

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

651 Bannan Street, Suite 400, Sacramento, CA 95811

(916) 263-2911 / FAX (916) 263-7453

www.hcd.ca.gov



ERF 3R City of San Bernardino — Waterman Ave

Table of Contents

Application

Application Budget

Map

Change Request #1

Change Request #2

Current Budget



California Interagency Council on Homelessness

ERF-3-R, Application

Part 1 (A): ADMINISTRATIVE INFORMATION

Application Window

☒ Window #1, 11/3/2023 - 1/31/2024

☐ Window #2, 2/1/2024 - 4/30/2024

☐ Window #3, 5/1/2024 - 6/30/2024

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

Eligible Applicant

Select the eligible applicant's jurisdiction type.

☐ CoC ☒ City ☐ County

What is the name of the city or county?

City of San Bernardino

Part 1 (B) Contracting Information

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

Contractor Information

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

City of San Bernardino

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

95-6000772

Tax ID Form

ERF-3 Tax Form.pdf

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

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

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

Who is the best contact person for this contract?

Primary Contact

<input type="text" value="Cassandra"/>	<input type="text" value="Searcy"/>
First	Last

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

Job title

job title

Email

Phone

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

Secondary Contact

<input type="text" value="Mary"/>	<input type="text" value="Alvarez-Gomez"/>
First	Last

Job title

job title

Email

Phone

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

Contact Person for Reporting

<input type="text" value="Mary"/>	<input type="text" value="Alvarez-Gomez"/>
First	Last

Job title

job title

Email

Phone

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

Authorized Representative

First

Last

Job title

job title

Email

Phone

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

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

Address

Address Line 1

Address Line 2

City

State

Zip Code

Attention to (if applicable):

 **This Application uses character limits** 

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

question asked.

Part 2: PROPOSAL OVERVIEW

Guidance:

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

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

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

Proposal Summary

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

The City of San Bernardino's ERF project is a targeted initiative designed to provide a pathway to stable housing for 110 unhoused individuals within a 5.2-mile prioritized encampment area along Waterman Avenue. This area encompasses two state right-of-way areas, State Route (SR) 18 and Interstate 210 (I-210), extending into areas such as maintenance tunnels of the I-210 structure, pedestrian passageways, and surrounding neighborhoods. The project will secure permanent housing for 60 individuals and interim housing placements with supportive services that may lead toward permanent housing for 40 unhoused individuals residing within the priority area. The project will provide coordinated access to services designed to promote individual wellness, stability, and success. These include healthcare, employment opportunities, behavioral health support, harm reduction programs, and post-placement case management, integral for the rehabilitation and reintegration of unhoused individuals into the community. In collaboration with various community partners, the City will significantly improve the living conditions and safety of the unhoused individuals in the prioritized area. The project's comprehensive approach is designed not only to address the immediate needs of these individuals but also to create a sustainable and positive impact on the surrounding community, facilitating a successful transition out of homelessness.

People Served

Number of people currently residing in prioritized encampment site

200

#

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

20

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

110

#

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?

110

#

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

50

#

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

60

#

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

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

☐ Yes ☐ No

Encampment Information

1. Briefly describe the characteristics of the people residing within the prioritized encampment site,

including demographics, household compositions, disabilities, and projected service and housing needs. Include how this information was gathered. (1500-character limit)

In December 2023, the City's outreach team counted about 200 people residing within the priority area. According to the 2023 Homeless Count Report, the majority of the residents, roughly 48%, are between the ages of 25 to 44, and about 45% are aged 45 to 64. The health status of these individuals is concerning, where 15.8% report having life-threatening chronic health conditions such as heart, lung, liver, kidney, or cancerous diseases. Alarming, nearly half of the surveyed population, 47.5%, meet the HUD definition of chronically homeless. Between 19 and 22% of the unhoused persons are suffering from some type or combination of physical/mental and/or health disabilities, and more than 35% struggle with substance abuse. The encampment household demographics consist of individuals and couples – many of whom have animal companions. Over 37% of the priority encampment population identifies as Hispanic/Latinx, 36% as Caucasian, and 31% identify as Black or African American. Additionally, approximately 67% reported having no monthly income, and 20% reported having a fixed income of under \$1,000 per month.

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

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

The priority area stretches about 5.2 miles along the major arterial north-south corridor of Waterman Avenue, including two state right-of-way areas, State Route (SR) 18 and Interstate 210 (I-210), and the East Twin Creek area, which drains into the Santa Ana River Basin, a major regional watershed. The priority area begins at Wildwood Park along SR 18 and traverses I-210 to just south of East Mill St. Tents can be seen along the shoulder of both SR 18 and I-210, where deadly accidents involving unhoused residents have occurred. The encampment area extends into the maintenance tunnels of the I-210 structure and along pedestrian passageways, and surrounding neighborhoods, into cemetery plots, and alleyways. There are self-made pallet homes, shopping carts, tents, and other debris scattered throughout the area, including vehicles, RVs, camper trailers, and free-roaming dogs.

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

There are increasing life-safety and environmental concerns arising from the encampment's location along major transportation routes and the East Twin Creek area. Individuals residing within maintenance tunnels of the I-210 structure and along pedestrian passageways pose a danger to both their own lives and the structural integrity of the freeway. Much of the unhoused population in this area meets the HUD definition of chronically homeless, and many suffer from various physical and mental disabilities, struggle with life-threatening chronic health conditions, and substance abuse while enduring extreme living conditions. Weather in this area ranges from triple-digit heat to below-freezing temperatures. Individuals reside in and along the East Twin Creek, which drains into the Santa Ana River Basin, a major regional watershed, contaminating the area's water supply and potentially impacting the endangered Kangaroo Rat Species, which inhabits a designated sanctuary in the same area.

ERF authorizing legislation requires funding be used for "prioritized" encampments. Applicants must,

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

Attachment: Map

Prioritized Encampment Area Map.pdf

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

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

☐ No ☒ Yes - partially ☐ Yes - entirely

Attachment: Caltrans Letter of Support

ERF R3_CalTrans_LOS_San Bernardino_2024_D8.pdf

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

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

Proposal's Outcomes

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

1. By June 30, 2027, provide interim housing assistance to 50 individuals from the targeted encampment area in San Bernardino, ensuring their transition from homelessness to a stable living environment, with progress tracked quarterly.
2. Successfully enroll and stabilize 60 individuals in permanent housing through the Rapid-Rehousing program by June 30, 2027, offering rent assistance and case management for up to 6 months, with monthly monitoring of participant retention and lease agreements.
3. Establish and operationalize a homelessness support program and quality of life space with the County CES Access Center by December 31, 2025, dedicated to serving the City of San Bernardino's homeless population, with bi-annual evaluations of the program's impact and effectiveness.

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

To achieve the proposal's outcomes, the City will implement Rapid Rehousing and leverage relationships with local organizations and motel partners to increase interim shelter availability. The plan includes a commitment from VARP, Inc. of 42 sober living transitional beds per year that includes connections to permanent housing placements. Due to the City's extreme housing shortage, board and care facilities are part of the plan to provide an innovative pathway to permanent housing solutions. Private landlords will be engaged and offered incentives for permanent housing placements. This includes using a Rapid-Rehousing program model with case management with up to 6 months of rental assistance and prevention and diversion best practices to stabilize clients and prevent displacement. Case managers will participate in San Bernardino County's Coordinated Entry System (CES) and use the Homeless Management Information System (HMIS) Clarity to track housing placements and service engagement.

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

In collaboration with the CES, information will be entered into HMIS. Outreach staff will log information following each VI-SPDAT assessment and subsequent encounters with the residents in the target encampment area. This data will be used to track the program's progress toward both interim and permanent housing placement goals that will be reviewed during weekly case conferencing sessions with service providers to understand the efficacy of the current programmatic approach and determine if any modifications are required. Additionally, periodic visual assessments and the annual Homeless Point in Time (PIT) Count will serve as key metrics to assess the broader impact of the initiative. By comparing the number of unhoused individuals year-over-year, the City can gauge the overall effectiveness of efforts in reducing homelessness in the targeted area.

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

The City had previously adopted an anti-camping ordinance, however, in facing the challenge of the current housing shortage has chosen to not enforce it. The City acknowledges that enforcement of this ordinance hinders the overall efforts to assist people experiencing homelessness and is instead prioritizing the expansion of housing availability and the enhancement of related services. To accelerate this effort, in early 2023 the City of San Bernardino declared a Homelessness State of Emergency, launched a series of targeted actions to support unhoused individuals. Part of these targeted actions includes collaborating with local organizations and housing providers to increase interim and permanent housing options. Simultaneously, the City is committed to expanding the provision of comprehensive services, such as case management and implementing a prevention and diversion program - crucial for successfully transitioning individuals from homelessness to stable living situations.

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

☐ Standalone ☒ Larger initiative

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

On February 1, 2023, the City of San Bernardino declared a Homelessness State of Emergency. The City has adopted a two-pronged strategy to address the crisis of homelessness in the community by establishing a dedicated Homeless Outreach Team, constructing a new low-barrier, non-congregate Navigation Center, and adding 100 shelter beds in the city through the recent project Homekey award. The activities proposed will be part of this larger, city-wide approach to establish pathways for permanent housing. This project also aligns with the city-wide homeless initiative approved by the City on December 7, 2022 to mitigate homelessness and provide support to encampment residents.

Centering People

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

The City understands the importance of having people with lived homelessness experience employed in homeless assistance programs. Because of this, the City's outreach team includes employees with lived homelessness experience, contributing their insight into the specific issues faced and the diverse demographic segments, such as youth, victims of domestic violence, families with children, veterans, and those with health, mental health, or substance abuse issues. This depth of understanding has been crucial in formulating an approach that coordinates resources effectively and considers the best temporary and permanent housing options. Moreover, City leaders and ACLU representatives conducted a listening session with unsheltered individuals in the priority area. The key takeaways from this session — the desire to avoid family separation, the need for non-congregate shelters, the ability to bring pets, and help in accessing services — have significantly influenced this proposal.

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

Recognizing that many individuals with long periods of homelessness and trauma are not immediately ready to engage with available services, the proposal focuses on meeting them where they are, considering their current needs. Importantly, the City does not set sobriety as a precondition for housing. Instead, it employs a harm reduction model, which supports residents in maintaining their housing as they work towards healthier substance use habits. A key aspect of this approach is using interim housing as a transitional step toward securing permanent housing. This acknowledges the complexity of addiction and trauma, offering a compassionate pathway towards stability and recovery. Once housed, individuals are better positioned to access and benefit from various other essential services. This includes mainstream benefits such as Medicaid, food assistance, and SSA/SSI, as well as primary care, outpatient behavioral health, and substance use services.

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

Recognizing the importance of individual autonomy, the proposal is designed around the voice and choice of each participant throughout their engagement in services. This approach is rooted in the awareness that individuals are their own experts and their recovery goals are self-selected. The outreach team will be trained to approach individuals with sensitivity, and that questions asked are necessary and non-repetitive to be respectful of the individual's experience.

The project will implement the use of the VI-SPDAT assessment tool, designed to minimize the potential for re-traumatization, ensuring that assessments are conducted in a manner that is sensitive to the participants' past experiences. Case managers are specifically trained in trauma-informed practices that carefully consider the language used and a conscientious approach to foster a trusting and empathetic relationship with participants that encourages an active role in choosing their long-term housing.

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

Harm reduction will focus on the unique challenges faced by the target population, including low motivation due to mental health issues, substance use, depression, trauma, and structural barriers, further compounded by a history of difficulties in obtaining or maintaining housing. Throughout the outreach, interim housing, and permanent housing aspects, the project will incorporate motivational interviewing, an evidence-based method, to foster hope and assist individuals in identifying practical, manageable steps toward housing and recovery. Once housed, the City will offer prevention and diversion services for a more compassionate, supportive, and realistic approach that acknowledges the complex realities of the target population. It empowers individuals to align their mindset with housing stability and recovery while respecting their pace and choices and enhancing the overall effectiveness of the project.

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

The project team has established linkages to crucial supportive services. This includes access to mental health care and medical health care to address the physical and psychological health challenges exacerbated by homelessness. Additionally, the team facilitates connections to crisis counseling, domestic violence services, and substance abuse treatment beds, providing support options for immediate crises and long-term challenges. Additionally, the team assists with overcoming barriers to sustainable self-sufficiency and accessing benefits like SSI/SDI, CalWORKs, and Cal Fresh, as well as employment services. Importantly, outreach workers provide vital assistance such as transportation as needed and help with documentation, ensuring that clients can effectively access and utilize the services they choose.

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

Rather than imposing civil or criminal penalties on unhoused individuals engaging in necessary human activities such as sleeping, resting, and eating, particularly those found encroaching on private property, the city plans to offer emergency shelter beds and services at a local motel partner, providing a supportive alternative to punitive measures. In collaboration with PD, the City intends to shift from the traditional criminalization approach to proactively engaging with individuals residing on publicly and privately owned properties within the priority encampment area and respond with housing and supportive service resources. The goal is to address their needs in a constructive and supportive manner rather than through criminalization. To ensure adherence to this non-penalization approach, all ERF-3-R funded partners will communicate frequently and work closely to ensure unhoused individuals are guided towards services and not penalized.

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

The San Bernardino Community Action Partnership (CAP) mobile shower unit is a crucial community resource that offers regular shower facilities to the encampment residents. Other engaged local community organizations contribute to these efforts by offering additional hygiene-related services, including showers, haircuts, hygiene items, and laundry services, available to the residents of the priority encampment on alternating days throughout the week. In addition, the City, through its Public Works Department, currently provides routine encampment waste services twice a week. The continuation of these services throughout the period of performance will prioritize the dignity and health of individuals experiencing homelessness in the encampment and continue the sense of respect and care for the individuals residing there.

Part 3: IMPLEMENTATION

Core Service Delivery and Housing Strategies

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

The City of San Bernardino has partnered with Hope the Mission, a Los Angeles County-based organization, to provide a full-time team of eight skilled team members to work with San Bernardino Housing and Homeless staff five days a week. The outreach team's role includes providing transportation services in addition to providing resources such as access to long-term shelter, rehabilitation, access to crisis centers, or help with reconnecting with their families through reunification programs. This proposal will expand these efforts to focus engagement within the priority encampment site. The City has begun dialogues with potential partners, including Lutheran Social Services, the County of San Bernardino Behavioral Health, San Bernardino County Probation, and the San Bernardino County Sheriff Homeless Outreach HOPE team. The City will procure a subcontractor to implement its rapid rehousing model, further expanding the service coordination capacity. A key element is facilitating multi-partner bi-weekly encounters with the unhoused. The Hope to Mission team will be responsible for conducting follow-ups, Vulnerability Index - Service Prioritization Decision Assistance Tool (VI-SPDAT), and HMIS assessments and entries. According to a 2017 Cal State Long Beach research study, an average of 17 encounters are necessary before unhoused individuals accept services. It is anticipated that multiple outreach interactions will be necessary to successfully engage individuals. Once services are accepted by the client, the outreach worker will provide a warm handoff to the case manager, who will connect unhoused persons with appropriate services as needed and guide interim and/or permanent housing placement. This coordinated agency partnership will also provide case management and housing navigation with a case management ratio of 1 to 25, with monthly post-placement follow-ups for up to 6 months.

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

The CES is a foundational element in ensuring a data-informed, person-centered approach that adheres to Housing First principles. Coordinated Entry will inform the transition of individuals into either interim shelter with clear pathways to permanent housing or directly into permanent housing, according to their needs as mutually determined with the participant. The outreach team and case managers will conduct the VI-SPDAT assessments, informing the housing prioritization process within the CES. This step is critical in ensuring that the most vulnerable individuals receive timely and appropriate attention based on their specific needs and circumstances. The use of the CES's structured approach will guide the achievement of the outcome goals for the proposal. It will facilitate measuring the progress of the project, monitoring the efficient use of limited resources, and expediting the connection of individuals to appropriate and available resources.

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

The project includes securing 60 permanent housing placements, achieved through strategic partnerships and the provision of rental assistance. These permanent housing options are diverse, consisting of Room and Boards, shared housing, residential facilities, and private landlords to ensure that individuals have access to housing solutions that best suit their specific needs and situations. In addition to the permanent housing solutions, the project will provide at least 50 interim housing placements. The partnership with VARP, Inc., will provide at least 42 clinically enhanced congregate interim housing per year, providing substance use recovery services, access to psychological and medical treatment, linkage to supportive services, and a connection to permanent housing placements. This integration of housing and recovery services is critical for individuals dealing with substance abuse issues, or struggling with psychological challenges, offering them the support needed for long-term housing stability. The City will also incorporate non-congregate interim housing options through existing contracts with three local motels. These interim transitional housing options allow residents to have a safe and private space as they work with their case manager toward securing permanent housing solutions. On January 18, 2024, the California Department of Housing and Community Development awarded the City of San Bernardino in partnership with Lutheran Social Services nearly \$35 million for the Community Wellness Campus project, new construction that will create 140 modular housing units to serve people who are chronically homeless. This new construction is expected to be completed and ready to shelter individuals by spring 2025 and will also offer supportive services.

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

The City of San Bernardino has successfully delivered permanent housing solutions for unhoused residents for many years. The Outreach and Engagement team has provided various resources and has recently engaged with 154 homeless individuals, providing 8 DMV waivers, 66 hygiene kits, and 148 snack bags, helping build the trust necessary for successful housing transitions. A significant team achievement includes effectively guiding people towards stable and permanent housing solutions by providing financial assistance to individuals and assisting with securing a lease for their own home. To expand these efforts, the City proposes implementing innovative housing solutions using alternative methods such as room and boards, shared housing, and residential facilities. These diverse housing options are unique and viable options that will meet the varied needs of the encampment residents. In addition, the City of San Bernardino is strategically expanding its capacity by procuring an experienced subcontractor to connect at least 60 individuals with permanent housing via private landlords, room and boards and other means. The City will also continue to work closely with the County CES access center to focus on enhancing services and programs specifically for the unhoused population of the priority encampment area. To provide interim housing solutions, VARP, Inc. has committed to setting aside interim shelter for at least 42 individuals, which also serve as clinically enhanced substance use recovery beds. Additional non-congregate interim shelter will be available through existing contracts that the City has with three motels, which will also serve as a bridge to permanent housing for many individuals.

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

In December 2023, the City's outreach team identified approximately 200 individuals residing in the priority area. The 2023 Homeless Count Report reveals that a significant portion of these residents, about 48%, are between the ages of 25 to 44, with another 45% aged 45 to 64. Nearly half, 47.5%, meet the HUD definition of chronically homeless. A concerning 19 to 22% suffer from various physical and mental health disabilities, and over 35% are grappling with substance abuse issues. Notably, 67% reported having no monthly income, with 20% earning under \$1,000 monthly. To address these diverse needs, the outreach and case management teams will offer tailored services through local partnerships, including sober living and substance abuse treatment, behavioral health, and medical care services, available before and during interim or emergency housing placement and continuing as needed after permanent housing placement. Hope the Mission recruits Peer Specialists with lived experience of homelessness who empower unsheltered clients through personalized service plans and assist in identifying suitable housing options. Using these plans, case managers will connect individuals to community programs and services, including job training, health, life skills, family reunification, and housing. Additionally, the street outreach team works collaboratively with various partners to ensure appropriate resources are available to meet the diverse needs of the encampment's residents.

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

Table 1: Projected Living Situations Immediately Following the Encampment

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

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

Briefly Describe Each Projected Living Situation Immediately Following the Encampment	Is This Permanent Housing?	Quantify the Capacity (e.g., number of beds/units, frequency of bed/unit availability)	Prioritized or Set-Aside for ERF-3-R?	Is this living situation funded by ERF-3-R and / or Leveraged Funds?	% of Served Persons Projected to Fall Within This Living Situation
Placed into interim housing - motel subcontractor for sheltering immediately following encampment	No Yes/No	35 units- up to 90 nights	Set-Aside Pri/Set-Aside/Neither	ERF-3-R ERF/Lev/Both	32 %

Placed into interim housing: VARP, Inc/Gibson House - substance use rehabilitation, support services, and linkage to permanent housing placement	No Yes/No	12 male beds and 6 female beds: 42 beds per year - up to 6 months	Set-Aside Pri/Set-Aside/Neither	ERF-3-R ERF/Lev/Both	35 %
Placed into permanent housing: through connections to private landlords and board and care facilities	Yes Yes/No	60 units - throughout the proposal	Prioritized Pri/Set-Aside/Neither	ERF-3-R ERF/Lev/Both	55 %
	Yes/No		Pri/Set-Aside/Neither	ERF/Lev/Both	%

Table 2: Permanent Housing Opportunities

A permanent housing opportunity is a combination of project and/or service provided to an individual with the goal of helping the individual obtain permanent housing. Of course, applicants cannot and do not need to provide every possible scenario; Cal ICH is looking to understand the primary, expected permanent housing opportunities for people projected to be served by this proposal.

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

Describe the Permanent Housing Opportunity	Prioritized or Set-Aside for ERF-3-R?	Quantify the Capacity of the Housing and Service Opportunity	Is this Housing Opportunity Funded by ERF-3-R and / or Leveraged Funds?

Persons who enter Interim/emergency housing made available through motel partnerships will be assigned a case manager that will assist with linkage to permanent housing and supportive services as needed.	Set-Aside Pri/Set-Aside/Neither	35 interim non-congregate motel shelter - 90 nights	ERF-3-R ERF/Lev/Both
When emergency or interim shelter is not an option for the individual, a case manager and housing navigator will be assigned to link individuals to substance use treatment partner, VARP, Inc. with connection to permanent housing.	Set- Aside Pri/Set-Aside/Neither	42 substance use treatment beds available per year	ERF-3-R ERF/Lev/Both
Placement into permanent housing through connections to private landlords and board and care facilities.	Prioritized Pri/Set-Aside/Neither	60 units throughout the proposal	ERF-3-R ERF/Lev/Both
	Pri/Set-Aside/Neither		ERF/Lev/Both

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

The outreach team will document all interactions and transitions in the Homeless Management Information System (HMIS), providing a reliable means to track each individual's journey and ensure they are not lost in the system or displaced to another unsheltered location. Interagency warm hand-offs between the outreach team and case managers will aid in maintaining continuity of care and support. This includes immediate linkage to temporary and emergency shelters such as through motel stays to minimize displacement to another unsheltered location. Outreach teams and partner agencies will work collaboratively to engage with clients, especially in critical situations that may lead to displacement, such as circumstances involving danger or domestic violence. In such cases, clients are quickly placed into emergency shelters, ensuring their safety and preventing them from ending up in another unsheltered situation.

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

Case managers will participate in weekly case conferencing calls to collaborate and share resources to aid individuals who are struggling with the transition to housing. Here, best practices will be shared to provide comprehensive supportive services through existing partnerships throughout the county. Case managers will also conduct follow-ups with housed individuals for 6 months post-placement to apply evidence-based practices like motivational interviewing and trauma-informed care, ensuring that the support provided is effective and sensitive to the individual's experiences and needs. Additionally, case managers will actively work to resolve any issues or complaints that may arise from landlords or housing managers, preserving housing stability wherever possible. To aid these efforts, the City will employ prevention and diversion techniques to support at-risk individuals and prevent the re-entry into unsheltered homelessness.

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

The City's Street Outreach Team, operating through a multi-agency effort, will effectively use the County's Homeless Management Information System (HMIS) and Coordinated Entry System (CES). Using the data from CES and HMIS, project staff can access essential information for relevant services to monitor the inflow of people into the prioritized area. This monitoring prevents duplication of services and facilitates efficient resource connection. For each individual encountered within the geographically served areas, project staff will enter information for data collection, evaluation, and linkage to services. This ensures that every person within the prioritized area is swiftly accounted for and their needs are quickly identified and addressed. Anticipating the encampment's dynamic nature and based on recent previous trends, the City anticipates an inflow of approximately 20 people over the next three years into the prioritized encampment area.

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

Recognizing personal belongings as extensions of oneself and that access to these items can aid in coping with the transition by providing comfort and familiarity, individuals transitioning into interim and permanent housing will have the opportunity to bring or store personal belongings. In cases where assistance is needed with personal items, especially in hoarding situations that could impact health or housing security, counseling services will be offered through County Behavioral Health partners. Importantly, participating in these behavioral health services is not a precondition for obtaining or maintaining housing. Instead, the City centers a housing-first, harm reduction, and supportive housing approach, implemented by case managers who understand the importance of respecting and accommodating participants' needs for personal belongings. Storage bins will be made available at a secured designated location for participants to store their belongings.

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

The City is aware of the importance of animals in the lives of many participants and will link participants to pet-friendly housing options as needed. This includes searching for and securing interim shelters and permanent housing that accommodate pets and negotiating with landlords for additional pet deposits/landlord incentives if needed. For situations where participants transition into interim or emergency housing that is not pet-friendly, the city will assist with alternative arrangements for temporary animal boarding for the safe care of pets until participants can secure accommodating permanent housing. Supported by the City Animal Shelter, necessary services such as proper pet licensing and vaccinations will be available at no cost to the participant to ensure pets are healthy and meet all required safety standards.

Budget and Resource Plan

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

\$4,569,511.00

\$

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

\$36,613,056.48

\$

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

Through the California Department of Housing and Community Development's Homekey Grant program, the City has secured \$35 million for the new construction of 140 modular housing units to serve chronically homeless people. Slated for completion in 2025, the project includes linkage to supportive services that enhance access to permanent housing. The City has allocated \$1.5 million in ARPA funds toward outreach efforts for unhoused persons that includes linkage to housing and other existing local support services. Another \$150,000 of ARPA funds have been awarded to Community Action Partnership to operate a mobile shower and laundry service twice per week through May 2024. In December 2023, the City was awarded a \$125,000 grant from the UC Davis Koret Shelter Medicine Program where \$18,333 will be leveraged to provide approximately 37 pet owners from the prioritized encampment area with free veterinary care for their companion animals through December 2024.

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

the grant term.

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

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

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

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

The funding request amount considers the comprehensive scope of services and housing solutions offered. This includes providing extended case management support, rental assistance for 6 months at Fair Market Rate, and the estimated costs associated with pooling resources from multiple agencies for the long-term success of participants. The project creates a pathway to permanent housing for 60 and 40 interim housing placements for unhoused individuals in the priority area, providing evidence-based services that enhance housing retention rates for 110 individuals. These include referrals for substance use recovery, and prevention and diversion services. This is particularly crucial for the complex needs of the chronically homeless, representing nearly half of the population at the priority site. Beyond the grant term, this proposal will be a model for successfully expanding permanent housing options and programs through forged inter-agency partnerships.

Attachment: Standardized Budget

ERF Standardized Budget_City of San Bernardino_01.24.xlsx

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

Key Entities and Staff

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

The City of San Bernardino is a general law city governed by a City Council/City Manager form of government. The administration of the ERF-3-R will be managed by the city's Housing Division, with the Housing and Homelessness Team spearheading the implementation. This division has experienced leadership with more than 10 years of experience and has formed relationships with service providers to enhance the area's housing and homeless resource efforts. Tasked with coordinating a Multi-Disciplinary Team, inter-agency coordination, and project implementation, the City will onboard a Homeless Outreach Coordinator (@ 1 FTE) to facilitate collaboration for client needs assessments, identify service gaps, and devise solutions. The City will also recruit 2 FTE Outreach Engagement Officers to conduct outreach, build rapport, collaborate with community partners and facilitate linkage to integrated services. The Grants manager will dedicate 0.15 FTE of their time for grant reporting, monitoring, compliance, and administrative support. In partnership with Hope the Mission, the project will include additional crucial staff to support outreach efforts in the priority encampment area. The City will also competitively procure a qualified subcontractor to implement the rapid rehousing program to ensure the permanent housing placements of 60 persons from the priority encampment area.

Table 3: Key Staff

Identify all staff positions (e.g. administrative, programmatic, development etc.) which are integral to this ERF project and to achieving the proposal's outcomes. For each position include the title, whether the position is filled or vacant, the approximate fulltime equivalent (FTE) of the position dedicated to the ERF project, whether the position is funded through ERF-3-R and/or Leveraged (i.e.non-ER-3-R) funds, and a brief description of the duties. Please provide responses in Table 3 below.

Title	Currently Filled Position?	FTE of Staffing for This Proposal	Funded by ERF-3-R and / or Leveraged Funds?	Brief Description of Duties
Homeless Outreach Coordinator	No Yes/No	1 FTE # FTE	ERF-3-R ERF/Lev/Both	Program Management, Oversight of Homeless Outreach Team, Coordination of the Multi-disciplinary Team, Inter-agency coordination and program implementation.
Grants Manager	Yes Yes/No	0.15 FTE # FTE	ERF-3-R ERF/Lev/Both	Grant reporting, monitoring, compliance, and administrative support.

Outreach Engagement Officer	No Yes/No	2 FTE # FTE	ERF-3-R ERF/Lev/Both	Conduct outreach, build rapport, collaborate with community partners and facilitate linkage to integrative services and resources, provide transportation, and lead the advancement of client housing plans.
	Yes/No	# FTE	ERF/Lev/Both	
	Yes/No	# FTE	ERF/Lev/Both	
	Yes/No	# FTE	ERF/Lev/Both	

32. First, describe key partners that will be responsible for implementing this ERF project and achieving the proposal's outcomes (e.g. service providers, public agencies, development entities etc.). Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500-character limit)

The implementation of this project involves a collaborative effort among various key partners. Through the RFP process, the City selected Hope the Mission as the lead operator tasked with comprehensive city-wide homeless outreach, including street outreach, engagement, rapid response, housing navigation, tenancy support, and case management. Their expertise in these areas is instrumental for effectively implementing the project. Coordinating the project, the City's Housing Division will work closely with multiple city departments and outside agencies. The City's Public Works department is responsible for bi-weekly encampment waste clean-ups. Keys Non-Profit and LightHouse Social Services will provide referrals for available units. The Department of Aging & Adult Services offers housing leads for seniors and disabled adults. InnROADs, a department of Behavioral Health, will contribute with a mobile mental health unit, providing essential medication and follow-up services. Community Action Partnership and Independent Trinity Church will support participants by providing mobile showers, clothing, and other vital resources. The collective experience managing complex homelessness projects and the diverse resources of these organizations have informed the approach and strategies of this proposal and allowed the City to leverage each partner's strengths for a greater impact.

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

The City has a long-standing relationship with the County of San Bernardino Office of Homeless Services (OHS), the administrative agent for the CoC. This relationship has been instrumental in the collaborative planning of the city's unsheltered service delivery programs, including the ERF project. The City and OHS have worked together on multiple projects, particularly in streamlining data entry into the CES and the HMIS database. The design and implementation of this project have been shaped by collaborative efforts with the CoC and various local jurisdictions. A public stakeholder meeting of the Central Valley Homeless Partnership Committee, a regional division of the County's CoC, was held on January 11, 2023, and allowed public input that has informed this proposal. Representatives from County Behavioral Health, the Housing Authority, the School District, and hospitals, as well as community organizations, were present at this meeting.

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

Optional Upload: Evidence of Cross-Jurisdictional Collaboration

SB ERF Support Letter.pdf

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

The priority encampment site is on property owned by the City of San Bernardino and the California Department of Transportation (Caltrans). The City has been proactive in engaging with Caltrans for the successful implementation of the project to ensure goals and strategies are aligned to address the challenges associated with the encampment site. Caltrans has provided a letter of support for the proposal, outlining their cooperation with the City of San Bernardino in implementing the ERF project.

Accelerated Timeline

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

On February 1, 2023, the City of San Bernardino declared a Homelessness State of Emergency, initiating a series of targeted actions to support unhoused individuals. Following this declaration, the City Council approved a city-wide street outreach services contract with Hope the Mission, which commenced in June 2023. And in December 2023, the City Council approved spending \$3 million to implement a motel voucher program for those experiencing homelessness citywide. Due to the size and complexity of the encampment site, various social service providers and non-profit organizations have also engaged unhoused residents in the prioritized area, albeit on a sporadic basis to offer diverse services and conduct outreach activities. This proposal will enhance the impact of these efforts through a strategic approach of cross-systems collaboration to streamline and coordinate resources provided by different entities, thus increasing the efficiency and effectiveness of the services.

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

Ahead of receiving ERF, the City will formalize agreements with community partners to solidify each organization’s role and responsibilities, work to secure emergency shelter, interim and permanent housing, along with an updated timeline to ensure coordinated and timely actions. The City’s recent Homelessness State of Emergency declaration directs the City Manager to prepare an interim ordinance that will, among other things, streamline approval of City-sponsored shelters on private property that may otherwise require zoning approvals. In addition, the City Council’s recent approval to provide motel accommodations as interim shelter, coupled with the recent launch of the City’s Street Outreach Team, forms a critical part of the early support for people living in the prioritized encampment and swift implementation.

Table 4: Project Timeline

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

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

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

Date	Milestone	Category	Additional Detail for Milestone
5/1/2024	Award Announcement	Project Management	Execution of Grant Agreement
5/31/2024	Formalize Partnership Agreements	Project Management	Formalize partner agreements and outline timeline scope for each

5/31/2024	Procure Rapid Rehousing Subcontractor	Project Management	Rapid rehousing subcontractor competitively procured to place 60 clients into permanent housing via room and board and private landlord connections. Includes case management, housing navigation, linkage of clients to supportive services, and timely payments to landlords for rental subsidies.
6/1/2024	Begin Outreach	People	Outreach to prioritized encampment area, leverage service provider resources.
7/1/2024	Begin transitioning clients to interim housing	People	Leverage hotel operator contract and Navigation Center
7/1/2024	Begin housing navigation services	Project Management	Hire housing navigators and begin facilitating connections with local permanent housing providers.
9/1/2024	Begin transitioning clients into permanent housing placement	People	Transition clients from encampment to interim and permanent housing.
10/1/2024	Continue outreach, housing navigation, service referrals, and housing placements	People	Ongoing services (through 10/2026) to lead clients into housing and service options.

11/1/2026	All individuals exited from encampment site	People	50 persons placed into interim housing; 60 persons placed into permanent housing.

Table 5: Projected Milestones

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

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

Outreach to the people residing in the prioritized encampment site began / will begin mm/yyyy.	This proposal will reach full operating capacity in mm/yyyy.	The first planned exit of a person or household from the prioritized encampment will occur in mm/yyyy.	The last planned exit of a person or household from the prioritized encampment will occur in mm/yyyy.
June 2024	August 2024	October 2024	November 2026

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

Mary

Alvarez-Gomez

First

Last

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

Title

Grants Division Manager

Email

alvarez-gomez_ma@sbcity.org

	ELIGIBLE USE CATEGORY	~5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL	ERF-3-R PROPOSED BUDGET			LEVERAGED FISCAL SUPPORT	~2 SENTENCE DESCRIPTION	
Guidance and Intended Use	This budget template may be slightly modified to meet local needs. If awarded funding, this budget, once approved, will serve as your community's.	Use drop-downs. See NOFA, III. A.	Enables Cal ICH to immediately understand the line item.	Enables Cal ICH to associate the line item with specific entities or parts of a proposal.	Only ERF-3-R Funds			Non ERF-3-R Funds That WILL be Used to Support this Proposal	Enables Cal ICH to better understand the line item, context, and / or other pertinent information related to the proposed line item.
		PERSONNEL COSTS				SALARY	FTE	MONTHS	
		Street Outreach	Outreach Engagement Officer	City of San Bernardino	\$112,000	2.00	36	\$672,000	Conduct outreach, build rapport, collaborate with community partners and facilitate linkage to integrative services and resources, provide transportation, and lead the advancement of client housing plans.
		Services Coordination	Homeless Outreach Coordinator	City of San Bernardino	\$104,000	1.00	36	\$312,000	Program Management, Oversight of Homeless Outreach Team, Coordination of the Multi-disciplinary Team, Inter-agency coordination and program implementation
		Street Outreach	Engagement Officer Fringe Benefits 20%	City of San Bernardino	\$28,000			\$84,000	Fringe Benefits
		Services Coordination	Homeless Outreach Coordinator Fringe Benefits 20%	City of San Bernardino	\$26,000		\$78,000	Fringe Benefits	
Subtotal - Personnel Costs							\$1,146,000	\$ -	
NON-PERSONNEL COSTS				UNIT	RATE	TIME			
	Interim Sheltering	Supportive interim housing	VARP, Inc (Gibson House)	42 persons	\$2,572 per month	6 months	\$771,600	12 male beds and 6 female beds (has capacity to serve at least 30 males and 12 females (42 persons) per year) includes meals, psychological health supportive services, substance use treatment, access to medical treatment, and connection to permanent housing placements	
	Interim Sheltering	Motel Interim shelter - non-congregate	Motel subcontractor	35 persons	\$120 per night	90 nights	\$385,000	Hotel as non-congregate shelter - Bridge to Placement Street Care Initiative for immediate placement from priority encampment site.	
	Delivery of Permanent Housing	Rapid Rehousing	Procured subcontractor	1 contract	\$200,000 per year	36 months	\$600,000	Rapid rehousing subcontractor competitively procured to place 60 clients into permanent housing via room and board and private landlord connections. Includes case management, housing navigation, linkage of clients to supportive services, and timely payments to landlords for rental subsidies.	
	Rapid Rehousing	Rental assistance subsidy	Procured subcontractor	54 one-bedroom housing units	\$1,611 per month	6 months	\$608,958	To be paid to landlords. Calculated based on local FMR for a one bedroom unit - includes security deposit and 6 months of rental assistance subsidies	
	Rapid Rehousing	Rental assistance subsidy	Procured subcontractor	6 two-bedroom housing units	\$2,010 per month	6 months	\$84,420	To be paid to landlords. Calculated based on local FMR for a two bedroom unit - includes security deposit and 6 months of rental assistance subsidies	
	Rapid Rehousing	Landlord incentive	Procured subcontractor	54 units @ \$1,611, and 6 units @ \$2,010		one-time	\$99,054	To be paid to landlords. Up to one month's rent per vacant unit held, based on the number of bedrooms and current Fair Market Rents (FMR) as an additional landlord incentive for negotiating permanent housing placements.	
	Prevention and Diversion	Prevention client from returning to encampment	VARP, Inc (Gibson House)	60 persons	\$3,333 per person	6 months	\$100,000	For early intervention and alternative housing solutions to support at-risk individuals and prevent the re-entry into homelessness	
	Systems Support	SUVs for transportation	City of San Bernardino	2	\$70,000	one-time purchase	\$140,000	Purchase of two SUVs fitted with an orange emergency light bar and a radio communication system for emergency situations	
	Street Outreach	Street outreach	Hope the Mission	1 contract	\$1,500,021.48	36 months	\$1,500,021.48	Executed service contract for city-wide street outreach & case management	
	Improvements to Existing Emergency Shelters	Increased shelter capacity by 100 beds	City of San Bernardino/Lutheran Social Services	100 interim housing modular units		24 months	\$34,944,702	Project Homekey Round 3 award. Completion of 100 additional modular units for interim housing by March 2025	
	Services Coordination	Mobile showers and Laundry services	Community Action Partnership (CAPS)	110 persons	\$150,000 per year	twice per week	\$450,000	City awarded ARPA funds to CAPS to provide mobile showers and laundry services to unhoused persons until May 2024. The City is requesting an additional \$450,000 to continue these services through the service period at a cost of \$150,000 per year.	
	Services Coordination		City of San Bernardino	110 persons	\$500 per pet	36 months	\$36,667	Grant award from UC Davis Koret Shelter Medicine Program that will be leveraged for the first 12 months of the grant performance period (through 12/31/24) to aid pet owners from the priority encampment area secure veterinary care for their companion animals, including spay and neuter services through a voucher program. The City is requesting an additional \$36,667 in ERF-3-R funding for the remaining 24 months.	
Subtotal - Non-Personnel Costs							\$ 3,275,699.00	\$ 36,613,856.48	
ADMINISTRATIVE COSTS									
	Administrative Costs	Grants Management	City of San Bernardino	\$131,000	0.15 FTE	36 months	\$67,812	Grant reporting, monitoring, compliance, and administrative support (cost includes annual \$19,656 salary @ 0.15FTE plus \$2,948 fringe benefits @20% of salary for grants manager)	
	Administrative Costs	Data Management Software	City of San Bernardino	\$80,000	1	36 months	\$80,000	Software for HMIS Data Collection - Includes Software Support Consultant	
Subtotal - Administrative Costs							\$147,812	\$ -	
							\$4,569,511	\$ 36,613,856.48	

California Department of Transportation



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

January 22, 2024

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

Dear Secretary Egawa:

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

We recognize the importance of this initiative in addressing the challenges posed by the encampments in areas within the City of San Bernardino and our state highway system including near State Route 210 and Interstate 10. The City's project would provide temporary and permanent housing as well as outreach and engagement to the homeless community, demonstrating the City's commitment to the region.

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

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

Sincerely,

A handwritten signature in black ink, appearing to read 'Joe Solis', with a stylized flourish at the end.

JOE SOLIS
Acting Deputy District Director
Maintenance



Alcoholic Recovery Centers
Main Office – 1100 N. "D" Street
San Bernardino, CA 92410
Phone (909) 381-3774
Fax (909) 381-6845
admin@varpinc.org

January 16, 2024

Meghan Marshall
Executive Officer
California Interagency Council on Homelessness
500 Capitol Mall, Suite 1850
Sacramento, CA 95814

Subject: Letter of Support for the Encampment Resolution Funding (ERF) Project in the City of San Bernardino

Dear Ms. Marshall,

VARP, Inc. is pleased to extend its support for the City of San Bernardino's Encampment Resolution Funding (ERF) project, targeting the areas along Waterman Avenue and including East Twin Creek. This letter affirms our understanding and backing of the proposal, recognizing its significance in addressing the immediate needs of some of the City's most vulnerable citizens.

Since 1979, VARP has operated drug and alcohol rehabilitation facilities in San Bernardino, including Gibson House for Men, Gibson House for Women, The Stephen P. Levine Center for Recovery, and more. Our mission is to transform and revitalize our community, by empowering individuals to change their lives. Hundreds of individuals enter our programs each year, referred through our longstanding partnerships with San Bernardino County, Riverside County, GEO (the state agency that refers parolees to post-release services), and others. We see a partnership with the City of San Bernardino on this project as an excellent way to advance our mission and contribute to the community.

We currently have the capacity to house and treat 200 individuals. In addition to safe, clean, and comfortable housing, we have an industrial kitchen capable of serving 3 healthy and tasty meals per day to our population of 200, along with snacks. We also have sufficient laundry facilities, and ample workout areas and exercise equipment. While we offer different programs, most of our consumers receive room, board, bedding, laundry facilities, and access to medical treatment. Many of our consumers come from the street, so we are experienced in meeting the specific needs of this challenging population.

Our support for the City of San Bernardino's project includes the following commitments (which will be more specifically defined in a formal agreement between our organizations):

1. VARP will allocate 12 male beds and 6 female beds to this project, enabling us to serve at least 30 males and 12 females per year with interim housing and associated services.

2. In addition to basic services including room, board, bedding, and laundry, VARP will provide additional services specifically required by this population and project, utilizing our pre-existing infrastructure, staff, and programs. These services will include medical screening, inpatient and outpatient medical services, psychological therapy, and employment development.

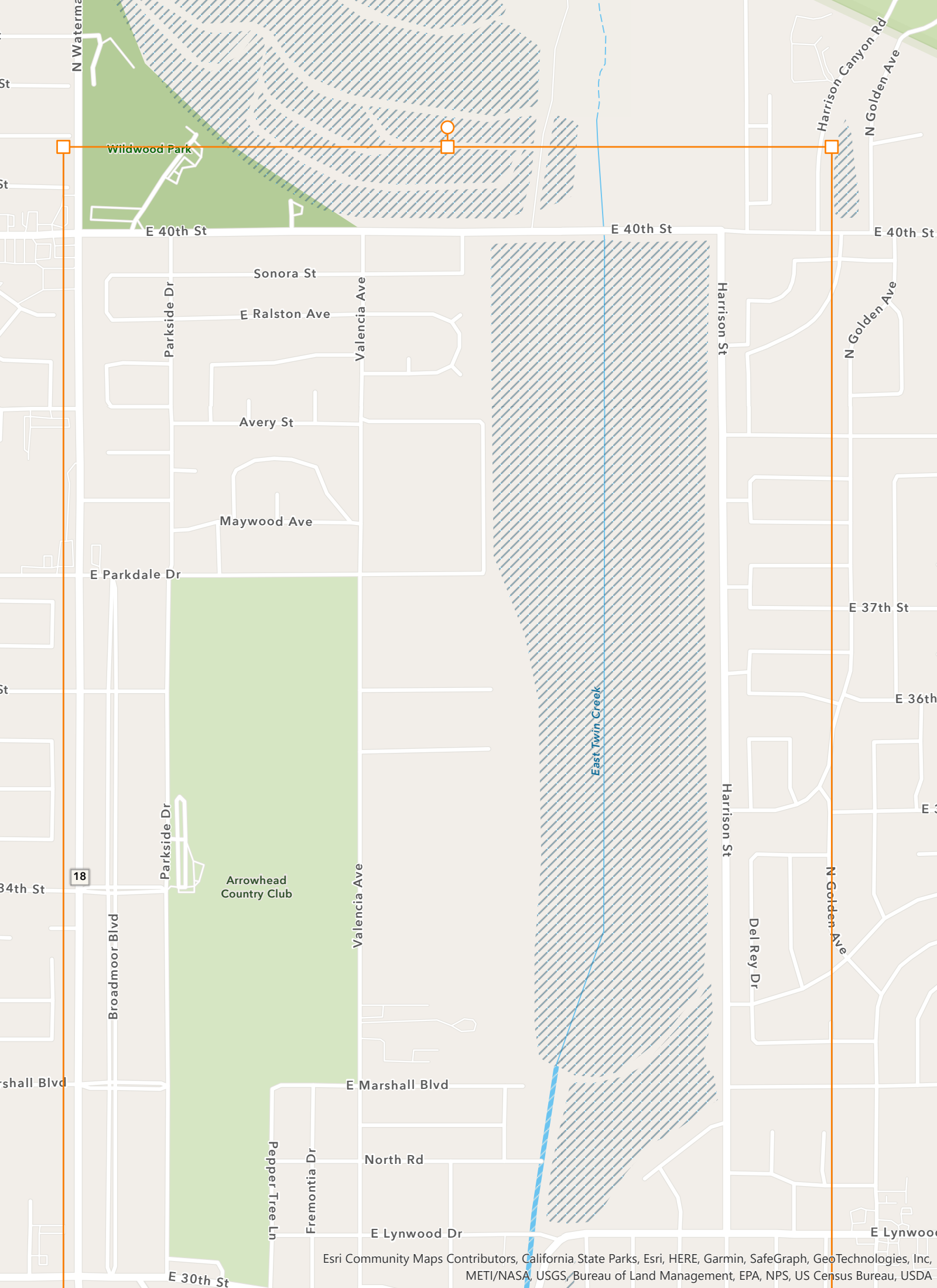
3. VARP will also offer permanent housing placement services, again utilizing our pre-existing infrastructure, staff, and programs. VARP's policy is to never release an individual from our care without a safe and appropriate place for them to live. As such, a vital part of our service to individuals is to work with them on what their living arrangements will be after they leave. We offer long-term housing at a reasonable cost on site, and we have an extensive network of housing options throughout the Inland Empire.

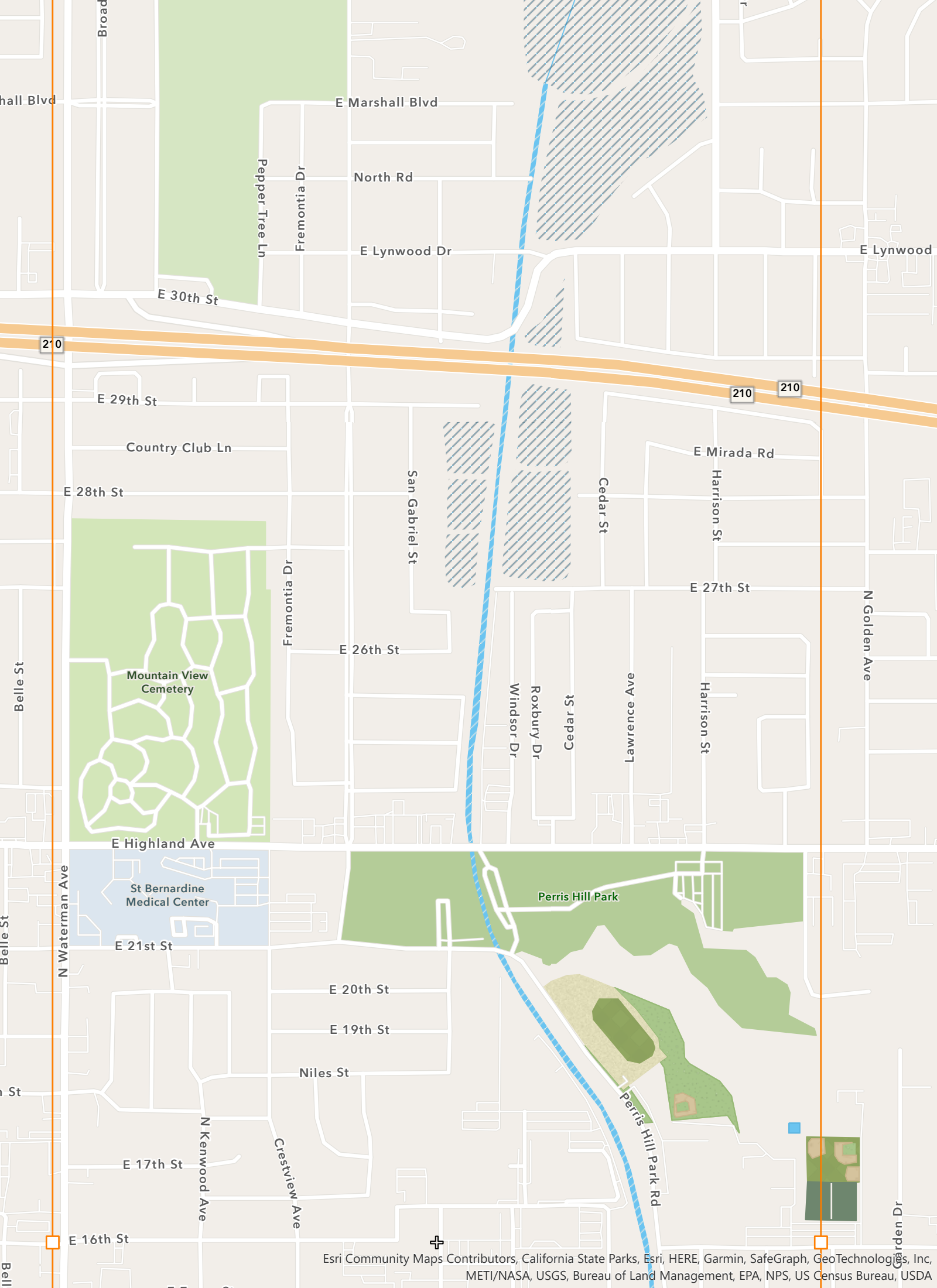
This is a vital project for San Bernardino. We are both committed and eager to partner with the City of San Bernardino in this undertaking, and believe it will significantly improve the quality of life for many of our most disadvantaged residents. With our decades of experience, our capacity, and our expertise, we are ideally equipped to contribute to this noteworthy effort.

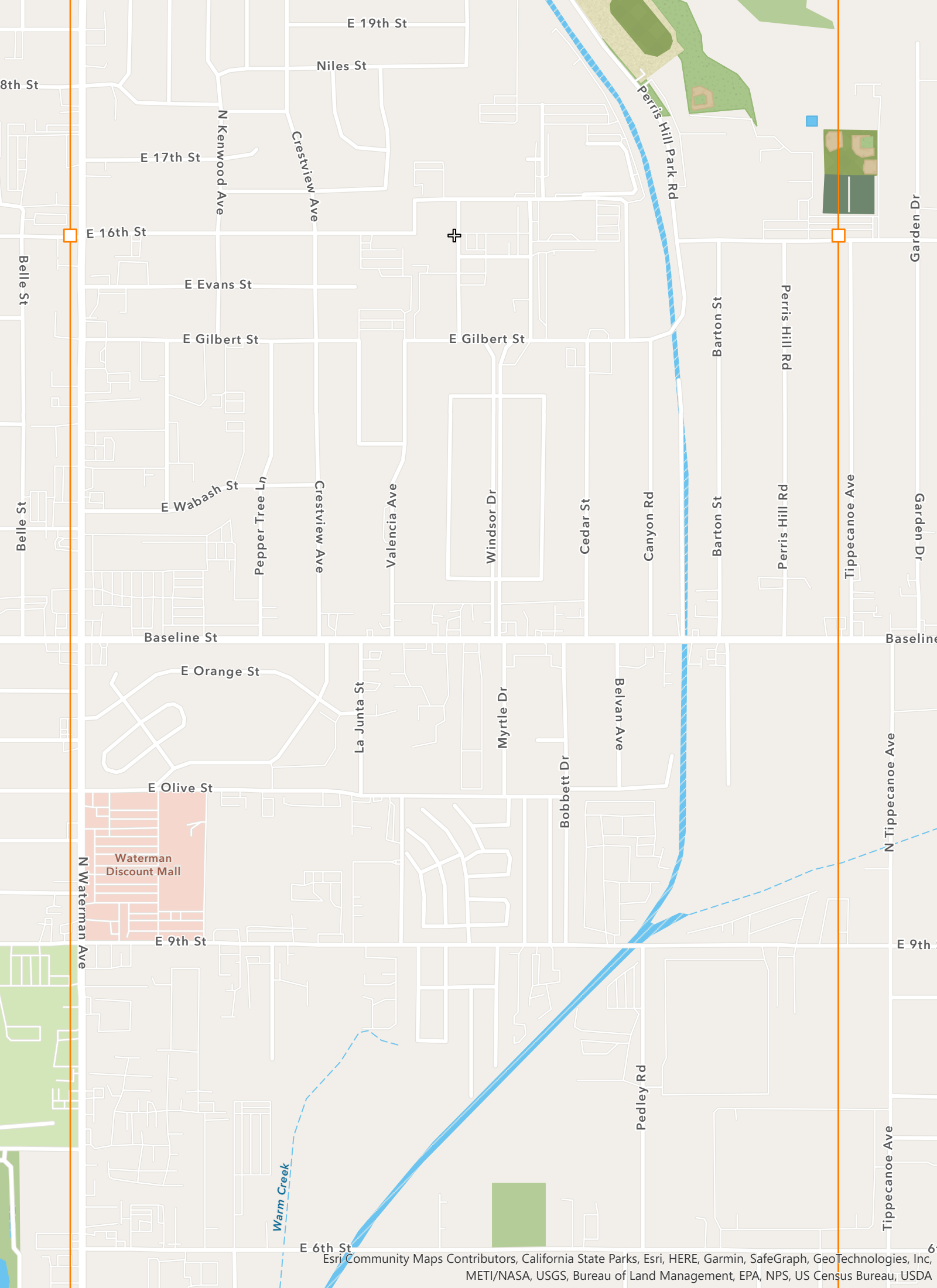
Sincerely,

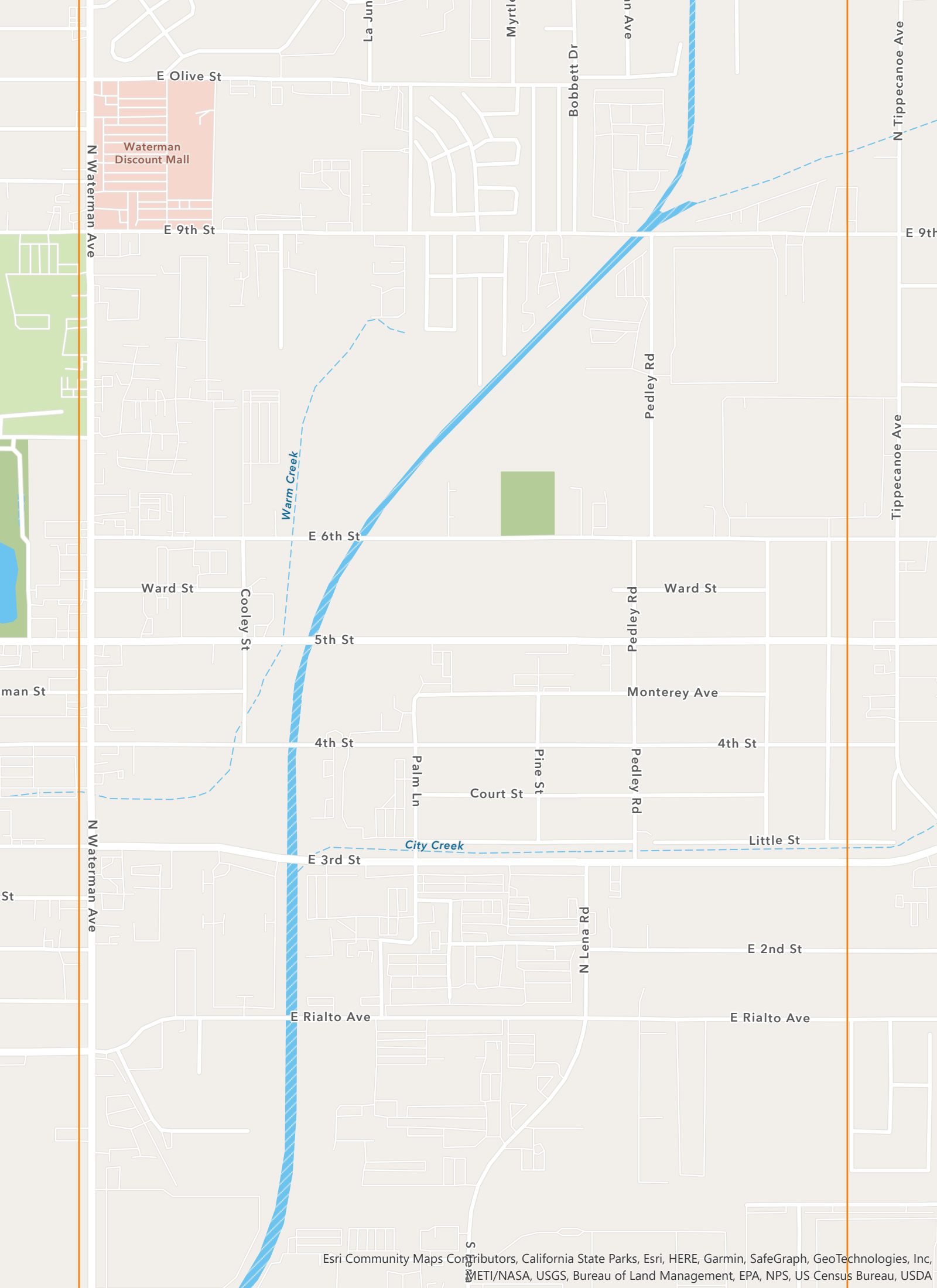


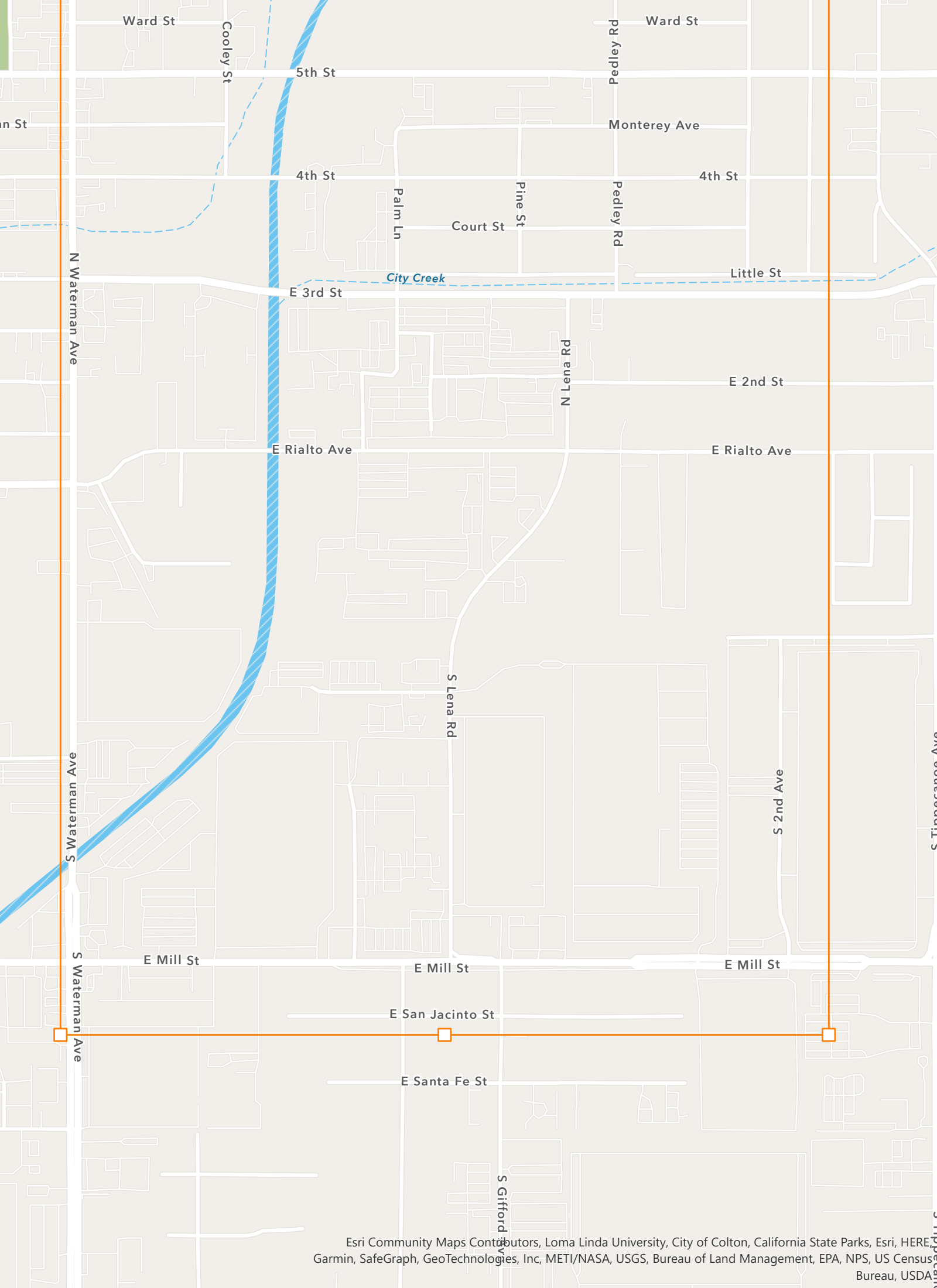
Shelly Mattazaro
Executive Director
VARP, Inc.













California Department of Housing and Community Development

ERF Budget Change Request Form

**This budget change request was submitted
on 1/15/2025 1:33 AM**

Introduction

Please select from the list of jurisdictions

San Bernardino

The selected jurisdiction is associated with the following ERF award(s). Select the award(s) for which you are submitting this budget change request:

ERF-3R award in the amount of \$4,569,511.00

Yes

Please confirm the selections are accurate before proceeding in this form.

ERF-3R Budget Change Request

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 is the date this form is submitted, however, in unique circumstances HPD Homelessness Grants will consider approving retroactive effective dates.

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

1/14/2025

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 requesting an expedited review to ensure timely implementation of the proposed budget changes and avoid disruptions in service delivery. This is critical to meeting the City's 50% expenditure requirement by June 2025 and to address immediate service gaps within the Encampment Resolution Fund (ERF) project. Expedited approval will allow the City to realign resources efficiently and maximize program outcomes while maintaining compliance with grant requirements.

Provide a proposed budget below.

ERF Standardized Budget_City of San Bernardino_01.24.xlsx

New Proposed Budget for ERF-3R funds by Eligible Use Category

Rapid Rehousing

Rapid rehousing, including housing identification services, rental subsidies, security deposits, incentives to landlords, and holding fees for eligible persons, housing search assistance, case management and facilitate access to other community-based services.

New Proposed Budget
\$792,432.00

Previously Approved Budget
\$792,432.00

Operating Subsidies

Operating subsidies in new and existing affordable or supportive housing units, emergency shelters, and navigation centers. Operating subsidies may include operating reserves.

New Proposed Budget
\$0.00

Previously Approved Budget
\$0.00

Street Outreach

Street outreach to assist eligible persons to access crisis services, interim housing options, and permanent housing and services.

New Proposed Budget
\$879,000.00

Previously Approved Budget
\$756,000.00

Services Coordination

Services coordination, which may include access to workforce, education, and training programs, or other services needed to improve and promote housing stability for eligible persons, as well as direct case management services being provided to persons.

New Proposed Budget
\$876,667.00

Previously Approved Budget
\$876,667.00

Systems Support

Systems support for activities that improve, strengthen, augment, complement, and/or are necessary to create regional partnerships and a homeless services and housing delivery system that resolves persons' experiences of unsheltered homelessness.

Delivery of Permanent Housing

Delivery of permanent housing and innovative housing solutions, such as unit conversions that are well suited for eligible persons.

Prevention and Shelter Diversion

Prevention and shelter diversion to permanent housing, including flexible forms of financial assistance, problem solving assistance, and other services to prevent people that have been placed into permanent housing from losing their housing and falling back into unsheltered homelessness. This category is only available

Interim Sheltering

Interim sheltering, limited to newly developed clinically enhanced congregate shelters, new or existing noncongregate shelters, and operations of existing navigation centers and shelters based on demonstrated need that are well suited for eligible persons.

to serve people who were formerly residing in the prioritized ERF encampment site.

New Proposed Budget \$181,982.34	New Proposed Budget \$600,000.00	New Proposed Budget \$100,000.00	New Proposed Budget \$991,617.66
Previously Approved Budget \$140,000.00	Previously Approved Budget \$600,000.00	Previously Approved Budget \$100,000.00	Previously Approved Budget \$1,156,600.00

Improvements to Existing Emergency Shelters

Improvements to existing emergency shelters to lower barriers, increase privacy, better address the needs of eligible persons, and improve outcomes and exits to permanent housing.

New Proposed Budget
\$0.00

Previously Approved Budget
\$0.00

Administrative Costs

Up to 5% of grant funds may be applied to administrative costs. Administrative costs incurred by the city, county, continuum of care, to administer its program allocation.

New Proposed Budget
\$147,812.00

Previously Approved Budget
\$147,812.00

Budget Change Request Total

Total New Proposed Budget
4,569,511.00

Total Previous Budget
4,569,511.00

Reason for the Request and Resulting Change

What prompted the need for this change?

The City of San Bernardino proposes reallocating \$385,000 of Encampment Resolution Fund (ERF) resources to address critical service gaps and avoid service duplication. This adjustment is driven by recent program developments, operational needs, and legal resolutions, including the Motel Voucher Program launch on July 8, 2024, after delays caused by Tyson v. San Bernardino.

Key Drivers for the Change:

- Legal Resolution: Delays from litigation with the ACLU impacted initial program implementation, reducing spending efficiency.
- Alternative Funding Sources: Despite the launch, only 7.8% of the allocated Motel Voucher Program budget has been spent due to earlier delays. Motel Voucher Program expenses are fully covered by other grants (ARPA, CDBG-CV, and PLHA).
- Efficiency Goals: The reallocation ensures ERF funds address unmet needs and optimize the program's overall impact.
- Ensuring Compliance: Reallocation supports the City's mandate to meet the 50% expenditure requirement by June 30, 2025, maintaining compliance with ERF guidelines.
- Strategic Reallocation Opportunity: The overlap between ERF funding and the Motel Voucher Program creates a potential for duplicative efforts. Reallocating these funds allows the City to address critical service gaps, such as enhanced outreach, transportation, and supportive services, while ensuring compliance with expenditure deadlines and optimizing resource efficiency.

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

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

If this budget change request is approved, the following adjustments will occur at the program level:

Eliminated

The \$385,000 previously allocated to motel-based interim shelter under the Encampment Resolution Fund (ERF) will be removed entirely. This funding is no longer necessary as the City's Motel Voucher Program is now operational and supported by alternative funding sources, including ARPA, CDBG-CV, and PLHA.

Reduced

The Interim Sheltering category of the ERF allocation will be reduced by \$385,000, reflecting the removal of duplicative services covered by the Motel Voucher Program.

Augmented

Personnel:

Addition of a part-time Outreach Specialist position with a budget increase of \$120,000.

Budget increase of \$3,000 for a full-time Outreach Specialist, bringing total personnel budget increases to \$123,000. These changes enhance staffing resources to improve outreach and service delivery.

Transportation:

Expansion to include SUV leasing through Enterprise, with transportation costs increasing by \$41,982.34 beyond the initial budget, totaling \$181,982.34. This addition supports improved mobility for program operations.

Supportive Housing Services (VARP, Inc.):

Increase from \$771,600 to \$991,617.66 for the Gibson House, reflecting higher operational costs due to inflation, enhanced standards, and expanded services, such as meals, psychological and substance use support, medical access, and housing placement connections.

Administrative Costs:

Administrative cost reduction of \$67,812 from grants management to \$33,906, and reallocating \$33,906 funds to essential administrative support for grant-funded personnel, including supplies, equipment, and furniture.

These programmatic adjustments enable the City to:

Address previously underfunded service areas.

Avoid duplication of services.

Ensure efficient allocation of resources to maximize program impact and maintain compliance with funding requirements.

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

Personnel

- Part-Time Outreach Specialist:
 - o A new part-time position will be added to enhance outreach efforts, contributing to a budget increase of \$120,000.
- Full-Time Outreach Specialist:
 - o An existing position will receive a budget increase of \$3,000 to account for updated salary or resource requirements.
 - o Total personnel budget increase: \$123,000.

Transportation

- SUV Leasing:
 - o Expansion of transportation capacity through Enterprise leasing, essential for operational needs such as client transport and outreach.
 - o Budget increase: \$41,982.34, with total transportation costs rising to \$181,982.34 (from the initial allocation of \$140,000).

Supportive Housing Services

- VARP, Inc. (Gibson House):
 - o Budget increase from \$771,600 to \$991,617.66 to cover rising costs of interim housing services for 42 individuals.
 - o Enhanced services include:
 - ☐ Meals.
 - ☐ Psychological health and substance use support.
 - ☐ Medical access.
 - ☐ Housing placement connections.
 - o Monthly service costs will increase from \$2,572 to \$3,200, reflecting inflation, higher operational standards, and service delivery needs.

Administrative Support

- Grant Administrative Costs:
 - o Reduction by 50%, reallocating funds to essential administrative expenses for Housing and Homelessness personnel, including:
 - ☐ Office supplies (pens, paper, printers, filing cabinets).
 - ☐ Equipment (computers, phones, tablets).
 - ☐ Furniture (desks, chairs).
 - o Adjusted administrative budget: \$33,906 (down from \$67,812 over 36 months).

Key Impact of These Changes

These adjustments allow the City to:

1. Enhance Outreach Capacity: Strengthen efforts to engage and assist unhoused individuals through additional staffing.
2. Support Mobility: Ensure adequate transportation for program operations and client services.
3. Maintain Service Quality: Address increased costs of supportive housing to ensure comprehensive care and stable interim housing solutions.
4. Streamline Administration: Reallocate excess administrative funds to prioritize direct service delivery.

This budget augmentation reflects a strategic response to evolving needs while maximizing program impact and fiscal efficiency.

Certify and Submit

Please provide any additional comments

We certify that the proposed budget changes align with the City of San Bernardino's commitment to providing comprehensive, efficient, and legally compliant homelessness solutions. The reallocation of funds reflects a strategic approach to addressing service gaps, avoiding duplication of efforts, and ensuring optimal use of available resources to meet program objectives and grant requirements. Thank you for your consideration of this request.

Title

Acting Homeless Solutions Manager

Name

Eddie Flores

Phone

(909) 384-7272

Email

Flores_Edelberto@sbcity.org

San Bernardino certifies that all information included in this form is true and accurate to the best of their knowledge.

Yes



California Department of Housing and Community Development

ERF Budget Change Request Form

**This budget change request was submitted
on 6/28/2025 1:42 AM**

Introduction

Please select the ERF Round for which you are submitting this budget change request:
ERF-3R

ERF-3R Budget Change Request

Select the ERF-3R Funded Encampment
City of San Bernardino — Waterman Ave

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 is the date this form is submitted, however, in unique circumstances HPD Homelessness Grants will consider approving retroactive effective dates.

What date are you requesting that the revised budget be effective?
6/23/2025

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

HCD formally approved the use of an escrow account for ERF-3-R funds on January 13, 2025. Following this approval, the City of San Bernardino undertook necessary administrative steps to ensure the escrow structure was implemented in alignment with fiscal control requirements, legal review, and grant compliance protocols. Although the Professional Services Agreement with Eastland Escrows, Inc. was not executed until June, the escrow account was a critical component of the City's ERF-3-R Implementation Plan. A retroactive effective date is requested to acknowledge the preparatory work conducted during this period and to support the City's efforts to meet the 50% expenditure requirement within the grant's performance timeline.

Are you requesting an expedited review?
Yes

Please explain why.

The City of San Bernardino respectfully requests an expedited review and approval of a new line item in the ERF-3-R budget for Escrow Account Services in the amount of \$3,000. This request supports the establishment of a professional escrow account management structure through Eastland Escrows, Inc., which is necessary to facilitate the disbursement of ERF-3-R funds in accordance with the program's

financial management protocols. Approval of this line item will ensure compliance with audit and fiscal accountability requirements and enable the City to meet ERF-3-R expenditure timelines.

Provide a proposed budget below.

ERF Standardized Budget_City of San Bernardino.xlsx

New Proposed Budget for ERF-3R funds by Eligible Use Category

Rapid Rehousing	Operating Subsidies	Street Outreach	Services Coordination
<i>Rapid rehousing, including housing identification services, rental subsidies, security deposits, incentives to landlords, and holding fees for eligible persons, housing search assistance, case management and facilitate access to other community-based services.</i>	<i>Operating subsidies in new and existing affordable or supportive housing units, emergency shelters, and navigation centers. Operating subsidies may include operating reserves.</i>	<i>Street outreach to assist eligible persons to access crisis services, interim housing options, and permanent housing and services.</i>	<i>Services coordination, which may include access to workforce, education, and training programs, or other services needed to improve and promote housing stability for eligible persons, as well as direct case management services being provided to persons.</i>
New Proposed Budget \$792,432.00	New Proposed Budget \$0.00	New Proposed Budget \$879,000.00	New Proposed Budget \$858,000.00
Previously Approved Budget \$792,432.00	Previously Approved Budget \$0.00	Previously Approved Budget \$879,000.00	Previously Approved Budget \$876,667.00

Systems Support	Delivery of Permanent Housing	Prevention and Shelter Diversion	Interim Sheltering
<i>Systems support for activities that improve, strengthen, augment, complement, and/or are necessary to create regional partnerships and a homeless services and housing delivery system that resolves persons' experiences of unsheltered homelessness.</i>	<i>Delivery of permanent housing and innovative housing solutions, such as unit conversions that are well suited for eligible persons.</i>	<i>Prevention and shelter diversion to permanent housing, including flexible forms of financial assistance, problem solving assistance, and other services to prevent people that have been placed into permanent housing from losing their housing and falling back into unsheltered</i>	<i>Interim sheltering, limited to newly developed clinically enhanced congregate shelters, new or existing noncongregate shelters, and operations of existing navigation centers and shelters based on demonstrated need that are well suited for eligible persons.</i>

homelessness. This category is only available to serve people who were formerly residing in the prioritized ERF encampment site.

New Proposed Budget \$181,982.34	New Proposed Budget \$600,000.00	New Proposed Budget \$100,000.00	New Proposed Budget \$991,617.66
Previously Approved Budget \$181,982.34	Previously Approved Budget \$600,000.00	Previously Approved Budget \$100,000.00	Previously Approved Budget \$991,617.66

Improvements to Existing Emergency Shelters

Improvements to existing emergency shelters to lower barriers, increase privacy, better address the needs of eligible persons, and improve outcomes and exits to permanent housing.

New Proposed Budget
\$0.00

Previously Approved Budget
\$0.00

Administrative Costs

Up to 5% of grant funds may be applied to administrative costs. Administrative costs incurred by the city, county, continuum of care, to administer its program allocation.

New Proposed Budget
\$166,479.00

Previously Approved Budget
\$147,812.00

Budget Change Request Total

Total New Proposed Budget
4,569,511.00

Total Previous Budget
4,569,511.00

Reason for the Request and Resulting Change

What prompted the need for this change?

The budget modification was prompted by two key operational developments that created both cost savings opportunities and enhanced service delivery needs:

Cost Savings Opportunity: The City established a strategic partnership with animal control services to provide veterinary care at significantly reduced rates for pet owners in priority encampment areas. This

partnership allows the City to deliver the same quality veterinary services, including spay/neuter and general care, at substantially lower costs than originally projected.

Enhanced Operational Structure: The City also implemented professional escrow account management services through Eastland Escrows, Inc. (\$3,000) to ensure secure and compliant handling of ERF-3-R grant fund disbursements, including wire transfer processing and detailed transaction reporting, which strengthens fiscal accountability and grant compliance.

Critical Operational Needs: Concurrently, the City's ERF team identified essential operational gaps that were limiting the effectiveness of street outreach and encampment resolution activities. Specifically, the team needed critical safety equipment (naloxone for overdose prevention), professional identification materials (uniforms for worker safety and community trust-building), and specialized outreach supplies to improve housing navigation and service coordination efforts. These items are directly aligned with ERF's eligible Direct Services and Housing Options and Capacity Building categories.

Fiscal Responsibility: Rather than requesting additional funding, the City is leveraging the veterinary program savings to address these operational needs while maintaining professional escrow services, keeping the same total ERF-3-R allocation of \$36,667 while optimizing resource allocation to enhance overall program effectiveness, fiscal accountability, and worker safety during encampment resolution activities.

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

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

As part of the City of San Bernardino's ongoing performance-based budget realignment under the Encampment Resolution Fund Round 3 (ERF-3-R), a strategic reallocation of resources is proposed. These adjustments are informed by real-time program implementation monitoring, demand analysis, and a commitment to operational efficiency, ensuring alignment with evolving service needs and maximizing program impact.

Strategically Reduced Services

Veterinary Care Program

The original target population for veterinary support services has been revised from 110 to 60 individuals based on actual service demand and a cost-benefit assessment. Leveraging enhanced coordination with the City's Animal Control Division, the program is now able to provide equivalent spay/neuter and general veterinary care services at a reduced per-unit cost of \$250 per pet, down from the original \$500 allocation.

Mission-Critical Augmented Services

Enhanced Direct Services and Outreach Support (\$12,000 Augmentation)

- **Overdose Prevention and Emergency Response**

Funding has been allocated for the procurement of naloxone (Narcan) to equip outreach teams responding to the growing incidence of overdoses within the encampment population. This supports life-saving, field-based interventions in collaboration with the City's quality-of-life police unit, ensuring immediate response capabilities consistent with public health and safety goals.

- **Field Safety and Community Trust Measures**

Investment in professional uniforms and identification credentials for ERF outreach personnel will improve visibility, support staff safety, and enhance community trust. These materials help distinguish outreach workers from law enforcement during joint operations, improving engagement outcomes and reinforcing a trauma-informed service delivery approach.

- **Digital Outreach and Engagement Toolkit**

In partnership with the City's Information Technology Department, essential outreach tools—including client intake forms, referral templates, service directories, and documentation protocols—will be digitized and deployed via City-issued iPads. This transition to mobile-enabled field technology allows for real-time data entry, seamless referrals, and improved coordination, significantly enhancing service delivery efficiency and record accuracy while reducing administrative burden.

Enhanced Financial Oversight

Professional Escrow Account Management (\$3,000 Augmentation)

Addition of Eastland Escrows, Inc. services (\$3,000) establishes industry-standard financial controls for ERF fund disbursements, ensuring full compliance with state audit requirements and demonstrating fiscal stewardship of public resources through professional-grade transaction processing and reporting.

Strategic Impact Justification

This budget modification strategically shifts program focus from a single-service support model to a multi-faceted encampment resolution infrastructure that integrates outreach, public safety, and essential health interventions. The enhanced coordination between the ERF outreach team and the City's specialized police unit ensures a balanced approach that prioritizes service delivery over enforcement, in line with the Housing First model. These enhancements directly support ERF-3-R's core objectives—namely, the safe and effective transition of individuals from encampments into permanent, stable housing—while upholding program compliance, staff safety, and measurable performance outcomes.

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

Escrow Account Management Services (\$3,000 Addition): Addition of professional escrow account management through Eastland Escrows, Inc. establishes industry-standard financial controls for ERF fund disbursements. This new service component includes initial account establishment (\$550 setup fee), wire transfer processing (\$25 per transaction), and detailed transaction reporting with monthly/quarterly invoicing based on actual transaction volume. The professional financial management ensures full compliance with state audit requirements while demonstrating fiscal stewardship of public resources.

Enhanced City Administration Operations (\$18,667 Augmentation):

Crisis Intervention and Emergency Response Capacity City administrative procurement of naloxone (Narcan) establishes immediate life-saving intervention capability for ERF outreach teams operating in high-risk encampment environments. This administrative enhancement directly addresses the documented overdose crisis within unsheltered populations, transforming routine outreach visits into potential emergency interventions. The collaboration with the City's quality-of-life police unit creates a coordinated emergency response system that prioritizes health intervention over enforcement, ensuring comprehensive crisis management during encampment engagement activities.

Professional Field Operations Infrastructure City administrative implementation of professional uniforms and identification credentials for ERF outreach personnel represents a significant enhancement to field safety and community engagement protocols. This administrative addition addresses documented barriers to effective encampment engagement by clearly distinguishing service providers from law enforcement during joint operations, substantially improving cooperation rates from encampment residents. The professional identification system builds essential community trust while protecting ERF staff safety during collaborative field operations with law enforcement.

Digital Technology Integration and Mobile Service Delivery In partnership with the City's Information Technology Department, City administration adds a comprehensive digital outreach toolkit deployed via City-issued iPads. This administrative technological enhancement includes digitized client intake forms, referral templates, service directories, and documentation protocols that enable real-time data entry, seamless referrals, and improved coordination. This mobile-enabled field technology significantly enhances service delivery efficiency, improves record accuracy, reduces administrative burden, and supports immediate HMIS compliance requirements.

Integrated Program Enhancement Impact: These augmentations collectively transform the program from a single-service support model to a comprehensive, technology-enabled encampment resolution infrastructure that integrates professional financial oversight with enhanced City administrative capacity for outreach, public safety, emergency health intervention, and compliance management. The enhanced coordination between ERF teams and specialized law enforcement, supported by robust financial controls and strengthened City administrative operations, ensures a balanced approach prioritizing service delivery over enforcement while maintaining fiscal accountability, directly supporting ERF-3-R's core objectives of safe and effective transition of individuals from encampments to permanent, stable housing.

Certify and Submit

Please provide any additional comments

Title

Management Analyst II

Name

Eddie Flores

Phone

(909) 384-7272

Email

Flores_Edelberto@Sbcity.org

certifies that all information included in this form is true and accurate to the best of their knowledge.

Yes

		ELIGIBLE USE CATEGORY	~5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL			ERF-3-R PROPOSED BUDGET	LEVERAGED FISCAL SUPPORT	~2 SENTENCE DESCRIPTION		
Guidance and Intended Use	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 future changes to this budget must be authorized through the change request process.	Use dropdowns. See NOFA, III. A.	Enables Cal ICH to immediately understand the line item.	Enables Cal ICH to associate the line item with specific entities or parts of a proposal.					Only ERF-3-R Funds	Non ERF-3-R Funds That WILL be Used to Support this Proposal	Enables Cal ICH to better understand the line item, context, and / or other pertinent information related to the proposed line item.
PERSONNEL COSTS					SALARY	FTE	MONTHS				
Total 4.5 staff positions (Including Outreach Specialist Part-Time)		Street Outreach	Outreach Engagement Officer	City of San Bernardino	\$75,000	3.00	36	\$675,000.00	Conduct outreach, build rapport, collaborate with community partners and facilitate linkage to integrative services and resources, provide transportation, and lead the advancement of client housing plans. The Outreach Specialist (Part-Time) is scheduled to work a total of 960 hours annually. This position will require flexible scheduling to accommodate outreach activities, community events, and client needs, including evenings and weekends when necessary. Program Management, Oversight of Homeless Outreach Team, Coordination of the Multi-disciplinary Team, Inter-agency coordination and program implementation Fringe Benefits		
		Street Outreach	Outreach Engagement Officer	City of San Bernardino	\$40,000	0.50	36	\$120,000.00			
		Services Coordination	Homeless Outreach Coordinator	City of San Bernardino	\$104,000	1.00	36	\$312,000.00			
		Street Outreach	Engagement Officer Fringe Benefits 20%	City of San Bernardino	\$28,000			\$84,000.00			
		Services Coordination	Homeless Outreach Coordinator Fringe Benefits 20%	City of San Bernardino	\$26,000			\$78,000.00			
Subtotal - Personnel Costs								\$1,269,000.00	\$	-	
NON-PERSONNEL COSTS					UNIT	RATE	TIME				
		Interim Sheltering	Supportive interim housing	VARP, Inc (Gibson House)	42 persons	\$3,200 per month	6 months	\$991,617.66	12 male beds and 6 female beds (has capacity to serve at least 30 males and 12 females (42 persons) per year) includes meals, psychological health supportive services, substance use treatment, access to medical treatment, and connection to permanent housing placements Rapid rehousing subcontractor competitively procured to place 60 clients into permanent housing via room and board and private landlord connections. Includes case management, housing navigation, linkage of clients to supportive services, and timely payments to landlords for rental subsidies.		
		Delivery of Permanent Housing	Rapid Rehousing	Procured subcontractor	1 contract	\$200,000 per year	36 months	\$600,000.00			
		Rapid Rehousing	Rental assistance subsidy	Procured subcontractor	54 one-bedroom housing units	\$1,611 per month	6 months	\$608,958.00			
		Rapid Rehousing	Rental assistance subsidy	Procured subcontractor	6 two-bedroom housing units	\$2,010 per month	6 months	\$84,420.00			
		Rapid Rehousing	Landlord incentive	Procured subcontractor	60 placements	54 units @ \$1,611, and 6 units @ \$2,010	one-time	\$99,054.00			
		Prevention and Diversion	Prevention client from returning to encampment	VARP, Inc (Gibson House)	60 persons	\$3,333 per person	6 months	\$100,000.00	For early intervention and alternative housing solutions to support at-risk individuals and prevent the re-entry into homelessness Purchase of two SUVs fitted with an orange emergency light bar and a radio communication system for emergency situations City awarded ARPA funds to CAPS to provide mobile showers and laundry services to unhoused persons until May 2024. The City is requesting an additional \$450,000 to continue these services through the service period at a cost of \$150,000 per year. The City has established a partnership with animal control services to provide veterinary care at significantly reduced rates, which allows for more cost-effective service delivery. Due to these negotiated low-cost rates, the City is able to serve the target population more efficiently and is therefore requesting a reduced allocation of \$15,000 in ERF-3-R funding for the remaining 24 months to serve 60 persons. Professional escrow account management services to securely handle ERF-3-R grant fund disbursements. Includes initial account establishment (\$550 setup fee), wire transfer processing (\$25 per transaction), and detailed transaction reporting. All payments made exclusively from ERF-3-R grant funds with monthly/quarterly invoicing based on actual wire transfer volume.		
		Systems Support	SUVs for transportation	City of San Bernardino	2		one-time purchase	\$181,982.34			
		Services Coordination	Mobile showers and Laundry services	Community Action Partnership (CAPS)	110 persons	\$150,000 per year	twice per week	\$450,000.00			
		Services Coordination		City of San Bernardino	60 persons	\$250 per pet	36 months	\$15,000.00			
		Services Coordination	Escrow Account Services	Eastland Escrows, Inc.	4 Contracts	Setup: \$550 one-time; \$25 per wire transfer	36 months	\$3,000.00			
Subtotal - Non-Personnel Costs								\$3,134,032.00	\$	-	
ADMINISTRATIVE COSTS											
		Administrative Costs	Grants Management	City of San Bernardino		0.15 FTE	36 months	\$33,906.00	Grant reporting, monitoring, compliance, and administrative support (cost includes annual \$9,828 salary @ 0.15FTE plus \$1,965.67 fringe benefits @20% of salary for grants manager)		
		Administrative Costs	Data Management Software	City of San Bernardino	\$80,000	1	36 months	\$80,000.00			Software for HMIS Data Collection - Includes Software Support Consultant

				\$52,573.00		Admin allocation (\$33,906) for H&H admin needs incl. supplies (pens, paper, ink), equipment (printers, iPads), and furniture (desks, chairs, filing cabinets); plus \$18,667 for Narcan, field uniforms/ID, iPads for mobile data entry, clipboards, intake forms, housing guides, and training materials to support outreach and ERF operations.
Subtotal - Administrative Costs	Administrative Costs	City Administrative Cost	City of San Bernardino	\$166,479.00	\$	-
				\$4,569,511.00	\$	-