Application Narrative Template

This section of the toolkit is to assist jurisdictions in thoroughly completing their application narrative document. Below you will find the questions that HHAP program staff will be ensuring are answered in each jurisdiction's narrative document. Applications will not be deemed complete if all the below questions are not addressed in a jurisdiction's narrative attachment. More information on these areas can be found in the [HHAP program guidance](.).

1. <u>SUMMARY OF HOMELESSNESS IN THE COC, LARGE CITY, OR COUNTY</u>

    To successfully complete this section, applicants must:

    A. **Submit their CoC's complete HUD Longitudinal System Assessment (LSA) from June 2018 – June 2019.**

    B. **Use the LSA data to provide (as defined by HUD): Will Attach Data File**
        1. Total number of households served in: (1) Emergency Shelter, Safe Haven and Transitional Housing, (2) Rapid Rehousing, and (3) Permanent Supportive Housing.
        2. Total number of disabled households served across all interventions.
        3. Total number of households experiencing chronic homelessness served across all interventions.
        4. Total number of 55+ households served across all interventions.
        5. Total number of unaccompanied youth served across all interventions.
        6. Total number of veteran households served across all interventions.
        7. Number of individuals served across all interventions who were: (1) Female, (2) Male, (3) Transgender, or (4) Gender Non-Conforming.
        8. Total number individuals served across all interventions who were: (1) White, Non-Hispanic/Non-Latino (only), (2) White, Hispanic/Latino (only), (3) Black or African American (only), (4) Asian (only), (5) American Indian or Alaska Native (only), (5) Native Hawaiian/Other Pacific Islander (only) or (6) Multiple races

Please note:
- Per HHAP program guidance, CoCs are expected to share the LSA with their regional co-applicants (i.e. applicable large cities and counties that overlap the CoC's jurisdiction). Each entity will submit a copy of the LSA for their CoC.

- Acknowledging that there may be differences in demographics and characteristics within a region, large city and county, applicants may also include additional information and data that is specific to the geography they represent.

2. DEMONSTRATION OF REGIONAL COORDINATION

To successfully complete this section, applicants must provide:

A. Coordinated Entry System (CES) Information

For CoC applicants:
1. Describe how your CES functions, including:
    a. What entity is responsible for operating your CES?
    b. What is the process for assessment and identification of housing needs for individuals and families that are experiencing or at risk of experiencing homelessness in your
    c. How are people referred to available housing through CES?

2. How do you promote the utilization of your CES? Specifically:
    a. What outreach do you conduct to ensure all individuals experiencing homelessness, including those with multiple barriers, are aware of the CES assessment and referral process?
    b. How do you provide culturally responsive services to people experiencing homelessness?

3. What, if any, are the current challenges preventing successful CES operation in your jurisdiction, and how do you plan to address these challenges?

For Large City and County applicants:
1. How do you coordinate with your CoC's CES?

The San Bernardino County Community Development and Housing Agency (CDHA) structure allows for CHDA to easily coordinate the efforts of CES. The Office of Homeless Services, which is the Administrative Entity for the San Bernardino County Continuum of Care, is under the CDHA umbrella of services.

On August 30, 2012, the United States Department of Housing and Urban Development (HUD) implemented the CoC (Continuum of Care) Interim Rule, which calls for Centralized Intake / Coordinated Assessment systems to be implemented by all Continuum of Care (CoC) programs and Emergency Shelter Grant (ESG) grantees by 2014.

Following a successful Coordinated Entry System (CES) pilot, the San Bernardino County Interagency Council on Homelessness (ICH) recommended the United Way 211 to apply to HUD as the operator of a new CES. 211's application was accepted by HUD and the project officially began start-up on August 1st of 2016.

CHDA staff regularly meet with CES staff to receive updates on the status of clients, identified barriers and to discuss possible modifications to CES. Additionally, the County supplements the CES funding with non-HUD COC resources.

2. What, if any, are your jurisdiction's current challenges related to CES, and how do you plan to address these challenges?

The CES operation is successful, but it is responsible the largest geographical sized County and the limited funding results in insufficient staff to adequately perform CES system activities. With the State providing a significant amount of additional sources to local jurisdictions, many more agencies and programs have been funded to provide homeless services over the past year, all with requirements to coordinate with CES. All of these agencies have to be trained in the CES protocols and how to enter data and upload documents into the CES workflow within HMIS. This also strains the capacity of CES staff.

We have partnered with WDD and train and utilize WEP (Worker Experience Program) workers, interns and volunteers to enhance CES staff, but these enhancements are sufficient to meet the demand.

With any new funding sources we will be encouraging an automatic 5% - 20% carve out for CES depending on funding amount and what is allowed per funding source. This will ensure an appropriate increase in CES operational capacity to accommodate the increased workload.

The state of California has provided technical assistance to evaluate the Coordinated Entry System. Technical assistance collaborative has undertaken an extensive evaluation of the structure and will be making a recommendation that will result in capacity expansion. Through the CESH grant funds monies have been allocated to enhance and implement the recommendations.

3. How do you promote the utilization of your CES?
    a. Specifically, what outreach do you conduct to ensure all individuals experiencing homelessness in your jurisdiction, including those with multiple barriers, are aware of the CES assessment and referral process?

The CoC Program interim rule at 24 CFR 578.93(c) requires recipients of CoC Program funds to affirmatively market their housing and supportive services to eligible persons regardless of race, color, national origin, religion, sex, age, familial status, or disability who are least likely to apply in the absence of special outreach, and maintain records of those marketing activities. Housing assisted by HUD and made available through the CoC must also be made available to individuals and families without regard to actual or perceived sexual orientation, gender identity, or marital status in accordance with 24 CFR 5.105 (a)(2). Nondiscrimination and affirmative outreach requirements for the ESG program are located at 24 CFR § 576.407(a) and (b).

Street outreach efforts funded under ESG or the CoC program are linked to the coordinated entry process. The Inland Empire United Way 211 has written policies and procedures that describe a process by which all participating street outreach staff, regardless of funding source; ensure that persons encountered by street outreach workers are offered the same standardized processes as persons assessed through site-based access points.

All County contracts associated with the various state homeless assistance grants or the federal homeless assistance grants require the sub recipients to utilize CES and input information into HMIS.

B. **Prioritization Criteria**
    1. What are the criteria used to prioritize assistance for people experiencing homelessness in your jurisdiction?

In accordance with HUD Notice CPD-16-11 on prioritizing persons experiencing chronic homelessness and other vulnerable homeless persons in permanent supportive housing, the CoC has established the following standards for determining and prioritizing households for permanent supportive housing assistance:

- <u>Prioritizing Chronically Homeless Persons in CoC Program-funded Permanent Supportive Housing Beds Dedicated or Prioritized for Occupancy by Persons Experiencing Chronic Homelessness</u>. As noted by HUD, "CoCs are strongly encouraged to revise their written standards to include an order of priority, determined by the CoC, for CoC Program-funded PSH that is dedicated or prioritized for persons experiencing chronic homelessness that is based on the length of time in which an individual or family has resided in a place not meant for human habitation, a safe haven, or an emergency shelter and the severity of the individual's or family's service needs. Recipients of CoC Program-funded PSH that is dedicated or prioritized for persons experiencing chronic homelessness would be required to follow that order of priority when selecting participants for housing, in a manner consistent with their current grant agreement."

Severity of service needs for persons is defined by HUD as an individual for whom at least one of the following is true:
- "History of high utilization of crisis services, which include but are not limited to, emergency rooms, jails, and psychiatric facilities; and/or
- Significant health or behavioral health challenges, substance use disorders, or functional impairments which require a significant level of support in order to maintain permanent housing;
- For youth and victims of domestic violence, high risk of continued trauma or high risk of harm or exposure to very dangerous living situations;
- When applicable CoCs and recipients of CoC Program-funded PSH may use an alternate criteria used by Medicaid departments to identify high-need, high cost beneficiaries.

Severe service needs as defined above are identified and verified through data-driven methods such as an administrative data match or through the use of a standardized assessment tool and process and should be documented in a program participant's case file. The determination cannot be based on a specific diagnosis or disability type, but only on the severity of needs of the individual. The determination cannot be made based on any factors that would result in a violation of any nondiscrimination and equal opportunity requirements, see 24 C.F.R. § 5.105(a).

- <u>Prioritizing Chronically Homeless Persons in CoC Program-funded Permanent Supportive Housing Beds Not Dedicated or Not Prioritized for Occupancy by Persons Experiencing Chronic Homelessness</u>. As stated by HUD, "CoCs are strongly encouraged to revise their written standards to include the following order of priority for non-dedicated and non-prioritized PSH beds. If adopted into the CoCs written standards, recipients of CoC Program-funded PSH that is not dedicated or prioritized for the chronically homeless would be required to follow this order of priority when selecting participants for housing, in a manner consistent with their current grant agreement."

  a. <u>First Priority–Homeless Individuals and Families with a Disability with Long Periods of Episodic Homelessness and Severe Service Needs</u>. An individual or family that is eligible for CoC Program-funded PSH who has experienced fewer than four occasions where they have been living or residing in a place not meant for human habitation, a safe haven, or in an emergency shelter but where the cumulative time homeless is at least 12 months and has been identified as having severe service needs.
  b. <u>Second Priority–Homeless Individuals and Families with a Disability with Severe Service Needs</u>. An individual or family that is eligible for CoC Program-funded PSH who is residing in a place not meant for human habitation, a safe haven, or in an emergency shelter and has been identified as having severe service needs. The length of time in which households have been homeless should also be considered when prioritizing households that meet this order of priority, but there is not a minimum length of time required.
  c. <u>Third Priority—Homeless Individuals and Families with a Disability Coming from Places Not Meant for Human Habitation, Safe Haven, or Emergency Shelter Without Severe Service Needs</u>. An individual or family that is eligible for CoC Program-funded PSH who is residing in a place not meant for human habitation, a safe haven, or an emergency shelter where the individual or family has not been identified as having severe service needs. The length of time in which households have been homeless should be considered when prioritizing households that meet this order of priority, but there is not a minimum length of time required.
  d. <u>Fourth Priority–Homeless Individuals and Families with a Disability Coming from Transitional Housing</u>. An individual or family that is eligible for CoC Program-funded PSH who is currently residing in a transitional housing project, where prior to residing in the

transitional housing had lived in a place not meant for human habitation, in an emergency shelter, or safe haven. This priority also includes individuals and families residing in transitional housing who were fleeing or attempting to flee domestic violence, dating violence, sexual assault, or stalking and prior to residing in that transitional housing project even if they did not live in a place not meant for human habitation, an emergency shelter, or a safe haven prior to entry in the transitional housing.

2. How is CES, pursuant to 24 CFR 578.8(a)(8) used for this process?

The CES appropriately addresses the needs of individuals and families who are fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, or stalking.

When a homeless or at-risk individual/household is identified by the CES to be in need of domestic violence services, that individual/household is referred to the domestic violence hotline immediately. If the individual/household does not wish to seek domestic violence specific services, the individual/household will have full access and entry into the CES, in accordance with all protocols described in the CES Policies and Procedures. If the domestic violence helpline determines that the individual/household seeking domestic violence specific services is either not eligible for or cannot be accommodated by the domestic violence specific system, the client will be contacted by the Housing Coordinator to be assessed into the CES. CES will call and verify with Victim Service Providers that there indeed is no room or services available for the client and provide full access to the CES. The CES certifies in writing that the individual made an oral statement that they are feeling, or attempting to flee a domestic violence, dating violence sexual assault or stalking, or any other dangerous or life threatening conditions related to violence; lack resources or support networks necessary to obtain permanent housing or hasn't identified other subsequent residence.

C. Coordination of Regional Needs
1. How have you coordinated with your partnering CoC, large city (if applicable), and/or county to identify your share of the regional need to address homelessness?

San Bernardino County CHDA oversees the Office of Homeless Services (OHS), which is the lead agency identified by the County to administer the CoC's portion of HHAP funding. In addition, the CoC governing board is made up of representatives from the County to coordinate and share resources with the CoC.

For the last year, the OHS has engaged the CoC in a series of multi-jurisdictional workshops designed to address the specific needs of the various regions throughout the county. The information gathered at these various meetings is then shared with CDHA executive management and staff in an effort to put forth as collaborative effort in addressing homelessness. Members of the CoC, which include homeless service providers, nonprofit organizations, faith-based organizations, homeless advocates, current and formerly homeless, city, county, state and federal agencies met regularly with other providers in their regions to review all data available to make data informed decisions for funding prioritization based on regional needs. The CoC is split the overall region into 5 service planning areas: Central Valley, Desert, East Valley, Mountains, and West Valley. Each region will have a say in which programs will be recommended to the governing board for funding.

The San Bernardino County will be complimenting the CoC's expected share of the HHAP funding. The CoC portion of the funding based on regional prioritization will support service-based systems, while the County will focus on innovative programs that will enhance the overall permanent supportive housing system and housing developments. Funds will also be allocated to support regional efforts with the cities, undertaking an analysis of different typologies for a more cost-effective construction of affordable housing pipeline, and implementation of the recommendations on the expansion of CES as recommended by Technical Assistance Collaborative; State provided CES technical assistance provider.

The County will continue its effort to work with developers to create affordable and permanent supportive housing pipeline with the goal of securing State NPLH Competitive funds, leveraging of HHAP monies and all other federal and state resources required to underwrite housing units. The Request for Proposal (RFP) or Notice of Funds Available (NOFA) process for identifying developer and city partners. The County in the future will issue RFPs or Notice of Funding Available (NOFAs) requesting submissions that propose more innovative housing prototypes and financing methods. These future RFPs and NOFAs will be based on future funding availability and the County may consider

providing additional subsidy as gap financing projects to be considered in 2020 and 2021.

The County also hosted a City and Developer forum and will continue the regional conversation on developing housing for homelessness. The funds requested for Systems Support to Create Regional Partnerships will fund the efforts. The focus on engagement from the Cities will be a continued dialogue for the future forums the County is planning over the next several months and years ahead.

2. What is your identified share of this need, and how will the requested funds help your jurisdiction meet it?

The County and the CoC are receiving almost similar amounts respectfully. The County will focus on longer-term solutions such as permanent supportive housing, partnerships with cities/developers with a focus on creating permanent supportive housing pipeline. County funds may be invested in a city or county unincorporated areas. The CoC will be allocating almost all the funding to support regional efforts primarily focused on supportive services, temporary shelter, bridge housing and rental assistance. The allocation of these funds in this manner will allow for the HHAP resources to be invested in the full spectrum of addressing homelessness.

D. Creating Sustainable, Long Term Housing Solutions

1. How is your jurisdiction involved in the efforts to create sustainable, long-term housing solutions for people experiencing homelessness across your region?

The County of San Bernardino CDHA leverages as many state and federal resources as possible to produce new units for Permanent Supportive Housing (PSH) units. Most recently the County and its development partner were awarded State Tax Credits on a 98 Unit affordable housing project in the Community of Bloomington that set aside 20 units for PSH. Also, the County applied for the No Place Like Home (NPLH) funds for 39 units for an 80-unit affordable project in the City of Redlands which also has 23 Veterans Homelessness units. As well as securing the non-competitive (NPLH) funds for 112 Unit project that set aside 30 units for PSH near the Community of Colton. With a total of 290 units on the horizon and 112 PSH units dedicated to housing the most vulnerable, which shows the County commitment to

aligned and seek out all available funding to look for efficient and effective sources to build more affordable units.

The County of San Bernardino is looking to achieve a multi-year pipeline of projects based upon funding availability. CDHA have conducted RFP's to invite Cities and other development partners to consider the use of NPLH and other State competitive funds to assist in housing the most vulnerable. The County will continue its effort to work with a developer(s) on future proposed development for future State NPLH Competitive rounds (to be announced at a future date in 2020 and 2021.) The RFP process was fruitful in the past and will we continue to work with Cities and development partners to find competitive funds. The County in the future will issue RFPs or Notice of Funding Available (NOFAs) requesting submissions that propose more innovative housing prototypes and financing methods. These future RFPs and NOFAs will be based on future funding availability and the County may consider providing additional subsidy as gap financing projects to be considered in 2020 and 2021.

Over the last decade the County has facilitated the development of over 1100 affordable/perm supportive housing units that completed construction and close to 500 units that are either under construction or close to securing funding.

Over the last decade the CoC has focused on expanding its inventory of permanent housing through the creation of long-term permanent supportive housing and shorter-term rapid rehousing rental assistance program primarily using HUD COC funds. Since 2008, the CoC has increased these services 10-fold by reviewing programs that work and redistributing resources from programs that are not meeting the demands of clients experiencing homelessness.

The CoC has partnered with other providers to maximize our efforts, such as coordination through the Emergency Food and Shelter Program, Emergency Solutions Grant, our homeless Runaway Youth Programs, and partnering with the local Medi-Cal Managed Care Plan, Inland Empire Health Plan (IEHP) to leverage funding for the creation of additional housing vouchers.

Our Interagency Council on Homelessness (ICH), has involved all 24 cities and the County to support multi-jurisdictional development of affordable and homeless specific housing. As such, almost all of the incorporated cities are seeking SB2 planning funds to assist them in strategizing for solutions to their homelessness problems. In addition,

Examples could include, but are not limited to:
    a. Partnering with agencies responsible for city planning and zoning, housing developers, and financial and legal service providers.
    b. Developing or strengthening data and information sharing across and within jurisdictions.
    c. Coordinating with other regional jurisdictions to ensure systems are aligned and all available funding is being used efficiently and effectively.

3. RESOURCES ADDRESSING HOMELESSNESS

To successfully complete this section, all applicants must answer the following questions:

A. Existing Programs and Resources
1. Provide an exhaustive list of all funds (including the program and dollar amount) that your jurisdiction currently uses to provide housing and homeless services for homeless populations.

   This list should include (where applicable), but not be limited to:
       a. Federal Funding (Examples: YHDP, ESG, CoC, CSBG, HOME-TBRA, CBDG)
       b. State Funding (Examples: HEAP, CESH, CalWORKs HSP, NPLH, VHHP, PHLA, HHC, Whole Person Care, HDAP, BFH)
       c. Local Funding

Funding Type	Federal	State	Local
San Bernardino County - HUD Emergency Solutions Grant (ESG)	$610,885.00		
City of San Bernardino - HUD ESG	$286,534.00		
City of Fontana - HUD ESG	$177,282.00		
City of Ontario - HUD ESG	$156,918.00		
State ESG - Local Administrative Entity - Comm. Dev. & Hsg.		$293,078.00	
HUD CoC Grant - Continuum of Care	$10,141,456.00		
CDBG - County of San Bernardino	$2,113,985.00		
HOME - The HOME Investment Partnerships Program (HOME) - San Bernardino County	$3,185,634.00		
HOME - Town of Apple Valley	$721,434.00		
HOME - City of Fontana	$658,460.00		
HOME - City of Ontario	$659,631.00		
HOME - City of San Bernardino	$1,279,762.00		
HEAP - San Bernardino County Office of Homeless Services		$9,389,654.30	
CESH 1 (CA Emergency Solutions & Housing Program)		$1,459,234.00	
CESH 2 (CA Emergency Solutions & Housing Program)		$835,737.00	
HDAP (Housing and Disability Advocacy Program)		$1,041,630.00	
NPLH (NO PLACE LIKE HOME- Noncompetitive) Las Terrazas		$2,591,023.00	
VHHP (Veterans Housing & Homeless Prevention Program)		$4,426,369.00	
Housing Choice Vouchers (Formerly Section 8)	$79,400,000.00		
HOME SAFE - Department of Aging and Adult Services		$600,000.00	
Whole Person Care - Arrowhead Regional Medical Center		$829,200.55	
CSBG - Community Services Block Grant		$2,656,074.00	
Supportive Services for Veterans Families (SSVF) - KEYS, Lighthouse Social Service Centers, U.S. Vets	$1,973,985.00		
HUD-VASH - Housing and Urban Development Veterans Affairs Supportive Housing (Permanent Housing)	$4,376,312.93		
Emergency Food and Shelter Program (EFSP) - Inland Valley Council of Churches	$905,738.00		
California Department of Mental Health, Mental Health Services Act (MHSA) - DBH		$158,000,000.00	
County of San Bernardino Community Employment Pathways Program Services (First Step Staffing) - Human Services ($750,000), Law and Justice Group ($375,000), and Workforce Development Department ($375,000)			$1,500,000.00
California Department of Corrections and Rehabilitation AB 109 - Probation		$1,300,000.00	
State of California Department of Social Services (Rapid Rehousing)			
Housing Support Program (HSP) FY 19/20		$6,480,000.00	
Family Stabilization (FS) FY 19/20		$2,084,000.00	
Homeless and Disability Advocacy Program (HDAP) FY 19/20		$257,210.00	
CalWORKs Temporary Homeless Assistance Program FY 18/19		$4,734,236.30	
CalWORKs Permanent Homeless Assistance Program FY 18/19		$531,480.03	
Ryan White Part A - Department of Public Health	$175,000.00		
Housing Opportunities for Persons With AIDS - Foothill AIDS Project	$400,000.00		

The County also leverages with Inland Empire Health Plan (IEHP) in providing funds for both construction and services to IEHP's target population.

2. How are these resources integrated or coordinated with applicants from overlapping jurisdictions (i.e. CoC, large city, and/or county)?

The County (CHDA) routinely looks at the issues of coordination and integration of existing homelessness platforms by examining experiences within multiple jurisdictions and agencies. The Office of Homeless Services (OHS) consults with its parent agency, CHDA and its consultant Urban Initiatives to outline the need for a comprehensive strategy for homelessness intervention and resource allocation.

The OHS has been providing routine informative presentations to the local cities through sessions with local city managers, aggressive efforts with electronic communications, and participation through the CoC regular meetings. The OHS has presented the various available funding coming not only from the State, but through the federal government and foundations that fund in the region. Multiple efforts have been made by the CoC to promote local jurisdictions to seek these funds and to leverage future resources with existing ones. An example would be coordinating rental assistance programs with housing development to ensure long-term viability of the development.

The County and the CoC utilize a coordinated approach to align the delivery of services, with the County focusing on the production of permanent supportive housing (PSH) and using ESG funds to provider short-term services; and the CoC focusing on using local providers to support homeless prevention, scattered sites and rapid re-housing.

3. What gaps currently exist in housing and homeless services for homeless populations in your jurisdiction?

The County (CHDA) uses various methods of analysis, such as homelessness statistics and demographics to project the need for housing interventions among the homeless population. These data are combined with the current inventory of housing and shelter, to identify local gaps in our homeless delivery system. Information from the homeless Point-In-Time Count (PITC), the Longitudinal Systems

Assessment (LSA)(formerly known as the Annual Homelessness Assessment Report – AHAR) through the Homeless Management Information System (HMIS), the Housing Inventory Count (HIC), are used to look at bed stays, retention rates, and make extrapolations on current and proposed housing needs. The spectrum of need varies among the different regions and municipalities of the CoC.

Using data from the PITC, HMIS, LSA, and the HIC, the CoC determines estimates of the housing resource needs for the homeless population, and what percentage of the population will benefit from a specific housing resource. Turnover in each program is looked at (i.e. emergency shelter, transitional shelter, bridge housing) and the length of time it takes for a permanent housing outcome through each program type drives the need for specific housing. Determining the appropriate intervention helps to reduce the time for permanent housing placements which helps to increase shelter bed turnover and therefore reduce system need.

Currently the data has identified a need to increase the permanent housing pipeline and long-term rental assistance resources. There is a greater need for these services than we can currently offer. Based on the numbers provided in the chart below significant challenges lie ahead as the numbers reflect that issues exist across the board in all categories.

People Experiencing Homelessness in San Bernardino County	Youth and Young Adults	*Families (Adults with Children)	Veterans	Adults	Single Women	Seniors	Total
Point-in-Time in HMIS (January 2019)	139	34 Households 87 People	175	1828	450	422	1920
Active clients in HMIS (Jan 2019 - Dec 2019)	997	1658 Households 6062 People	185	3999	731	390	10061
System Successes	Youth and Young Adults	Families	Veterans	Adults	Single Women	Seniors	Total
Average Length of Homelessness (Jan 2019 - Dec 2019)	45 Days	72 Days	85 Days	68 Days	57 Days	75 Days	67 Days Average
Percent of Population Retuning to Homelessness within 1 Year (Jan 2019 - Dec 2019)	14%	7%	13%	13%	7%	12%	11%

* This total inclues Youth and Young Adults and Veterans.

County resources are focused on the PSH pipeline. CDHA currently partners with the San Bernardino County Department of Behavioral

Health (DBH), using Mental Health Services Act (MHSA) funds to provide supportive services for the serious mentally ill chronically homeless population. Past PSH units have had the benefit of project-based vouchers from the Housing Authority of the County of San Bernardino. Unfortunately, the Housing Authority has hit the max conversion rate that HUD allows housing authorities to convert housing choice vouchers to project-based vouchers. This is going to create a challenge for the County of San Bernardino in underwriting the operating subsidies required to support homeless clientele. From a target population perspective, a void in services for the chronically homeless population that do not meet the criteria of living with a serious mental illness exists. Additionally, there is need for increased funding for homelessness prevention.

B. HHAP Funding Plans

1. Explain, in detail, how your jurisdiction plans to use the full amount of HHAP funds (including the youth set-aside) and how it will complement existing funds to close the identified gaps in housing and homeless services for the homeless population in your jurisdiction.

There is a need to work with local governments (cities) and local non-profits to leverage limited resources to create housing for the homeless population. HHAP spending will be utilized to identify partners, innovative and cost-effective construction options, and funding opportunities.

The State has made available $2,845,117.04 for the San Bernardino County. In the County of San Bernardino, the typical cost to develop and 80-unit affordable housing development is $10 million depending upon location within the County. Additionally, there is a need for operating subsidies as one proceeds to attain a higher level of affordability for homeless clientele. The County will look to leverage the HHAP funds with local city resources, federal home funds, try to secure other competitive state resources including low income housing tax credits.

As the Administrative Entity for the County, the CHDA is proposing the following for the utilization of HHAP funds to consider. As all grantees are required to use at least eight percent of the program allocation for services that meet the specific needs for homeless youth populations, the amount of $227,609.36 will utilize a shared housing model. Also, the Administrative Entity will be requesting

seven percent of the program allocation for administrative costs incurred to administer the program, $199,158.19.   The funds allotted for administrative cost and reporting requirements must be leveraged with other resources in hundred to fully administer and implement the program. These funds would include federal entitlement monies, mental health service act funds, and County general fund.   The $127,255 will be used to implement the state consultant's recommendation on modifying our coordinated entry system.

We are incorporating $200,000 for system support create regional partnerships. This can tie into the outreach with the cities and with the CoC activities. We are including a nominal amount for strategic homeless planning which will be coupled with the technical assistance No Place Like Home Technical Assistance funds. These monies will be used to work with a consultant to look at innovative prototype analysis and financing constraints that prevent us from developing and underwriting nontraditional, less costly housing construction types.

2. How will you ensure that HHAP funded projects will align and comply with the core components of Housing First as defined in Welfare and Institutions Code § 8255(b)?

The County works diligently to ensure that all funded projects are aligned and compliant with the core components of Housing First. Prospective developers are informed of core components of Housing First at the onset when the Notice of Funding Available (NOFA) is released. Information on the core components of Housing First are provided directly to prospective developers. The Housing First component is incorporated into our real estate documents, ensuring compliance from the developer. CHDA staff oversee projects from procurement, development, lease-up, through the on-going monitoring of services to ensure that project remains in compliance.

4. PARTNERS ADDRESSING HOMELESSNESS

To successfully complete this section, all applicants must answer the following questions:

A. Collaborating Partner Efforts

Please note: per Program Guidance, page 9, collaborative partners, at a minimum, should include representatives of local homeless service providers, homeless youth programs, law enforcement, behavioral health, county welfare departments, city and county public officials, educators, workforce development, community clinics, health care providers, public housing authorities, and people with lived experience. If any of these partnerships are not currently active in your jurisdiction, please address in question #3 below.

1. Describe, in detail, the collaborative partners who will be working with you on identified HHAP projects and how you will be partnering with them.

   The OHS is the lead agency for the San Bernardino County Continuum of Care (CoC). The CoC oversees the San Bernardino Homeless Partnership which is composed of over 200 homeless assistance providers and the local governance board which consist of 19 members composed of 2 members of the County Board of Supervisors, 5 City Elected Officials,1 representative from each of the following groups: San Bernardino Law and Justice Group, Superintendent of San Bernardino County Schools, Director of Community Development and Housing Agency, Director of Human Services, Director of the Department of Behavioral Health, President/CEO of the Housing Authority of San Bernardino County, 5 Elected Homeless Provider Network Representatives, and a Formerly Homeless Representative.

   The San Bernardino Homeless Partnership provides leadership in creating a comprehensive countywide network of service delivery to homeless individuals and families and those at-risk of becoming homeless.

   Currently we have over 50 memorandums of understanding with homeless service and healthcare providers for various service provision activities (Homeless Management Information System (HMIS), CoC, Homeless Emergency Aid Program, Emergency

Solutions Grant, and the California Emergency Solutions and Housing Program).

List of agencies actively participating in the CoC:

1. 211 Inland Empire United Way
2. Catholic Charities
3. Citadel Community Development
4. City Of Barstow
5. City Of Colton
6. City Of Montclair
7. City Of Redlands
8. City Of Rialto
9. City of San Bernardino
10. City Of Upland
11. Community Action Partnership
12. Department of Aging and Adult Services
13. Desert Manna Ministries
14. Desert Sanctuary
15. Doves of Big Bear
16. Family Assistance Program
17. Family Services Association of Redlands
18. Foothill AIDS Project
19. Foothill Family Shelter
20. Frazee Community Center
21. High Desert Homeless Services
22. Sheriff's Homeless Outreach Proactive Enforcement (HOPE) Team
23. House of Ruth – Domestic Violence Provider
24. Inland Behavioral and Health Services
25. Inland Counties Legal Services, Inc.
26. Inland Housing Solutions
27. Inland Valley Council of Churches
28. Inland Valley Hope Partners
29. Knowledge & Education for Your Success
30. Life Community Development
31. Lighthouse Social Services
32. Loma Linda University
33. Lutheran Social Services of Southern California
34. Mary's Mercy Center
35. Mental Health Systems, Inc
36. Mercy House
37. Morongo Basin ARCH
38. Morongo Basin Unity Home

39. Morongo Unified School District
40. New Hope Village, Inc.
41. Operation Grace
42. Pacific Lifeline
43. Restoration House of Angels
44. Salvation Army - Highland
45. Salvation Army - Ontario
46. Salvation Army - San Bernardino
47. SB Community Development & Housing
48. SB County Administrative Office
49. SB Department of Behavioral Health (DBH) Adult & Older System of Care
50. SB DBH/HA
51. SB HMIS
52. SB Housing Authority (HA)
53. SB Transitional Assistance
54. St. Mary Medical Center
55. Step Up on Second Street, Inc.
56. The Chance Project
57. Time For Change Foundation
58. US Veterans Inc
59. Victor Valley Domestic Violence
60. Victor Valley Family Resource Center
61. Victor Valley Warming Shelter
62. Water Of Life Community Church

2. Describe any barriers that you experience in partnering, and how you plan to address them.

One our largest existing barriers is the lack of partnering with local jurisdictions on the homeless issue. Homelessness has no barriers; therefore, it requires a collaborative effort among local administrators, including elected officials. Until we can gain buy-in from the community at large on a strategic plan there will continue to be a gap in services.

One of the primary issues is that the ability to approve many innovative projects is inconsistent with current policies, financing vehicles and zoning. Innovative housing prototypes require may require local jurisdictions to modify their land use plans, zoning and policies.

The County faces challenges of growth outpacing housing production, limited funding sources for affordable housing development, and high construction costs per unit. The County is seeking opportunities to expedite housing production through alternative housing typologies to meet the regional demand for housing.

Currently the County is working with a consultant to complete an in-depth research analysis and propose funding opportunities to expedite housing production, including affordable and permanent supportive housing, through faster, cost-effective construction, rehabilitation, and creative finance models. In addition, they will review existing and forthcoming funding opportunities for various housing typologies and develop recommended strategies for potential program and/or regulatory changes.

It is critical that the County partner with the local city jurisdictions since a majority of the homeless population does not reside in the County unincorporated areas. However, the County provide services to low income and homeless clientele through its many departments and funding resources. The County equally doesn't have all of the necessary resources to develop a pipeline to construct housing and must leverage its resources with city resources in order to develop new permanent supportive housing. The political will and the local communities is crucial to addressing homelessness in the region in a more comprehensive and cost-effective manner.

Examples could include: lack of key stakeholders or service providers, political bureaucracy, approval methods, lack of community input, etc.

3. *If no collaborative partners have not been identified at time of application,* describe the collaborative process of how you intend to include new and existing partners on HHAP projects.

At this time the County has not identified the final collaborative partners for the implementation of HHAP funded projects. The County will issue RFPs or Notice of Funding Available (NOFAs) requesting submissions that propose more innovative housing prototypes and financing methods. These future RFPs and NOFAs will be based on future funding availability and the County may consider providing

additional subsidy as gap financing projects to be considered in 2020 and 2021.

5. <u>SOLUTIONS TO ADDRESS HOMELESSNESS</u>

To successfully complete this section:

<u>Applicants that Submitted a Strategic Plan for CESH must:</u>
- Identify the measurable goals set in your CESH Strategic Plan and explain, in detail, which of these goals HHAP funding will directly impact and by how much.

    Please note: Per HSC § 50219(a)(6), all applicants' measurable goals must include the number of individuals they intend to serve, and the number of individuals they intend to successfully place in permanent housing with HHAP funding.

<u>Applicants that did not Submit a Strategic Plan for CESH must:</u>
- Identify clear, measurable goals that HHAP will be expected to achieve in your jurisdiction.

The County will utilize HHAP funds to leverage local, federal and state resources to construct 20 units of PSH which will be underwritten for a period of 20 years as well as implement a rapid re-housing/rental assistance program for the County's homeless youth. ***These funds will serve a total of 44 individuals, and it is anticipated that 100% of these individuals will be placed in permanent housing.*** The goal is to deploy innovative, cost- effective affordable housing prototypes *to support this effort.*

Examples:
- Decrease the percent of our jurisdiction's total homeless population that is unsheltered by 10 percentage points annually (baseline of 65% from 2018).

- Reduce the number of people who become homeless for the first time across our jurisdiction by 20% annually (baseline of 2,000 households from 2018)

- Increase the percent of successful shelter exits into permanent housing by 5 percentage points annually (baseline of 60%).

Please note: Per HSC § 50219(a)(6) all applicants' measurable goals must include the number of individuals they intend to serve, and the number of individuals they intend to successfully place in permanent housing with HHAP funding.

HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM (HHAP)
ANNUAL BUDGET TEMPLATE

APPLICANT INFORMATION

CoC / Large City / County Name:	San Bernardino County	Receiving Redirected Funds? Y/N	No
Administrative Entity Name:	Community Development and Housing Agency	Total Redirected Funding	$ -

HHAP FUNDING EXPENDITURE PLAN*

ELIGIBLE USE CATEGORY	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Rental Assistance and Rapid Rehousing	$ 75,869.97	$ 75,869.97	$ 75,869.42	$ -	$ -	$ 227,609.36
Operating Subsidies and Reserves	$ -	$ -	$ -	$ -	$ -	$ -
Landlord Incentives	$ -	$ -	$ -	$ -	$ -	$ -
Outreach and Coordination (including employment)	$ -	$ -	$ -	$ -	$ -	$ -
Systems Support to Create Regional Partnerships	$ 100,000.00	$ 100,000.00	$ -	$ -	$ -	$ 200,000.00
Delivery of Permanent Housing	$ -	$ 2,076,093.64	$ -	$ -	$ -	$ 2,076,093.64
Prevention and Shelter Diversion to Permanent Housing	$ -	$ -	$ -	$ -	$ -	$ -
New Navigation Centers and Emergency Shelters	$ -	$ -	$ -	$ -	$ -	$ -
Strategic Homelessness Planning, Infrastructure Development, CES, and HMIS (up to 5%)	$ 142,255.85	$ -	$ -	$ -	$ -	$ 142,255.85
Administrative (up to 7%)	$ 39,831.64	$ 39,831.64	$ 39,831.64	$ 39,831.64	$ 39,831.63	$ 199,158.19

TOTAL FUNDING ALLOCATION $ 2,845,117.04

	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Youth Set-Aside (at least 8%)	$ 75,869.97	$ 75,869.97	$ 75,869.42	$ -	$ -	$ 227,609.36

*Narrative should reflect details of HHAP funding plan

COMMENTS:

FINAL

San Bernardino County Homeless Partnership

Interagency Council on Homelessness (CoC Governing Board)
Administrative Office
303 E. Vanderbilt Way, San Bernardino, CA 92415-0026
Office: (909) 386-8297

February 13, 2020

Subject: Letter of Support for Homeless Housing, Assistance and Prevention Application Submittal

Dear Ms. Ostrander:

The Office of Homeless Services, as the lead agency for the Continuum of Care (CoC) is pleased to offer this letter for the proposed Homeless Housing, Assistance and Prevention (HHAP) application submitted by the Community Development and Housing Agency on behalf of the County of San Bernardino, in response to Notice of Funding Availability for HHAP issued by the Homeless Coordinating and Financing Council.

The Community Development and Housing Agency (CDHA) is the lead agency in the administration of County of San Bernardino Housing and Homeless Assistance programs. CDHA is comprised of the Department of Community Development and Housing (CDH) and the Office of Homeless Services (OHS).

CDHA receives and administers HUD competitive and entitlement funds, and State funding. CDHA is currently working closely with the local Continuum of Care in the creation of affordable housing units either via new construction, acquisition rehabilitation or motel conversion to complement homeless services activities and to connect homeless service providers with housing options.

To ensure funding priorities are in line with current local, state and federal goals, the CDHA maintains open and integrated communication with the CoC, County departments and related agencies as it moves forward with its promotion of homeless housing efforts and reducing homelessness region-wide. The CDHA actively participates in various monthly meetings concerning the CoC and all connected funding activities. As such, the CDHA supports the overall goals and objectives of the San Bernardino County CoC.

CDHA's participation in the HHAP process is expected to be complementary to the CoC, with the scope of the activities to be mutually acceptable to both the CoC and the County as addressed in their application.

Ending homelessness in our CoC is a priority and CDHA is a significant partner in helping to achieve this goal. We consider CDHA to be a model agency for other housing and homeless services agencies. The San Bernardino County CoC is pleased to support CDHA in its application for HHAP services.

Respectfully,

Tom Hernandez

Tom Hernandez, Chief of Homeless Services
County of San Bernardino – Community Development and Housing Agency – Office of Homeless Services

Members of the Interagency Council on Homelessness

Members of the Board of Supervisors	City of Rancho Cucamonga	City of San Bernardino
City of Victorville	Town of Yucca Valley	Department of Behavioral Health
Housing Authority of the County of San Bernardino	Community Development and Housing Agency	San Bernardino County Human Services
San Bernardino Law and Justice Group	Mountain Regional City Representative	Homeless Representative
San Bernardino County Superintendent of Schools	Members of the Homeless Provider Network	