Administer the grant		2.50%	155,245.60	
Subtotal - Administrative Costs			\$ 155,245.60	\$	-
TOTAL BUDGET			\$ 6,365,069.60	\$	50,349,117.49

California Department of Transportation

DISTRICT 8
DIVISION OF MAINTENANCE
464 W. 4TH STREET, MS-1206 | SAN BERNARDINO, CA 92401
(909) 383-6320 | FAX (909) 383-4960 TTY 711
www.dot.ca.gov



April 25, 2024

Tad Egawa,
Acting Secretary
Business, Consumer Services and Housing Agency
915 Capitol Mall
Sacramento, CA 95814

Dear Secretary Egawa:

The California Department of Transportation (Caltrans) District 8 supports the application of the City of Victorville to the California Interagency Council on Homelessness (Cal ICH) Encampment Resolution Funding (ERF) Program Round 3.

The City of Victorville and partnering agencies have been providing services such as emergency shelter, crisis intervention, mental health support, transitional housing, identification vouchers, and other services to homeless encampments along State Route 15, State Route 18, and State Route 395 over the last 24 months.

In December of 2023, the City of Victorville opened the Wellness Center, the first low barrier, non-congregate emergency shelter offering interim housing and wraparound supportive services with a medical and recuperative care clinic on site in the High Desert. The City of Victorville is committed to the region and have shown their willingness to partner to improve the accessibility of those most in need by providing housing and other resources.

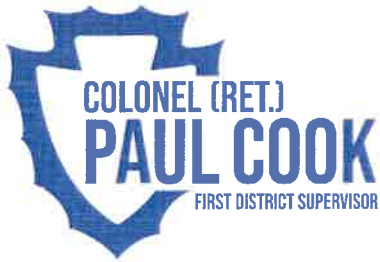
The City's proposal is aligned with and furthers Caltrans' goal of advancing equity and livability in all communities by providing critical services to those in need. Furthermore, we commit to only taking action on priority encampments in collaboration with the City of Victorville and with at least two weeks' notice, unless critical life, health, safety, or infrastructure circumstances exist.

Caltrans supports the City's efforts to strengthen and expand resources to connect the homeless with new opportunities in the community. Caltrans would like to thank the Cal ICH for its consideration of this Project.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Joe Solis', written over a light blue horizontal line.

JOE SOLIS
Acting Deputy District Director
Maintenance



County of San Bernardino
Board of Supervisors
First District

385 N. ARROWHEAD AVE. FIFTH FLOOR
SAN BERNARDINO, CA 92415
(909) 387-4830

April 30, 2024

Tad Egawa
Acting Secretary
Business, Consumer Services and Housing Agency
915 Capitola Mall
Sacramento, CA 95814

Dear Secretary Egawa,

As First District Supervisor for San Bernardino County, I write this letter to express my support for the City of Victorville's application for the California Interagency Council on Homelessness (CAL ICH) Encampment Resolution Funding (ERF) Program (Round 3).

The City of Victorville has been a leader in proactively addressing homelessness needs within their community. In December they opened the Wellness Center, the first in the state low barrier non-congregate emergency shelter, offering interim housing and wraparound supportive services with a medical and recuperative care clinic on site. In collaboration with its partners, the City of Victorville also continues to provide street outreach at homeless encampments. Understanding the importance of going to its vulnerable population to offer supportive services, ensuring their safety, and addressing any critical encampment concerns around public health and safety.

The City of Victorville has been a leader not just in its region, but within the State. I have no doubt they will continue working toward ensuring equity and livability in their community for those in need.

Thank you for your serious consideration in helping us address the immediate and urgent need to assist our region's homeless population. Should you have any questions about this letter, please contact my office at (909) 387-4830.

Sincerely,

Col. Paul Cook (Ret.)
First District Supervisor, San Bernardino County

To: California Business, Consumer Services, and Housing Agency

Subject: City of Victorville Encampment Resolution Funding (ERF-3-R) Letter of Support

To Whom It May Concern,

I hope this message finds you well. I am writing on behalf of Hope The Mission to express our wholehearted support for the City of Victorville's proposal of the Encampment Resolution Funding Program Round 3 (ERF-3-R).

It is evident that the City of Victorville, along with its collaborating agencies, has been steadfast in its dedication to addressing homelessness through the provision of vital services such as emergency shelter, crisis intervention, mental health support, transitional housing, and identification vouchers. Notably, the establishment of the Wellness Center in December of 2023 stands as a testament to the city's proactive approach, offering crucial interim housing and wraparound supportive services, including a medical and recuperative care clinic, in the High Desert area.

We commend the City of Victorville for its commitment to the well-being of its residents and its proactive efforts to forge partnerships with agencies like ours. By working together, we can fortify and broaden the resources available to connect individuals experiencing homelessness with the opportunities and support they need to rebuild their lives within the community.

We eagerly anticipate the opportunity to collaborate with the City of Victorville and contribute to its mission of enhancing accessibility to pathways leading to permanent housing for those most in need.

Sincerely,



Ken Craft
Founder & CEO
Hope the Mission

SymbaCenter

One Community. One Mission.

To: California Business, Consumer Services, and Housing Agency

Subject: City of Victorville Encampment Resolution Funding (ERF-3-R) Letter of Support

To Whom It May Concern,

Symba Center is supportive of and committed to the City of Victorville for their proposal of the Encampment Resolution Funding Program Round 3 ERF-3-R. The City of Victorville and partnering agencies have been providing services such as emergency shelter, crisis intervention, mental health support, transitional housing, identification vouchers, and other services to those experiencing homelessness. In December of 2023, the City of Victorville opened the Wellness Center, the first low barrier, non-congregate navigation center to offer interim housing and wraparound supportive services with a medical and recuperative care clinic on site in the High Desert. They are committed to the region and have shown their willingness to partner with agencies to improve the accessibility of pathways to permanent housing for those most in need.

We are eager to be part of the City of Victorville's partnership so we can strengthen and expand the resources to connect those experiencing homelessness with new opportunities in the community.

Sincerely,



Shawn R. Smith, PharmD
Chief Executive Officer
Symba Center
ssmith@symbacenter.org

Family Assistance Program

15075 7th Street, Victorville, CA 92395

Outreach (760) 843-0701 Fax (760) 843-9551 Hotline (760) 949-4357



April 30, 2024

To: California Business, Consumer Services, and Housing Agency
Subject: City of Victorville Encampment Resolution Funding (ERF-3-R) Letter of Support

To Whom It May Concern,

Family Assistance Program is supportive of and committed to the City of Victorville for their proposal of the Encampment Resolution Funding Program Round 3 ERF-3-R. The City of Victorville and partnering agencies have been providing services such as emergency shelter, crisis intervention, mental health support, transitional housing, identification vouchers, and other services to those experiencing homelessness. In December of 2023, the City of Victorville opened the Wellness Center, the first low barrier, noncongregate navigation center to offer interim housing and wraparound supportive services with a medical and recuperative care clinic on site in the High Desert. They are committed to the region and have shown their willingness to partner with agencies to improve the accessibility of pathways to permanent housing for those most in need.

We are eager to be part of the City of Victorville's partnership so we can strengthen and expand the resources to connect those experiencing homelessness with new opportunities in the community.

Sincerely,

A handwritten signature in blue ink, appearing to read "Darryl Evey", is written over a faint, light blue circular stamp or watermark.

Darryl Evey, Executive Director

Family Assistance Program empowers all individuals and families, regardless of age or gender, by providing knowledge and skills to live a healthy, safe, fulfilled life.



342 N. San Fernando Road
Los Angeles, CA 90031
323.223.1211

14565 Lanark Street
Panorama City, CA 91402
818.782.2520

8120 Palm Lane
San Bernardino, CA 92410
909.885.3831

GoodwillSoCal.org

RICHARD VILLA
The TCW Group, Inc.
CHAIR

JOHN HWANG
Freeman Spogli & Co.
VICE CHAIR

PETER STARRETT
Peter Starrett Associates
TREASURER

SUSAN STROMGREN
Bank of the West (ret.)
SECRETARY

PATRICK McCLENAHAN
PRESIDENT & CEO

April 26, 2024

To: California Business, Consumer Services, and Housing Agency

Subject: City of Victorville Encampment Resolution Funding (ERF-3-R) Letter of Support

To Whom It May Concern,

Goodwill Southern California is supportive and committed to the City of Victorville for its proposal of the Encampment Resolution Funding Program Round 3 ERF-3-R. The City of Victorville and partnering agencies have been providing services such as emergency shelter, crisis intervention, mental health support, transitional housing, identification vouchers, and other services to those experiencing homelessness. In December of 2023, the City of Victorville opened the Wellness Center, the first low barrier, noncongregate navigation center to offer interim housing and wraparound supportive services with a medical and recuperative care clinic on site in the High Desert. They are committed to the region and have shown their willingness to partner with agencies to improve the accessibility of pathways to permanent housing for those most in need.

We are eager to be part of the City of Victorville's partnership so we can strengthen and expand the resources to connect those experiencing homelessness with new opportunities in the community.

Sincerely,

A handwritten signature in black ink that reads 'Jessica Rodriguez'.

**Jessica Rodriguez
Regional Impact Officer
Goodwill Southern California
jrodriguez@goodwillsoocal.org**



April 26, 2024

To: California Business, Consumer Services,
and Housing Agency

Subject: City of Victorville Encampment Resolution Funding (ERF-3-R)
Letter of Support

To Whom It May Concern,

Victor Valley Family Resource Center is supportive of and committed to the City of Victorville for their proposal of the Encampment Resolution Funding Program Round 3 ERF-3-R. The City of Victorville and partnering agencies have been providing services such as emergency shelter, crisis intervention, mental health support, transitional housing, identification vouchers, and other services to those experiencing homelessness.

In December of 2023, the City of Victorville opened the Wellness Center, the first low-barrier, non-congregate navigation center to offer interim housing and wraparound supportive services with a medical and recuperative care clinic on site in the High Desert. They are committed to the region and have shown their willingness to partner with agencies to improve the accessibility of pathways to permanent housing for those most in need.

We are eager to be part of the City of Victorville's partnership so we can strengthen and expand the resources to connect those experiencing homelessness with new opportunities in the community.

Sincerely,

Dr. Sharon Green

Executive Director

Office: 760-669-0300

Mobile: 760-887-1909



Hughes
Training &
Development

To: California Business, Consumer Services, and Housing Agency

Subject: City of Victorville Encampment Resolution Funding (ERF-3-R) Letter of Support

To Whom It May Concern,

Hughes Training And Development is supportive of and committed to the City of Victorville for their proposal of the Encampment Resolution Funding Program Round 3 ERF-3-R. The City of Victorville and partnering agencies have been providing services such as emergency shelter, crisis intervention, mental health support, transitional housing, identification vouchers, and other services to those experiencing homelessness. In December of 2023, the City of Victorville opened the Wellness Center, the first low barrier, no congregate navigation center to offer interim housing and wraparound supportive services with a medical and recuperative care clinic on site in the High Desert. They are committed to the region and have shown their willingness to partner with agencies to improve the accessibility of pathways to permanent housing for those most in need. We are eager to be part of the City of Victorville's partnership so we can strengthen and expand the resources to connect those experiencing homelessness with new opportunities in the community.

Sincerely,

Ms. N'senga Hughes

mshughes@htnd.org

hughestraininganddevelopment@gmail.com

<http://htnd.org/>



Date: 4-29-2024

To: California Business, Consumer Services, and Housing Agency

Subject: City of Victorville Encampment Resolution Funding (ERF-3-R) Letter of Support

To Whom It May Concern,

A CORE Solution is supportive of and committed to the City of Victorville for their proposal of the Encampment Resolution Funding Program Round 3 ERF-3-R. The City of Victorville and partnering agencies have been providing services such as emergency shelter, crisis intervention, mental health support, transitional housing, identification vouchers, and other services to those experiencing homelessness. In December of 2023, the City of Victorville opened the Wellness Center, the first low barrier, noncongregate navigation center to offer interim housing and wraparound supportive services with a medical and recuperative care clinic on site in the High Desert. They are committed to the region and have shown their willingness to partner with agencies to improve the accessibility of pathways to permanent housing for those most in need.

We are eager to be part of the City of Victorville's partnership so we can strengthen and expand the resources to connect those experiencing homelessness with new opportunities in the community.

Sincerely,

A handwritten signature in black ink, appearing to read "Raquel", written over a horizontal line.

Raquel Jennings, CPC
Founder/President
14318 California Ave. #106 & 110
Victorville, CA 92392
(760) 563-6767 office
(909) 767-7264 cell
www.acoresolution.org



San Bernardino County Homeless Partnership

Homeless Provider Network

Administrative Office
560 E. Hospitality Lane, Suite 200, San Bernardino, CA 92408-0044
Office: (909) 501-0610



March 15, 2023

RE: Encampment Resolution Fund (ERF) Grant Support for the City of Victorville

To Whom It May Concern:

On behalf of the San Bernardino County's Continuum of Care (CoC), please accept this letter of support for the City of Victorville's application to obtain Encampment Resolution Funds (ERF) from the State of California Business, Consumer Services and Housing. The City has a viable plan to meet a high priority local need that will assist unhoused individuals residing in encampments; connected by way of the same needs, resources, services, and housing strategies. This larger local project will assist individuals with interim housing, case management, and a myriad of supportive services at the City's Wellness Center Campus scheduled to open this summer. Thereby, helping people stabilize and exit out of homelessness. The plan includes the completion and operating subsidies of the Wellness Center navigation center, procurement of a city operated homeless outreach team, and collaboration with local partners.

The ERF project will support cross-systems collaboration and service strategies to resolve the experience of unsheltered homelessness for people residing in encampments. Resolving these experiences of homelessness will necessarily address the safety and wellness of people within encampments, resolve critical encampment concerns, and transition individuals into interim shelter with pathways to permanent housing, using data-informed, non-punitive, low-barrier, person-centered, Housing First, and coordinated approaches. Activities will also support efforts to restore encampment sites to their original state and intended purposes; however, priority will be directed towards protecting the health, safety, and well-being of individuals living in the encampments.

The CoC is committed to the shared goal of providing housing, health and support services to men, women, and families who are housing insecure. Should you have further questions, please feel free to contact Office of Homeless Services at HomelessRFP@hss.sbcounty.gov or (909) 501-0610.

Sincerely,

A handwritten signature in cursive script that reads 'Jessica Alexander'.

JESSICA ALEXANDER

Chair, Interagency Council on Homelessness
San Bernardino County Continuum of Care

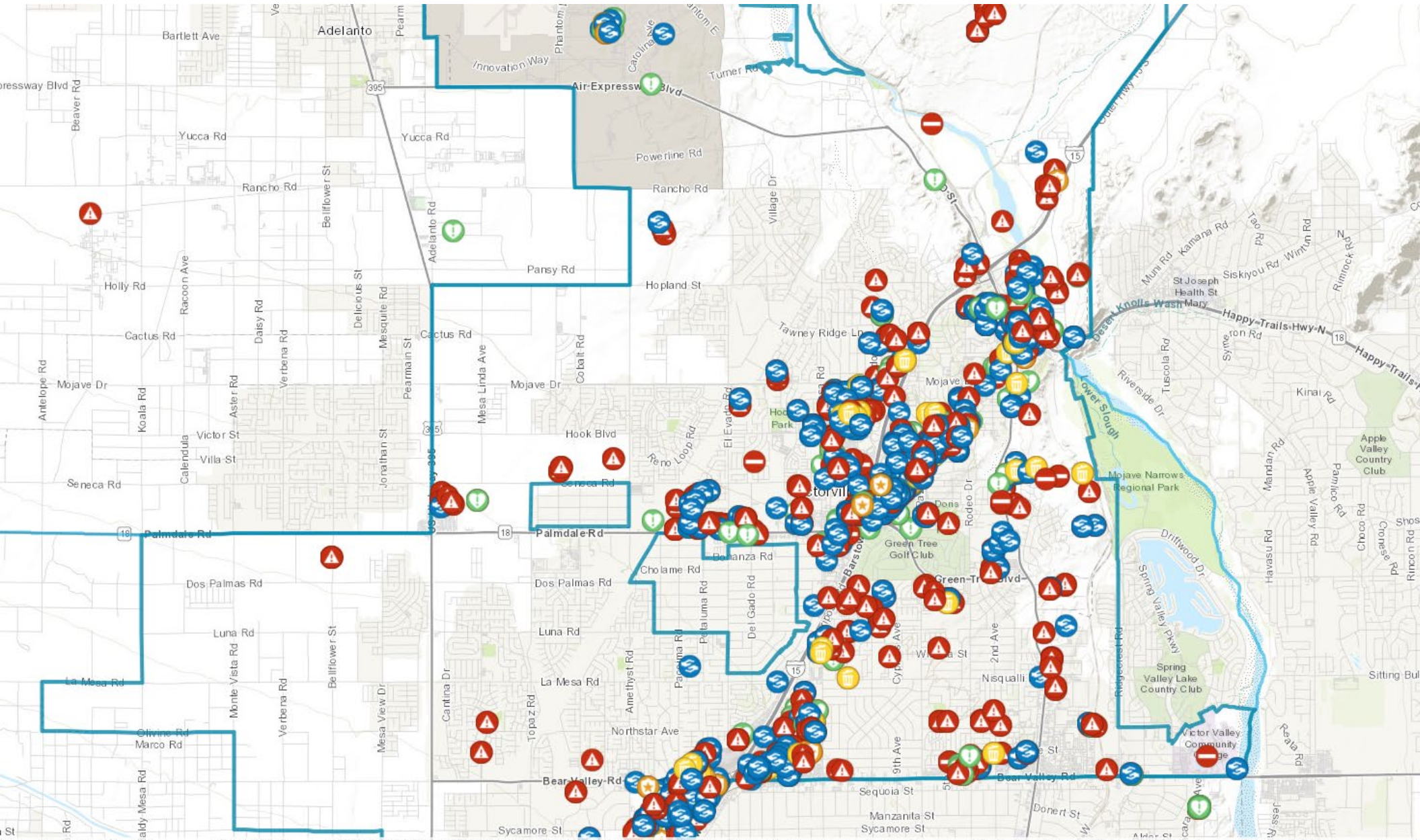
Members of the Interagency Council on Homelessness

Members of the Board of Supervisors
City of Victorville
Housing Authority of the County of San Bernardino
San Bernardino Law and Justice Group
San Bernardino County Superintendent of Schools

City of Rancho Cucamonga
Town of Yucca Valley
Community Development and Housing Agency
Mountain Regional City Representative
Members of the Homeless Provider Network

City of San Bernardino
Department of Behavioral Health
San Bernardino County Human Services
Youth with Lived Experience of Homelessness

MAP OF ENCAMPMENT CONTACTS



Encampment Area Map

