



# 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 Visalia

### 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 Visalia

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

94-6000449

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

<input type="text" value="Renee"/>	<input type="text" value="Nagel"/>
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="Finance Director"/>
job title

### Email

<input type="text" value="renee.nagel@visalia.city"/>
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### Phone

<input type="text" value="(559) 713-4375"/>
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*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

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### Secondary Contact

<input type="text" value="Margie"/>	<input type="text" value="Perez"/>
First	Last

### Job title

<input type="text" value="Housing Specialist"/>
job title

### Email

<input type="text" value="margie.perez@visalia.city"/>
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### Phone

<input type="text" value="(559) 713-4460"/>
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*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

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### Contact Person for Reporting

<input type="text" value="Margie"/>	<input type="text" value="Perez"/>
First	Last

### Job title

Housing Specialist

job title

**Email**

margie.perez@visalia.city

**Phone**

(559) 713-4460

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

**Authorized Representative**

Leslie

First

Caviglia

Last

**Job title**

City Manager

job title

**Email**

leslie.caviglia@visalia.city

**Phone**

(559) 713-4332

*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**

220 N. Santa Fe St.

Address Line 1

Address Line 2

Visalia

City

California

State

93292

Zip Code

**Attention to (if applicable):**

Leslie Caviglia, City Manager

** This Application uses character limits **

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

# question asked.

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## **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)**

Visalia’s ERF-3-R proposal includes rapid rehousing services, operating subsidies for a navigation center, and delivery of permanent housing for those in prioritized encampments.

Rapid Rehousing services include housing search, security deposits, rental subsidies, holding fees, and landlord incentives, case management, and facilitating access to other community-based services. Rapid Rehousing services will be funded in whole with ERF-3-R resources.

Operating subsidies include operating subsidies for a navigation center. The Visalia Navigation Center (VNC) is currently under construction and will be completed in June 2024. The VNC will provide 100-beds for immediate shelter and enhanced case management services with clearways to permanent housing to those residing in prioritized encampments. Operating subsidies will be funded in part with ERF-3-R resources.

Delivery of permanent housing includes development, rental subsidies, and case management services for Majestic Gardens, a 41-unit PSH project; 95% of the development funds have been secured. ERF-3-R resources will provide the final development funds to complete the rehab conversion into permanent housing. The Majestic Gardens rehab will be completed by Nov. 2024. The project has secured 22 PSH vouchers. ERF-3-R funds will provide rental subsidies for 19 units at Majestic Gardens for 32-months for the period of Nov. 1, 2024 – June 30, 2027. Delivery of permanent housing will be funded in part with ERF-3-R resources.

## People Served

**Number of people currently residing in prioritized encampment site**

126

#

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

250

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

126

#

**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?**

250

#

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

250

#

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

126

#

*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 proposal is prioritizing two encampment areas on state right-of-way 1) State Hwy 198 on Ben Maddox, and Burke to Santa Fe, and Demaree on-ramps; and 2) State Route 63 from Riverway Sports Park to Lincoln Oval Park.

These encampments have been selected since they are both on state right-of-way highways and near each other. Both sites have similar demographics, service needs, the same set of services, and service providers. Similar outreach, interim, and permanent housing programs will be provided to both encampment sites. On 12/15/23, city staff, CSET, RH Community Builders (RHCB), and Kings/Tulare Homeless Alliance (KTHA), conducted demographic surveys at the priority encampments.

No children were at the encampment sites, but there were several couples that formed several households at the prioritized encampments. Ages ranged from 23-75 years old: 10% were 23-29 years old, 40% were 30-49 years old, 15% were 50 - 59 years old, 13% were 60 and older, 67% are male and 33% are female, 4% are legally married. Veterans made up 3%, and 56% have a mental or physical disability. Races are 48% White, 10% Black, 2% Asian, 4% Native American, and 33% Hispanic. 35% have a high school diploma or GED. 65% have been homeless for over a yr., and 38% over 5 yrs. Most are homeless due to drugs/alcohol, divorce, or loss of family. Most receive food stamps and Medi-Cal. 74% confirmed they would be interested in rapid rehousing, relocating to the Navigation Center, or permanent housing.

*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 project is targeting two encampments on state rights of way. The first encampment covers 2.97 miles and is located on State Hwy 198 from the Ben Maddox on-ramp to Demaree on-ramp. Hwy 198 is sunken, and shoulders are heavily sloped; frontage roads must be crossed to access the rights of way. The second encampment covers 1.91 miles on State Route 63 from the Riverway Sports Park to the Lincoln Oval Park. The majority of inhabitants at encampments sleep in tents, tarps, sleeping bags, blankets, and cardboard structures. Sleeping areas are located near a lot of personal trash, personal belongings, and shopping carts. Few vehicles including mobile homes and trailers are present at these encampments.

**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)**

Two encampments are being prioritized because they are both on main state right-of-way highways and in close proximity of each other. One is on State Hwy 198 and the second is on State Route 63. Both encampments are a priority due to safety concerns including distractions to the traveling public, homeless pedestrian crossings on the state highways, and fires on the highways caused by those residing in these encampments. The encampments have also caused constant clean-up of drug needs, human urine, and feces. Caltrans classified these encampments as a priority 1 and required immediate closure of encampments on State Hwy 198 in Visalia. Both encampments have similar demographics and service needs of the residents of the encampments. In addition, the same set of services, service providers, outreach, interim, and permanent housing programs will be provided to both prioritized encampment sites.

*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

**Attachment: Caltrans Letter of Support**

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)**

Rapid Rehousing - Rapid rehousing for 100-households include housing search, security deposits, credit repair, rental subsidies, holding fees, landlord incentives, case management, and facilitating access to other community-based services.

Operating Subsidies - Operating subsidies for a navigation center. The navigation center will provide a service enriched low-barrier facility with 100-beds of immediate shelter, enhanced case management, trauma informed care, and permanent housing placement assistance. Residents will be allowed to bring their pets and personal belongings.

Delivery of Permanent Housing – Delivery of permanent housing includes converting a motel into a 41-unit permanent housing complex, known as Majestic Gardens. The Majestic Gardens construction will be done Nov. 2024. ERF-3-R funds will provide Majestic Gardens with final development gap funding, on-site case management, and rental subsidies for 19-units for 32-months from 11/1/24 – 6/30/27.

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

Rapid rehousing services will provide 100-households with housing identification services, security deposits, credit repair, rental subsidies, landlord incentives, holding fees, and case management to provide placement into permanent housing at various PSH projects and with private landlords.

The navigation center will provide a one stop center with 100-beds, wrap-around case management, overnight shelter, hot meals, showers, laundry services, health care services, job placement, and permanent housing placement assistance. It will also have 7 private rooms for families with children, senior citizens, and those with severe health problems.

A former motel is being converted to 41-units of permanent supportive housing. The project has secured 95% of the development funds. The project has also secured 22 PSH vouchers. ERF-3-R funds will be used to provide final development gap funding, 19-rental subsidies for 32-months, and on-site staffing to successfully deliver permanent housing.

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



Progress will be measured by the number of encampment inhabitants placed in permanent housing, and the number of inhabitants remaining in the targeted encampments. Proposal partners will use the VI-SPDAT. The local CoC KTHA will use the HMIS to refer individuals from the CES to the appropriate program, with priority given to residents of the targeted encampments.

The navigation center will complete monthly progress reports of unduplicated individuals assisted, demographics, services provided, and permanent housing placements. Majestic Gardens will provide quarterly reports, annual reports, and will carry a 55-year affordability covenant.

Navigation Center:

- o Facilitate a minimum of 200 interim and 86 permanent housing exits in the first yr.
- o Secure and sustain exits to permanent housing for 50 people per yr. with a recidivism rate of less than 10% per yr.

Majestic Gardens:

- o Secure and sustain permanent housing for 41 people per yr. with a recidivism rate of less than 5% per yr.

**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)**

There are no local ordinances, resources, or other factors that may hinder achieving the proposal's outcomes. The only hindrance would be not being awarded ERF-3-R funds.

**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)**

This proposal is part of a larger initiative to provide immediate shelter with clear pathways to permanent housing and delivery of permanent housing. Visalia ERF-3-R staff will partner with various organizations, upcoming permanent supportive housing, and affordable housing projects to rapidly place individuals residing at targeted encampments into permanent housing.

Tulare County currently has several permanent supportive housing and affordable housing projects in the pipeline that will provide permanent housing for people residing in targeted encampments including Majestic Gardens 41-PSH units, the Lofts 40-PSH units, Sequoia Village 50-PSH units, Madison Gardens 57-PSH units, Neighborhood Village 52-PSH units, Sequoia Commons 24-PSH units, Finca Serna 33-PSH units, Demaree Apartments 220-Units, Rancho Colegio 80-units, and Camino del Rio 90-units.

## 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)**

Housing navigators routinely engage with individuals residing in prioritized encampments to obtain perspectives of people with lived experience as ERF-3-R activities are being developed.

Also, City staff and partner organizations conducted a comprehensive client survey and provided client incentives to obtain input from individuals with lived experience currently residing in prioritized encampments to develop the content of this proposal and project engagement; 126 people at the two encampments on State Hwy 198 and State Route 63 were surveyed on the content of this proposal and provided feedback on the proposed outcomes. Nearly 90% of respondents were in support of rapid rehousing services, developing a low-barrier navigation center, and entering permanent housing. This outreach confirmed most inhabitants of the prioritized encampments are interested in services and housing options. A small percentage of inhabitants were not interested in services or permanent housing placement.

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

This proposal exemplifies Housing First approaches by tenant screening and selection practices regardless of their sobriety or use of substances, completion of treatment, or participation in services. Applicants will not be rejected based on poor credit or financial history, poor or lack of rental history, criminal convictions unrelated to tenancy, or behaviors that indicate a lack of housing readiness. The navigation center and the Majestic Gardens will offer services as a voluntary option but will not make housing contingent on participation in such services. We recognize drug and alcohol use, and addiction are a part of tenants' lives, and where tenants will be engaged in nonjudgmental communication regarding drug and alcohol use, and where tenants are offered education regarding how to avoid risky behaviors and engage in safer practices, as well as connected to evidence-based treatment if the tenant so chooses.

**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)**

Rapid rehousing services, interim shelter placement, and permanent placement will be 100% voluntary according to the client's choice. Staff are committed to providing trauma informed care and awareness; assigned staff with trauma informed experience will be hired, and ongoing training will ensure proficiency.

Staff will work with clients to learn about their experiences and respond with compassion to past trauma. Staff will focus on relationship building and the delivery of services that meet basic needs, such as providing a warm bed to safely sleep, hot meals, and place to safely shower and use the restroom have an added goal of fostering safety and trustworthiness.

Staff will promote a sense of safety, a foundation for trust, by working with clients with compassion, respect, and in a nonjudgmental manner. ERF-3-R funded activities will have grievance policies and will modify practices according to input from people in the prioritized encampments and those with lived experience.

**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)**

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Visalia ERF-3-R funded activities will practice harm reduction practices by engaging directly with people who participate in drug use to prevent overdose and infectious disease transmission; improve physical, mental, and social wellbeing; and offer low barrier options for accessing health care services, including substance use and mental health disorder treatment with partner organizations Kaweah Health and Tulare County Mental Health. Staff will address substance use disorders through prevention, treatment, recovery, and empowering people to reach their own goals, through incremental progress.

Staff will practice harm reduction strategies that will meet people where they are on their own terms and serve as a pathway to additional health and social services, drug prevention, treatment, and recovery services. Ongoing staff training will promote a practice to progressively engage people and remain person centered and compassionate.

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**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)**

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Mobile shower units, restrooms, hand washing stations, and waste bins will be provided to those while residing in the prioritized encampments to begin restoring their dignity and renew their confidence to engage with their community and exit out of homelessness.

The city is also leveraging CDBG public service funds to assist in providing services and case management to improve a person's health, dignity, and safety while they continue to reside within the prioritized encampment sites and transfer into permanent housing.

Kaweah Health Street Medicine Team (SMT) will provide encampment residents with on-site medical examinations, preventive screenings (i.e., diabetes, NTN, HIV, glaucoma, & valley fever), blood pressure checks, glucose checks, wound care, insect bite treatments, health education, and referrals to social services and community health providers. These are essential services for many encampment inhabitants who have an array of health problems such as diabetes and cancer.

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**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 will enter into contracts to ensure ERF-3-R funded parties will not penalize homelessness, or persons who are homeless engaging in necessary human activities, including sleeping, resting, and eating.

The City of Visalia Homeless Outreach and Proactive Enforcement (HOPE) Team works to minimize the impact of transient-related calls for service by utilizing a strategy of prevention and intervention. The HOPE Team will provide essential supplies and work closely with non-profit agencies to connect individuals with services to exit out of homelessness.

The HOPE team partners with Mental Health and dedicates one HOPE Officer to work with a Mental Health Clinician as a field response team to engage individuals who are homeless. These individuals may be eligible for mental health services, alcohol and drug programs, veteran, and self-sufficiency services. The goal is to connect individuals to services and ensure they receive them in a culturally competent and professional manner.

**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)**

Tulare County Health and Human Services will provide mobile shower units to provide sanitation services for people residing in prioritized encampments. The mobile shower unit will provide fresh water, toiletry items, and a towel for inhabitants. The WASH grant program provides portable hand washing stations fully equipped with clean water and hygiene items to serve up to 100 people. Restrooms and curbside waste removal will also be provided to those while residing in the prioritized encampments.

In addition, each park encampment, including the Riverway Sports Park, and the Lincoln Oval Park has onsite bathrooms, access to clean drinking water fountains, and non-intrusive curbside waste removal.

## **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)**

CSET, KTHA, Tulare County Homeless Multidisciplinary Team (MDT), Kaweah Health, and Kings View PATH will provide case management and services for people while they continue to reside within encampment sites.

CSET, KTHA, MDT, PATH staff, and mental health clinical workers (total of 12 persons) will provide weekly street outreach to encampment sites. Services include housing enrollment/placement, mental health assessments, social security advocacy, substance abuse counseling, and veteran services. Three TulareWORKs staff will be available 4 hours a week to assist in applying for Medi-Cal and mainstream benefits. The Bethlehem Center will provide two-hot meals 7 days a week, and clothing assistance as needed to those residing in the targeted encampments.

Kaweah Health will provide bi-weekly on-site medical services to encampment sites. Preventive screenings include blood pressure checks, glucose checks, wound care, insect bite treatments, health education, and referrals to health care.

**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 local CoC has adopted CES written standards for street outreach and referrals to interim/permanent housing. Placement into housing starts with the VI-SPDAT to measure vulnerability and housing needs based on the highest priority. The use of the VI-SPDAT ensures that each person receives a full assessment and referrals that meet their specific needs and interests. The VI-SPDAT helps to target limited permanent supportive housing resources for persons with the most extensive needs and the highest barriers to obtaining permanent housing. These tools are used by the local CoC via HMIS and allow agencies to refer individuals from the CES to the most appropriate programs. All homeless agencies in the bi-county region utilize HMIS, allowing for inter-agency collaboration. These tools are critically important for homeless service providers to share information about each homeless individual being served. The CoC supports the implementation of this proposal and permanent housing placement.

**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)**

a) Interim Housing –The Visalia Navigation Center will include several non-congregated private rooms for vulnerable populations, which will consist of 7 total private rooms, 3 private rooms for families with children, 2 private rooms for senior citizens, and 2 private rooms for people experiencing severe health challenges. However please note, the City of Visalia’s ERF-3-R funding request for the Visalia Navigation Center is being requested under “Operating Subsidies” not “Interim Housing”.

b) Permanent Housing – The development of the Majestic Gardens will convert the former Majestic Inn into 41 units of permanent supportive housing (PSH) with 1 on-site manager for people residing in encampment sites. Kitchenettes will be added to each unit to convert units into single room occupancy (SRO) units. Full-time on-site enhanced case management will be present to ensure the tenant’s long-term housing stability. Majestic Garden staff will also provide optional life skills workshops, financial literacy workshops, and referrals to job training/placement programs to help tenants lead a life of stability and self-sufficiency.

**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)**

Rapid Rehousing – This proposal will provide up to 100 households (individuals and couples) with up to \$5,000 in rapid rehousing services, including security deposits, credit repair, rental subsidies, holding fees, incentives to landlords, and housing search assistance to secure permanent housing solutions as quickly as possible. CSET has successfully administered rapid rehousing programs since 2010 with the use of HUD Rapid Rehousing funds.

Interim Housing - The City of Visalia has partnered with Self-Help Enterprises to develop Eden House. Eden House is a low-barrier 22-bed transitional housing project with private rooms and wrap-around services for people experiencing homelessness as they prepare to enter a PSH or RRH unit. Eden features 20 rooms with shared bathrooms, 2 rooms with private baths for a total of 22 rooms. Eden House also has a common kitchen, community room, laundry room, and courtyard. Pets are welcomed during their stay at Eden House. The Navigation Center will provide similar services to Eden House on a larger scale. Self-Help Enterprises is also a lead partner in the development of the Visalia Navigation Center. Eden House has been a huge success since its inception in 2020.

Permanent Housing - The City of Visalia partnered RH Community Builders (RHCB) to develop Sequoia Village. Sequoia Village is a former motel, converted to 50-PSH units for people experiencing homelessness. The units are complete with kitchens, and 5-units are ADA accessible. The development was financed with grants from HCD Homekey, CDBG Cares Act, City of Visalia HOME, and the Kings/Tulare Homeless Alliance (KTHA). The units are made affordable through HUD CoC rental subsidies, and services are offered on-site by Mental Health. The project continues to be a success and has strong local support. The Majestic Gardens project will be very similar to the Sequoia Village project and will include the same partners KTHA and RHCB.

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

This proposal will meet the needs of people residing in prioritized encampments by providing rapid rehousing services, immediate low-barrier interim shelter, and permanent housing placement. Rapid rehousing services will provide resources to overcome housing placement including credit repair, security deposits, first and last month rent, rental subsidies, and landlord incentives, for 100-households. The Navigation Center will provide a Housing First approach to a safe clean place to sleep, shower, eat, and begin a life of stability without any barriers to entry that does not limit the length of stay. Staff will provide flexible individualized support, trauma informed care, mental health services, health care, job training/placement, enhanced case management, and permanent housing placement. Navigation Center staff will continue to provide case management services for 2 years after exiting into permanent housing to ensure clients long-term housing stability and prevent recidivism.

The Majestic Gardens project will provide swift permanent housing for people residing in prioritized encampments. The Majestic Gardens will provide permanent congregated units with full kitchenettes, bathrooms, rental subsidies, on-site mental health, case management, and supportive services to assist with tenant’s long-term housing. The Majestic Gardens is also developing an on-site resource room to assist tenants with job training and placement services to lead to a life of self-sufficiency.

*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)

<b>Briefly Describe Each Projected Living Situation Immediately Following the Encampment</b>	<b>Is This Permanent Housing?</b>	<b>Quantify the Capacity (e.g., number of beds/units, frequency of bed/unit availability)</b>	<b>Prioritized or Set-Aside for ERF-3-R?</b>	<b>Is this living situation funded by ERF-3-R and / or Leveraged Funds?</b>	<b>% of Served Persons Projected to Fall Within This Living Situation</b>
Visalia Navigation Center (VNC) at 3525 N. Court St. Visalia, CA 93291	No <small>Yes/No</small>	100-beds	Prioritized <small>Pri/Set-Aside/Neither</small>	Both <small>ERF/Lev/Both</small>	100 <small>%</small>

Majestic Gardens at 4545 W. Noble Avenue Visalia, CA 93277	Yes Yes/No	41-PSH units	Prioritized Pri/Set-Aside/Neither	Both ERF/Lev/Both	41 %
Eden House at 1627 S. Garden St. Visalia, CA 93277	No Yes/No	22-beds turnover every 90-180 days	Set-Aside Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	15 %
The Lofts at 300 E. Oak Ave., Visalia, CA 93291	Yes Yes/No	40-PSH Units	Set-Aside Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	10 %
Sequoia Village at 1400 S. Mooney Blvd., Visalia, CA 93277	Yes Yes/No	50-PSH Units	Set-Aside Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	5 %
Madison Gardens at 26441 N. Hwy 99, Tulare, CA 93274	Yes Yes/No	57-PSH Units	Set-Aside Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	7 %
Neighborhood Village at 30940 Rd. 72, Visalia, CA 93291	Yes Yes/No	52-PSH Units	Set-Aside Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	5 %
Sequoia Commons at 537 N. West St. Tulare, CA 93274	Yes Yes/No	39-PSH Units	Set-Aside Pri/Set-Aside/Neither	Leveraged ERF/Lev/Both	5 %

**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?
VNC will provide essential services with the goal of obtaining permanent housing in the shortest time possible.	<div style="border: 1px solid black; padding: 2px;">Prioritized</div> <small>Pri/Set-Aside/Neither</small>	<div style="border: 1px solid black; padding: 2px;">100-beds</div>	<div style="border: 1px solid black; padding: 2px;">Both</div> <small>ERF/Lev/Both</small>
Majestic Gardens will provide permanent housing placement for Visalia prioritized encampment sites. Leveraged with City of Visalia HOME-ARP and LMIHAF funds.	<div style="border: 1px solid black; padding: 2px;">Prioritized</div> <small>Pri/Set-Aside/Neither</small>	<div style="border: 1px solid black; padding: 2px;">41-Units</div>	<div style="border: 1px solid black; padding: 2px;">Both</div> <small>ERF/Lev/Both</small>
Eden House transitional housing is optional with services to obtain permanent housing. Development leveraged with City of Visalia CDBG, and NSP funds. Operational leveraged with City of Visalia PLHA funds.	<div style="border: 1px solid black; padding: 2px;">Set-Aside</div> <small>Pri/Set-Aside/Neither</small>	<div style="border: 1px solid black; padding: 2px;">22-beds, 15-are designated for Visalia</div>	<div style="border: 1px solid black; padding: 2px;">Leveraged</div> <small>ERF/Lev/Both</small>
Sequoia Village – Motel conversion into permanent supportive housing. Development leveraged with City of Visalia HOME funds.	<div style="border: 1px solid black; padding: 2px;">Set-Aside</div> <small>Pri/Set-Aside/Neither</small>	<div style="border: 1px solid black; padding: 2px;">50-Units/ 5 set-aside</div>	<div style="border: 1px solid black; padding: 2px;">Leveraged</div> <small>ERF/Lev/Both</small>
The Lofts – Permanent supportive housing project. Development leveraged with City of Visalia HOME and LMIHAF funds.	<div style="border: 1px solid black; padding: 2px;">Set-Aside</div> <small>Pri/Set-Aside/Neither</small>	<div style="border: 1px solid black; padding: 2px;">40-Units/10 set-aside</div>	<div style="border: 1px solid black; padding: 2px;">Leveraged</div> <small>ERF/Lev/Both</small>
Neighborhood Village – Permanent supportive housing project in Goshen, CA	<div style="border: 1px solid black; padding: 2px;">Set-Aside</div> <small>Pri/Set-Aside/Neither</small>	<div style="border: 1px solid black; padding: 2px;">52-Units/ 5 set-aside</div>	<div style="border: 1px solid black; padding: 2px;">Leveraged</div> <small>ERF/Lev/Both</small>
Madison Gardens – Permanent supportive housing project in Tulare, CA.	<div style="border: 1px solid black; padding: 2px;">Set-Aside</div> <small>Pri/Set-Aside/Neither</small>	<div style="border: 1px solid black; padding: 2px;">57-Units/7 set-aside</div>	<div style="border: 1px solid black; padding: 2px;">Leveraged</div> <small>ERF/Lev/Both</small>
Santa Fe Commons – Permanent supportive housing project in Tulare, CA.	<div style="border: 1px solid black; padding: 2px;">Set-Aside</div> <small>Pri/Set-</small>	<div style="border: 1px solid black; padding: 2px;">39-Units/ 5 set-aside</div>	<div style="border: 1px solid black; padding: 2px;">Leveraged</div> <small>ERF/Lev/Both</small>

Aside/Neither

Finca Serna - Permanent supportive housing project in Porterville, CA.	Set-Aside Pri/Set-Aside/Neither	33-Units/3 set-aside	Leveraged ERF/Lev/Both
Demaree Apartments – A new 220-unit low-income affordable apartment complex under the Housing Authority of Tulare County. Construction completion is expected in October 2025. Leveraged with Low-Income Tax Credits and Tax Exempted Bonds.	Set-Aside Pri/Set-Aside/Neither	220-Units/10 set-aside	Leveraged ERF/Lev/Both
Rancho Colegio – A new 80-unit affordable housing complex for households at or below 50% of the area median income level. Construction completion is expected in December 2025. Leveraged with City of Visalia HOME funds.	Set-Aside Pri/Set-Aside/Neither	80-units/ 11-set-aside	Leveraged ERF/Lev/Both
Camino Del Rio – A new 90-unit affordable housing complex for households at or below 60% AMI. Project completion is expected in December 2025. Leveraged with Tax Credits and Tax Exempt Bonds.	Set-Aside Pri/Set-Aside/Neither	80-units/ 10 set aside	Leveraged 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)**

The City of Visalia Homeless Outreach and Proactive Enforcement (HOPE) Team will monitor the prioritized encampment sites to ensure that people are not displaced from the prioritized encampment sites to another unsheltered location.

The Visalia HOPE Team partners with Tulare County Mental Health and dedicates one (1) HOPE Officer to work side-by-side with a Mental Health Clinician as a field response team to engage individuals who are homeless or at risk of homelessness. These individuals may be eligible for mental health services, alcohol and drug programs, or veteran and self-sufficiency services.

In addition, ERF-3-R staff and the Kings/Tulare Homeless Alliance will work with individuals residing in the prioritized encampment sites to ensure that people are not displaced from the prioritized encampment sites to another unsheltered location and safely transition into the Navigation Center, Eden House, Majestic Gardens, or another permanent housing option.

**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)**

Navigation Center staff will provide 2 years of case management follow-up after exiting into permanent housing to prevent returns to homelessness. Mental Health will provide ongoing mental health services at the Navigation Center and during permanent housing placement to prevent recidivism. Follow-up case management and mental health services will be leveraged with other funds.

Majestic Gardens will have on-site case management services to prevent returns to homelessness. These strategies are leveraged with other grant funds. Clients who obtain a CoC PSH voucher will have an assigned case manager for the life of their PSH voucher to ensure housing stability. Those services will be leveraged with CDBG funds.

Anthem and Health Net Housing Tenancy and CalAIM Enhanced Case Management (ECM) will be provided to clients to ensure housing stability. ECM will include core coordination, landlord liaison, dispute resolution, eviction prevention, and lease compliance.

**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 of Visalia is dedicated to preventing a potential inflow of people into the geographically served areas through monitoring conducted by the Visalia HOPE Team. In partnership with Caltrans, the Visalia HOPE Team and Code Enforcement will work together to minimize encampments from forming in the targeted areas and off state highways. Code Enforcement may provide up to 90-day storage for a person's personal belongings to avoid an influx of belongings in targeted areas.

Individuals at the prioritized encampments will have priority in the Navigation Center and Majestic Gardens to prevent inflow of people into the geographically served areas. The Navigation Center staff and housing navigators will provide transportation assistance to gather those residing in the targeted encampments.

**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 up to 90 days of storage of their personal property through City of Visalia CDBG funded Code Enforcement program. Individual's belongings will remain safe in a City-provided C-train container. Individuals may access their belongings any time prior to their 90-day expiration date.

The Visalia Navigation Center will provide on-site safe storage of personal property for clients at the Center. The Center will include storage space and lockers for client's personal belongings. Pet kennels will be provided to assure that a guest's best friend has a safe place and food to eat, whether registered as a service animal or not. Bicycle racks will also be available. Upon placement into permanent housing, client's belongings will transfer with them.

**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)**

The Navigation Center will be a pet friendly facility, providing pet kennels, food, water, leashes, and waste bags to assure pets can stay with their owners. Owners may have their pets inside or outside the facility on a leash. It will offer staffed kennels for pets if owners need to go to an appointment, work, or other commitment. Majestic Gardens will also be a pet friendly permanent housing complex open to both service animals and non-service pets. The City and partners CSET and RHCBC believe pets provide emotional support to individuals with psychiatric disability through companionship.

The Navigation Center and Majestic Gardens will partner with the City of Visalia Animal Services to provide vaccinations, licensure, spay and neuter services upon the client's request. Housing flex funds will be used to acquire pet deposits, licenses, vaccinations, and/or pet kennels to comply with pet lease terms. This proposal will also provide pet re-homing services upon the client's choice.

## Budget and Resource Plan

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

\$3,000,000.00

\$

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

\$21,268,880.00

\$

**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)**

Visalia Navigation Center's first year operational of non-ERF-3-R secured resources includes \$351,515 in PLHA; \$250,000 in LMIHAF; \$103,220 in CSBG; and \$692,500 in private pledges for a total of \$1,397,235 in annual funding. These non-ERF funds will be used to support the operational costs of the VNC to provide immediate interim shelter with clear pathways to permanent housing.

Majestic Gardens secured non-ERF-3-R funds includes \$1,800,000 in HOME-ARP; \$1,325,000 in LMIHAF; \$207,691 in HHAP 4; \$1,044,000 in HHIP; and \$12,295,379 in Homekey funds for a total of \$16,672,070 to be used for acquisition and rehab costs for development costs. Majestic Gardens also secured 22-PSH CoC rental subsidy vouchers, \$1,539,997 in Homekey COSR, \$231,212 in HHAP 5 funds, and \$176,491 in annual CalAIM funds for operating costs.

The ERF-3-R proposal has secured a total of \$21,268,880 in leveraged funds to help meet the proposal's outcomes, and permanent housing outcomes.

*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)**

This proposal is a wise and effective use of funding relative to the number of people it seeks to serve as both projects will provide sufficient interim and permanent housing to current residents of the priority encampment sites. The Navigation Center will provide immediate shelter and permanent housing placement for 100 households with rapid rehousing services, and Majestic Gardens will provide 41 units of permanent housing.

The VNC development costs \$126,000 per bed and leverages funds with existing funding to house people at a cost of \$35,000 per person, with each additional person passing through these units in the future reducing per person cost. The amount requested was determined by the center's 1st year and rapid rehousing client service needs.

Majestic development of PSH housing in the Visalia area costs \$300,000 per unit. The amount requested was determined on the remaining development gap and rental subsidies needed to successfully deliver this permanent housing project.

#### **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 will collaborate with CSET to provide immediate temporary shelter through the Visalia Navigation Center, and RHC B to deliver permanent housing through the development of Majestic Gardens.

CSET’s expertise in implementing complex housing state, federal, and local programs and grants have informed this proposal. CSET, a well-respected nonprofit with 47 years’ experience in serving the community with wraparound services, with well over 10 years in administering CoC housing first programs providing housing and related supportive services for people transitioning from homelessness to permanent housing. CSET’s programs help the unhoused obtain housing stability, increase life skills, income, and job training to lead to a life of stability and self-sufficiency. This first-hand housing experience makes CSET a perfect candidate to administer a low-barrier navigation center.

RHC B has extensive experience in managing complex homelessness housing development projects and grants that influenced this proposal, such as, Project Roomkey, Homekey, HOME-ARP, HHAP, HHIP, and CDBG funds. RHC B has successfully developed 7 permanent housing motel conversion projects in Tulare and Fresno Counties, including Sequoia Village in Visalia. RHC B Development is a local firm that specializes in affordable housing development. RHC B mission is to empower homeless individuals to achieve their full potential by providing access to affordable housing, supportive services, and community resources.

### 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 Navigators	No <small>Yes/No</small>	5 <small># FTE</small>	ERF-3-R <small>ERF/Lev/Both</small>	Housing search assistance, case management, provides trauma informed care, harm reduction services, facilitate access to community services, and HMIS data entry.
VNC Division Director	Yes <small>Yes/No</small>	0.15 <small># FTE</small>	Leveraged <small>ERF/Lev/Both</small>	Oversight of the VNC administration and operating.
VNC Program Director	Yes <small>Yes/No</small>	1 <small># FTE</small>	Leveraged <small>ERF/Lev/Both</small>	VNC director and oversight of the center, administrative level management.

VNC Program Coordinators	Yes Yes/No	2 # FTE	Leveraged ERF/Lev/Both	Record keeping, reporting, collaboration with staff, funders and partners, intake of participations, and placements.
VNC Program Manager	Yes Yes/No	0.10 # FTE	Leveraged ERF/Lev/Both	Assistant director works directly with the shelter coordinator and acts as administrative facilitator.
Accountant	Yes Yes/No	0.25 # FTE	Leveraged ERF/Lev/Both	Fiscal record keeping, invoicing and analysis.
VNC Coordinator	Yes Yes/No	1 # FTE	Both ERF/Lev/Both	Planning and coordinating staff schedule and works with operations supervisor.
VNC Supervisor	No Yes/No	4 # FTE	Both ERF/Lev/Both	Everyday supervisor who manages the center workers and makes sure all people are safe within the center daily.
VNC Workers	No Yes/No	6 # FTE	Both ERF/Lev/Both	Daily tasks of the center. Client intake, check in and check out, and client assistance.
VNC Food Services Manager	No Yes/No	1 # FTE	Both ERF/Lev/Both	Menu management and oversight of meal preparation and serving.
VNC Food Prep Assistants	No Yes/No	4 # FTE	Both ERF/Lev/Both	Menu management and oversight of meal preparation and serving.
VNC Custodian	No Yes/No	2 # FTE	Both ERF/Lev/Both	Center maintenance.
VNC Security Guard	No Yes/No	3 # FTE	Both ERF/Lev/Both	On-site security.



MG Housing Director	Yes Yes/No	0.10 # FTE	Leveraged ERF/Lev/Both	Ovesight of the Majestic Gardens project, works with the community, elected officials, and city staff.
MG Fiscal Analyst	Yes Yes/No	0.20 # FTE	Leveraged ERF/Lev/Both	Mangeing budgets, financial records, and billing.
MG Program Manager	Yes Yes/No	0.10 # FTE	Leveraged ERF/Lev/Both	Supervises and oversees staff dedicated to the project and manages the budget.
MG Tenancy Support Case Manager	No Yes/No	2 # FTE	Both ERF/Lev/Both	Assist tenants in moving towards independent living, work closely with individuals to develop a wellness plan tailored to their needs, link tenants with resources, and provide case management services to ensure long-term housing stability.
MG PSH Case Manager	No Yes/No	0.50 # FTE	Leveraged ERF/Lev/Both	Assist tenants in moving towards independent living, work closely with individuals to develop a wellness plan tailored to their needs, link tenants with resources, and provide case management services.
MG Community Coordinator	No Yes/No	2 # FTE	Leveraged ERF/Lev/Both	Connect residents to resources, help to develop resident leadership skills, and work to create a living community where tenants feel safe, respected, and connected.
MG Security Guards	No Yes/No	2 # FTE	Leveraged ERF/Lev/Both	On-site security guards to ensure tenant, staff, and the neighborhood safety.
City Housing Specialist	Yes Yes/No	0.15 # FTE	Leveraged ERF/Lev/Both	City oversight of ERF-3-R administration and reporting.

**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 that will collectively pursue the proposal's outcomes include Community Services Employment and Training (CSET) and RH Community Builders (RHCB). Both agencies have extensive experience working with complex federal, state, and local grants that helped to form this proposal. Both agencies have demonstrated the ability to effectively partner with other service providers, developers, and residents.

CSET will be responsible for management and administration of the VNC. CSET administers a variety of CoC housing programs, including Rapid Rehousing and Permanent Supportive Housing programs for people moving from homelessness to permanent housing. CSET connects individuals to approaches that help them succeed – including high quality education programs, job training, and affordable permanent housing.

RHCB is responsible for the development and property manager of Majestic Gardens. RHCB has successfully completed 7 motel conversions into permanent supportive housing in Tulare and Fresno counties, including Sequoia Village in Visalia. RHCB's approach to ending homelessness includes direct services, increasing the number of available units, engaging with landlords to expand rental opportunities for residents, and master leasing property to service providers to house their clients. RHCB provides on-site enhanced care management and supportive services to assist tenants to achieve long-term housing stability and lead a life of self-sufficiency.

**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)**

In collaboration with the local CoC, the Kings/Tulare Homeless Alliance (KTHA), Tulare County, community partners, and stakeholders began with the development of the "Pathway Home: Responding to Homelessness in Tulare County," 2019 strategic plan commissioned by the Kings/Tulare Homeless Alliance, calling for solutions to address homelessness. This collaboration continued for the design and implementation of this proposal, identifying the need for a low-barrier Navigation Center and development of permanent supportive housing projects for people residing in targeted encampments.

The local CoC KTHA, and Tulare County have provided letters of support for this proposal. The City, County, and CoC will continue to work together to provide wraparound services to the prioritized encampments, operate the Visalia Navigation Center, and place individuals into permanent housing at Majestic Gardens and other permanent housing options.

*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)**

Both prioritized encampments are located on publicly owned right-of-way of the State or the City of Visalia. As the proposer, the City has shown strong commitment to this proposal. The State property is in the right-of-way controlled by Caltrans and its letter of support is provided with this proposal. Both the City and Caltrans are committed to the implementation of this proposal. Caltrans reviewed the City's ERF-3-R proposal prior to providing its endorsement and offered outreach, collaboration, and communication support to people and providers interacting on or near state routes. The City will coordinate with Caltrans to leverage resources to improve safety and execute relocation into housing options and cleanup events. Efforts will be aided by CSET's existing relationship with Caltrans and the Back2Work program, which provides paid work experience in a supportive crew-based setting to veterans and unhoused individuals, including encampment inhabitants.

## **Accelerated Timeline**

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

The local CoC KTHA, TCHHSA, CSET, RHCB, Kings View PATH, and the Visalia Rescue Mission (VRM) housing navigators currently provide outreach services to the prioritized encampments: case management, mental health assessments, CES, HMIS entry, housing search, DMV ID, transportation, clothing, hygiene kits, and food assistance. Housing navigators also assist with mainstream benefits enrollments, SSI, SSA, and medical/dental services. Mental health clinical workers also provide weekly services. CSET engages with encampment residents through paid work experience programs, including the Back2Work and the City of Visalia's Environmental Clean-up Opportunities (ECO) program. Weekly Local Initiative Navigation Center (L.I.N.C.) services are provided each Monday 1-3pm at the Visalia Rescue Mission to gather input and provide services to encampment inhabitants: transportation assistance, food assistance, permanent housing placement assistance, and document ready assistance.

**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, in partnership with CSET and RHCB, are fully committed to supporting people living in the prioritized encampment sites. Existing and trusting relationships already developed will ensure we can swiftly implement this proposal. If this proposal is selected, in advance of receiving funding, the City, CSET, and RHCB are willing to begin project implementation. All three partners have the systems in place to operate reimbursable contracts, and current programs provide leverage and staffing for moving this project forward quickly. Our community is fully committed to working together to resolve homelessness and place encampment inhabitants on the path to permanent housing. The City, CSET, and RHCB will work together and coordinate with the local CoC the Kings/Tulare Homeless Alliance to swiftly exit individuals residing in prioritized encampments into immediate interim shelter at the Visalia Navigation Center and immediate permanent housing placement at Majestic Gardens.

## **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	VNC Operational	Place	Visalia Navigation Center (VNC) construction complete and center opens. First 36 exits from encampments into VNC.
7/1/2024	Majestic Gardens Construction	Place	Majestic Gardens (MG) construction 50% complete.
9/1/2024	VNC Additional Clients	People	Additional 30 individuals exited from encampment into VNC.
9/1/2024	MG Preleasing Begins.	People	Majestic Gardens preleasing.
10/1/2024	Rapid Rehousing Services	People	First 5 households of RRH permanent housing placements.
11/1/2024	Majestic Gardens Construction Complete	Place	MG construction complete.
11/8/2024	Majestic Garden Placements	People	41 permanent housing placements at Majestic Gardens.

11/15/2024	VNC Additional Clients	People	Additional 40 individuals exit encampments into VNC.
12/2/2024	VNC Additional Clients	People	Final exits from encampments to VNC.
3/1/2025	Rapid Rehousing Services	People	Additional 20 households of RRH permanent housing placements.
6/30/2025	Rapid Rehousing Services	People	Additional 20 households of RRH permanent housing placements.
6/30/2025	VNC operational	Place	85% of permanent housing placement of 126 of those in targeted encampments. VNC ERF-3-R operating subsidies exhausted.
6/30/2025	Majestic Gardens	Place	8-month of MG rental subsidies and on-site case management provided. 50% of ERF-3-R funds expended.
10/1/2025	Rapid Rehousing Services	People	Additional 20 households of RRH permanent housing placements.
11/1/2025	Majestic Gardens	Place	12-months of rental subsidies and on-site case management provided.

12/1/2025	Rapid Rehousing Services	People	Final 20 households of RRH permanent housing placements. RRH ERF-3-R funds exhausted.
4/1/2026	Majestic Gardens	Place	18-month of ERF-3-R rental subsidies and on-site case management.
11/1/2026	Majestic Gardens	Place	24-months of ERF-3-R rental subsidies and on-site case management.
4/1/2027	Majestic Gardens	Place	30-months of ERF-3-R rental subsidies and on-site case management.
6/1/2027	Majestic Gardens	Place	32-months of ERF-3-R rental subsidies and on-site case management. 100% of ERF-3-R funds expended.

## 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.
July 2024	December 2024	July 2024	December 2024

## 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**

Margie

First

Perez

Last

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

**Title**

Housing Specialist

**Email**

margie.perez@visalia.city

	ELIGIBLE USE CATEGORY	5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL	ERF-3-R PROPOSED BUDGET	LEVERAGED FISCAL SUPPORT	-2 SENTENCE DESCRIPTION
Guidance and Intended Use	Use drop-down. See NOFA, III A	Enables Cal RCH to immediately understand the line item.	Enables Cal RCH to allocate the line item with specific entities or parts of a proposal.	On	Off	Enables Cal RCH to better understand the line item, context, and / or other pertinent information related to the proposed line item.
				ERF-3-R Funds	ERF-3-R Funds That WILL be Used to Support this Proposal	

PERSONNEL COSTS				SALARY	FTE	MONTHS		
Rapid Rehousing	Housing Navigators	46,146.00	5.00	12	210,730.00	-	Housing search assistance, case managers, and facilitating access to other community services.	
Operating Subsidies	Visuals Navigation Center (VNC) Division Director	137,288.00	0.15	12	-	20,993.00	Oversight of the VNC administration and operating.	
Operating Subsidies	VNC Program Director	88,963.00	1.00	12	-	88,963.00	Navigation center director with oversight of the VNC management.	
Operating Subsidies	VNC Program Coordinators	70,000.00	2.00	12	-	140,000.00	Recordkeeping, reporting, client intake and placement	
Operating Subsidies	VNC Program Manager	77,601.00	2.00	12	-	155,202.00	Assistant Director, acts as administrative facilitator.	
Operating Subsidies	VNC Accountant	71,997.00	0.25	12	-	17,999.00	Fiscal record keeping and invoicing.	
Operating Subsidies	VNC Coordinator	71,997.00	2.00	12	37,441.00	106,553.00	Planning and coordinating staff schedule and works with operations supervisor.	
Operating Subsidies	VNC Supervisor	54,229.00	4.00	12	56,337.00	160,529.00	Everyday supervisors that manages the center and employees.	
Operating Subsidies	VNC Workers	46,146.00	6.00	12	71,974.00	180,967.00	Daily tasks of the center.	
Operating Subsidies	VNC Food Services Manager	77,601.00	1.00	12	20,172.00	57,429.00	Menu management and oversight of meal preparation and serving.	
Operating Subsidies	VNC Food Prep Assistant	46,146.00	4.00	12	47,983.00	160,536.00	Assist in meal preparation and serving.	
Operating Subsidies	VNC Custodian	46,146.00	2.00	12	23,991.00	68,361.00	Center maintenance.	
Operating Subsidies	VNC Security Guard	36,125.00	3.00	12	28,172.00	80,203.00	VNC security guards.	
Delivery of Permanent Housing	Majestic Gardens (MG) Housing Director	152,900.00	0.02	32	-	8,664.00	Oversees the entire project, works with the community partners and city.	
Delivery of Permanent Housing	MG Fiscal Analyst	79,400.00	0.04	32	-	8,409.00	Manages budgets, financial records, and billing.	
Delivery of Permanent Housing	MG Program Manager	98,990.00	0.20	32	-	52,795.00	Supervises and oversees staff dedicated to the project and manages budget.	
Delivery of Permanent Housing	MG Tenancy Support Case Manager	67,180.00	2.00	32	241,974.00	116,319.00	Case management and supportive services to ensure long-term permanent housing stability.	
Delivery of Permanent Housing	MG PSH Case Manager	71,570.00	1.00	32	-	1,908,530.00	Enhanced case management supportive services.	
Delivery of Permanent Housing	MG Community Coordinator	47,842.00	2.00	32	-	255,157.00	Connects residents to resources and provides life skills.	
Delivery of Permanent Housing	MG Security Guard	36,210.00	2.00	32	-	193,120.00	Majestic Gardens security guards.	
<b>Subtotal - Personnel Costs</b>					\$	<b>758,824.00</b>	\$	<b>3,788,329.00</b>

NON-PERSONNEL COSTS				UNIT	RATE	TIME		
Rapid Rehousing	Rapid Rehousing Services	100 persons	5.000	12-months	500,000.00	-	Security deposits, credit repair, rental subsidies, holding fees, and landlord incentives.	
Operating Subsidies	VNC staff training	8 staff	1,000	One-time	-	8,000.00	NC staff training including trauma informed care formal training.	
Operating Subsidies	VNC cameras, monitors and lighting	20 units	2,424	One-time	48,472.00	-	Cameras, monitors and lighting inside and outside of the Navigation Center.	
Operating Subsidies	VNC bed mattresses, bed frames	105 beds	661	One-time	69,450.00	-	Bed mattresses, bed frames	
Operating Subsidies	VNC toddler and baby beds	10 beds	54	One-time	-	540.00	Toddler and baby beds	
Operating Subsidies	VNC linens	500 sets	25	Annually	12,500.00	-	Linens sets blankets, sheets, pillow and pillow case.	
Operating Subsidies	VNC mattress covers	500 covers	25	Annually	12,500.00	-	Mattress protection covers.	
Operating Subsidies	VNC food service supplies	500 People	67	Bk-Annually	66,672.00	-	Food and food service supplies for clients.	
Operating Subsidies	VNC tables and chairs	20 sets	1,225	One-time	-	24,495.00	Tables and chairs	
Operating Subsidies	VNC TV and charging tables	5 sets	123	One-time	-	614.00	TV and charging tables	
Operating Subsidies	VNC wheeled bins or lockers	125 Lockers	314	One-time	-	39,300.00	Wheeled bins or lockers	
Operating Subsidies	VNC trash bins	25 bins	196	One-time	-	4,900.00	Trash bins	
Operating Subsidies	VNC animal kennels	50 Kennels	90	One-time	4,500.00	-	Animal Kennels	
Operating Subsidies	VNC laundry equipment: operations	10 Machines	4,242	One-time	-	42,415.00	Laundry equipment: Commercial grade heavy duty washer machines and dryers.	
Operating Subsidies	VNC laundry and hygiene supplies: clients	500 Persons	50	Bk-Annually	50,000.00	-	Laundry and hygiene supplies for clients.	
Operating Subsidies	VNC indirect services	1	18,255	12-months	219,056.00	-	Indirect services	
Operating Subsidies	VNC operational overhead costs	1	598,656	Annually	-	597,317.00	VNC annual operational overhead (insurance, utilities, facilities maintenance, pest control etc.)	
Delivery of Permanent Housing	Majestic Inn acquisition	1	5,720,000	One-time	-	5,720,000.00	Majestic Inn acquisition costs	
Delivery of Permanent Housing	MG capital development rehab	1	3,287,000	10-months	648,810.00	-	7,347,168.00 Capital rehab and site work.	
Delivery of Permanent Housing	MG architectural fees	1	381,080	One-time	-	557,410.00	Architectural fees and design.	
Delivery of Permanent Housing	MG construction interest & fees	1	325,060	One-time	-	210,060.00	Construction interest & fees	
Delivery of Permanent Housing	MG legal fees	1	60,000	One-time	-	62,225.00	Legal fees	
Delivery of Permanent Housing	MG equipment reserves	1	272,743	One-time	-	272,743.00	Replacement reserves	
Delivery of Permanent Housing	MG contingency costs	1	801,446	One-time	-	771,080.00	Contingency costs	
Delivery of Permanent Housing	MG permit fees	1	194,071	One-time	-	185,108.00	Permit fees	
Delivery of Permanent Housing	MG marketing costs/pre-leasing	1	75,000	One-time	-	75,000.00	Marketing/pre-leasing	
Delivery of Permanent Housing	MG appraisal costs and 3rd party reports	1	37,500	One-time	-	75,570.00	Appraisal costs and 3rd party reports	
Delivery of Permanent Housing	MG furnishing	41 units	7,959	One-time	-	326,306.00	Furnishing (bed, bed frame, bedding, table, chairs, dresser)	
Delivery of Permanent Housing	MG property Tax	1	100,000	12-months	-	100,000.00	Property Tax	
Delivery of Permanent Housing	MG developer fee	1	1,638,000	One-time	-	1,638,000.00	Developer fee	
Delivery of Permanent Housing	MG rental subsidies	19 units	1,002	32-months	695,216.00	-	Rental Subsidies for 19-units for period of Nov. 2024 - June 2027 (12-months).	
Delivery of Permanent Housing	MG rental subsidies	22 units	1,002	32-months	-	705,408.00	Rental Subsidies for 22-units for period of Nov. 2024 - June 2027 (12-months).	
<b>Subtotal - Non-Personnel Costs</b>						<b>2,241,176.00</b>	\$	<b>17,448,651.00</b>

ADMINISTRATIVE COSTS								
Administrative Costs	City Housing Specialist	0.15	90,000.00	36 months	-	-	40,500.00	City oversight and reporting for ERF-3-R projects, leveraged with city funds.
<b>Subtotal - Administrative Costs</b>					\$	-	\$	<b>40,500.00</b>

TOTAL BUDGET				\$	3,000,000.00	\$	21,268,889.00
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## California Department of Transportation

DISTRICT 6 OFFICE  
1352 WEST OLIVE AVENUE | P.O. BOX 12616 | FRESNO, CA 93778-2616  
(559) 488-4057 | FAX (559) 488-4195 | TTY 711  
[www.dot.ca.gov](http://www.dot.ca.gov)



December 14, 2023

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

Dear Ms. McKendry:

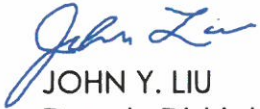
Caltrans is supportive of and committed to the City of Visalia for their proposed request for Encampment Resolution Funding. The City of Visalia and partnering agencies have been providing services such as case management services, coordinated entry services, mental health assessments/enrollments, housing counseling, temporary housing, CA ID vouchers, and other services to homeless encampments along State Routes 63, 198, and 216 for the past several months. They are committed to the region and have shown their willingness to partner to improve the accessibility of those most in need by providing housing and other resources. Caltrans will commit the following resources to support this effort:

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

CITY OF VISALIA  
December 14, 2023  
Page 2

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

Sincerely,



JOHN Y. LIU  
Deputy District Director  
Maintenance and Operations

JYL/gb



**KTHA**  
LEVERAGING RESOURCES  
EMPOWERING PARTNERS

December 19, 2023

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

Re: City of Visalia Encampment Resolution Funding Program Round 3 - Letter of Support

Dear Ms. McKendry,

The Kings/Tulare Homeless Alliance is pleased to support the City of Visalia's Encampment Resolution Funding Round 3 application for newly developed Visalia Navigation Center operational funds, and the Majestic Gardens a permanent supportive housing project. The Center will serve people residing in prioritized encampments along State Routes 63, 198, and 216 in the City of Visalia. Through the Navigation Center, individuals and families living in prioritized encampments will gain a broad range of immediate wraparound services and a safe place to transition to permanent housing. In addition, Majestic Gardens will provide direct placement into permanent housing.

Addressing the homeless crisis in our community requires collaboration and investment from both the public and private sectors. The Visalia Navigation Center, and Majestic Gardens will provide immediate interim and permanent housing placement for the people residing in prioritized encampments in the City of Visalia.

The Kings/Tulare Homeless Alliance is proud to support the City of Visalia in its Encampment Resolution Funding Round 3 application to support the Visalia Navigation Center interim housing, and Majestic Gardens permanent housing in the City of Visalia. Should you have any questions, please do not hesitate to contact me via email at [leticiah@kthomelessalliance.org](mailto:leticiah@kthomelessalliance.org) or via phone at 559.723.9220.

Sincerely,

Leticia Hinojosa  
Executive Director of Programs  
Kings/Tulare Homeless Alliance



TULARE COUNTY  
HEALTH & HUMAN SERVICES AGENCY

Donna Ortiz  
Agency Director

Anita Ortiz, MS • Associate Director • Agency Administration

January 04, 2024

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

Re: City of Visalia Encampment Resolution Funding Program Round 3 - Letter of Support

Dear Ms. McKendry,

Tulare County Health & Human Services Agency (“HHSA”) is pleased to support the City of Visalia’s Encampment Resolution Funding Round 3 application for newly developed Visalia Navigation Center operational funds, and the Majestic Gardens a permanent supportive housing project. The Center will serve people residing in prioritized encampments along State Routes 63, 198, and 216 in the City of Visalia. Through the Navigation Center, individuals and families living in prioritized encampments will gain a broad range of immediate wraparound services and a safe place to transition to permanent housing. In addition, Majestic Gardens will provide direct placement into permanent housing.

Addressing the homeless crisis in our community requires collaboration and investment from both the public and private sectors. The Visalia Navigation Center and Majestic Gardens will provide immediate interim and permanent housing placement for the people residing in prioritized encampments in the City of Visalia.

HHSA is proud to support the City of Visalia in its Encampment Resolution Funding Round 3 application to support the Visalia Navigation Center interim housing, and Majestic Gardens permanent housing in the City of Visalia. Should you have any questions, please do not hesitate to contact me via email at [aortiz2@tularecounty.ca.gov](mailto:aortiz2@tularecounty.ca.gov) or via phone at (559) 624-8011.

Sincerely,

A handwritten signature in blue ink, appearing to read "Anita Ortiz".

Anita F. Ortiz  
Associate Director  
Tulare County Health & Human Services Agency



City of Visalia Encampment Resolution Funding Rd. 3

Targeted Encampments

- 1. State Hwy 198 Ben Maddox on ramp and State Hwy 198 between Burke Street and Santa Fe Street (4,031 ft), and the Demaree on ramp (785 ft).







2. State Route 63 at Riverway Sports Park, N. Dinuba Blvd between West Riggan Avenue and East Houston Avenue, and Lincoln Oval Park.

