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. **SUMMARY OF HOMELESSNESS IN THE COC, LARGE CITY, OR COUNTY**

    To successfully complete this section, applicants must:

    A. **Submit their CoC's complete HUD Longitudinal System Assessment (LSA) from October 1, 2017 – September 30, 2018.**

    B. **Use the LSA data to provide (as defined by HUD):**
        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

        See the attached LSA data

    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?

    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.

    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 community?

    The purpose of this system is to conduct an initial, comprehensive assessment of the housing and services needs for all people entering the local homeless assistance system, designed in response to local needs and conditions, including a locally designed common assessment tool, and utilizing the Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT).

    As noted and encouraged by HUD, the CES

- "prioritization policies are documented in Coordinated Entry policies and procedures and are consistent with CoC and ESG written standards established under 24 CFR 576.400(e) and 24 CFR 578(a)(9). These policies and procedures are made publicly available and must be applied consistently throughout the CoC areas for all populations;"
- The prioritization process uses any combination of the following factors:
  a) Significant challenges or functional impairments, including any physical, mental, developmental or behavioral health disabilities regardless of the type of disability, which require a significant level of support in order to maintain permanent housing (this factor focuses on the level of support needed and is not based on disability type);
  b) High utilization of crisis or emergency services to meet basic needs, including but not limited to emergency rooms, jails, and psychiatric facilities;
  c) The extent to which people, especially youth and children, are unsheltered;
  d) Vulnerability to illness or death;
  e) Risk of continued homelessness;
  f) Vulnerability to victimization, including physical assault, trafficking or sex work; or
  g) Other factors determined by the community that are based on severity of needs.

Based on the prioritization factors listed above, unsheltered persons will be prioritized above sheltered persons when the following factors are present:
  a) Vulnerability to illness or death;
  b) Risk of continued homelessness; and
  c) Vulnerability to victimization, including physical assault, trafficking or sex work

c. How are people referred to available housing through CES?

Whether the client contacts a partner organization in person or by phone, the partner screening and referral process consists of 4 simple steps:
  1) Client in housing crisis contacts partner organizations.
  2) Partner organizations will verbally ask the Prescreening Questions that have been developed for CES.
  3) If the answers to the Prescreening Questions indicate the client may be appropriate for the CES, make a referral to

the Housing Coordinating Entity by contacting 211 Opt 42 or direct line (909) 912-6112.
4) If not, providers would proceed with the client as they normally would, based upon their organization's policies and procedures.

The first steps in the Coordinated Entry System are gathering the Universal Data Elements, obtaining consent and conducting the VI-SPDAT pre-screen assessment.

The VI-SPDAT takes about 15 minutes to complete, asks a broad range of questions about a person's housing history, vulnerability, service needs and provides an initial indication of the type of housing assistance a person will likely need: Affordable Housing, Rapid Re-housing, or Permanent Supportive Housing.

How a person scores on the VI-SPDAT will guide housing resource recommendations. If an individuals' assessment indicates:

How a person scores on the VI-SPDAT will guide the housing coordinator recommendations to make the appropriate match and referral. If an assessment:

- Scores 0-3 Individual or 0-3 Families, an Affordable Housing (AH) referral will be provided. Additionally, a referral to any population-specific housing resource that may apply to them (i.e. senior housing, veteran housing, etc.). "We are NOT required to offer housing intervention at this time". If a family or a Veteran scores 0-5, they may be eligible for RRH programs.
  a) Families may also qualify for Cal-Works housing programs, No Child Left Unsheltered (NCLU) or other mainstream resources.
  b) Veterans may also qualify for Supportive Services for Veterans Families (SSVF), VA benefits and other mainstream resources.
- Scores 4-7 Individual or 4-8 Families, a Rapid Re-Housing (RRH) referrals will be provided. Additionally, a referral to AH program and any population-specific housing resource that apply to them. If they meet Chronically Homeless criteria, they may be eligible for PSH. Example: If clients score for RRH and meet the following criteria, they should also be referred to PSH programs:

a) have been continuously homeless for 1 year or more
b) or has had 4 episodes in the last 3 Years
c) and has a diagnosable disability

- Scores 8+ Individuals or 9+ Families, a Permanent Supportive Housing (PSH) referral will be provided. Additionally, a referral to AH program and any population-specific housing resource that apply to them (must have a diagnosable disability).

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?

   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.

   b. What is the grievance or appeal process for customers?

   Grievances about CES policies and procedures or a participating program's screening or program participation practices are directed to the Office of Homeless Services (OHS) as the lead agency of the CoC.

Any written complaint against the CES will be reviewed by the OHS within ten days of its receipt. The OHS will respond within 30 days by:

- Assisting the complainant in articulating /identifying issues, if needed.
- Determining what action needs to be taken, if any.
- Responding in writing to complainant with clear identification of issue and specifics about its resolution.

A first-person written and/or documented complaint will be considered a grievance.   A verbal, second-hand or hearsay complaint will be considered a complaint. The person making the grievance or complaint will be asked if they have adhered to grievance procedures provided by the organization they are making a grievance or complaint about. If the person making the grievance or complaint has not gone through the grievance procedure provided by the organization, the CoC will recommend that the person do so and document that recommendation. If the resolution provided by that organization was not satisfactory to the complainant, he/she may put the problem in writing and submit it to the OHS as the collaborative applicant of the CoC. If the complainant does not want his/her name attached to the complaint, his/her anonymity will be protected. If the complainant is unwilling to put the concern in writing, the OHS or another CoC member will document what has been said.

Each situation will be treated seriously and with sensitivity, and will be documented for the record with date, time, program name, and nature of the complaint, as well as with any action taken towards resolution.

Once a complaint or grievance has been submitted, the OHS will approach the problem program's representative, explain the complaint or grievance, and ask for a response to the charge(s). Responses will be documented. It will be up to the OHS to decide if the matter needs to be reviewed by the ICH as the Governing Board of the CoC. A second complaint or grievance will be handled the same. If a program receives a third complaint, the ICH will review the situation and recommend action. The Executive Director of the program being reviewed will be asked to respond to the Governing Board.

All complaints or grievances involving vulnerable adults or children will be immediately turned over to the appropriate county office. Any complaints received against programs that are components of the CES but not participants in the process will be recorded. Information will be shared with the Governing Board and/or funders or other stakeholders if and when deemed appropriate.

c. How do you provide culturally responsive services to people experiencing homelessness?

All staff administering assessments must use culturally and linguistically competent practices including "culturally and linguistically competent questions for all persons that reduce cultural and linguistic barriers to housing and services for special populations, including immigrants, refugees, and other first-generation populations; youth; individuals with disabilities; and lesbian, gay, bisexual, transgender, queer or questioning (LGBTQ) persons," as noted by HUD.

The CoC has included and will include ongoing CoC-wide training and training protocols for participating projects that receive referrals in culturally and linguistically competent practices so that appropriate resources available to participants are as comprehensive as possible.

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

The CES operation is successful, but the large geographical size of the region and the limited funding results in insufficient staff to adequately perform CES system activities. Through the significant amount of resources being made to the local jurisdiction, 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 Workforce Development Department (WDD) and train and utilize Worker Experience Program (WEx) 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.

For Large City and County applicants:
1. How do you coordinate with your CoC's CES?
2. What, if any, are your jurisdiction's current challenges related to CES, and how do you plan to address these challenges?
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?

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:

- Prioritizing Chronically Homeless Persons in CoC Program-funded Permanent Supportive Housing Beds Dedicated or Prioritized for Occupancy by Persons Experiencing Chronic Homelessness. 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).

- Prioritizing Chronically Homeless Persons in CoC Program-funded Permanent Supportive Housing Beds Not Dedicated or Not Prioritized for Occupancy by Persons Experiencing Chronic Homelessness. 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. First Priority–Homeless Individuals and Families with a Disability with Long Periods of Episodic Homelessness and Severe Service Needs. 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. Second Priority–Homeless Individuals and Families with a Disability with Severe Service Needs. 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. 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. 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. Fourth Priority–Homeless Individuals and Families with a Disability Coming from Transitional Housing. 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?

The Office of Homeless Services is an office under the County's Community Development and Housing Agency, which is the lead

agency identified by the County to administer the County'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 Office of Homeless Services has engaged the CoC in a series of multi-jurisdictional workshops designed to address the specific needs of the various regions throughout the county. 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 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 CoC will be complimenting the County'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.

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

The CoC and the County are receiving almost similar amounts respectfully. 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 County will focus on longer-term solutions such as permanent supportive housing, partnerships with cities/developers with a focus on creating a permanent supportive housing pipeline. 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?

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-tem rapid rehousing rental assistance programs primarily using U.S. Department of Housing and Urban Development 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, the ICH encourages multi-city collaboration in addressing these issues. Various cities have been successful in partnering with other cities to maximize the Homeless Emergency Aid Program (HEAP) funding to complement their emergency homeless services through HEAP. Such efforts ensure that systems are aligned and agencies are effectively using funding collaboratively.

The Office of Homeless Services is also partnering with the local geographic information system (GIS) service provider Environmental Systems Research Institute (ESRI) to develop a platform for increased data and information sharing with other software platforms such as, health care management, behavioral health and public health systems, sheriff data and law enforcement data. The purpose is to be able to share information across systems, while being sensitive to data restrictions such as HIPAA and PII.

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.

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	

Program	Federal	State/County	Other
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		

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

The local CoC 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, the Community Development and Housing Agency 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 provide 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 CoC 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.

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.

HHAP spending will be informed by a best-practices framework focused on moving homeless individuals and families into permanent housing and supporting the efforts of those individuals and families to maintain their permanent housing. OHS has conducted regional workshops in all 5 of the CoC's service planning areas (SPA) within the county: Central Valley, Desert, East Valley, Mountains, and West Valley. OHS has compiled the feedback and coordinated with the SPA's to ensure regional prioritization and recommendations for funding which will be reflected in the request for applications to be released.

The State has made available $3,071,059.67 for the San Bernardino County Continuum of Care (CoC). As the Administrative Entity for the CoC, the OHS 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 $245,684.77 will be made available to a homeless youth provider to provide services CoC wide to address the issue of youth homelessness. Also the Administrative

Entity will be requesting seven percent of the program allocation for administrative costs incurred to administer the program, $214,974.18. $2,610,400.72 of funding will be allocated to the five various regions based upon a $200,000 flat amount per region and the remainder amounts calculated using the Point-In-Time Count percentages per region. Each region also determined their priority categories from top to bottom. The top 3 categories were factored in by region to determine the final budget amounts. See calculations below:

West Valley	**$ 390,648.61**	1	$ 195,324.30	Delivery of Permanent Housing
		2	$ 136,727.01	Outreach and Coordination
		3	$ 58,597.29	Landlord Incentives
		Total for Region	**$ 390,648.61**	
Central Valley	**$ 1,177,040.84**	1	$ 588,520.42	New Navigation Centers and Emergency Shelters
		2	$ 411,964.30	Outreach and Coordination
		3	$ 176,556.13	Rental Assistance / Rapid Rehousing
		Total for Region	**$ 1,177,040.84**	
Desert	**$ 495,328.59**	1	$ 247,664.30	New Navigation Centers and Emergency Shelters
		2	$ 123,832.15	Rental Assistance / Rapid Rehousing
		3	$ 123,832.15	Delivery of Permanent Housing
		Total for Region	**$ 495,328.59**	
East Valley	**$ 310,523.19**	1	$ 155,261.59	New Navigation Centers and Emergency Shelters
		2	$ 77,630.80	Rental Assistance / Rapid Rehousing
		3	$ 77,630.80	Landlord Incentives
		Total for Region	**$ 310,523.19**	
Mountains	**$ 236,859.49**	1	$ 82,900.82	Prevention & Shelter Diversion to Permanent Housing
		2	$ 82,900.82	Outreach and Coordination
		3	$ 71,057.85	Rental Assistance / Rapid Rehousing
		Total for Region	**$ 236,859.49**	

Eligible Use Category	Category amount

Rental Assistance /Rapid Rehousing	$ 449,076.92
Landlord Incentives	$ 136,228.09
Outreach and Coordination (including employment)	$ 631,592.13
Delivery of Permanent Housing	$ 319,156.45
Prevention and Shelter Diversion to Permanent Housing	$ 82,900.82
New Navigation Centers and Emergency Shelters	$ 991,446.31
	$ 2,610,400.72

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)?

As part of the contract agreements established by the OHS and the contracting Homeless Emergency Aid Program (HEAP) agencies, one of the key components of the contract includes complying with the Housing First requirements as noted by the State of California Welfare and Institutions Code § 8255(b).

The OHS has incorporated into all State related contract agreements the following language:

"The methodology of providing services will follow the Housing First policy. This is an approach that offers permanent, affordable housing quickly as possible for individuals and families experiencing homelessness, and then provides the supportive services and connections to the community-based supports people need to avoid returning to homelessness. HEAP projects must align and comply with the core components of Housing First as defined in California Welfare and Institutions Code Section 8255(b)"

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.

At this time the CoC has resolved the majority of barriers that it has experienced through its current partnerships and will continue to promote partnership expansion and solutions to its challenges to enhance the CoC.

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, we have not identified our partners for the HHAP project. We plan to release our Request for Applications (RFA) for HHAP partners during March. Our RFA is based upon the needs that have been identified by homeless service providers that serve each of our 5 regions. The RFA process will allow new and existing partners to present their applications for a project they would like to receive HHAP funding to administrate. The OHS will be administering the RFA process, and funding decisions will be determined by the ICH, our CoC governing board.

5. SOLUTIONS TO ADDRESS HOMELESSNESS

To successfully complete this section:

Applicants that Submitted a Strategic Plan for CESH must:
- 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.

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

The CoC anticipates utilizing HHAP funds to serve 12,213 individuals/family units over 5 years, among the categories listed below. Out of the 12,213 we anticipate that 10% (1,221 individual/family units) will be placed into permanent housing. The CoC will utilize the San Bernardino County Homelessness Action: A Multi-jurisdictional Approach to connect residents to permanent housing.

Rental assistance and rapid rehousing
- Decrease length of time homeless for persons residing in emergency shelters by 10% for individuals and 20% for families. Currently length of time homeless is 41 days for individuals and 35 days for families.

Incentives to landlords, including, but not limited to, security deposits and holding fees

- Increase the number of landlords actively participating collaboratively with the CoC homeless services providers by 10%. Currently, 268 landlords participate in the program.

Outreach and coordination, which may include access to job programs, to assist vulnerable populations in accessing permanent housing and to promote housing stability in supportive housing
- Increase the percent of vulnerable populations assisted with mainstream resources by 10%. Current baseline is 25%.

Prevention and shelter diversion to permanent housing
- Reduce the number of people who become homeless for the first time across our jurisdiction by 10% annually. Current baseline is 352.

New navigation centers and emergency shelters
- At minimum, double the number of navigation/day centers in the Continuum of Care. Current baseline is 1 navigation center in the city of Ontario.
- Increase the number of available shelter beds available by 10% and decrease shelter vacancy rate by 10%. Current number of shelter beds is 720 and current vacancy rate is 33.

The CoC currently has a total of 321 shelter beds being utilizing by 303 individuals, leaving a total of 18 available shelter beds (Pre-Covid 19). During the winter months are beds have a 100% utilization rate, and during summer months, we see an approximate 8% decrease, making our summer utilization rate 92%. The percentage of exits from emergency shelter into permanent housing during fiscal year 2018-2019 was 24%.

Delivery of Permanent Housing
- Increase the percentage of vulnerable population referred to new motel/hotel conversions by at least 10%. Current baseline is 38.

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:	CA-609 San Bernardino CoC	Receiving Redirected Funds? Y/N	No
Administrative Entity Name:	Community Development and Housing Agency - OHS	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	$ 138,952.33	$ 138,952.33	$ 138,952.33	$ 138,952.33	$ 138,952.37	$ 694,761.69
Operating Subsidies and Reserves	$ -	$ -	$ -	$ -	$ -	$ -
Landlord Incentives	$ 27,245.62	$ 27,245.62	$ 27,245.62	$ 27,245.62	$ 27,245.62	$ 136,228.10
Outreach and Coordination (including employment)	$ 126,318.43	$ 126,318.43	$ 126,318.43	$ 126,318.43	$ 126,318.43	$ 631,592.15
Systems Support to Create Regional Partnerships	$ -	$ -	$ -	$ -	$ -	$ -
Delivery of Permanent Housing	$ 63,831.29	$ 63,831.29	$ 63,831.29	$ 63,831.29	$ 63,831.29	$ 319,156.45
Prevention and Shelter Diversion to Permanent Housing	$ 16,580.16	$ 16,580.16	$ 16,580.16	$ 16,580.16	$ 16,580.16	$ 82,900.80
New Navigation Centers and Emergency Shelters	$ 198,289.26	$ 198,289.26	$ 198,289.26	$ 198,289.26	$ 198,289.26	$ 991,446.30
Strategic Homelessness Planning, Infrastructure Development, CES, and HMIS (up to 5%)	$ -	$ -	$ -	$ -	$ -	$ -
Administrative (up to 7%)	$ 42,994.84	$ 42,994.84	$ 42,994.84	$ 42,994.84	$ 42,994.82	$ 214,974.18

TOTAL FUNDING ALLOCATION $ 3,071,059.67

	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Youth Set-Aside (at least 8%)	$ 49,136.95	$ 49,136.95	$ 49,136.95	$ 49,136.95	$ 49,136.97	$ 245,684.77

*Narrative should reflect details of HHAP funding plan

COMMENTS:

FINAL

SAN BERNARDINO COUNTY

Community Development & Housing Agency
Community Development & Housing

Dena Fuentes
Deputy Executive Officer

Gary Hallen
Director

February 13, 2020

Dear Ms. Ostrander:

The Community Development and Housing Agency (CDHA) is pleased to support the San Bernardino City and County Continuum of Care(CoC), in their submittal of the Homeless Housing, Assistance and Prevention (HHAP) application, in response to Notice of Funding Availability for HHAP issued by the Homeless Coordinating and Financing Council.

The CoC works to ensure community-wide commitment to ending and preventing homelessness in all parts of the County through inclusion of representation from the entire CoC geographic area. To ensure funding priorities are in line with current local, state and federal goals, the CoC maintains open and integrated communication with the County departments and related agencies as it moves forward with its promotion of homeless housing efforts and reducing homelessness region-wide. The Office of Homeless Services, on behalf of the CoC, actively participates in various monthly meetings concerning the CHDA and all connected homeless funding activities. As such, the San Bernardino CDHA supports the overall goals and objectives of the San Bernardino City and County CoC.

The CoC's participation in the HHAP process is expected to be complementary to the County's application, with the scope of the activities to be mutually acceptable to both the CoC and the County as addressed in their application. We are pleased to know that the collaborative grant will continue to support the needed connection, communication and services to San Bernardino County residents.

Ending homelessness in our county is a priority and the CoC is a significant partner in helping to achieve this goal. We consider the San Bernardino City and County CoC to be a model example for other CoC's. The County of San Bernardino is pleased to support San Bernardino City and County CoC in its application for HHAP services.

Respectfully,

Dena Fuentes, Deputy Executive Officer
San Bernardino County Community Development and Housing Agency