



California Department of Housing and Community Development

HHAP Round 6 Regionally Coordinated Homelessness Action Plan

Section 1. Regional Identification and Contracting Information

Steps to complete this section:

1. Select the Continuum of Care (CoC) Region. The definition of "Region" is the geographic area served by a county, including all cities and the CoC or CoCs within it (HSC 50230(v)).
2. Indicate which Eligible Applicants are applying together as a region for HHAP 6 (i.e., which Eligible Applicants will administer the Regionally Coordinated Homelessness Action Plan and be signatory to the Memorandum of Understanding). Eligible Applicants for HHAP 6 are all counties, all Continuums of Care, and Large Cities.
3. For each participating Eligible Applicant, indicate whether and how the Eligible Applicant intends to contract with HCD (i.e., indicate whether the Eligible Applicant will act as their own Administrative Entity, or designate one of the other regional partners to administer their allocation and act as the Administrative Entity on their behalf).

Regional Application Participation

Continuums of Care (CoCs)

- A CoC that serves a single county **must** apply as part of the regional application with the county and any overlapping Large Cities. In this case, the CoC should select: *"Is participating in this regional application as an Eligible Applicant."*
- A CoC that serves multiple counties **must either:** apply as part of a single regional application with multiple counties and any overlapping Large Cities **or** participate in the regional application of each overlapping county and the Large Cities therein. When the CoC is participating in multiple regional applications, the CoC should select: *"Is participating in this regional application as an Eligible Applicant"* for the regional application that will include the CoC's HHAP 6 funding plan, and should select: *"Is participating in this regional application as a collaborator"* for all other regional applications they are participating in. This will help to ensure the CoC's funding plan is only collected on a single regional application.

Large Cities ("City" or "Cities")

Large Cities must apply as part of the regional application with the applicable county and CoC.

Counties

- In a CoC that serves a single County, the County **must** apply as part of a regional application with the CoC and any overlapping Large Cities.
- In a multi-county CoC, counties are **strongly encouraged** to apply in collaboration with other counties that are served by the same CoC. **At a minimum**, each County must apply with the overlapping CoC.

LA Region

All CoCs within the County of Los Angeles shall be considered part of a single region, along with the County and Large Cities within the county and therefore **must** apply together. (HSC § 50230(v)(2).)

Contracting

Each Eligible Applicant has the discretion to administer their base allocation directly or may designate an Eligible Applicant in their region to serve as their Administrative Entity. The selections made in this section will indicate which Eligible Applicant will enter into contract with HCD to administer each Eligible Applicant's HHAP 6 allocation. For reference, [HHAP 6 allocations](#) are available on HCD's HHAP website.

The Administrative Entity is responsible for meeting the terms and conditions of the contract, which include, but is not limited to, contracting (when necessary) with sub-recipients, and fulfilling all monthly, annual, final, and Homeless Management Information System (HMIS) reporting requirements.

- **If you plan to contract with HCD to receive and administer only your (individual) HHAP 6 allocation**, select: *"Will enter into contract with HCD to receive and administer their HHAP 6 allocation"* under the contracting selection.
- **If you do not plan to contract with HCD and instead plan to identify another participating Eligible Applicant in the region to enter into contract with HCD to receive and administer your HHAP 6 allocation**, select: *"Identify another participating Eligible Applicant in their region to enter into contract with HCD to receive and administer their HHAP 6 allocation"* under the contracting selection. Once selected, you will be prompted to designate the Administrative Entity from a list of other Eligible Applicants in the region.
- **If you plan to contract with HCD to receive and administer multiple HHAP 6 allocations within your region**, select: *"Will enter into contract with HCD to receive and administer their HHAP 6 allocation and allocation(s) from other Eligible Applicants in the region"* under the contracting selection.

Please select the Continuum of Care region

San Bernardino City & County CoC

San Bernardino City & County CoC Region

San Bernardino City & County CoC

CA-609 Participation

Is participating in this single collaborative application with the regional partner(s) listed.

CA-609 Contracting

Identify another participating Eligible Applicant in their region to enter into contract with the state to receive and administer their HHAP 6 allocation

CA-609 Designated Administrative Entity

San Bernardino County

Contact Title

Chief of Homeless Services

Name

Marcus Dillard

Email

Marcus.Dillard@hss.sbcounty.gov

Phone

(909) 501-0610

San Bernardino County

San Bernardino County Participation

Is participating in this single collaborative application with the regional partner(s) listed.

San Bernardino County Contracting

Will enter into contract with the state to receive and administer their HHAP 6 allocation and allocation(s) from other Eligible Applicants in the region

Contact Title

Chief of Homeless Services

Name

Marcus Dillard

Email

Marcus.Dillard@hss.sbcounty.gov

Phone

(909) 501-0610

Number of Contracts

1

Section 2. Documentation and Certification of Stakeholder Engagement

Section 2. Documentation of Stakeholder Engagement

1. Provide the dates for which at least three public meetings were held to support the development of the Regionally Coordinated Homelessness Action Plan (Plan).
2. Describe how each stakeholder group from the list provided was invited and encouraged to engage in the Plan.
3. Describe the specific input from the public meetings that was incorporated into the Plan.
4. Certify that all participating Eligible Applicants met the process requirements for developing the Plan.

Meeting Dates

Meeting Dates	Meeting Name or Identifier (optional)
7/8/2025	
7/15/2025	
7/22/2025	
7/29/2025	

Stakeholder engagement

Stakeholders	Description of how stakeholders were invited and encouraged to engage in the public stakeholder process	Describe the specific input from stakeholders that was incorporated into the Plan
People with lived experience of homelessness, including but not limited to survivors of domestic violence.	The Administrative Entity, in collaboration with the Continuum of Care (CoC), conducted targeted outreach to engage individuals with lived experience in the HHAP Round 6 stakeholder process. This included contacting homeless service providers to encourage their clients to participate in one of three public stakeholder sessions, making direct phone calls to formerly homeless individuals, and identifying participants through homeless street outreach efforts.	<p>Their feedback included the importance of person-centered, trauma-informed approaches, and how to be responsive to real-world barriers and needs. The input from lived experts included:</p> <ul style="list-style-type: none"> • Discharge from institutions (i.e., jails, hospitals, foster care) often lacks planning or notice. They emphasized the importance of developing trauma-informed discharge coordination protocols across institutional partners. • Lack of knowledge about available prevention resources or eligibility criteria. • Survivors of domestic violence generally fear system retribution,

custody loss, or stalking when seeking shelter. Establish DV-safe outreach pathways and shelter options with confidential entry processes.

- Increase availability and accessibility of emergency financial assistance and legal advocacy.
- Lack of follow-up or aftercare leads to isolation and eventual loss of housing.
- Provide aftercare support with flexible rental assistance.
- Include peer mentors and housing stability coaches with lived experience.
- Shelters have inconsistent rules, limited availability, and long waitlists.
- Identification and document readiness are frequent barriers.
- Integrate lived experience leadership into governance, advisory bodies, and funding reviews.

This feedback is incorporated into the Plan's Key Action #5 to focus on individuals exiting institutional settings such as jails, prisons, hospitals, mental health facilities, and substance use treatment centers and Key Action #2 to strengthen the local homelessness response system and improve shelter access for individuals and families experiencing unsheltered homelessness.

By integrating this input, the Plan aims to provide safe access to shelter, and system supports for homeless individuals and families.

Youth with lived experience of homelessness.

Efforts were made to engage homeless and formerly homeless youth, including transitional aged youth, in the development of the local HHAP Round 6 action plan. Outreach included contacting homeless service providers to encourage their youth clients to participate in one of three public stakeholder sessions, making direct phone calls to youth participants, sending targeted

Youth with lived experience emphasized the need for autonomy, tailored support, and safe, affirming environments. Their input ensured that key actions address the developmental, cultural, and structural factors unique to youth homelessness. Below is a breakdown of specific youth-informed input:

- Many youth become homeless after exiting foster care, juvenile

emails to youth members of the Homeless Youth Advisory Board, and sharing announcements at all Continuum of Care (CoC) regional and council meetings.

justice, or unstable households.

- They are often unaware of prevention services or fear accessing adult systems due to safety concerns.
- LGBTQ+ youth fear discrimination or violence in traditional settings.
- Establish youth-centered prevention programs that include flexible cash assistance, family mediation, and transition support upon exiting systems.
- After being housed, youth often lack support to maintain stability (e.g., jobs, education, life skills).
- Navigating shelter systems is overwhelming; many youth distrust providers or feel unsafe in adult-oriented spaces.
- Many housing models are not youth-appropriate (e.g., rules, curfews, shared rooms).

This feedback is incorporated into the Plan's Key Action #1 focused on outreach and engagement in San Bernardino County through targeted resource awareness, and Youth-Centered data collection. This feedback will inform the design of youth-centric outreach and drop-in services, contributing to reductions in youth homelessness, Key Action #4 to promote housing retention rates and aftercare for youth, and Key Action #5 to strengthen the local homelessness response system and improve shelter access for individuals and families experiencing unsheltered homelessness, by providing foster care discharge services to youth newly homeless.

By integrating this input, the Plan aims to provide a youth-focused outreach plan, access to mainstream services, and discharge planning with an additional focus on transitional-aged youth.

Local department leaders and staff of qualifying smaller jurisdictions, including child	The Administrative Entity engaged and encouraged participation from key partner	Local county department leaders and smaller jurisdiction staff, particularly from child support services, TAD,
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welfare, public welfare, health care, behavioral health, justice, and education system leaders.

agencies in the planning and development process. Communication efforts included emails, phone calls, and in-person engagement. Invited agencies included various healthcare providers, such as the local Medi-Cal managed care plans and Healthcare in Action. Representatives from San Bernardino County Children and Family Services, the Department of Behavioral Health, and law enforcement agencies, including the Sheriff's Department and Probation, and the County Department of Aging and Adult Services. Additional participants invited included representatives from the San Bernardino County Superintendent of Schools' Homeless School Liaison program and the local Transitional Assistance Department, which administers CalFresh, CalWORKs, and Medi-Cal programs.

health care, behavioral health, justice, and education systems, brought to the meetings critical operational expertise and system-level advice that helped design comprehensive, coordinated Key Actions. Their input ensured that HHAP-funded efforts are deeply integrated with institutional discharge planning, community benefits, and service access. Below are some of the insights provided by the attendees:

- Many youth age out without strong stable housing or transition planning.
- System leaders flagged concerns about students and families doubling up or living in vehicles but not counted in homelessness data.
- Invest in flexible funding for people who are homeless, at risk of homelessness, and those exiting institutions.
- Noted the need for post-housing wraparound care, particularly for people with chronic conditions.
- Frontline staff cite uncoordinated referral systems and lack of real-time bed availability data.
- Support system navigators within high-traffic institutions (i.e., ERs, jails, shelters).
- Streamline documentation and referral processes across systems.
- Create targeted housing pipelines for individuals with high system involvement.
- Implement joint training for frontline staff on homelessness prevention.

This feedback is incorporated into all the Plan's Key Actions #1-5. By integrating this input, the Plan aims will provide an overall holistic approach to serving all populations with a focus on reentry, youth, and those with underlying health conditions most at-risk.

Homeless services and housing providers, including developers of permanent affordable housing operating

Homeless services and housing providers, including developers of permanent affordable housing operating within the region, were

Homeless service providers and affordable housing developers offered ground-level expertise and practical insight that helped shape the

within the region.

proactively invited and encouraged to participate in the HHAP Round 6 public stakeholder process. The Administrative Entity, in coordination with the Continuum of Care (CoC), conducted outreach through a combination of direct emails, phone calls, and announcements during regularly scheduled CoC regional and council meetings. Invitations were extended to a broad range of stakeholders, including nonprofit housing developers, supportive housing operators, emergency shelter providers, and service organizations. Meeting invitations and stakeholder session announcements were distributed widely, with copies of email correspondence, invitee lists, and outreach logs maintained as documentation. This inclusive engagement approach ensured that the perspectives of those directly involved in housing development and homeless services were represented and incorporated into the planning process.

response to the HHAP 6 plan. They proposed strategies that were data-informed, service-integrated, and housing-focused, enabling our regional efforts to improve housing outcomes across all populations.

Below is a breakdown of their highlighted specific contributions:

- Housing developers stressed the need for land use support and fast-tracking permitting to expand housing options.
- Providers reported a need for ongoing case management and supportive services to ensure housing stability.
- Many clients fall through the cracks after initial assistance ends; providers recommend aftercare services and employment support as key to long-term success.
- Developers highlighted the importance of pairing services with housing, noting that even affordable housing without wraparound services is less effective.
- Expand PSH models that integrate housing development with dedicated service funding streams.
- Developers expressed a need for deeper subsidies and service commitments to make projects financially viable and competitive.
- Both groups recommended tenant readiness programs to reduce lease violations and early exits.
- Suggested sustainable, long-term funding commitments beyond short-term funded programs.

This feedback is incorporated into the Plan's Key Action #3 to increase exits to permanent housing by expanding the local housing inventory and leveraging a variety of innovative housing solutions, and Key Action #4 focused on decreasing returns to homelessness through offering employment resources, rental assistance and connections to mainstream services to ensure permanent housing stability.

By integrating this input, the Plan aims to increase the inventory and access to stable housing.

Each Medi-Cal Managed Care Plan contracted with the State Department of Health Care Services in the region.

As mentioned previously, the Inland Empire Health Plan, as one of the Medi-Cal managed care plans, was invited to participate in the process. Also, Molina Healthcare, the other managed care plan organization, was invited and encouraged to participate in the planning development sessions. Staff reached out via phone calls, emails, and direct invitations offered at regional and full CoC meetings.

Medi-Cal Managed Care Plans (MCPs) brought clinical, financial, and operational knowledge to the development of housing and homelessness systems, and their input helped to inform the design of key actions that address both health-related social needs and housing outcomes. MCPs serve as critical partners in delivering whole-person care and supporting housing stability as a health intervention, particularly for populations with complex health and behavioral health needs experiencing or at risk of homelessness. Below is a breakdown of input from this group:

- Recommended enhanced cross-system data sharing with hospitals, clinics, and jails to identify members at risk of homelessness pre-discharge.
- Support greater use of community support, such as housing transition navigation and tenancy-sustaining services, to divert members from entering homelessness.
- Develop housing-focused discharge planning protocols with hospitals and correctional facilities in partnership with MCPs.
- Provide MCP members with access to HMIS to track outcomes and identify early signs of housing instability.
- Recommend embedding MCP liaisons in homeless outreach teams to expedite medical records access, benefit navigation, and care connections.
- Fund system navigators who understand both MCP processes and housing pathways.
- Establish joint case conferencing with MCPs, housing providers, and Behavioral Health to align services with housing placements.
- Expand data-sharing

agreements between MCPs and the CoC.

This feedback is incorporated into the Plan's Key Action #1 to improve outreach and shelter access, Key Action #2 to improve shelter access and data coordination, and Key Action #5 to develop housing-focused discharge planning protocols with hospitals and correctional facilities.

By integrating this input, the Plan aims to support health improvement for traditionally underserved populations.

Street medicine providers, victim service providers, and other service providers directly assisting people within the region experiencing homelessness or at risk of homelessness.

Street medicine providers, domestic violence service providers, and a broad range of other organizations directly assisting individuals experiencing or at risk of homelessness were invited and encouraged to participate in the HHAP Round 6 stakeholder engagement process. The Administrative Entity, in partnership with the Continuum of Care (CoC), conducted targeted outreach through multiple channels including direct email invitations, personalized phone calls, and announcements made during regional CoC meetings and regional service provider convenings. Specific efforts were made to engage providers delivering street-based medical care and mobile outreach, as well as organizations specializing in trauma-informed services for survivors of domestic violence. These stakeholders were provided with opportunities to attend one of three public stakeholder sessions for their feedback. Their involvement was actively encouraged to ensure the action plan reflected the on-the-ground realities and service needs of highly vulnerable populations. All outreach efforts were documented through copies of communications, meeting

Frontline service providers, including street medicine teams, victim service providers, and homeless outreach workers, offered unique insights that helped to shape Key Actions tied to California's SPMs. Their input promoted the creation of low-barrier, person-centered, and trauma-informed strategies that directly responded to the lived realities of homelessness in the region. Below are their main contributions to the HHAP 6 planning process:

- Emphasized the importance of early intervention and discharge coordination from hospitals, jails, shelters, and DV programs.
- Highlighted the need for flexible diversion resources and trauma-informed approaches to stabilize people before housing loss.
- Advocated for improved access to legal assistance, medical stabilization, and emergency shelter beds for DV survivors and medically fragile individuals.
- Discussed the importance of integrating outreach and clinical street teams into discharge planning at institutional settings.
- Stressed the necessity of ongoing, wraparound care, especially for those with chronic health or behavioral health conditions.
- Recommend long-term engagement models.
- Incorporate street medicine

invitations, and sign-in sheets to demonstrate inclusive and representative stakeholder participation.

into aftercare and home visits to monitor well-being post-placement.

- Emphasize the need for housing navigation embedded in outreach and medical response teams.
- Prioritize funding for housing case managers who are cross trained in health care coordination.

This feedback is incorporated into the Plan's Key Action #1 to advance targeted outreach, reduce disparities, and improve key system performance outcomes, Key Action #4 to ensure access to mainstream services, and Key Action #5 to enhance discharge planning and navigation support.

By integrating this input, the Plan will support positive health care results among homeless individuals and families.

Federally recognized tribal governments pursuant to Section 4103 of Title 25 of the United States Code that are within the region.

As part of an inclusive and collaborative approach to stakeholder engagement for the HHAP Round 6 planning process, the Administrative Entity made a concerted effort to invite and encourage participation from Federally recognized tribal governments located within San Bernardino County. Outreach was extended to the four tribal nations within the region: the Chemehuevi Indian Tribe, the Colorado River Indian Tribe, the Fort Mojave Indian Tribe, and the San Manuel Band of Mission Indians (Yaamava'). Formal invitations were issued via email and followed up with phone calls where appropriate, encouraging tribal representatives to attend one of the three public stakeholder engagement sessions. The outreach emphasized the importance of incorporating tribal perspectives and priorities into the development of the local HHAP Round 6 action plan, particularly

Tribal governments bring essential cultural expertise, housing sovereignty, and historical context to the planning and execution of homelessness system performance measures. Their input ensured that Key Actions are grounded in tribal values, traditions, and definitions of wellness and stability. Incorporating their voices into HHAP 6 planning will help prevent further marginalization of Native communities and promote collaborative solutions that reduce homelessness among Indigenous peoples. Below is input from the one tribal organization that attended:

- Recommend partnerships with the tribe to prevent housing instability or loss.
- Ensure data collection includes tribal affiliation and considers tribal definitions of homelessness.
- Create specific referral pathways for Native families to avoid first-time homelessness.
- Recommend tribal peer specialists and culturally grounded retention support to reduce housing loss.

as they relate to housing, homelessness, and access to culturally responsive services. Documentation of this engagement, including copies of invitations and communications, was maintained to demonstrate the good-faith effort to ensure tribal government inclusion in the planning process.

- Invest in tribal-led or tribal-informed aftercare programs that support housing stabilization.
- Include Tribal governments in designing housing retention metrics and definitions of success.
- Establish tribal navigation roles or tribal advocates in housing process.
- Improve data sharing with Tribal governments and ensure tribal affiliation is included in HMIS data collection.

This feedback is incorporated into the Plan's Key Action #2 to improve shelter access and data coordination, and Key Action #4 to improve housing retention rates and aftercare.

By integrating this input, the Plan aims to support services that tribal leaders feel is essential for homeless support systems.

Describe any other input from public meetings not captured above that was incorporated into the Plan.

Documentation of Stakeholder Engagement Narrative - Stakeholder Input

The HHAP Round 6 stakeholder process incorporated valuable input from homeless advocates and general members of the community. Public stakeholder sessions were open to all interested participants, and efforts were made to promote these meetings through Continuum of Care (CoC) communication channels, community-based organizations, and public notices. Homeless advocates, including those with lived experience, grassroots organizers, and nonprofit representatives, offered insights on barriers to accessing services, gaps in existing systems, and the importance of low-barrier, trauma-informed care. General community members also contributed feedback on local challenges and proposed solutions, particularly around issues of affordable housing, encampments, and neighborhood impacts. All input received during these sessions was documented, reviewed, and thoughtfully considered in the development of the HHAP Round 6 local action plan to ensure a community-informed and equity-centered approach.

Optional Upload: Stakeholder Engagement

By checking this box, I certify that all participating Eligible Applicants met the public meeting process requirements in statute (HSC Section 50240(d) and (e)) and in the [HHAP 6 NOFA](#) in developing the Regionally Coordinated Homelessness Action Plan, documented in Section 2 of this regional application.

I certify under penalty of perjury that all of the information in Section 2, above, is true and accurate to the best of my knowledge.

Open

Section 3. Regionally Coordinated Homelessness Action Plan

Section 3. Regionally Coordinated Homelessness Action Plan

Applicants must submit a Regionally Coordinated Homelessness Action Plan (Plan) that fully complies with HSC section 50240(c). This Plan shall lay out a strategic approach to address homelessness within the region, emphasizing collaborative efforts among participating applicants.

In developing the HHAP 6 Regionally Coordinated Homelessness Action Plans, regions should build upon their approved HHAP 5 Regionally Coordinated Homelessness Action Plans. This means regions should leverage and update information from their approved HHAP 5 Regionally Coordinated Homelessness Action Plan in corresponding sections of the proposed HHAP 6 Regionally Coordinated Homelessness Action Plan.

Regional Roles, Responsibilities, and Housing and Homelessness Service Policies

3.a. Regional Partners' Roles and Responsibilities

3.a.1. Outreach and Site Coordination

Eligible Applicant	Describe roles and responsibilities in outreach to individuals experiencing, or at risk of experiencing, homelessness in the region, and in coordination on citing of services, shelters, and interim and permanent housing in the region
San Bernardino City & County CoC	<p>The CoC and the County are committed to systematically addressing homelessness and access to services sought out by individuals with severe service needs who are homeless due to their mental illness, substance use disorder, disability, and other critical barriers. Several CoC homeless provider agencies have engaged regularly in street outreach activities. Providers conduct routine mobile outreach and client service engagement for homeless individuals and families who are unsheltered. These teams focus on targeted homeless populations but also provide services to the hardest to reach or service resistant individuals, commonly those with severe service needs. The CoC seeks to:</p> <ul style="list-style-type: none"> • Develop workshop that train agencies and providers on how to request and utilize funding, provide services, and ensure accurate data entry. • Provide resource info, cards, and other marketing materials while doing outreach. • Follow up with CBOs to ensure they provide care/services.
San Bernardino County	<p>The Collaborative Applicant of the CoC, the Office of Homeless (OHS) has launched projects to improve, expand, enhance, and augment the local homeless response system with the goal of maximizing and expediting the number of unsheltered individuals assisted out of homelessness. OHS has developed a Coordinated Outreach Resources and Engagement (CORE) Program consisting of street outreach and engagement teams that would meet frequently to ensure street outreach and engagement is nimble enough to regularly engage homeless individuals in a timely manner by appropriate street</p>

outreach teams.

The County employs several outreach approaches. The County's Sheriff's Department has implemented the Homeless Outreach Proactive Enforcement (HOPE) Team. The HOPE Team is the County's main proactive approach intended to ultimately reduce calls for service and other resources currently required to deal with the homeless population. A community, client-based philosophy will be used to link the homeless population with resources and service providers throughout the county. The objective is to stop the revolving door of arrest, incarceration, and then release, regarding homeless related crimes to stabilize individuals with severe service needs. The County also has the Behavioral Health Services Act (BHSA) Innovative Remote Onsite Assistance Delivery (InnROADs) program which provides a multidisciplinary approach to homeless outreach. Aside from these teams, the County seeks to explore:

- Developing a county directory/guide specific for homeless services to assist with linking client to correct providers for services sort of "Homeless Services Yellow Pages."
- Developing policy that guides departments and agencies to walk clients through processes instead of just providing referrals.
- Developing Information Center for obtaining and retaining services.

3.a.2. Siting and Use of Available Land

Eligible Applicant	Describe how the Eligible Applicant will coordinate efforts to identify and promote use of available land for the production of interim or permanent housing in the region
San Bernardino City & County CoC	Non-Profit Developers, Faith Based Organizations, Social Services Depts., and Cities, provide training to the providers at their locations, identify available land and viability of the property, gather community-based organization information, support social aspect of people management providing San Bernardino County with information needed to work with cities and assist with development of policy, collaborate with other agencies to provide a "graduate type" of program.
San Bernardino County	For effective land use planning and affordable housing development, the essential ingredient is collaboration between intrinsic jurisdictions, in this case the County and the CoC. Land use development varies based on the scope of the project. The region understands land use planning is a vital part of the development process, where jurisdictions can jointly develop realistic plans to assist in appropriate land use development. These actions will incorporate coordination between contractors, regulatory agencies, utilities, and other entities. Fire Department, Public Works, Sheriff, Community Development and Housing (CDH), the Office of Homeless Services (OHS), the County Administrative Office (CAO), the Board of Supervisors (BOS), Real Estate Services, Workforce Department streamline building processes, identify developers of the land, work with clients and cities to establish multiple ways to house clients, collaborate with cities to determine which cities should participate in developing permanent supportive housing (PSH), have masterclasses.

3.a.3. Development of Shelter, Interim and Permanent Housing Options

Eligible Applicant	Describe your engagement with housing developers, including developers of permanent supportive housing, to coordinate the financing of interim and permanent housing
San Bernardino City & County CoC	<p>Various agencies assess every program available; cities should have their own housing department/authority based on the needs of their population, Masterclass in how to develop and run a Wellness Center (Victorville), Utilize every program/apply for all funding/voucher programs available, identify areas with high homeless population/concentration and filter information for who would be most benefits by services, good candidates for additional options.</p>
San Bernardino County	<p>The County actively engages with housing developers—including for-profit, non-profit, and faith-based organizations, as well as the Housing Authority—to coordinate the financing and development of interim and permanent housing projects, including permanent supportive housing, funded through HHAP. Engagement includes sharing regional homelessness data, identifying sites and resources through an asset mapping approach, and assisting developers in leveraging HHAP and other funding sources while navigating permitting and regulatory requirements. The County’s Community Development department provides technical assistance to new and upcoming developers to support project planning, compliance, and financing strategies. Additionally, the County has hosted several events to foster partnerships within the development community, with a special emphasis on supporting emerging developers. The County also collaborates with municipalities and community organizations and aligns HHAP-funded voucher allocation with housing availability to ensure that projects effectively meet the needs of homeless and at-risk populations.</p> <p>Building on these efforts, the County works collaboratively with local municipalities to conduct a regionwide analysis of resources available to local governments, non-profit and faith-based organizations, and housing developers through an asset mapping approach. This coordinated effort engages for-profit and non-profit developers, as well as the Housing Authority of the County of San Bernardino, to identify funding opportunities and housing options across jurisdictions. The County places particular focus on developing housing solutions for unaccompanied women, veterans, and youth to ensure that initiatives are responsive to the needs of these populations. Insights from this analysis guide resource allocation and inform strategies for expanding housing opportunities in communities with high concentrations of homeless and at-risk individuals. The County continues to promote housing development programs informed by Point in Time (PIT) Count data, with each region responsible for addressing the needs of its population. HHAP-funded vouchers are allocated based on PIT data and regional housing availability, with local Housing Authority branches determining fair</p>

market rates and coordinating voucher use across jurisdictions to maximize placement opportunities and ensure equitable access to housing throughout the County.

3.a.4. Coordination of and Connection to Service Delivery

Eligible Applicant	Describe how the Eligible Applicant is coordinating, connecting, and delivering services - including Mental Health Services Act or Behavioral Health Services Act within the region - to individuals experiencing homelessness, or at risk of experiencing homelessness
San Bernardino City & County CoC	<p>The San Bernardino County Continuum of Care (CoC) coordinates and delivers services to individuals experiencing or at risk of homelessness through a highly integrated and collaborative system of care. At the core of this system is the CES, which functions as a centralized access point to assess and connect individuals to housing and supportive services based on their level of need. The CES is supported by countywide outreach efforts, including multidisciplinary teams that operate in shelters, encampments, and public spaces to engage hard-to-reach populations.</p> <p>Behavioral health services, funded through the Behavioral Health Services Act (BHSA), are integrated into the homelessness response system. The San Bernardino County Department of Behavioral Health partners with the CoC to provide mobile mental health services, crisis response teams, and intensive Full Service Partnership programs that combine housing supports with wraparound behavioral health care. The CoC also collaborates with key county departments, such as Public Health, Probation, Children and Family Services, and Workforce Development, to provide enhanced support. These partnerships enable seamless service across systems, including employment assistance, reentry support for individuals exiting correctional institutions, healthcare access, and family reunification services. Housing and homeless service providers, including developers of affordable housing, coordinate closely with these systems to ensure sustainable exits from homelessness.</p> <p>Through regional collaboration, and cross-sector planning, the CoC ensures equitable service delivery that addresses racial and gender disparities and promotes long-term housing stability. The integration of BHSA resources and strong interagency coordination position the CoC to respond effectively to the complex needs of individuals and families experiencing homelessness across San Bernardino County.</p>
San Bernardino County	<p>San Bernardino County, as the lead administrative entity of the CoC, plays a central role in delivering, aligning, and integrating services for individuals and families experiencing or at risk of homelessness. Through a countywide, multi-departmental strategy, the County leverages its vast infrastructure, including behavioral health, public health, social services, housing, and justice system programs, to build a comprehensive system of care focused on housing stability, prevention, and equity.</p> <p>The County coordinates and delivers services by integrating BHSA funding through the Department of Behavioral Health to provide</p>

critical mental health and substance use disorder services. These include mobile crisis response teams, street outreach services, Full Service Partnerships, and in-reach services embedded within various shelters and permanent supportive housing sites. The County's behavioral health services are trauma-informed and culturally responsive, ensuring access to care for diverse populations. In partnership with the Department of Aging and Adult Services, Children and Family Services, Workforce Development, and the Sheriff's Department, the County aligns mainstream benefits and public services to create seamless pathways from homelessness to permanent housing. The Department of Public Health provides access to preventative and ongoing healthcare services, including street medicine partnerships and vaccinations for vulnerable populations.

The County also leads the implementation of the CES in partnership with Inland SoCal United Way, which standardizes access, assessment, prioritization, and referrals to housing and services across the region. CES ensures that the most vulnerable individuals are matched to the most appropriate interventions, while promoting equitable access to all populations, including youth, veterans, seniors, individuals with disabilities, and those exiting institutional care. Through strategic planning, data-driven decision-making, and the integration of federal, state, and local funding sources, including HHAP, HDAP, ESG, HOME, and other homeless/housing funding sources, the County of San Bernardino delivers a coordinated and equitable response to homelessness that addresses system performance, reduces disparities, and supports long-term housing stability.

3.a.5. Policies for Addressing Encampments

Encampment	Estimated Population	What are the region's specific plans to address this encampment?	What are the Key Milestone Dates to carry out the described plan?	ERF Status (site funded by ERF)	ERF Contract #	Are there current plans to submit an ERF application to address this site?	Lead Entity for addressing this encampment
See Encampments Excel Upload				No		No	
				No		No	

Optional Upload: Encampments Excel

San Bernardino Encampments.xlsx

Encampment Grouping by Size and Engagement Strategy.docx

HHAP 6 Encampments Spreadsheet With Additional Detail.xlsx

Optional Upload: Map of Encampments

HHAP 6 MAP.pdf

Eligible Applicants with a current and formal policy to address encampments that fully or partially complies with the Cal ICH Guidance on Addressing Encampments must complete the following:

Formal Encampment Policy - Fully or Partially Compliant

Eligible Applicant	Applicant confirms the plan complies with the Cal ICH Guidance on Addressing Encampments?	If you selected “Yes, in part,” describe what elements of the policy do comply with the Cal ICH Guidance on Addressing Encampments, and specifically how they comply.	Provide a link to the policy or upload a copy below
San Bernardino County	Yes		

Upload: Copy of Formal Policy to Address Encampments

N28084 OHS Encampment Response Plan.pdf

Eligible Applicants without a current and formal policy to address encampments that fully or partially complies with the Cal ICH Guidance on Addressing Encampments must complete the following:

Formal Encampment Policy - Nonexistent

Eligible Applicant	Describe existing efforts to address encampments	Does the Eligible Applicant actively commit to adopting a policy that complies with the Cal ICH Guidance on Addressing Encampment?	Provide a specific timeline, including dates, for future adoption of formal policies that comply with the Cal ICH Guidance on Addressing Encampments
		No	
		No	

3.a.6. Housing Element Compliance

Large City or county Eligible Applicant	Is this Eligible Applicant's Housing Element Compliant?	If not compliant, provide a timeline for all relevant milestones to achieve compliance (refer to Guidance and Example timeline and milestones for required level of detail)
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San Bernardino County	Yes	
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3.a.7. Housing Element Implementation

Large City or county Eligible Applicant	Has this Eligible Applicant implemented all programs in their adopted Housing Element on the timelines identified therein?	If not, provide a specific timeline and plan with dates to implement the past due programs.
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San Bernardino County	No	<p>The current Housing Element is from 2021-2029. Most programs are on track for their noted timelines. Current program efforts include:</p> <ul style="list-style-type: none"> • Program 11: Manufactured Homes has been a key point of focus in late 2024. County staff have identified the need to enhance efficiency of the approval process and provide clearer guidance for current and prospective owners of manufactured homes. To address this, County staff have initiated the development of a comprehensive guide, and FAQ document, and a revised application process aimed at significantly reducing processing time and administrative burden. These resources are expected to be completed by 2025. • Program 5: Identify and Mitigate Government Constraints to Housing Development. In late 2024, the County started working to identify unnecessary constraints towards housing development within our Code. San Bernardino County is grappling with the challenge of there being a lack of “middle housing,” which includes unit types such as duplexes, triplexes, townhomes, and other mid-density housing options intended to fill the gap between low-density single-family and high-density multifamily residential developments. This shortage aims to be addressed by reducing the barriers to establishing multi-family zoning, developing infrastructure, and removing unnecessary constraints within the development code. We are looking to bring our findings and recommendations, informed by the latest data we have internally and from public stakeholders to the
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public and our Board of Supervisors in 2025.
 Notable Accomplishments: • 2024 Completed Housing Element Effort: Program 4 – Short-Term Rental Study: The Short-Term Rental Study was finalized and presented to the Board on June 11, 2024 (Item No. 121). The Board approved the recommended action to receive the report, which evaluated the impact of short-term rentals on the housing supply in unincorporated San Bernardino County. Program 12: involves a development code amendment that needs Planning Commission approval, and subsequent adoption by the Board of Supervisors. The development code amendment requires significant coordination between the County’s Land Use Services and Community Development and Housing Departments. Due to a lapse in consultant funding, completion of this program has been delayed to an anticipated completion of Fall 2026.

3.a.8. Prohousing Designation

Large City or county Eligible Applicant	Current Prohousing Designation Status	For Eligible Applicants that have not yet applied or do not plan to apply, list the Prohousing Policies (as described in the Prohousing application) that they have adopted or plan to adopt in the future.
San Bernardino County	Plans to apply for Prohousing Designation.	The County is planning to adopt the following categories under the stated Prohousing policies: Favorable Zoning and Land Use (categories 1A through 1L) Reduction of Construction and Development Costs (categories 3A through 3I)

3.a.9. Housing Law Violations

Large City or county Eligible Applicant	Does this Eligible Applicant have any potential or actual housing law violations with HCD’s Housing	If yes, provide a specific timeline and plan with dates to resolve the issue.
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Accountability Unit or the Attorney General's Housing Justice Team?

San Bernardino County

No

3.a.10. Surplus Land

Large City or county Eligible Applicant

Has this Eligible Applicant made a central inventory of all surplus land and all lands in excess of their foreseeable needs as required by Government Code section 54230?

If not, the Eligible Applicant must provide a specific timeline and plan with dates to create such an inventory.

San Bernardino County

Has a central inventory.

3.a.11. Annual Progress Report

Large City or county Eligible Applicant

Has this Eligible Applicant submitted a timely and complete annual progress report for at a minimum, the past two years?

San Bernardino County

Yes

Section 3.b. System Performance Measures Improvement Plan

3.b System Performance Measures Improvement Plan

The System Performance Measures Improvement plan documents all the Key Actions the regional partners are taking to improve their homelessness CA System Performance Measures (SPMs) listed in [Section IV.A.3.b.i. of the HHAP 6 NOFA](#). The plan may also include the Key Actions of small jurisdictions and/or tribal governments in the region that elect to engage and collaborate in the Regionally Coordinated Homelessness Action Plan.

All items currently being funded through HHAP Rounds 1 through 5, as well as all activities proposed to be funded through HHAP 6, must be included as Key Actions in the System Performance Measures Improvement Plan. Each regional partner must also include the Key Actions they are taking beyond HHAP 6 funding to address homelessness. These Key Actions must include how each regional partner is improving the region's CA SPMs through use of local, state, and federal funds.

The System Performance Measures Improvement Plan must include:

- At least one Key Action related to reducing CA SPM: "The number of people experiencing unsheltered homelessness"
- At least one Key Action related to increasing CA SPM "the number of people exiting homelessness into Permanent Housing," and
- At least one Key Action with a specific focus on reducing first time instances of homelessness for those exiting institutional settings, including, but not limited to jails, prisons, and hospitals.

Each Key Action must be described in clear, specific terms and must do the following:

1. Identify the CA SPM(s) that the Key Action will improve (you may choose more than one SPM).
2. Describe how the Key Action will improve the CA SPM(s).
3. Identify the lead entity and collaborating entities partnering to achieve the Key Action. Collaborating entity/ies may include a group, organization, or jurisdiction within your region working to address or improve the system performance measure. This can be another participating Eligible Applicant, a system partner, or any organization actively participating in the Key Action.
4. Provide the target date for milestones and completion of the Key Action.
5. Provide a clear metric for how success of the Key Action will be measured.
6. Identify the funding source(s) for the Key Action.
 - Note: At a minimum, all funding sources listed in Section IV.A.3.b.ii. of the HHAP 6 NOFA, excluding any that are unavailable to the region within the grant term (FY24/25-FY28/29), must be identified as funding sources for at least one Key Action within the System Performance Measures Improvement Plan.
7. Describe how the funding source(s) will contribute to the achievement of the Key Action.
 - Note: For HHAP 6-funded Key Actions, include the eligible use category or categories as applicable.
8. Describe how the Key Action will address system performance disparities and ensure racial and gender equity in at least one of the following areas: Service Delivery, Housing Placements, Housing Retention, Changes to procurement, or other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.

Available Funding Sources in the Region

If applicable, list any funding sources mentioned in [Section IV.A.3.b.ii. of the HHAP 6 NOFA](#) that are not available in the region within the grant term (FY24/25-FY28/29).

Available Funding Sources NOT within the Region Narrative

Key Actions to Improve the Region's CA SPMs

Guidance:

Please note that all Key Actions are numbered to ensure Key Actions may be easily referenced in later parts of the regional application. Applicants can refer to the # provided. E.g., Key Action 1, Key Action 2, etc.

Key Actions

Key Action 1

Description

Enhancing Outreach and Engagement in San Bernardino County Through Targeted Resource Awareness, Strategic GIS Mapping, Youth-Centered Data Collection, Expanded Mental Health Access, and Strengthened Cross-Sector Collaboration.

Identify which CA SPM(s) will be improved by Key Action 1 and how.

SPM Improvement Plan for Key Action 1

CA SPM	Specific description of how Key Action 1 will improve this CA SPM
CA SPM 1a	<p>The San Bernardino County and regional Continuum of Care (SBC&CoC) will strengthen regional outreach and engagement strategies by implementing a data-informed, collaborative approach that addresses the unique geographic and demographic challenges of the county. This multifaceted Key Action will enhance service delivery for individuals and families experiencing homelessness through the following efforts:</p> <ul style="list-style-type: none">Increasing Mental Health Resources: The County's Department of Behavioral Health will continue to provide access to field-based mental health care through mobile response units, street psychiatry, and responder teams that partner with law enforcement and outreach workers. This action strengthens SPM 1a: Employment and income growth for people in CoC programs by stabilizing individuals to engage in employment services and housing case management.
CA SPM 2	<p>The San Bernardino County and regional Continuum of Care (SBC&CoC) will strengthen regional outreach and engagement strategies by implementing a data-informed, collaborative approach that addresses the unique geographic and demographic challenges of the county. This multifaceted Key Action will enhance service delivery for individuals and families experiencing homelessness through the following efforts:</p> <ul style="list-style-type: none">Conducting Youth Surveys to Improve Outreach and Engagement: In collaboration with local school districts, youth providers, and San Bernardino County Children and Family Services, SBC&CoC will distribute and analyze youth-focused

surveys to better understand service gaps, engagement preferences, and housing barriers. Findings will inform the design of youth-centric outreach and drop-in services, contributing to reductions in SPM 2: Number of persons who become homeless for the first time, especially among transition-age youth (TAY) and LGBTQ+ populations.

CA SPM 3

The San Bernardino County and regional Continuum of Care (SBC&CoC) will strengthen regional outreach and engagement strategies by implementing a data-informed, collaborative approach that addresses the unique geographic and demographic challenges of the county. This multifaceted Key Action will enhance service delivery for individuals and families experiencing homelessness through the following efforts:

- **Strengthening Collaboration Among Homeless Service Organizations:** The SBC&CoC will bolster regional coordination through shared outreach calendars, monthly outreach coordination meetings, and integration of real-time data via the Homeless Management Information System (HMIS). Enhanced coordination will ensure that multidisciplinary teams, including street medicine, harm reduction, and housing specialists, collaborate effectively. This directly improves SPM 3: Successful placement in or retention of permanent housing by creating seamless linkages from unsheltered status to permanent housing placements and retention services. Through this coordinated, equity-focused Key Action, San Bernardino County will advance targeted outreach, reduce disparities, and improve key system performance outcomes across its diverse urban, suburban, and rural communities.

CA SPM 4

The San Bernardino County and regional Continuum of Care (SBC&CoC) will strengthen regional outreach and engagement strategies by implementing a data-informed, collaborative approach that addresses the unique geographic and demographic challenges of the county. This multifaceted Key Action will enhance service delivery for individuals and families experiencing homelessness through the following efforts:

- **Building Resource Awareness:** SBC&CoC will implement a countywide outreach and communications campaign to promote awareness of available shelter, behavioral health, housing navigation, and safety-net services. Using multilingual print, digital, and peer-led messaging strategies, materials will be distributed across encampments, transit hubs, and service provider sites. This targeted information-sharing will reduce SPM 4: Length of time persons remain homeless by helping individuals quickly connect with available services and accelerate their path toward housing.

CA SPM 5

The San Bernardino County and regional Continuum of Care (SBC&CoC) will strengthen regional outreach and engagement strategies by implementing a data-informed, collaborative approach that addresses the unique geographic and demographic challenges of the county. This multifaceted Key Action will enhance service delivery for individuals and families experiencing homelessness through the following efforts:

- **Using ESRI GIS Software for Strategic Outreach:** Leveraging ESRI GIS technology through the San Bernardino County Office of Homeless Services, the CoC will analyze trends in homelessness, encampment concentrations, and service deserts. This data will guide the strategic deployment of outreach teams and mobile services to high-need areas such as the High Desert, Morongo Basin, and underserved urban and rural corridors. This approach supports SPM 5: Returns to homelessness by ensuring proactive, sustained engagement in areas with persistent or cyclical homelessness patterns, and SPM 6 successful street outreach placements.

CA SPM 6

The San Bernardino County and regional Continuum of Care (SBC&CoC) will strengthen regional outreach and engagement strategies by implementing a data-informed, collaborative approach that addresses the unique geographic and demographic challenges of the county. This multifaceted Key Action will enhance service delivery for individuals and families experiencing homelessness through the following efforts:

- Using ESRI GIS Software for Strategic Outreach: Leveraging ESRI GIS technology through the San Bernardino County Office of Homeless Services, the CoC will analyze trends in homelessness, encampment concentrations, and service deserts. This data will guide the strategic deployment of outreach teams and mobile services to high-need areas such as the High Desert, Morongo Basin, and underserved urban and rural corridors. This approach supports SPM 5: Returns to homelessness by ensuring proactive, sustained engagement in areas with persistent or cyclical homelessness patterns, and SPM 6 successful street outreach placements.

Clear metric for how success of Key Action 1 will be measured

Primary Success Metric:

Increase in the percentage of individuals and families engaged through outreach who successfully enter shelter or housing programs, as documented in HMIS.

- Baseline: Percentage of unsheltered people engaged who accessed shelter/housing in 2025.
- Target: 20% increase in successful shelter/housing connections from outreach by June 2030.

Formula: Number of individuals engaged by outreach who enter shelter or housing, "divided by," the total number of individuals engaged by outreach.

Lead Entity for Key Action 1

San Bernardino City & County CoC

Collaborating entity/ies for Key Action 1

San Bernardino County Department of Behavioral Health (DBH), San Bernardino County Sheriff's Department and Local Law Enforcement Outreach Units, San Bernardino County Human Services Transitional Assistance Department (TAD), Inland Empire Health Plan (IEHP), City Governments, Homeless Outreach Providers and Street Medicine Teams, Inland SoCal United Way, Youth-Serving Organizations and Advocates, San Bernardino County Office of Education (SBCSS) Homeless Education Services, Technology and Data Partners: ESRI and HMIS Lead Agency.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 1

Milestones for Key Action 1	Target dates for Key Action 1 milestones
Phase 1: Planning and Infrastructure Development <ul style="list-style-type: none"> • Establish contracts, subawards, or MOUs with outreach providers, GIS analysts, youth-serving organizations, and behavioral health teams. • Convene a stakeholder workgroup to guide implementation, including lived experience representatives, youth, street medicine providers, and CoC partners. • Develop baseline GIS mapping of high-need outreach zones using 2025 PIT count and HMIS data. • Design and test youth survey instruments in partnership with local school districts and TAY providers. 	9/30/2026

- Finalize mental health mobile team staffing and response protocols.

Phase 2: Initial Launch of Field Activities and Resource Awareness Campaign 3/31/2027

- Begin targeted outreach deployment using GIS data (urban hot spots, High Desert, Morongo Basin, riverbeds, etc.).
- Launch multilingual public awareness campaign (print, digital, peer-distributed materials).
- Disseminate and collect youth surveys in schools, drop-in centers, and outreach settings.
- Launch expanded mental health mobile units and responder teams in pilot communities.
- Convene first outreach coordination meeting to measure HHAP 6 impact.

Phase 3: Data Integration, Service Coordination, and Expansion 6/30/2028

- Refine outreach deployment plans quarterly based on GIS updates and survey findings.
- Expand youth outreach strategies based on analyzed survey results (e.g., add evening outreach, new youth-focused resource sites).
- Begin integration of outreach data into HMIS and use real-time dashboards to track outreach engagement and housing outcomes.
- Increase frequency and consistency of cross-agency outreach meetings and shared calendars.
- Enhance culturally responsive and equity-centered training for outreach teams.

Phase 4: System Optimization and Mid-Course Corrections 12/31/2028

- Conduct mid-point evaluation of Key Action impact on SPMs (length of time homeless, new entries, returns to homelessness, placements).
- Adjust outreach coverage, messaging, or mental health service delivery based on performance data.
- Issue updated GIS maps and publish outreach coverage reports to stakeholders.
- Engage lived experience workgroup for qualitative assessment of outreach effectiveness.

Phase 5: Sustainability Planning and Final Reporting 6/30/2029

- Finalize impact evaluation on how the Key Action improved SPMs and equity goals.
- Identify sustainable local, state, and federal funding sources to maintain GIS mapping, youth engagement, and behavioral health services post HHAP 6.
- Disseminate toolkit and best practices guide for other CoC partners and relevant county departments.
- Submit HHAP 6 final report with outcome data, lessons learned, and long-term strategy recommendations.

Target date for completing Key Action 1
6/30/2029

Funding Sources for Key Action 1

Funding Sources for Key Action 1

Funding source	Description of how the funding will contribute to the achievement of Key Action 1	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
HHAP 4	The remaining HHAP 4 will be used to sustain and scale existing outreach efforts, fund housing navigation, or support systems infrastructure that align directly with the Key Action and bridge into HHAP 6 implementation.	
HHAP 5	The remaining HHAP 4 will be used to sustain and scale existing outreach efforts, fund housing navigation, or support systems infrastructure that align directly with the Key Action and bridge into HHAP 6 implementation.	
The California Emergency Solutions Grants Program	ESG funds are critical for staffing outreach teams, providing client support (e.g., transportation, survival items), and funding rapid exit to shelter and housing. ESG will be leveraged to extend the reach of GIS-informed outreach and sustain cross-agency collaboration initiated through HHAP 6.	
Medi-Cal program	CalAIM funding will expand access to field-based mental health and medical care, behavioral health case management, and medically appropriate housing supports. ECM providers will be active partners in outreach and mobile engagement efforts, particularly for high-acuity individuals, supporting SPMs related to housing retention, employment, and reduced length of homelessness.	
Mental Health Services Act and	Facilities funded by BHCIP in San Bernardino County may	

Behavioral Health Services Act	serve as destinations for behavioral health outreach referrals, drop-in wellness centers, or temporary stabilization. As part of the broader system of care, these facilities help expand access for unsheltered individuals with co-occurring conditions identified through HHAP funded outreach.	
Parolee or probation programs that are intended to prevent homelessness upon release.	Coordination with Proposition 47 grantees ensures cross-referral and engagement with individuals living unsheltered who are justice-involved, enhancing outreach outcomes and promoting housing stability.	
HHAP 6	HHAP funding solutions that can prevent or serve those experiencing homelessness, services and services coordination.	Services and Services Coordination for People Experiencing Unsheltered Homelessness
HHAP 6	HHAP funding solutions that can prevent or serve those experiencing homelessness, services and services coordination for youth.	YSA: Services and Services Coordination for People Experiencing Unsheltered Homelessness
HHAP 6	Administrative costs will support the ongoing costs of administering HHAP funding to ensure compliance, expenditures, and reporting.	Administrative Costs
HHAP 6	HMIS will ensure data quality and compliance, the progress of the SPMs and measurable outcomes which will assist leadership in decision-making for system improvements. This will also support staff support and related data activities.	HMIS

Identify which of the following equity improvement areas will be addressed by Key Action 1.

Equity Areas for Key Action 1

Equity area	Description of how Key Action 1 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Service Delivery	Ensure culturally responsive and geographically equitable outreach and engagement for overrepresented racial and gender groups by deploying outreach teams based on ESRI GIS data highlighting areas with high concentrations of unsheltered Black, Latino, Indigenous, and LGBTQ+ individuals, including rural and under-resourced communities (e.g., the High Desert and San Bernardino's unincorporated areas). Equity Impact: Teams will receive mandatory racial equity, cultural humility, and LGBTQ+ competency training to provide trauma-informed, identity-affirming care, and avoid unintentional bias or service denial.
Housing Placements	Ensure equitable access to shelter and housing pathways for all individuals engaged through outreach by prioritizing system navigation for individuals from overrepresented groups (e.g., Black adults, Indigenous persons, youth of color, transgender and nonbinary individuals), using Coordinated Entry enhancements that weight historical disparities in assessment scoring. Equity Impact: HMIS and CES data will be disaggregated and monitored by race, ethnicity, gender identity, and sexual orientation to identify and correct disparities in referral rates and housing placement outcomes.
Housing Retention	Support long-term housing stability for populations vulnerable to structural racism and marginalization. Individuals connected to permanent housing through outreach will be offered culturally relevant supportive services, including behavioral health case management, conflict resolution, and peer navigation, informed by the lived experiences of impacted communities. Equity Impact: Tailored retention services reduce eviction risk and program exits, especially for Black families and LGBTQ+ youth who face discrimination in rental markets or service settings.
Changes to procurement	Embed equity requirements into contracting and funding allocations. Update procurement processes to prioritize funding for BIPOC and LGBTQ+ led organizations, community-based organizations with trusted relationships in overrepresented populations, and small/emerging providers rooted in underserved communities. Equity Impact: Increases access to funding for historically excluded service providers, shifting power and representation within the service delivery system.
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	Center people with lived experience in program design, evaluation, and governance. Engage racially and gender diverse persons with lived experience in outreach strategy development, youth survey design, and GIS mapping prioritization through paid advisory roles and participatory evaluation. Equity Impact: Embeds community voice and accountability, affirming the dignity and leadership of groups overrepresented in the homeless population, including Black Californians, Native Americans, Latin(x) residents, and transgender individuals.

Key Action 2

Description

Improving Shelter Access and Data Coordination through a Live Shelter Bed Capacity System, Transparency Measures, Shelter Expansion, and Seamless Pathways to Housing for Unsheltered Homeless Individuals and Families.

Identify which CA SPM(s) will be improved by Key Action 2 and how.

SPM Improvement Plan for Key Action 2

CA SPM	Specific description of how Key Action 2 will improve this CA SPM
CA SPM 1b	<p>To strengthen the local homelessness response system and improve shelter access for individuals and families experiencing unsheltered homelessness, the San Bernardino County and Continuum of Care (SBC&CoC) will implement a coordinated strategy focused on real-time shelter data integration, cross-agency collaboration, and programmatic innovation. The region will utilize the following approaches:</p> <ul style="list-style-type: none"> • Creating Pathways from Street to Shelter and Permanent Housing: The SBC&CoC will create clear and direct pathways from street outreach to shelter and ultimately to permanent housing. This will be achieved by aligning outreach teams, shelter providers, and housing navigators through shared calendars, referral protocols, and regular case conferencing. Individuals identified through GIS-informed outreach will be triaged in real-time to available shelter beds and connected immediately to housing services. These coordinated transitions will reduce program exit and housing instability, directly supporting SPM 5: Returns to homelessness and SPM 1b: Reducing people experiencing unsheltered homelessness. Through this comprehensive Key Action, San Bernardino County and CoC will ensure that shelter access is timely, coordinated, inclusive, and connected to long-term housing solutions, ultimately improving system flow, client outcomes, and racial and geographic equity across the region.
CA SPM 2	<p>To strengthen the local homelessness response system and improve shelter access for individuals and families experiencing unsheltered homelessness, the San Bernardino County and Continuum of Care (SBC&CoC) will implement a coordinated strategy focused on real-time shelter data integration, cross-agency collaboration, and programmatic innovation. The region will utilize the following approaches:</p> <ul style="list-style-type: none"> • Expanding Shelter Definitions: Recognizing the need for flexibility in crisis response, the SBC&CoC will also expand its definition of shelter to include non-traditional, low-barrier options such as safe parking programs, sanctioned encampments, tiny home villages, and culturally responsive interim housing for priority populations including youth, LGBTQ+ individuals, and persons exiting institutions. By integrating these options into Coordinated Entry and the real-time database, the system will better meet the needs of individuals who may not engage with traditional congregate shelter, thus helping to prevent unsheltered homelessness and improve SPM 2: Number of people who become homeless for the first time.
CA SPM 3	<p>To strengthen the local homelessness response system and improve shelter access for individuals and families experiencing unsheltered homelessness, the San Bernardino County and Continuum of Care (SBC&CoC) will implement a coordinated strategy focused on real-time shelter data integration, cross-agency collaboration, and programmatic innovation. The region will utilize the following approaches:</p> <ul style="list-style-type: none"> • Incentivizing Data Sharing and Transparency: To support adoption and system-wide use of this shared platform, the SBC&CoC will encourage transparency and incentivize data sharing among shelter providers. This will include offering technical assistance, integrating data sharing expectations into performance-based contracts, and establishing public-facing data benchmarks. These efforts will promote consistent updates to bed status and foster accountability among providers, supporting improved SPM 3: Successful placement in or retention of permanent housing through streamlined shelter-to-housing transitions.

CA SPM 4 To strengthen the local homelessness response system and improve shelter access for individuals and families experiencing unsheltered homelessness, the San Bernardino County and Continuum of Care (SBC&CoC) will implement a coordinated strategy focused on real-time shelter data integration, cross-agency collaboration, and programmatic innovation. The region will utilize the following approaches:

- Developing a Centralized Live Digital Platform: The SBC&CoC will partner with HMIS administrators and shelter providers to develop a centralized, live digital platform displaying real-time shelter bed availability across the region. This platform will be accessible to outreach teams, Coordinated Entry staff, 2-1-1 operators, and first responders, ensuring timely and accurate access to available shelter beds. By minimizing delays in placement, this initiative will improve SPM 4: Length of time persons remain homeless, allowing individuals to quickly transition off the street and into safe environments.

CA SPM 5 To strengthen the local homelessness response system and improve shelter access for individuals and families experiencing unsheltered homelessness, the San Bernardino County and Continuum of Care (SBC&CoC) will implement a coordinated strategy focused on real-time shelter data integration, cross-agency collaboration, and programmatic innovation. The region will utilize the following approaches:

- Creating Pathways from Street to Shelter and Permanent Housing: The SBC&CoC will create clear and direct pathways from street outreach to shelter and ultimately to permanent housing. This will be achieved by aligning outreach teams, shelter providers, and housing navigators through shared calendars, referral protocols, and regular case conferencing. Individuals identified through GIS-informed outreach will be triaged in real-time to available shelter beds and connected immediately to housing services. These coordinated transitions will reduce program exit and housing instability, directly supporting SPM 5: Returns to homelessness and SPM 1b: Reducing people experiencing unsheltered homelessness. Through this comprehensive Key Action, San Bernardino County and CoC will ensure that shelter access is timely, coordinated, inclusive, and connected to long-term housing solutions, ultimately improving system flow, client outcomes, and racial and geographic equity across the region.

Clear metric for how success of Key Action 2 will be measured

Primary Success Metric:

Increase in the percentage of shelter providers that consistently input live bed availability data into the shared platform (e.g., daily or in real time per CoC standards).

- Baseline: Established in FY 2026 based on voluntary or informal reporting practices.
- Target:
 - o Year 1 (FY 2026–27): 50% compliance among contracted providers
 - o Year 2 (FY 2027–28): 75% compliance
 - o Year 3 and beyond: Maintain ≥90% compliance through FY 2029–30

Formula: Number of shelter providers regularly updating real-time bed data, “divided by,” the total number of contracted shelter providers.

Lead Entity for Key Action 2

San Bernardino County

Collaborating entity/ies for Key Action 2

San Bernardino City and County CoC, HMIS Lead Agency, Shelter and Interim Housing Providers, Inland SoCal United Way 211, Street Outreach Teams, Inland Empire Health Plan, Department of Behavioral Health, Cities with Shelter Infrastructure, Housing Navigation and Case Management Agencies.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 2

Milestones for Key Action 2

Target dates for Key Action 2 milestones

Phase 1: Planning and System Design

9/30/2026

- Convene a project workgroup of shelter providers, HMIS leads, outreach teams, and system partners.
- Finalize scope and design of real-time shelter bed tracking platform (integrated into or compatible with HMIS).
- Conduct a baseline assessment of current shelter bed tracking practices and barriers to data sharing.
- Identify and secure pilot shelter sites for the initial launch of live bed updates.
- Begin mapping non-traditional shelter options (e.g., safe parking, sanctioned encampments) to integrate into system definitions.

Phase 2: Platform Development and Policy Alignment

3/31/2027

- Launch development of the centralized bed availability dashboard (or enhance existing HMIS modules).
- Finalize data sharing agreements and protocols across shelter providers.
- Develop and adopt procurement and contract language that incentivizes or requires real-time shelter bed reporting.
- Begin policy updates to formally expand shelter definitions within the CoC (e.g., to include safe parking and other interim solutions).
- Offer technical training to shelter staff on system use and compliance with transparency benchmarks.

Phase 3: Pilot Implementation and Data Transparency Rollout

9/30/2027

- Go live with real-time shelter bed capacity tracking in pilot sites, test usability and data accuracy.
- Launch public-facing or internal dashboard for designated partners (outreach teams, 2-1-1, CES).
- Begin bi-monthly reporting on shelter utilization and update rates.
- Launch equity-focused review of shelter access patterns (i.e., race, gender, geographic location).
- Initiate integration of non-traditional shelter types into CES and shelter queue.

Phase 4: Systemwide Expansion and Interagency Coordination

6/30/2028

- Expand the shelter bed tracking system to all CoC and non-CoC contracted shelters and interim housing programs.
- Hold quarterly case conferencing meetings linking outreach, shelter providers, and housing navigators.
- Implement automated alerts/referrals between outreach and shelter providers to expedite placements.
- Publish annual transparency reports on shelter access, bed availability, and equity indicators.
- Use data insights to inform funding priorities and refine CES prioritization based on shelter flow.

- Phase 5: Evaluation, Sustainability, and Final Outcomes Reporting
- Conduct system evaluation on impact of shelter access improvements on System Performance Measures (SPMs 1b, 2, 3, 4, and 5).
 - Disaggregate results by race, gender, and geography to assess equity outcomes.
 - Finalize sustainability plan and budget for platform maintenance, data-sharing compliance, and cross-agency collaboration.
 - Integrate shelter access tracking into broader countywide homelessness system dashboards.
 - Submit the final HHAP 6 outcomes report including performance metrics, lessons learned, and best practices for replication.

6/30/2029

Target date for completing Key Action 2

6/30/2029

Funding Sources for Key Action 2

Funding Sources for Key Action 2

Funding source	Description of how the funding will contribute to the achievement of Key Action 2	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
HHAP 5	Funds from HHAP-5 (available prior to HHAP-6) can serve as a bridge to begin early implementation of database development, conduct planning and outreach to shelter providers, and begin policy revisions necessary to expand the shelter definitions and support integration with real-time data systems.	
Medi-Cal program	CalAIM's Community Supports can fund temporary housing interventions (e.g., recuperative care, housing navigation). As managed care plans expand partnerships with shelters, improved data coordination (enabled by HHAP 6) can streamline referrals, increase medical respite options, and align with housing pathways from shelter.	
The Homekey Program	Homekey-funded interim and permanent housing sites can be integrated into the real-time	

shelter and housing resource database. Transparency in bed/unit availability supports quick access and aligns with the system's shift from unsheltered status to shelter to permanent housing.

These capital grants support facility expansion for mental health and housing needs. Coordinating these new beds (e.g., crisis stabilization units, board-and-care) into the shared data system expands available "shelter type" beds that can be tracked and accessed in real time.

The California Emergency Solutions Grants Program

ESG allocations may support ongoing operations of shelters and help cover infrastructure costs for bed tracking technology or staffing to manage real-time data inputs.

Mental Health Services Act and Behavioral Health Services Act

(BHCIP) These capital grants support facility expansion for mental health and housing needs. Coordinating these new beds (e.g., crisis stabilization units, board-and-care) into the shared data system expands available "shelter type" beds that can be tracked and accessed in real time.

HHAP 6

HHAP funding solutions that can prevent or serve those experiencing homelessness, services and services coordination.

Services and Services Coordination for People Experiencing Unsheltered Homelessness

HHAP 6

Administrative costs will support the ongoing costs of administering HHAP funding to ensure compliance, expenditures, and reporting.

Administrative Costs

HHAP 6

HMIS will ensure data quality and compliance, the progress of the SPMs and measurable outcomes which will assist leadership in decision-making for system

HMIS

improvements. This will also support staff support and related data activities.

Identify which of the following equity improvement areas will be addressed by Key Action 2.

Equity Areas for Key Action 2

Equity area	Description of how Key Action 2 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	The real-time shelter bed capacity database will improve equitable access to shelter by reducing waiting times, enhancing visibility of available options, and minimizing subjective decision-making. Service providers will be trained to ensure culturally responsive referrals using the shared platform, with a focus on affirming the needs of Black, Indigenous, and People of Color (BIPOC), women, youth, and LGBTQ+ individuals. Outreach and engagement strategies will be tailored based on race, gender, and geography to ensure communities that have historically been underserved are prioritized.
Housing Placements	By improving the accuracy and timeliness of shelter availability data, the Key Action will create more efficient and fair pathways to interim and permanent housing. The database will allow tracking placements disaggregated by race, gender, and household type. Equity dashboards will be implemented to regularly assess disparities in shelter entry and subsequent housing outcomes. The CoC will set benchmarks to ensure placement rates for overrepresented populations, such as Black/African American individuals and unaccompanied women, are proportionate to their share of the homeless population.
Housing Retention	The improved coordination will help ensure individuals are placed in shelters or transitional settings that match their needs, increasing the likelihood of stabilization and retention. By reducing mismatches and improving flow-through, people will have quicker access to case management, housing navigation, and wraparound supports. Equity-aligned retention metrics will be tracked and exit destinations will be analyzed to ensure BIPOC and LGBTQ+ populations are not disproportionately exiting to unsheltered settings or incarceration.
Changes to procurement	Procurement processes related to this Key Action, such as the selection of database vendors, shelter operators, or system support partners, will include equity scoring criteria. Priority will be given to providers that demonstrate culturally competent practices, employ staff with lived experience, and have proven track records serving BIPOC and gender-diverse populations. Outreach to minority and women-owned businesses will be embedded into solicitations to diversify the organizations engaged in system improvements.
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have	The CoC will ensure that racially overrepresented groups experiencing homelessness, such as Black/African American individuals, Native populations, and Latin(x) families, have equitable access to shelter beds and service navigation by integrating racial equity impact analysis into system design and implementation. Regular disaggregated data reporting from the shared shelter platform will inform real-time equity adjustments. Community

equitable access to housing and services. input from those with lived experience will be solicited

Key Action 3

Description

Facilitate exits to permanent housing by developing permanent housing units and solutions, tracking exits through HMIS, and exploring various housing options such as hotel conversions, rent control, shared housing, individual leases, and tiny home communities.

Identify which CA SPM(s) will be improved by Key Action 3 and how.

SPM Improvement Plan for Key Action 3

CA SPM	Specific description of how Key Action 3 will improve this CA SPM
CA SPM 3	<p>The San Bernardino County and CoC (SBC&CoC) will implement a multi-pronged strategy to increase exits to permanent housing by expanding the local housing inventory and leveraging a variety of innovative housing solutions. This Key Action will improve multiple California System Performance Measures, particularly SPM 3 (Exits to Permanent Housing), SPM 4 (Length of Time Homeless), and SPM 5 (Returns to Homelessness). To advance this effort, the SBC&CoC will:</p> <ul style="list-style-type: none"> • Develop and Acquire Permanent Housing Units: Work with public and private partners to create new permanent supportive housing (PSH) and rapid rehousing (RRH) opportunities through acquisition, adaptive reuse, and new construction. This includes leveraging existing buildings such as motels and underutilized commercial properties for hotel-to-housing conversions through funding programs like Project Homekey. These developments will prioritize chronically homeless individuals and those with the longest histories of homelessness, improving exits from shelters and unsheltered settings. • Explore and Implement Diverse Housing Models: In response to the region’s housing shortage and affordability crisis, the SBC&CoC will pursue alternative, cost-effective housing models such as shared housing arrangements, individual lease options, tiny home villages, and modular units. These models allow greater flexibility to meet the varied needs of people experiencing homelessness, including those who do not thrive in traditional congregate or scattered-site settings. • Promote Housing Stability Through Local Policy Tools: The SBC&CoC will coordinate with county and municipal jurisdictions to explore local rent stabilization ordinances, tenant protections, and landlord incentive programs that make housing placements more viable and sustainable. Technical assistance and engagement will be provided to landlords to encourage participation in housing programs while reducing evictions and promoting long-term retention. • Track Outcomes Through HMIS and Real-Time Dashboards: All placements and exits will be monitored through the CoC’s Homeless Management Information System (HMIS), enabling data-driven oversight of who is exiting to permanent housing, how long it takes, and which interventions are most successful. Disaggregated reporting will ensure equity across race, gender, age, and special populations (e.g., youth, veterans, and individuals with disabilities). • Coordinate with the Coordinated Entry System (CES): The CES will be optimized to ensure housing resources developed under this Key Action are targeted based on vulnerability and service need. By improving real-time visibility of permanent housing inventory, case conferencing and referral processes will become more effective and equitable. <p>The primary focus of this Key Action is to increase the number and percentage of</p>

clients exiting homelessness to permanent housing from all project types. By increasing the availability and diversity of permanent housing units will shorten the time individuals and families remain in shelters or unsheltered before being placed in housing. Expanded access to appropriate housing types, coupled with targeted supportive services and landlord engagement, will promote long-term housing retention and reduce recidivism.

CA SPM 4

The San Bernardino County and CoC (SBC&CoC) will implement a multi-pronged strategy to increase exits to permanent housing by expanding the local housing inventory and leveraging a variety of innovative housing solutions. This Key Action will improve multiple California System Performance Measures, particularly SPM 3 (Exits to Permanent Housing), SPM 4 (Length of Time Homeless), and SPM 5 (Returns to Homelessness). To advance this effort, the SBC&CoC will:

- **Develop and Acquire Permanent Housing Units:** Work with public and private partners to create new permanent supportive housing (PSH) and rapid rehousing (RRH) opportunities through acquisition, adaptive reuse, and new construction. This includes leveraging existing buildings such as motels and underutilized commercial properties for hotel-to-housing conversions through funding programs like Project Homekey. These developments will prioritize chronically homeless individuals and those with the longest histories of homelessness, improving exits from shelters and unsheltered settings.

- **Explore and Implement Diverse Housing Models:** In response to the region's housing shortage and affordability crisis, the SBC&CoC will pursue alternative, cost-effective housing models such as shared housing arrangements, individual lease options, tiny home villages, and modular units. These models allow greater flexibility to meet the varied needs of people experiencing homelessness, including those who do not thrive in traditional congregate or scattered-site settings.

- **Promote Housing Stability Through Local Policy Tools:** The SBC&CoC will coordinate with county and municipal jurisdictions to explore local rent stabilization ordinances, tenant protections, and landlord incentive programs that make housing placements more viable and sustainable. Technical assistance and engagement will be provided to landlords to encourage participation in housing programs while reducing evictions and promoting long-term retention.

- **Track Outcomes Through HMIS and Real-Time Dashboards:** All placements and exits will be monitored through the CoC's Homeless Management Information System (HMIS), enabling data-driven oversight of who is exiting to permanent housing, how long it takes, and which interventions are most successful. Disaggregated reporting will ensure equity across race, gender, age, and special populations (e.g., youth, veterans, and individuals with disabilities).

- **Coordinate with the Coordinated Entry System (CES):** The CES will be optimized to ensure housing resources developed under this Key Action are targeted based on vulnerability and service need. By improving real-time visibility of permanent housing inventory, case conferencing and referral processes will become more effective and equitable.

The primary focus of this Key Action is to increase the number and percentage of clients exiting homelessness to permanent housing from all project types. By increasing the availability and diversity of permanent housing units will shorten the time individuals and families remain in shelters or unsheltered before being placed in housing. Expanded access to appropriate housing types, coupled with targeted supportive services and landlord engagement, will promote long-term housing retention and reduce recidivism.

CA SPM 5

The San Bernardino County and CoC (SBC&CoC) will implement a multi-pronged

strategy to increase exits to permanent housing by expanding the local housing inventory and leveraging a variety of innovative housing solutions. This Key Action will improve multiple California System Performance Measures, particularly SPM 3 (Exits to Permanent Housing), SPM 4 (Length of Time Homeless), and SPM 5 (Returns to Homelessness). To advance this effort, the SBC&CoC will:

- **Develop and Acquire Permanent Housing Units:** Work with public and private partners to create new permanent supportive housing (PSH) and rapid rehousing (RRH) opportunities through acquisition, adaptive reuse, and new construction. This includes leveraging existing buildings such as motels and underutilized commercial properties for hotel-to-housing conversions through funding programs like Project Homekey. These developments will prioritize chronically homeless individuals and those with the longest histories of homelessness, improving exits from shelters and unsheltered settings.
- **Explore and Implement Diverse Housing Models:** In response to the region's housing shortage and affordability crisis, the SBC&CoC will pursue alternative, cost-effective housing models such as shared housing arrangements, individual lease options, tiny home villages, and modular units. These models allow greater flexibility to meet the varied needs of people experiencing homelessness, including those who do not thrive in traditional congregate or scattered-site settings.
- **Promote Housing Stability Through Local Policy Tools:** The SBC&CoC will coordinate with county and municipal jurisdictions to explore local rent stabilization ordinances, tenant protections, and landlord incentive programs that make housing placements more viable and sustainable. Technical assistance and engagement will be provided to landlords to encourage participation in housing programs while reducing evictions and promoting long-term retention.
- **Track Outcomes Through HMIS and Real-Time Dashboards:** All placements and exits will be monitored through the CoC's Homeless Management Information System (HMIS), enabling data-driven oversight of who is exiting to permanent housing, how long it takes, and which interventions are most successful. Disaggregated reporting will ensure equity across race, gender, age, and special populations (e.g., youth, veterans, and individuals with disabilities).
- **Coordinate with the Coordinated Entry System (CES):**
The CES will be optimized to ensure housing resources developed under this Key Action are targeted based on vulnerability and service need. By improving real-time visibility of permanent housing inventory, case conferencing and referral processes will become more effective and equitable.
The primary focus of this Key Action is to increase the number and percentage of clients exiting homelessness to permanent housing from all project types. By increasing the availability and diversity of permanent housing units will shorten the time individuals and families remain in shelters or unsheltered before being placed in housing. Expanded access to appropriate housing types, coupled with targeted supportive services and landlord engagement, will promote long-term housing retention and reduce recidivism.

Clear metric for how success of Key Action 3 will be measured

Primary Success Metric:

The percentage increase in exits from homelessness to permanent housing, as tracked in HMIS, among individuals served by housing projects initiated or supported through this Key Action.

- **Baseline:** San Bernardino County CoC's average permanent housing (PH) exit rate across all programs in HMIS (This reflects the percentage of people exiting from outreach, shelter, or transitional programs to permanent housing.)
- **Target:** At least a 15% point increase from baseline by the end of FY 2029–30.

Formula: Number of individuals who exited to permanent housing, “divided by,” the total number of individuals who exited from key action supported programs.

Lead Entity for Key Action 3

San Bernardino County

Collaborating entity/ies for Key Action 3

San Bernardino City and CoC, Housing Authority of the County of San Bernardino (HACSB), Cities, Nonprofit Housing Developers, Behavioral Health and Health Care Partners, Street Outreach and Housing Navigation Providers, HMIS Lead Agency, Philanthropic and Private Sector Partners, Educational Institutions and Workforce Agencies, Legal and Tenant Advocacy Organizations.

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 3

Milestones for Key Action 3	Target dates for Key Action 3 milestones
<p>Phase 1: Planning and Preparation</p> <ul style="list-style-type: none"> • Launch HHAP 6 implementation team and cross-sector housing workgroup. • Conduct site identification, feasibility studies, and due diligence for hotel/motel conversions, modular developments, and tiny home communities. • Engage municipal partners to explore rent stabilization policies and tenant protection ordinances. • Issue RFPs for shared housing providers and modular/tiny home developers. • Design and initiate landlord engagement and incentive programs. • Update CES and HMIS frameworks to track new housing models and exit outcomes. 	12/31/2026
<p>Phase 2: Early Implementation and Pilots</p> <ul style="list-style-type: none"> • Break ground on tiny home or modular developments; initiate hotel conversion retrofits. • Launch shared housing placement pilot with integrated CES referrals and HMIS tracking. • Begin real-time housing inventory coordination in CES for improved matching and throughput. • Roll out landlord incentives and housing navigation supports. • Begin placing households into new or pilot permanent housing options. 	12/31/2027
<p>Phase 3: Expansion and Operational Scaling</p> <ul style="list-style-type: none"> • Complete and operationalize initial development sites (converted hotels, tiny home communities). • Expand shared housing placements and landlord engagement countywide. • Refine CES and housing placement processes using feedback from pilot data. • Track and evaluate participant demographics, placement 	12/31/2028

timelines, and retention outcomes.

- Implement targeted strategies to address equity gaps in access and

Phase 4: Evaluation and Sustainability Planning

6/30/2029

- Conduct comprehensive performance evaluation, including:
 - o Exits to permanent housing (SPM 3)
 - o Reductions in the length of time homeless (SPM 4)
 - o Housing retention rates (SPM 5)
- Finalize disaggregated equity impact assessment.
- Identify sustainable funding sources and policy support for permanent housing pipeline.
- Document lessons learned and integrate findings into ongoing CoC housing strategies.
- Submit final HHAP 6 performance and expenditure report.

Target date for completing Key Action 3

6/30/2029

Funding Sources for Key Action 3

Funding Sources for Key Action 3

Funding source	Description of how the funding will contribute to the achievement of Key Action 3	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
The Homekey Program	Project Homekey will directly support permanent supportive housing, aligning with the Key Action’s goal of expanding the permanent housing inventory and increasing system exits.	
Mental Health Services Act and Behavioral Health Services Act	BHCIP funded projects in San Bernardino County can provide integrated housing and care options that improve retention and success in permanent housing, particularly for high-needs individuals.	
HOME Investment Partnerships Act	HOME funded units will support the creation of new deeply affordable housing options for the homeless and at risk of homeless individuals, directly supporting exits to permanent housing and retention.	
Medi-Cal program	CalAIM services can help stabilize individuals in permanent	

	housing created under HHAP 6 and reduce returns to homelessness, supporting both exits (SPM 3) and retention (SPM 5).	
Parolee or probation programs that are intended to prevent homelessness upon release.	Prop 47 funding in the county includes supportive housing components for individuals with behavioral health needs exiting incarceration, helping expand access to permanent housing for overrepresented and underserved populations.	
HHAP 6	HHAP funding permanent housing solutions, such as rapid rehousing, permanent supportive housing, services coordination, operation subsidies, capital for permanent housing.	Rapid Rehousing/ Rental Subsidies
HHAP 6	HHAP funding permanent housing solutions, such as rapid rehousing for youth.	YSA: Rapid Rehousing/ Rental Subsidies
HHAP 6	Administrative costs will support the ongoing costs of administering HHAP funding to ensure compliance, expenditures, and reporting.	Administrative Costs
HHAP 6	HMIS will ensure data quality and compliance, the progress of the SPMs and measurable outcomes which will assist leadership in decision-making for system improvements. This will also support staff support and related data activities.	HMIS
HHAP 6	HHAP funding permanent housing solutions, such as rapid rehousing, permanent supportive housing, services coordination, operation subsidies, capital for permanent housing.	Capital for Permanent Housing
HHAP 6	HHAP funding will support operating subsidies in new and existing affordable or supportive housing units serving people experiencing or at risk of	Operating Subsidies – Permanent Housing

	experiencing homelessness, and new or existing residential care facilities, capitalized operating reserves (funds held in reserve to multiple years of operating support, or cover large, unexpected operating expenses).
HHAP 2	HHAP Round 2 funds will support PSH and housing-related activities by covering operations, services, and flexible interventions that directly accelerate permanent housing placements required in the HHAP 6 application.
HHAP 3	HHAP Round 3 will be aligned with HHAP 6 to maintain and scale PSH capacity through funding for operations, tenancy supports, outreach, and housing problem-solving tied to increasing permanent housing exits.
The No Place Like Home Program	NPLH financing will be paired with HHAP 6 by providing capital and long-term supportive housing services for individuals with serious mental illness, expanding the PSH pipeline needed to meet HHAP 6 performance targets.
Building Homes and Jobs Act	PLHA offers flexible, multiyear housing funds for capital, operations, rental assistance, and homelessness prevention that will be braided with HHAP 6 to expand and maintain PSH pipelines.

Identify which of the following equity improvement areas will be addressed by Key Action 3.

Equity Areas for Key Action 3

Equity area	Description of how Key Action 3 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	The Key Action will ensure equity in service delivery by embedding culturally responsive and trauma-informed practices into housing navigation, case management, and outreach linked to new and existing permanent housing developments. Providers will receive ongoing training on racial bias, LGBTQ+ affirming services, and Indigenous cultural perspectives. Youth, BIPOC

individuals, women, and people with disabilities, who are often underserved, will be prioritized for targeted outreach and service coordination linked to the housing options developed through this action.

Housing Placements	Placement policies for the new housing interventions will incorporate equity-informed prioritization based on HMIS and CES data disaggregated by race, gender identity, and sexual orientation. The CoC will establish safeguards to prevent bias in referrals, including regular audits of CES outcomes, use of culturally competent assessors, and community feedback loops to ensure the most vulnerable and historically excluded households receive timely access to available units.
Housing Retention	To support housing retention, the Key Action will integrate equity-focused supportive services, including peer mentoring, community-based behavioral health partnerships, and wraparound case management that reflects the language, cultural, and social needs of residents. Programs will track housing stability by demographic indicators to ensure racial and gender equity in tenancy outcomes, with corrective action plans where disparities are identified.
Changes to procurement	Procurement processes for service providers, developers, and contractors under this Key Action will include equity criteria, such as demonstrated experience serving BIPOC and LGBTQ+ populations, commitment to hiring from underserved communities, and partnerships with minority and women-led organizations. The CoC will provide technical assistance to help smaller community-based organizations successfully compete for funding opportunities.
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	The Key Action will elevate the voices of people with lived experience, especially from overrepresented racial and ethnic groups, by engaging them in the development of various housing models, informing program operations, and participating in advisory roles. Outreach and messaging will be designed in multiple languages and shared through trusted community partners. The CoC will also use equity dashboards to monitor access and outcomes by subgroup, with findings guiding ongoing strategy refinement.

Key Action 4

Description

Promoting housing retention rates and aftercare by decreasing returns to homelessness through offering employment resources within one month of housing, extending rental assistance up to 90 days on a case-by-case basis, connecting target populations (e.g., families with children, seniors, veterans, youth) to mainstream services, and offering aftercare support from 12 to 18 months to ensure permanent housing stability.

Identify which CA SPM(s) will be improved by Key Action 4 and how.

SPM Improvement Plan for Key Action 4

CA SPM	Specific description of how Key Action 4 will improve this CA SPM
CA SPM 3	San Bernardino County and its Continuum of Care (SBC&CoC) will implement a coordinated, equity-centered aftercare and retention strategy designed to reduce

returns to homelessness and support long-term housing stability for individuals and families placed in permanent housing. This Key Action directly improves California SPM 3 (successful housing retention in permanent housing projects) and SPM 5 (returns to homelessness within 6–12 months) by combining early stabilization supports with sustained aftercare. The region will utilize the following approaches:

- **Employment Resource Development:** To reduce early housing instability, individuals exiting homelessness into permanent housing will be connected to employment resources within 30 days of placement, leveraging partnerships with local Workforce Development Boards, America’s Job Centers of California (AJCCs), and community-based employment providers. Early access to income support helps reduce evictions tied to insufficient income, particularly among youth, families with children, and veterans.
- **Enhanced Rental Assistance:** Recognizing that many households continue to face financial volatility post-placement, the CoC will offer up to 90 additional days of rental assistance on a case-by-case basis for those at risk of losing their housing. This flexible support will be paired with mediation, budgeting help, or utility assistance as needed.
- **Access to Mainstream Services:** To ensure lasting housing retention, the CoC will embed connections to mainstream services (e.g., Medi-Cal, CalFresh, SSI/SSDI, childcare subsidies, and behavioral health services) as part of each individual’s housing exit plan. Particular attention will be given to supporting target populations such as seniors, youth exiting foster care, veterans, and families, who often face barriers navigating complex systems post-placement.
- **Aftercare Services:** A core component of this Key Action is the provision of aftercare services for 12 to 18 months post-housing placement, including light-touch case management, peer support, and crisis response. These services will be tailored by population and risk profile and will be tracked in HMIS to ensure alignment with performance targets. Ongoing check-ins will help identify early warning signs of instability and connect households to timely interventions before eviction risk escalates.
- **Tracking Outcomes:** This integrated retention strategy will be tracked using HMIS data on returns to homelessness and exits to stable destinations, disaggregated by race, gender, and household type to ensure equitable impact. It is expected to reduce the rate of returns to homelessness within 12 months (SPM 5) by a minimum 5 percentage points over the HHAP 6 grant term, while increasing the rate of successful permanent housing retention and exits (SPM 3) system wide.

CA SPM 5

San Bernardino County and its Continuum of Care (SBC&CoC) will implement a coordinated, equity-centered aftercare and retention strategy designed to reduce returns to homelessness and support long-term housing stability for individuals and families placed in permanent housing. This Key Action directly improves California SPM 3 (successful housing retention in permanent housing projects) and SPM 5 (returns to homelessness within 6–12 months) by combining early stabilization supports with sustained aftercare. The region will utilize the following approaches:

- **Employment Resource Development:** To reduce early housing instability, individuals exiting homelessness into permanent housing will be connected to employment resources within 30 days of placement, leveraging partnerships with local Workforce Development Boards, America’s Job Centers of California (AJCCs), and community-based employment providers. Early access to income support helps

reduce evictions tied to insufficient income, particularly among youth, families with children, and veterans.

- **Enhanced Rental Assistance:** Recognizing that many households continue to face financial volatility post-placement, the CoC will offer up to 90 additional days of rental assistance on a case-by-case basis for those at risk of losing their housing. This flexible support will be paired with mediation, budgeting help, or utility assistance as needed.
- **Access to Mainstream Services:** To ensure lasting housing retention, the CoC will embed connections to mainstream services (e.g., Medi-Cal, CalFresh, SSI/SSDI, childcare subsidies, and behavioral health services) as part of each individual's housing exit plan. Particular attention will be given to supporting target populations such as seniors, youth exiting foster care, veterans, and families, who often face barriers navigating complex systems post-placement.
- **Aftercare Services:** A core component of this Key Action is the provision of aftercare services for 12 to 18 months post-housing placement, including light-touch case management, peer support, and crisis response. These services will be tailored by population and risk profile and will be tracked in HMIS to ensure alignment with performance targets. Ongoing check-ins will help identify early warning signs of instability and connect households to timely interventions before eviction risk escalates.
- **Tracking Outcomes:** This integrated retention strategy will be tracked using HMIS data on returns to homelessness and exits to stable destinations, disaggregated by race, gender, and household type to ensure equitable impact. It is expected to reduce the rate of returns to homelessness within 12 months (SPM 5) by a minimum 5 percentage points over the HHAP 6 grant term, while increasing the rate of successful permanent housing retention and exits (SPM 3) system wide.

Clear metric for how success of Key Action 4 will be measured

Primary Success Metric:

Percentage of individuals and families who remain stably housed 12 months after placement into permanent housing.

- **Baseline:** Current percentage retention at 12 months (based on recent CoC data trends).
- **Target by June 2030:** ≥85% retention at 12 months among households receiving HHAP 6-funded supports.

Formula: Number of households still in permanent housing 12 months after placement, "divided by," the total number of households placed into permanent housing 12 months prior.

Lead Entity for Key Action 4

San Bernardino City & County CoC

Collaborating entity/ies for Key Action 4

San Bernardino County Office of Homeless Services, Department of Behavioral Health, Housing Authority of the County of San Bernardino, Inland Empire Health Plan, Employment and Workforce Development Partners, Nonprofit Housing and Service Providers, Veterans-Specific Service Providers, Youth-Focused Organizations, Family and Senior Support Agencies, Legal Aid and Tenant Support Groups, Transitional Assistance Department.

Key Actions to Improve the Region's CA SPMs - Milestone

Dates for Key Action 4

Milestones for Key Action 4

Target dates for Key Action 4 milestones

Phase 1: Planning and Infrastructure Development

11/30/2026

- Develop program protocols for 12–18 month aftercare case management, rental assistance extensions, and employment linkage timelines.
- Formalize CoC MOUs with the local Workforce Development Board, employment agencies, and mainstream service providers (e.g., WDD, TAD, Behavioral Health, Housing Authority).
- Train providers and housing navigators on the aftercare model, employment referrals, and benefits enrollment procedures.
- Create HMIS modifications to track aftercare engagement, rental extension approvals, employment linkage, and benefits connections.

Phase 2: Pilot Launch and Initial Implementation

6/30/2027

- Begin enrolling newly housed individuals into the aftercare and retention support program.
- Start offering employment referrals within 30 days of move-in for eligible clients.
- Implement case-by-case review system for rental assistance extensions up to 90 days.
- Initiate mainstream benefit linkage processes for all new households at time of exit from homelessness.
- Monitor early retention and engagement data in HMIS to refine program workflows.

Phase 3: Full-Scale Implementation and Adjustment

6/30/2028

- Expand programs to all eligible placements into permanent housing across CoC and non-CoC programs.
- Conduct quarterly reviews of return-to-homelessness rates and identifying households at risk for targeted intervention.
- Hold bi-annual equity audits of housing retention and aftercare outcomes, disaggregated by race, gender, and population group.
- Refine service coordination, outreach approaches, and stabilization supports based on data and provider feedback.

Phase 4: Evaluation, Sustainability Planning, and Closeout

6/30/2029

- Evaluate impact of the Key Action on CA SPM 3 (housing retention), and SPM 5 (returns to homelessness) using HMIS.
- Document lessons learned and develop protocols for systemwide adoption of successful strategies.
- Identify ongoing funding sources (e.g., ESG, CoC Program, CalWORKs HSP) to sustain rental extensions and aftercare post-HHAP.
- Close out HHAP funded program components and report on performance metrics to the State.

Target date for completing Key Action 4

Funding Sources for Key Action 4

Funding Sources for Key Action 4

Funding source	Description of how the funding will contribute to the achievement of Key Action 4	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
The California Emergency Solutions Grants Program	ESG, both state and locally administered, offers short-term rental assistance and supportive services that complement HHAP's extended rental assistance and re-housing interventions.	
The Homekey Program	Project Homekey investments and hotel conversions across the county expand the inventory of non-congregate and permanent housing options with onsite services, enabling more consistent delivery of aftercare and employment resources.	
CalWORKs	CalWORKs HSP further supports this Key Action by delivering targeted rental subsidies and case management to families, while also providing employment resources that reinforce financial stability during the aftercare phase.	
Mental Health Services Act and Behavioral Health Services Act	BHSA funding offers vital behavioral health support for individuals in permanent housing, addressing conditions that may otherwise lead to housing instability or a return to homelessness.	
HHAP 6	HHAP funding will be used to implement a coordinated, equity-centered aftercare and retention strategy designed to reduce returns to homelessness and support long-term housing stability.	Services and Services Coordination for People Experiencing Unsheltered Homelessness

HHAP 6	HHAP funding will be used to implement a coordinated, equity-centered aftercare and retention strategy designed to reduce returns to homelessness and support long-term housing stability specifically for youth.	YSA: Services and Services Coordination for People Experiencing Unsheltered Homelessness
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HHAP 6	Administrative costs will support the ongoing costs of administering HHAP funding to ensure compliance, expenditures, and reporting.	Administrative Costs
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HHAP 6	HMIS will ensure data quality and compliance, the progress of the SPMs and measurable outcomes which will assist leadership in decision-making for system improvements. This will also support staff support and related data activities.	HMIS
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HHAP 6	HHAP funding will be used for PSH services coordination for people in Permanent Housing, so long as the services are trauma-informed and practice harm reduction, to include, but not limited to: Intensive case management services, Assertive community treatment services, Critical time intervention services, Other tenancy support services, Evidence-based employment services, Coordinating mental health, substance use, and primary care treatment, Other evidence-based supportive services to increase housing retention, Services coordination, which may include access to workforce, education, and training programs, or other services needed to promote housing stability in permanent supportive housing.	Permanent Housing Services and Services Coordination
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HHAP 2	HHAP Round 2 will support PSH and housing activities by funding operations, services, and system coordination that stabilize and expand PSH capacity required	
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under HHAP 6.

HHAP 3

HHAP Round 3 will fund outreach, interim housing connections, supportive services, and housing-focused interventions that directly feed PSH pathways prioritized in the HHAP 6 application.

Identify which of the following equity improvement areas will be addressed by Key Action 4.

Equity Areas for Key Action 4

Equity area	Description of how Key Action 4 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
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Service Delivery	Culturally responsive care and trauma-informed approaches will be prioritized to ensure services are tailored to the unique needs of BIPOC, LGBTQIA+ individuals, women, and other marginalized populations disproportionately impacted by homelessness. Outreach and case management staff will receive ongoing training in equity-informed practices, and service access points will be assessed to remove structural barriers such as documentation, transportation, or language that may prevent equitable engagement.
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Housing Placements	The Key Action will employ disaggregated data analysis to monitor placement trends by race, gender, and ethnicity to identify and resolve disparities. Targeted supports will be made available to ensure that high-barrier populations, particularly chronically homeless individuals of color and female-headed households, are not bypassed in favor of easier to place clients. CES policies will be evaluated and adjusted as needed to ensure fair prioritization and referral practices.
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Housing Retention	Extended rental assistance, employment resources, and intensive case management will be tailored to historically underserved groups, addressing the social and economic factors contributing to their housing instability. Retention strategies will be informed by data and lived experience to ensure interventions are culturally and contextually appropriate, with equity goals built into aftercare monitoring processes.
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Changes to procurement	The County and CoC will revise funding practices to encourage contracting with organizations that have demonstrated cultural competence, grassroots efforts, and leadership from impacted communities. The Request for Proposal (RFP) language will be updated to include scoring criteria for equity commitments and service track records with marginalized groups.
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Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to	The Key Action will support participatory planning efforts that include individuals with lived experience, with a focus on communities of color. Ongoing evaluation and community feedback will be used to adapt programming in real time, ensuring equitable outcomes are not only aspirational but measurable and enforceable throughout the HHAP 6 grant term.
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housing and services.

Key Action 5

Description

Prevent first time homelessness among all populations with an emphasis on people exiting institutional settings by reducing the number of individuals who experience homelessness for the first time, especially upon discharge from institutional settings.

Identify which CA SPM(s) will be improved by Key Action 5 and how.

SPM Improvement Plan for Key Action 5

CA SPM	Specific description of how Key Action 5 will improve this CA SPM
CA SPM 2	<p>The Key Action will implement a coordinated discharge prevention initiative aimed at reducing first-time entries into homelessness, with a primary focus on individuals exiting institutional settings such as jails, prisons, hospitals, mental health facilities, and substance use treatment centers. This initiative will improve California SPM 2 by intervening before individuals are discharged into homelessness and ensuring they are connected to stable housing and services.</p> <ul style="list-style-type: none">• Discharge Planning: The Key Action includes the development of formal discharge planning partnerships and data-sharing agreements between institutional partners (e.g., the San Bernardino County Sheriff's Department, Department of Behavioral Health, Arrowhead Regional Medical Center, and reentry programs) and homeless response providers. These partnerships will support the early identification of individuals at risk of homelessness at least 30–60 days prior to discharge. Using CES protocols, discharge planners will refer individuals flagged as housing-insecure to housing navigators embedded within reentry and hospital-based teams.• Navigation Support: The region will support the allocation of resources to fund dedicated housing navigation, flexible diversion assistance, and short-term rental subsidies for those exiting institutional care without permanent housing in place. Housing navigators will work to quickly locate suitable housing options such as shared housing, transitional recovery housing, reentry-focused interim placements, or permanent supportive housing based on the individual's needs and vulnerabilities. Navigation services will also include benefit enrollment, employment linkage, transportation coordination, and follow-up case management to ensure stabilization during the critical post-release transition period.• Data Integration: The region will leverage data integration strategies to identify institutional discharge patterns that are contributing to inflow into homelessness, enabling the design of responsive upstream solutions. By building a feedback loop between institutional settings and HMIS, the County can track outcomes, evaluate service gaps, and continuously improve coordination protocols.• Proactive Connection of Individuals to Housing and Services: The Key Action will reduce the number of individuals experiencing homelessness for the first time, with an emphasis on addressing the needs of vulnerable populations such as people with behavioral health conditions, justice-involved individuals, seniors, and youth aging out of care, by improving SPM 2 and supporting broader system performance and equity goals.

Clear metric for how success of Key Action 5 will be measured

Primary Success Metric:

Reduction in the percentage of individuals exiting institutional settings (e.g., jails, prisons, hospitals, behavioral health facilities) who enter the Homeless Management Information System (HMIS) as first-

time homeless within 30 days of discharge.

- Baseline: Percentage of individuals discharged from institutions who become newly homeless within 30 days.
 - Target: Reduce the percentage by at least 20% from baseline by the end of the grant period.
- Formula: Number of individuals discharged from institutions who enter HMIS within 30 days as first-time homeless, "divided by," the total number of individuals discharged from institutions during the period.

Lead Entity for Key Action 5

San Bernardino City & County CoC

Collaborating entity/ies for Key Action 5

San Bernardino County Reentry Collaborative (SBCRC), San Bernardino County Sheriff's Department & Probation Department, Department of Behavioral Health, Arrowhead Regional Medical Center (ARMC) & Local Hospital Systems, Housing Authority of the County of San Bernardino, Inland Empire Health Plan, Transitional Assistance Department, Community-Based Reentry and Justice Services Providers, Veterans-Specific Service Providers, Local Education Agencies and Foster Youth Liaisons, Inland Counties Legal Services (ICLS).

Key Actions to Improve the Region's CA SPMs - Milestone Dates for Key Action 5

Milestones for Key Action 5	Target dates for Key Action 5 milestones
Phase 1: Planning & Partnership Development	11/30/2026
<ul style="list-style-type: none">• Convene a cross-sector task force including representatives from jails, prisons, hospitals, behavioral health facilities, CES lead, and CoC stakeholders.• Finalize data sharing agreements and MOUs between institutional partners and homeless response providers.• Develop and approve standardized discharge protocols, screening tools, and referral workflows for use across institutions.	
Phase 2: Implementation & Pilot Launch	12/31/2027
<ul style="list-style-type: none">• Hire and onboard housing navigators and discharge liaisons assigned to priority institutional sites.• Launch pilot referral system in select institutional settings (e.g., county jail, one major hospital, and one behavioral health facility).• Begin tracking referrals, housing placements, and follow-up service delivery in HMIS.• Conduct first interim evaluation and adjust the referral and housing support model.	
Phase 3: Expansion & Optimization	12/31/2028
<ul style="list-style-type: none">• Expand initiative to additional institutions countywide.• Implement analytics to proactively flag individuals at risk of first-time homelessness.• Enhance housing navigation with legal aid services, employment services, and SSI/SSDI outreach for complex discharge populations.• Develop early warning dashboards to monitor real-time	

discharges at risk of homelessness.

Phase 4: Sustainment & Evaluation

6/30/2029

- Launch systemwide review of impact on SPM 2 (first-time homelessness).
- Align institutional discharge planning with CES prioritization strategies.
- Final program evaluation report, including outcome metrics and equity impact.
- Transition successful elements of the initiative to permanent funding sources and institutional policy.

Target date for completing Key Action 5

6/30/2029

Funding Sources for Key Action 5

Funding Sources for Key Action 5

Funding source	Description of how the funding will contribute to the achievement of Key Action 5	For HHAP 6-funded Key Actions only: Eligible use category to fund this Key Action.
Parolee or probation programs that are intended to prevent homelessness upon release.	BSCC funds mental health and substance use treatment, housing, and reentry support for individuals with a criminal history. The region receives funding, and these services reduce discharge-to-homelessness rates by bridging institutional care and permanent housing pathways, especially for individuals with co-occurring disorders.	
Medi-Cal program	CalAIM through Enhanced Care Management (ECM) and Community Supports (e.g., housing navigation and tenancy support) provides whole-person care for high-need Medi-Cal enrollees, including those exiting institutions. These services address medical, behavioral, and housing-related needs, helping prevent housing crises post-discharge.	
CalWORKs	CalWORKs HSP supports families with children involved in CalWORKs. It offers time-limited	

	rental subsidies and intensive case management that ensure housing stability during high-risk transitions.	
The California Emergency Solutions Grants Program	ESG may be used for homelessness prevention among individuals exiting institutional care, including security deposits, rental assistance, and stabilization services. ESG funding complements HHAP 6 by funding emergency interventions for those at risk of immediate homelessness.	
Mental Health Services Act and Behavioral Health Services Act	BHSA resources support housing and clinical services for individuals with serious mental illness, a group frequently discharged from hospitals, jails, and crisis stabilization units. These services are essential in preventing repeat institutionalization and homelessness.	
HHAP 6	HHAP funding to prevent or divert first time homelessness among all populations with an emphasis on people exiting institutional settings	Prevention and Diversion
HHAP 6	HHAP funding to prevent or divert first time homelessness among youth with an emphasis on exits from institutional settings	YSA: Prevention and Diversion
HHAP 6	Administrative costs will support the ongoing costs of administering HHAP funding to ensure compliance, expenditures, and reporting.	Administrative Costs
HHAP 6	HMIS will ensure data quality and compliance, the progress of the SPMs and measurable outcomes which will assist leadership in decision-making for system improvements. This will also support staff support and related data activities.	HMIS

Identify which of the following equity improvement areas will be addressed by Key Action 5.

Equity Areas for Key Action 5

Equity area	Description of how Key Action 5 will address system performance disparities and ensure racial and gender equity in this area (choose one at a minimum, or more)
Service Delivery	The Key Action includes culturally responsive, trauma-informed service models tailored to the needs of individuals disproportionately impacted by incarceration and institutionalization, particularly Black, Latino, Indigenous, and LGBTQ+ individuals. Services will be delivered in collaboration with community-based organizations (CBOs) that reflect the communities served, ensuring peer navigation, case management, and outreach workers have lived experience and cultural competence. Additionally, discharge protocols will be standardized across institutions to ensure that individuals exiting care or custody are screened and referred equitably regardless of race, gender, or background.
Housing Placements	Housing referral and placement practices will prioritize equity by using data from the HMIS and CES to identify and address disparities in who receives housing opportunities. The County will implement system-wide checks to monitor disproportionality in housing access and ensure equitable prioritization of historically marginalized populations, particularly women, transgender and nonbinary individuals, and BIPOC exiting jails and hospitals.
Housing Retention	Once housed, targeted aftercare support, including mental health counseling, substance use recovery services, and employment placement, will be tailored to address systemic barriers faced by high-risk groups. Housing retention efforts will include race and gender-conscious approaches, such as trauma-informed tenant education and culturally competent landlord engagement, to reduce evictions and reentry into homelessness.
Changes to procurement	San Bernardino County will revise procurement policies to prioritize contracts with BIPOC-led and gender-affirming service providers, as well as CBOs with a demonstrated history of serving justice-involved individuals and others exiting institutional settings. RFPs will include equity scoring criteria and set-asides for smaller grassroots organizations serving underrepresented communities. Technical assistance will be offered to build the capacity of these providers to access and manage public funding.
Other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.	The Key Action will include continuous equity assessments using disaggregated data on race, ethnicity, gender identity, and institutional exit type to identify gaps and adjust strategies accordingly. An Equity Review Panel, composed of lived experts and advocates from disproportionately impacted populations, will provide oversight and feedback on program design and implementation. These efforts will ensure that overrepresented groups among the homeless population, such as Black residents, Native Americans, and LGBTQ+ individuals, receive targeted, equitable interventions that reduce their risk of homelessness upon discharge.

Section 4. HHAP 6 Funding Plan

4. HHAP-6 Funding Plan

State Priorities for HHAP 6 Funding: HHAP 6 is intended to reflect the state's priorities to prevent and expeditiously reduce unsheltered homelessness through homelessness prevention activities and sustain existing Interim Housing Solutions, and Permanent Housing Solutions, including long-term sustainability of interim housing and permanent affordable housing.

To complete the HHAP 6 Funding Plan:

1. Identify the Administrative Entity submitting the budget.
 - Provide the Tax ID/TIN, primary contact for the contract, contact email, contact phone, and address for where the HHAP 6 check will be mailed.
 - Provide the total dollar amount of the HHAP 6 allocation(s) being administered under the Funding Plan.
 - **Reminder: This must account for 100 percent of the HHAP 6 Allocation(s) the Administrative Entity will be responsible for administering.**
2. Describe all activities proposed to be funded by HHAP 6 in clear, specific terms, and:
 - Identify the HHAP 6 eligible use category under which each proposed activity is budgeted. Activities must be specific and may only be categorized under one eligible use category. Activities may not be categorized under multiple eligible use categories (including activities under the Youth Set Aside).
 - Provide the total dollar amount of HHAP 6 funding proposed for the activity.
 - **Reminder: Administrative costs may not exceed 7% of all monies received.**
 - **Reminder: The Youth Set Aside (YSA) amounts, when combined, must total at least 10% of all monies received.**
 - Identify which System Performance Measure Improvement Plan Key Action(s) the activity supports.
 - **The total HHAP 6 funding proposed for the activity** should account for all dollars budgeted toward that activity. These amounts, when added, must account for 100 percent of the HHAP 6 Allocation(s) the Administrative Entity will be responsible for administering.
3. Indicate whether the budget proposes to support ANY:
 - New Interim Housing (aside from those designated in the Youth Set Aside) and/or
 - Non-Housing Solutions.

Note: If the HHAP 6 budget proposes spending on New Interim Housing and/or Non-Housing Solutions, the region must document the sustainability of its permanent housing portfolio, as outlined in NOFA section IV.A.4.c, in the next section of this application.

Funding Plans from Administrative Entity/ies in San Bernardino City & County CoC Participating in this Application

Administrative Entity 1

Which Administrative Entity is submitting the below budget?

San Bernardino County

Tax ID

TIN

95-6002748

gov_taxpayer_id_form.pdf

Primary contact for the contract

Marcus Dillard

Title

Chief of Homeless Services

Email

Marcus.Dillard@hss.sbcounty.gov

Phone

(909) 501-0610

Address where HHAP 6 check will be mailed

560 E Hospitality Ln, SUITE 200, San Bernardino, California 92415

Funding Plan - San Bernardino County

\$ Total HHAP-6 Allocation(s) Administering

\$10,040,923.66

4.a. Proposed Funding Activities

Activity 1

Describe Activity 1 in clear, specific terms.

Funding Plan Description - Activity 1

Administrative Costs

Identify the HHAP 6 eligible use under which Activity 1 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 1

Administrative Costs

Identify the total HHAP 6 funding proposed for Activity 1.

Funding Plan Amount - Activity 1

\$702,864.66

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 1 supports.

Funding plan activity 1 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

This funding will improve key actions 1, 2, 3, 4, 5.

Activity 2

Describe Activity 2 in clear, specific terms.

Funding Plan Description - Activity 2

Capital for Permanent Housing for individuals experiencing homelessness including conversion of

underutilized buildings or existing interim or transitional housing into Permanent Housing.

Identify the HHAP 6 eligible use under which Activity 2 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 2
Capital for Permanent Housing

Identify the total HHAP 6 funding proposed for Activity 2.

Funding Plan Amount - Activity 2
\$1,990,689.32

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 2 supports.

Funding plan activity 2Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key Action #3

Activity 3

Describe Activity 3 in clear, specific terms.

Funding Plan Description - Activity 3
Operating Subsidies in new and existing affordable or supportive housing units serving people experiencing or at risk of experiencing homelessness, and new or existing residential care facilities, capitalized operating reserves (funds held in reserve to multiple years of operating support, or cover large, unexpected operating expenses).

Identify the HHAP 6 eligible use under which Activity 3 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 3
Operating Subsidies – Permanent Housing

Identify the total HHAP 6 funding proposed for Activity 3.

Funding Plan Amount - Activity 3
\$1,990,689.32

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 3 supports.

Funding plan activity 3Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key Action #3

Activity 4

Describe Activity 4 in clear, specific terms.

Funding Plan Description - Activity 4

Rapid Rehousing, rental subsidies, security deposits, holding fees, landlord relationship management costs.

Identify the HHAP 6 eligible use under which Activity 4 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 4

Rapid Rehousing/ Rental Subsidies

Identify the total HHAP 6 funding proposed for Activity 4.

Funding Plan Amount - Activity 4

\$1,250,000.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 4 supports.

Funding plan activity 4Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key action #3

Activity 5

Describe Activity 5 in clear, specific terms.

Funding Plan Description - Activity 5

PSH Services Coordination for people in Permanent Housing, so long as the services are trauma-informed and practice harm reduction, to include, but not limited to: Intensive case management services, Assertive community treatment services, Critical time intervention services, Other tenancy support services, Evidence-based employment services, Coordinating mental health, substance use, and primary care treatment, Other evidence-based supportive services to increase housing retention, Services coordination, which may include access to workforce, education, and training programs, or other services needed to promote housing stability in permanent supportive housing.

Identify the HHAP 6 eligible use under which Activity 5 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 5

Permanent Housing Services and Services Coordination

Identify the total HHAP 6 funding proposed for Activity 5.

Funding Plan Amount - Activity 5

\$468,621.36

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 5 supports.

Funding plan activity 5Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key action #4

Activity 6

Describe Activity 6 in clear, specific terms.

Funding Plan Description - Activity 6

YSA Rapid rehousing, PSH services coordination, rental subsidies, security deposits, holding fees, landlord relationship management costs.

Identify the HHAP 6 eligible use under which Activity 6 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 6

YSA: Rapid Rehousing/ Rental Subsidies

Identify the total HHAP 6 funding proposed for Activity 6.

Funding Plan Amount - Activity 6

\$764,515.93

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 6 supports.

Funding plan activity 6Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key action #3

Activity 7

Describe Activity 7 in clear, specific terms.

Funding Plan Description - Activity 7

YSA Prevention and Diversion, problem solving and diversion support programs that prevent people at or recently experiencing homelessness from unsheltered homelessness.

Identify the HHAP 6 eligible use under which Activity 7 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 7

YSA: Prevention and Diversion

Identify the total HHAP 6 funding proposed for Activity 7.

Funding Plan Amount - Activity 7

\$84,946.21

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 7 supports.

Funding plan activity 7Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key action #5

Activity 8

Describe Activity 8 in clear, specific terms.

Funding Plan Description - Activity 8

HMIS system licenses, training, and system operating costs, costs associated with carrying out related activities.

Identify the HHAP 6 eligible use under which Activity 8 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 8

HMIS

Identify the total HHAP 6 funding proposed for Activity 8.

Funding Plan Amount - Activity 8

\$100,409.24

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 8 supports.

Funding plan activity 8Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key actions 1, 2, 3, 4, 5.

Activity 9

Describe Activity 9 in clear, specific terms.

Funding Plan Description - Activity 9

Homelessness Prevention, problem solving and diversion support programs that prevent people at or recently experiencing homelessness from unsheltered homelessness.

Identify the HHAP 6 eligible use under which Activity 9 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 9

Prevention and Diversion

Identify the total HHAP 6 funding proposed for Activity 9.

Funding Plan Amount - Activity 9

\$725,000.00

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 9 supports.

Funding plan activity 9 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key action #5

Activity 10

Describe Activity 10 in clear, specific terms.

Funding Plan Description - Activity 10

Street outreach, Evidence-based engagement services, Intensive case management services, Housing navigation, Harm reduction services, Coordination with street-based health care services, Hygiene services for people living in encampments and unsheltered, Services coordination, which may include access to workforce, education, and training programs, or other services needed to promote housing stability, Costs that support people with lived experience of homelessness to participate in and/or provide input for regional and system planning (e.g., lived experience advisory boards, youth advisory boards, etc.)

Identify the HHAP 6 eligible use under which Activity 10 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 10

Services and Services Coordination for People Experiencing Unsheltered Homelessness

Identify the total HHAP 6 funding proposed for Activity 10.

Funding Plan Amount - Activity 10

\$1,808,557.39

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 10 supports.

Funding plan activity 10 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key actions #1, 2, 4

Activity 11

Describe Activity 11 in clear, specific terms.

Funding Plan Description - Activity 11

YSA - Street outreach, Evidence-based engagement services, Intensive case management services, Housing navigation, Harm reduction services, Coordination with street-based health care services, Hygiene services for people living in encampments and unsheltered, Services coordination, which may include access to workforce, education, and training programs, or other services needed to promote housing stability, Costs that support people with lived experience of homelessness to participate in and/or provide input for regional and system planning (e.g., lived experience advisory boards, youth

advisory boards, etc.)

Identify the HHAP 6 eligible use under which Activity 11 is budgeted.

Funding Plan Selection - Eligible Use Category for Activity 11

YSA: Services and Services Coordination for People Experiencing Unsheltered Homelessness

Identify the total HHAP 6 funding proposed for Activity 11.

Funding Plan Amount - Activity 11

\$154,630.23

Identify which System Performance Measure Improvement Plan Key Action(s) Activity 11 supports.

Funding plan activity 11 Key Action Link

Key Action(s) (from the System Performance Measure Improvement Plan, Section 3.b. of the regional application) Activity 1 will improve

Key actions #1, 4

Does this budget propose to fund any New Interim Housing Solutions, aside from those designated in the Youth Set Aside?

No

Does this budget propose to fund any Non-housing Solutions?

Yes

Section 4.b-d. Housing Portfolio

Housing Portfolio

Funding Priority Considerations: Documenting Sustainability of the Region's Interim and Permanent Housing Portfolios

Steps to complete this section:

To complete 4.b. Sustainability of the Region's Interim Housing Portfolio:

1. Identify the total existing Interim Housing shelters and beds (beds) in the region.
2. If proposing to use HHAP 6 to fund New Interim Housing solutions, aside from those designated for the Youth Set Aside, Eligible Applicants must identify the total beds proposed to be added during the grant term (FY24/25-28/29) in the region and are required to complete 4c, the Sustainability of the Region's Permanent Housing Portfolio.
3. Identify the total estimated capital and operating costs for the beds (existing and, if applicable, proposed to be added) during the grant term.
4. Identify the funding sources (including amounts) that will realize and sustain the estimated capital and operating costs for the beds in the region for the grant term.

To complete 4.c. Sustainability of the Region's Permanent Housing Portfolio:

Required if any regional partner is proposing to spend HHAP 6 funding on New Interim Housing solutions (aside from those designated for the Youth Set Aside) and/or Non-Housing Solutions.

For the region's existing, at-risk, and proposed permanent affordable housing identify all the following:

1. The total (existing, at-risk, and proposed) permanent affordable housing developments and units (developments) in the region. Data for existing and at-risk developments can be provided by HCD upon request.

Note: Developments proposed includes those currently seeking permanent housing funding or operations support in the region which still have a financing or supportive services and operations funding gap.

2. The total estimated capital and operating costs for (existing, at-risk, and proposed) developments during the grant term.
3. The funding sources (including amounts) that will realize and sustain the estimated capital and operating costs for (existing, at-risk, and proposed) developments in the region for the grant term.

To complete 4.d. Documentation of Youth Set Aside Requirement:

1. Certify that the region has budgeted at least 10 percent of each HHAP 6 allocation to be spent on services for homeless youth (as defined in HSC 50216(l)).

4.b. Sustainability of the Region's Interim Housing Portfolio

Region's Interim Housing Portfolio

Number of Existing Interim Beds (beds) within the Region

1,613

(If Applicable) Number of Interim Beds Proposed to be added within the grant term (FY24/25-28/29)

0

Total Estimated Capital and Operating Cost for the Existing and Proposed Beds during the grant term

\$20,720,700.00

Funding Sources Realizing and Sustaining the Estimated Capital and Operating Costs for Beds in the Region within the Grant Term (FY24/25-FY28/29)

Funding Source	Amount Dedicated
HHAP Grants allocated for Shelter	\$1,300,625.00
Encampment Resolution Funding Round 1	\$1,787,998.00
Home Safe	\$1,539,950.00
HDAP	\$800,000.00
Housing Navigators Program	\$727,360.00
Bringing Families Home	\$940,892.00
All ESG	\$1,225,821.00
Family Homelessness Challenge Grant	\$2,726,608.00
CalWORKs Homeless Assistance	\$3,500,000.00
Victorville Wellness Center	\$3,596,241.00
Emergency Food and Shelter Program	\$1,100,406.00
Grant Per Diem	\$750,000.00
Cities Funds	\$724,799.00

Total Amount Dedicated Interim

\$20,720,700.00

Optional: Narrative Response of the Region's Plan to Sustain Interim Housing

4.c. Sustainability of the Region's Permanent Housing Portfolio

Region's Permanent Affordable Housing Portfolio

Region's Existing Permanent Affordable Housing Portfolio

Total permanent affordable housing developments and units (developments) in the region.
184

Total estimated capital and operating cost for existing developments
\$354,701,632.00

Funding Sources Realizing and Sustaining the Region's Existing Developments within the Grant Term (FY24/25-FY28/29)

Funding Source	Amount Supporting
The Homekey Program	\$46,156,080.00
No Place Like Home	\$2,591,000.00
Homeless Housing, Assistance and Prevention	\$1,167,816.00
Permanent Local Housing Allocation	\$30,882,030.00
California Emergency Solutions Grant	\$3,016,875.84
Community Care Expansion	\$24,258,764.00
HOME-ARP	\$26,036,721.00
HOME	\$7,779,262.00
Encampment Resolution Funding	\$11,000,000.00
HUD CoC Homeless Assistance Grants	\$15,488,027.00
SSVF	\$10,876,525.00
HUD-VASH	\$9,057,600.00
Tax Credits	\$6,978,135.00
Public and Private Investment	\$159,412,796.16

Total Amount Supporting Existing Permanent Affordable Housing
\$354,701,632.00

At-Risk Permanent Affordable Housing within the Region

Number of developments at risk of expiring affordability restrictions during the grant term (FY24/25-FY28/29)
0

Total estimated capital and operating cost for at-risk developments
\$0.00

Funding Sources Realizing and Sustaining the Region's At-Risk Developments within the Grant Term (FY24/25-FY28/29)

Funding Source	Amount Supporting
N/A	\$0.00

Total Amount Supporting At-Risk Permanent Affordable Housing
\$0.00

Proposed Permanent Affordable Housing within the Region

Total number of developments proposed which still have a financing or supportive services and operations funding gap (proposed developments) during the grant term (FY24/25-FY28/29)
2

Total Estimated Funding Gap (capital and operating costs) for the proposed developments during the grant term (FY24/25-FY28/29)
\$3,981,378.64

Funding Sources Realizing and Sustaining the Region's Proposed Developments within the Grant Term (FY24/25-FY28/29)

Funding Source	Amount Supporting
HHAP 6	\$3,981,378.64

Total Amount Supporting Proposed Permanent Affordable Housing
\$3,981,378.64

4.d. Documentation of Youth Set Aside Requirement

By checking the box below, I certify that at least 10 percent of each HHAP 6 allocation is set-aside for youth (defined in HSC 50216(l)), as required by HSC 50241(e).

I certify under penalty of perjury that all of the information in the above section is true and accurate to the best of my knowledge.

Yes

Section 5. Regional Memorandum of Understanding (MOU) and Application Certification

5. MOU and Certification

Steps to complete this section:

1. **Upload** the Memorandum of Understanding (MOU) as specified below.
2. **Complete** the certification to indicate all information included in this regional application is true and accurate.

Memorandum of Understanding (MOU)

Memorandum of Understanding (MOU)

Executed MOU-OHS-HHAP-6 County+CoC.pdf

Supporting Documentation (Optional)

Certification

Participating Eligible Applicant 1

Participating Eligible Applicant

San Bernardino County

Certification [ParticipatingEligibleApplicant]

On behalf of the above participating Eligible Applicant, I certify that all information included in this application is true and accurate to the best of my knowledge.

Name

Marcus Dillard

Phone

(909) 501-0610

Email

Marcus.Dillard@hss.sbcounty.gov

Participating Eligible Applicant 2

Participating Eligible Applicant

San Bernardino City & County CoC

Certification [ParticipatingEligibleApplicant]

On behalf of the above participating Eligible Applicant, I certify that all information included in this application is true and accurate to the best of my knowledge.

Name

Marcus Dillard

Phone

(909) 501-0610

Email

marcus.dillard@hss.sbcounty.gov