

ATTACHMENT A



Homelessness Solutions and Housing Planning Department

Presented by:

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and Edward Amaya, Homelessness Solutions Coordinator

The City of Victorville's Mission and Values



Mission

To serve the community of Victorville through commitment, engagement, and transparency, while providing the highest quality public services to residents and businesses.

Values

- Integrity
- Excellent Customer Service
- Accountability
- Transparency

Overview

1 Background

2 Current Operations

3 Operational Sustainability

4 Dual vs. Single Operator

5 Wellness Center Phase 2

6 Recommendations

7 Q & A

8 Conclusion

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The Background

Introduction



Local Level

Beginning 2017, the City of Victorville began seeing a large increase in homelessness and has recently been the City with the second highest homeless count in the County.

National Level

Between 2015 and 2020, the unsheltered population surged by 30 percent. The number of people experiencing homelessness on a single night in 2024 was the highest ever recorded.



State Level

California has 35.5% of the Nations Homeless Population and 45% of the Nations Unsheltered Population



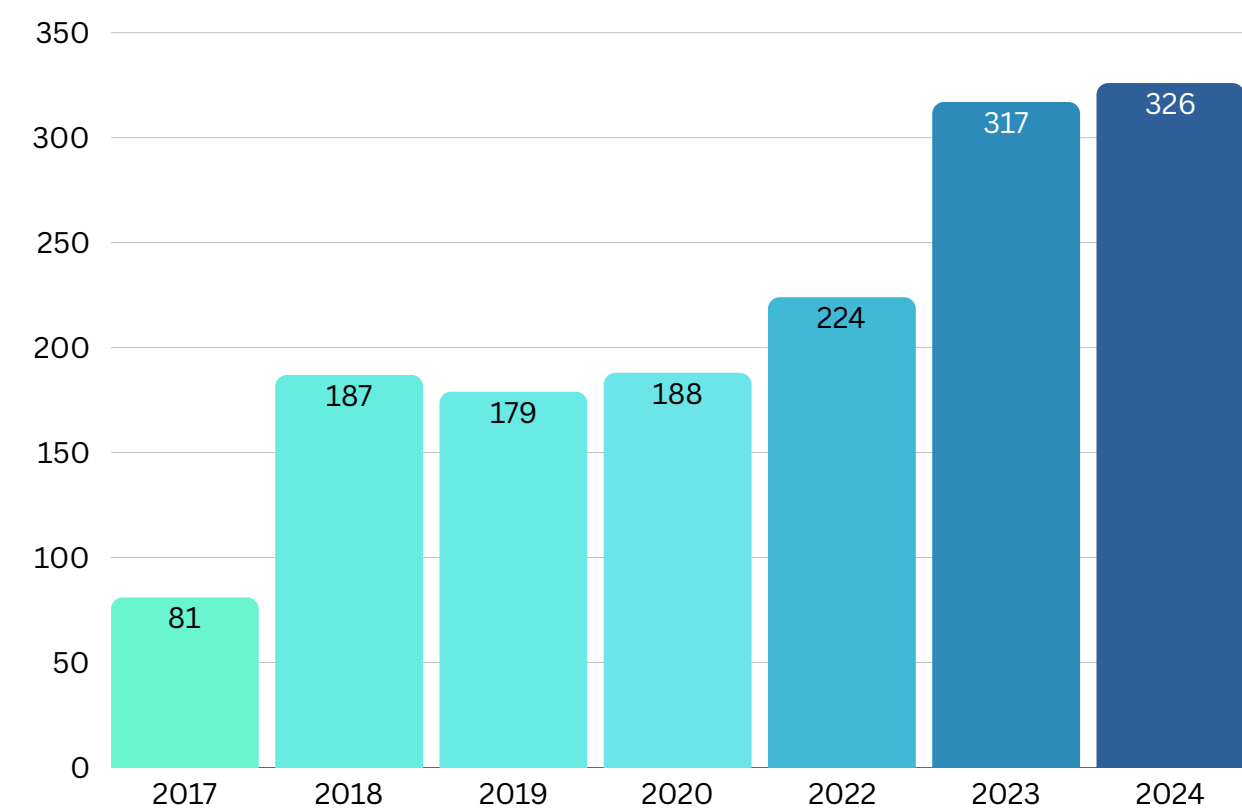
County Level

Homelessness has been on the rise since 2017, with a 128% increase. Approx. 74% of the homeless population were counted within the seven cities.

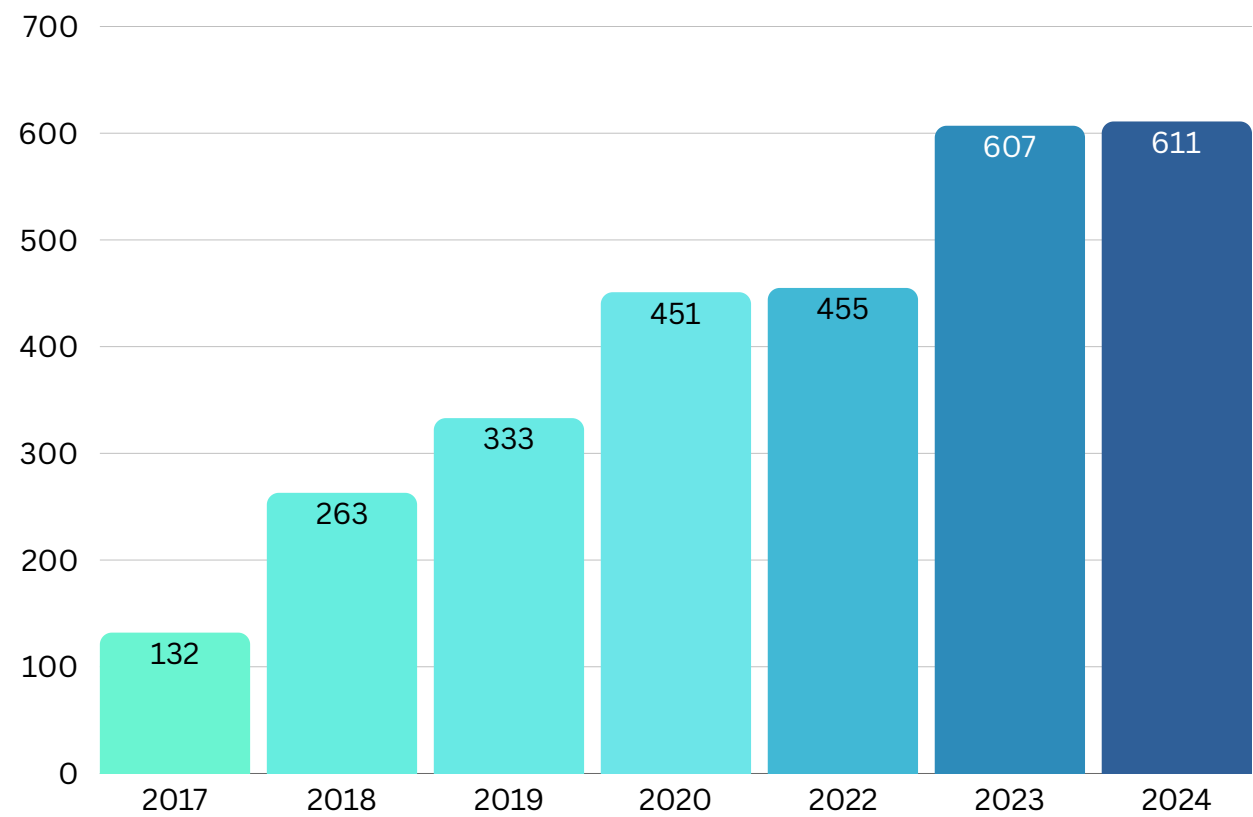


City of Victorville

Point in Time Count



← Unsheltered

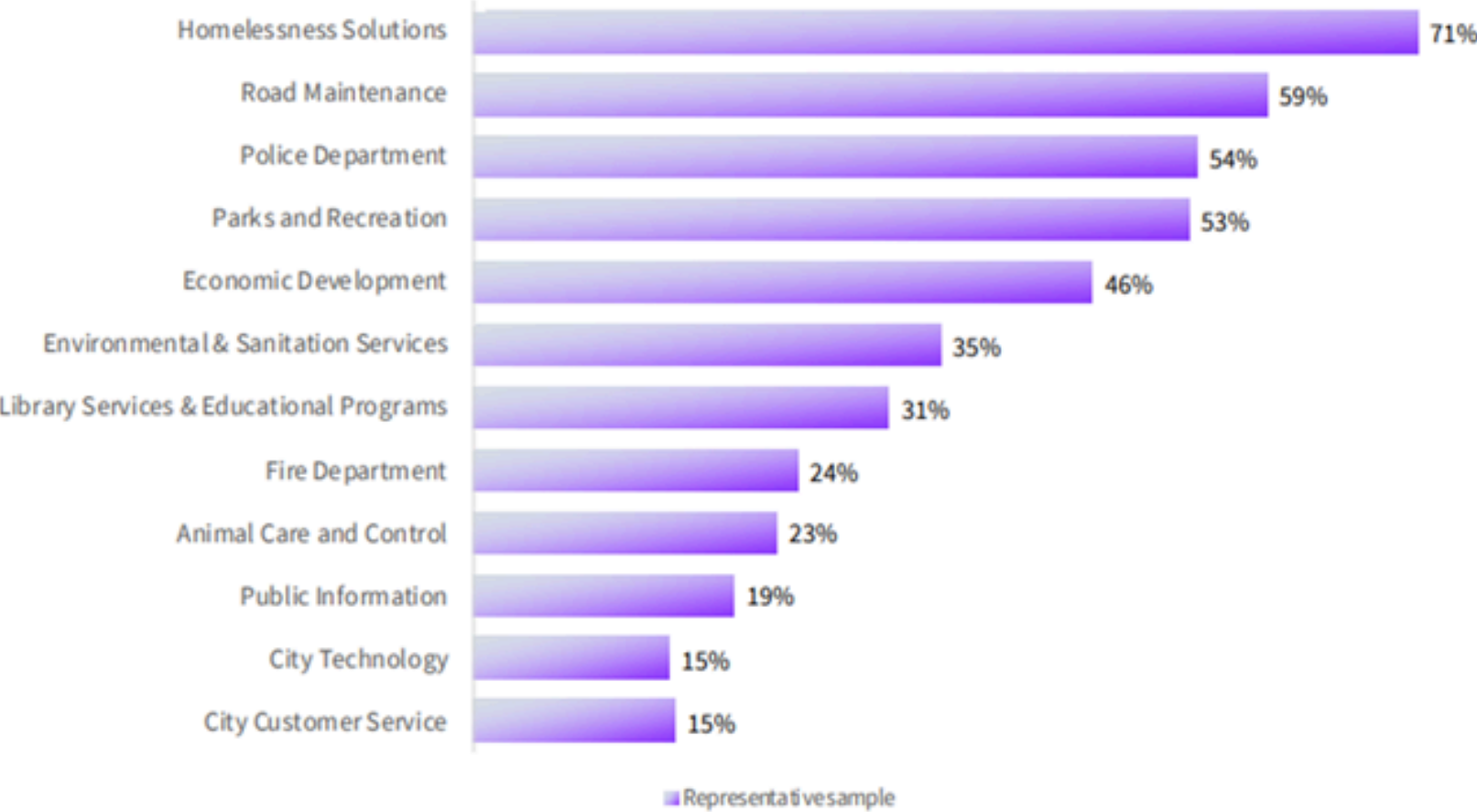


← Total

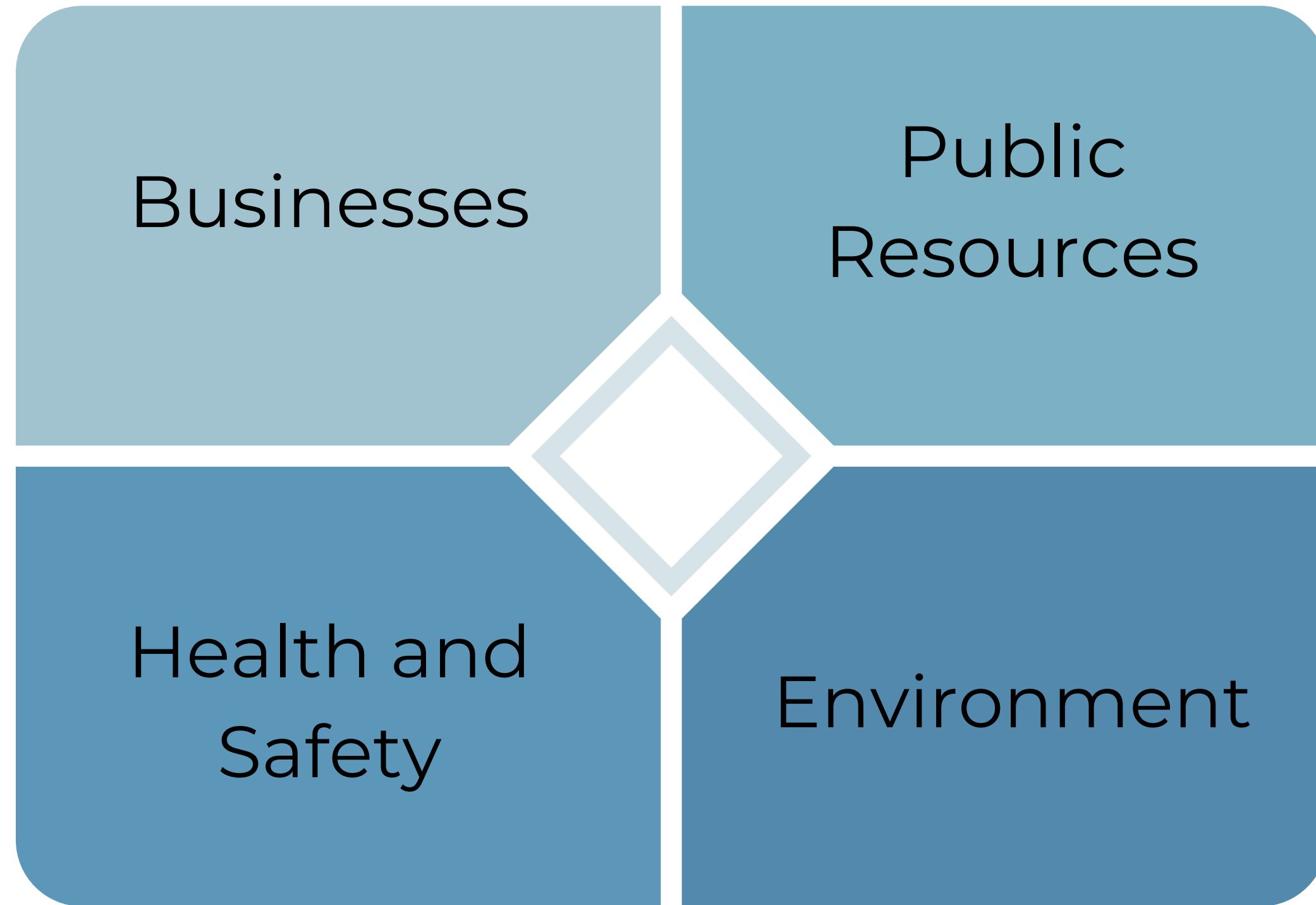
ZenCity Resident Survey (2022)

Services Prioritization: 71% of respondents prioritized the city investing in homelessness solutions. Other areas that respondents prioritized were road maintenance, the police department, parks and recreation, and economic development.

Question: Choose the top five areas that you think it's most important for the city to invest in

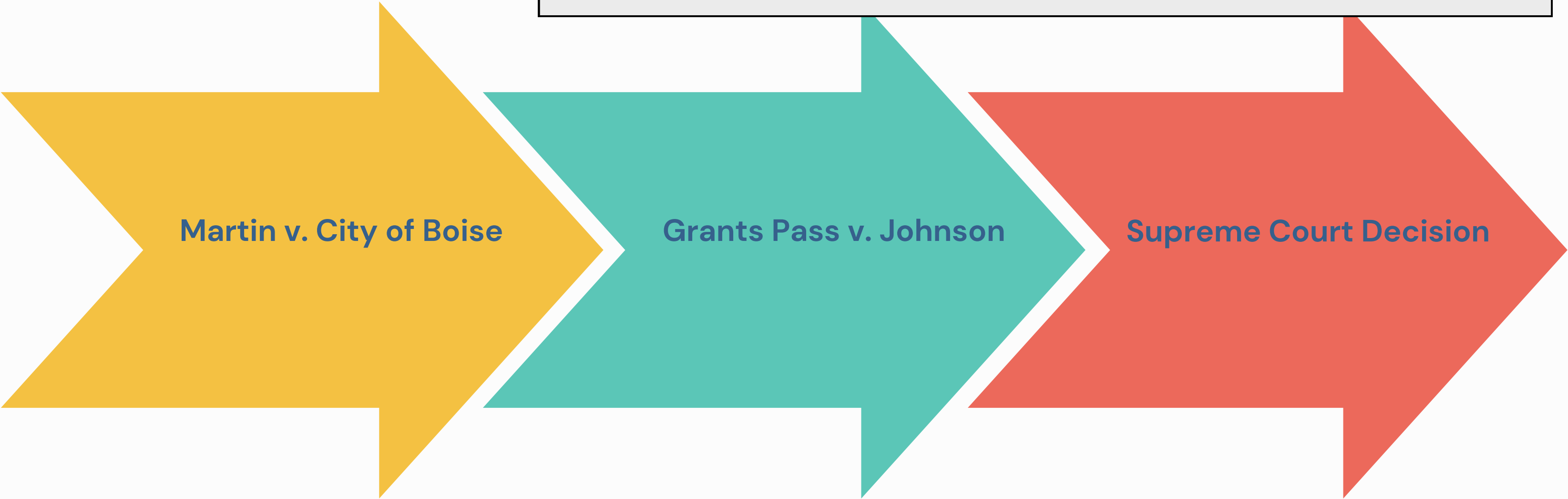


City-Wide Impacts

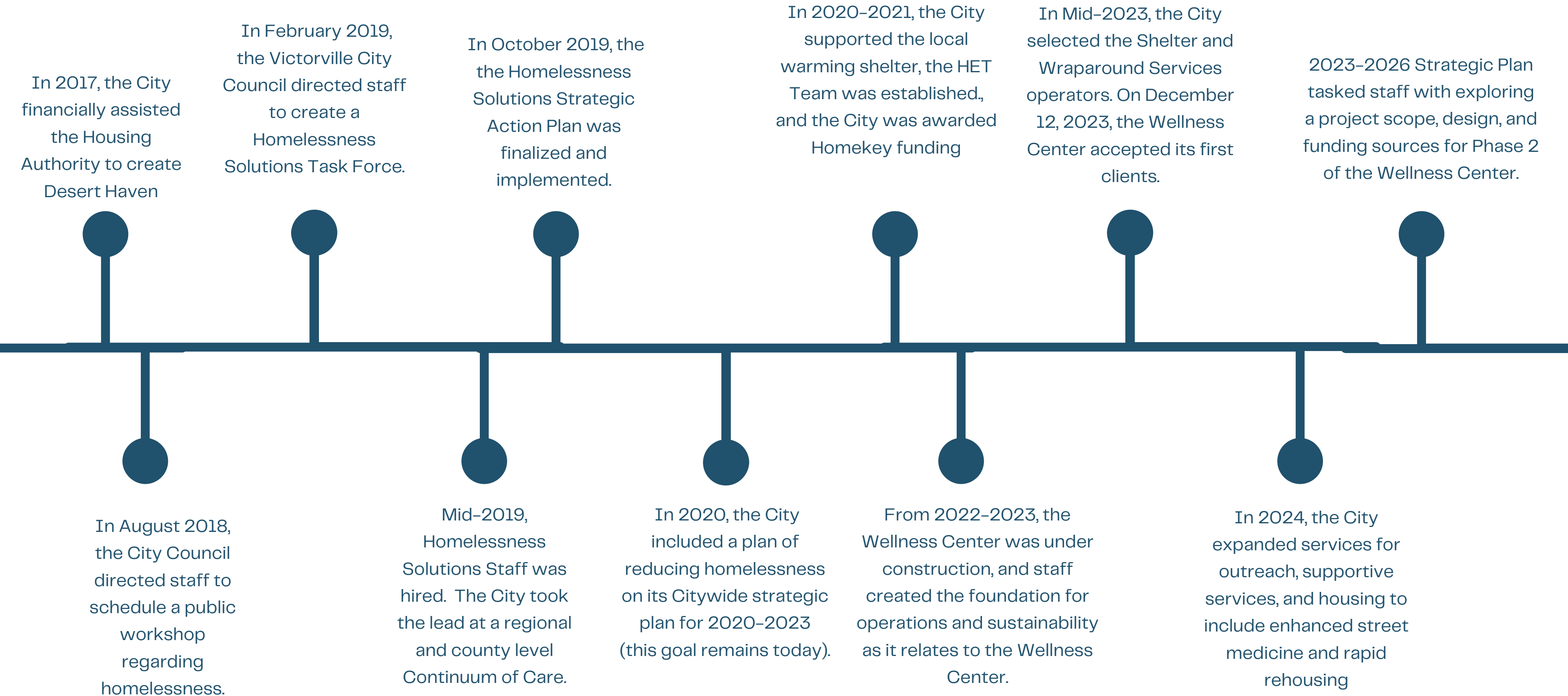


Adapting to Legal Landscape

<u>City Efforts</u>	Warming Shelter	Interim Shelter	Regional Food Collaborative	Wellness Center
Homeless Engagement Team	Evidence-Based Practices	Data Driven Decisions	Service Centered Case Management	Education before Enforcement
Storage	Hydration and Hygiene Stations			



THE CITY'S PLAN



THE CITY'S PLAN

In 2017, the City financially assisted the housing Authority to create Desert Haven

In February 2019, the Victorville City Council directed staff to create a Homelessness Solutions Task Force.

In August 2018, the City Council directed staff to schedule a public workshop regarding homelessness.



Services staff was hired.

Addressing homelessness on its Citywide strategic plan for 2020-2023 (this goal remains today).

Created the foundation for operations and sustainability as it relates to the Wellness Center.

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2023-2026 Strategic Plan tasked staff with exploring a project scope, design, and funding sources for Phase 2 of the Wellness Center.

In 2024, the City expanded services for outreach, supportive services, and housing.

THE CITY'S PLAN

In February 2019, the Victorville City Council directed staff to create a Homelessness Solutions Task Force.

In 2017, the City financially assisted HACSB to create Desert Haven

In August 2018, the City Council directed staff to schedule a public workshop regarding homelessness.



In March 2019, the Homelessness Solutions Task Force was hired.

The Task Force identified homelessness on its Citywide strategic plan for 2020-2023 (this goal remains today).

The Task Force provided a foundation for operations and sustainability as it relates to the Wellness Center.

The Task Force provided supportive services, and housing.

THE CITY'S PLAN



In October 2019, the the Homelessness Solutions Strategic Action Plan was finalized and implemented.



In August 2018, the City Council directed staff to schedule a public workshop regarding homelessness.

Mid-2019, Homelessness Solutions Staff was hired. The City took the lead at a regional and county level Continuum of Care.

In 2020, the City included a plan of reducing homelessness on its Citywide strategic plan for 2020-2023 (this goal remains today).

From 2022-2023, the City built and created the foundation for operations and sustainability as it relates to the Wellness Center.

In 2024, the City expanded services for outreach, supportive services, and housing.

THE CITY'S PLAN



In 2020-2021, the City supported the local warming shelter, the HET Team was established, and the City was awarded Homekey funding

In Mid-2023, the City selected the Shelter and Wraparound Services operators. On December 12, 2023, the Wellness Center accepted its first clients.



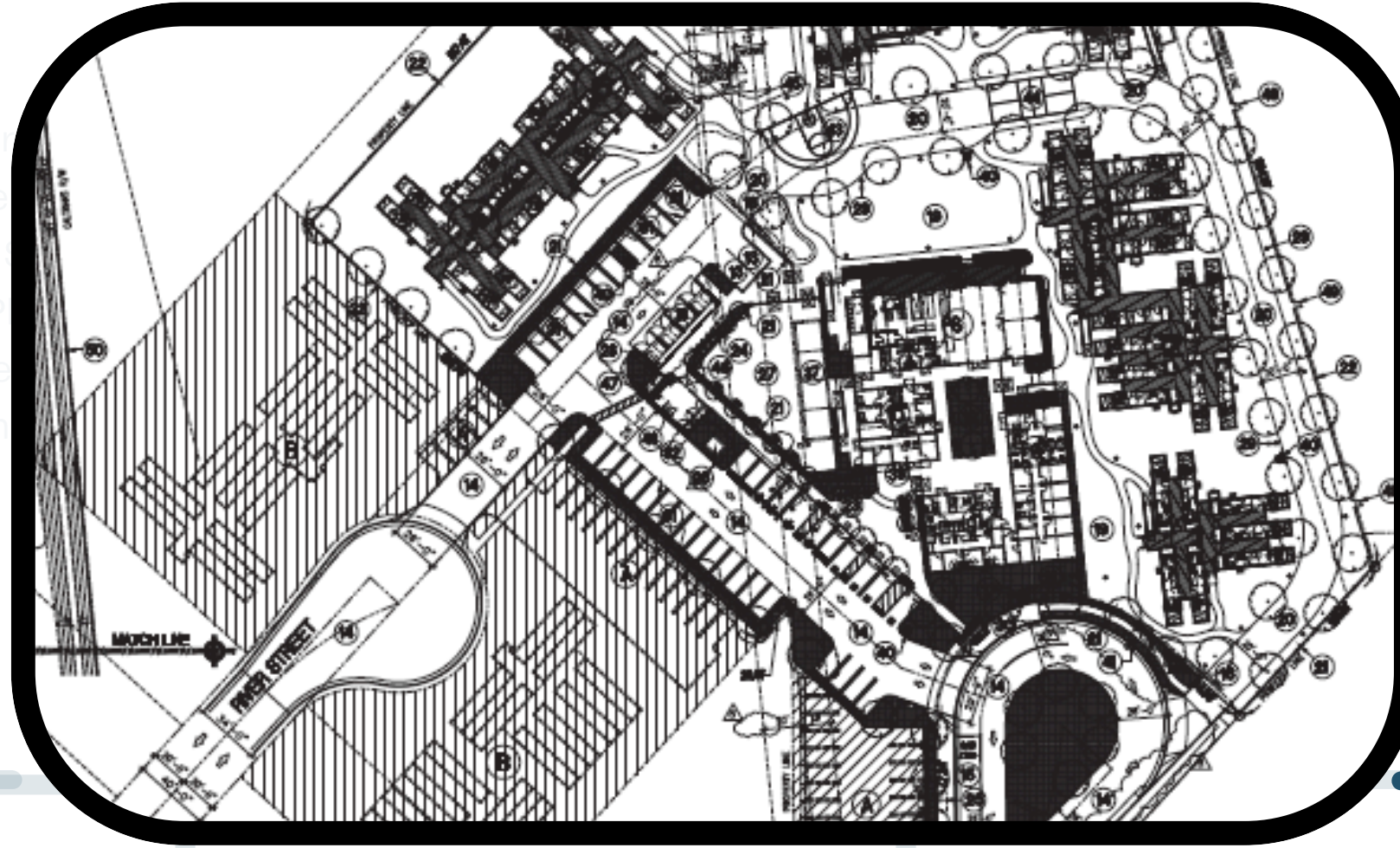
From 2022-2023, the Wellness Center was under construction, and staff created the foundation for operations and sustainability as it relates to the Wellness Center.



THE CITY'S PLAN



In October, the Home Solutions Action Plan was finalized and implemented.



2023–2026 Strategic Plan tasked staff with exploring a project scope, design, and funding sources for Phase 2 of the Wellness Center.



RAPID RE-HOUSING
RRH

In April, the City directly scheduled a public workshop regarding homelessness.

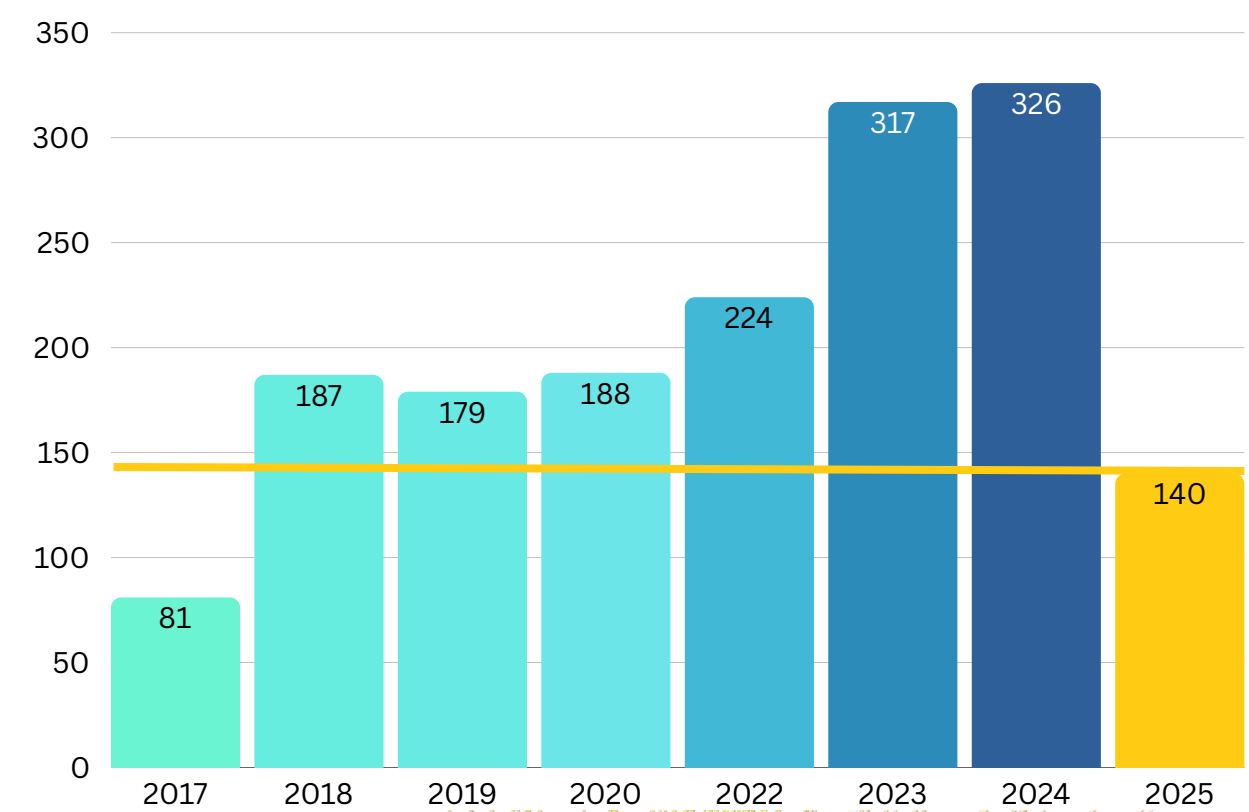
In 2020, the City included a goal to reduce homelessness in its Citywide strategic plan for 2020–2025 (this goal remains a priority today).



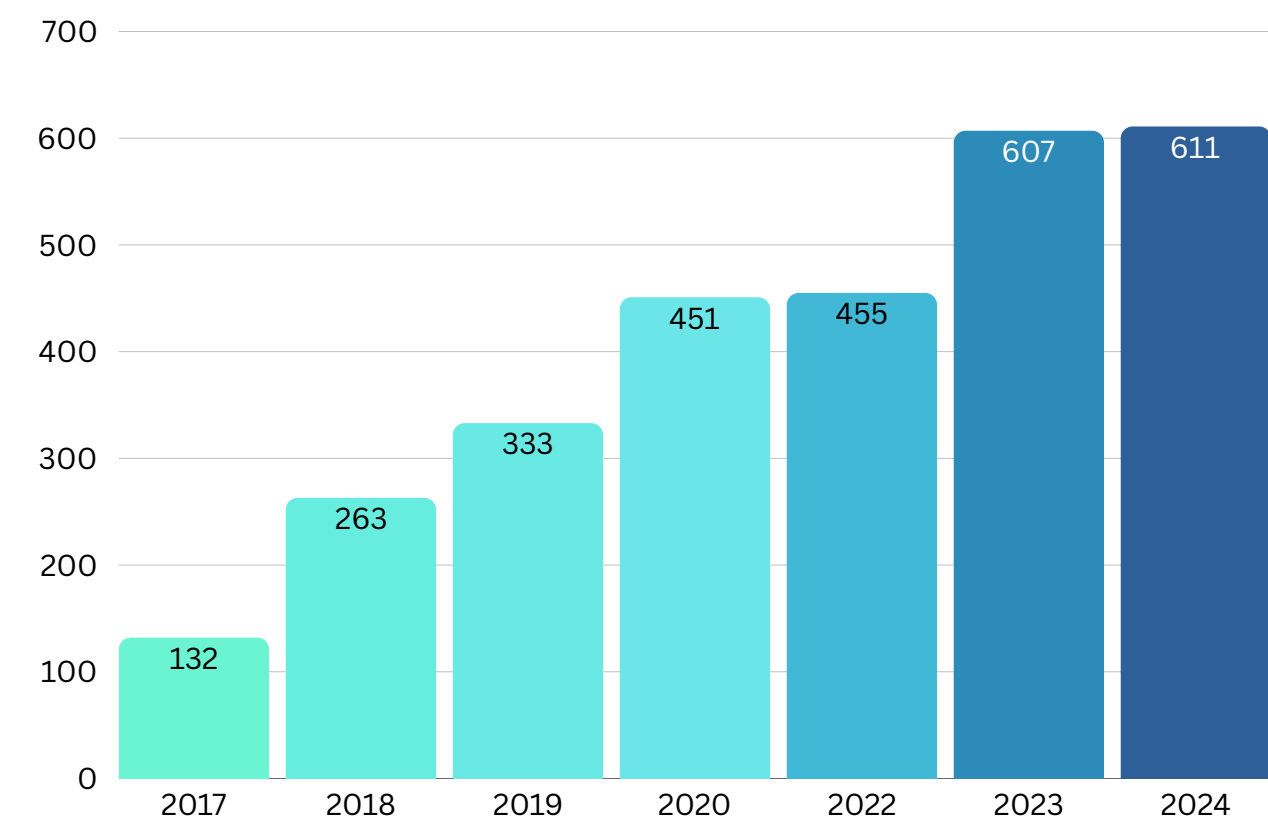
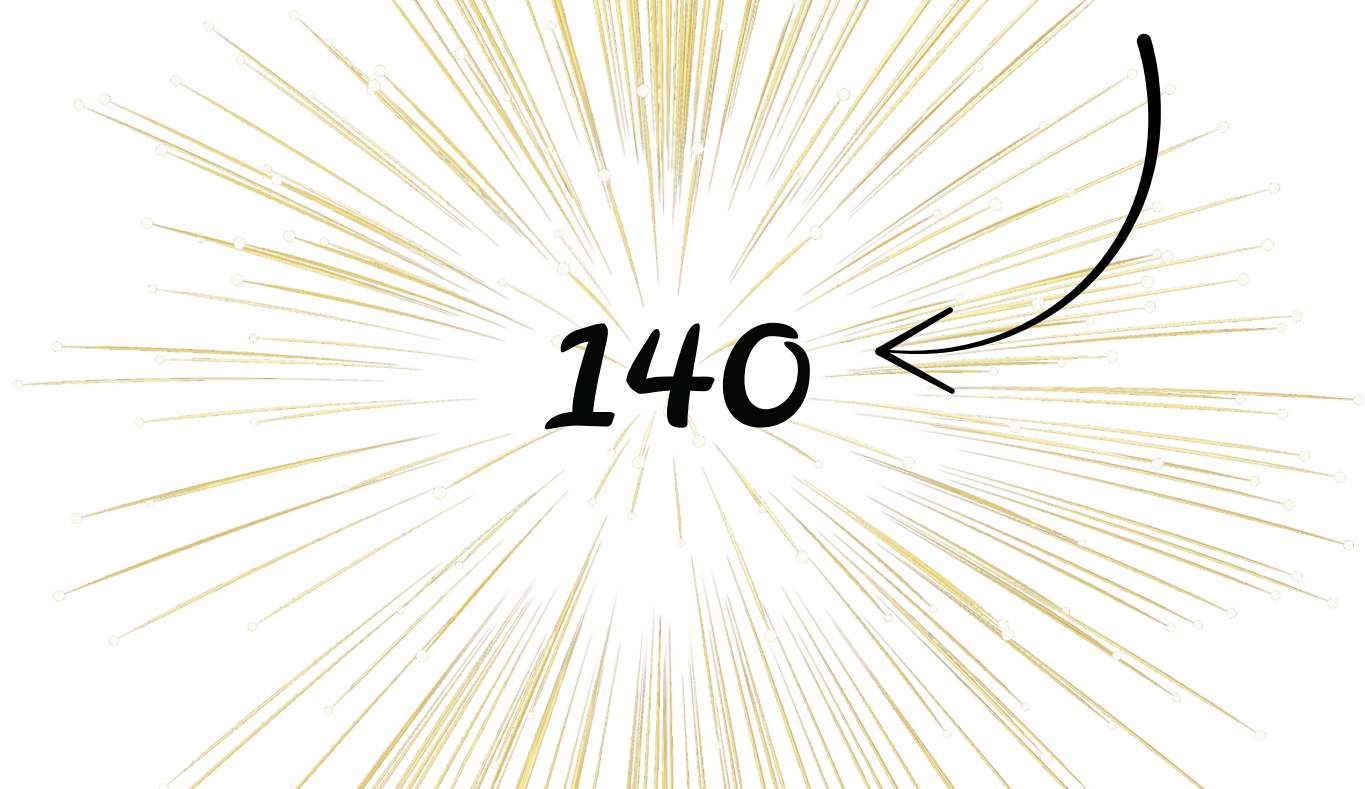
In 2024, the City expanded services for outreach, supportive services, and housing to include enhanced street medicine and rapid rehousing.

City of Victorville

Point in Time Count



← Unsheltered



← Total

Awards and Recognition

Campus Tours

City of Irvine	City of San Bernardino
City of Oceanside	San Bernardino County
City of Vista	Congressman Jay Obernolte
City of Chino	Senator Scott Wilk
City of Upland	Assemblymember Juan Carillo
City of Fontana	National Health Care for the Homeless Council
City of Ontario	
City of Colton	

Awards

Architecture & Design
Community Platinum Winner
for **Sports, Recreation, and
Wellness Facilities**

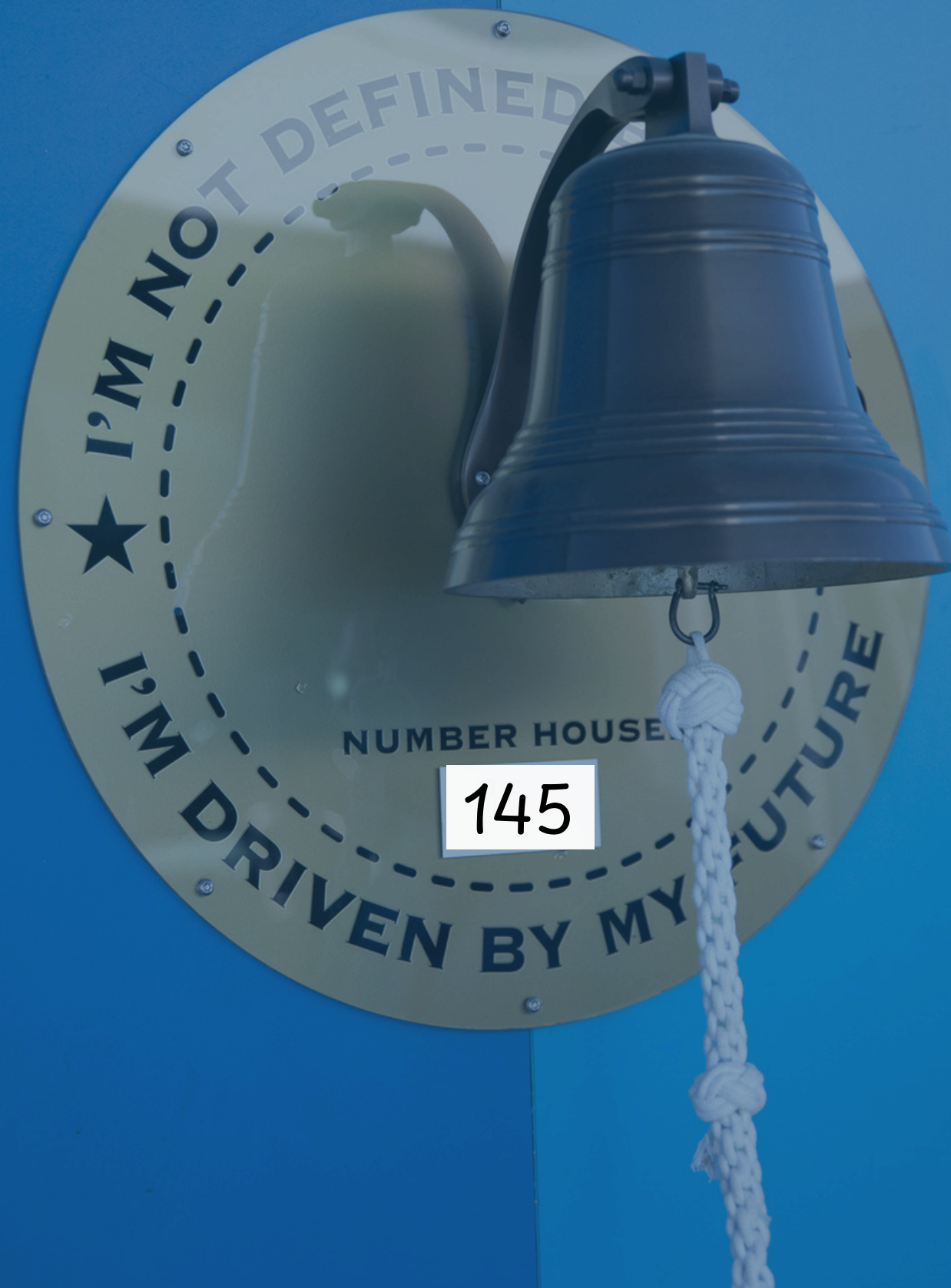
American Planning
Association, **State of
California**, opportunity and
empowerment award of
merit

American Public Works
Association Award

American Planning
Association, **Inland Empire**,
opportunity and
empowerment award

Architecture & Design
Community Platinum Winner
for **mobile homes &
prefabricated structures**

OPERATIONAL SUCCESS



145

Any Questions





Current Operations

The Wellness Center

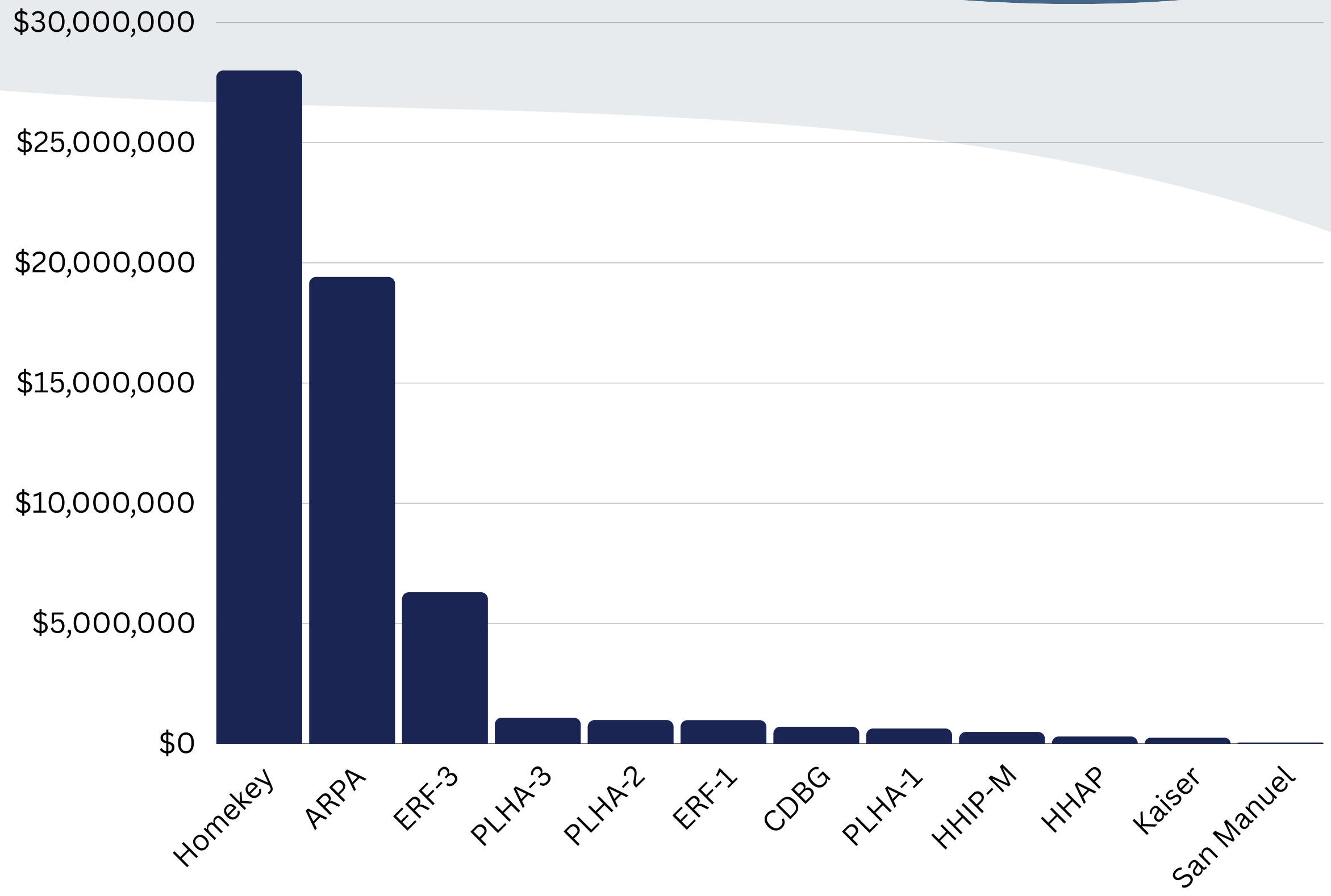


The Campus Mission

The Wellness Center's mission is to reduce homelessness by providing health and wellness wraparound services to under-served individuals in our local community. Using a collective approach, our team promotes a roadmap (Route to Wellness) for individuals experiencing homelessness to follow.

HOMELESSNESS GRANTS

OVER \$59 MILLION



THE WELLNESS CENTER

CAMPUS SERVICES



Admin, Security,
Outreach

Kitchen, Dining,
Classrooms,
Laundry



Medical Clinic

Supportive Services

City of Victorville

Administration
Monitoring
Utilities and
Maintenance
Outreach
Engagement
Quality
Assurance
Campus
Oversight
Regulatory
Compliance
Case
Management

Symba Center

Supportive
Services
Data
Medical
Services
RRH
SUD
Recuperative
Care
Outreach

Wellness Center Campus

Hope the Mission

Basic
Needs
Safety
and
Security
Food
Services
Intake
Data

Job
Readiness



Veteran
Services



Legal
Services



Housing
Navigation



SUPPLEMENTAL SERVICES

Vehicle Grant

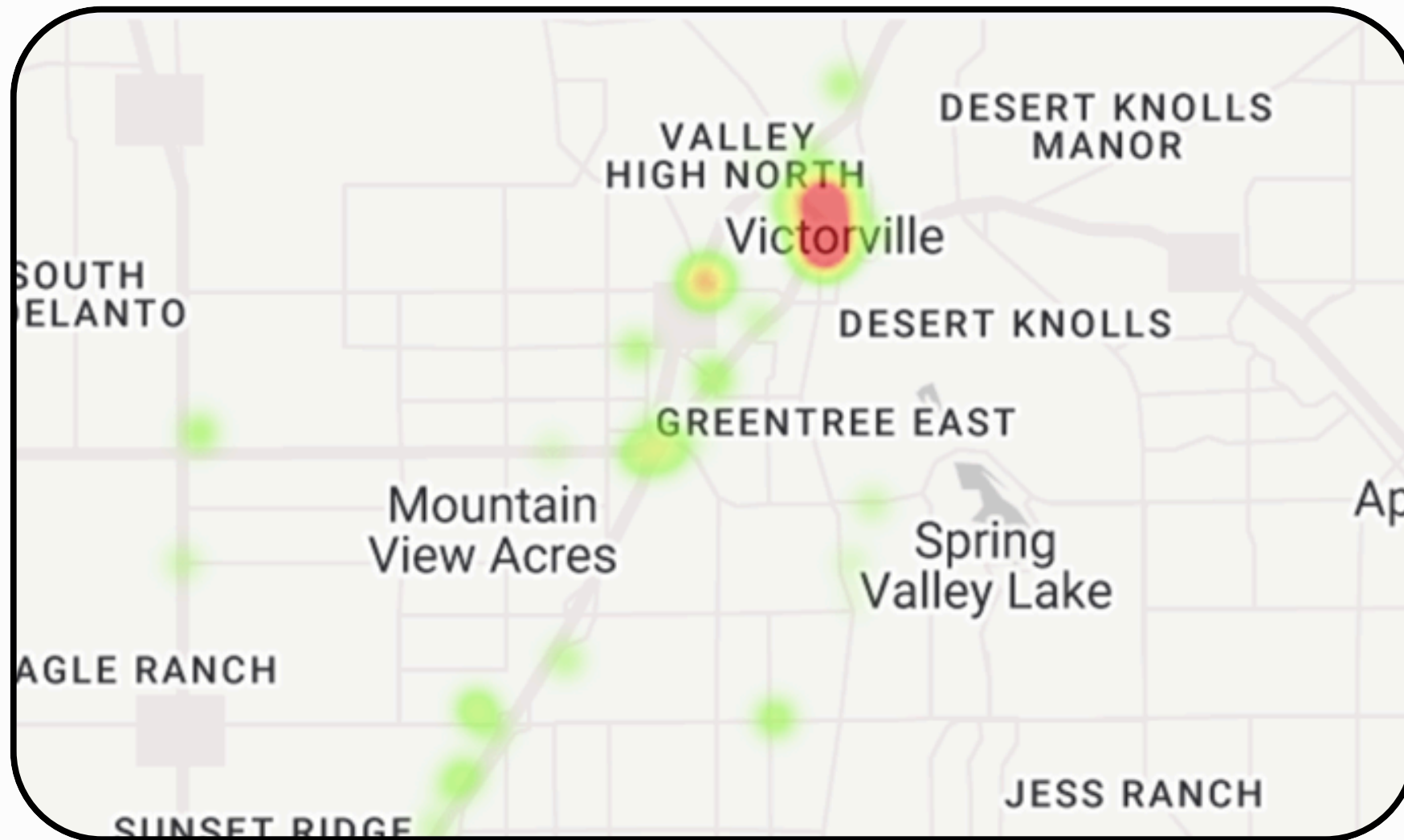
Motel Vouchers

Utility/Rental
Assistance

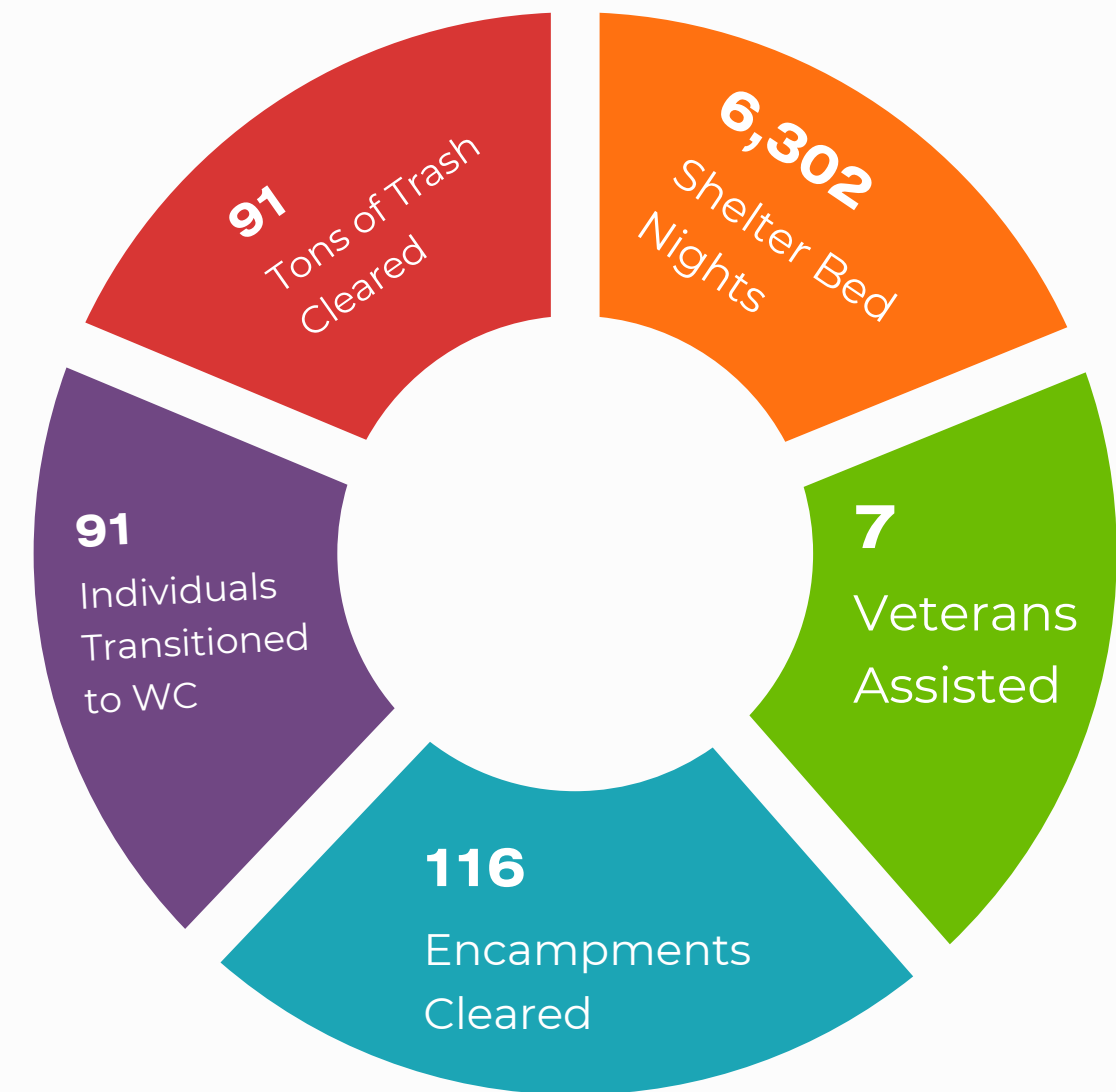
Rapid Re-Housing

Aftercare Services

Data-Driven Approach



Data-Driven Street Outreach and Case Management

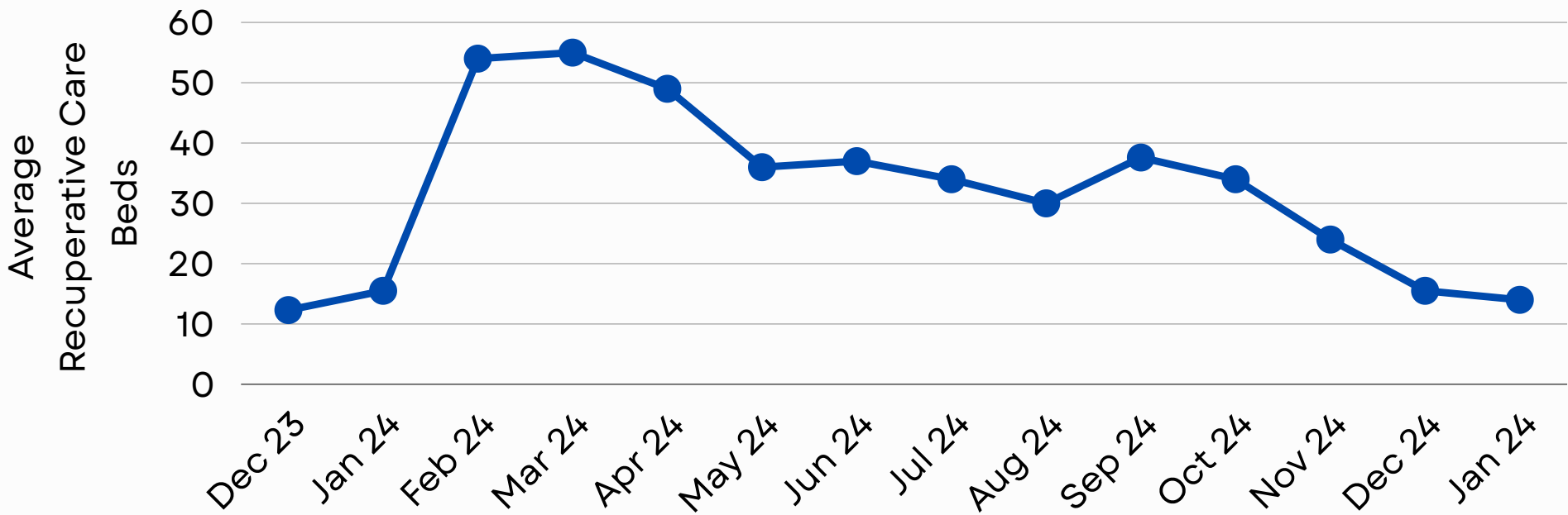


ERF-1 Outcomes

Medical Clinic and Recuperative Care

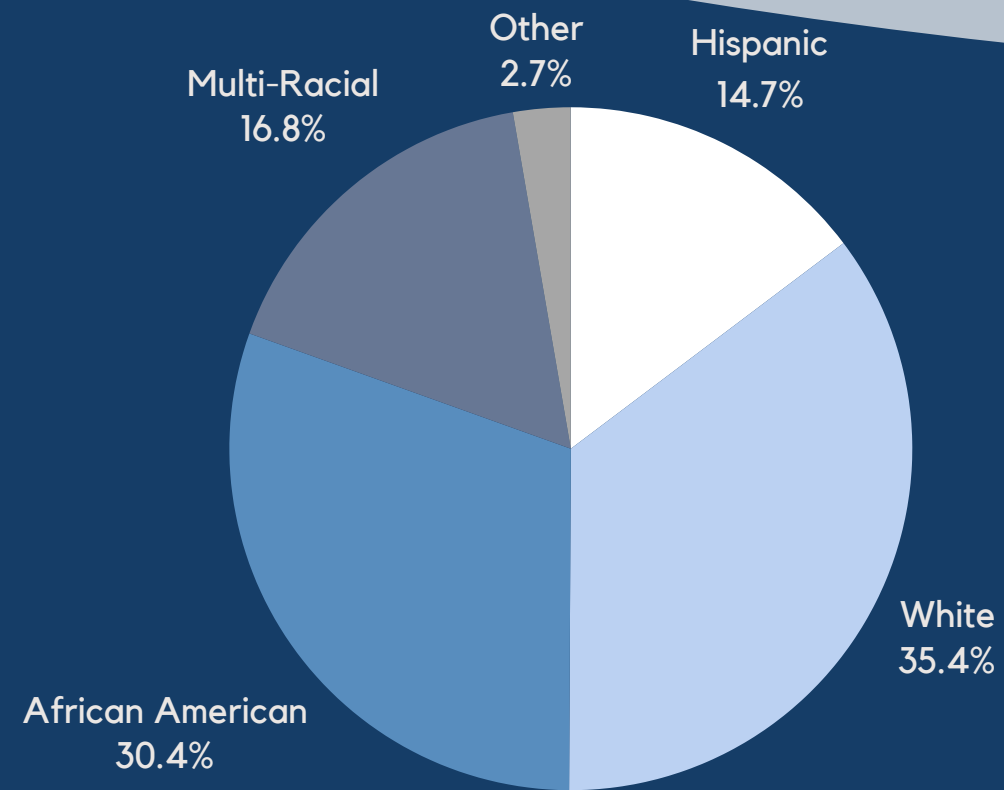
32

Average
Recuperative Care
beds Dec 23–Jan 25

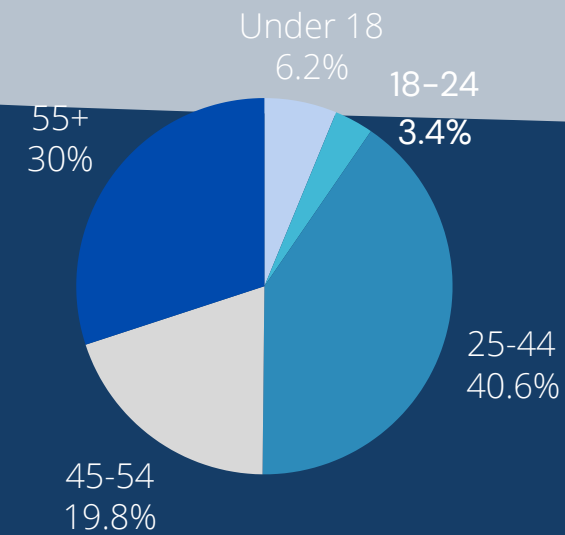


CLIENT DEMOGRAPHICS

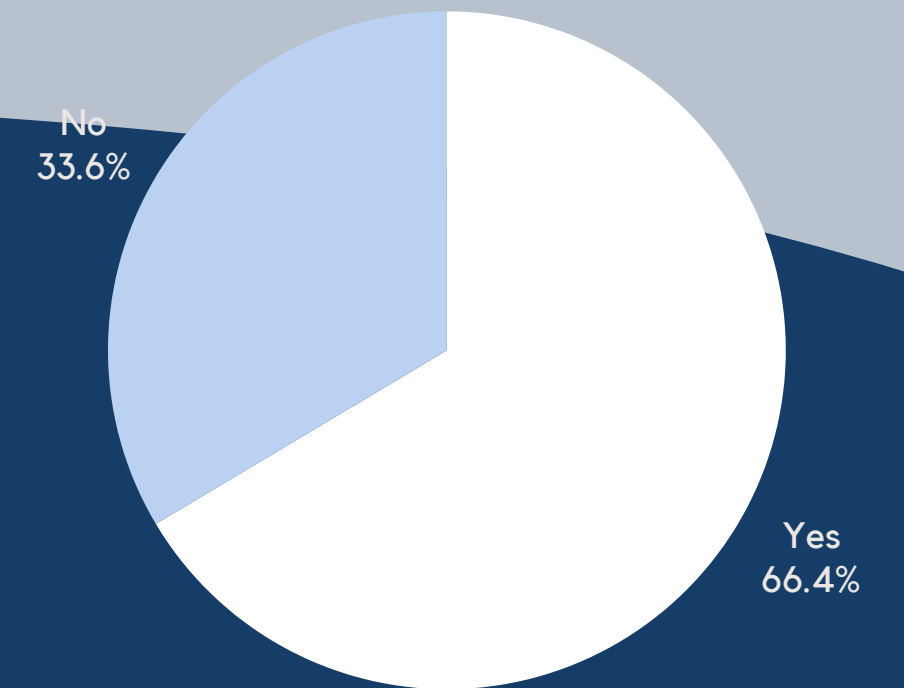
Race/Ethnicity



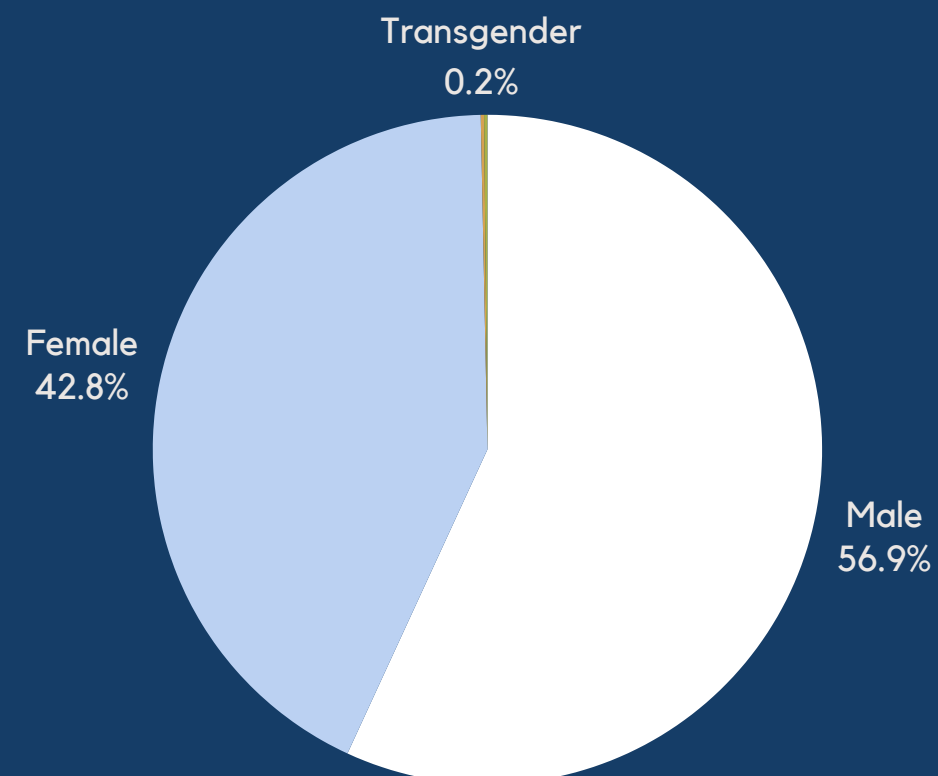
Client Age



Disabled Adults



Gender



KEY DATA POINTS

SENIORS ~30%

DISABLED ~66%

MENTAL HEALTH ~34%

SUBSTANCE USE ~32%

ZERO INCOME ~67%

DATA HIGHLIGHTS

Q INTAKES

626

Q MEALS SERVED

Over 130,000

Q RECUPERATIVE CARE CLIENTS

108

Q AVG. LENGTH OF STAY (DAYS)

~90

Q CLIENT SATISFACTION

We surveyed clients on a range of satisfaction measures. Below are the percentages of clients who agreed.

- 86% "I FEEL RESPECTED BY THE STAFF."
- 79% "STAFF HELPED ME ACCESS THE SERVICES I NEED."
- 83% "I AM MORE HOPEFUL ABOUT MY FUTURE."
- 81% "I HAVE ADDED HEALTHY BEHAVIORS."
- 60% "I AM CLOSER TO REACHING MY HOUSING GOAL."



DATA HIGHLIGHTS CONT.

145
HOUSED





Operational Sustainability

Current Contracts

Hope the Mission

July 1, 2023–June 30, 2025

Option for three 1-year
extensions





Symba Center

July 1, 2023–June 30, 2025

Option for three 1-year
extensions

Bed Fees and Operational Costs

Symba Center Recuperative Care Bed Fees 2024/25

	Quarter 1	\$262,353
	Quarter 2	\$182,910*
	Quarter 3	\$93,000**
	Quarter 4	\$93,000**

*Assuming December claims are fully reimbursed

**Tracking

Revenue

\$631,263

Expenditure

\$4,800,000

Hope the Mission 24/25 Fiscal Costs

Operations

~\$4 Million**

Symba Center 24/25 Fiscal Costs

Operations

\$0.00

City 24/25 Costs

Maintenance,
Utilities, and
Facilities

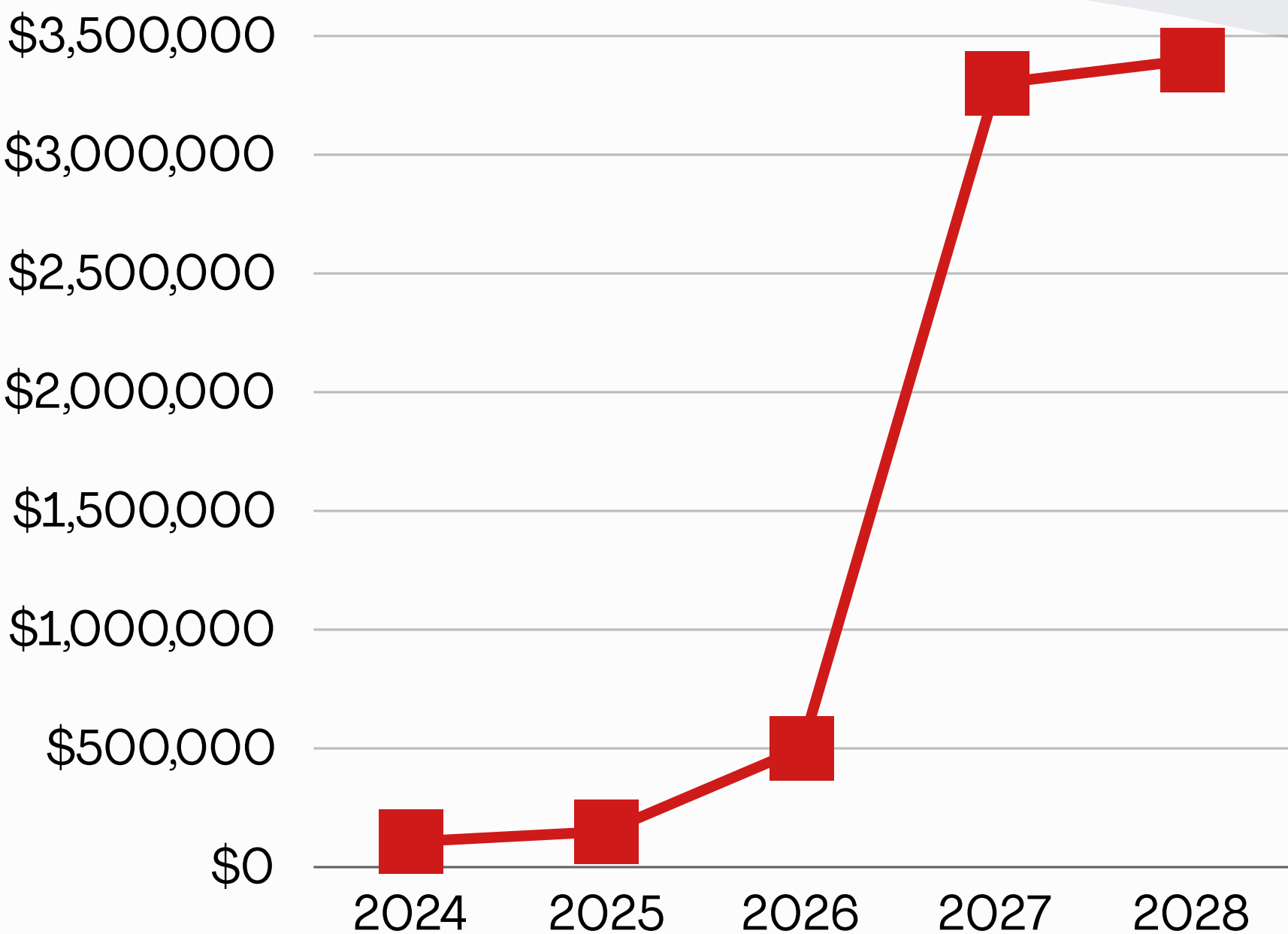
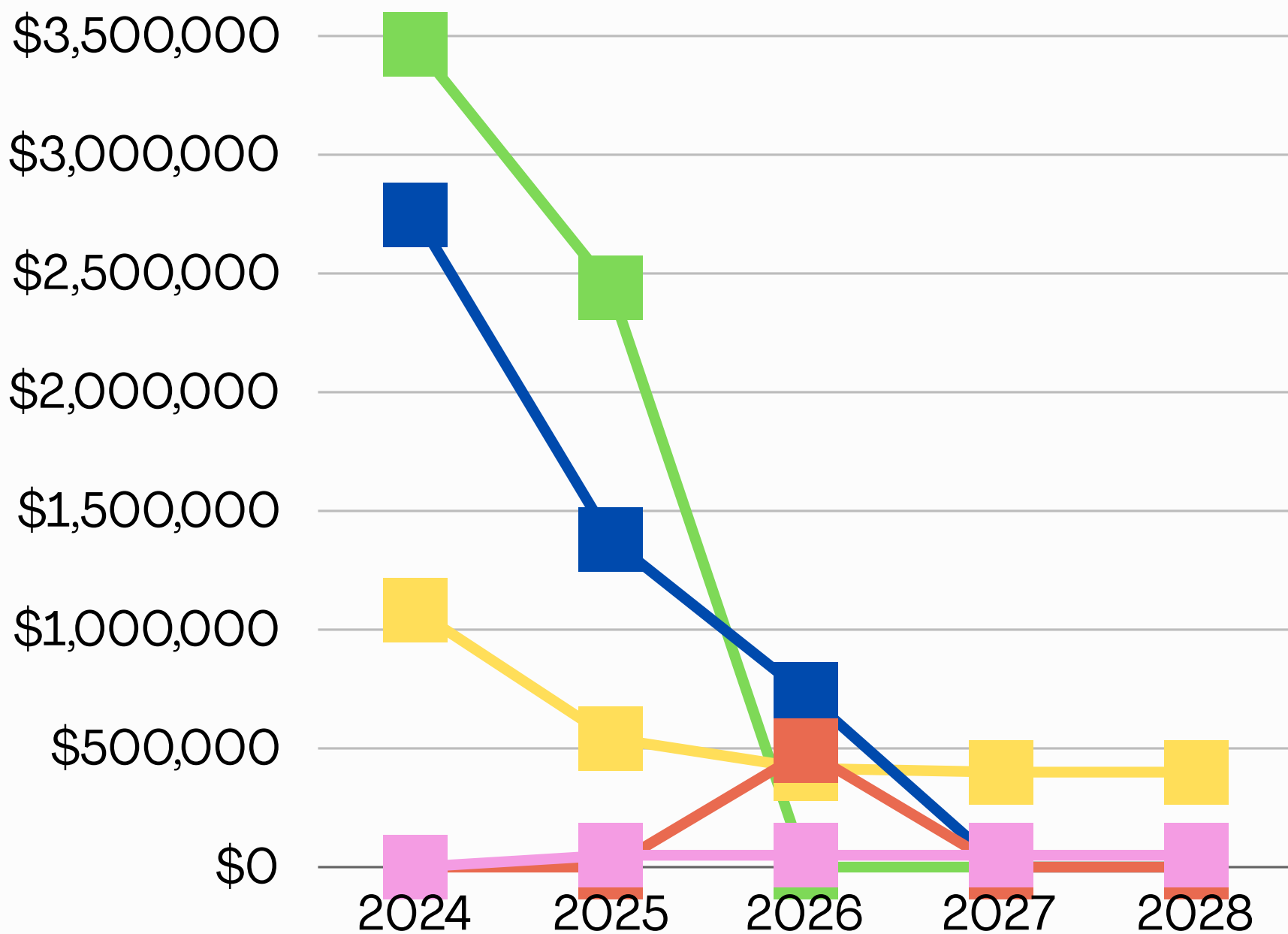
\$800,000**

Grants and Measure P

Homekey PLHA ERF-3

HHIP Opioid Settlement

Measure P



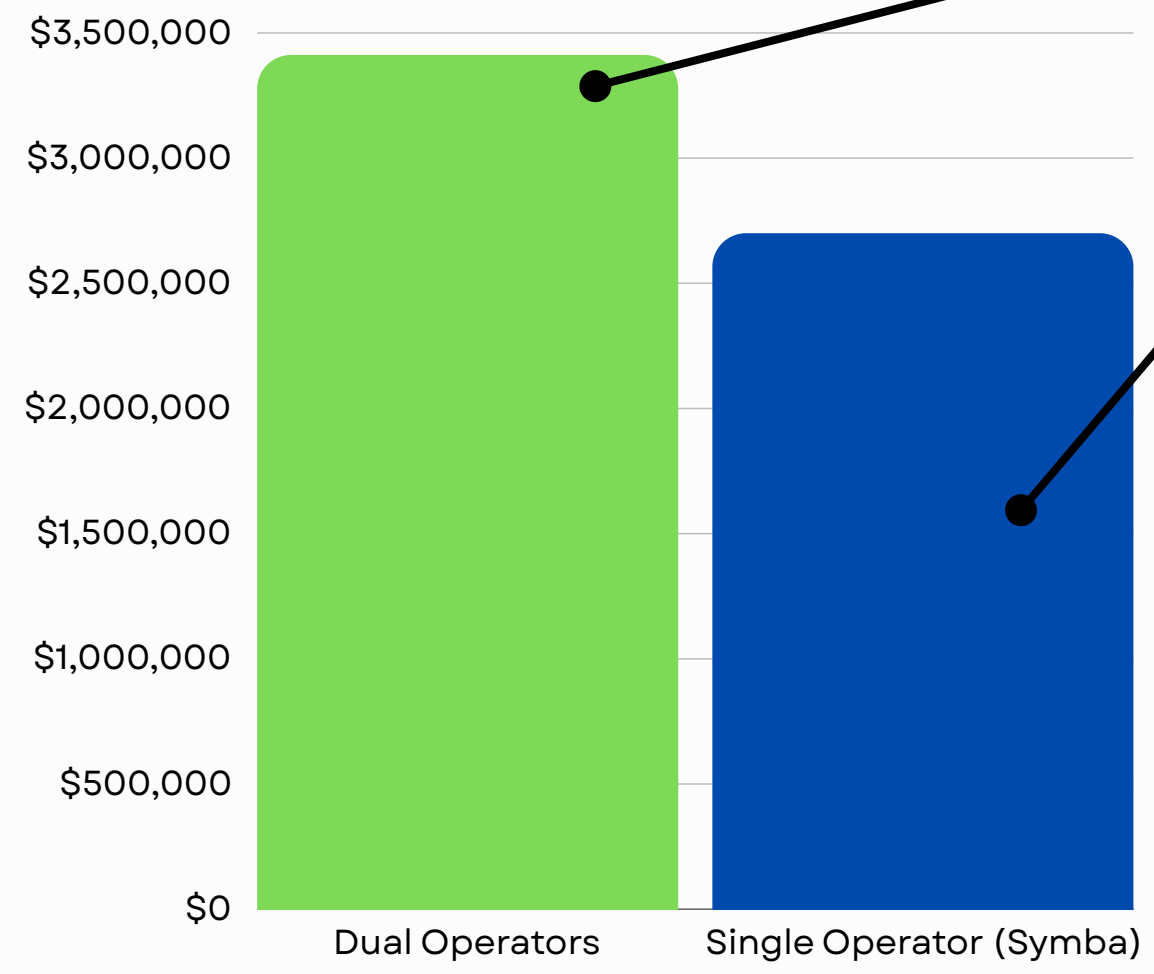
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Next Steps/Future Plans

Dual vs. Single Operator

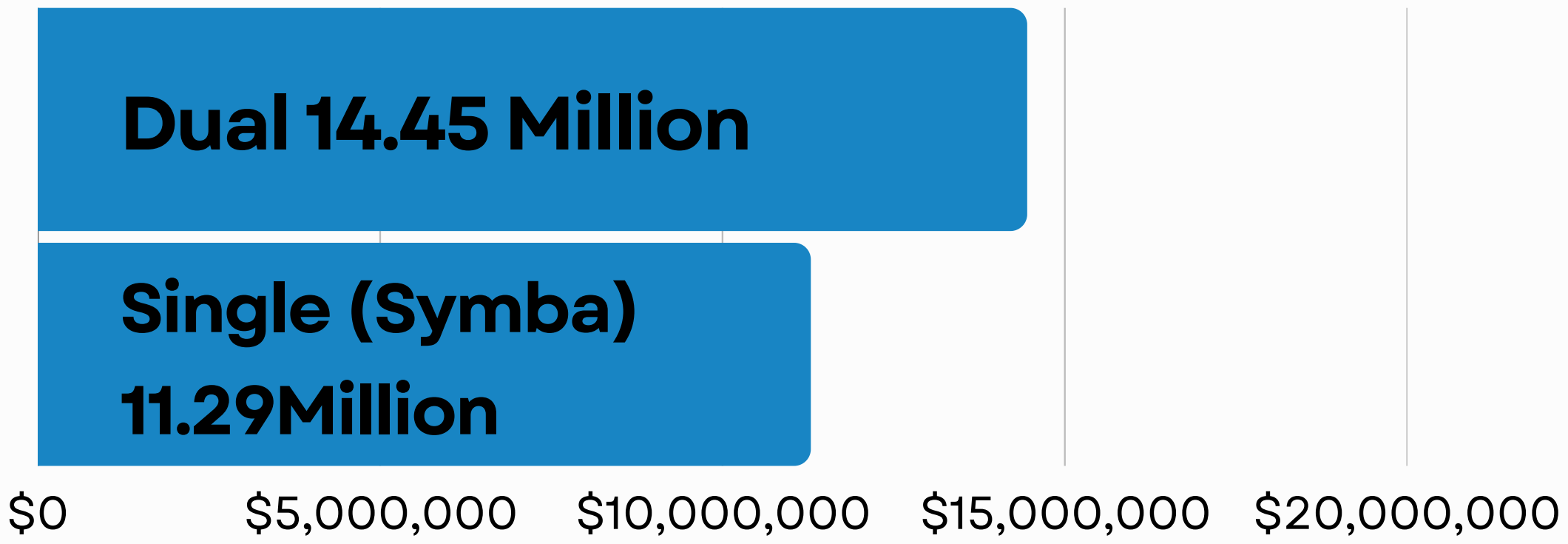
Operator Cost Comparison

25/26 Dual Operators vs. Single Operator Cost Comparison



**\$711,791
Difference**

4-Year Cost Projection



Any Questions



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Next Steps/Future Plans Phase 2

STRATEGIC ACTION PLAN



OBJECTIVE 1

Complete construction and open the Wellness Center Campus including low-barrier emergency shelter, recuperative care facility, medical clinic, and wraparound supportive services.



OBJECTIVE 2

Establish a project scope, design, and funding sources for Phase 2 of the Wellness Center.



OBJECTIVE 3

Expand on the existing homelessness outreach network to effectively engage the homeless community in services.



OBJECTIVE 4

Evaluate the effectiveness of coordination of homelessness services.



OBJECTIVE 5

Strengthen collaboration with the County and other entities to identify new funding opportunities and expand partnerships for homelessness services.

GOAL D: REDUCE HOMELESSNESS

WHAT IS PHASE 2 ?



OBJECTIVE 2

Establish a project scope, design, and funding sources for Phase 2 of the Wellness Center.



OLD TOWN CITY-OWNED PROPERTY



CHALLENGES



Fixed Incomes

Aging
Population

Behavioral and
Physical Health

Limited Alternatives

Chronically
Homeless

Housing Inventory

ASSESSMENTS AND PRIORITIES

Chronically Homeless:

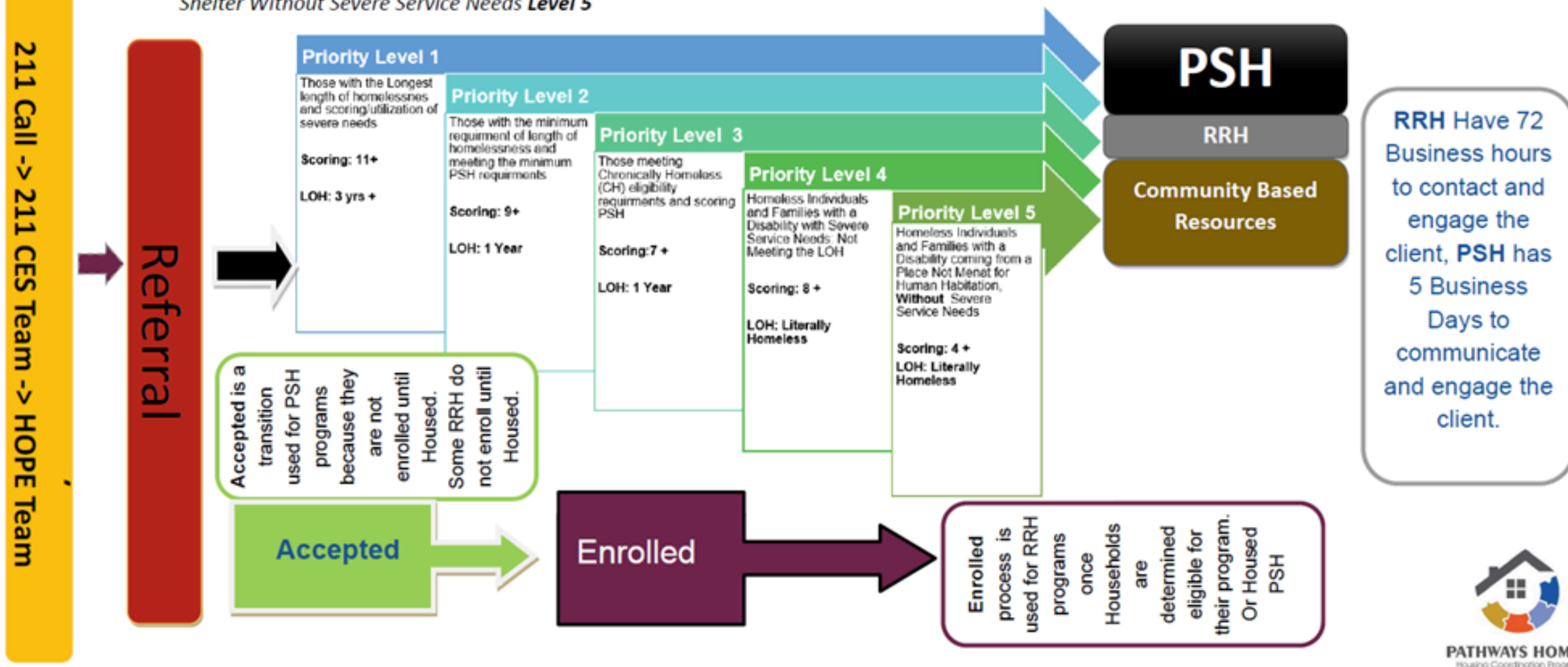
Requires an individual or head of household to have a disability and to have been living in a place not meant for human habitation, in an emergency shelter, or in a safe haven for at least 12 months either continuously or cumulatively over a period of at least 4 occasions in the last 3 years.

A. **First Priority**—Homeless Individuals or Families with a Disabling Condition with Long Periods of Episodic Homelessness and Severe Service Needs

Level 1, 2, 3 *** Length of Homelessness (LOH)

B. **Second Priority**—Homeless Individuals and Families with a Disability with Severe Service Needs: Not meeting the LOH **Level 4**

C. **Third Priority**—Homeless Individuals or families with a Disability Coming from Places Not Meant for Human Habitation, Safe Haven, or Emergency Shelter Without Severe Service Needs **Level 5**



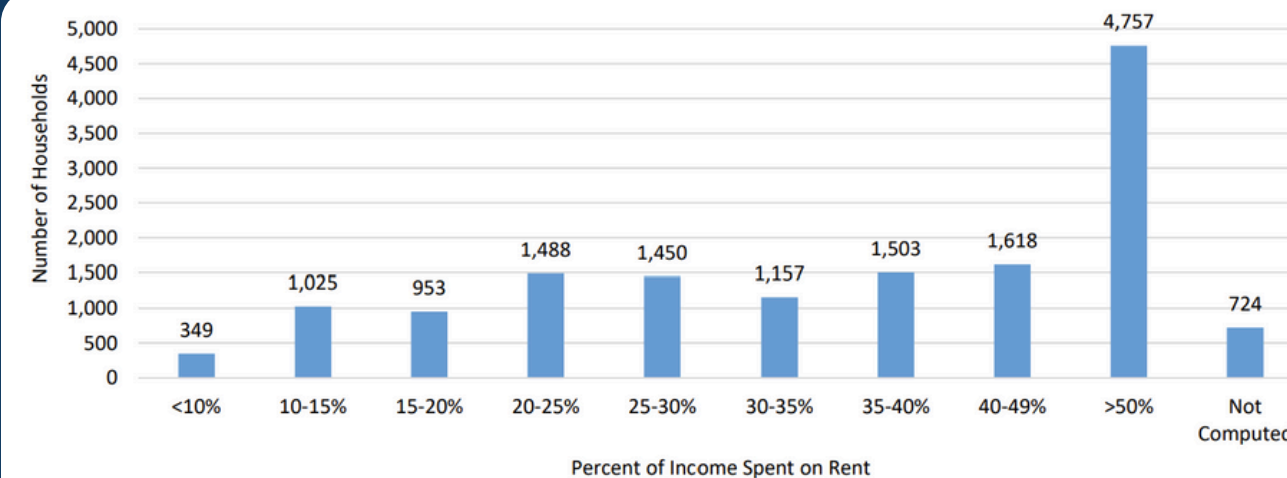
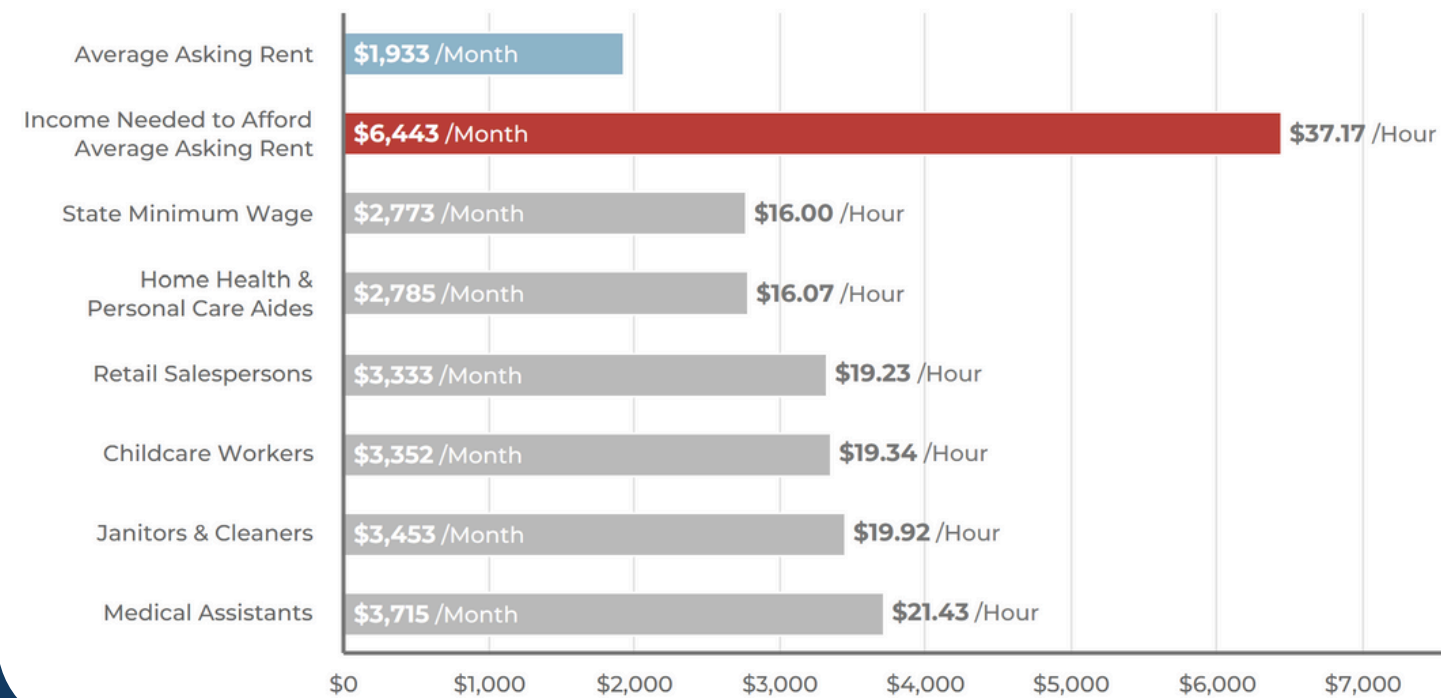
SENIOR POPULATION

OVER 50% OF THE
SENIORS ARE PRIORITY 1
AND 2 CLIENTS
(ASSESSMENT SCORES
OF 9 OR HIGHER)

HOUSING AFFORDABILITY

WHO CAN AFFORD TO RENT

Renters need to earn **2.3 times** the minimum wage to afford the average asking rent in San Bernardino County.



American Community Survey 2014-2018 5-year estimates.

60% OF THE CITY'S 15,024 RENTER HOUSEHOLDS SPEND 30% OR MORE OF GROSS INCOME ON HOUSING COSTS COMPARED TO 55% IN THE SCAG REGION.

32% SPEND 50% OR MORE OF GROSS INCOME ON HOUSING COSTS COMPARED TO 29% IN THE SCAG REGION.

THE SCAG REGION ENCOMPASSES SIX COUNTIES (IMPERIAL, LOS ANGELES, ORANGE, RIVERSIDE, SAN BERNARDINO, AND VENTURA) AND 191 CITIES IN AN AREA COVERING MORE THAN 38,000 SQUARE MILES.

2021-2029 HOUSING ELEMENT NEED

Bedroom Size	FMR	30% of FMR (ELI Limit)
Efficiency	\$1,480	\$444
1 Bedroom	\$1,540	\$462
2 Bedroom	\$1,920	\$576
3 Bedroom	\$2,560	\$768
4 Bedroom	\$3,120	\$936

- **EXTREMELY LOW-INCOME NEED: THE CITY PROJECTS A NEED FOR 866 HOUSING UNITS FOR EXTREMELY LOW-INCOME (ELI) HOUSEHOLDS, WITH 83% EXPERIENCING HOUSING PROBLEMS AND 74% FACING SEVERE COST BURDENS.**
- **HOUSING STRATEGIES: TO ADDRESS THESE NEEDS, THE CITY MUST PURSUE STATE AND FEDERAL FUNDING FOR SINGLE-ROOM OCCUPANCY (SRO) UNITS, AND OTHER HOUSING FORMS FOR THOSE EXPERIENCING HOMELESSNESS.**
- **SUPPORTIVE HOUSING INTEGRATION: THE CITY RECOGNIZES SUPPORTIVE HOUSING AS A PERMANENT RESIDENTIAL SOLUTION WITH ON-SITE SERVICES FOR LONG-TERM STABILITY.**

SENIOR POPULATION

OVER 50% OF THE
SENIORS HAVE A FIXED
INCOME SUCH AS SSI OR
SSDI

1,325 (OR 5%) OF CITY
RESIDENTS WITH
INCOMES BELOW THE
POVERTY LEVEL WERE 65
YEARS OF AGE AND
OVER

THE AVERAGE SSI/SSDI
INCOME IN CALIFORNIA
IN 2025 IS \$1,139

OF CITY SENIOR
HOMEOWNERS, 34% FALL
BELOW THE 50% AREA
MEDIAN INCOME,
MAKING THEM WITHIN
THE VERY-LOW-INCOME
CATEGORY THE MOST
PREVALENT SENIOR
GROUP IN THE CITY

SENIOR POPULATION

OLDER CALIFORNIANS ARE INCREASINGLY EXPERIENCING HOMELESSNESS

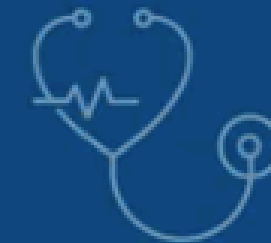
WHO



45%

of unhoused Californians
in adult-only households
are **age 50 or older**

WHY



Challenges in accessing
support and social safety net
programs and inadequate
benefit amounts

Older adults are more likely
to have **underlying health**
conditions and disabilities
that may be exacerbated by
the additional stressors of
being unhoused.

The distinctive circumstances older adults face will **require more assistive services** to obtain and maintain housing.

HOUSING AVAILABILITY

The County of San Bernardino lacks affordable housing.



*Available
Housing*

58,846 low-income renter households in San Bernardino County do not have access to an affordable home.



Housing Supply

In 2023 in San Bernardino County, there were only 3,535 beds available in the interim and permanent housing supply for persons experiencing homelessness.



*More Permanent
Housing Is
needed*

The California Department of Housing and Community Development (HCD) is expanding its efforts to address homelessness through programs like "Homekey+" and "No Place Like Home," focusing on developing permanent supportive housing (PSH) for vulnerable populations, including veterans and individuals with mental health or substance use challenges.

HOUSING OPTIONS

PRIORITIZED BASED ON NEED

- 1. Permanent/Permanent Supportive Housing***
- 2. Interim Housing/Navigation Center***
- 3. Transitional Housing***

HOUSING OPTIONS

Permanent/Permanent Supportive Housing

- **Supports High-Need Individuals:** PSH provides stable housing and ongoing care for those with mental illness and disabilities.
- **Improves Health & Quality of Life:** Offers safe, accessible housing that enhances well-being, especially for seniors.
- **Cost-Effective Solution:** Reduces emergency service use and prevents repeated homelessness.

HOUSING OPTIONS

Interim Housing/Navigation Center

- **Low-Barrier, Multi-Service Model:** An extension of the Wellness Center that offers housing, healthcare, legal aid, job training, and more in one location.
- **Holistic Support for Stability:** Services are designed to help individuals recover and transition to permanent housing.
- **Comprehensive on-site support** makes additional transitional programs less necessary.

HOUSING OPTIONS

Transitional Housing

- **Bridges the Gap to Permanent Housing:** Transitional housing provides temporary stability while individuals work toward long-term housing solutions.
- **Structured Support Environment:** Offers case management, life skills training, and other services to help residents regain independence.
- **Time-Limited but Impactful:** Typically 18 to 24 months, it serves as a crucial step for those not yet ready for permanent housing.

PRE-DEVELOPMENT FUNDING

- ***ENCAMPMENT RESOLUTION FUNDING***
- ***CDBG AND HOME FUNDING***
- ***CITY AS HOUSING ASSET SUCCESSOR
AGENCY (CHAS) FUNDING***

FUNDING

**FUNDING IS
LIMITED**

**HOUSING
DEVELOPMENT
GRANT**



**CDBG
HOME FUNDS
HOME ARP
CHAS**



**HHIP
HHAP
ESG
COC
APPLICATION
FOR IEHP-HHIP
PENDING**

**PRIVATE
FUNDING
AND
DONATIONS**



**PLHA
HOUSING TRUST**

**BEHAVIORAL HEALTH
INFRASTRUCTURE
BOND**



**HOMEKEY
PLUS
RFP IS ACTIVE
AND CLOSES
MAY 2025**

**RENT
LOCAL FUNDING**



**LOW-INCOME
HOUSING
TAX CREDIT
(LIHTC)**

**VERY
COMPETITIVE**

PHASE 2 RECOMMENDATION

- 1) Authorize Phase 2 to serve the City's unhoused senior population through permanent supportive housing;
- 2) Authorize the application for grant funding that enables the City to proceed with the pre-development, construction and operations for Phase 2;
- 3) Authorize the seeking of consultant services to assist in property assessment, design, and the determination of cost-effective development and fiscally sustainable operational models for Phase 2;
- 4) Authorize to proceed with a Request for Qualifications to assess the qualifications of developers interested in and capable of developing and/or operating Phase 2; and
- 5) Authorize to proceed with a Request for Proposal for the development and/or operation of Phase 2 utilizing the developers identified during the Request for Qualifications process.

ANY QUESTIONS

