

**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT
DIVISION OF HOUSING POLICY DEVELOPMENT**

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ERF 2R City of Fresno — Downtown Encampment

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Change Request #1

Current Budget

SUBMISSION PORTAL OVERVIEW

Is the Application a "Test" Submission?

No, this is my official Submission.

Part 1: ADMINISTRATIVE INFORMATION

Application Window

This application is being submitted in the following application window:

Window #1, 12/1/2022 - 2/28/2023

Eligible Applicant

Select the eligible applicant's jurisdiction type.

City

What is the name of the city or county?

City of Fresno

Implementing Organization

Implementing Organization

City of Fresno

Specific Unit or Office Within the Implementing Organization

Planning and Development Department

Implementing Organization's Address

2600 Fresno Street

City

FRESNO

Zip Code

93720

County

California

Implementing Organization's Tax ID

Number

94-6000338

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Name

Georgeanne A. White

Title

City Manager

 **This Application uses character limits** 

Reaching these limits is not required. Competitive responses may fall well short of these limits.

Part 2: PROPOSAL OVERVIEW

People Served

Number of people currently residing in prioritized encampment site
165

Of people currently residing in prioritized encampment site, how many will be served by this proposal?
165

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?
1,300

Of people projected to be served across the entire grant period, number of people projected to transition into interim shelters
420

Of people projected to be served across the entire grant period, number of people projected to transition into permanent housing
100

Is the prioritized encampment site part of a larger encampment area?
No

Encampment Information

1. Briefly describe the characteristics of the people residing within the prioritized encampment site. The description must include demographics and may include household compositions, disabilities, and projected service and housing needs. (1500 character limit)

ERF-1 information collected through the HMIS indicates of the 535 unique individuals served in the encampment area from April 1, 2022 to present:

141 identified as black, African American, or African

309 identified as white

136 were >55 years
87 reported a diagnosed mental health disorder
12 reported a diagnosed drug use disorder
8 reported both a diagnosed alcohol and drug use disorder
37 reported having a chronic health condition
9 reported a developmental disability
103 reported having a physical disability

A Survey of Lived Experience (see uploaded Fresno Pacific University support letter) conducted 2/17/2023 - 2/20/2024 indicates that of the 108 respondents currently residing in the encampment area:

More than a third are elderly (>50) and 25% are in their 40's

Almost 70% have lived in Fresno over 20 years, 85% over 5 years

57.9% have lived in the DE for more than 6 months

83.2% have been on the street longer than a year

48.1% have had 1-3 shelter stays

87.9% felt that mental health resources are important, with 67.3% saying they were very important for themselves and others they know

90% indicated that having mental health resources delivered on the street would be significant, with 75% of those stating it would be very significant

79.6% indicated difficulty in accessing supportive services such as general relief, Cal Fresh and Medi-Cal, with 47.2% indicating "very difficult"

77.6% indicated they would take a bed in a shelter today if offered

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 ERF-2 Downtown Encampment is an 8 by 15-block triangle bounded by Highway 99, Fresno Street and Highway 41.

The Encampment has changed during ERF-1 from two intense, major encampments with large structures, multiple residents and inside fires, to a more decentralized array of 1-2 person homemade shanties or tents mostly on City sidewalks. The various structures form a connected encampment network, with people frequenting various areas within the encampment area daily. There are few vehicles used for sleeping in the area, none maintaining a fixed location.

Despite the City's regular cleaning, a lack of restrooms, hygiene facilities, and illegal dumping threatens health and safety. Construction of California's first High Speed Rail segment & Station has cut off many Downtown Encampment residents from Pov's free showers and bathrooms. The construction has also concentrated residents in Chinatown, a designated historic district with a majority of businesses owned by people of color

3. Why is this particular encampment site being prioritized? (1000 character limit)

- Clients in the Downtown Encampment experience the highest levels of chronicity and acuity in the region (HMIS data; SOLE study)

- The Downtown Encampment is a preferred destination for Fresno's unsheltered. It is a CES Access Site and hub for all major bus routes. 62% -of current Downtown Encampment residents and 52.5% of those currently sheltered under ERF-1 had lived unsheltered in another part of the city before coming downtown, most choosing downtown for better access to services

- COF's ERF-1 exceeded its goal of 125 residents served by over 400% because of inflow from other areas

- ERF-1 partners discovered that street gangs target Downtown Encampments with drugs, theft of social

security funds, assaults and shootings

- COF prioritizes encampments based on health risks (crime, violence, trafficking, illness, sanitation, fires, proximity to vehicular traffic). This encampment has been prioritized higher than any other in the City

Attachment: Map

ERF Downtown Encampment Area Map_2023 02 28.pdf

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

Yes - partially

Attachment: Caltrans Letter of Support

Letter of Support_CalTrans.pdf

Proposal's Outcomes

5. What are the outcomes this proposal seeks to accomplish by the grant close (6/30/2026)? If funded, what are the primary activities you are planning to implement to achieve the proposal's outcomes? (1000 character limit)

Numerical Goals: Serve 1,300, shelter 420, permanently house 100 unique individuals

Efficient Pathway: Continuous inflow makes "zero unhoused persons present" unrealistic. The realistic goal of the ERF-2 grant is to create an efficient pathway:

Creating a process where individuals entering the Downtown Encampment are immediately and equitably engaged so that their experience of homelessness is "brief and non-recurring"

Individuals will be immediately linked to either shelter and/or navigation services and will efficiently access supportive services through the County of Fresno and Pov

System Goals: An Efficient Pathway will be achieved through these primary activities:

Outreach—identify/maintain connection with all unhoused

Emergency shelter—acquisition of 115 room motel

Bridge Housing—conversion of 30 rooms

Street Navigation—providing services & offering permanent housing options

Street-level Mental Health Services

linkages to county services

Permanent Housing

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

Navigators, Client Services Specialists, Housing Stability Case Managers, and Street Navigators will enter data into HMIS daily for every contact with clients. ERF-2 will have multiple projects in the HMIS. All data will be identified specifically by project. Outcomes will be reported monthly as required by Cal ICH.

The following metrics will also be tracked:

-Number of unhoused persons in the Downtown Encampment broken down by number of days present

-Number of people engaged by outreach (tracking each encounter)

-Number of people accessing emergency shelters, bridge housing, navigation, mental health services, county services, and permanent housing

-Yearly Survey of Lived Experience (SOLE) including four groups: street residents, shelter residents, permanent housing residents, staff with lived experience

-Yearly Survey of Regional Impact (SRI) documenting effects of ERF-2 on overall homelessness in the City and Region including encampment and migration patterns and recidivism

7. 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)

COF and its ERF-2 partners will navigate the following challenges:

- To address the lack of bridge and permanent housing, COF is bringing leveraged resources of \$5.6 million invested alongside the \$5.4 million capital request in this proposal to purchase a 115-bed motel facility for shelter/bridge housing and \$5 million committed to permanent housing (Tiny Homes). Pov has completed site pre-development for a Tiny Home Village.
- Clients in the downtown encampment have been unhoused longer and suffer the most acute physical/mental health challenges. This grant addresses these by providing quick access to mental health and county services and provides street navigation for those who cannot access shelter or bridge housing.
- NIMBYism: COF is committed to maintaining current and new shelter/bridge housing and permanent housing facilities. Key to this commitment is the provision of adequate sanitation and security to assure that these facilities are good neighbors.

8. Is this proposal a standalone project or part of a larger initiative?

Larger initiative

8. a) How would this larger initiative be categorized?

Part of a larger initiative

Please describe. (1000 character limit)

COF acknowledges that in order to be effective, ERF-2, must:

Coordinate with community-wide collective impact initiatives in the region.

Be a resource in meeting the regional goals of the Fresno-Madera Continuum of Care's Strategic Initiative to deliver services and reduce homelessness in the Fresno/Madera region.

ERF-2 goals align with the Governor's HHAP goals and commitment to outcomes and the President's goal to reduce homelessness by 25% in two years.

COF also acknowledges that the activities and goals of ERF-2 will meet the goals of COF's strategic "One Fresno" initiative to revitalize downtown including several key, State-funded investments:

The State's investments in California's first High Speed Rail Station

The California Strategic Growth Council's TCC grant to COF's Transform Fresno, a \$66.5 million investment based on health-risk indicators and Cal-Enviro Screen resulting in 22 development projects in downtown, Chinatown and West Fresno

-Bus Rapid Transit (BRT) upgrade

Part 3: IMPLEMENTATION

Core Service Delivery and Housing Strategies

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

Outreach and Resident Engagement: Pov has a 50-year history of building rapport & trust in the unhoused community. Pov provides daily low-barrier services including free showers, laundry, WiFi, charging stations, shelter & meals. Pov will build on its legacy of providing services in the encampment area. Six members of Pov's HOPE Outreach Team will engage daily with residents to build rapport & trust. HOPE Team will have 1,600 contacts of unique individuals by 6/30/2025 in DE. If a person cannot access shelter, they will be assigned a street navigator.

Case Management:

Emergency Shelter & Bridge housing navigators will incorporate a client to staff ratio of 20:1. Up to 610 people will receive navigation services through the emergency shelters. This is based on a 90-day stay. Clients awaiting or ineligible for shelter will receive "street navigation" weekly through the HOPE Outreach Team.

Each person served in ERF-2 will have a supportive service and housing plan with their navigator. The goal is that unsheltered residents will be in DE for 90 days or less.

Once housed, the Housing Stability Case Manager will meet weekly with the client to link them to services & life skills training to mitigate people returning to homelessness. There will be a 20:1 client to staff ratio.

Service Coordination:

Every client in ERF-2 will be part of the Coordinated Entry System & will be entered into HMIS.

Navigators will work with Fresno County Dept. of Social Services & Behavioral Health to ensure clients have an efficient path to supportive services. 90% of clients in ERF will be linked to supportive services.

At least 100 people will receive linkages to Pov's Enrichment Center or Fresno County Dept. of Behavioral Health's Wellness Center for services.

All navigators will work with housing providers within the Coordinated Entry System and other housing options such as shared housing, room & board, board & care or sober living. Up to 100 people will be housed from ERF-2.

10. 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)

ERF 2 will be a full participant in the Coordinated Entry System (CES). The HOPE Team will make initial contact with residents in the encampment area. They will administer an initial screening tool to identify immediate emergency needs such as medical attention, mental health, and shelter. Diversion will be practiced throughout the entire process. The person will then be linked to an emergency shelter or a street navigator. The navigator will confirm documents needed for housing including identification, social security cards, birth certificates, and other supportive documents. Once a housing plan is established and documentation is secured, a match form will be submitted to the CES Community Housing Matcher. Once a client accepts a match, the navigator will work with the housing provider to secure housing. Throughout the process, the client's data will be entered into the HMIS to track all engagements and progress.

11. Please describe the interim shelter and permanent housing opportunities proposed to support this proposal and provide evidence of the applicant's demonstrated ability and commitment to deliver permanent housing for people residing in the prioritized encampment. (2000 character limit)

COF with Pov will provide the following interim shelter and permanent housing opportunities:

-Beginning July 1, 2023 COF will provide 65 additional emergency shelter beds and 50 bridge housing beds operated by Pov

- Village of Hope will continue as an emergency shelter for ERF 2 on July 1, 2024 providing 65 shelter beds
- COF will transition 65 ES beds at the Clarion facility into bridge housing beds on July 1, 2024
- The City will also provide permanent housing opportunities by creating a tiny home village for 26 individuals staying in bridge housing during the performance of the grant
- Evidence of COF and Pov's demonstrated ability and commitment to deliver permanent housing for people residing in the prioritized encampment:

During Project Off Ramp, COF housed over 600 unsheltered individuals between 2021 and 2022.
COF currently contracts with its CBO partners to provide 759 shelter beds
Poverello house currently operates the following:
Interim shelter: Village of Hope (65-beds), Naomi's House (34-beds)
Permanent housing: Rapid Rehousing (40 households annually)
In ERF 1, Poverello House has exceeded the outcomes in the grant by housing 38 individuals. It is anticipated that 26 individuals from ERF 1 will be housed in a Tiny Home Village that is majority funded by the City of Fresno.

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

COF, Fresno Pacific University, and Pov created a Survey of Lived Experiences (SOLE) to collect direct input for this proposal from people who are currently living in the Downtown Encampment Area. SOLE surveyed 206 persons with lived experience:
108 of 165 unsheltered individuals residing in the Area
59 Village of Hope residents
19 people permanently housed from the area
20 people with lived experience on Pov staff.
Pov with Fresno Pacific University also conducted 10 focus groups with Village of Hope residents. SOLE highlights from those currently unsheltered include the following:
Nearly 2/3 of respondents had been encamped elsewhere in the City before choosing to locate to the Downtown Encampment Area
Nearly 60% had been in the Area for more than six months
83% had been unhoused longer than one year
87.9% of respondents feel that mental health resources are important for themselves and others
90% indicated that having mental health resources delivered right on the street with ¾ of these stating it would be very significant
71% expressed that it was difficult to access supportive services
77% said they would accept a bed in a shelter today.
Nearly 75% of individuals surveyed lived in Fresno for more than a decade
Some proposal elements resulting from the SOLE input include:
Added shelter and bridge housing beds
Added rapid access to mental health and supportive services
Added a mental health clinician to the HOPE Team for services on the stre

Table 1: Projected Living Situations Immediately Following the Encampment

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-2-R?	Is this living situation funded by ERF-2-R and / or Leveraged Funds?	% of Served Persons Projected to Fall Within This Living Situation
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Clarion Hotel Facility	No	65 ES beds and 50 BH beds/90-days	90 beds prioritized for State Encampment Area	Both leveraged and ERF 2. City of Fresno will provide leveraged funds in conjunction with ERF 2 funds to purchase hotel. Emergency Shelter operations will be funded through ERF 2	36
Village of Hope	No	65 beds/90-day stay	Set-Aside for ERF-2 starting July 1, 2024	ERF to fund operations	40
Diversion	Yes	Unknown	Neither	Both	2
Unsheltered	No	Not applicable	All those remaining unsheltered in the DE will continue to receive Street Outreach, Navigation and Mental Health Clinician Services	ERF	22

Table 2: Projected Housing and Service Pathways to Permanent Housing

Describe Projected Housing and Service Pathway to Permanent Housing	Quantify the Capacity of the Housing and Service Pathway	Is this Housing and Service Pathway Funded by ERF-2-R and / or Leveraged Funds?
Tiny Home Village (Coordinated Entry System) Shelter and Street Navigation	26	Both
Rapid Rehousing (Coordinated Entry System) Shelter and Street Navigation	14	Leveraged
Permanent Supportive Housing (HUD Shelter Plus Care, Emergency Housing Voucher (EHV), and CoC Permanent Housing Projects. Emergency Shelter and Street Navigation.	15	Leveraged
Diversion (back to family, friends,) Street Outreach and	20	Leveraged

Navigation

Other mainstream housings include low-income housing, and shared housing includes room and board, board, and care. Self-resolving deposit assistance only. Shelter and Street Navigation	25	Leveraged
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Table 3: Strategies to Mitigate Displacement

Strategy	Is this Strategy Funded by ERF-2-R and / or Leveraged Funds?
COF HART Team: code enforcement, sanitation, law enforcement, and HOPE Team. The HART will ensure that the area is safe and clean. The HOPE Team will try to locate those who were in the area but have relocated outside the area.	Leveraged
Street outreach and Navigation: The HOPE Team will have daily contact with people in the area to ensure that they remain connected to services and resources even though they are unsheltered.	ERF

Table 4: Strategies to Mitigate Returns to Unsheltered Homelessness

Strategy	Is this Strategy Funded by ERF-2-R and / or Leveraged Funds?
Housing Stability Case Managers provide support to those housed from the DE. They meet clients weekly, providing linkages to job opportunities, mental health, substance abuse treatment and life skills. This strategy has proven successful in ERF-1.	ERF
Poverello House's Enrichment Center/Fresno County Wellness Center. Provide immediate access to mental health programs and counseling through Poverello House and Fresno County.	Both

13. 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)

Although there are 165 unsheltered residents in the encampment area, the program design anticipates serving 1,300 unique individuals during the ERF-2 grant period. This is due to documented inflow during the first 10 months of ERF-1 where 535 people received a service, though the initial number of residents in the area numbered just over 125 upon launch.

The SOLE indicated, 62% had been encamped elsewhere in the city before relocating downtown. Of Village of Hope residents, 50% relocated downtown for better access to services.

The program is designed with inflow in mind, including:

An expanded outreach team including a mental health clinician. This will increase diversion and rapid connection to shelter, bridge and permanent housing.

Adding 65 emergency shelter beds and 50 bridge housing beds and 26 permanent housing units

These additions will help achieve a flow through the program that will reduce the average number of days

individuals live in the encampment area.

14. Describe how this proposal will support individuals with continued access to and / or the storage of their personal property. (1000 character limit)

Participants in this program will be able to store up to three large bags and/or suitcases of items in their room. There will also be shipping containers for secure storage on site. Staff will be available to go to the containers and retrieve clients' belongings. Clients will also have opportunity with staff assistance to sanitize items brought in to prevent the spread of bed bugs, fleas, ticks, and other pests.

15. Describe how this proposal will support individuals with service animals and/or pets. (1000 character limit)

Pov has provided services for pets of individuals experiencing homelessness for decades. For this specific project, Individuals with service animals or pets in Village of Hope shelter or Bridge Housing will be supported in the following ways:

- Clients will be allowed to bring up to two pets or service animals

- On request, Pov will provide pet food

- Clients' pets will have access to veterinary services through Valley Animal Center and the Fresno Humane Society. These services will include vaccines, tagging of pets, spay and neutering, education and additional services

- Clients' pets will have access to dog parks

Unsheltered residents in the Downtown Encampment Area may access veterinary services through the HOPE Outreach Team. Pov partners with Westside Animal Rescue to provide veterinary services such as vaccines and pet education to street residents.

Budget and Resource Plan

16. State the total amount of ERF-2-R funds requested.

\$17,000,000.00

17. State the estimated dollar value of secured, non-ERF-2-R resources that will help meet this proposal's outcomes.

\$13,000,000.00

18. Identify and describe these non-ERF-2-R resources. (1000 character limit)

Hotel: COF intends to purchase the Clarion Suites Hotel. The estimated purchase date is April 30, 2023 with an anticipated price of \$11,000,000. The ERF-2 Proposal is requesting \$5,319,674.29 and COF to leverage \$5,680,325.71 in General funds.

Tiny Homes: COF will construct a tiny home village to provide permanent housing for individuals served in the DE. The ERF-2 Proposal is requesting \$1,000,000. COF has appropriated \$5,028,000 in ARPA funds to support the purchase and development of the 26 unit project.

Police and Sanitation portions of HART utilized in the DEA will utilize an estimate of \$1 million in COF General funds.

Leveraged COF Staff: Assistant Director Planning and Development, Executive Assistant, Homeless Services manager, 2 Sr. Management Analysts. Estimate: \$350,000 million of COF General Funds

COF's mobile shower: Estimated total \$600,000 in ESG-CV funds

19. Describe how the proposal is a prudent and effective use of requested funding relative to the number of people it seeks to

serve and the types of services and housing to be provided in the proposal. Include an explanation of how the requested ERF-2-R amount was determined. (1000 character limit)

This proposal ensures that the program design will achieve the outcomes in a cost-effective manner. The service provider (Pov) is also the service provider for ERF-1. This provided a basis for developing the outreach and shelter budgets. Pov has decades of experience providing these services efficiently, while also exceeding outcomes. In the proposed budget, the average cost of a night of shelter is \$55.91. Across the industry, average costs per night are \$60.00-\$75.00. The proposed shelter budget is 7%-25% less than the industry average. COF operates several shelters in the community through Project Homekey and has experience utilizing budgets to manage costs.

Through the utilization of leveraged funds from COF, the project provides 180 shelter beds and 26 new permanent housing units. Using the housing rate from ERF-1, this project will permanently house 100 individuals. This proposal is cost-effective and is a highly efficient use of State funding.

Attachment: Standardized Budget
ERF-2-R Budget Template_City of Fresno.xlsx

Key Entities and Staff

20. First, describe the implementing organization and specific unit or office within the implementing organization that would administer ERF-2-R. Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500 character limit)

The City of Fresno is the implementing organization and has chosen Poverello House (Pov) to continue operating as the ERF primary service provider for this proposal. As operator of Village of Hope and the HOPE Outreach Team and with 50 years of experience standing with and for the unhoused and vulnerable in the region, Pov is a unique resource.

Since 2018 COF has greatly expanded its capacity to address homelessness. In addition to managing State initiatives such as HEAP, HHAP, COVID relief efforts, and Project Homekey, it has added a multi-disciplinary Homeless Assistance Response Team (HART).

In 2021/22 COF successfully implemented Project OffRamp, with assistance from the Governor’s office and Caltrans, resulting in over 600 individuals relocating from dangerous freeway right-of-ways into shelter. COF provides grant dollars to CBOs from traditional sources such as ESG, HOPWA and TBRA and sits on the executive board of the Fresno-Madera Continuum of Care.

Through these complex projects and partnerships, COF has shown its commitment to affirm the dignity of every individual through equity, diversity and inclusion and demonstrated its commitment to collective impact and collaboration.

COF brings leverage resources in the form of management and administration, accounting and grants management and use of its HART team which, along with its network of Project Off-Ramp partners, will be fully leveraged for the efficient and effective implementation of the ERF-2 Program.

Table 5: Key Staff

Title	Currently Filled Position?	FTE of Staffing for This Proposal	Funded by ERF-2-R and / or Leveraged Funds?	Brief Description of Duties

Chief Programs Officer	Yes	.15	ERF	Clarion ES/Bridge housing/Village of Hope ES oversight of program and operations of Bridge and Emergency Shelter. Ensure all grant outcomes are met.
Chief Operations Officer	Yes	.15	ERF	Clarion ES/BH/VoH ES oversee food services, security, fleet management, and maintenance of the property/facility staff
Sr. Director of Shelter Services	No	.70	ERF	Clarion ES/BH/VoH ES oversee the operation of shelter, budget, and grant oversight
Bridge Housing Director	No	1	ERF	Clarion ES/BH Supervise all staff, and ensure that all paperwork and grant reports are submitted timely. Ensure that data is entered properly into HMIS
Director of Facilities	No	.25	ERF	Clarion ES/BH/VoH ES Supervise facility staff, upkeep and maintenance of the emergency shelter and bridge housing facility
Director of Mental Health Services	Yes	.45	ERF	Provide individual and group counseling to residents in the Emergency shelter and bridge housing. Will oversee street clinician.
IT Coordinator	Yes	.20	ERF	Clarion ES/BH Maintain security cameras, wifi access, workstation computers and cellphones. Will install infrastructure for bridge housing for IT needs.
Finance Specialist	Yes	1	ERF	Clarion ES/BH Monitor grant spending and budget. Create invoices and perform A/P activities generated by the program. Perform payroll for all associated program staff.
Human Resources Coordinator	Yes	.20	ERF	Clarion ES/BH Will provide all HR related activities for staff associated with the program such as recruitment, on boarding, benefits enrollments, etc.
Shelter	No	1	ERF	Clarion ES/BH Supervise client navigators, client services

Coordinator

specialists, and housing stability case managers. Manage schedules of employees and payroll. Interact with clients and resolve conflicts with clients

Client Navigators (5)	No	5	ERF	Clarion ES/BH Will create a case plan for supportive services and housing. Obtain documents such as ID, birth certificates, social security cards, and proof of income. The docs will be sent to a matcher to be "matched" to a housing program.
Client Services Specialist	No	15	ERF	Clarion ES/BH Provide 24/7 monitoring of the emergency shelter. They will do periodic room checks to ensure client safety, do clients' laundry, pass out program supplies, serve meals, and more.
Facilities Specialist	No	1	ERF	Clarion ES/BH General maintenance and repair of the bridge and emergency shelter facility. Ensure the grounds are well kept and maintained.
Housing Stability Case Manager	No	3	ERF	Clarion ES/BH Once housed, the HSCM will meet weekly with the clients to ensure they stay housed by working on employment opportunities, linking them to supportive services, mental health, work on life skills, and develop relationships with landlords
Security Specialist (6)	No	6	ERF	Clarion ES/BA Ensure the staff and clients' safety at the emergency shelter. Security will receive training in trauma-informed response, de-escalation training, and mental health first aid. They will also have or obtain their guard card.
Shelter Coordinator	Yes	1	ERF	VoH ES Supervise client navigators, client services specialists, and housing stability case managers. Manage schedules of employees and

payroll. Interact with clients and resolve conflicts with clients.

Client Navigators	Yes	4	ERF	VoH ES Will create a case plan for supportive services and housing, and collect documents such as ID, birth certificates, social security cards, and proof of income. The docs will be sent to a matcher to be "matched" to a housing program.
Client Service Specialist	Yes	9	ERF	VoH ES Provide 24/7 monitoring of the emergency shelter. They will do periodic room checks to ensure client safety, do clients' laundry, pass out program supplies, serve meals, and handle client conflicts.
Housing Stability Case Manager	Yes	2	ERF	Once housed, the housing stability case manager will meet weekly with the clients to ensure they stay housed. They will work on employment opportunities, link them to supportive services such as mental health and work on life skills.
Sr Director of Outreach Services	Yes	.15	ERF	Outreach/Mental Health - Provide oversight of the program and ensure all program outcomes are met.
Outreach Coordinator	Yes	.25	ERF	Oversee the street outreach and navigation team. Schedule the team and ensure that staff are performing grant-related activities.
Encampment Street Outreach and Navigation Team	No	6	ERF	Provide outreach and navigation services in the downtown encampment area for people residing in the encampment area that are unhoused.
Street Clinician	No	1	ERF	Provide clinical-based, mental health services to unhoused individuals in the downtown encampment area.
Assist Director, Planning & Development	Yes	.10	Leveraged	COF Oversight of the operation of housing, shelter, and emergency shelter operations.

Executive Assist.	Yes	.10	Leveraged	COF Managing schedules, and communications with key executives
Homeless Service Manager	Yes	.10	Leveraged	COF Oversight of operations of homeless shelters
Sr. Management Analyst (2)	Yes	.50	ERF	COF Responsibility for performing a wide variety of duties such as research, administrative task, and analytical duties.
HART Manager	Yes	.20	Leveraged	COF Oversight of Operations of encampment resolution
HART Senior CRS	Yes	.20	Leveraged	COF Give lead direction to field staff for encampment resolutions
HART CRS	Yes	.50	Leveraged	COF Community Revitalization Specialist Front Line Field staff responsible for encampment resolutions
HART Police Sergeant	Yes	.20	Leveraged	COF Supervises law enforcement operations pursuant to encampment resolutions

21. First, describe key partners that will collectively pursue the proposal's outcomes. 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)

Description Poverello House is the City of Fresno's Primary Provider and key partner:

POV has a 50-year history of serving residents of the Downtown Encampment Area and the entire Fresno community

Experience in assisting the chronically homelessness with trauma-informed, harm reducing services

- Selected as the primary access site/Multi-Agency Access Point (MAP) for the City of Fresno
- Has a proven outreach team (HOPE Team) which includes staff with lived experience, people of color and members from the LGBTQ+ community
- Built a trusted relationship with unhoused in the city of Fresno
- COF's primary provider for Project OffRamp and ERF-1
- Executive Committee representation on the Fresno Madera Continuum of Care
- Utilizes and has utilized the Coordinated Entry System and HMIS for years

Pov's role and primary responsibilities:

- Provide all outreach and street level services
- Oversee and operate shelter, bridge and permanent housing funded by ERF-2

How Pov's experiences in managing complex homelessness projects and grants have informed this proposal:

- Pov has demonstrated respect for and a working relationship with all institutions and CBOs working for collective impact in reducing homelessness in the City and Region
- Pov's ethos of walking alongside and providing positive presence in all of its services is exemplified in a

client-engaged approach. This was affirmed in its ability to engage such a high percentage of those with lived experience in the SOLE.

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

COF and its primary program partners have collaborated with multiple jurisdictions to design and implement this ERF-2 proposal and many initiatives including ERF-1. Examples include:

- Working with Fresno County Department of Behavioral Health to create an efficient pathway for unhoused individuals to access mental health services
- Working with the Fresno County of Department of Social Services to link downtown encampment residents to supportive services such as Medi-Cal, CalFresh, and General Relief.
- Actively participating in the Fresno Madera Continuum of Care, with all program participants as part of the Coordinated Entry System.
- Working with Caltrans to relocate over 600 people living on state highways into emergency shelters, successful because outreach workers, many with lived experience, led. (No one was arrested during the project.) This working relationship will serve ERF-2 well with its multiple state highway right-of-ways in the downtown encampment area.

Optional Upload: Evidence of Cross-Jurisdictional Collaboration

COF Support Letters_ERF-2R.pdf

Center for Community Transformation_ERF-2R_Letter of Support_Survey of Lived Experience Analysis.pdf

23. Identify any entities that have a right to and/or control of the property upon which the encampment site resides and discuss whether each of these entities committed allowing the implementation of this proposal. If they have not committed, please explain how you have or plan to engage with this entity to implement your proposal. Additionally, describe how you collaborated with Caltrans on your program design, implementation plans, and timeline. (1000 character limit)

Unsheltered residents in the Downtown Encampment Area reside primarily on City of Fresno streets, sidewalks and public spaces. COF has policies, procedures and working relationships with all sectors and jurisdictions needed to implement this proposal, including the County of Fresno, State, Railroad, Fresno Irrigation District, and Fresno Unified School District as well as private property owners. COF works in cross-jurisdictional collaboration when serving the needs of the unhoused. Project Offramp, which relocated over 600 individuals into shelter and housing off of Fresno's freeways, was successful because of COF's ability to bring all jurisdictions to the table to design the initiative. Project OffRamp built and solidified relationships between COF and other jurisdictions that have continued to build success in serving the unhoused. Please refer to the many letters of support that show the cross-jurisdictional collaboration that will ensure the success of ERF-2R.

Centering People

24. How were persons with lived experience meaningfully incorporated into the planning and proposed implementation of this proposal? Please identify whether any perspectives were incorporated from persons that are currently unsheltered and / or formerly or currently residing within the prioritized encampment. (1000 character limit)

From the beginning, the ERF-2 planning team has included individuals with lived experience who are a potent force in the shaping and refining four survey instruments used among four groups:

- 1) people currently living unsheltered in the Downtown Encampment (DE) area
- 2) those sheltered in the Village of Hope from the Downtown Encampment (DE)
- 3) those permanently housed from ERF-1
- 4) Pov staff with lived experience

Each of these groups required a separate instrument reflecting the nuances only possible by insights that emerge from their lived experience. Their involvement in administering the survey built trust, resulting in

high response rates. Finally, those with lived experience led multiple focus groups amongst those residing in temporary shelters from the DE, gathering essential perspectives that has informed this proposal.(See Evidence of Cross-Jurisdictional Collaboration Upload: Center for Community Transformation Survey of Lived Experience Analysis)

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

COF is committed to the Housing First approach. All City-funded emergency shelters are low-barrier and exemplify Housing First approaches. Housing First is an approach to quickly and successfully connect individuals experiencing homelessness to permanent housing without preconditions and barriers to entry. These barriers to entry may be sobriety, mental health treatment, or other service participation requirements. The ERF-2 outreach, emergency shelters, bridge housing and permanent housing will all follow the Housing First approach.

Pov, as ERF-2's primary service provider of outreach, emergency shelter, bridge housing, permanent housing and mental health services, has practiced the Housing First Model since 2013. All Pov homeless programs are housing first and low-barrier. They have a decade of experience providing services in this manner.

26. Briefly describe how this proposal will center an individual's choice and provide trauma informed services and supports. (1000 character limit)

The City of Fresno has partnered with Poverello House because of its 50-year history of positive presence and service provision in the Downtown Encampment Area. Pov prioritizes hiring people with lived experience who reflect the population they serve.

All Pov staff receive required training on trauma-informed responses and mental health first aid. Staff also receive training on motivational interviewing and what "low barrier" access entails.

Residents living in Village of Hope and Bridge housing will be able to select their roommates and which emergency housing they want to access when possible. Residents will also be able to keep their pets with them while in shelter and bridge housing. The program has been designed and will be implemented based on the results of surveys and focus groups of individuals with lived experience. These surveys of those with live experience will be updated annually throughout the life of the grant.

27. Describe how this proposal will operationalize harm reduction and provide services that improve a person's health, dignity, and safety while they continue to reside within the prioritized encampment site. (1000 character limit)

The HOPE Team will have daily contact with unsheltered individuals in the DE, providing individuals with immediate access to mental health services and medical care. All team members have and are trained in administering Narcan. The HOPE Outreach Team Street Navigators will provide street navigation for those not able to immediately access shelter.

Pov will provide three meals daily to those continuing to reside on the streets, shower and laundry services, bathrooms, WiFi, and charging stations. Pov will also provide street residents with a day center in cold or hot weather.

COF will provide daily trash pick-ups and sidewalk cleaning and security to ensure that street residents are safe from criminal activity, mobile showers two days a week in the Downtown Encampment Area and a mobile medical clinic for one year to administer COVID-19 related medical services

28. For encamped locations that are objectively dangerous, describe how the proposal will seek to prevent harm for people experiencing unsheltered homelessness in these locations. (1000 character limit)

In 2021, the City of Fresno established the Homeless Assistance Response Team (HART), a multi-disciplinary team that leads with outreach and includes sanitation, code enforcement and police department staff.

When addressing encampments, HART PD, the law enforcement component of the team, performs three key functions:

- Daily presence in the Downtown Encampment Area, coordinating with patrol officers 24/7, and providing protection and security for those living on the streets
- Security backup to other members of the HART Team and the Pov's HOPE Outreach Team when providing relocation/resolution services to specific encampments
- Surveillance and intervention in situations where criminal or predatory elements threaten a particular cluster of street residents within the encampment

29. Identify what controls are or will be in place to ensure that all ERF-2-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)

ERF-2 funded parties will not penalize homelessness through the imposition of criminal or civil penalties on persons who are experiencing homelessness due to sleeping, resting, eating or other necessary human activities by COF or any government unit partnering with COF in the implementation of this proposal.

This commitment is backed up by prior encampment resolution activities including Project OffRamp, a relocation of over 600 individuals from state highway right-of-ways, and ERF-1 where there have been no arrests or penalties levied by COF or its partnering government units.

In matters related to encampment resolutions, COF voluntarily operates under Administrative Order 6-23 which provides strict guidelines for notification, respect for and storage of personal property. It was under this Administrative Order by which COF implemented the Project Offramp initiative.

30. 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)

COF prioritizes sanitation services for people residing in the encampment area to assure the health and safety of those residing on the street and any adjoining residents or businesses, and to prevent illegal dumping that takes place where there is a build-up of trash and waste.

These priorities are met in three main ways:

- Daily curb-side waste removal and street sanitizing with regularly assigned HART Sanitation staff who are familiar with street residents and also provide the storage of excess personal property (free of charge) to street residents relocating to shelter or housing
- Mobile showers provided two days a week in encampment locations not already served or outside easy walking distance from Pov. Much of the DE is adjacent to Pov, where bathrooms, showers, and other services are available daily.
- Periodic major clean ups, done only with several days of prior notification through outreach and posting according to Administrative Order 6-23

Accelerated Timeline

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

COF and Pov currently support and engage people in the DE through ERF-1, including:

- Daily street outreach and services with a team made up of people with lived experience, members of the LGBTQ+ community, and reflecting the racial and ethnic makeup of the area
- Emergency shelter and services—65 formerly unsheltered individuals are now sheltered in the Village of Hope
- Village of Hope navigators provide navigation for individuals still on the street who cannot yet access shelter

- 38 formerly unsheltered individuals from the encampment area have received permanent housing

Additional support and engagement includes:

- Mobile showers, hygiene kits and services
- Daily sanitation, trash removal and security
- Providing daily meals, showers, laundry service, navigation, and clothing at Pov
- COF and Pov, in conjunction with Fresno Pacific University, have included over 200 current and former street residents in the shaping of ERF-2 through the Survey of Lived Experiences (SOLE)

32. 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)

If selected, POV will immediately provide direct services in the encampment area including outreach, street navigation and support services.

COF and Pov will take the following steps to ensure the swift implementation of this proposal:

- COF will purchase the Clarion property that will serve as bridge and emergency shelter for ERF-2 to ensure that escrow closes on the property on or around April 30, 2023.
- Pov will begin recruitment, hiring, and training immediately to ensure that all staff are ready to provide services within a 30-day ramp up period. Pov has years of experience launching large projects within short timelines and has been able to build teams quickly and effectively. Upon the award announcement, positions will be posted.
- Immediately begin the procurement process for the Tiny Home Units in preparation to begin construction as soon as possible.

Table 6: Projected Milestones

Outreach to the people residing in the prioritized encampment site began / will begin in month ____.	This proposal will reach full operating capacity in month ____.	The first planned exit of a person or household from the prioritized encampment will occur in month ____.	The last planned exit of a person or household from the prioritized encampment will occur in month ____.
July	June	September	June

Attachment: Standardized Timeline

ERF-2-R Project Timeline Template_12.22-2.23_City of Fresno_02.23.xlsx

Applicants must use the [ERF-2-R Timeline Template](#) available on box.com

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

Jilliang Gaytan

Title

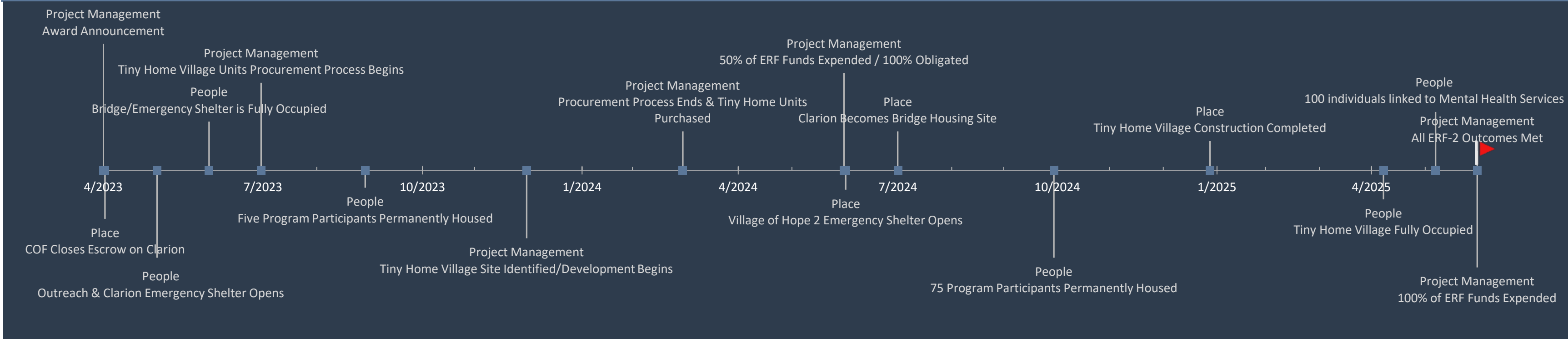
Sr Management Analyst

Email

jillian.gaytan@fresno.gov

ERF-2-R Project Timeline

City of Fresno



Project Milestones

Date	Milestone	Category	Vertical Position	Additional Detail for Milestone
4/30/2023	Award Announcement	Project Management	65	
5/1/2023	COF Closes Escrow on Clarion	Place	-25	
5/31/2023	Outreach & Clarion Emergency Shelter Opens	People	-45	Outreach and Navigation will begin in the DEA. Clarion will open and begin to be occupied.
6/30/2023	Bridge/Emergency Shelter is Fully Occupied	People	25	Clarion Hotel - 65 ES beds 50 BH beds
7/30/2023	Tiny Home Village Units Procurement Process Begins	Project Management	45	Bid process typically takes 30-60 days depending on responses.
9/28/2023	Five Program Participants Permanently Housed	People	-9	
12/30/2023	Tiny Home Village Site Identified/Development Begins	Project Management	-35	
3/29/2024	Procurement Process Ends & Tiny Home Units Purchased	Project Management	20	Bid awarded to most responsive bidder and 26 units purchased.
6/30/2024	50% of ERF Funds Expended / 100% Obligated	Project Management	50	Statutory Deadline for 50% of ERF funds to be spent and 100% Obligated
7/1/2024	Village of Hope 2 Emergency Shelter Opens	Place	-10	ERF-1 closes out and Village of Hope continues providing shelter for ERF-2 project.
7/31/2024	Clarion Becomes Bridge Housing Site	Place	20	
10/29/2024	75 Program Participants Permanently Housed	People	-45	
1/27/2025	Tiny Home Village Construction Completed	Place	15	
5/7/2025	Tiny Home Village Fully Occupied	People	-15	100% of permanent housing outcome met at this time.
6/6/2025	100 individuals linked to Mental Health Services	People	30	Street Clinician, The Enrichment Center, or linked to Dept. of Behavioral Health services.
6/30/2025	All ERF-2 Outcomes Met	Project Management	10	Minimum 1,300 served, 420 sheltered, 100 permanently housed. Reporting submitted as required.
6/30/2025	100% of ERF Funds Expended	Project Management	-50	Statutory Deadline for 100% of ERF funds to be spent

PROJECT TIMELINE TIPS

1. Fill in the light blue cells to customize this template with your project's specific milestones.

2. Insert entire rows to the Project Milestones table to add additional milestones.

3. Column B should be a date

3. Column C should be the milestone name- however your team refers to it.

4. Column D provides a dropdown menu with options to help categorize milestones into broad groups. To add an option, go to sheet 1 and add the option in one of the green calls at the bottom of the list.

5. Column E Indicates the *Vertical Position* of milestone markers in the Project Milestones table at the top of the sheet. Changing this number allows you to change the vertical position of the milestone relative to the horizontal axis. Use positive numbers to position them above the axis and negative numbers to position them below.

6. Column F is a space to provide additional context, detail, or description for a specific milestone.

		ELIGIBLE USE CATEGORY	<5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL				ERF-2-R PROPOSED BUDGET	LEVERAGED FISCAL SUPPORT	2 SENTENCE DESCRIPTION	
Guidance and Intended Use	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 changes to this budget must be authorized through the change request process. Principle: Cal ICH should be able to navigate only your submitted budget and understand the general parameters of the proposal and how it may be funded.	Use dropdowns. See NOFA, III, A.	Enables Cal ICH to immediately understand the line item.	Enables Cal ICH to associate the line item with specific entities or parts of a proposal.				Only ERF-2-R Funds	Non ERF-2-R Funds That WILL be Used to Support this Proposal	Enables Cal ICH to better understand the line item, context, and / or other pertinent information related to the proposed line item.	
PERSONNEL COSTS					SALARY	FTE	MONTHS				
		Services Coordination	Chief Programs Officer	Poverello House	\$ 100,000.00	.10/.15	13/12	\$ 26,875.00		Oversight & Coordination of overall program. Note that second twelve months, there is an increase to address additional time as Village of Hope opens.	
		Services Coordination	Chief Operations Officer	Poverello House	\$ 98,000.00	.10/.15	13/12	\$ 25,232.90		Oversight & Coordination of food services, fleet, and security services. Note that second twelve months, there is an increase to address additional time as Village of Hope opens.	
		Services Coordination	Chief Financial Officer	Poverello House	\$100/hour	.05/.10	13/12	\$ 26,865.00		Oversight of all fiscal activities & reporting. Note that second twelve months, there is an increase to address additional time as Village of Hope opens.	
		Services Coordination	Sr. Director of Shelter Services	Poverello House	\$ 80,000.00	.40/.70	13/12	\$ 90,668.40		Will directly oversee Bridge housing & Village of Hope. Note that second twelve months, there is an increase to address additional time as Village of Hope opens.	
		Services Coordination	Bridge Housing Director	Poverello House	\$ 65,000.00	1.00	25	\$ 135,408.00		On-site supervisor of Bridge housing site.(Clarion). Supervision of Bridge housing & Village of Hope facility management.	
		Services Coordination	Director of Facilities	Poverello House	\$28/hour	.15/.25	13/12	\$ 24,022.00		Note that second twelve months, there is an increase to address additional time as Village of Hope opens.	
		Services Coordination	Director of Mental Health Services	Poverello House	\$ 85,000.00	.30/.45	13/12	\$ 65,873.70		Oversight of street clinician & clinical services in all programs. Note that second twelve months, there is an increase to address additional time as Village of Hope opens.	
		Services Coordination	IT Coordinator	Poverello House	\$26.00/hour	.10/.20	13/12	\$ 16,673.80		IT needs of staff associated with services delivery and IT infrastructure at Bridge site. Note that second twelve months, there is an increase to address additional time as Village of Hope opens.	
		Services Coordination	Finance Specialist	Poverello House	\$25.00/hour	1.00	25	\$ 94,243.75		Will perform financial activities (payroll/A/P/A/R), etc. for all FTE related to project activities.	
		Services Coordination	HR Coordinator	Poverello House	\$21.00/hour	0.20	25	\$ 18,198.60		HR activities (hiring/benefits enrollment/etc.) for all FTE related to project activities	
		Services Coordination	Bridge Shelter Coordinator	Poverello House	\$23.00/hour	1.00	25	\$ 99,659.00		Supervision & implementation of program staff on-site, solve client challenges, and ensure policies/procedures are being followed.	
		Services Coordination	Client Navigator	Poverello House	\$20.00/hour	5.00	25	\$ 433,300.00		Navigate caseload of clients in shelter/bridge to permanent housing. Will develop housing plans for all clients and meet with clients at least weekly.	
		Services Coordination	Client Services Specialist	Poverello House	\$18.00/hour	15.00	25	\$ 1,169,910.00		24/7 direct support services & monitoring for clients at Bridge Housing. Will perform client intakes, perform room checks, serve meals, and more.	
		Interim Sheltering	Facilities Specialist	Poverello House	\$18.00/hour	1.00	25	\$ 77,994.00		Direct services to facilities maintenance of bridge housing site. Will perform repairs, regular maintenance, and respond to client needs regarding facilities.	
		Services Coordination	Housing Stability Case Manager	Poverello House	\$18.00/hour	3.00	25	\$ 233,982.00		Direct services for clients housed from Bridge housing in their permanent housing placement. Will work with land lords, teach life skills to clients, and ensure that clients have what they need in permanent housing.	
		Interim Sheltering	Security Specialist	Poverello House	\$18.00/hour	6.00	25	\$ 467,964.00		24/7 security services at Bridge site. Will be employees of Poverello House.	
		Services Coordination	Village of Hope Shelter Coordinator	Poverello House	\$23.00/hour	1.00	12	\$ 47,840.00		Supervision at Village of Hope & implementation of program. Will respond to challenges, oversee the schedule, train staff, and operate facility to best serve clients.	
		Services Coordination	Village of Hope Client Navigator	Poverello House	\$20.00/hour	4.00	12	\$ 166,400.00		Navigate a caseload of clients in Village of Hope shelter into permanent housing. Will create housing plan for all clients, ensure progress in the housing plan, and meet with clients weekly.	
		Services Coordination	Village of Hope Client Services Specialist	Poverello House	\$18.00/hour	9.00	12	\$ 336,960.00		24/7 direct support services & monitoring for clients at Village of Hope. Will perform client intakes, perform room checks, serve meals, and more.	
		Services Coordination	Village of Hope Housing Stability Case Mgr.	Poverello House	\$18.00/hour	2.00	12	\$ 74,880.00		Direct services for clients housed from Village of Hope in their permanent housing placement. Will work with land lords, teach life skills to clients, and ensure that clients have what they need in permanent housing.	
		Services Coordination	Sr. Director of Outreach Services	Poverello House	\$ 85,000.00	0.15	25	\$ 32,512.45		Directly oversee outreach activities, solve challenges, and ensure that policies/procedures are followed by staff.	
		Street Outreach	Outreach Coordinator	Poverello House	\$23.00/hour	0.25	25	\$ 29,258.30		Supervision of Outreach services, implementation of the program design, and staff. Will set schedule and train all staff.	
		Street Outreach	Encampment Area Street Navigation Specialist	Poverello House	\$19.00/hour	6.00	25	\$ 530,282.40		Will perform Navigation services on the streets to clients not accessing shelter.	
		Street Outreach	Street Clinician	Poverello House	\$ 100,000.00	1.00	25	\$ 215,333.00		Will provide direct, clinical-based, mental health services on the street for clients in the DEA.	
		Services Coordination	Wage Increase in Year 2 (Bridge)	Poverello House	N/A	N/A	N/A	\$95,849.60		Will provide 7% increase for wages in Bridge project to ensure retention of staff and recruitment of qualified staff.	
		Services Coordination	Benefits	Poverello House	N/A	N/A	N/A	\$88,140.99		Benefits calculated @ 20% of payroll and include medical, dental, retirement, etc.	
		Services Coordination	Employment Taxes	Poverello House	N/A	N/A	N/A	\$88,445.98		Employment taxes calculated at 8.65% of payroll as required.	
Subtotal - Personnel Costs								\$ 5,822,772.87	\$ -		
NON-PERSONNEL COSTS					UNIT	RATE	TIME/UNITS				
		Services Coordination	Program Supplies (Bridge/Outreach)	Poverello House	Monthly	\$ 9,000.00	25	\$ 225,000.00		Supplies directly supporting clients in shelter could include hygiene items, bus tokens, pet items, and more.	
		Services Coordination	Program Supplies (Village of Hope)	Poverello House	Monthly	\$ 2,000.00	12	\$ 24,000.00		Supplies directly supporting clients in shelter could include hygiene items, bus tokens, pet items, and more.	
		Interim Sheltering	Meals (Bridge)	Poverello House	Per Meal	\$ 5.00	247,800	\$ 1,239,000.00		Three meals daily (delivered, served, etc.) prepared in Poverello House's commercial kitchen facility.	
		Interim Sheltering	Meals (Village of Hope)	Poverello House	Per Meal	\$ 5.00	76,650	\$ 383,250.00		Three meals daily (delivered, served, etc.) prepared in Poverello House's commercial kitchen facility.	
		Interim Sheltering	Utilities (Bridge)	Poverello House	Monthly	\$ 14,770.00	25	\$ 369,250.00		Electricity/trash/water/ in the implementation of the program at the bridge facility.	
		Interim Sheltering	Utilities (Village of Hope)	Poverello House	Monthly	\$ 2,000.00	12	\$ 24,000.00		Electricity/trash/water/ in the implementation of the program at the bridge facility.	
		Services Coordination	Linen Service (Bridge)	Poverello House	Monthly	\$ 7,500.00	25	\$ 187,500.00		Laundering linens at Bridge site for clients to have fresh linens at least weekly. Linens will be picked up and fresh linens will be delivered to client rooms.	
		Services Coordination	Office Supplies (Bridge/Outreach)	Poverello House	Monthly	\$ 500.00	25	\$ 12,500.00		Pencils/Pens/Paper/Etc. for staff to perform their duties	
		Services Coordination	Office Supplies (Village of Hope)	Poverello House	Monthly	\$ 200.00	12	\$ 2,400.00		Pencils/Pens/Paper/Etc. for staff to perform their duties	
		Interim Sheltering	Equipment/Technology (Bridge/Outreach)	Poverello House	Per Project	\$ 37,900.00	1	\$ 37,900.00		Computers (\$1,200 each)/radios (\$300 each)/cell phones/printers/etc.	
		Interim Sheltering	Storage (Bridge Facility)	Poverello House	Storage Unit	\$ 6,000.00	2	\$ 12,000.00		C-train units for clients & staff	
		Interim Sheltering	Communications (Bridge/Outreach)	Poverello House	Per Project	\$ 55,405.00	1	\$ 55,405.00		Phone lines/internet/cell service for project staff.	
		Interim Sheltering	Communications (Village of Hope)	Poverello House	Per Project	\$ 16,000.00	1	\$ 16,000.00		Phone lines/internet/cell service for project staff.	
		Services Coordination	Copy Machine (Bridge)	Poverello House	Monthly	\$ 500.00	25	\$ 12,500.00		Lease for on-site copy machine for staff use related to project activities.	
		Services Coordination	Copy Machine (Village of Hope)	Poverello House	Monthly	\$ 500.00	12	\$ 6,000.00		Lease for on-site copy machine for staff use related to project activities.	
		Services Coordination	Fuel/Insurance/Maintenance-Vehicles (Bridge/Outreach)	Poverello House	Monthly	\$ 4,500.00	25	\$ 112,500.00		For vehicles related to program for transport of clients, transport of meals, and other needs for implementation of program.	
		Services Coordination	Travel (Village of Hope)	Poverello House	Monthly	\$ 204.75	12	\$ 2,457.00		Mileage for staff in Village of Hope for staff using personal vehicles to visit housed clients, search for housing units, transporting staff, and more.	
		Interim Sheltering	Facilities Maintenance/Property Mgmt. (Bridge)	Poverello House	Monthly	\$ 6,500.00	25	\$ 162,500.00		Funds for maintaining facility and managing bridge/shelter facilities utilized for program.	
		Interim Sheltering	Laundry Services (Village of Hope/Bridge)	Poverello House	Per Load	\$ 3.50	10,000	\$ 35,000.00		Client laundry performed by staff at the Village of Hop and Bridge. Laundry will be washed, dried, folded, and returned to clients within one day.	
		Interim Sheltering	Village of Hope Master Lease	Poverello House	Monthly	\$ 12,000.00	12	\$ 144,000.00		65-bed shelter master leased for project for second year as ERF-1 performance period ends	
		Interim Sheltering	Village of Hope Security Services	Poverello House	Monthly	\$ 10,000.00	12	\$ 120,000.00		Security for shelter property performed by contracted services of Poverello House.	
		Services Coordination	Vehicle Purchase-Food Sves Delivery Van (Bridge)	Poverello House	Per Vehicle	\$ 50,000.00	1	\$ 50,000.00		For delivery of meals to Bridge site. Staff will three meals daily to the facility from Poverello House's commercial kitchen facility.	
		Services Coordination	Vehicle Purchase-Transport (Bridge)	Poverello House	Per Vehicle	\$ 40,000.00	2	\$ 80,000.00		For transport of staff & clients for project activities.	
		Services Coordination	Vehicle Purchase-Outreach/MH Services	Poverello House	Per Vehicle	\$ 40,000.00	3	\$ 120,000.00		For transport of staff & clients for project activities.	
		Interim Sheltering	Acquisition of Clarion Motel for Bridge/Shelter	City of Fresno	Per Site	\$ 11,000,000.00	1	\$ 5,319,674.29	\$ 6,000,000.00	118-bed motel property for project to be utilized for bridge/shelter as part of the program design. Property recently fully renovated and will be ready for occupancy upon close of escrow.	
		Systems Support	IT Infrastructure-Clarion Motel (Bridge)	Poverello House	Per Project	\$ 25,000.00	1	\$ 25,000.00		For staff and program implementation needs related to servers, cabling, switches, etc.	
		Services Coordination	Mobile Shower Unit	City of Fresno	Annual	\$ 300,000.00	2		600,000.00	Mobile showers provided two days a week in encampment locations not already served or outside easy walking distance from Pov.	
		Delivery of Permanent Housing	Tiny Home Village Project Management	Kazarian Custom Homes	Monthly	\$ 2,000.00	25	\$ 50,000.00		Project management for construction of Tiny Home Village. Kazarian Custom Homes is providing same services for the Tiny Home Village of ERF-1 and have been highly effective.	
		Delivery of Permanent Housing	Tiny Home Village Units	Poverello House	Per Unit	\$ 78,000.00	26	\$ 1,000,000.00	\$ 1,028,000.00	Actual units for Tiny Home Village that will be placed at the site. Units will go through procurement process and will meet all HUD requirements.	
		Delivery of Permanent Housing	Tiny Home Village Site Development & Construction	City of Fresno	Per Project	\$ 4,000,000.00	1	\$ -	\$ 4,000,000.00	Construction of Tiny Home Village at site that will be determined for the project. These funds will be provided by COF in full.	
		Services Coordination	HMIS Licenses, Startup, Training & Fees	Poverello House	Per License	\$ 909.15	54	\$ 49,094.10		For staff entering data into system for each part of the program design.	
		Administrative Costs	Indirect Costs-Poverello House	Poverello House	Monthly	\$ 18,011.87	25	\$ 450,296.74		Navigators, outreach staff, intake specialists, coordinators, and more all enter into HMIS to track all pertinent tracking data.	
Subtotal - Non-Personnel Costs								\$ 10,327,227.13	\$ 11,628,000.00	Calculated at 5% of Direct Costs	
ADMINISTRATIVE COSTS											
		Administrative Costs	Grant Administration	City of Fresno				\$ 850,000.00		Managing overall grant efforts, documenting payments and expenditure, optimizing the grant administration process, overseeing all funds utilized to address the resolution of the identified encampment and other homeless programs, preparing progress reports, ensuring compliance with grant regulations, reviewing grant proposals, engaging with contracted agencies, educating staff on policies, and preparing financial and other reports.	
		Administrative Costs	Grant Administration	City of Fresno					350,000.00	COF oversight of the operation of housing, shelter, and emergency shelter operations	
		Administrative Costs	Homeless Assistance Response Team	City of Fresno					1,000,000.00	Oversight of Operations of encampment resolution	
Subtotal - Administrative Costs								\$ 850,000.00	\$ 1,350,000.00		
TOTAL BUDGET								\$ 17,000,000.00	\$ 12,978,000.00		

February 25, 2023

Phil Skei, Assistant Director
Planning and Development Department, City of Fresno
Fresno City Hall
2600 Fresno Street
Fresno, CA 93721



Dear Mr. Skei:

The Fresno Pacific University Center for Community Transformation (CCT) supports the City of Fresno's application for funding to the State of California Interagency Council on Homelessness (Cal ICH) and its Encampment Resolution Funding (ERF) Program, Round 2.

We originally observed and supported the City's partnership with the Poverello House in project Off-Ramp, the successful relocation of approximately 500 individuals living on State right-of-ways into emergency shelters and services. We look forward to collaborating in this second effort to address homelessness in the downtown Fresno encampment area, by being a partner in soliciting the input of those with lived experience in the design and implementation of ERF2.

In complex initiatives such as ERF2 accurate research is key. From the very first meeting to discuss the proposal, the assembled taskforce put together by the City of Fresno included individuals with lived experience in homelessness. They were a potent force in the very shaping and ultimate refinement of four central survey instruments. These instruments were crafted using an Action Research methodology which requires the involvement of those most closely affected by the challenges of homelessness – those in four distinct groups, including, 1) people experiencing homelessness currently in the target encampment downtown, 2) those in temporary housing, 3) those recently permanently housed, and 4) partner agency staff who had also come from the street. Each of these populations required a separate instrument reflecting the nuances only possible by insights that emerge from lived experience. Their influence continued in the implementation of the survey in direct contact with each population in a way that built trust & recognized dignity, securing higher response rates. Finally, those with lived experience led multiple focus groups among those residing in temporary shelters who had come from the target encampment, gathering essential perspective. Lived Experience is core. I am glad to say, in our opinion, this proposal has been crafted on very strong research foundations.

If you have any questions, please contact my colleague, Dr. Randy White (randy.w.white@gmail.com – 559.285.9206), who led the research component.

Sincerely,

Carlos Huerta, MSOL, MBA
Executive Director
FPU Center for Community Transformation
1717 South Chestnut Ave, Box 12
Fresno, CA 93702

ERF2 City of Fresno/Poverello House/Fresno Pacific University
Joint Action Research Initiative
SURVEY OF LIVED EXPERIENCE (SOLE)
February 19, 2023

In complex initiatives such as ERF2 accurate research is key. Involvement from those with lived experience in homelessness increases accuracy. From the very first meeting to discuss the ERF2 proposal, the assembled taskforce put together by the City of Fresno included individuals with lived experience in homelessness. They were key partners in the very shaping and ultimate refinement of four central survey instruments which were used in gathering essential data. This is called the Survey of Lived Experience (SOLE). These instruments were crafted using an Action Research methodology which requires the involvement of those most closely affected by the challenges of homelessness, as well as the research partner, Fresno Pacific University Center for Community Transformation. Utilizing a simple Google Forms platform conducted in-person on phones, staff of the Poverello House surveyed individuals in four distinct groups, including:

- 1) People experiencing homelessness currently in the target encampment downtown
- 2) Those currently residing in temporary housing who came off the streets with the help of ERF1
- 3) Those recently permanently housed via ERF1
- 4) Partner agency staff who had also come from the street

Each of these populations required a separate instrument reflecting the nuances only possible by insights that emerge from lived experience. Their influence continued in the implementation of the survey in direct contact with each population in a way that built trust & recognized dignity, securing higher response rates. In all **206 surveys** were completed out of a potential total of 288, for an overall **71.5% rate of participation**.

Finally, those with lived experience **led ten focus groups** among those residing in temporary shelters who had come from the target encampment, gathering essential perspective. Lived Experience is core.

Response Summary:

Survey ONE was crafted for and conducted among persons currently unhoused, dwelling in the target encampment downtown. Of the approximately 165 individuals there, we received **input from 108**, reflecting a **response rate of 65%**, extremely high by survey standards. We believe this was due to the skill of outreach workers who themselves had come from the streets.

Survey TWO was crafted for and conducted among residents of the Poverello House Village of Hope. The 65 individuals there had directly benefitted from ERF1, and had left the encampment with the offer of shelter and accompanying services. Of the 65 individuals there, **59 completed** the survey, for a **response rate of 90.8%**. Again, the issue of trust and the dignity of the process were key in this exceptional rate of response. In addition to surveys, on February 17, 2023, **ten Focus Groups** were also conducted in this population, with 4-6 persons in each group, led by

Poverello House staff with lived experience. Additional data, verbatim comments, key words and stories were collected there through interactive conversation.

Survey THREE was crafted for and conducted among those who had gone through the process of leaving the encampment, receiving temporary housing, then having transitioned to permanent housing. In this group there were **19 responses, comprising 50%** of the whole population in permanent housing.

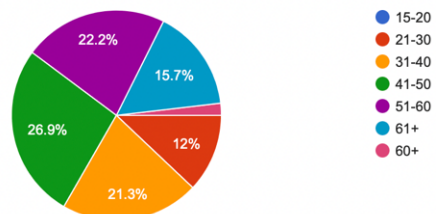
Survey FOUR was crafted for and conducted among 20 Poverello House staff with lived experience. Twenty surveys were completed from this group, comprising **100% of the pool**.

Data expressed and Items of note

Group ONE – Unhoused in Downtown Encampment (pages 2-4)

Age (choose one)

108 responses

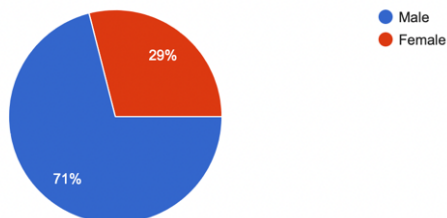


Items of note: Age

- More than one third of respondents are considered older/elderly (51 through beyond 60)
- More than a quarter were in their forties

Sex

107 responses

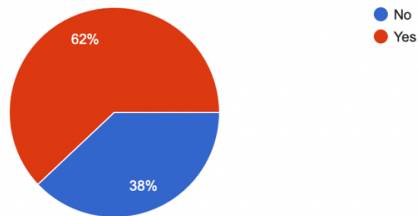


Items of note: Sex

- Nearly three quarters of respondents were men

Were you living on the street in another part of the city before coming downtown?

108 responses

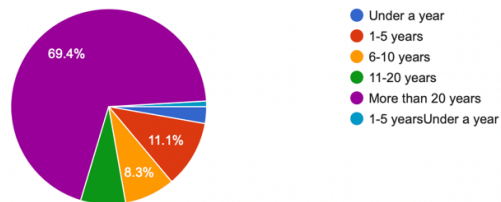


Items of note: Relocation to Downtown

- Nearly two thirds of respondents had been encamped somewhere else in the city before choosing to locate downtown

How long have you lived in Fresno? (choose one)

108 responses

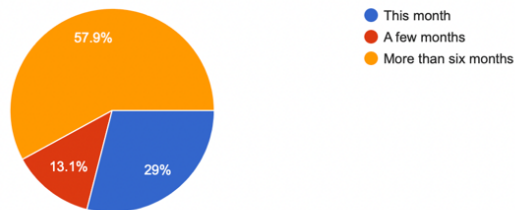


Items of note: Residency

- Nearly 7 of 10 respondents have lived in Fresno for more than 20 years

How long have you been in your current location? Choose one)

107 responses

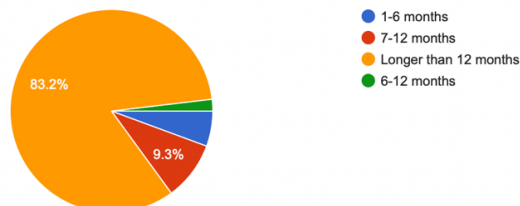


Items of note: Length in encampment

- Nearly 60% had been in downtown encampment more than six months
- 42.1% were fairly new arrivals from between 1-3 months

How long have you been on the street in general? (choose one)

107 responses

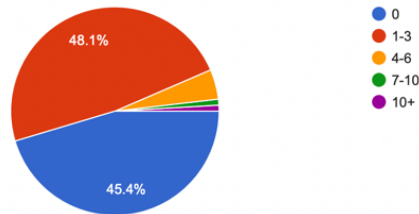


Items of note: Months on the street

- Nearly eight in ten respondents have been on the street longer than one year
- There were fewer than eight percent of respondents who were recently unhoused (1-6 months)

How many different shelter stays have you had? (choose one)

108 responses

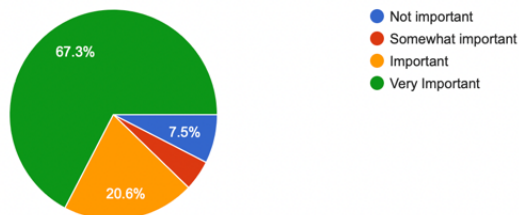


Items of note: Number of shelter stays

- A significant 45.4% have never had a shelter stay
- A slightly larger number have had between 1-3 stays

How important are mental health resources to you or other people on the street? (choose one)

107 responses

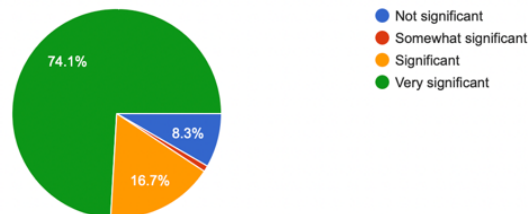


Items of note: importance of mental health resources

- 87.9% of respondents feel that mental health resources are important, with the strong majority of them saying they are very important for themselves and others they know

How significant would it be for mental health resources to be delivered right on the street? (choose one)

108 responses

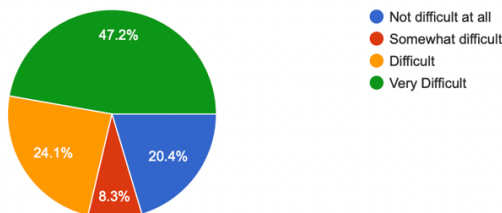


Items of note: Mental health resources delivered right on the street

- 90.8% indicated that having mental health resources delivered right on the street would be significant, with ¾ of those stating it would be very significant

How difficult is it to access supportive services such as general relief, Cal Fresh and Medi-Cal?

108 responses

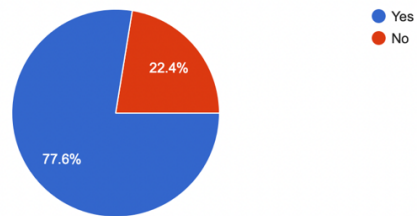


Items of note: Accessing supportive services

- 71.3% expressed that it was difficult or very difficult to access supportive services

If you were offered a bed in a shelter today would you take it?

107 responses



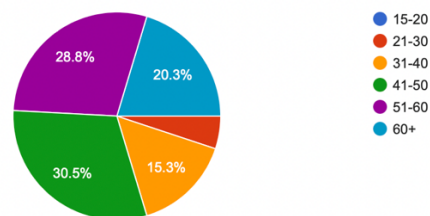
Items of note: Would you take a bed in a shelter today if offered?

- 77.6% said they would accept a bed in a shelter today if offered one.

Group TWO – Residents of Village of Hope Shelter (pages 5 - 12)

Age (choose one)

59 responses

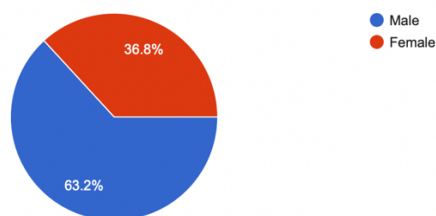


Items of note: Age

- Statistically similar numbers to the encampment group, with older and elderly having a slightly larger share at a combined 49.1%

Sex

57 responses

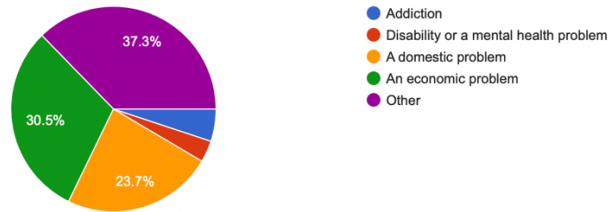


Items of note: Sex

- There were 7% more women in this group than the encampment group.

What first led to you being on the street?

59 responses

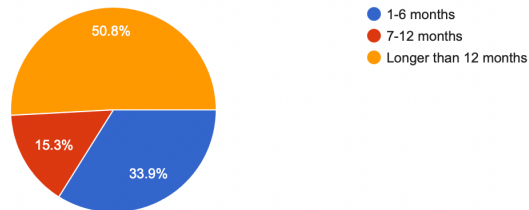


Items of note: Causes of being unhoused

- The largest response was “other,” but an omission on the survey form did not allow the capture of the diverse answers
- Economic problems and domestic problems were the next most prominent contributing factors.

b. How long had you been on the street prior to being housed at VOH? (choose one)

59 responses

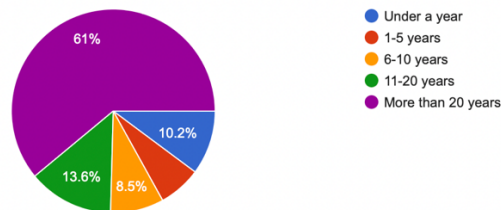


Items of note: How long on street

- Majority (50.8%) were on the street for more than a year before being housed at VOH.

How long have you lived in Fresno?

59 responses

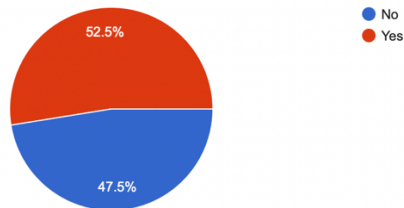


Items of note: How long in Fresno

- Only 10.2% were relative newcomers to Fresno.
- Nearly 75% had lived in Fresno for more than a decade, and of those, 61% for more than 20 years.

Were you living on the street in another part of the city before coming downtown? (choose one)

59 responses

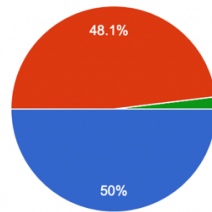


Items of note: Relocated to downtown

- The majority of respondents had lived elsewhere on the street before coming to downtown (52.5%).

If you chose to come downtown, why?

52 responses



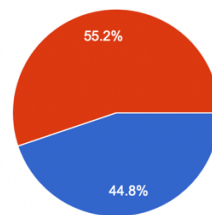
- Closer to services/outreach
- Someone recommended I locate here
- Accessibility to self-medicating substances
- Word of mouth

Items of note: Why downtown?

- The majority of respondents felt they would have better access to services if they located in an encampment downtown.
- Word of resources travels through a street network

How many different shelter stays had you had before this one? (choose one)

58 responses



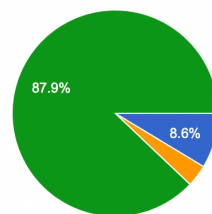
- 0
- 1-3
- 4-6
- 7-10
- 10+

Items of note: Number of shelter stays

- The clear majority had stayed in a shelter previously on 1-3 occasions.
- But more than 4 out of 10 had never stayed at a shelter

How important are mental health resources to you or other people on the street? (choose one)

58 responses



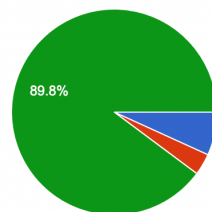
- Not important
- Somewhat important
- Important
- Very Important

Items of note: Mental Health resources

- The clear sentiment among those with lived experience is that mental health resources are critical, with more than 90% citing it as important or very important
- However, 8.6% did not feel it was important

How significant would it be for mental health resources to be delivered right on the street? (choose one)

59 responses



- Not significant
- Somewhat significant
- Significant
- Very significant

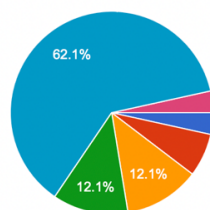
Items of note: Mental Health resources delivered right on the street

- This data statistically mirrors the previous responses

Why primarily did you accept a place in shelter placement? (choose one)

[Copy](#)

58 responses



- It was cold or hot outside
- I needed services for my disability
- Fastest way to get off the street
- There were no other housing options
- I had been asked to leave other housing
- It was safe, felt comfortable, I liked the outreach worker or believed the Pov could help me
- I have a friend or family in VOH who encouraged me to go there

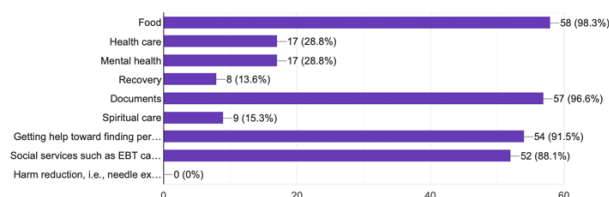
Items of note: Why accepted shelter?

- The greatest influence on the decision to seek shelter was the safety, comfort and perception of trust of the shelter provider
- This was coupled with the absence of housing options, and a shelter representing the fastest way to get off the street

What services are you accessing while at the VOH: (check all that apply)

[Copy](#)

59 responses

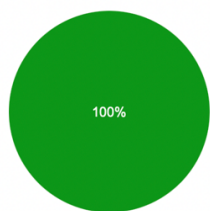


Items of note: Services

- The top four services most accessed and valued in shelter include:
 - Food
 - Documents
 - Getting help toward permanent housing
 - Social services, such as EBT

How important to you is it to get to permanent housing? (choose one)

59 responses



- Not important
- Somewhat important
- Important
- Very Important

What in your opinion is a barrier for people in getting mental health resources?

Verbatim written responses:

19.5% of respondents said:

- Lack of awareness, not knowing what to do, don't know where to go, don't know the benefits

17% of respondents said:

- Addiction, Drugs,

14.6% of respondents said:

- Not enough resources, help or funding available

14.6% of respondents said:

- People themselves are the barrier, or they don't want help, or don't access help though they know it is there.

Other one-off comments included:

- Stigma
- County/city red tape
- Insurance
- Having access
- Choice
- Lack of training for staff
- Used to the streets
- Rules
- Ride
- No address
- Don't trust they will help
- Not enough

Is there something missing at VOH that you need – one thing you feel would be helpful for your situation? Verbatim written responses:

8.6% of respondents said:

- No ... nothing ... all needs are met ...

8.6% of respondents said:

- More or better security

21.7% of respondents said:

- More housing ... faster housing ... assistance finding housing ... a house of my own ... quicker housing options ... more couples cabins ... more housing vouchers ...

13% of respondents said:

- More and better case managers with smaller loads

13% of respondents said:

- Transportation, especially to jobs or interviews

10.8% of respondents said:

- Job assistance

48.6% of respondents said:

- Stay longer

Other comments included:

- Computer lab
- Water
- More services
- Computers, more time, overnight passed
- more available resources,
- Art center
- Doctor come here

- Dryer sheets
- Hot plates, electric skillets
- Computers, internet to look for apts. credit help,
- Repair facility faster
- Help with paperwork
- No dogs
- Privacy
- Washer dryer
- Female gym
- Food for people who work late

When you have all of your requirements met and you are on a waiting list for permanent housing, rather than waiting at VOH for permanent placement, would you rather move with others who are housing-ready to bridge housing to get additional training in home maintenance and care, budgeting & financial management, etc.. Explain what would be best for you:

57.8% of respondents said they would rather stay at VOH and wait for permanent housing

31.5% of respondents said they would rather go to bridge housing

- *One of those said yes, go, if they could take their pet*
- *Another said yes, if they could room with people in similar situations.*

What don't you like about shelters?

36.3% of respondents said:

- Too many people ... no privacy ... the people ... three is too many to a room ... sharing rooms ... Negative people ... room size ... roommates

19.5% of respondents said:

- People's behavioral problems ... people don't clean up after themselves ... gossiping ... Rude people ... People on drugs ... people under the influence ... people with mental health problems are disruptive to others who don't ...

12.1% of respondents said:

- Rules, Curfew,

7% of respondents said:

- Dogs

4% of respondents said:

- More couples cabins

4% of respondents said:

- Theft/thieves

Other one-off comments included:

- *Nothing*
- *Time limits, more comfortable*
- *More rooms bigger community*

- *More community projects*
- *More community cleaning*
- *Time limit, some of the people*
- *Run like hails*
- *Facilities not being repaired*
- *Not enough help*
- *Want to Do own laundry*
- *Unlocked doors*
- *Noisy at night*
- *Mixed group of people on different teams paths*
- *Need more freedom*

What things would you most want to see to make shelter better?

3% of respondents said:

- Nothing
- Nothing

9.2% respondents said:

- Better sleeping situation ... Only 2 people per room ... More comfortable ... more room ... Individual housing

5.5% of respondents said:

- No dogs ... Make people take care of their dogs better

12.9% respondents said:

- More showers and bathrooms... better showers ...

11.1% respondents said:

- More security... night security ... more locked doors ... staff enforcing rules ...

5.5% of respondents said:

- More computers... Computer access... Computer classes & resources

Other comments include:

- More resources
- Longer stay time,
- More help finding permanent housing
- Marijuana smoking section
- More trading for staff
- Rec room, more rooms,
- More money
- Drug testing
- Make sure people shower
- more sinks more cleaning supplies
- Clean up around here
- More staff, longer time, better buildings,

- More cabins
- Winter activities, more rooms, separate types of shelters low barrier/high barrier
- Winter activities, , recreation rooms, computers
- Coed cabins
- More housing
- kitchen area
- No thieves
- More microwaves, more couple rooms. Not 3 people in a room, more staff working with people outside. More rooms
- More rooms,
- Staff enforcing rules
- Education, job help, more assistance
- High barrier/low barrier more rooms
- Every thing
- Moving housing vouchers/options/ opportunities.
- T in rooms
- Enforcement of rules
- Religious services
- More staff more case managers more rooms with only 2 people
- More secure gate,
- Locked doors
- Faster housing
- More shelters like VOH
- No curfew
- More beds

Focus Groups at Village of Hope (pages 12 - 13)

Staff of the Poverello House assembled 59 residents on February 17, 2023 in 10 focus groups with 4-6 persons at each table plus a facilitator. Those participating are residents in the Poverello House Village of Hope (VOH) who had already taken the Group TWO survey. The objective was to provide an opportunity to elaborate on their answers if they desired, as well as give their insights on how to prevent people from going from a shelter back the street. Gifts were presented for participation. Below is an aggregate of their responses, color coded by theme. A table the full questions and verbatim responses is found in Appendix 1 at end of this document.

Synopsis of **Focus Group responses** coded by color: (see appendix 1 for list of questions and all verbatim responses)

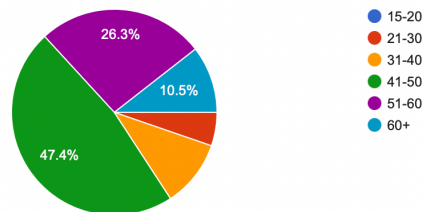
- In question 1: The perception of **stigma** (7 occurrences) attached to accessing mental health services, followed by the **lack of awareness or knowledge** (5 occurrences) about mental health services, were the chief barriers expressed by residents of VOH.
- In questions 1, 3, and 6: Lack of **transportation** was a priority or factor (10 occurrences) effecting clients

- All questions except 4: **Hygiene** was mentioned as a priority (12 occurrences)
- In questions 2 and 7: **Getting off the streets**, out of the **weather** or into **housing** was the chief motivator (17 occurrences)
- In questions 2, 3, 5, and 6: **Security/safety** was a clear priority and goal (15 occurrences)

Group THREE – Permanently Housed (pages 13-18)

Age (choose one)

19 responses

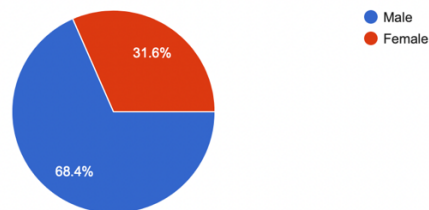


Items of note: Age

- Permanently housed residents in their forties represent a larger share of the whole than either the encampment or the VOH populations

Sex: (choose one)

19 responses



Items of note: Sex

- Statistically similar to encampment and permanently housed

What led to you being on the street in the past?

10.5% of respondents said:

- Family members passed away ... loss of a child ...

10.5% of respondents said:

- Drugs

47.4% of respondents said:

- Family problems ... domestic problems ... relational violence ... problems with ex Marriage ... Divorce ...

15.7% respondents said:

- Income, not being able to work

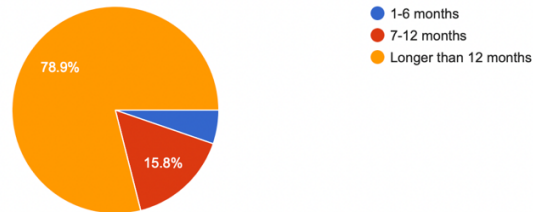
Other comments included:

- Mother moved to a different place and he couldn't be there.

- Hard to find housing with pet
- Getting kicked out
- Came from out of state to stay with family but there was no room

How long had you been on the street prior to getting into permanent housing?
(choose one)

19 responses

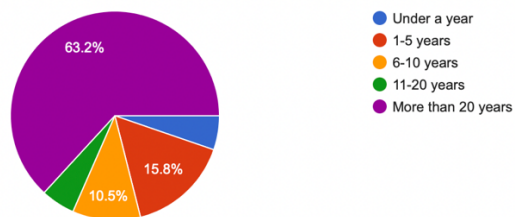


Items of note: How long on street

- Formerly unhoused residents now in permanent housing had been on the streets significantly longer than those currently in temporary housing (78.9% vs 50.8%)

How long have you lived in Fresno? (choose one)

19 responses

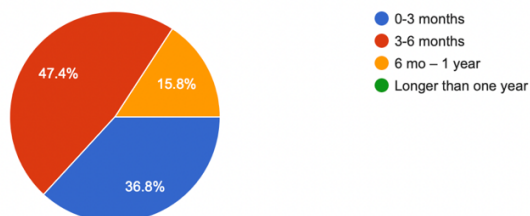


Items of note: How Long in Fresno

- Statistically similar to the other groups; clear majority more than 20 years

How long have you been in your current housing? (choose one)

19 responses

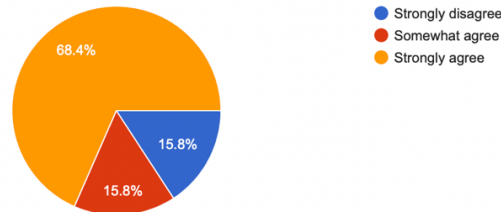


Items of note: How long in current permanent housing?

- 84.2% have been in permanent housing under 6 months

Has your mental health improved during the period you have been permanently housed? (choose one)

19 responses



Items of note: Mental health improved since housed?

- More than two thirds strongly agree
- Combined with those who have seen *some* improvement, 84.2% have experienced improvement in their mental health since being permanently housed

Looking back on your pathway to permanent housing, what things helped you the most to get where you are?

64.7% of respondents said:

- Poverello House staff, programs, Village of Hope, Case managers at Poverello, the community at Poverello

Other one-off comments included:

- Stopped doing drugs.
- The County helped
- Determination
- Somebody listening
- Shelters
- Westcare
- Good people

What kinds of service or intervention might have been well-intended, but in the end not helpful?

35.7% of respondents said:

- *None were unhelpful ... all services were helpful ... all programs were helpful*

42.8% of respondents said:

- *The place I was housed ... RRH program at CrossRoads ... unsatisfactory placement ... wrong program*

Other comments :

- *A lot of medical offices visited were not helpful.*
- *Mental Health services*
- *Services already had*

What could have sped up the process?

23.5% of respondents said:

- Nothing ... it was fast ... it was good timing ...

41.1% of respondents said:

- [my taking responsibility] ... Sticking with the process and following through ... myself putting in more effort ... staying away from drugs ... having a better background ... Staying connected to services ... connecting to DBH

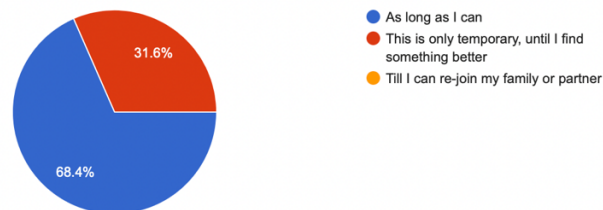
Other comments:

- More resources and people helping.
- Connecting to DBH.
- The Department of Social Services giving him his GR when he first needed it.
- Not going to a RRH program and going straight to permanent
- Going to permanent housing
- More help from Marjoree Mason.
- Rules at the shelter
- Staff members prior to recent case manager

How long would you prefer to stay in this housing? (Choose one)



19 responses



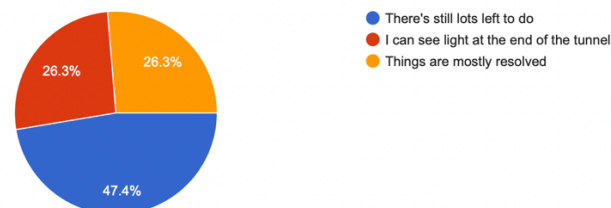
Items of note: How long prefer stay in this housing?

- Two thirds want to stay as long as they can in this permanent housing
- One third will stay until they find something better

To what extent have all the issues that led you to be unhoused in the first place been addressed or resolved? Would you say that ...



19 responses

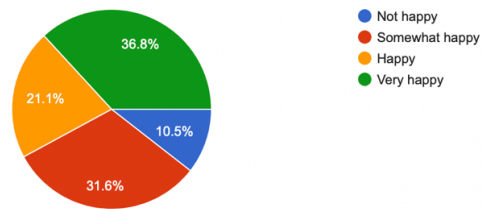


Items of note: Issues resolved?

- Nearly half of permanently housed residents say there is still lots to do to resolve the issues that caused them to be unhoused
- A quarter say they can see light at the end of the tunnel
- A quarter say things are mostly resolved

How would you rate your satisfaction or happiness with your housing?

19 responses



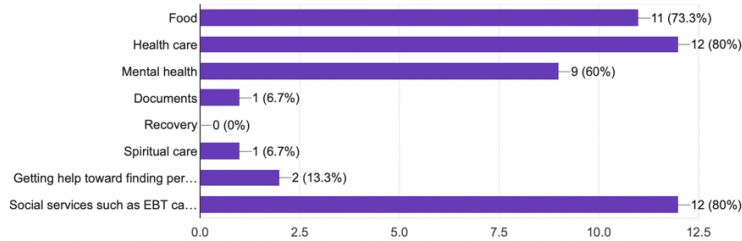
Items of note: Happy with Housing?

- 57.9% of permanently housed say they are happy or very happy with their housing
- 1/3 say they are somewhat happy
- One in 10 say they are not happy

What services do you receive with your housing? (check all that apply)

[Copy](#)

15 responses



Items of note: Services received with housing?

- 80% of respondents receive healthcare and social services
- 73% receive food assistance
- 60% receive mental health services

What additional services would help you stay in housing?

33.3% of respondents said:

- None ... all services are covered ... nothing ... N/A ... not sure

16.6% of respondents said:

- Rental assistance if needed ...

22.2% of respondents said:

- Job... job placement ... employment services ...

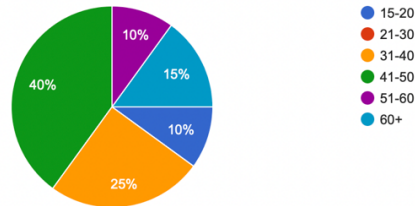
Other comments:

- Disability insurance.
- Maybe getting better medication for anxiety
- going back to school
- The landlord would fix the issues at the apartment.
- Mental health
- Resources
- Getting more furniture.

Group FOUR – Poverello House Staff with Lived Experience (pages 18-22)

Age (choose one)

20 responses

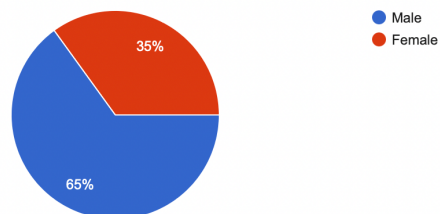


Items of note: Age

- Two thirds of Poverello House staff with lived experience are older than 40 years
- A quarter are in their 30s

Sex

20 responses



Items of note: Sex

- The ratio of male to female Poverello House staff with lived experience is in line with the ratio found in the encampment, in Village of Hope and in permanent housing

What led to you being on the street in the past?

66.6% of respondents said:

- *Drugs addiction ... alcohol*

50% of respondents said:

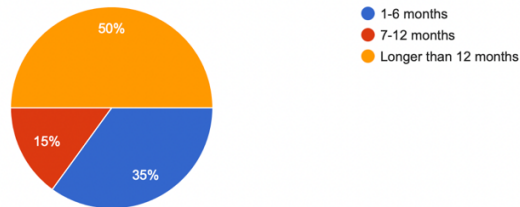
- *Family ... failed marriage ...loss of family ...domestic violence ... relationship issues ...family abandoned, family pushed aside ... running away from Dad ... mom was addicted*

Other comments:

- *Release from prison.*
- *Untreated depression*
- *release from prison*
- *Crime*
- *2nd time apartment caught on fire so had to sleep in car, lost section 8*
- *was homeless with parent*

How long were you unhoused

20 responses



Items of note: How long unhoused in your past?

- Poverello House staff lived experience in terms of time on the street mirrors that of those in Village of Hope, but trails those in the encampment and those permanently housed.

In your experience, what have you observed to be the key drivers of homelessness?

90% of respondents said:

- Drugs ... addiction... crystal meth ... Drug use ...

50% of respondents said:

- Untreated mental health ... mental illness ...

33.3% of respondents said:

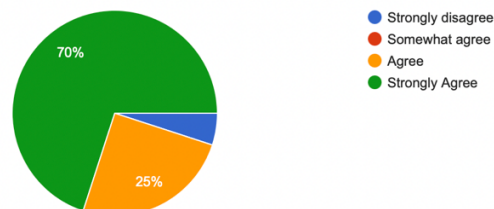
- Loss of hope ... loss of self-respect ... loss of motivation ... loss of responsibility ... loss of family ... sense of abandonment

Other comments:.

- After getting out of marine corp there was no work.
- Toxic household and bad choices

To what extent do you agree with this assessment: The unhoused we encounter downtown are among the most chronic and resistant, and have the greatest challenges with the highest acuity.

20 responses

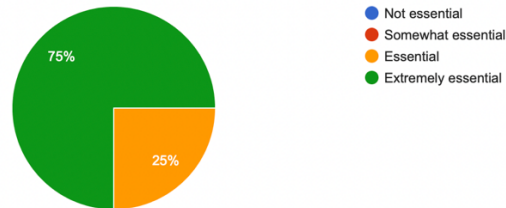


Items of note: Assessment of unhoused downtown population

- 95% of Poverello House staff with lived experience strongly and/or fully agree that the downtown population of unhoused persons are the most chronic and resistant, with the greatest challenges and highest acuity.

To what extent is your lived experience an essential resource in better assisting unhoused people (1-5)

20 responses



Items of note: Lived experience essential?

- 100% of Poverello House staff with lived experience consider lived experience of staff extremely essential and/or essential to better assisting unhoused people

Based on your lived experience, why do you think so many of the unhoused gravitate toward downtown?

60% of respondents said:

- *For the resources available ... services available ... basic needs met downtown ...*

20% of respondents said:

- *The presence of the Poverello House*

35% of respondents said:

- *Sense of community among those in similar situation ... others to relate to ... a place to fit in ... a place to blend in*

20% of respondents said:

- *There are people there to help, proximity to help*

10% of respondents said:

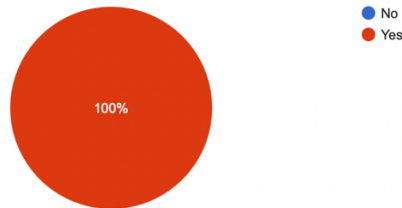
- *not harassed by Police there ... police don't arrest them*

Other comments:

- *Drugs*
- *Open space*
- *For those wanting to get off the streets they get a sense of direction.*
- *Because there's lights and cameras. A lot of people.*
- *Busy place and can make more money there.*

In your experience as a homeless service provider, do people need a bridge housing option before they get to permanent housing?

20 responses



Items of note: Bridge housing before permanent housing?

- 100% of Poverello House staff with lived experience believe that people need a bridge housing option before they get to permanent housing.

Looking back on your past experience and the clients you currently serve, what things helped you most?

30% of respondents said:

- Treatment for drugs/addiction ... recovery ... AA meetings ... clinicians ... treatment center

50% of respondents said:

- Emotional support ... guidance from others ... employee support ... having someone who believed in me ... tough love ... testimony of staff ... ability of staff to relate ... Empathy of staff ... reassurance ... compassionate understanding ...

Other comments:

- This job at Poverello, and working with others.
- focusing on responsibilities. Kids.
- Welfare's emergency housing.
- Navigation Services
- transitional housing
- Couldn't live on the streets anymore. Body couldn't take it.
- Case manager
- the opportunities that are offered on campus.
- Helps me to understand

What was well-intended, but in the end not helpful?

Comments:

- *Classes at the shelter seemed like a waste of time*
- *All things I've tried have all been somewhat helpful. Nothing was a waste of time.*
- *Did not feel the case manager supported me*
- *Outreach to motels. Not many wanted to do much for self. They got to stay in motels indefinitely.*
- *Not supported enough*

- *Can get taken advantage of*
- *Judgement. People meant well but they didn't know either.*
- *People giving free drugs. Enabled her.*
- *Can relate to them.*

What kinds of things can speed up the process to get people housed?

40% of respondents said:

- *More affordable housing ... easy housing pathway ... more housing vouchers ... availability*

Other comments:

- *[increasing] Government slow pace.*
- *Getting people employable.*
- *More mental health services. More stringent drug rehab program.*
- *Prioritizing differently.*
- *Mental health and drug counseling.*
- *Substance abuse programs*
- *If more workers took time to build repertoire with clients.*
- *Document readiness.*
- *Case managers with smaller case loads*
- *Better case management*
- *Money*
- *More programs.*
- *We are doing good but the housing landlords deny and charge a lot even in dangerous areas.*
- *Staying on right track, clear mind set. Don't let anyone get in your way.*
- *Constant contact even if it's just a check in.*
- *Background checks going quicker*

General notes and additional comments by POV workers

- *Hardest part of being homeless was loss was dignity and feeling inadequate.*
- *Housing stability advocates are a great addition.*
- *Free drug rehabilitation is needed.*
- *Collecting verification every 30 is counter-productive.*
- *I believe the cost of living is too high and more people are falling into homelessness*
- *I love what I do and seeing clients go from a difficult situation to a better one.*
- *Happy that more community members care.*
- *Before working at Poverello House I and many clients didn't realize that there are a lot of services offered here on campus.*

Significant Findings:


Upon reviewing the results of the SOLE data, several critical data points informing the program design of ERF 2.0:

- The Downtown Encampment Area (DEA) is where those experiencing homelessness feel they can best access services in the City of Fresno. Of those currently unhoused in the DEA surveyed, 62% had relocated downtown to pursue services after being encamped in other parts of the City. Of those sheltered in the DEA, 50% responded that they came into the area because they would have the best access to the services they sought. It is overwhelmingly clear that the inflows into the DEA are related to individuals experiencing homelessness trying to access services and finding them in this area. The geography of the DEA is intentionally selected for ERF 2.0 to meet the needs of the City of Fresno.
- There is a clear demand for mental health services in the Downtown Encampment Area (DEA). Of those currently unhoused in the DEA, 87.9% of those surveyed responded that they felt that mental health resources were “important” or “very important” for themselves or others they know. Of this same group, over 90% responded that having mental health resources on the street would be “significant” or “very significant.” For those sheltered in the DEA, 89.8% of those surveyed responded with the same sentiments regarding street mental health resources. The program design includes an innovation of a full-time “street clinician” who will provide clinical-based mental health services to those experiencing homelessness in the DEA. This resource does not currently exist in the City of Fresno and will be transformational for the services provided by ERF 2.0.
- Survey results revealed the great need for bridge housing resources in Fresno. Of those sheltered in the DEA, 70.3% of those surveyed said that one thing currently missing in their shelter experience is the ability to have a more extended stay in pursuing permanent housing. Bridge housing essentially provides this resource, and the community currently does not have sufficient bridge housing beds. The ERF 2.0 program design will utilize funds from the grant and substantial leveraged funding to purchase and operate a new bridge housing facility. Adding a resource of this magnitude will significantly impact the success of permanently housing those served in the DEA through ERF 2.0 during the performance period.
- Survey results showed that Poverello House is a significant partner for the implementation of ERF 2.0. Of those permanently housed by the DEA, 64.7% of those surveyed responded that Poverello House staff, programs, and their community helped them the most in their journey to permanent housing. The program design includes Poverello House as the service provider, and it is anticipated that those in the DEA will be highly satisfied with the organization.

Notes on the process

Care was taken in the crafting and collection of the surveys, with sensitivity to trauma-informed practices. Surveyors were all, themselves, coming from lived experience, with insights regarding potential triggers to avoid. They were also provided with language to consistently and carefully introduce the purpose of the survey. Participation in the project was completely voluntary among the four populations, and thank you gifts with concrete value were provided to participants. This process would not have been possible without the stellar involvement of City of Fresno staff, Poverello House staff, University partners, and passionate community leaders.

Respectfully Submitted,



Dr. Randy White
City Learners Principal/Partner
Fresno Pacific University
Center for Community Transformation
559.453.2367



Dr. H Spees
City Learners Principal/Partner
Fresno Pacific University
Center for Community Transformation
559.453.2367

(See next page for Focus Group verbatim responses in Appendix)

APPENDIX 1

Ten Focus Groups were held on February 17, 2023 at the Poverello House Village of Hope (VOH) at tables of 3-6 persons with a facilitator at each.

Question	Collected comments coded by theme
<p>1</p> <p>What in your experience is a barrier for unhoused people in getting mental health resources?</p>	<ul style="list-style-type: none"> ○ People feeling judged ○ No motivation ○ No knowledge of mental health services ○ Transportation ○ Not wanting to be alone ○ Being too high ○ Hygiene ○ Being shy ○ Afraid of the stigma surrounding a diagnosis ○ Feeling hopeless due to DBH wait list ○ Lack of transportation ○ Bad experiences ○ Fear of the unknown ○ Afraid to admit substance abuse ○ Drug use ○ Not following up on appointment ○ Transportation ○ No cell phone ○ Life issues surrounding homelessness ○ People feel ashamed ○ People are in denial, I don't think they need services ○ Stigma attached to it ○ People don't want to admit they have a problem ○ Too much hassle ○ The perception that providers are too quick to medicate and don't want to be a zombie ○ People don't know what's out there and don't feel comfortable going ○ Lack of transportation ○ Lack of awareness ○ Not following through ○ Not excepting Medi-Cal ○ No support team ○ Don't feel they need it ○ Finances ○ Paperwork ○ Don't know how to get there ○ Don't have insurance ○ This community lacks mental health professionals and facilities (consensus) ○ Lack of fun days, educating Community on this matter ○ Accessibility ○ Transportation ○ Not having an address ○ Not understanding or knowing what the options are ○ Concerns about confidentiality ○ There's a stigma attached ○ Some are not motivated ○ Some don't know about it

2	Why, primarily, did you accept a place in shelter?	<ul style="list-style-type: none"> ○ Get off the streets ○ To pursue goals ○ Be a better person ○ To be with partner ○ Safety from others ○ Wanting housing ○ Shelter from the elements ○ Being cold ○ Place to stay (consensus) ○ Safety ○ Safety ○ A place to grow positively ○ A place to keep our belongings safe ○ A place to recuperate and heal (consensus) ○ Got put back on the streets after having finished a one year transitional housing program. I had it coming. ○ Nowhere else to go ○ Get off the streets ○ Living on the streets is really tough ○ Safety ○ Had nowhere to go ○ I knew I was going to get help with many services ○ Health reasons ○ Disabled, health reasons ○ To be safe ○ Able to be safe ○ Nowhere else to go (consensus) ○ Tired of being on the streets (consensus) ○ To get help ○ To get off the streets ○ To get housing ○ Facilities/showers ○ Food ○ Hygiene ○ Safety ○ Navigation services ○ To receive services ○ I wanted help ○ Sick of being homeless ○ Safety
3	Is there something missing at Village of Hope that you need, one thing you feel would be helpful for your situation?	<ul style="list-style-type: none"> ○ Therapy ○ More couples cabins ○ Better food ○ More realistic rules ○ Change of curfew ○ Can't spend time with family ○ Private space to meet with navigator/case manager ○ Classes ○ Childcare ○ Cleaning supplies ○ Computers ○ Later curfew ○ Food options ○ More bug sprays and more notice for bug sprays ○ Job search classes

		<ul style="list-style-type: none"> ○ More mental health services (consensus) ○ Jobs search resource center ○ More attention from Case Manager ○ Ways to earn Money/allowance ○ Transportation ○ A life coach ○ Self-improvement classes ○ No enforcement of day rules ○ Need exhaust fan in bathroom/shower ○ Later curfew/2 day passes ○ Coed rooms ○ Better bathrooms/ more hot water ○ Enforce rules about pets ○ Better management of dogs ○ Having a knowledgeable case manager in better communication ○ Transportation to doctors appointments ○ Put signs at DOH for vet day ○ Explanation of what is available ○ More security at night ○ Safer place for belongings ○ Work or something to stay busy ○ Lockers ○ Something that identifies who is coming in new ○ Washer and dryer (consensus) ○ Hygiene projects and every day essential items (shower sandals, cleaning supplies, blankets) ○ Navigators need to work better with clients ○ Real security guards ○ Proper chemicals and cleaning supplies ○ Better enforcement of dog rules ○ Clean bathrooms ○ More structure ○ Better sickness procedures ○ Room has to be clean ○ Plumbing ○ Activities ○ Female security ○ Knowledge of resources
4	When you have all your requirements met and you are on a waiting list for permanent housing, rather than waiting at VOH for a permanent placement, would you rather move with others who are housing ready to bridge housing to get additional training at home maintenance and care, budgeting and financial management, etc.?	<ul style="list-style-type: none"> ○ 4 of 4 of focus group 1 want to stay at the VOH2 because they feel it is less stress, they were uncomfortable with moving, or don't want to learn a whole new system ○ Vast majority of focus group 2 preferred VOH because of private rooms. Some saw the benefits of moving to bridge housing because of living with like-minded individuals, and would prefer the privacy of a village set up with less strict attendance/curfew rules. ○ Consensus in focus group 3: Would not like to move twice before permanent housing, but instead, would like life skill classes at VOH in order to stay at VOH ○ Fifty percent in focus group 4 said no, they would not like the change of scenery. They would not like to adapt to a new place. The other fifty percent said yes, they would like bridge housing because everyone there would have similar goals. ○ Focus group 5 mixed: 33% said yes if they knew beforehand. Sixty six percent said stay at VOH ○ Focus group 6: no consensus – perception is some need it and some don't

		<ul style="list-style-type: none"> ○ Focus group 7: consensus based on the perception that this meant starting another program. Don't want to start over building trust. Might fall through the cracks. Bad experiences. ○ Focus group 8: clear misunderstanding of question. ○ Focus group 9: consensus no, to them, bridge housing sounded like a group home. Too many personalities put together. ○ Focus group 10 consensus, stay at VOH
5	What things don't you like about Shelters?	<ul style="list-style-type: none"> ○ Curfew ○ Dogs ○ No therapy ○ No dog yard ○ Not enough staff ○ No in-house jobs ○ Curfew ○ Roommates ○ Shared laundry ○ Dirty ○ Not enough showers ○ Stealing ○ Judgments by clients ○ Not being able to have a day out/overnight with family (consensus) ○ Not being able to wash own clothes ○ Staying with roommate ○ People are not clean ○ Personalities ○ Limitations ○ Privacy ○ Curfew – feels it should be extended over weekend ○ Curfew – doesn't need to stay out late, wants to be able to ○ Not enough options for a couple or family ○ Need better hygiene ○ Cleaning items and disinfectant ○ Too loud ○ Too little privacy ○ Not enough restrooms/showers ○ Need longer stay time ○ More personal space ○ Overcrowding ○ Too much drama ○ Not clean ○ No introduction to how it works ○ Wish they could do background checks
6	What things would you most want to see to make shelter better?	<ul style="list-style-type: none"> ○ In-house jobs ○ More Counselors ○ Bible study ○ More arts and crafts ○ More transportation ○ Clinic ○ A water fountain ○ Coffee dispenser ○ Classes for job search ○ Computers ○ Daytime activities ○ Family reunification

		<ul style="list-style-type: none"> ○ Leniency/compassion surrounding family responsibilities ○ Being able to wash one's own clothes as a life skill (consensus) ○ Time limit on showers ○ Every room should have a mop and broom ○ Being allowed to have visit time with other rooms ○ Security ○ Music ○ Milk ○ More TV opportunities ○ People should work and pay for their bed. Do something to show their appreciation ○ Things are good, I don't want too much, I might get too comfortable ○ Having an electric hot plate ○ Shower slippers ○ Communal activities ○ Team leaders to make sure people shower and check on them ○ Improvement on meals ○ Chores to earn money ○ Improving living situation's ○ Adding more case managers so more time to spend with them ○ Better security ○ Better placement of room mates ○ More cleaning ○ Better maintenance ○ Better navigation services ○ Better transportation services
7	If you felt like going back on the streets, what would help keep you from doing that?	<ul style="list-style-type: none"> ○ Having goals ○ More counselors ○ Not being treated like a child ○ No drama ○ Having more staff ○ Faster housing response ○ Having curfew or rules that flex for positive impact on their relationship with children ○ If they felt Navigators/staff understand their situation ○ Having housing or at least a housing plan ○ The knowledge that the streets are horrible, unsafe, dealing with weather ○ All of the luxuries we have here ○ Makes no sense to go back to the streets ○ If you can't make it here, you can't make it on the streets ○ Experiencing safety ○ Having shelter from the weather ○ Making sure I have access to all the resources available ○ Making sure it doesn't take too much time for things to happen ○ Having more village of hope cabins ○ The loss of stability ○ Not wanting to go back to be filthy ○ Not wanting to go back to living rough ○ Loss of support from staff, other residents and friends ○ Loss of things given from the shelter ○ Permanent shelter and housing



County of Fresno

COUNTY ADMINISTRATIVE OFFICE
PAUL NERLAND
COUNTY ADMINISTRATIVE OFFICER

February 21, 2023

Phil Skei, Assistant Director
Planning and Development Department, City of Fresno
Fresno City Hall
2600 Fresno Street
Fresno, CA 93721

Dear Mr. Skei:

On behalf of the County of Fresno (County), I submit this letter in support of the City of Fresno (City) in their effort to obtain Round 2 funding from the State of California Interagency Council on Homelessness (Cal ICH) and its Encampment Resolution Funding Program.

The County is eager to partner with the City and community based organizations (CBOs) in a collaborative and concerted effort to address homelessness in our community. This funding will provide an opportunity to pilot a program that would link the work of several agencies in the region including the County, the City and the Poverello House amongst other CBOs.

The State has provided numerous partnerships in our community with several homeless service providers through funding commitments like HEAP, HHAP, Homekey and other initiatives. Those partnerships with local agencies, including the County and the City, have resulted in a remarkable increase in housing opportunities for persons and families experiencing homelessness. The County looks forward to the enhancement of the already immense efforts of local agencies through this additional funding opportunity.

Should this funding be awarded to the City, the County is committed and prepared to collaborate on the program from inception to completion. The County, as the agency responsible for regional social services, as well as behavioral health and public health services, is in a unique position to provide insight, learned lessons, expertise and support in the planning and implementation of the proposed program.

Should you have any questions concerning the County's support of the proposal, please do not hesitate to contact me at (559) 600-1710.

Sincerely,

Paul Nerland
County Administrative Officer



County of Fresno

DEPARTMENT OF BEHAVIORAL HEALTH

SUSAN L. HOLT

DIRECTOR OF BEHAVIORAL HEALTH

PUBLIC GUARDIAN

February 23, 2023

Phil Skei, Assistant Director
Planning and Development Department, City of Fresno
Fresno City Hall
2600 Fresno Street
Fresno, CA 93721

Dear Mr. Skei:

The County of Fresno Department of Behavioral Health (DBH) fully supports the City of Fresno's application for funding to the State of California Interagency Council on Homelessness (Cal ICH) and its Encampment Resolution Funding Program, Round 2.

We are grateful for the State's partnership with our community's homeless service providers in various commitments over the years including HEAP, HHAP, Homekey and other innovative initiatives. The good work with our local agencies and community-based organizations has resulted in a remarkable increase the housing of hundreds of persons and families experiencing homelessness over the last three years.

DBH is Fresno County's mental and behavioral health services agency and has been operating using industry best-practices for decades. DBH has a history of partnership with both the City of Fresno and the Poverello House. We will collaborate in every way possible in this second effort to address homelessness, especially in the downtown Fresno encampment area.

DBH looks forward to this continued partnership to bring critical housing resources to our community. Should you have any questions concerning this significant proposal and our commitment to it, please do not hesitate to contact me at 559-600-9058.

Sincerely,

Susan L. Holt, LMFT
Director, Department of Behavioral Health
County of Fresno



A Journey of Hope

February 22, 2023

Phil Skei, Assistant Director
City of Fresno, Planning and Development Department
2600 Fresno St.
Fresno, CA 93721

Dear Mr. Skei:

Poverello House is committed to its partnership with the City of Fresno to create a comprehensive program to deliver services, emergency shelter, and permanent housing to the unhoused in the downtown area. For 50 years, Poverello House has provided meals, laundry, showers, and emergency shelter for people experiencing homelessness in the City of Fresno. The City of Fresno is dedicated to creating a process in which a person's unhoused status is a brief, nonrecurring event that is equitable. The City of Fresno's ERF-2 application provides emergency shelter, immediate linkages to mental health, bridge housing and permanent housing. The program also provides an opportunity for the unsheltered population to access housing through street navigation.

The City of Fresno has been an integral partner with Poverello House in implementing programs that directly impact unhoused families and individuals. Poverello House has received funding from the City of Fresno for its Homeless Outreach Progressive Engagement Team (HOPE Team), which provides homeless outreach throughout the City of Fresno. In collaboration with the City of Fresno, the HOPE Team was able to relocate over 600 individuals living on state highways into emergency shelters.

Poverello House's long-standing partnership with the City of Fresno is demonstrated through the funding it receives for Rapid Rehousing and Family Navigation Services Program. These programs have provided individuals and families experiencing homelessness housing opportunities. In 2022, over 20 families were navigated out of homelessness and 26 households received rental assistance and case management.

The ongoing collaboration continued with the City of Fresno and Poverello House in creating surveys and focus groups with the Center for Community Transformation/Fresno Pacific University for residents in the downtown encampment area, Village of Hope 2, recently housed individuals, and staff with lived experiences. The purpose was to design a program informed by the input of those who are experiencing homelessness.

Poverello House is excited to expand its partnership with the City of Fresno through the ERF-2 program.

Sincerely,

Zachary D. Darrah, CEO

1331 Fulton Street
Fresno, California 93721

(559) 443-8400
TTY (800) 735-2929

www.fresnohousing.org

February 23, 2023

Phil Skei, Assistant Director
Planning and Development Department, City of Fresno
Fresno City Hall
2600 Fresno St.
Fresno, CA 93721

Dear Mr. Skei:

The Fresno Housing Authority fully supports the City of Fresno's application for funding to the State of California Interagency Council on Homelessness (Cal ICH) and its Encampment Resolution Funding Program, Round 2.

Fresno Housing has a history of partnership with both the City of Fresno and the Poverello House. We supported the City's Round 1 proposal and celebrate its success in meeting and exceeding its program goals thus far. We look forward to collaborating in every way possible in this second effort to address homelessness, especially in the downtown Fresno encampment area.

We are grateful for the State's partnership with our community's homeless service providers in various commitments over the years including HEAP, HHAP, Homekey and other innovative initiatives. The good work with our local agencies and community-based organizations has resulted in a remarkable increase the housing of hundreds of persons and families experiencing homelessness over the last three years.

Should you have any questions concerning this significant proposal and our commitment to it, please do not hesitate to contact me at 559-443-8493

Sincerely,



Tyrone Roderick Williams
Fresno Housing CEO



February 21, 2023

BOARD OF DIRECTORS

June Stanfield, Chair
Golden Cuts Barbershop and Salon

Christina Husbands, Vice Chair
Fresno Housing Authority

Rio Harvell Toi, Secretary
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Cami Cipolla, Treasurer
Director of Education, Fresno
Historical Society

Morgan Doizaki
Central Fish, properties along Kern
Street

Es Esposito
Property on Kern and Mariposa
between China Alley and F Street

Tom Freund
Property at Inyo and G Streets

Ben Gitmed
Building and property at Kern and G
Streets

Eduardo Lopez
Property at Tulare and E Streets

Doug Seibert Jr
Onserf Distributing

Phil Skei, Assistant Director
Planning and Development Department, City of Fresno
Fresno City Hall
2600 Fresno Street
Fresno, CA 93721

Dear Mr. Skei:

The Chinatown Fresno Foundation fully supports the City of Fresno's application for funding to the State of California Interagency Council on Homelessness (Cal ICH) and its Encampment Resolution Funding Program, Round 2.

Our organization has a history of partnership with both the City of Fresno. We supported the City's Round 1 proposal and celebrate its success in meeting and exceeding its program goals thus far. We look forward to collaborating in every way possible in this second effort to address homelessness, especially in the downtown Fresno encampment area.

We are grateful for the State's partnership with our community's homeless service providers in various commitments over the years including HEAP, HHAP, Homekey and other innovative initiatives. The good work with our local agencies and community-based organizations has resulted in a remarkable increase the housing of hundreds of persons and families experiencing homelessness over the last three years.

Should you have any questions concerning this important proposal and our commitment to it, please do not hesitate to contact me at 559.859.1763.

Sincerely,

Jan Minami, Director

Jan Minami, Director

Chinatown Fresno Foundation is a 501(c)3 community benefit organization #82-4272279 web: www.chinatownfresno.org

Mail: 912 F Street, Fresno CA 93706

Email: chinatown93706@gmail.com

Phone: 559.393-0774



February 17, 2023

Phil Skei, Assistant Director
Planning and Development Department, City of Fresno
Fresno City Hall
2600 Fresno Street
Fresno, CA 93721

Dear Mr. Skei:

The Downtown Fresno Partnership fully supports the City of Fresno's application for funding to the State of California Interagency Council on Homelessness (Cal ICH) and its Encampment Resolution Funding Program, Round 2.

The Downtown Fresno Partnership has a history of partnership with both the City of Fresno and the Poverello House. We supported the City's Round 1 proposal and celebrate its success in meeting and exceeding its program goals thus far. We look forward to collaborating in every way possible in this second effort to address homelessness, especially in the downtown Fresno encampment area.

We are grateful for the State's partnership with our community's homeless service providers in various commitments over the years including HEAP, HHAP, Homekey, and other innovative initiatives. The good work with our local agencies and community-based organizations has resulted in a remarkable increase in the housing of hundreds of persons and families experiencing homelessness over the last three years.

Despite this progress, tenants and property owners who are the assessment-paying members of the Downtown Fresno Partnership continue to struggle every day and night to maintain our properties to a high standard. The Partnership deploys staff Ambassadors daily to patrol, guide, and pick up trash, and directs significant resources to night security in an attempt to stay ahead of property damage and sanitary issues. Anything we can do to make these investments more efficient and effective will be a high priority. The Partnership will clearly be an important asset and collaborator in the program the City proposes, and we are committed to positive outcomes as a result.



Should you have any questions concerning this significant proposal and our commitment to it, please do not hesitate to contact me at (559) 392-9913 or jordan@downtownfresno.org.

Sincerely,

A handwritten signature in black ink, reading "Jordan Sanchez". The signature is fluid and cursive, with a long, sweeping underline.

Jordan Sanchez

Interim CEO

Downtown Fresno Partnership



February 22, 2023

Phil Skei, Assistant Director
Planning and Development Department, City of Fresno
Fresno City Hall
2600 Fresno Street
Fresno, CA 93721

Dear Mr. Skei:

The Fresno Mission fully supports the City of Fresno's application for funding to the State of California Interagency Council on Homelessness (Cal ICH) and its Encampment Resolution Funding Program, Round 2.

Fresno Mission has a history of partnership with both the City of Fresno and the Poverello House. We supported the City's Round 1 proposal and celebrate its success in meeting and exceeding its program goals thus far. We look forward to collaborating in every way possible in this second effort to address homelessness, especially in the downtown Fresno encampment area.

We are grateful for the State's partnership with our community's homeless service providers in various commitments over the years including HEAP, HHAP, Homekey and other innovative initiatives. The good work with our local agencies and community based organizations has resulted in a remarkable increase the housing of hundreds of persons and families experiencing homelessness over the last three years.

The hope and plan of the Fresno Mission is to not only continue partnering with the City of Fresno and other local agencies, but to increase our work, coordination, services, and planning. We anticipate working with both local and state officials to continue the great progress we've had and we believe that together we can reduce homelessness, increase housing, and make a positive impact throughout our community. In partnership with officials and other agencies, our plan is to increase food provided to the homeless, increases shelter, more direct services, increased mental health, more frequent street outreach and food distribution, and bringing additional awareness to the community.

Should you have any questions concerning this significant proposal and our commitment to it, please do not hesitate to contact me at mdildine@fresnomission.org.

Sincerely,

A handwritten signature in black ink, appearing to read "MD", with a long, sweeping horizontal line extending to the right.

Matthew Dildine, CEO
Fresno Mission

February 25, 2023

Phil Skei, Assistant Director
Planning and Development Department, City of Fresno
Fresno City Hall
2600 Fresno Street
Fresno, CA 93721



Dear Mr. Skei:

The Fresno Pacific University Center for Community Transformation (CCT) supports the City of Fresno's application for funding to the State of California Interagency Council on Homelessness (Cal ICH) and its Encampment Resolution Funding (ERF) Program, Round 2.

We originally observed and supported the City's partnership with the Poverello House in project Off-Ramp, the successful relocation of approximately 500 individuals living on State right-of-ways into emergency shelters and services. We look forward to collaborating in this second effort to address homelessness in the downtown Fresno encampment area, by being a partner in soliciting the input of those with lived experience in the design and implementation of ERF2.

In complex initiatives such as ERF2 accurate research is key. From the very first meeting to discuss the proposal, the assembled taskforce put together by the City of Fresno included individuals with lived experience in homelessness. They were a potent force in the very shaping and ultimate refinement of four central survey instruments. These instruments were crafted using an Action Research methodology which requires the involvement of those most closely affected by the challenges of homelessness – those in four distinct groups, including, 1) people experiencing homelessness currently in the target encampment downtown, 2) those in temporary housing, 3) those recently permanently housed, and 4) partner agency staff who had also come from the street. Each of these populations required a separate instrument reflecting the nuances only possible by insights that emerge from lived experience. Their influence continued in the implementation of the survey in direct contact with each population in a way that built trust & recognized dignity, securing higher response rates. Finally, those with lived experience led multiple focus groups among those residing in temporary shelters who had come from the target encampment, gathering essential perspective. Lived Experience is core. I am glad to say, in our opinion, this proposal has been crafted on very strong research foundations.

If you have any questions, please contact my colleague, Dr. Randy White (randy.w.white@gmail.com – 559.285.9206), who led the research component.

Sincerely,

Carlos Huerta, MSOL, MBA
Executive Director
FPU Center for Community Transformation
1717 South Chestnut Ave, Box 12
Fresno, CA 93702

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



February 20, 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 Fresno for their proposed request for Encampment Resolution Funding. The City of Fresno 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 99, 180, 41, and 168 for the past few years. They are committed to the region and have shown willingness to partner to improve the accessibility of those most in need by providing housing and other resources.

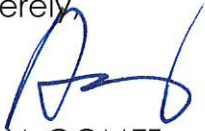
Caltrans will commit the following resources to support this effort:

- 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 Fresno and partnering agencies to coordinate relocation services prior to a relocation/cleanup event.

CITY OF FRESNO
February 20, 2023
Page 2

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

Sincerely,

A handwritten signature in blue ink, appearing to read 'Diana Gomez', with a stylized flourish at the end.

DIANA GOMEZ
District 6 Director

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



February 20, 2023

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

Dear Ms. McKendry:

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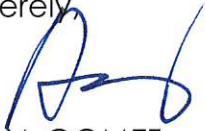
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CITY OF FRESNO
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Page 2

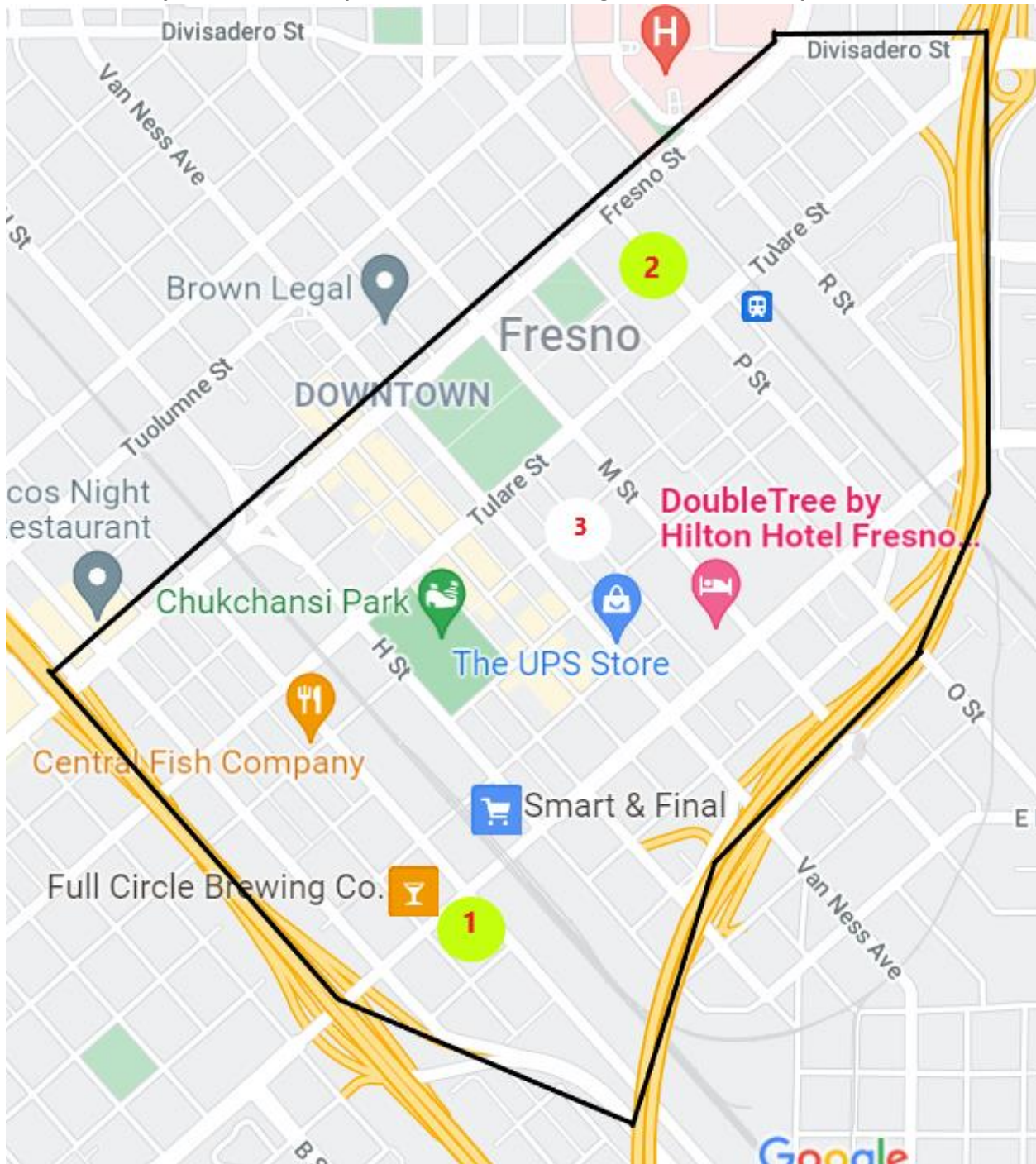
Caltrans District 6 is eager to be part of the City of Fresno's partnership to strengthen and expand the resources to connect persons experiencing homelessness with new opportunities in the community.

Sincerely,

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DIANA GOMEZ
District 6 Director

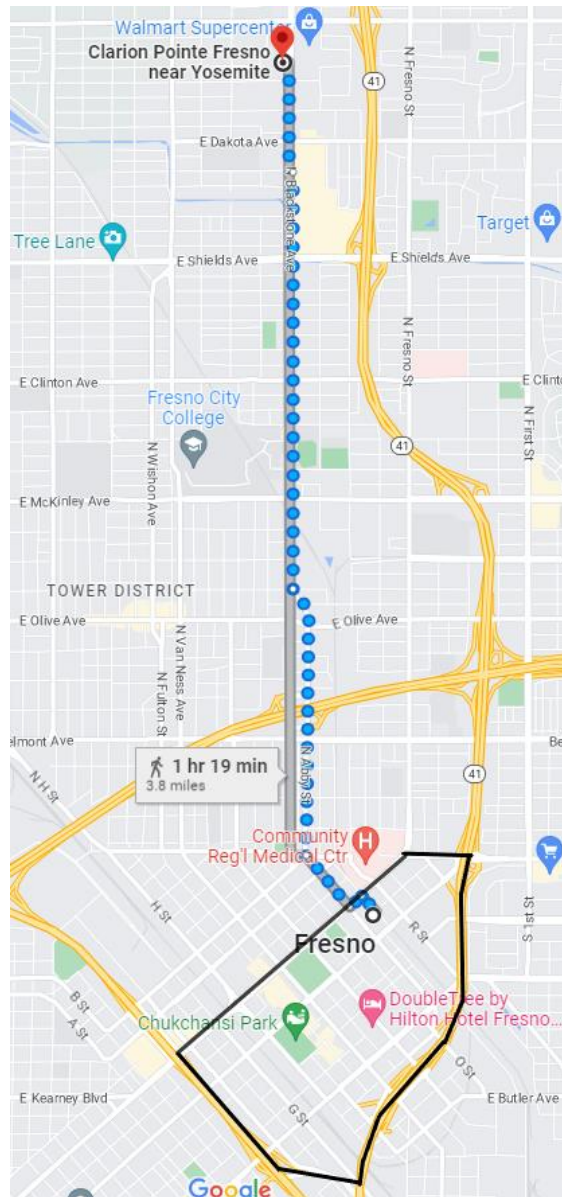
City of Fresno Encampment Resolution Funding Downtown Encampment Site



Encampment Area: An 8 by 15-block triangle bounded by Highway 99, Fresno Street and Highway 41

1. ERF-1 Village of Hope – emergency shelter comprised of 30 sleeping cabins and 65 beds
2. Mobile Shower Unit – Stationed in front of City Hall twice a week
3. Mobile Medical Clinic – services to begin summer/fall 2023, site TBD, operating for one year

City of Fresno ERF-2-R Prospective New Emergency Shelter Location



Clarion Hotel: Hotel located 4 to 5 miles from the downtown encampment area, operating 65 emergency shelter beds and 50 bridge housing beds
Access to:

- Two grocery stores
- Major bus routes
- USPS
- 10-minute walking distance to green spaces

ERF-2-R Budget Change Request Form

Budget Change Request

Change Request Form

Please answer all of the questions below. Responses should be concise and provide specific details explaining any proposed changes to funding and/or project plans. Generally, the effective date **for an approved change** is the date this form is submitted, however, in unique circumstances, Cal ICH will consider retroactivity.

What date are you requesting that the revised budget be effective?

9/22/2023

If you would like this date to be retroactive, please explain why.

N/A



Are you requesting an expedited review?

Yes

Please explain why.

The City is anticipating the purchase of a facility to provide permanent housing on or around September 29, 2023 using ERF-2 funds outlined in the modified budget.

New Proposed Budget for ERF-2-R Funds by Eligible Use Category

Rapid Rehousing

New Proposed Budget

Previously Approved Budget

Operating Subsidies

New Proposed Budget

Previously Approved Budget

Street Outreach

New Proposed Budget

\$841,655.36

Previously Approved Budget

\$774,873.70

Services Coordination

New Proposed Budget

\$5,385,892.27

Previously Approved Budget

\$5,385,892.27

Systems Support

New Proposed Budget

\$25,000

Previously Approved Budget

\$25,000

Delivery of Permanent Housing

New Proposed Budget

\$5,451,709.00

Previously Approved Budget

\$1,050,000.00

Prevention and Shelter Diversion

New Proposed Budget

Previously Approved Budget

Interim Sheltering

New Proposed Budget

\$4,445,743.37

Previously Approved Budget

\$8,463,937.29

Improvements to Existing Emergency Shelters

New Proposed Budget

Previously Approved Budget

Administrative Costs

New Proposed Budget

\$850,000.00

Previously Approved Budget

\$850,000.00

Budget Change Request Total

Total New Proposed Budget

\$17,000,000.00

Total Previous Budget

\$17,000,000.00

Reason for the Request and Resulting Change

What prompted the need for this change?

Based on updated guidance from Cal ICH, the purchase of the Clarion in April 2023 was ineligible for reimbursement with ERF-2R funds because it occurred prior to the execution of the ERF-2R standard agreement. A new opportunity arose to purchase a facility for permanent housing to support the project and fully expend the ERF-2R grant funds previously slated for the Clarion purchase. Other funds were leveraged by the City for the Clarion purchase and the facility is still providing interim shelter services for ERF-2R program participants.

At the program level, what will change if this budget change request is approved?

The proposed revised budget will support the acquisition and development of 33 permanent housing units for ERF-2R project participants, expanding the pathway to housing for those residing in the encampment area. Additionally, savings in the acquisition budget will allow for needed repairs and quality of life improvements to the Clarion Interim Shelter benefiting the ERF-2R participants residing there. Service capacity will not be reduced if the budget change is approved.

Programmatically, what will be eliminated, reduced, or augmented from the previously approved budget?

There will be no reduction in service capacity, number of persons served, or total number of shelter or housing beds. \$5,319,674.29 in funding for the purchase of the Clarion interim shelter facility will be reallocated to provide funding for the acquisition of a permanent housing facility (\$4,401,709) as well as provide funding for necessary repairs and improvements to the Clarion interim shelter facility (\$917,965.29). The City leveraged other funds for the purchase of the Clarion - total program shelter capacity will not be reduced.

Programmatically, what will be added, expanded, or augmented in the newly proposed budget?

The newly proposed budget will add 33 permanent housing units for ERF-2R program participants. Total leveraged funding will be increased to support the renovations of the planned 33 permanent housing units. Additionally, the budget will include funds for facility maintenance and repairs to stairwells, perimeter fencing, and development of a dog park/recreation area for residents at the Clarion.

		ELIGIBLE USE CATEGORY		ERF-2-R PROPOSED BUDGET	LEVERAGED FISCAL SUPPORT	2 SENTENCE DESCRIPTION
Guidance and Intended Use	<i>This budget template may be slightly modified to meet local needs. If awarded funding, this budget, once approved, will serve as your communitys official project budget. Any changes to this budget must be authorized through the change request process.</i>	<i>Use dropdowns. See NOFA, III. A.</i>		<i>Only ERF-2-R Funds</i>	<i>Non ERF-2-R Funds That WILL be Used to Support this Proposal</i>	<i>Enables Cal ICH to better understand the line item, context, and / or other pertinent information related to the proposed line item.</i>
	Prinicple : Cal ICH should be able to navigate only your submitted budget and understand the general parameters of the proposal and how it may be funded.					
PERSONNEL COSTS			FTE	MONTHS		
	Services Coordination	.10/.15	13/12	\$ 26,875.00		Oversight & Coordination of overall program. Note that second twelve months, there is an increase to address additional time as Village of Hope opens.
	Services Coordination	.10/.15	13/12	\$ 25,232.90		Oversight & Coordination of food services, fleet, and security services. Note that second twelve months, there is an increase to address additional time as Village of Hope opens.
	Services Coordination	.05/.10	13/12	\$ 26,865.00		Oversight of all fiscal activities & reporting. Note that second twelve months, there is an increase to address additional time as Village of Hope opens.
	Services Coordination	.40/.70	13/12	\$ 90,668.40		Will directly oversee Bridge housing & Village of Hope. Note that second twelve months, there is an increase to address additional time as Village of Hope opens.
	Services Coordination	1.00	25	\$ 135,408.00		On-site supervisor of Bridge housing site,(Clarion). Supervision of Bridge housing & Village of Hope facility management.
	Services Coordination	.15/.25	.13/12	\$ 24,022.00		Note that second twelve months, there is an increase to address additional time as Village of Hope opens.
	Services Coordination	.30/45	13/12	\$ 65,873.70		Oversight of street clinician & clinical services in all programs. Note that second twelve months, there is an increase to address additional time as Village of Hope opens.
	Services Coordination	.10/.20	13/12	\$ 16,673.80		IT needs of staff associated with services delivery and IT infrastructure at Bridge site. Note that second twelve months, there is an increase to address additional time as Village of Hope opens.
	Services Coordination	1.00	25	\$ 94,243.75		Will perform financial activities (payroll/A/P/A/R), etc.for all FTE related to project activities.
	Services Coordination	0.20	25	\$ 18,198.60		HR activities (hiring/benefits enrollment/etc.) for all FTE related to project activities

	Services Coordination	1.00	25	\$	99,659.00	Supervision & implementation of program staff on-site, solve client challenges, and ensure policies/procedures are being followed.
	Services Coordination	5.00	25	\$	433,300.00	Navigate caseload of clients in shelter/Bridge to permanent housing. Will develop housing plans for all clients and meet with clients at least weekly.
	Services Coordination	15.00	25	\$	1,169,910.00	24/7 direct support services & monitoring for clients at Bridge Housing. Will perform client intakes, perform room checks, serve meals, and more.
	Interim Sheltering	1.00	25	\$	77,994.00	Direct services to facilities maintenance of bridge housing site. Will perform repairs, regular maintenance, and respond to client needs regarding facilities.
	Services Coordination	3.00	25	\$	233,982.00	Direct services for clients housed from Bridge housing in their permanent housing placement. Will work with land lords, teach life skills to clients, and ensure that clients have what they need in permanent housing.
	Interim Sheltering	6.00	25	\$	467,964.00	24/7 security services at Bridge site. Will be employees of Poverello House. Supervision at Village of Hope & implementation of program. Will respond to challenges, oversee the schedule, train staff, and operate facility to best serve clients.
	Services Coordination	1.00	12	\$	47,840.00	Navigate a caseload of clients in Village of Hope shelter into permanent housing. Will create housing plan for all clients, ensure progress in the housing plan, and meet with clients weekly.
	Services Coordination	4.00	12	\$	166,400.00	24/7 direct support services & monitoring for clients at Village of Hope. Will perform client intakes, perform room checks, serve meals, and more.
	Services Coordination	9.00	12	\$	336,960.00	Direct services for clients housed from Village of Hope in their permanent housing placement. Will work with land lords, teach life skills to clients, and ensure that clients have what they need in permanent housing.
	Services Coordination	2.00	12	\$	74,880.00	Directly oversee outreach activities, solve challenges, and ensure that policies/procedures are followed by staff.
	Services Coordination	0.15	25	\$	32,512.45	Supervision of Outreach services, implementation of the program design, and staff. Will set schedule and train all staff.
	Street Outreach	0.25	25	\$	29,258.30	Will perform Navigation services on the streets to clients not accessing shelter.
	Street Outreach	6.00	25	\$	530,282.40	Will provide direct, clinical-based, mental health services on the street for clients in the DEA.
	Street Outreach	1.00	25	\$	215,333.00	Will provide 7% increase for wages in Bridge project to ensure retention of staff and recruitment of qualified staff.
	Services Coordination	N/A	N/A		\$95,849.60	Benefits calculated @ 20% of payroll and include medical, dental, retirement, etc.
	Services Coordination	N/A	N/A	\$	898,140.99	Employment taxes calculated at 8.65% of payroll as required.
	Services Coordination	N/A	N/A	\$	388,445.98	
Subtotal - Personnel Costs				\$	5,822,772.87	\$ -

NON-PERSONNEL COSTS

RATE TIME/UNITS

Services Coordination	\$	9,000.00	25	\$	225,000.00	Supplies directly supporting clients in shelter could include hygiene items, bus tokens, pet items, and more.
Services Coordination	\$	2,000.00	12	\$	24,000.00	Supplies directly supporting clients in shelter could include hygiene items, bus tokens, pet items, and more.
Interim Sheltering	\$	5.00	247,800	\$	1,239,000.00	Three meals daily (delivered, served, etc.) prepared in Poverello House's commercial kitchen facility.
Interim Sheltering	\$	5.00	76,650	\$	383,250.00	Three meals daily (delivered, served, etc.) prepared in Poverello House's commercial kitchen facility.
Interim Sheltering	\$	14,770.00	25	\$	369,250.00	Electricity/trash/water/ in the implementation of the program at the bridge facility.
Interim Sheltering	\$	2,000.00	12	\$	24,000.00	Electricity/trash/water/ in the implementation of the program at the bridge facility.
Services Coordination	\$	7,500.00	25	\$	187,500.00	Laundering linens at Bridge site for clients to have fresh linens at least weekly. Linens will be picked up and fresh linens will be delivered to client rooms.
Services Coordination	\$	500.00	25	\$	12,500.00	Pencils/Pens/Paper/Etc. for staff to perform their duties
Services Coordination	\$	200.00	12	\$	2,400.00	Pencils/Pens/Paper/Etc. for staff to perform their duties
Interim Sheltering	\$	37,900.00	1	\$	37,900.00	Computers (\$1,200 each)/radios (\$300 each)/cell phones/printers/etc.
Interim Sheltering	\$	6,000.00	2	\$	12,000.00	C-train units for clients & staff
Interim Sheltering	\$	55,405.00	1	\$	55,405.00	Phone lines/internet/cell service for project staff.
Interim Sheltering	\$	16,000.00	1	\$	16,000.00	Phone lines/internet/cell service for project staff.
Services Coordination	\$	500.00	25	\$	12,500.00	Lease for on-site copy machine for staff use related to project activities.
Services Coordination	\$	500.00	12	\$	6,000.00	Lease for on-site copy machine for staff use related to project activities.
Services Coordination	\$	4,500.00	25	\$	112,500.00	For vehicles related to program for transport of clients, transport of meals, and other needs for implementation of program.
Services Coordination	\$	204.75	12	\$	2,457.00	Mileage for staff in Village of Hope for staff using personal vehicles to visit housed clients, search for housing units, transporting staff, and more.
Interim Sheltering	\$	6,500.00	25	\$	162,500.00	Funds for maintaining facility and managing bridge/shelter facilities utilized for program.
Interim Sheltering	\$	3.50	10,000	\$	35,000.00	Client laundry performed by staff at the Village of Hop and Bridge. Laundry will be washed, dried, folded, and returned to clients within one day.
Interim Sheltering	\$	12,000.00	12	\$	144,000.00	65-bed shelter master leased for project for second year as ERF-1 performance period ends
Interim Sheltering	\$	10,000.00	12	\$	120,000.00	Security for shelter property performed by contracted services of Poverello House.
Services Coordination	\$	50,000.00	1	\$	50,000.00	For delivery of meals to Bridge site. Staff will three meals daily to the facility from Poverello House's commercial kitchen facility.
Services Coordination	\$	40,000.00	2	\$	80,000.00	For transport of staff & clients for project activities.
Services Coordination	\$	40,000.00	3	\$	120,000.00	For transport of staff & clients for project activities.
Interim Sheltering	\$	11,000,000.00	1	\$	11,000,000.00	118-bed motel property for project to be utilized for bridge/shelter as part of the program design. Property recently fully renovated and will be ready for occupancy upon close of escrow.

Interim Sheltering	\$	917,965.29	1	\$	917,965.29			For Clarion facility maintenance and repairs to stairwells, perimeter fencing, and development of dog park/recreation area for residents. 44-bed motel for project to be utilized for permanent housing as part of the program design. Property will be renovated to provide 33 permanent housing units utilizing leveraged funds and will be fully occupied within 15 months the beginning of renovation.
Delivery of Permanent Housing	\$	17,246,226.00	1	\$	4,401,709.00	\$	12,844,517.00	
Systems Support	\$	25,000.00	1	\$	25,000.00			For staff and program implementation needs related to servers, cabling, switches, etc.
Services Coordination	\$	300,000.00	2				600,000.00	Mobile showers provided two days a week in encampment locations not already served or outside easy walking distance from Pov.
Delivery of Permanent Housing	\$	2,000.00	25	\$	50,000.00			Project management for construction of Tiny Home Village. Kazarian Custom Homes is providing same services for the Tiny Home Village of ERF-1 and have been highly effective.
Delivery of Permanent Housing	\$	78,000.00	26	\$	1,000,000.00	\$	1,028,000.00	Actual units for Tiny Home Village that will be placed at the site. Units will go through procurement process and will meet all HUD requirements.
Delivery of Permanent Housing	\$	4,000,000.00	1	\$	-	\$	4,000,000.00	Construction of Tiny Home Village at site that will be determined for the project. These funds will be provided by COF in full.
Services Coordination	\$	909.15	54	\$	49,094.10			For staff entering data into system for each part of the program design. Navigators, outreach staff, intake specialists, coordinators, and more all enter into HMIS to track all pertinent tracking data.
Interim Sheltering	\$	18,011.87	25	\$	450,296.74			Calculated at 5% of Direct Costs (Admin costs for poverello)
Subtotal - Non-Personnel Costs				\$	10,327,227.13	\$	29,472,517.00	
ADMINISTRATIVE COSTS								
Administrative Costs				\$	850,000.00			Managing overall grant efforts, documenting payments and expenditure, optimizing the grant administration process, overseeing all funds utilized to address the resolution of the identified encampment and other homeless programs, preparing progress reports, ensuring compliance with grant regulations, reviewing grant proposals, engaging with contracted agencies, educating staff on policies, and preparing financial and other reports.
Administrative Costs							350,000.00	COF oversight of the operation of housing, shelter, and emergency shelter operations
Administrative Costs							1,000,000.00	Oversight of Operations of encampment resolution
Subtotal - Administrative Costs				\$	850,000.00	\$	1,350,000.00	
TOTAL BUDGET				\$	17,000,000.00	\$	30,822,517.00	