CalWORKs Housing Support Program

San Bernardino County

Prepared by the Transitional Assistance Department (TAD)

August 13, 2014



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Introduction — Describe the problem of homelessness and housing instability in your CalWORKs program.

The problem of homelessness has persisted across the United States for decades and what is true nationally is equally true in San Bernardino County. In June 2009, San Bernardino County developed the 10-Year Strategy to End Homelessness by implementing the San Bernardino County Homeless Partnership (SBCHP). The purpose of SBCHP is to end chronic homelessness and reduce the instance of episodic homelessness in San Bernardino County with collaborative partnerships with federal, state, and local governments, social service agencies, and community and faith-based organizations.

Although Federal, State, and local assistance have helped a number of families, a considerable number of CalWORKs families have remained homeless, some for long periods of time. The most comprehensive programs have put into place homeless prevention services, recognizing that the costs of avoiding homelessness in the first place are far less than rehabilitating a family after a long period of living on the streets. Continued higher than normal unemployment rates and the economic pressures on families in San Bernardino County have pushed many low-income families into homelessness. The needs in San Bernardino County far surpass the available resources that San Bernardino County and not-for-profit providers administer.

County Statistics

The 2013 San Bernardino County Homeless Count and Subpopulation Survey provides baseline data that quantifies and documents the total number of homeless persons for the entire County that includes 24 cities and four unincorporated areas in which homeless persons were counted. Per this report, there are 2,321 adults and children who are homeless on a given day in San Bernardino County. Of the 2,321 persons:

- 1,247 1,182 adults and 65 children (5%) were unsheltered. These children were members of 36 homeless families of which 20 (55%) were living on the streets or in vehicles.
- 1.074 640 adults and 434 children were sheltered as follows:
 - 518 persons 357 adults and 161 children were living in shelters or received a motel voucher.
 - 556 persons 283 adults and 273 children were living in transitional housing.

Currently, the County of San Bernardino is serving 51,556 CalWORKs families with approximately 900 (1.7%) of those families identifying themselves as homeless. Of the CalWORKs families identified as homeless, 89% have received temporary and/or permanent Homeless Assistance through the CalWORKs program.

The 2014 Community Health and Wellness Report provides housing instability data within San Bernardino County schools. In the 2012-13 school year, 30,122 (8.1%) students were identified as homeless or lacking stable housing, based on the McKinney-Vento Homeless Education Assistance Act. Among students identified as homeless or lacking stable housing:

- 90% are living doubled- or tripled-up in a home,
- 5% live in shelters,
- 3% live unsheltered in cars, parks or campgrounds, and
- 2% live in motels.

Data collected from the County of San Bernardino Preschool Services Department's Community Assessment for fiscal year 2013-14 shows that 111 (2%) of preschool children enrolled in their program were classified as homeless.

The County of San Bernardino, like many other counties, has a substantial number of households that are at risk of becoming homeless. The Census Bureau noted that 16% of nearly 100,000 households, consisting of about 320,000 residents in San Bernardino County, were living below poverty level as reported in the 2011 American Community Survey.

Purpose

San Bernardino County Transitional Assistant Department's (TAD) purpose in applying for the housing support allocation is to reduce the instance of homelessness within our CalWORKs families by moving them into permanent housing. These families include children who require a safe and stable living arrangement to ensure child well-being, and use of this allocation will allow parents to commit to social services and welfare-to-work activities to achieve self-sufficiency goals. This will be accomplished by providing Rapid Re-Housing (RRH) and rental assistance to families to obtain housing quickly and to promote stability through an array of case management and supportive services by maximizing collaborative partnerships.

TAD will apply the following Housing First standards in its CalWORKs Housing Support (CHS) program:

- Move CalWORKs families into housing directly from streets and shelters without preconditions of treatment acceptance or compliance.
- Use housing as a platform to deliver robust support services to families that are predicated on assertive engagement, not coercion.
- Continued tenancy is not dependent on participation in services.
- Housing is targeted to the most vulnerable CalWORKs families, with the intent of serving all 900 homeless families over a one year period.
- Embrace harm reduction approach to addictions rather than mandating abstinence.
- Families must have leases and tenant protections under the law.

- **Target Population** Identify any possible target population for your Housing Support Program.

 Describe your selection criteria and how participants will be identified. If your program plans to serve families who are facing housing instability or at imminent risk of losing their housing, how will this instability or risk be determined and documented?
- D. What are your selection criteria for families to participate in the program? How will participants be identified?

TAD's RRH Program will target CalWORKs families who are:

- Homeless,
- Experiencing housing instability, or
- · At imminent risk of being homeless.

CalWORKs families who at application, redetermination, or any other time identify themselves in one of the categories above will be referred to a Homeless Assistance Eligibility Worker (EW). The Homeless Assistance EW will interview the family and complete a Homeless Screening Guide. The results of the Screening Guide will document the instability or risk of the household and will provide general information for the Intake Coordinator to assign a Housing Navigator, if a Housing Navigator is not co-located in the TAD office. All families newly identified as homeless or at imminent risk will be served if they voluntarily choose to participate.

TAD's goal is to serve 100% of the CalWORKs families who are homeless or experiencing housing instability, or at imminent risk of being homeless, over a one year period. The Homeless Assistance EW will complete eligibility determination for the CalWORKs Homeless Assistance program. Whether the CalWORKs family is eligible to the CalWORKs Homeless Assistance program or not, the Homeless Assistance EW will contact a Housing Navigator to schedule a same day interview to complete an Individualized Training and Service Plan (ITSP). The ITSP will determine the fastest and most efficient way to permanently house the family, and which services are critical to housing retention. Referrals will be made to the County of San Bernardino Department of Behavioral Health (DBH) for a case manager to address life skill and mental health or substance abuse needs. Treatment is not a condition of RRH services.

Program Structure - Describe how your county will structure its program

- A. Will your county's rapid re-housing program link or supplement any already existing programs or services? If yes, please list any program partners and stakeholders with whom your county will work, including information on whether the partners are in-house or if they will be contracted and to what extent.
- B. What is your county's strategy for implementing housing identification services?
 - How do you propose to manage landlord recruitment and engagement?
 - With whom will you work to identify potential housing units and ensure participants are accessing housing that meets habitability and safety standards?
 - If your program will work with families facing housing instability or at imminent risk of losing housing, describe your county's housing retention strategies.
- E. How will you assess a family's housing needs and barriers?

The County of San Bernardino is a "Housing First" County and TAD will build on this philosophy with our RRH program by offering a screening criterion with a focus on housing stabilization that will have a flexible approach for each family. To facilitate our flexible approach, TAD's program partners will be co-located with TAD staff when feasible or transportation will be provided to ensure access to partners and services. TAD will contract with:

- The Housing Authority of the County of San Bernardino (HACSB) for available housing for CalWORKs families which includes Housing Navigator services through a sub-contract with Knowledge and Education for Your Success, Inc. (KEYS).
- The County of San Bernardino DBH for case management services.

The mission of HACSB is to empower all individuals and families in need to achieve an enriched quality of life by providing housing opportunities and resources throughout San Bernardino County. HACSB was designated as a Moving to Work agency by the United States Department of Housing and Urban Development (HUD), which allows them to waive certain regulations to create local programs that help more families achieve self-sufficiency and expands housing choices. The No Child Left Unsheltered (NCLU) program was implemented in January 2014 to end homelessness of any unsheltered family with children in San Bernardino County, with special attention to the education and well-being of the children and the economic advancement of the parents. NCLU offers public housing units and housing choice voucher rental subsidies to families who are identified as chronically homeless.

HACSB has been the largest provider of affordable housing in San Bernardino County since its founding in 1941, and is currently serving nearly 30,000 individuals and families. HACSB owns and/or manages more than 10,000 housing units and works with landlords to provide families a decent, safe, and sanitary place to call home. HACSB works with families and private landlords to ensure HUD's Housing Quality Standards are followed and maintained and to ensure the family knows and understands their tenant rights and responsibilities.

Program Structure, continued

The mission of KEYS is to empower all individuals and families impacted by poverty to unlock their potential for success, including HACSB participants in Public Housing and rental voucher assistance programs, homeless Veterans through the Supportive Services for Veteran Families (SSVF) Program, and homeless children and families through the NCLU program.

For this partnership, KEYS will provide a Housing Navigator for TAD's homeless or at risk of homeless families in need of immediate housing services. The Housing Navigator is assigned by the Intake Coordinator based on location of the family, unless a Housing Navigator is co-located. The Housing Navigator uses a best practice tool called the ITSP, which helps the Housing Navigator work with the family to identify strengths, barriers, resources and set immediate goals to stabilize the family in their housing crises. Once the family has been screened the Housing Navigator will directly help the family by:

- Locating housing.
- Filling out housing applications.
- Providing mediation with landlords and neighbors.
- Providing written information about landlord/tenant rights and responsibilities.
- Reviewing and understanding the requirements of the lease.
- Obtaining, interpreting, and correcting, as needed, rental and credit history.
- Obtaining identification and other documentation needed to apply for housing.
- Developing a household budget and reducing expenses to the extent possible.
- Reducing or re-negotiating debt and/or obtaining other consumer credit counseling assistance.
- Providing information and referral to employment and free or reduced-cost goods and services.

The Housing Navigator will utilize a growing list of landlords to communicate the "Housing First" philosophy and will work with landlords through HACSB's countywide landlord list to provide reasonable support to families for immediate placement. KEYS will partner with its community and faith based partnerships to negotiate and support payment of security deposits, utility assistance, rental assistance, furniture needs, and other housing costs as appropriate to the situation. The Housing Navigator will work to find the most immediate and viable long term placements for the family. KEYS experience delivering the aforementioned services through the SSVF program is an advantage to delivering services expeditiously to the families. Families identified on the ITSP as requiring more extensive case management due to family members experiencing mental illness, substance abuse or other issues will be referred to DBH.

The mission of DBH is to strive to be recognized as a progressive system of seamless, accessible, and effective services that promote prevention, intervention, recovery, and resiliency for individuals, families, and communities. DBH has been an ongoing provider of services to CalWORKs families and has recently joined TAD in services related to the Family Stabilization program.

DBH is currently providing case management services to CalWORKs families through the Family Stabilization and Life Skills programs. Family Stabilization provides similar RRH services to a limited number of homeless CalWORKs families, due to Welfare-to-Work (WTW) requirements. The CHS program does not have a WTW participation requirement, although self-sufficiency through employment is part of the ITSP. The families served through FS will be tracked and reported separately from the CHS program to prevent duplication of services and to maximize funding for both programs.

Program Structure, continued

The Life Skills program is an education program for CalWORKs families and provides an educational classroom atmosphere where DBH case managers act in the role of facilitator. The intent is to provide and/or assist the CalWORKs family with basic job and life skills by increased awareness of important life topics, adaptation skills and skills to reduce personal and/or life stressors that may be interfering with gaining or maintaining housing. Families will be provided information and training on a variety of topics including, but not limited to:

- Goal setting,
- Income budgeting,
- Home organization,
- Practical living habits,
- Coping skills, and
- Healthy relationship interactions.

In addition to Life Skills education, DBH provides case management services to all referred families from the KEYS Housing Navigator. Case management will include, but is not limited to:

- Continually assessing services needed,
- Making referrals for services needed,
- Developing a plan and timeline,
- Documenting customer's progress including success and problems,
- Making frequent and on-going contact with each family, ranging from daily to weekly, depending on level of need and progress, to determine the effectiveness of service, and
- Making every effort to engage families who are not progressing at an adequate pace, which may include home visits.

TAD's RRH program will offer time-limited, individualized financial assistance designed to assist families obtain and retain permanent housing. Financial assistance is provided at a level that enables the family to maintain housing while they seek to:

- Increase income,
- Learn to manage a household budget,
- Relocate to less expensive housing, and/or
- Reduce expenses to sustain their housing.

Financial assistance will be as minimal in amount and duration as possible, and provided in a manner that is intended to avoid an immediate or near-term loss of housing; however, ongoing contact with families after completion of their ITSP or Life Skills program on a six month basis will assist in housing retention.

Provision of Services

- C. With respect to service array, please describe: (1) what services will be delivered, (2) how services will be delivered, (3) the approximate number of participants to whom services will be delivered if your county receives the level of funding requested, and (4) the anticipated duration of each service.
- F. Describe how your program will determine the duration and amount of rental assistance, along with any criteria your program will use to evaluate continued participation in, or renewal of, assistance.

TAD's CHS program goal is to provide assistance to 100% of CalWORKs families in need and estimate approximately 900 families will receive assistance over a one year period. The amount and duration of financial assistance is adjusted according to the family's needs and is not a "one size fits all" approach. RRH and rental assistance is provided in a manner that is intended to prevent families from experiencing a sudden and unmanageable increase in their housing expenses at the end of program assistance.

TAD's RRH program funds will be disbursed via vouchers issued by the Housing Navigator and will provide rental assistance, including but not limited to:

- "Reasonable" rental assistance limited to a maximum of three to six months.
 - The justification for "reasonable rents" shall be assessed based upon applicable local sub-market rents, but in no circumstance shall it exceed the local area's Fair Market Rent established by HUD.
- 100% of the first month's start-up costs, which include security deposits.
- An additional six months of ongoing support from the Housing Navigator to stabilize the family to a
 permanent housing plan.

Case management services from the County of San Bernardino DBH will be provided for as long as family members require support services for mental illness, substance abuse or other issues.

Data Collection and Evaluation – G. Describe your capacity to collect data about your program and its effect on clients. This may include administrative and/or qualitative data.

The County of San Bernardino plans to use our existing Homeless Management Information System (HMIS) as maintained and managed by the Office of Homeless Services (OHS), as well as the Statewide Automated Welfare System (SAWS) Consortium IV (C-IV), our CalWORKs case management and reporting system used by TAD staff to collect administrative and/or qualitative data.

The County of San Bernardino HMIS is a coordinated system of computers that enables service, shelter and housing providers in different locations across the County to collect and share information about the homeless individuals and families seeking services. This system of computers allows users to collect and store information that can be used to improve service delivery for their consumers as well as generate required reports for different funding sources, including the Annual Progress Report for HUD.

All recipients of HUD funds for homelessness and homelessness prevention services are required to participate in the HMIS. This includes recipients of Emergency Solutions Grant (ESG) funds, Supportive Housing Program (SHP), Shelter Plus Care (S+C), Section 8 Moderate Rehabilitation for Single Room Occupancy (SRO), and Housing Opportunities for Persons with AIDS (HOPWA). In addition, HUD encourages participation of other federal programs that serve homeless persons. Participation of other organizations that do not receive HUD Continuum of Care funding is voluntary, but strongly encouraged.

HACSB and its sub-contractor, KEYS, currently enter data into HMIS for homeless tracking and reporting for several programs, and will provide this service for the CHS program.

The SAWS C-IV program maintains demographic and assistance information at the case and person level for CalWORKs and CalFresh cases.

Together HMIS and SAWS C-IV will:

- Ensure cross-system coordination of services,
- Decrease duplicate intakes and assessments.
- Improve agency effectiveness through tracking family outcomes,
- Identify gaps in services, and
- Prepare mandated program and financial reports on a monthly, quarterly, and annual basis.

Monthly progress reports will include the following total number of:

- CalWORKs families served.
- Types of services received,
- · Amounts of financial assistance issued, and
- CalWORKs families who could not be served, why they could not be served, what services could not be provided, and a narrative description.

RRH services and financial assistance to families to obtain and/or retain permanent housing will be provided through a contracted vendor. The County Expense Claim (CEC) will be used to claim program costs based on invoices for contracted services and expenditures.

To evaluate program effectiveness TAD, HACSB/KEYS, and DBH staff will meet monthly to coordinate and evaluate policies concerning all of the recommendations and related activities within this plan.

Direct Services and Administrative Expenses – H. Describe strategies you will use to maximize direct services and

minimize administrative expenses.

Strategy	How this will maximize direct services	How this will minimize administrative costs
 TAD will leverage: Existing eligibility staff, Current CalWORKs Homeless Assistance program funding to maximize financial resources, Current Memorandum of Understanding (MOU) with DBH for case management and Life Skills services, and Current automated system for data tracking and reporting. 	Energies and resources will be focused on the family, not on additional administrative requirements.	 No additional TAD staff is required to implement. Changes to TAD policies and operations will be minimal. Program support costs will be minimal. Implementation will follow Board of Supervisor approval of MOU with the HACSB. Services and financial assistance will be coordinated, preventing duplication.
DBH will leverage existing staff to provide Case Management services in the TAD offices, or a nearby location, which includes: Brief assessment using the Co-Occurring Joint Action Council (COJAC), Screening, Brief Intervention, and Referral to Treatment (SBIRT) tool. Motivational interviewing, an evidence based practice during the screening and referral process. Referrals to services if participant is screened to need further assessment. Follow-up as needed. Life Skills curriculum which is currently conducted daily within the TAD offices added components will enhance the current curriculum: Ready To Rent, goal setting, coping skills, parenting, healthy relationships and practical living habits.	 Case managers will be able to assess housing needs and potential barriers such as: Domestic violence, Substance abuse, and Mental health needs. Once participants are assessed, case managers will be able to provide linkages to already existing and established services. Mental health and substance abuse services are provided by DBH and contracted providers through DBH. Domestic Violence services are provided by County partners with counseling for Domestic Violence provided by DBH. 	 Existing MOU with TAD allows for CHS program services with no additional DBH staffing required. Incorporating these strategies will be an enhancement to current services currently being provided by DBH. The Life Skills curriculum is already developed. All Life Skills participants are screened for these potential barriers and provided a linkage to service if needed. Space, equipment, and materials are already designed to provide Life Skills training and case management services.
 HACSB will leverage: Available housing resources, Existing contract with KEYS for Housing Navigator services. Use of HMIS for RRH data and reporting. KEYS expertise for existing Housing Navigator services. 	 Services will be provided under the concept that no child should be left unsheltered overnight. Families in crises will have immediate expertise throughout the county for housing services through KEYS existing relationships with landlords, community and faith based organizations, programs, and services for the homeless. 	 Minimal change to HACSB and KEYS policies and operations. Immediate implementation when MOU, funding, program policies are in place.

Implementation – I. Describe the anticipated timetable for implementing the program.

TAD can be ready to implement all aspects of our RRH plan beginning January, 2015. TAD will immediately begin development of MOUs as "contingent on funding beginning in January 1, 2015."

Date	Plan Component Rollout
45 days post funding	MOUs approved by County of San Bernardino Board of Supervisors.
60 days post funding	Program materials drafted for TAD and partner staff.
	KEYS staff hired and/or reorganized to begin immediately for TAD RRH program.
90 days post funding	Program materials completed and issued.
01/01/2015	Begin TAD RRH program.
03/31/2015	180 families will have RRH evaluated and served.
06/30/2015	225 additional families will have RRH evaluated and served.

Funding – J. What is the amount of funding that you are requesting?

The County of San Bernardino is requesting \$1,075,906 based on a CHS program begin date of 01/01/2015. Proposed funding for 01/01/2015 through 06/30/2015 is located on the following page.

CalWORKs Housing Support Program Proposed Budget

Implementation Budget and Projected Staffing

Proposed Funding Information:	PROPOSED FUNDING FOR JANUARY 1, 2015 THROUGH JUNE 30, 2015
Name of Applicant	San Bernardino County Transitional Assistance Dept.
Total Grant Funds Requested for 2014-15:	\$ 1,075,906
County/State(s) to be Served:	San Bemardino County, CA
Proposed # of Households Served:	405
Average Amount per Household Served:	\$ 2,656.56

Program Expenses	% of Total CHS Program	T	Program Funds otal Amount	CHS Program Funds Quarter 3 FY 2014-15		CHS Program Funds Quarter 4 FY 2014-15				
Provision and Coordination of Program Operation	ions <u>(Minim</u>	um of 8		ntCalWORKs Housing	Suppo	ort Program Amou	nt)			
1. Personnel/Labor	# FTE	% FTE	Annual Salary,							
Organization and Title			Taxes, Benefits							
lousing Authority/KEYS										
Intake Coordinator(s)	1.0	100%	49,015.20	2.1%	\$	22,056.84	\$	9,803.04	\$	12,253.8
Housing Navigator(s)	8.0	100%	59,198.40	19.8%	\$	213,114.24	\$	94,717.44	\$	118,396.8
Subtotal Personnel 2. Expenses Related to Administering Program Ope	erations			21.9%	\$	235,171.08	\$	104,520.48	\$	130,650.6
lousing Authority/KEYS			ſ							
Mileage			ŀ	0.4%	\$	4,500.00	Ś	2,000.00	\$	2,500.0
Telephone			F	0.4%	\$	4,050.00	\$	1,800.00		2,250.0
Postage			-	0.4%	\$	4,050.00	\$	1,800.00	¢	2,250.0
Subtotal Expenses Related to Administering Pro	gram Onerat	ions	-	1.2%	\$	12,600.00	\$	5,600.00	Ś	7,000.0
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3. Temporary Financial Assistance			1	62.8%	\$	675,135.00	\$	300,060.00	\$	375,075.0
			1							
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I. Administrative Expenses (Maximum of 15% of lousing Authority/KEYS Program Management				port Program Amoul		922,906.08	\$ \$	72,000.00	\$ \$	
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I. Administrative Expenses (Maximum of 15% of lousing Authority/KEYS Program Management Training Office Space Lease Sofware, licensing, maintenance Office Supplies Marketing and Outreach Office Equipment/ Furniture/ Computers Utilities Vehicle Maintenance Audit Insurance Subtotal Administrative Expenses	Total Grant	CalWO	RKs Housing Sup	13.4% 13.4% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 13.4%	\$	144,000.00	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	72,000.00	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	72,000.01
I. Administrative Expenses (Maximum of 15% of lousing Authority/KEYS Program Management Training Office Space Lease Sofware, licensing, maintenance Office Supplies Marketing and Outreach Office Equipment/ Furniture/ Computers Utilities Vehicle Maintenance Audit Insurance Subtotal Administrative Expenses	Total Grant	CalWO	RKs Housing Sup	13.4% 13.4% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 13.4%	\$	144,000.00	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	72,000.00	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	72,000.00
I. Administrative Expenses (Maximum of 15% of lousing Authority/KEYS Program Management Training Office Space Lease Sofware, licensing, maintenance Office Supplies Marketing and Outreach Office Equipment/ Furniture/ Computers Utilities Vehicle Maintenance Audit Insurance Subtotal Administrative Expenses	Total Grant	CalWO	RKs Housing Sup	13.4% 1.3.4% 1.3.4% 1.3.4% 1.3.4% 1.3.4% 1.3.4%	\$	144,000.00 144,000.00 Amount)	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	72,000.00	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	
I. Administrative Expenses (Maximum of 15% of lousing Authority/KEYS Program Management Training Office Space Lease Sofware, licensing, maintenance Office Supplies Marketing and Outreach Office Equipment/ Furniture/ Computers Utilities Vehicle Maintenance Audit Insurance Subtotal Administrative Expenses	Total Grant	CalWO	RKs Housing Sup	13.4% 1.3.4% 1.3.4% 1.3.4% 1.3.4% 1.3.4% 1.3.4% 1.3.4% 1.3.4%	\$ \$	144,000.00 144,000.00 Amount)	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	72,000.00	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	72,000.00
I. Administrative Expenses (Maximum of 15% of Jousing Authority/KEYS Program Management Training Office Space Lease Sofware, licensing, maintenance Office Supplies Marketing and Outreach Office Equipment/ Furniture/ Computers Utilities Vehicle Maintenance Audit Insurance Subtotal Administrative Expenses II. Data Collection and Tracking Expenses (Maximalousing Authority/KEYS)	Total Grant	CalWO	RKs Housing Sup	13.4% 0.0% 0.0% 0.0% 0.0% 0.0% 0.0% 13.4%	\$ \$	144,000.00 144,000.00 Amount)	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	72,000.00	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$	72,000.00

Leveraged Funds

Transitional Assistance Department \$ 753,998
Department of Behavioral Health \$ 792,373

Total Leveraged Funds \$ 1,546,371



CHILDREN AND FAMILY SERVICES

COUNTY OF SAN BERNARDINO **HUMAN SERVICES**

> RANDALL L. SCHULZ DIRECTOR

150 SOUTH LENA ROAD SAN BERNARDING CA 92415-0515

August 11, 2014

Nancy Swanson, Director Transitional Assistance Department 860 E. Brier Road San Bernardino, CA 92415

RE: CALIFORNIA WORK OPPORTUNITY AND RESPONSIBILITY TO KIDS (CalWORKS) HOUSING SUPPORT PROGRAM

Dear Ms. Swanson.

On behalf of the Children and Family Services (CFS), I am pleased to support the Transitional Assistance Department CalWORKs program in implementing and expanding a housing support program for the homeless in San Bernardino County. The implementation program will help transform the future and stability of our most vulnerable children and families by providing evidence based programs to help those in need of prevention measures to stabilize the family's housing and address issues that may impede access to housing resulting in homelessness, as well as rapidly rehouse families who are at risk of homeless.

The Mission and values of CFS include providing preventative services, in the least intrusive manner, to the children and families we serve. CFS is dedicated to the protection of abused, neglected, and dependent children in San Bernardino County and the promotion of their well-being. The most effective means of preserving every child's right to be raised in a safe, permanent family is through society's ability to assist and strengthen families. CFS values and depends on the collaboration with community agencies and private citizens to protect our county's children.

Families served by CFS often lack adequate housing, which could result in the placement of the child(ren) in out of home care or delay the reunification of the child(ren) with the families from whom they have been removed. The rapid rehousing program would be beneficial by offering necessary assistance in navigating valuable housing resources for the families we serve.

We fully support you in this very important endeavor and look forward to working together to make a positive impact on the residents of San Bernardino County.

Sincerely

Randall L. Schulz, Director Children and Family Services

GREGORY C DEVEREAUX Chief Executive Officer

ROBERT A. LOVINGOOD..... JANICE RUTHERFORD ...

Board of Supervisors

... First District JAMES RAMOS Third District GARY C. OVITT..... Fourth District

County of San Bernardino

Department of Behavioral Health Administration 268 W. Hospitality Lane, Suite 400, San Bernardino, CA 92415 • (909) 382-3133 • Fax (909) 382-3105



CaSONYA THOMAS, MPA, CHC Director

August 08, 2014

Nancy Swanson, Director Transitional Assistance Department 860 E. Brier Drive San Bernardino, CA 92415

Re: California Work Opportunity and Responsibility to Kids (CalWORKs) Housing Support Program

Dear Ms. Swanson,

On behalf of the County of San Bernardino Department of Behavioral Health, I am pleased to support the Transitional Assistance Department's CalWORKs program in implementing and expanding a housing support program for the homeless in the County of San Bernardino. The implementation program will help transform the future and stability of our most vulnerable residents by providing evidence based programs to rapidly rehouse the homeless or those in need of prevention measures to keep them from becoming homeless.

The Department of Behavioral Health will contribute to the housing program by providing case management services through co-located Department of Behavioral Health case managers. Case managers will make appropriate referrals and linkages to services to assist families in stabilizing into permanent housing. The Department will also enhance the life skills program facilitated within the Transitional Assistance Department offices by incorporating the Ready to Rent curriculum, this will help families address issues that may impede access to housing.

We look forward to partnering with the Transitional Assistance Department in this important program for the County of San Bernardino, its residents, and the multitude of partners that are collaborating together to make a positive impact. The Department of Behavioral Health will make every effort to participate at all levels of this unique cross-sector, multi-agency partnership.

Sincerely

Veronica Kelley, LCSW, Assistant Director

Department of Behavioral Health

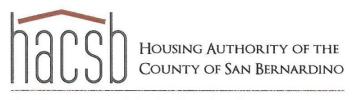
VK:jg

GREGORY C. DEVEREAUX Chief Executive Officer Board of Supervisors

ROBERT A. LOVINGOOD......First District JAMES RAMOS......Third District

JANICE RUTHERFORD.....Second District GARY C. OVITT.....Fourth District

JOSIE GONZALES.....Fifth District



Building communities | Changing lives

August 7, 2014

Nancy Swanson, Director Transitional Assistance Department 860 E. Brier Drive San Bernardino, CA 92415

Re: Cal WORKs Opportunity and Responsibility to Kids Housing Support Program

Dear Ms. Swanson,

On behalf of the Housing Authority of the County of San Bernardino (HACSB), I am pleased to support the Transitional Assistance Department's CalWORKS program in implementing and expanding a housing support program for the homeless in San Bernardino County. The implementation program will help transform the future and stability of our most vulnerable residents by providing evidence based programs to rapidly rehouse the homeless or those in need of prevention measures to keep them from becoming homeless.

Since 1941, we have served this County as the largest provider of affordable housing and to date we continue to be a major stakeholder in the economic health of the County specifically in the areas of housing, creating jobs, increasing economic activity through development efforts, and assisting families achieve economic independence.

As one of the nation's most progressive housing authorities in the Country, we were congressionally designated as a Moving to Work demonstration site. This has enabled us to implement new business practices and program services with three goals in mind: 1) assist our families achieve economic independence; 2) ensure a family's freedom of housing choice; and 3) save tax payer dollars through operational efficiencies.

In 2009, HACSB helped form the affiliate nonprofit Knowledge and Education for Your Success, Inc. (KEYS) in order to assist us in consolidating our array of supportive services, develop and coordinate community partnerships, and help leverage non-profit dollars due to the declining resources from HUD for resident services. KEYS has become a major leader drawing multiple government, nongovernment, faith based and community partners to address critical issues related to homelessness.

HACSB and KEYS work together and HACSB will continue to support KEYS with substantial resources including, but not limited to, executive management support, fiscal management, and facilities as related to services for operations.

715 EAST BRIER DRIVE, SAN BERNARDINO, CA 92408 909.890.0644 \mid TTY: 711 WWW.HACSB.COM

We look forward to partnering with the Transitional Assistance Department for this important endeavor for the county of San Bernardino, its residents, and the multitude of partners that are coming together to make a positive impact for generations to come. To ensure the success of the demonstration, we commit to continuous measurement and data sharing among partners. We will make every effort to participate at all levels of this unique cross-sector, multi-agency partnership.

Sincerely,

Maria Razo-Dale

Acting Executive Director

Housing Authority of the County of San Bernardino



August 7, 2014

Nancy Swanson, Director Transitional Assistance Department 860 E. Brier Drive San Bernardino, CA 92415

Re: Cal WORKs Opportunity and Responsibility to Kids Housing Support Program

Dear Ms. Swanson,

On behalf of Knowledge and Education for Your Success, Inc. (KEYS)— an affiliate non-profit of the Housing Authority of the County of San Bernardino (HACSB), I am pleased to support the Transitional Assistance Department Cal WORKS program in implementing and expanding a housing support program for the homeless in San Bernardino County. The implementation program will help transform the future and stability of our most vulnerable residents by providing evidence based programs to rapidly rehouse the homeless or those in need of prevention measures to keep them from becoming homeless.

Knowledge and Education for Your Success, Inc. is a major stakeholder in the overall rapid rehousing and permanent supportive housing movement in the County, specifically for Veterans and Families with children. KEYS is a member of the Continuum of Care and a recipient for the Supportive Services Veterans Grant. We have implemented an evidence based Housing First program to rapidly rehouse chronically homeless veterans. KEYS works throughout the county and includes a dynamic staff of Housing Navigators and Case Managers to connect the chronically homeless to homes, stability, and jobs. We work with multiple agencies, landlords, and community groups to help end homelessness in our County. Over the next three years will have housed over 450 chronically homeless veterans. KEYS also partners with the Housing Authority of the County of San Bernardino on a program called No Child Left Unsheltered which houses the most chronically homeless families with children. KEYS provides the intensive case management services for these homeless children and families once they are housed.

In 2009, HACSB helped form the affiliate nonprofit Knowledge and Education for Your Success, Inc. (KEYS) in order to assist HACSB in consolidating our array of supportive services, develop and coordinate community partnerships, and help leverage non-profit dollars due to the declining resources from HUD for resident services. KEYS has become a major leader drawing multiple government, nongovernment, faith based and community partners to address critical issues related to homelessness. Both KEYS and HACSB serve on various committees and organizations through the Continuum of Care in order to end homelessness in our county.

We are fully committed to collaborating in this unique cross-sector, multi-agency partnership. We welcome the opportunity to work with you and participating agencies and partners to follow through with this implementation. We commit to continuous measurement and data sharing among

partners, using best practices, and incorporating our key community partners as part of the solution to ending homelessness in our county.

Sincerely,

Maureen O'Keefe Hodge, LCSW

Executive Director

Knowledge & Education for Your Success (KEYS)



GRANT SUMMARY FORM

Department	Transitional Assistance Department State of California Health and Human Services Agency, Department of Social Services		Contact Name Nancy Swanson		Number	388-0245		
Grantor			Grant Name	CalWORKs Housing Support Program			Date Signature Needed	8/14/14
Grant Action:		Grant Ty		туре:	ype:		ive	
Requested Funding Amount:	\$1,075,906	Funding Type	e: State		General Financing Required?	Yes ☐ No ⊠	Grant Funde Staffing Required?	ed Yes No
Matching Required?	Yes ☐ No ⊠	Legally Bindi Submission?] :	Budgeted in Current FY?	Yes ☐ No ⊠	New Grant Program?	Yes ⊠ No □
Grant Period:		1/01/2015 6/30/2015	Expected A Date:	ward	Septembe	r 1, 2014	ARRA?	Yes No 🖂
Statement of Purpose and Need:	In order to prevallocation throumoving them rasignificantly rec	ugh the new Capidly into pe	CalWORKs Housi rmanent housi	sing Sung, the	upport progran	n. By target	ing CalWORK	s families and
Expected Grant Expenditures:	significantly reduce transitional housing costs. Exisitng County staff will be utilized. Expenditures will include temporary financial assistance to eligible CalWORKs participants who will also be referred for intensive housing support services provided by the Housing Authority of San Bernardino. The evidence based rapid re-housing model will be utilized with							
Collaborative Agencies and Roles, if any:	approximately 80% of funding to be allocated to program operations. The collobration and partnerships include: Transitional Assistance Department, Department of Behavioral Health and the Housing Authority of San Bernardino. In addition, a further partnership with Knowledge and Education for Your Success (KEYS), a sub-contractor of the Housing Authority, to provide intensive housing support case management.							
Performance Measurement:	Data will be collected, monitored, and reported through the use of the existing San Bernardino Homeless Management Information System and the Statewide Automated Welfare System Consortium IV. Outcomes will reported to the State per CDSS issued forms and tracking instructions.							
Reviewing County Counsel		Kristina Robb		Revi Date		08/12/1	4 A	ttach approval email
Reviewing CAO Analyst		John Hallen	19	Revi Date		08/12/1	4 A	ttach approval email
Approved for Submission By:	Cole		Hver	n	1			8/12/14
)	✓ Gregor	ry C. Devereaux,	Chief E	xécutive Officer	•		Date