

**ATTACHMENT A – COVER PAGE**

Use this checklist to ensure that all items requested have been included.

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Applicant Name: Operation Grace

Address: 1595 E. Art Townsend Drive

Mailing Address (if different): \_\_\_\_\_

Telephone No.: 909-382-8540 xt 1 or 3 FAX No.: 909-495-1854

Email Address: Operationgrace1595@gmail.com

Federal Tax ID: 33-0556421

RFA Contact (Name/Title): Jenai Morehead, Program Support

Name of Authorized Representative: Jessica Alexander

Title of Authorized Representative: Executive Director

**By signing below, the individual acknowledges that he/she has the authority to bind the Applicant to the terms of the Application. The individual further acknowledges that he/she has read and understands the RFA, the contents of the Application and the Attachments, and attests to the accuracy of the information submitted therein.**

Signature of Authorized Representative: 

Date: May 16, 2023

**ATTACHMENT B  
STATEMENT OF CERTIFICATION**

The following statements are incorporated in our response to San Bernardino County.

	<b>Statement</b>	<b>Agree (initial)</b>	<b>Disagree with qualification (initial and attach explanation)</b>
1.	The offer made in the Application is firm and binding for nine (9) months from the Deadline for Applications.	JCA	
2.	All declarations in the Application and attachments are true and that this shall constitute a warranty, the falsity of which will entitle the County to pursue any remedy by law.	JCA	
3.	Applicant agrees that all aspects of the RFA and the Application submitted shall be binding if the Application is selected and a Contract awarded.	JCA	
4.	Applicant agrees to provide the County with any other information the County determines is necessary for an accurate determination of the Applicant's ability to perform the Services as proposed.	JCA	
5.	Applicant, if selected will comply with all applicable rules, laws and regulations.	JCA	
6.	The RFA has been reviewed in its entirety and Applicant has no exceptions to any requirements, terms, or conditions, except as noted in Attachment H.	JCA	

**ATTACHMENT C  
LICENSES, PERMITS, and/or CERTIFICATIONS**

**TYPE (ie: License, Permit, Certifications)**

**EXPIRATION**

**Include DIR Registration No. of Contractor and Subcontractors**

N/A	

## ATTACHMENT D

### **CERTIFICATION REGARDING DEBARMENT OR SUSPENSION; CALIFORNIA SECRETARY OF STATE BUSINESS ENTITY REGISTRATION**

In compliance with contracts and grants Contracts applicable under the U.S. Federal Awards Program, the following certification is required by all Applicants submitting a response to this RFA:

1. The Applicant certifies, to the best of its knowledge and belief, that neither the Applicant nor its Principals are suspended, debarred, proposed for debarment, or declared ineligible for the award of contracts from the United States federal government procurement or non-procurement programs, or are individually or collectively listed as such in the United States General Services Administration's System for Award Management (SAM) website ([www.sam.gov](http://www.sam.gov)).
2. The Applicant certifies, to the best of its knowledge and belief, that neither any subcontractor listed in its Application, nor subcontractor's Principals are suspended, debarred, proposed for debarment, or declared ineligible for the award of contracts from the United States federal government procurement or non-procurement programs, or are individually or collectively listed as such in the United States General Services Administration's System for Award Management (SAM) website ([www.sam.gov](http://www.sam.gov)).
3. "Principals," for the purposes of this certification, means officers, directors, owners, partners, and persons having primary management or supervisory responsibilities within a business entity (e.g., general manager, plant manager, head of a subsidiary, division, or business segment, and similar positions).
4. The Applicant shall provide immediate written notice to the Purchasing Agent if, at any time prior to award, the Applicant learns that this certification was erroneous when submitted or has become erroneous by reason of changes in circumstances.
5. This certification is a material representation of fact upon which reliance will be placed when making the award. If it is later determined that the Applicant rendered an erroneous certification, in addition to other remedies available to the San Bernardino County government, the County may terminate the Contract resulting from this RFA for default.
6. Applicant affirms that neither it, nor any subcontractor listed in the Application, has any recent unsatisfactory performance with the County during the past twenty-four (24) months at a minimum.
7. Applicant also certifies that if it or any of the subcontractors listed in the Application are business entities that must be registered with the California Secretary of State, they are registered and in good standing with the Secretary of State.

**ATTACHMENT E – BUDGET**

**A detailed budget is required for each Application submission. Use this page as the cover sheet for the Budget.**

BUDGET SHEET ATTACHED

## Budget Categories

### Operation Grace

#### Budget for HHAP Grant

Prevention and Shelter Diversion to Permanent Housing \$150,000

(Eligible expenditures will include (but not be limited to): short-term rental assistance, payment of rental arrears and utilities, moving costs, relocation costs, credit repair, legal services, case management, and activity-service delivery costs)

Delivery of Permanent Housing \$100,000

(Eligible expenditures will include (but not be limited to): rent payments, security deposits, landlord incentives, utility deposits and payments, moving costs, rental subsidies, move-in expenses, furnishings, appliances, household supplies, case management, and activity-service delivery costs)

Rental Assistance and Rapid Re-Housing \$100,000

(Eligible expenditures will include (but not be limited to): applications fees, landlord incentives, security deposits, moving costs, short-medium term rent subsidies, relocation costs, utility deposits and payments, rental and utility arrears payments, case management, and activity-service delivery costs)

Interim Shelter \$15,000

(Eligible expenditures will include Operation Grace will utilize HHAP funding to deliver increased case management and access to low barrier shelter. Eligible services include housing navigation, low barrier intake, and case management support to move shelter clients toward employment, increased income, child care support and rapid rehousing. Housing will be provided with minimal supportive services for homeless persons that is limited to occupancy of three months or less by a homeless person.

Total \$365,000

**ATTACHMENT F – RESERVED**

Attachment not required.

**ATTACHMENT G**

**EMPLOYMENT OF FORMER COUNTY OFFICIALS**

**NAME**

NONE



**ATTACHMENT H – EXCEPTIONS TO RFA**

APPLICANT NAME OPERATION GRACE  
ADDRESS 1595 E. ART TOWNSEND DRIVE, SAN BERNARDINO, CA 92408  
TELEPHONE # 909-382-8540 FAX # 909-495-1854

I have reviewed the RFA in its entirety and have the following exceptions: (Please identify and list your exceptions by indicating RFA, the Section or Paragraph number, and Page number, as applicable. Be specific about your objections to content, language, or omissions. Add as many pages as required.)

NONE

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**ATTACHMENT I – PUBLIC RECORDS ACT EXEMPTIONS**

APPLICANT NAME Operation Grace  
ADDRESS 1595 E. Art Townsend Drive, San Bernardino, CA 92408  
TELEPHONE # 909-382-8540 xt 1,3 or 4 FAX # 909-495-1854

Applicant requests that specific portions of the contents of this Application be held confidential and not subject to public disclosure pursuant to the Public Records Act. The specific portions are detailed below: (Please identify and list your exemptions by indicating the Section or Paragraph number, and Page number, of the Application where the content is contained.) **Each stated exemption must include a citation to supporting legal authority, including statutory authority or case law, to support exemption from the Public Records Act. Requested exemptions that does not meet the requirements of this section will not be considered.**

NONE

**ATTACHMENT J - INDEMNIFICATION AND INSURANCE REQUIREMENTS AFFIDAVIT**

**THE APPLICANT'S INSURANCE COMPANY(S) OR INSURANCE AGENT MUST COMPLETE THIS FORM  
AND  
THE APPLICANT MUST SUBMIT THIS COMPLETED AFFIDAVIT WITH THE APPLICATION.**

I, the undersigned (Please check one box)  underwriter  agent/broker, certify that I and the Applicant listed below have jointly reviewed the "Insurance Requirements" in this Request for Application (RFA). If the County of San Bernardino ("County") awards the Applicant the Contract for this project, I will be able—within fourteen (14) calendar days after the Applicant is notified of the Contract's award—to furnish the County with all the required, insurance certificate(s) and endorsement(s) as specified in Section X, Paragraph B. Indemnification and Insurance Requirements.

<u>Empire Company Insurance Services</u>	<u>5/16/2023</u>		
Insurance Broker / Agency Name	Date		
<u>Michael Lorette</u>	<u>Michael Lorette</u>		
Insurance Broker's / Agent's Name (Printed)	Insurance Broker's / Agent's Name (signature)		
<u>9050 Archibald Ave,</u>	<u>Rancho Cucamonga,</u>	<u>CA</u>	<u>91730</u>
Address	City	State	Zip Code
<u>909-476-0600</u>	<u>909-476-0601</u>	<u>mlorette@empire-co.com</u>	
Telephone Number	FAX Number	Email Address	

Operation Grace

Applicant's Name

San Bernardino County - No. OHS-23-01

County RFA Name and Number

***Below State the Name of Insurance Company Providing Coverage:***

DO NOT write "Will Provide," "To Be Determined," "When required," or similar phrases.

<u>Non-Profits Insurance Alliance of CA (NIAC)</u>	<u>Non-Profits Insurance Alliance of CA (NIAC) - Hired &amp; Non-Owned Auto Only</u>
Commercial General Liability	Automobile Liability
<u>State-Fund</u>	<u>Non-Profits Insurance Alliance of CA (NIAC)</u>
Workers' Compensation Liability	Professional Liability
<u>Cyber Liability</u>	<u>Pollution Liability</u>
<u>Non-Profits Insurance Alliance of CA (NIAC)</u>	
Sexual Abuse Liability	

[NOTE TO APPLICANT: See Section X, Paragraph B. Indemnification and Insurance Requirements, for details on the basic requirements and types of insurance for this agreement.]

**NOTE TO THE UNDERWRITER / AGENT-BROKER:** If the insurance forms that the Applicant submits to the County do not fully comply with the Insurance Requirements, and/or if the Applicant fails to submit the forms within the 14-day time limit, the County may: (1) declare the Applicant's Application non-responsive, and (2) award the Contract to the next highest ranked Applicant.

*If you have any questions about the Insurance Requirements, please contact Mr. Rafael Viteri, County of San Bernardino - Risk Management Department, at (909) 386-8730 or via e-mail [rviteri@rm.sbcounty.gov](mailto:rviteri@rm.sbcounty.gov) (Please provide name of RFA with your email question(s)).*

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**ATTACHMENT K**  
**HHAP-3 PROJECT APPLICATION**

**Purpose**

The California Homeless Housing, Assistance and Prevention Program, Round 3 (HHAP-3) is a \$1 billion dollar block grant program designed to provide Continuums of Care, counties, large cities, and federally recognized tribes with grant funds to support regional coordination and to expand or develop local capacity to address immediate homelessness challenges throughout the state.

**Program Overview**

HHAP Round 3 funding is designed to build on regional coordination developed through previous rounds of HHAP grant funding, as well as the Homeless Emergency Aid Program (HEAP) and COVID-19 funding administered by Cal ICH. HHAP Round 3 funds should be used to continue to build regional coordination and a unified regional response to reduce and end homelessness informed by a best-practices framework focused on moving homeless individuals and families into permanent housing and supporting the efforts of those individuals and families to maintain their permanent housing.

On January 25, 2023, the SBC CoC Interagency Council on Homelessness (ICH) authorized the San Bernardino County Office of Homeless Services (OHS) to release a Request for Applications (RFA) for the SBC CoC to fund \$2,902,994.85 in HHAP-3 eligible activities throughout San Bernardino County to be distributed as follows:

- a. **\$1,417,232.87** - Central Valley Region which encompasses the cities of Colton, Fontana, Grand Terrace, Highland, Loma Linda, Redlands, Rialto, San Bernardino, Yucaipa, and the surrounding unincorporated communities.
- b. **\$518,169** - Desert Region which encompasses the cities of Adelanto, Apple Valley, Barstow, Hesperia, Victorville, and the surrounding unincorporated communities.
- c. **\$162,725** - East Valley Region which encompasses the cities of Needles, Twentynine Palms, Yucca Valley, and the surrounding unincorporated communities.
- d. **\$141,817** - Mountain Region which encompasses the City of Big Bear Lake and the unincorporated San Bernardino mountain communities which include Big Bear, Blue Jay, Cedar Glen, Cedarpines Park, Crestline, Forest Falls, Green Valley Lake, Lake Arrowhead, Rimforest, Running Springs, Skyforest, Sugarloaf, and Twin Peaks.
- e. **\$350,901** - West Valley Region which encompasses the cities of Chino, Chino Hills, Montclair, Ontario, Rancho Cucamonga, Upland, and the surrounding unincorporated communities.
- f. **\$312,149.98** for countywide services to unaccompanied homeless youth populations

All project proposals will be evaluated for compliance with eligible uses of HHAP-3 funds as identified in Section V.B.1 of this RFA and the core components of Housing First as defined in state Welfare and Institutions Code 8255(b).

In addition, project proposals for CoC HHAP-3 funds must align with one or more of the Strategies to Achieve Outcome Goals identified above in Section V.A. and outlined in Table 5 (attached as Exhibit B) of the CoC Local Homelessness Action Plan and identify how many units, beds and/or households served the project will contribute to achieving the following results:

1. At least 300 new units of permanent supportive and/or service-enriched housing will be occupied by June 2024.
2. At least 300 additional households will exit homelessness and achieve permanent housing stability through rapid rehousing activities by June 2024.
3. At least 200 additional shelter/interim housing beds will be occupied by January 2024.
4. At least 500 households living housing insecure and/or at-risk of homelessness will be prevented from becoming homeless through systemwide diversion and prevention strategies.
5. At least 500 households at imminent risk of homelessness will be prevented from becoming homeless through eviction prevention strategies.
6. At least 100 high utilizers of safety net services and experiencing chronic homelessness will achieve permanent housing stability by January 2024.

(Please note that individual project proposals are expected to *contribute to* the identified strategic outcome goals and not achieve the identified outcome goals through a single project.)

### **Instructions**

- Carefully read the entire RFA and attached documents.
- Answer all questions as specifically and completely as possible.
- Type your answers, do not print.
- If proposing services for more than one region, submit a separate Application for each region.
- Can only propose service categories listed under each region; can check more than one service category per region.
- A detailed budget is required for each Application.

<b>A. Applicant Information</b>	
1.	Name of Applicant: <b>Operation Grace</b>
2.	Applicant's Legal Name: <b>Operation Grace</b>
3.	Address: <b>1595 E. Art Townsend Drive</b> City: <b>San Bernardino</b> State: <b>CA</b> Zip: <b>92408</b>
4.	Mailing Address (if different than above): City: State: Zip:
5.	Contact Person: <b>Jenai Morehead</b>
6.	Title: <b>Program Support</b>
7.	Contact Phone: <b>909-382-8540 xt 4</b>
8.	Contact Email: <b>operationgrace1595@gmail.com</b>

<b>B. Applicant Statement of Experience and Qualifications</b>	
1.	Business name of the Applicant and type of legal entity such as corporation, partnership, etc. If Applicant is a business entity that must be registered with the California Secretary of State, Applicant shall provide the County the entity number assigned to it by the Secretary of State <b>Operation Grace, a CA nonprofit corporation Entity number 1865236</b>
2.	Number of years the Applicant has been in business under the present business name, as well as related prior business names. <b>Since 1993 (26 years)</b>
3.	Do you have any commitments or potential commitments that may impact your ability to perform the Contract if awarded?  <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  If yes, explain.

<b>C. Regions/Strategies to Achieve Outcome Goals (must submit a separate Application for each region)</b>	
1.	<b>Regional or Countywide Youth Serving Project</b>
	Indicate the SBC CoC Region in which the proposed project service activities will be provided:  <input checked="" type="checkbox"/> Central Valley Region <input type="checkbox"/> Desert Region <input type="checkbox"/> East Valley Region <input type="checkbox"/> Mountain Region <input type="checkbox"/> West Valley Region  <input type="checkbox"/> Services specifically for Homeless Youth

<b>2. Strategies to Achieve Outcome Goals</b>
<p>Indicate which of the strategies to achieve outcome goals the proposed project service activities are designed to help meet (select as many as applicable for this project).</p> <p>Applicants for the Central Valley, Desert, East Valley, and West Valley Regions may select from the following strategies:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> At least 300 new units of permanent supportive and/or service-enriched housing will be occupied by June 2024.</li> <li><input checked="" type="checkbox"/> At least 300 additional households will exit homelessness and achieve permanent housing stability through rapid rehousing activities</li> <li><input checked="" type="checkbox"/> At least 200 additional shelter/interim housing beds will be occupied by January 2024.</li> <li><input checked="" type="checkbox"/> At least 500 households living housing insecure and/or at-risk of homelessness will be prevented from becoming homeless through systemwide diversion and prevention strategies.</li> <li><input checked="" type="checkbox"/> At least 500 households at imminent risk of homelessness will be prevented from becoming homeless through eviction prevention strategies.</li> <li><input type="checkbox"/> At least 100 high utilizers of safety net services and experiencing chronic homelessness will achieve permanent housing stability by January 2024.</li> </ul> <p>Applicants for the Mountain Region may select from the following strategies:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> At least 300 additional households will exit homelessness and achieve permanent housing stability through rapid rehousing activities</li> <li><input type="checkbox"/> At least 200 additional shelter/interim housing beds will be occupied by January 2024.</li> <li><input type="checkbox"/> At least 500 households at imminent risk of homelessness will be prevented from becoming homeless through eviction prevention strategies.</li> </ul> <p>Complete the “Project Description” section, explaining in detail how the services for the proposed project, including number of units, beds and/or households served, will contribute to achieving the strategic outcome goals selected.</p>

<b>D. Project Description</b>	
	Project Name: <b>Operation Grace Homeless Housing Assistance and Prevention</b>
	<p>In this section provide a concise description of the proposed project, its purpose, and its beneficiaries. Provide details for each category(ies) selected above. Consider items addressed under Section V. Scope of Work in your project description.</p> <p><b>SEE ATTACHMENT K- Narrative</b></p>

<b>E. Work Plan and Schedule/Project Readiness</b>	
	<p>Provide a summary of the work plan for this project and the project schedule.</p> <p><b>SEE ATTACHMENT K- Narrative</b></p>

<b>F. Long Term Results</b>	
	<p>Specify the long-term results and how they will be produced through implementation of the project.</p> <p><b>SEE ATTACHMENT K- Narrative</b></p>

<b>G. Project Sustainability</b>	
	<p>Explain how will the project be sustained after this one-time funding is exhausted. If project is not sustainable after these one-time funds are exhausted, explain how these one-time funds result in immediate homelessness resolution without the need for long-term funding.</p> <p><b>SEE ATTACHMENT K- Narrative</b></p>

<b>H. Collaboration</b>	
	<p>Provide the names of the service providers and/or municipalities with which there will be collaboration. Include details of the collaboration efforts; such as, what role(s) does each partner have in implementing the proposed project?</p> <p><b>SEE ATTACHMENT K- Narrative</b></p>

<b>I. California's Housing First Policy</b>	
	<p><input checked="" type="checkbox"/> Check box to indicate the proposed project will conform with California's Housing First Policy.</p>

<b>J. Coordinated Entry System (CES)</b>	
	<p>HHAP-3 funded projects are to be integrated within the local CES. Describe the project's prioritization criteria.</p> <p><b>SEE ATTACHMENT K- Narrative</b></p>

<b>K. Homeless Management Information System (HMIS)</b>	
	<p>All project participating with CES will need to apply to participate with the local HMIS.</p> <p><input checked="" type="checkbox"/> Currently participate in HMIS?    <input checked="" type="checkbox"/> Agrees to participate in HMIS?</p>

<b>L. Measurable Outcomes</b>	
	<p>What will be the indicators that the proposed project is successful at resolving homelessness? How will these be measured? Please include the projected number of unduplicated homeless clients/persons to be served during the program administration. If you are proposing a housing related project, provide the projected retention rate.</p> <p><b>SEE ATTACHMENT K- Narrative</b></p>

<b>M. Administrative Capacity</b>	
	<p>Describe your agency's/organization's administrative capacity that will allow effective implementation of the proposed project and capacity to submit timely documentation and reports.</p> <p><b>SEE ATTACHMENT K- Narrative</b></p>



## **Attachment K**

Operation Grace

HHAP Round 3 HHAP Narrative OHS 23-81

### **D. Project Description**

**Project Name:** Operation Grace Homeless Housing and Assistance Program

*In this section provide a concise description of the proposed project, its purpose, and its beneficiaries. Provide details for each category(ies) selected above. Consider items addressed under Section V. Scope of Work in your project description.*

#### **Proposed Project**

Operation Grace is proposing to utilize Homeless Housing, Assistance and Prevention (HHAP) Program funding to reduce homelessness among the senior and disabled population within the Central Valley Region of San Bernardino County. We will use a best-practices framework that consists of ethical principles, experiential knowledge in housing first, and over 29 years of being a homeless provider in San Bernardino County's Central Valley to accomplish this goal. Our best practices include a client centered and practical format and a workflow focused on moving homeless individuals and families into permanent housing. We will also support the efforts of those individuals and families to maintain their permanent housing.

#### **Project Purpose**

The purpose of this project is to strategically reduce and prevent homelessness among the senior and disabled populations of San Bernardino County's Central Valley. The program will target those who are experiencing literal homelessness to move into safe, stable housing, with a particular focus on rehousing individuals currently living on the streets, in cars or places not meant for human habitation. This project is also designed to assist senior and disabled persons at-risk of homelessness through prevention and diversion strategies such as short-term rental assistance. In funding this program, the Central Valley will be strategically ensuring that at least one provider in the region will continue to focus on reducing homelessness among this vulnerable population. In addition this HHAP project proposes to use a housing first-focused approach to support interim shelter and to facilitate a clear pathway for those individuals to connect them to permanent housing options.

#### **Beneficiaries**

This project is targeted toward individuals and households in the Central Valley who are literally homeless or at risk of homelessness. The aim is to focus our assistance on households with at least one individual who is either over the age of 55 or who is physically, mentally or developmentally disabled. In addition, we aim to assist unaccompanied women who need interim shelter while they become employed and prepare to move into permanent housing.

## Attachment K

Operation Grace

HHAP Round 3 HHAP Narrative OHS 23-81

**Provide details for each category(ies) selected above. Consider items addressed under Section V. Scope of Work in your project description.**

We will serve the Central Valley Region with the following services:

**Rapid Re-Housing:** Operation Grace will utilize light-touch housing navigation, case management and financial assistance to deliver rapid re-housing service interventions to help people experiencing homelessness to quickly connect to permanent housing solutions they can afford. Service activities to be delivered to eligible participants will include but are not limited to: housing search assistance, lease negotiations, landlord incentives, rental application fees, moving costs, security deposits, short or medium-term rental subsidies, utility payments, rental and utility arrears payments, and housing stabilization case management services.

**Prevention and Shelter Diversion to Permanent Housing:** Operation Grace will utilize homeless diversion/housing problem-solving techniques to deliver service activities to quickly support people who are at imminent risk of homelessness, including those facing eviction action, or who are initially attempting to access shelter services by helping them quickly regain stability in their current housing or in other permanent housing. Service activities to be delivered to eligible participants will include but are not limited to: family reunification, payments for rent in arrears, security deposits, landlord mediation, creative solutions leveraging a family's strengths, short-term rental assistance, landlord mediation, utility payments, moving costs, housing search assistance, housing stabilization case management, credit repair, legal services, family reunification, relocation assistance and referrals to mainstream service resources.

**Delivery of Permanent Housing through eviction prevention strategies.** Operation Grace will utilize HHAP funds to deliver permanent housing solutions for people experiencing and at imminent risk of homelessness in the Central Valley Region. Eligible service activities will include but not be limited to: housing identification, lease negotiations, landlord incentives, rent payments, security deposits, utility payments, rental subsidies, and housing stabilization case management services.

**Interim Sheltering:** Operation Grace will utilize HHAP funding to deliver low barrier shelter. Eligible services include housing navigation, low barrier intake, and case management support to move shelter clients toward employment, increased income, child care support and rapid rehousing. Housing will be provided with minimal supportive services for homeless persons that are limited to occupancy of three months or less by a homeless person. No individual or household will be denied emergency shelter because of an inability to pay.

**Complete the project description** explaining in detail how the services for the proposed project, including number of units, beds and/or households served, will contribute to achieving the strategic outcome goals selected.

In the category of Rapid Rehousing, the services proposed will serve 30 households which are literally homeless (heads of households/families), assisting those who have experienced chronic homelessness and have disabilities, chronic medical conditions, and/or behavioral health conditions to move off the streets and into their own permanent housing.

## Attachment K

Operation Grace

HHAP Round 3 HHAP Narrative OHS 23-81

In the category of Prevention and Diversion, we are proposing to offer case management and financial assistance to serve 150 households to achieve the strategic outcome of diverting individuals and households requesting entry into the homeless system.

In the delivery of Permanent Housing through eviction prevention, we propose to assist 30 heads of household/families to receive affordable housing assistance and achieve housing stability.

In the delivery of Interim Shelter, we will provide at least six additional housing beds in 2024. With those six beds we can serve at least 30 unaccompanied female heads of households per year and work with them to increase stability toward rapid rehousing/permanent housing.

### **E. Work Plan and Schedule/Project Readiness**

*Provide a summary of the work plan for this project and the project schedule.*

**Work Plan:** Once awarded, the work plan consists of executing a contract which contains the project's purpose, parameters and goals. Next, Operation Grace leadership will assign specific staff to the project and identify what metrics will be used to measure success, performance criteria and quality standards to ensure the project progresses as proposed. Next, the team will identify deliverables and reduce deliverables into actionable tasks with due dates. Next, staff will identify key stakeholders, or groups who will be impacted by the project (landlords, literally homeless persons, CES system coordinator, CoC partners, etc.) and we will provide information and outreach to those stakeholders with accurate information on how individuals can access the project's services. Finally, the team will gather feedback and adjust the project plan as necessary to accomplish goals.

**Schedule/Project Readiness:** Operation Grace is ready to implement this plan as outlined immediately upon receiving an award of funding, an executed contract, and an initial funding disbursement. We anticipate that the timeline for this project will be from December 1, 2023 to June 30, 2026.

The primary goals and objectives (performance criteria) of the work plan are as follows:

#### **Goal- Provide Rental Assistance and Rapid Re-Housing Services.**

##### **Objectives:**

1. Utilize light-touch housing navigation, case management and financial assistance to deliver rapid re-housing service interventions.
2. Deliver rapid re-housing service interventions to seniors 55+ and disabled persons experiencing homelessness, quickly connect to permanent housing solutions

## **Attachment K**

Operation Grace

HHAP Round 3 HHAP Narrative OHS 23-81

3. Provide service activities such as: search assistance with the help of our partners, lease negotiations, landlord incentives, rental application fees, moving costs, security deposits, short or medium-term rental subsidies, utility payments, rental and utility arrears

### **Goal- Provide Prevention and Shelter Diversion to Permanent Housing.**

Operation Grace will utilize homeless diversion/housing problem-solving techniques to deliver service activities to quickly support seniors 55+ and/or disabled who are at imminent risk of homelessness, including those facing eviction action, or who are initially attempting to access shelter services by helping them quickly regain stability in their current housing or in other permanent housing.

Service activities to be delivered to eligible participants will include but are not limited to: short-term rental assistance, landlord mediation, payment of rental arrears and security deposits, utility payments, moving costs, housing search assistance, housing stabilization case management, family reunification, relocation assistance and referrals to mainstream service resources.

#### **Objectives:**

4. Utilize homeless diversion/housing problem-solving techniques to deliver service activities to quickly support seniors 55+ and disabled who are at imminent risk of homelessness,

5. Assist individuals and families attempting to access shelter services by helping them quickly regain stability in their current housing or in other permanent housing,

6. short-term rental assistance, landlord mediation, payment of rental arrears and security deposits, utility payments etc.

7. Provide referrals to mainstream resources

### **Goal- Provide Delivery of Permanent Housing.**

#### **Objectives:**

8. Collaborate with the partners to implement evidence-based, best practice models to establish housing options targeted to seniors 55+ living on fixed incomes

9. Assign Housing Navigation duties to staff in order to rapidly implement housing identification, lease negotiations, landlord incentives, rent payments, security deposits, utility payments, rental subsidies, and housing stabilization case management services

## **Attachment K**

Operation Grace

HHAP Round 3 HHAP Narrative OHS 23-81

10. Combine efforts with partners to modify program best practices to best serve our clients throughout the duration of this project.

### **Goal- Provide Interim Shelter.**

#### **Objectives:**

11. Provide low barrier shelter with an appropriate length of stay to meet the needs of a diverse resident population.

12. Provide basic supportive services and case management that includes housing navigation and rapid rehousing to assist homeless persons to move into permanent housing.

13. Site management, including a reasonable level of security, daily wellness checks, garbage collection, regular maintenance and cleaning.

14. Implement grievance procedures with clear and transparent policies on the recourse for individuals if services are denied or terminated.

### **F. Long Term Results**

*Specify the long-term results and how they will be produced through implementation of the project.*

The long term results of this project will be to

1. Reduce the number of families that live in shelters or on the street. This will be produced by providing housing search assistance, lease negotiations, landlord incentives, rental application fees, moving costs, security deposits, short or medium-term rental subsidies, utility payments, rental and utility arrears payments, and housing stabilization case management services.

2. Reduce the number of families that do not have a home of their own. This will be produced by providing support to people who are at imminent risk of homelessness, including those facing eviction action, or who are initially attempting to access shelter services by helping them to quickly regain stability in their current housing or in other permanent housing.

3. Reduce the number of times a family has to move by delivering rapid re-housing service interventions to help people experiencing homelessness quickly connect to permanent housing solutions.

4. Provide shared housing options to seniors over 55 who would not otherwise be able

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to afford a place to rent by providing a “Golden Girls” model of shared housing where seniors can live long term.

5. Provide support services to those in interim shelters beds as they prepare for rapid rehousing and permanent housing assistance that lead to long term, sustained permanent housing placement.

### **G. Project Sustainability**

*Explain how will the project be sustained after this one-time funding is exhausted. If project is not sustainable after these one-time funds are exhausted, explain how these one-time funds result in immediate homelessness resolution without the need for long-term funding*

With all of the following components of this program, Operation Grace expects these one time funds will result in immediate homelessness resolution. As statistics show, only 10 percent of families exiting HUD’s Rapid Re-housing for Homeless Families Demonstration returned to homelessness (i.e., entered emergency shelter or transitional housing as recorded by HMIS in the CoC they exited) after one year (Oliva 2014; Spellman 2015). Statistics also showed that even those families moved and they were able to house themselves without the help of rapid re-housing.

For Operation Grace, even as program participants move on and meet their housing goals, staff is always accessible to address new issues that may arise with clients previously assisted with one of our programs. Thus, the project is sustained through our level of case management and service interventions as we maintain lines of communication and contact with the individuals and families served. Our internal case management process goes deeper than most by educating individuals and empowering them to develop strategies with ideas to sustain themselves long after the program has ended. Our advocacy works clients through barriers by building relationships with landlords and property managers in order to see clients housed (light touch navigation).

### **H. Collaboration**

*Provide the names of the service providers and/or municipalities with which there will be collaboration. Include details of the collaboration efforts; such as, what role(s) does each partner have in implementing the proposed project?*

Operation Grace will be the lead service provider focused on housing solutions and best practices to administer this program in the Central Valley Region of San Bernardino County. In

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carrying out the project, we intend to work collaboratively with our partners within the Continuum of Care, including the County of San Bernardino, Cities within the region, community based

organizations and local law enforcement to provide the best service to our clients receiving this program.

Our intended collaborators are as follows:

Inland So Cal United Way- As the CES provider for the CoC, Inland So Cal United Way 211+ will be the main source of referrals to these programs. When needed, Operation Grace will provide reverse referrals for clients who are referred to us from other agencies.

County of San Bernardino (DAAS, DBH, and Sheriff's Hope Team). These entities often bring awareness of literally homeless persons within the target population needing immediate assistance for the funded programs.

Cities of San Bernardino, Colton, Grand Terrace, Redlands and Fontana. Operation Grace regards the Cities within the Central valley region (especially the City of San Bernardino) as essential partners in accomplishing our performance goals. Cities may partner to provide outreach, identify barriers and refer individuals and families to the program.

Inland Empire Health Plan (Community Supports). Operation Grace is a contracted community supports provider with IEHP, which refers clients regularly within the target population for services.

Landlords- Apartment owners and managers including Nova Pointe Apartments, Bloomington Grove, and Pinewood Apartments. Operation Grace enjoys a special, trusted relationship with numerous apartment owners and managers from our past engagement with them to assist homeless or at risk of homelessness clients in need of rental assistance or rapid rehousing.

The Pair Team- Enhanced Care Managers refer clients to Operation Grace for services who are over utilizers of emergency room departments, homeless and in need of shelter.

### **I. Housing First Policy (yes or no) YES**

### **J. Coordinated Entry System (CES) Describe the organizations prioritization criteria for CES. HHAP funded projects are to be integrated within the local CES. Describe the project's prioritization criteria.**

Our prioritization policy for Coordinated Entry System (CES) is 1. literally homeless, 2. At imminent risk of homelessness. Operation Grace uses a low barrier approach, housing first and client centered approach.

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Operation Grace will work in coordination with the CES along with County and City agencies and community-based service provider partners to utilize HHAP funds to benefit individuals and

families experiencing homelessness or at imminent risk of homelessness in communities throughout the Central Valley Region.

Operation Grace and its partners, will work to match the CES priorities by

1. Identifying individuals, especially those that are 55+ seniors and disabled persons that come through the CES system, communicate with CES and use coordinated efforts to rapidly house these individuals and families;
2. Remove any barrier that impedes the rapid placement of participants in housing; and
3. Tracking and documenting the updates our agencies make to internal procedures to align with the local CES priorities.

Operation Grace will integrate all HHAP funded activities within the SBC CoC Coordinated Entry System (CES), as administered by Inland So Call United Way 211+, through a combination of direct system referrals and coordinated cross-referral communications.

Operation Grace currently receives regular referrals from 211 and the CES, both directly and through seeking assistance with light-touch service activities for literally homeless and at-risk households not prioritized for permanent housing interventions through the CES.

The Operation Grace web-based Request for Housing Assistance serves as a “front door” access point to our countywide housing crisis response system providing direct linkage to 211/CES and a broad range of community organizations and government service agencies working in collaboration to help facilitate a wide-range of housing solutions for all consumer households experiencing or at imminent risk of homelessness in San Bernardino County.

All literally homeless households are referred to the CES for screening, assessment, and prioritization for any available permanent housing resources. Literally homeless households screened and assessed by the CES for homeless diversion strategies or light-touch rapid rehousing interventions are referred to the Operation Grace network for connection with a participating service partner for engagement and appropriate service intervention, as available.

Households identified as at imminent risk of homelessness are not currently screened and prioritized through the CES. At risk households identified by 211/CES are encouraged to submit an Operation Grace Housing Request for assistance, screening and connection and engagement with a case manager.

All persons who are unable to fill out the housing request are assisted by a staff member.



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### **K. Homeless Management Information System (HMIS)**

*All projects participating with CES will need to apply to participate with the local HMIS*

Operation Grace Currently participates in HMIS.

### **L. Measurable Outcomes**

*What will be the indicators that the proposed project is successful at resolving homelessness? How will these be measured? Please include the projected number of unduplicated homeless clients/persons to be served during the program administration. If you are proposing a housing related project, provide the projected retention rate.*

The indicators that the proposed project is successful at resolving homelessness are as follows:

1. Individuals and families that achieve and maintain permanent housing stability through homeless prevention and diversion activities.
2. Individuals and families that maintain permanent housing stability through rental assistance and rapid rehousing activities.
3. Individuals 55+ that achieve and maintain permanent housing stability in a shared housing/cooperative living home located in the Central Valley Region.

#### **How will these be measured?**

#### **These indicators will be measured by the following:**

Outcome 1: At least 150 participant households who are at imminent risk of homelessness will achieve and maintain permanent housing stability through homeless prevention and diversion activities.

Measurement 1: Number of participant households assisted with prevention and diversion activities who maintain occupancy in stable permanent housing for at-least 12 months.

Outcome 2: At least 30 participant households who are literally experiencing homelessness will achieve and maintain permanent housing stability through rental assistance and rapid rehousing activities.

Measurement 2: Number of participant households assisted with rental assistance and rapid rehousing activities who maintain occupancy in stable permanent housing for at-least 12 months.

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Outcome 3: At least 30 participants who are experiencing or at imminent risk of homelessness will achieve and maintain permanent housing stability in a shared housing/cooperative living home located in the Central Valley Region.

Measurement 3: Number of participants maintaining occupancy in a new shared housing/cooperative living home established in the Central Valley Region for at-least 12 months.

Outcome 4: At least 30 individuals will receive interim shelter for a period not to exceed 3 months with housing navigation and rapid rehousing assistance.

Measurement 4: Number of participants placed into shelter then permanent housing after an episode of homelessness in the Central Valley.

**Unduplicated persons:** The number of unduplicated persons that we propose to assist during this grant period is 120.

**Retention Rates:** The projected retention rate for this project is 75%.

### **M. Administrative Capacity**

*Describe your agency's/organization's administrative capacity that will allow effective implementation of the proposed project and capacity to submit timely documentation and reports.*

Operation Grace has the capacity to administer various housing programs for homeless individuals and families, and has successfully done so for the past 29 years. Our current administration has been effective in implementing and expanding our current housing programs with HHAP Funding. Our administrative staff oversees all operations and provides reports for the shelter (which currently provides housing for over 40 women and children per year), and our permanent affordable housing project which has provided housing continuously for previously unhoused residents since 1996. We also provide administrative oversight and reports for clients/patients served in collaboration with IEHP and The Pair Team.

Operation Grace has a track record of success with respect to completing and reporting on the following projects:

- In 1996, Operation Grace established a housing program with the mission of “guiding families in crisis to housing solutions” which began as transitional housing with supportive services, food distribution, and community outreach programs. An emergency

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women's shelter was established in 2001. The program is comprehensive and assists families in setting goals and holds them accountable for securing employment,

- establishing bank accounts, saving money, and applying for permanent housing. There is also an experienced team of assessment personnel, case managers, legal counselors, and real estate professionals that have helped to guide clients past their housing barriers to obtain permanent housing since 2011.
- In 2019, Operation Grace joined in partnership with Inland Housing Solutions and the SBC Pathways to Housing Network to secure funding under the Homeless Emergency Aid Program (HEAP), to implement a countywide, cross jurisdictional, seven agency collaborative service delivery initiative. Operation Grace and partners utilized HEAP funding to implement cost-effective, evidence-based, best practice service delivery strategies to help prevent individuals and families from becoming homeless and help divert households at imminent risk of homelessness into stable housing with “light-touch” rapid rehousing interventions. Service activities currently being delivered with HEAP funding include homeless prevention services, eviction prevention strategies, rapid re-housing assistance, bridge motel vouchers, housing navigation, and case management services.
- From July 1, 2019 to June 30, 2020, the HEAP project partners collectively provided direct service assistance to 375 unduplicated households (842 people) from throughout San Bernardino County. During this period, Operation Grace expended approximately \$120,000 in project funds to deliver a range of service activities to 57 unduplicated households (194 people) at an average cost of \$2,048 per household (61% financial assistance, 39% service delivery costs). Our partners served 98 households served by these two agencies, 22 (22.5%) were literally homeless and 76 (77.5%) were at imminent risk of homelessness. Along with case management and housing navigation services delivered as needed for all project participants, service activities provided to the households served included eviction prevention strategies for 58 households, homeless prevention services for 17 households, rapid rehousing assistance for 21 households and bridge motel voucher assistance for 1 household. With The use of HMIS and our intake system we worked to streamline processes in order to work with partners and deliver services to individuals and families to prevent homelessness.
- In 2020, Operation Grace was awarded HHAP Round 1 Funding to serve seniors 55+ in the Central Valley with permanent housing, rapid rehousing, prevention and diversion services. Operation Grace has effectively implemented and reported in compliance with the reporting requirements in addition to exceeding all target goals.

## EXHIBIT A

### San Bernardino City & County Continuum of Care (SBC CoC) 2023 HHAP-3 Regional Project Application Scoring Guidelines

The **Homeless Housing, Assistance, and Prevention Round 3 (HHAP-3) Program** funding provides local jurisdictions with funds to support regional coordination and expand or develop local capacity to address their immediate homelessness challenges informed by a best-practice framework focused on moving homeless individuals and families into permanent housing and supporting the efforts of those individuals and families to maintain their permanent housing.

All HHAP Regional Project Applications will be reviewed by their respective **SBCHP Regional Steering Committee** which will submit their recommendations to the **Interagency Council on Homelessness** for final approval. All project applications will be reviewed and scored by the Regional Steering Committees based on the following:

- The extent to which the proposed project meets the CoC's HHAP-3 Project Application Eligibility threshold.
- The extent to which the proposed project aligns with the Strategies to Achieve Outcome Goals outlined in the CoC HHAP-3 Local Homelessness Action Plan.
- The extent to which the proposed project is for a HHAP-3 eligible use that will expend funds on evidence-based solutions that address and prevent homelessness among eligible populations – persons who are currently experiencing or at imminent risk of homelessness.
- The extent to which the proposed project addresses a priority activity and/or target population.
- The extent to which the proposed project aligns with CoC goals, strategies, and services, both short-term and long-term, to make the experience of homelessness rare, brief, and non-recurring in San Bernardino County.

#### **Housing First Emphasis (Pass or Fail)**

- Does the proposed project conform to California and the CoC's Housing First policy? Yes or No
- Does the applicant organization emphasize housing first practices that include rapid placement and stabilization for housing permanency without service participation requirements or preconditions? Yes or No

#### **A. Addressing Regional Needs & CoC Outcome Goals (30 points)**

- The extent to which the proposed project addresses one or more of the Strategies to Achieve Outcome Goals outlined in the CoC HHAP-3 Local Homelessness Action Plan.
- The extent to which the proposed project addresses an identified Regional priority for eligible use of HHAP-3 funding, if applicable.
- The extent to which the proposed project addresses an identified or otherwise unmet Regional service need.
- The extent to which the Applicant has an existing service presence within the Region.

#### **B. Project Focus (25 points)**

- The extent to which the proposed project is for a HHAP-3 eligible use.
- The extent to which the proposed project helps to expand or develop regional capacity to address immediate homelessness challenges.
- The extent to which the proposed project applies a best-practice framework focused on moving homeless individuals and families into permanent housing and/or supporting the efforts of those individuals and families to maintain their permanent housing.
- The extent to which the proposed project will expend funds on evidence-based solutions that address and prevent homelessness among eligible populations.

**C. Coordination and Collaboration (20 points)**

- The extent to which the proposed project supports regional coordination and collaboration to address immediate homelessness challenges.
- The extent to which the applicant will coordinate the proposed project activities through the CoC coordinated entry system and within the CoC homeless crisis response system structure.
- The extent to which the proposed project involves a multi-agency/entity collaboration.
- The extent to which the applicant leverages funding and resources in collaboration with other agencies/entities.

**D. Experience and Capacity (25 points)**

- The applicant's experience and capacity in providing similar services, the length and type of experience it has working with homeless service populations, the quality of programs/services it provides and the experience level of key staff.
- The applicant's ability and capacity to begin implementation of the proposed project upon HHAP-3 contract execution.
- The extent to which the applicant's proposed project supplements and does not supplant any current program funding.
- The applicant's ability and capacity to document, track and report eligible use of funds and measurable outcomes as required by the state.
- The applicant's proposed budget costs are adequate, efficient, and realistic to complete the project and meet proposed outcomes.

**Exhibit B  
SBC CoC Local Homelessness Action Plan**

CA-609 San Bernardino City & County CoC		
Table 4. Outcome Goals		
<b>Outcome Goal #1a: Reducing the number of persons experiencing homelessness.</b>		
Baseline Data: Annual estimate of number of people accessing services who are experiencing homelessness	Outcome Goals July 1, 2021 - June 30, 2024	
	Decrease/Increase in # of People	Decrease/Increase as % Change from Baseline
8,962	1,930	22%
<b>Outcome Goal #1b: Reducing the number of persons experiencing homelessness on a daily basis</b>		
Baseline Data: Daily Estimate of # of people experiencing unsheltered homelessness	Outcome Goals July 1, 2021 - June 30, 2024	
	Reduction in # of People	Reduction as % Change from Baseline
2,390	234	-10%
<b>Outcome Goal #2: Reducing the number of persons who become homeless for the first time.</b>		
Baseline Data: Annual Estimate of # of people who become homeless for the first time	Outcome Goals July 1, 2021 - June 30, 2024	
	Reduction in # of People	Reduction as % Change from Baseline
4,723	472	-10%
<b>Outcome Goal #3: Increasing the number of people exiting homelessness into permanent housing.</b>		
Baseline Data: Annual Estimate of # of people exiting homelessness into permanent housing	Outcome Goals July 1, 2021 - June 30, 2024	
	Increase in # of People	Increase as % Change from Baseline
3,030	477	16%
<b>Outcome Goal #4: Reducing the length of time persons remain homeless.</b>		
Baseline Data: Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safe haven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing projects	Outcome Goals July 1, 2021 - June 30, 2024	
	Decrease in Average # of Days	Decrease as % Change from Baseline
131	31	-24%
<b>Outcome Goal #5: Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.</b>		
Baseline Data: % of people who return to homelessness after having exited homelessness to permanent housing	Outcome Goals July 1, 2021 - June 30, 2024	
	Decrease in % of People who return to Homelessness	Decrease as % Change from Baseline
8.18%	2%	-24%
<b>Outcome Goal #6: Increasing successful placements from street outreach.</b>		
Baseline Data: Annual # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.	Outcome Goals July 1, 2021 - June 30, 2024	
	Increase in # of People Successfully Placed from Street Outreach	Increase as % of Baseline
239	239	100%

**Exhibit B  
SBC CoC Local Homelessness Action Plan**

CA-609 San Bernardino City & County CoC Table 5 - Strategies to Achieve Outcome Goals
<p><b>1. Facilitate innovative housing solutions</b> focusing on smaller scale projects using alternative typologies (such as tiny homes, accessory dwelling units and shared living environments) and alternative housing production delivery methods (such as prefab manufactured, shipping container and 3-D printed housing units), as well as public-private partnerships and innovative financing, to create new units of permanent supportive and/or service-enriched affordable housing.</p>
<p>➤ <b>At least 300 new units of permanent supportive and/or service-enriched housing will be occupied by June 2024.</b></p>
<p><b>2. Expand funding resources committed to rapid rehousing programs</b> implemented through a coordinated, standardized, systematic approach as outlined in the SBCHP Rapid Re-Housing Program Standards, Practices &amp; Model Guidelines to increase the number of people/households achieving successful exits into permanent housing stability.</p>
<p>➤ <b>The number of households exiting homelessness and achieving permanent housing stability through rapid rehousing activities will increase by 300 households by June 2024.</b></p>
<p><b>3. Expand the pool of CoC system-engaged, year-round shelter beds and interim housing units</b> using a combination of facility-based programs, voucher-based programs and other innovative approaches and focus a greater percentage of resources on successful shelter exits to permanent housing.</p>
<p>➤ <b>At least 200 additional shelter/interim housing beds will be occupied by January 2024.</b></p>
<p><b>4. Establish a coordinated, collaborative, multi-source flexible funding pool</b> along with system-wide standards and practices to facilitate targeted <b>homeless diversion and prevention strategies</b> to reduce the number of people and households that become homeless for the first time by 10% annually.</p>
<p>➤ <b>At least 500 households living housing insecure and/or at-risk of homelessness will be prevented from becoming homeless through systemwide diversion and prevention strategies and practices.</b></p>
<p><b>5. Establish a multi-source flexible funding pool</b> to implement a comprehensive, coordinated, countywide <b>eviction prevention program</b> prioritizing households with income at/or below 80% AMI.</p>
<p>➤ <b>At least 500 households at imminent risk of homelessness will be prevented from becoming homeless through eviction prevention strategies.</b></p>
<p><b>6. Establish a Coordinated Outreach Resources &amp; Engagement (CORE) system</b> to facilitate coordinated and collaborative street outreach activities which shall include the targeting of resources to "high utilizers of safety net services" and other persons experiencing chronic and/or long-term homelessness to provide a concentrated level of services and activities to facilitate successful placements from street outreach leading to permanent housing.</p>
<p>➤ <b>At least 100 high utilizers of safety net services and experiencing chronic homelessness will achieve permanent housing stability by January 2024.</b></p>
<p><b>7. Implement system improvement and capacity building activities</b> to facilitate greater system coordination, collaboration, resource alignment and performance outcomes to include but not limited to comprehensive systemwide workforce development activities, system supports to maintain homeless services &amp; housing delivery system, and commitment to address racial disproportionality and equitable provision of services and outcomes.</p>