



Office of Homeless Services
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**Agenda: Special Meeting of the
 San Bernardino City/County Continuum of Care, including its
 Interagency Council on Homelessness (ICH) and Homeless Provider
 Network (HPN)**

Meeting date, time, and place Date: **July 26, 2023**
 Time: **9:00 am – 12:00 pm**
 Place: **Water of Life Community Church**
7625 East Ave. Fontana, CA 92336

OPENING REMARKS	PRESENTER
A. Call to Order B. Invocation/Pledge C. Welcome and Introductions D. Public Call for Applications to join CoC E. Ice Breaker related to CoC 101 <i style="text-align: right;">9:00-9:30 a.m.</i>	Jessica Alexander, ICH Chair, Sharon Green, HPN Chair
PRESENTATIONS	
F. CoC 101 <i style="text-align: right;">9:30-10:25 a.m. Pages 3- 44</i>	Dr. Pat Leslie, Urban Initiatives
BREAK 10:25-10:40	
G. Updates on Laws Impacting Homelessness <i style="text-align: right;">10:40-11:00 a.m. Pages 45-47</i>	Bradley Jensen, Director of Legislative Affairs for the County Administrative Office
H. The County of San Bernardino Homeless Initiatives Pending Plan <i style="text-align: right;">11:00-11:25 a.m. Pages 48-52</i>	Carrie Harmon, Director of Community Development and Housing



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<p>I. “Homelessness is Solvable” – Introduction to the Built for Zero Movement</p> <p style="text-align: right;"><i>11:25-11:35 a.m</i></p> <p style="text-align: right;"><i>Pages 53-64</i></p>	<p>Don Smith, West Valley Regional Steering Committee Co-Chair</p>
<p>J. Public Comments K. Announcements/Closing Remarks L. Adjournment</p> <p style="text-align: right;"><i>11:35-12:00 p.m.</i></p>	<p>Jessica Alexander, ICH Chair, Sharon Green, HPN Chair</p>
Next ICH Meeting	
<p>The next regularly scheduled Interagency Council on Homelessness meeting is scheduled for:</p> <p>ICH (Regular) Meeting- In Person Wednesday, August 23, 2023 9:00 am – 11:00 am Address: Dorothy Inghram Learning Center – North Entrance 670 E. Carnegie Dr. San Bernardino, CA 92408</p>	

The mission of the San Bernardino County Homeless Partnership is to provide a system of care that is inclusive, well planned, coordinated, and evaluated and is accessible to all who are homeless and those at-risk of becoming homeless.

THE INTERAGENCY COUNCIL ON HOMELESSNESS MEETINGS ARE ACCESSIBLE TO PERSONS WITH DISABILITIES. IF ASSISTIVE LISTENING DEVICES OR OTHER AUXILIARY AIDS OR SERVICES ARE NEEDED IN ORDER TO PARTICIPATE IN THE PUBLIC MEETING, REQUESTS SHOULD BE MADE THROUGH THE OFFICE OF HOMELESS SERVICES AT LEAST THREE (3) BUSINESS DAYS PRIOR TO THE PARTNERSHIP MEETING. THE OFFICE OF HOMELESS SERVICES TELEPHONE NUMBER IS (909) 501-0610 AND THE OFFICE IS LOCATED AT 560 E. HOSPITALITY LANE, SUITE 200, SAN BERNARDINO, CA 92408-0044. <https://sbchp.sbcounty.gov/> AGENDA AND SUPPORTING DOCUMENTATION CAN BE OBTAINED AT 560 E. HOSPITALITY LANE, SUITE 200, SAN BERNARDINO, CA 92408-0044.



CoC 101 – Understanding the CoC

An Introduction the CoC and Governance



Welcome

- Thank you for your investment in the CoC and for allowing me to join you today.
- Introduction of Presenter(s).
- Who are the stakeholders in the room?
 - Raise hand if primarily non-profit service; government; business; advocate; consumer; funder; person with expertise - including lived experience; community member.



Acknowledgments

Information in this session is drawn from many resources:

- Federal Regulations – 24 CFR part 578
- HUD Exchange and Virtual Binders
- HUD Technical Assistance Providers
- CoC Consultants



ACCESS TO SESSION MATERIALS

- A copy of the PPT will be made available.
- Access to HUD Exchange and Virtual Binders
<https://www.hudexchange.info/homelessness-assistance/coc-esg-virtual-binders/>
- Access to federal regulations (24 CFR part 578)
<https://www.ecfr.gov/current/title-24/subtitle-B/chapter-V/subchapter-C/part-578?toc=1>



Agenda and Objectives

- General awareness of the hierarchy of Rules and Regulations governing the CoC
- Understand key terms and concepts
- Be familiar with the CoC Interim Rule
- Requirements of Establishing and Operating a CoC
- Have awareness of the basic structures and roles in CoC Governance





Hierarchy of Rules and Regulations

Levels of rules and regulations that help govern a CoC

- Federal Statutes
- Departmental Regulations
- Program and CPD Guidelines
- Competition Rules
- Contracts and Awards
- CoC Policies and Written Standards

Key Terms

- Continuum of Care
- Relevant Organizations
- Collaborative Applicant
- CoC Board
- Governance Charter
- HMIS and CES Lead Agencies
- Emergency Solutions Grants





Term: Continuum of Care “CoC”

Set of programs, housing, and services intended to address the needs of persons who are homeless or at risk.

Local Infrastructure to convene, plan and coordinate the programs and resources to resolve homelessness

Dept. of Housing and Urban Development's Competitive Funding



Term: Relevant Organizations

Relevant organizations are engaged in serving homeless and at-risk persons in the community

non-profit homeless providers, victim service providers, faith-based organizations, governments, businesses, advocates,

public housing agencies, school districts, social service providers, mental health agencies, hospitals,

universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless persons.





Term: Collaborative Applicant

- An eligible applicant (unit of local government, private non-profit organization, or public housing agency) designated by the CoC to apply for funds.
- Collects and submits the CoC Application for all local projects selected to be submitted to HUD for funding consideration.
- Applies for and can receive CoC Planning funds on behalf of the CoC.
- Holds additional Responsibilities as defined in the CoC Governance Charter.

Term: CoC Board

- A group designated to provide oversight and governance on behalf of the CoC.
- Must be representative of the relevant organizations and projects
- Must include at least one person currently living or who has previously lived in homelessness
- Has responsibilities and authorities as defined by the CoC and described in the Governance Charter



Term: Governance Charter



- Is the Blueprint for how the local CoC works.
- Is the mechanism by which the CoC delegate some of its responsibilities to other components.
- Is the document that details the functions of the CoC structures, roles, and the process for making changes in structures, roles.

Term: Governance Charter, continued



- Is reviewed and updated annually
- Governance charter must include:
 - Policies and procedures to carry out CoC responsibilities (stated directly or by reference to other document(s)).
 - Code of conduct
 - Conflict of Interest/Recusal process for Board members.



Establishing the CoC

CoC Responsibilities - General

Community Stakeholders must establish a CoC to:

- Design a local system to assist people experiencing homelessness gain housing and long-term stability.
- Promote community-wide planning.
- Develop strategies to effectively use resources to address homelessness.
- Enhance coordination and integration with mainstream resources.
- Improve data collection and system performance.
- Develop written standards and policies.
- Ensure compliance with regulations.





Required Structures to Achieve the Goals

HUD identifies key structures for a CoC

- CoC Membership
- Governance Body
- Collaborative Applicant
- HMIS Lead
- CES System

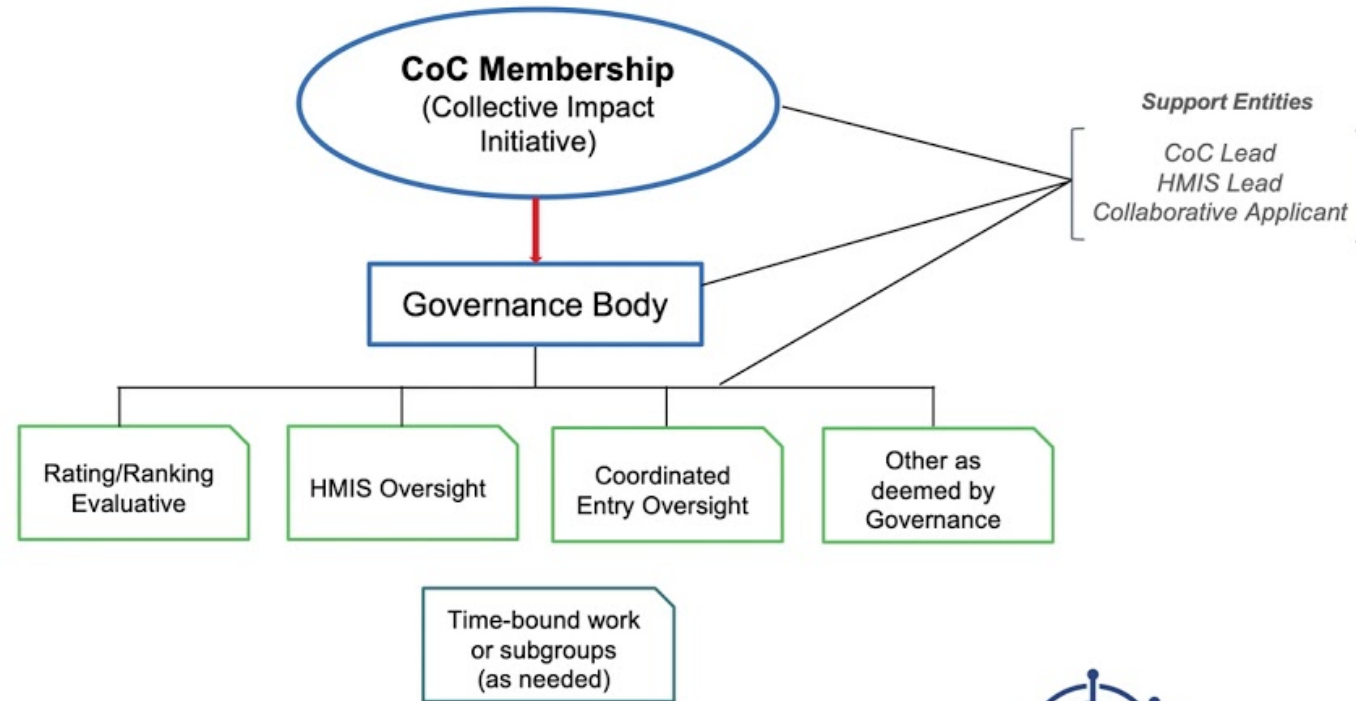
These components have core roles in implementing the CoC system



CoC Components



CoC's Example Organizational Structure



iMPACT HOMELESSNESS

Jan 2021



CoC Responsibilities *

- Establish a CoC
- Create process for selecting a CoC Board (578.5)
- Select a Collaborative Applicant
- Responsibilities of the CoC: (578.7)
 - Operate the CoC (9 items)
 - Designate and Operate an HMIS system (5 items)
 - Conduct CoC Planning (5 items)
 - Prepare an Application for Funds (578.9 3 items)

Examples of Specific Actions

- Consult with Emergency Shelter Programs Entitlement areas
- Establish an Emergency Transfer Plan under VAWA



Operate the CoC – 9 Items (#1-6)

Items 1-6

- Hold full membership meetings at least 2x annually with public agenda
- Publicly invite new members at least annually
- Adopt and follow written process to select Board. Must be approved by Membership at least every 5 years.
- Appoint subcommittees and workgroups as necessary
- Consult Collaborative Applicant, and HMIS Lead to create, follow, and annually update Governance Charter, including code of conduct and recusal process
- Consult recipients (grantees and subgrantees) to establish performance targets, monitor, evaluate, and “take action against” low performers.



Operate the CoC – 9 items (#7-9)

- Evaluate outcomes of CoC, ESG and report to HUD (includes state pass through)
- Consult with Collaborative Applicant, HMIS Lead, and ESG to establish and operate a Coordinated Entry System (CES)
- Consult with ESG recipients to establish written standards (including 5* policy areas)

The 5 areas of the Written Standards:

- Evaluating/assessing families and individuals for assistance
- Determining priorities for each housing type
- Setting rules for rental participation in RRH projects
- Creating policies and procedures for permanent housing placement
- * Include VAWA policy and an Emergency Transfer Plan



Charter, Code of Conduct, Conflict of Interest Notes

- Specifics of the Code of Conduct
 - Must comply with 2 CFR part 200
 - All policies and procedures related to governance and Subpart B
 - Filed with HUD and reviewed by HUD, Required for all funding requests.
- Conflict of Interest Policy and Recusal Processes (see 578.95)
 - Applies to Board, Chairs, any person acting on behalf of the Board, decision-making bodies, and recipient organizations
 - Immediate family members
 - Procurement, financial and non-financial benefit or influence



Designate and Operate the HMIS – 5 Items

- Designate a single HMIS for the entire CoC area *
- Designate an eligible applicant as the HMIS Lead (nonprofit, unit of government)
- Ensure consistent participation of CoC and ESG in the HMIS
- Review, revise, and approve a privacy plan, security plan, and data quality plan for HMIS.
- Ensure HMIS is administered in compliance with requirements established by HUD (data standards, security, confidentiality and reporting)



Conduct CoC Planning – 5 Items

- Coordinate implementation of housing and services system which includes at a minimum: Outreach, Engagement, Assessment, Shelter, Housing, Supportive services and Prevention
- Planning and conducting Point In Time Count throughout the CoC, meeting HUD annual requirements
- Conducting an Annual Gaps Analysis of needs and services available to meet the needs
- Provide Information to the Consolidated Plans within the CoC area
- Consult with State and Local Government ESG recipients to plan for the allocation and reporting of ESG funds and performance



Prepare CoC Application for Funding– 3 Items

- Design, operate, and follow a collaborative process to develop and approve submissions for HUD funding (578.9, 578.19)
- Establish priorities for funding
- Determine if multiple project applications will be submitted as a consolidated application, or if a single application submitted by the Collaborative Applicant

- NOTES:

- 24 CFR 578.9 (b) states:

The CoC retains all of its responsibilities, even if it designates one or more eligible applicants to apply for funds on behalf of the CoC.

The CoC Application includes A region-wide application, a project priority listing with funding allocations, certificates of Consistency with Consolidated Plans, and other required attachments such as match commitments, proof of public postings.



General Operations: Membership and Meetings

The CoC:

- Includes representatives from relevant organizations within a CoC's geographic area, including persons with lived experience in homelessness.
- Must issue a public invitation for new members from within the CoC's geographic area at least annually.
- Must hold at least semi-annual membership meetings.



General Operations: Board, Collaborative Applicant, HMIS Lead

- The CoC must adopt and follow a written process to select a Board to act on behalf of the Continuum of Care. Process must be reviewed, updated, and approved by the CoC at least once every 5 years.
- Must appoint a Collaborative Applicant to apply for CoC funding,
- In consultation with the Collaborative Applicant and the HMIS Lead, develop, follow, and update annually a Governance Charter, which will include all procedures and policies needed to comply with the Interim Rule.
- The CoC or Board may appoint additional committees, subcommittees, or work groups.



- **Distributing Responsibilities**

- The COC can choose to distribute more of its responsibilities to other components – the Board, Collaborative Applicant, HMIS Lead, CES System.
- The CoC can also develop mechanisms for creating subcommittees, action committees, or other structures to assist in implementing the CoC responsibilities.
- Even when the CoC distributes responsibilities and authorities to other components, it remains responsible under the Interim Rule.




Why is a Collaborative Applicant Needed?

The CoC does not have to be a legal entity, it is often a membership organization.

HUD can only enter into enforceable contractual agreements with legal entities, the Collaborative Applicant is the legal entity chosen by the CoC and must be an eligible applicant for CoC funding (i.e.. cannot be a for-profit organization).

Note: Even when the CoC is not a legal eligible applicant, the CoC membership remains the appropriate body for establishing and implementing primary decisions the effect the full CoC area.



Collaborative Applicant – Relationship to the CoC

- Acts on behalf of the CoC when applying to HUD for grants
- All application activities and preparation may be conducted by staff of the CoC or the CA.
- May have additional responsibilities and authorities.
- All responsibilities assigned to the Collaborative Applicant must be documented in the CoC's Governance Charter.
- CoC must approve before the entire consolidated application is submitted by the Collaborative Applicant.
- The CoC retains its duties related to planning and prioritizing need and may use subcommittees or other groups in this process.



CoC Board

- Must be established by CoC to act on its behalf.
- What the CoC means by “on its behalf” must be specified in the CoC governance charter.
- The Board has no responsibilities except those designated and/or authorized in the governance charter
- HUD does not prescribe how the responsibilities of the CoC and Board are carried out.
- The Board is a subset of the CoC. Part of the larger whole, which is meant to be representative for all.



Typical Board Functions

The CoC Board is the primary decision-making body to carry out the CoC's policies and objectives. Often this means:

Ensures written standards are in place as required by HUD.

Approves CoC policy and procedures for coordinated entry.

Approves ranked list of CoC project applications *

Establishes committees and workgroups.

Reminder: The Board is unpaid. The Collaborative Applicant is the only entity to receive Planning Funds.



Tools and Resources

- MOUs
- Application for CoC Membership
- Board Nomination Form
- HUD CoC Policies Guides FAQ
- Websites
- Training Material
- Links to Regulations
- Data and Research – Best Practices
- HUD Exchange and Virtual Binders



Session Objectives Check up

What is the highest level of governance rules for the CoC?

- A. CoC Policy
- B. Federal Statutes
- C. HUD Departmental Regulations
- D. State and local law
- E. None of the above

The Governance Charter is established by which component of the CoC?

- A. The Board
- B. The Collaborative Applicant
- C. The CES Lead Agency
- D. The ESG Entitlement Areas
- E. None of the above.



Session Objectives Check up

What is the 24 CFR part 578 often called?

- A. CoC Policy
- B. The Interim Rule
- C. The CPD Regulations
- D. None of the above

- The roles, responsibilities, and authorities described in the Governance Charter are the same for every CoC because it is decided by HUD.
- A. True
- B. False



The Bottom Line...

From HUD's regulations, which group is remains responsible for the success or failure of operating the CoC?

- A. The CoC Board
- B. The Board of the Collaborative Applicant
- C. The CoC Membership
- D. The CoC Oversight and Program Review Committee



A wooden-framed chalkboard with the words "Thank You" written in white, serif font. The chalkboard is placed on a rustic wooden table. In the bottom left corner, there is a vintage orange rotary telephone. In the top right corner, there is a portion of a vintage typewriter and a green leaf.

Thank
You



Purpose of the CoC Program

- Promote community-wide commitment to the goal of ending homelessness
- Provide funding for efforts by nonprofit providers, States, and local governments to re-house homeless individuals and families rapidly while minimizing the trauma and dislocation caused to homeless individuals, families, and communities as a consequence of homelessness
- Promote access to and effective use of mainstream programs by homeless individuals and families
- Optimize self-sufficiency among individuals and families experiencing homelessness

CoC Regulations

- McKinney-Vento Act
- Homeless Emergency Assistance & Rapid Transition to Housing (HEARTH)
- CoC Program Interim Rule (24 CFR part 578)
- Other regulations linked through the Interim Rule
- *HUD Notice of Funding Availability of Opportunity (NOFA/NOFO)*
- *CPD Notices and SNAPs Guidelines*
- *CoC and ESG Required policies*
- *Agency and program policies*





Following the Regulatory “Trail”

- Understanding the hierarchy of rules is just the first step in managing a CoC.
- Recognizing that the regulations are refined, interpreted, and subject to updates is important.
- Understanding how the regulations, programs rules, and NOFO requirements come together to guide the CoC is an essential element.
- Examples: Fiscal accountability; Training requirements, MOUs, definitions.



HOMELESS SERVICES LEGISLATIVE UPDATE – JULY 14, 2023

Priority Legislation:

SB 326 (Eggman) – The Behavioral Health Services Act: This bill restructures the Mental Health Services Act (MHSA) which has directed behavioral health services in California for twenty years. SB 326 restructures the MHSA as the Behavioral Health Services Act (BHSA) and redirects the allocation of MHSA funding among existing county mental health programs. *Status: Assembly Appropriations*

AB 531 (Irwin) – The Behavioral Health Infrastructure Bond Act of 2023: Authorizes a \$4.7 billion bond to be placed on the March 2024 statewide ballot. If approved by voters, the bond would finance the construction and rehabilitation of housing for those with behavioral health challenges or who are experiencing homelessness. *Status: Senate Appropriations*

SB 43 (Eggman) – Expanded Definition of “Gravely Disabled:” Expands the definition of “gravely disabled” to include mental illnesses or substance use disorders that could lead to substantial risk of harm. *Status: Assembly Appropriations*

AB 1657 (Wicks) – The Affordable Housing Bond Act of 2024: Places a \$10 billion bond on the March 2024 ballot to fund affordable and supportive housing construction. *Status: Senate Appropriations*

Homeless Housing, Assistance and Prevention (HHAP):

AB 799 (Ward) – Homeless Housing, Assistance, and Prevention (HHAP) program: Homelessness Accountability and Results Act: Revises HHAP into an ongoing grant program to support regional efforts to address homelessness. Requires regions to develop a homelessness action plan every five years. Requires the California Interagency Council on Homelessness (Cal-ICH) to develop a financing plan to end homelessness by 2035. *Status: Senate Appropriations*

AB 1285 (Wicks) – Homeless Housing, Assistance, and Prevention program and Encampment Resolution Funding program: Requires a Continuum of Care (CoC) that shares geographic boundaries with an agency using Homeless Housing, Assistance, and Prevention (HHAP) or the Encampment Resolution Program (ERP) funding to submit evidence of local collaboration to the state. CoCs must demonstrate how people moved out of encampments will be prioritized for permanent housing. *Status: Senate Appropriations*

AB 1413 (Ting) – Homelessness prevention programs: Department of Housing and Community Development: funding: Moves the HHAP program and the ERP from the California Interagency Council on Homelessness (CA-ICH) to the Dept. of Housing and Community Development (HCD). Eliminates the funding bonus in Round 3 and moves it to Rounds 4 and 5. *Status: Senate Appropriations*

State:

ACA 10 (Haney) – Fundamental human right to housing: Declares a fundamental human right to adequate housing for all California residents. *Status: Assembly Appropriations*

AB 86 (Jones-Sawyer) – Statewide Homelessness Coordinator: Requires the governor to appoint a Statewide Homelessness Coordinator. *Status: Senate Appropriations*

SB 246 (Ochoa Bogh) – California Interagency Council on Homelessness: Updates the membership of the California Interagency on Homelessness (Cal-ICH) by adding a representative from the State Council on Developmental Disabilities (SCDD). *Status: Assembly Appropriations suspense file*

SB 657 (Caballero) – Homelessness services staff training: Requires Cal-ICH to provide gerontological training for homelessness services staff to ensure that service providers can assist older adults to access resources to obtain permanent housing. *Status: Assembly Appropriations*

AB 67 (Muratsuchi) – Homeless Courts Pilot Program: Creates a pilot program with a competitive grant to fund courts that will assist persons experiencing homelessness. Sunsets in January 2029. *Status: Senate Appropriations*

Housing:

CSAC AT HOME Plan: Outlined clear responsibilities with accountability and sustainable homelessness funding for all levels of government. *Status: Some accountability provisions from the AT HOME plan was included in the state budget*

AB 309 (Lee) – The Social Housing Act: Establishes the California Housing Authority (CHA) as an independent state agency to produce and acquire housing for all California residents. Establishes the Social Housing Revolving Loan Fund within the State Treasury to provide zero-interest loans to construct housing a range of income levels. *Status: Senate Appropriations*

AB 519 (Schiavo) – Affordable Housing Finance Workgroup: Creates a workgroup to create a consolidated application for affordable housing developers to use to access state housing funding programs. Also creates a coordinated process to review applications. *Status: Senate Appropriations*

AB 1490 (Lee) – Affordable housing development projects: adaptive reuse: Defines “adaptive reuse” to allow the retrofitting and repurposing of an existing building to create housing. Provides incentives like guaranteed permit processing and subsidized energy bills for eligible projects. Eligible developments must guarantee that all units are available for lower income tenants and half of all units are available for the lowest income households. *Status: Senate Appropriations.*

SB 91 (Umberg) – California Environmental Quality Act: exemption: supportive and transitional housing; motel conversion: Eliminates the January 2025 sunset date exempting some housing projects from review under CEQA. *Status: Assembly floor consent calendar. County supports*

SB 406 (Cortese) – CEQA Exemption for Housing: Extends an existing exemption for state agencies in the California Environmental Quality Act (CEQA) to now apply to local agencies. This will allow local agencies to avoid CEQA review when providing loans and financial assistance to affordable housing projects. *Status: Awaiting Senate concurrence on Assembly amendments. County supports*

Counties

AB 271 (Quirk-Silva) – Homeless death review committees: Allows counties to establish committees to review the causes of homeless deaths. *Status: Awaiting Assembly concurrence in Senate amendments*

AB 349 (Ramos) – Patton State Hospital: Housing for Homeless Individuals: Authorizes the Director of General Services to lease a Patton State Hospital building to provide homeless housing and mental health services. *Status: Senate Appropriations*

SB 491 (Durazo) – County mail services for homeless persons: Requires counties to develop and implement a program to allow homeless persons without a permanent mailing address to receive and pick up government-related mail. *Status: Assembly Appropriations*

SB 773 (Glazer) – CalWORKs: homeless assistance: Requires county human services agencies, after issuing a CalWORKs housing assistance (HA) payment, to then refer individuals to any other homeless assistance services available. *Status: Assembly Appropriations*

Two-Year Bills

SB 7 (Blakespear) – The Homeless Housing Obligation Act: Requires each city and county to develop a housing obligation plan to provide housing opportunities for each homeless person in its jurisdiction. Also require grant funds to cities, counties, and nonprofit housing entities to be used to provide housing opportunities for homeless people.

SB 37 (Caballero) – Older Adults and Adults with Disabilities Housing Stability Act: Requires the Department of Housing and Community Development to develop the Older Adults and Adults with Disabilities Housing Stability program to provide subsidies to qualifying persons experiencing homelessness or at risk of homelessness.

SB 333 (Cortese) – California Success, Opportunity, and Academic Resilience (SOAR) Guaranteed Income Program: Establishes the *California Success, Opportunity, and Academic Resilience* (SOAR) Guaranteed Income Pilot Program and the SOAR Guaranteed Income Fund to award monthly payments to 12th grade students who are homeless from April 1, 2025, to August 1, 2025. *Status: Held in Assembly Education*

County Administrative Office



San Bernardino County Homeless Initiatives Spending Plan



County Investment

On March 28, 2023, the San Bernardino County Board of Supervisors made a significant commitment to reducing homelessness in the region by approving the Homeless Initiatives Spending Plan, which dedicated \$72.7 million primarily focused on infrastructure expansion.



Providing Services

- \$36.6 million is dedicated to continuing or expanding existing projects which fulfill critical needs
 - Pacific Village Phase II Expansion
 - Kern Street Adult Residential Facility Expansion
 - Project Roomkey Continuance
 - \$3.4 million for the Social Work Action Group (SWAG) to increase homeless outreach services in high need areas; this outreach work supports the Sheriff's Homeless Outreach and Proactive Enforcement (HOPE) team, Department of Behavioral Health (DBH), and Department of Aging and Adult Services (DAAS).



Funding for Partnerships

- \$32.7 million has been set aside as gap funding for projects in other local jurisdictions, with the intent to support and partner on capacity building
- Funds are available through the County Housing Development Grant and HOME – American Rescue Plan (ARP)



QUESTIONS



San Bernardino, CA

Introduction to BfZ

July 26, 2023

Item I



53

COMMUNITY
SOLUTIONS

HOMELESSNESS IS SOLVABLE

Built For Zero

A movement to measurably and equitably end homelessness

Communities in the Built for Zero movement are proving it.

105

communities are participating in Built for Zero

147,000+

individuals housed by Built for Zero communities since 2015

14

communities have functionally ended homelessness for a population

64

communities have achieved quality real-time data

42

communities have achieved a measurable reduction





[Homelessness is a Solvable Systems Problem - YouTube](#)

Imagine a future where anyone experiencing homelessness is quickly known, and a system is in place to connect that person with the support they need to access a safe affordable place to live.

Imagine a future where cities and counties of all kinds — big and small, urban and rural, red and blue — have made homelessness rare and brief. Homelessness is no longer seen as intractable, and ending it is no longer seen as exceptional. It's expected.

This future is not an impossible dream.

It is exactly what the John D. and Catherine T. MacArthur Foundation had in mind in 2021, when it awarded Community Solutions \$100 million over five years to support Built for Zero, a movement of communities working to create a tipping point where homelessness is rare and brief.

The goal: *accelerate an end to homelessness for at least 75 populations in 50 U.S. communities by 2026.*

Community Solutions aims to create a tipping point in the United States by July 31, 2026, in which the conditions are primed for any community to create a lasting end to homelessness.



[Solving homelessness with Built for Zero - YouTube](#)

Built for Zero is a movement, a methodology, and proof of what is possible. Over 100 cities and counties have committed to **measurably and equitably ending homelessness** for entire populations.

Using data, these communities have changed how local homeless response systems work and the impact they can achieve.

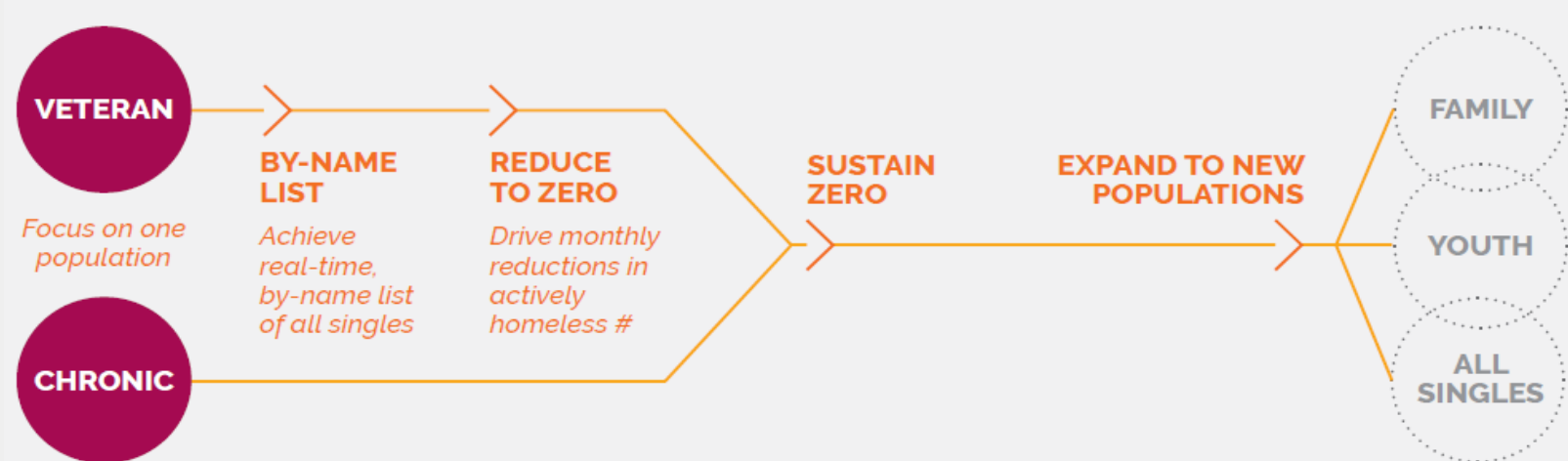
Together, they are proving that we can build a future **where homelessness is rare overall and brief when it occurs.**

Ensuring no one is left behind.

Built for Zero communities work to render homelessness rare and brief for populations, by reaching functional zero, a dynamic end state when they can sustain “net zero” homelessness, where fewer people are experiencing homelessness than can routinely exit homelessness in a month.

Ending homelessness begins by knowing each person experiencing homelessness by name, in real-time, and designing racially equitable systems that account for every single person.

Communities start with a shared goal of reaching functional zero for either veteran or chronic homelessness.



Communities in the Built for Zero movement are proving homelessness is solvable.

[Built for Zero leaders share why homelessness is solvable - YouTube](#)

14 communities have achieved **functional zero** for at least one population

Functional zero is a milestone that indicates that **fewer people are experiencing homelessness than are routinely exiting homelessness** at any given time.

It also helps communities understand if they are achieving racially equitable systems.

Functional zero is not a one time achievement, but a sustained reality.

105

Communities are participating in Built for Zero

These communities are dedicated to measurably and equitably ending homelessness.

44 communities have achieved a measurable reduction

Communities in Built for Zero have often described the shift in approach from *responding* to homelessness to *ending it*. Part of this work is making sure all their efforts are actually adding up to fewer people experiencing homelessness — also known as population-level reductions.

105 communities have adopted the collaborative, public health approach to homelessness represented by Built for Zero. They have formed community-wide teams around the shared aim of ending homelessness.

They know each unhoused person by name, in real-time. And guided by this information, they target resources to drive measurable reductions toward reaching functional zero homelessness, adjusting their strategy as the dynamics of homelessness in their community move and change.

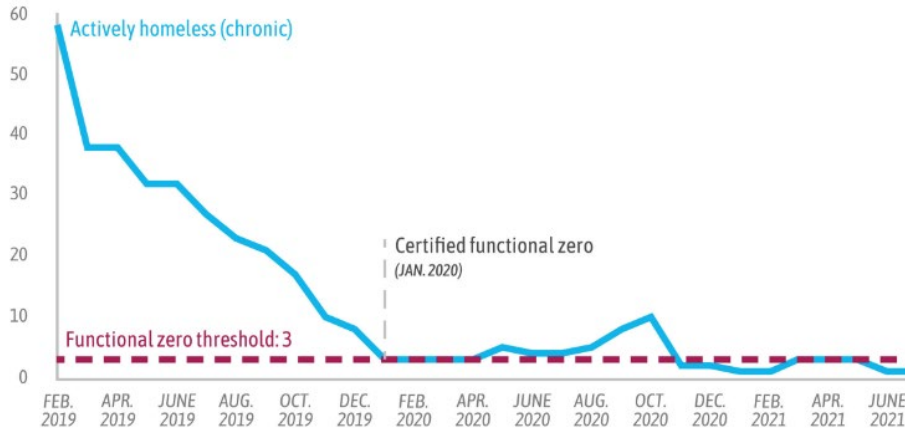
163,000+

people have been housed by Built for Zero communities since 2015

BAKERSFIELD/KERN COUNTY ACHIEVES FUNCTIONAL ZERO FOR CHRONIC HOMELESSNESS

Built for Zero has certified Bakersfield, California as the fifth community in the United States to receive this certification for making chronic, or long-term, homelessness rare.

Bakersfield/Kern County, CA
 reaches functional zero for chronic homelessness



California

- Bakersfield, Kern County
- Fresno, Madera County
- Marin County
- Nevada County
- Pasadena
- Placer County
- Richmond, Contra Costa County
- Sacramento City and County
- San Diego City and County
- Sonoma County
- Watsonville, Santa Cruz City and County

Bakersfield/Kern County, California, reached functional zero for chronic homelessness in January 2020, and they have continued to sustain it. [Learn more about how communities track and visualize this data.](#)



100&Change

\$100 million to solve a critical problem

Community Solutions was awarded the MacArthur Foundation's 100&Change grant to help accelerate an end to homelessness in the United States.

A movement to measurably and equitably end homelessness

CORE PARTNERS



STRATEGIC PARTNERS



JPMORGAN CHASE & CO.



WALKER & DUNLOP



MISSION PARTNERS

- Anne J. Caudal Foundation
- Cotopaxi
- Bombas
- Fjallraven
- Richard Davoud Donchian Foundation

Features of a system designed to reduce and end homelessness

- A shared aim and belief that homelessness is solvable
- A collaborative, community-wide team that is accountable for reducing and ending homelessness
- High-quality data systems that support a culture of continuous improvement
- An aligned and effective coordinated system whereby all providers 1) allocate housing and services through a single process and according to shared protocol (also known as a coordinated entry system) and 2) participate in recurring, problem-solving efforts to collectively remove barriers to housing (also known as case conferencing)
- Establishment of a racially equitable homeless response system
- Policy mechanisms to clear structural and administrative barriers to ending homelessness
- Strategic, data-driven investments to reduce homelessness long-term and flexible financial resources to clear immediate barriers to housing

THE PROBLEMS



No single actor is fully accountable for ending homelessness in a community. Each local agency or program holds its own small piece of the solution, but no one has their eye on how the pieces fit together.



Funders evaluate success on the performance of individual housing programs, not on whether a community collectively reduces homelessness. But single programs don't get us to zero — whole communities do.



A once-a-year count of a problem that changes nightly. Annual street counts are a snapshot; your community needs a video. Getting to zero takes line of sight into how people move through your system over time.



Housing supply paralysis. Expanded housing resources are crucial, but many cities have dramatically expanded housing supply without making a dent in homelessness. The reason? They never fixed the housing system.

THE BUILT FOR ZERO SOLUTIONS



An integrated, command center team. Key agencies, like the Continuum of Care, the housing authority, local government, and the VA, work together every week toward a shared definition of zero.



Community-level measurement. Built for Zero communities measure success by the total number of people experiencing homelessness, not by program outcomes. Data enables communities to rapidly test new ideas and understand if those efforts are working.



Comprehensive, real-time, by-name data. Built for Zero communities know everyone experiencing homelessness by name, in real time. The result is more tailored solutions for individuals and a clearer picture of the system as a whole.



Strategic, data-driven housing investments. Built for Zero communities use real-time data to secure the housing resources they need and target them for the greatest possible reductions in homelessness.

The support that BFZ provides to communities is designed to help establish strong and resilient systems and accelerate progress toward ending homelessness.

This support includes:

- Frameworks, data tools, and aligned content resources
- One-on-one coaching and facilitated support of local planning processes
- Group coaching, workshops, and training
- Facilitated Peer learning network that leverages the experience, expertise, successes, and challenges of others across engaged communities

System improvement advisors who are supported by subject matter experts from Community Solutions and the broader sector provide coaching around partner engagement and relationship management.



What does it mean for a community to be a part of Built for Zero?

Joining **Built for Zero** means that the community has committed to measurably and equitably solving homelessness. By joining the movement, they are committed to implementing the **Built for Zero** methodology and redesigning their systems to reach functional zero.

Bringing **Built for Zero** to San Bernardino County

- July 26th **BfZ** intro at San Bernardino County Homeless Partnership Annual Convening
- August 1–17 **BfZ** presentations at SBCHP Regional Steering Committee Meetings
- August 17, 1:00pm CoC/Community Stakeholder **BfZ** Q&A and Strategy Discussion
- August 23, 9:00am ICH Meeting – Discussion & vote on SBC&C CoC joining **BfZ** movement
- August 24-Sept 14 Organize **BfZ** Improvement Team and Leadership Group
- September 20-22 **Built for Zero** Orientation / Learning Session in Washington D.C.