

**ATTACHMENT A – COVER PAGE**

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

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Applicant Name: City of Montclair

Address: 5111 Benito Street, Montclair CA 91763

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

Telephone No.: 909-625-9459 FAX No.: 909-399-9751

Email Address: acolunga@cityofmontclair.org

Federal Tax ID: 95-6005731

RFA Contact (Name/Title): Alyssa Colunga, Assistant Human Services Director & Grants Manager

Name of Authorized Representative: Edward C. Starr

Title of Authorized Representative: City Manager

**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 15, 2023

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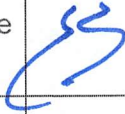
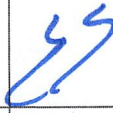
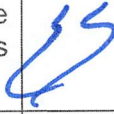
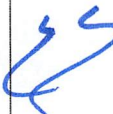
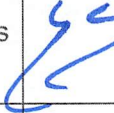
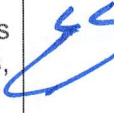
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**ATTACHMENT B  
STATEMENT OF CERTIFICATION**

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

	Statement	Agree (initial)	Disagree with qualification (initial and attach explanation)
1.	The offer made in the Application is firm and binding for nine (9) months from the Deadline for Applications.		
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.		
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.		
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.		
5.	Applicant, if selected will comply with all applicable rules, laws and regulations.		
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.		

## **STATEMENT OF EXPERIENCE AND QUALIFICATIONS**

On April 25, 1956, the City of Montclair, in San Bernardino County, California, was incorporated by the State of California as a general law city and assigned the Federal Identification Number 95-6005731.

The City of Montclair has coordinated efforts with other community-based and government entities in San Bernardino, Riverside and Los Angeles County since 1996. While serving on homeless initiative boards and community collaboratives, the City of Montclair has been involved in efforts to create sustainable long-term housing solutions for people experiencing homelessness or at risk of homelessness for over twenty-seven years.

The City of Montclair does not have any commitments or potential commitments that may impact the City's ability to perform the Contract, if awarded.

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

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

**EXPIRATION**

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

None.	

## PROJECT DESCRIPTION

*A brief synopsis of the Applicant's understanding of the County's needs and how the Applicant plans to meet them. A detailed statement of the proposed Services.*

Despite successful efforts by the City of Montclair (City) to reduce homelessness in the community, the number of homeless people and those vulnerable to homelessness continues to pervade San Bernardino County. Reasons for this increase include the aftereffects of COVID-19, burdened economies, high cost of housing, job losses and reduced income, inflation, increase in co-occurring disorders, including mental illness and substance use, lack of affordable healthcare, limited access to community supports and social services. The City has become a resource hub for homeless populations as surrounding communities are forced to turn their homeless populations away due to a lack of housing and support services. As a result, Montclair is taking on these additional homeless populations from other cities, including the cities of Ontario and Rancho Cucamonga and other nearby communities. Currently, the City estimates more than 60% of the homeless or at-risk of homelessness populations served by the City come from outside communities, while the other 40% of homeless served are from Montclair. In response, the City has expanded its reach to serve more individuals and families experiencing homelessness and/or housing insecurity, including providing more bridge housing, enhanced street outreach and engagement, and robust case management services to ensure that these vulnerable populations do not fall through the cracks. The strategies implemented will follow the Housing First Policy and align with the San Bernardino County 10-year strategy update recommendations for individuals and families who are disproportionately impacted by chronic homelessness, including implementing countywide homeless prevention strategies, enlisting the support of faith-based organizations, developing and executing rapid exit and coordinated entry strategies, expanding street outreach and engagement services, facilitating linkages to social services and support systems, and providing comprehensive case management services that promote clear pathways to permanent housing.

The City seeks \$250,000 in HHAP-3 funding to support its comprehensive Homeless Outreach Program implemented by qualified and culturally competent staff and committed partners and volunteers from the community to assist at least 50 individuals experiencing homelessness or those at risk of homelessness annually through targeted outreach and engagement, rapid or bridge housing, case management, and referral services to reduce and/or prevent homelessness among housing-insecure or households at imminent risk of homelessness due to eviction or other barriers. As a result of these efforts, the City will contribute to achieving the following strategic outcome goals for this project as defined by the Homeless Coordinating and Financial Council (HCFC), including:

**STRATEGIC OUTCOME GOAL 1. At least 50 households living housing insecure and/or at-risk of homelessness will be prevented from becoming homeless through systemwide diversion and prevention strategies, including coordinated outreach and engagement, financial housing assistance, case management, and linkages to community resources and support such as employment services, counseling, and healthcare.**

**Street Outreach:** The City will conduct regular weekly proactive street outreach activities to connect with homeless individuals and families in locations where they are known to congregate, such as parks, shelters, and public spaces, and offer basic needs assistance, such as food, water, hygiene items, and clothing, and provide information about available services and resources., in addition to responding to calls for service from residents, business owners, and the Montclair Police Department regarding homeless-related calls and/or violations. Targeted outreach is conducted by City personnel, with assistance from case managers and outreach workers from local community organizations. The City of Montclair Homeless Outreach team consists of two code enforcement personnel with over 60 years of combined experience working with individuals who are homeless and volunteers from the community with lived homelessness experience.

**Housing Placement:** The Homeless Outreach team will work to place homeless individuals and families to move them quickly into safe, stable housing, including rapid rehousing, bridge housing, transitional, or other temporary solutions. The team may provide financial rental assistance, help them access affordable housing units, work with landlords to secure permanent housing placements, and connect them to other services to help maintain housing stability.

**Case Management:** The Homeless Outreach team is supported by community case managers who are contracted by the City to provide in-depth case management services to homeless or at-risk individuals and families. Case managers connect homeless and/or housing-insecure individuals and families with affordable housing options, including emergency shelters, transitional or bridge housing, and permanent supportive housing. The team will work with underserved individuals and families to develop an individualized service plan that will empower them to achieve their housing and other relevant goals, such as finding employment, accessing healthcare, or enrolling in education or training programs. Case managers may work with clients on a regular basis to provide ongoing support and assistance.

**Benefits Assistance:** The Homeless Outreach team will help homeless individuals and families access government benefits, such as Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), and Medicaid. The team may also help them access other forms of financial assistance, such as emergency rent or utility assistance.

**Mental Health and Substance Abuse Services:** The Homeless Outreach team will help homeless individuals and families access mental health and substance abuse services to address underlying issues that may contribute to their homelessness. They will provide referrals to treatment programs, accompany clients to appointments, and provide ongoing support to help them stay engaged in treatment.

**Job Training and Employment Services:** The team will help homeless individuals and families access job training and employment services to increase their income and help them achieve greater economic stability. This may include resume writing, job search assistance, and connections to local employers.

**Transportation Assistance:** The Homeless Outreach team will provide transportation assistance to help homeless individuals and families access services and resources, including medical appointments, job



interviews, and housing appointments. They also provide client transportation to housing facilities/motels, health and medical appointments, court proceedings, etc.

**Supportive Services:** Case managers will provide a range of supportive services, including mental health screenings and counseling, substance abuse treatment, legal counsel, medical/healthcare, transportation, workforce development, etc., to help clients overcome barriers that prevent them from accessing and maintaining permanent housing. Case managers will refer clients to other community resources and services, such as food and clothing banks, childcare services, etc.

**Advocacy and Legal Services:** Case managers will advocate for their clients to access public benefits, legal services, and other valuable resources to help them maintain permanent housing. The City has teamed up with a legal attorney who may provide mediation or legal services to help tenants resolve disputes with landlords or address other legal issues that could impact their ability to secure and maintain housing.

**Follow-up and Ongoing Support:** Case managers will provide ongoing support to clients, including regular check-ins and assistance with issues that may arise during the housing stabilization process.

The Outreach team operates on the fundamental value of treating every person they encounter with dignity and respect while engaging them in services that will promote a positive transformation. The team meets individuals where they are in the community and customizes services offered based on the needs of the client. In addition to the core team, the City of Montclair Homeless Outreach Program partners with multiple organizations to provide clients with comprehensive housing and support services needed to stay safe and off the streets. Although the City's most recent homeless PIT count revealed that the number of homeless decreased by over 50% from the previous year as a direct result of the City's Homeless Outreach Program, homeless populations coming from other cities demonstrate the need for more outreach and engagement, rapid rehousing solutions, social services coordination, and case management services.

**STRATEGIC OUTCOME GOAL 2. At least 20 households at imminent risk of homelessness will be prevented from becoming homeless through eviction prevention strategies, including legal assistance and mediation services.**

The Homeless Outreach team will provide targeted outreach and engagement and case management and referral services to underserved individuals and families facing imminent risk of becoming homeless due to eviction or other barriers. Services will include those outlined in Strategic Goal 1, as well as placing emphasis on the services that prevent homelessness due to eviction or other barriers, including the provision of supportive services, advocacy and legal services, and follow-up and ongoing support to support long-term housing stability.

**STRATEGIC OUTCOME GOAL 3. At least 4 high utilizers of safety net services and experiencing chronic homelessness will achieve permanent housing stability by January 2024 through rapid re-housing strategies that provide short-term rental assistance, supportive services, case management, and coordinated entry to streamline access to permanent housing.**



In addition to the services provided above, the Homeless Outreach team will utilize a progressive engagement approach through one-on-one contact with chronically homeless individuals to move these super-utilizers to permanent housing, including:

1. Providing comprehensive information on resources available to them as well as case management and referral services.
2. Individuals that accept help will have their information entered into the Coordinated Entry System to identify resources that best fit the individual's needs; and
  - If they are currently homeless:
    - they will be transported directly to various in-house rehabilitation centers, sober living homes, as well as faith-based facilities throughout Los Angeles, San Bernardino, and Riverside County (based on client needs); or
    - the individual will be provided with temporary housing until more permanent housing becomes available.
  - If the individual is at risk of becoming homeless, they will be provided with community resources and temporary housing until more permanent resources become available, including:
    - rental assistance, hotel vouchers, cost of utilities, and/or other emergency needs to allow the individual to remain housed or to obtain permanent housing; and
    - connections to vital resources via our partner organizations.

In addition, to remove barriers to housing, individuals with pending criminal charges and/or warrants for their arrest are represented in court by a private attorney that works closely with the Code Enforcement Unit to dismiss existing criminal charges and/or warrants pending completion of an in-house rehabilitation center or other treatment

## WORK PLAN AND SCHEDULE

### *Summary of management/work plan for this Project. Project schedule*

To achieve the HCFC strategic outcome goals identified in Section D, including preventing **50** households living housing insecure and/or at-risk of homelessness and preventing **20** households at imminent risk from becoming homeless through systemwide diversion, prevention, and/or eviction prevention strategies and moving **4** super utilizers to permanent housing, the City will carry out the following tasks between September 1, 2023 to August 31, 2025:

**Task 1:** By August 31, 2025 the City of Montclair's Outreach Team will coordinate with local partners to conduct ongoing weekly street outreach and targeted equitable engagement to identify and assist at least **200** disproportionately homeless, housing-insecure, and households facing eviction within the City of Montclair and those coming from other nearby cities.

**Task 2:** Upon an initial assessment, the Outreach Team will provide education and information on community support services to at least **30** disproportionately homeless and housing-insecure individuals and families, financial housing assistance to keep individuals/families in their homes, motel vouchers, and coordinated entry and transportation to temporary and/or rapid rehousing facilities for those willing to go. Other assistance may include case management, advocacy and legal representation, and linkages to community resources and support such as employment services, counseling, and healthcare to move participants toward stabilization. This will be completed by August 31, 2025.

**Task 3:** Once stabilized, case managers will provide **25** underserved individuals with ongoing case management and support and provide additional connections to wraparound support services to ensure that at least **6** clients obtain and maintain permanent housing while addressing disparities and socioeconomic barriers that may impede long-term housing stability. This will be completed by August 31, 2025.

**Task 4:** The City will track its program activities and outcome progress, including collecting data on program participation, service utilization, and other essential metrics. Evaluation findings will allow the City to make program improvements and refine program strategies and ensure that program staff are equipped to meet the needs of program participants. This will be completed by August 31, 2025.

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## 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.

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**ATTACHMENT E – BUDGET**

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

**City of Montclair Homeless Assistance Budget**

<b>Line Item</b>	<b>Total</b>
Rental Assistance/Motel Vouchers: assistance provided to families/individuals who are homeless or at risk of homelessness	\$184,500
Case Management: contract services to provide case management to clients who are homeless or at risk of homelessness	\$65,500
<b>Total</b>	<b>\$250,000</b>

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**ATTACHMENT F – RESERVED**

Attachment not required.

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**ATTACHMENT G**

**EMPLOYMENT OF FORMER COUNTY OFFICIALS**

**NAME**

None.



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**ATTACHMENT H – EXCEPTIONS TO RFA**

APPLICANT NAME City of Montclair

ADDRESS 5111 Benito Street, Montclair CA 91763

TELEPHONE # 909-625-9459 FAX # 909-399-9751

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.)

No exceptions.

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**ATTACHMENT I – PUBLIC RECORDS ACT EXEMPTIONS**

APPLICANT NAME City of Montclair

ADDRESS 5111 Benito Street, Montclair CA 91763

TELEPHONE # 909-625-9459 FAX # 909-399-9751

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.**

No exemptions.

**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>Aon Risk Insurance Services West</u>			<u>5/10/2023</u>	
Insurance Broker / Agency Name			Date	
<u>Devin A Dye</u>			<u>DAD</u>	
Insurance Broker’s / Agent’s Name (Printed)			Insurance Broker’s / Agent’s Name (signature)	
<u>707 Wilshire Blvd, Suite 2600</u>	<u>Los Angeles</u>	<u>CA</u>	<u>90017</u>	
Address	City	State	Zip Code	
_____			<u>devin.dye@aon.com</u>	
Telephone Number	FAX Number	Email Address		

_____	_____
Applicant’s Name	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>CIPA</u>	<u>CIPA</u>
Commercial General Liability	Automobile Liability
<u>CIPA</u>	<u>CIPA</u>
Workers’ Compensation Liability	Professional Liability
<u>CIPA</u>	<u>CIPA</u>
Cyber Liability	Pollution Liability
<u>CIPA</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)).*

**Attachment K- HHAP 3 Project Application**

<b>A.</b>	<b>Application Information</b>
1.	<b>Name of Applicant:</b> City of Montclair
2.	<b>Applicant's Legal Name:</b> City of Montclair
3.	<b>Address:</b> 5111 Benito Street <b>City:</b> Montclair <b>State:</b> CA <b>Zip:</b> 91763
4.	<b>Mailing Address (if different than above):</b> <b>City:</b> <b>State:</b> <b>Zip:</b>
5.	<b>Contact Person:</b> Alyssa Colunga
6.	<b>Title:</b> Assistant Director of Human Services & Grants Manager
7.	<b>Contact Phone:</b> 909-625-9459
8.	<b>Contact Email:</b> acolunga@cityofmontclair.org
<b>B.</b>	<b>Applicant Statement of Experience and Qualifications</b>
1.	<i>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.</i> On April 25, 1956, the City of Montclair, in San Bernardino County, California, was incorporated by the State of California as a general law city and assigned FEIN 95-6005731.
2.	<i>Number of years the Applicant has been in business under the present business name, as well as related prior business names.</i> 67 years
3.	<i>Do you have any commitments or potential commitments that may impact your ability to perform the Contract if awarded?</i> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>C.</b>	<b>Regions/Strategies to Achieve Outcome Goals</b>
<b>1.</b>	<b>Regional or Countywide Youth Serving Project</b>
	<i>Indicate the SBC CoC Region in which the proposed project service activities will be provided:</i> <input type="checkbox"/> Central Valley Region <input type="checkbox"/> Desert Region <input type="checkbox"/> East Valley Region <input type="checkbox"/> Mountain Region <input checked="" type="checkbox"/> West Valley Region <input type="checkbox"/> Services specifically for Homeless Youth
<b>2.</b>	<b>Strategies to Achieve Outcome Goals</b>
	<i>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).</i> <b>Applicants for the Central Valley, Desert, East Valley, and West Valley Regions may select from the following strategies:</b> <input type="checkbox"/> At least 300 new units of permanent supportive and/or service-enriched housing will be occupied by June 2024. <input type="checkbox"/> At least 300 additional households will exit homelessness and achieve permanent housing stability through rapid rehousing activities. <input type="checkbox"/> At least 200 additional shelter/interim housing beds will be occupied by January 2024. <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. <input checked="" type="checkbox"/> At least 500 households at imminent risk of homelessness will be prevented from becoming homeless through eviction prevention strategies.

	<input checked="" type="checkbox"/> At least 100 high utilizers of safety net services and experiencing chronic homelessness will achieve permanent housing stability by January 2024.
<b>D.</b>	<b>Project Description</b>
	<b>Project Name:</b> City of Montclair Homeless Outreach Program
	<p><i>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.</i></p> <p>Despite successful efforts by the City of Montclair (City) to reduce homelessness in the community, the number of homeless people and those vulnerable to homelessness continues to pervade San Bernardino County. Reasons for this increase include the aftereffects of COVID-19, burdened economies, high cost of housing, job losses and reduced income, inflation, increase in co-occurring disorders, including mental illness and substance use, lack of affordable healthcare, limited access to community supports and social services. The City has become a resource hub for homeless populations as surrounding communities are forced to turn their homeless populations away due to a lack of housing and support services. As a result, Montclair is taking on these additional homeless populations from other cities, including the cities of Ontario, Upland, and Rancho Cucamonga and other nearby communities. Currently, the City estimates more than 60% of the homeless or at-risk of homelessness populations served by the City come from outside communities, while the other 40% of homeless served are from Montclair. In response, the City has expanded its reach to serve more individuals and families experiencing homelessness and/or housing insecurity, including providing more bridge housing, enhanced street outreach and engagement, and robust case management services to ensure that these vulnerable populations do not fall through the cracks. The strategies implemented will follow the Housing First Policy and align with the San Bernardino County 10-year strategy update recommendations for individuals and families who are disproportionately impacted by chronic homelessness, including implementing countywide homeless prevention strategies, enlisting the support of community based organizations, developing and executing rapid exit and coordinated entry strategies, expanding street outreach and engagement services, facilitating linkages to social services and support systems, and providing comprehensive case management services that promote clear pathways to permanent housing.</p> <p>The City seeks \$250,000 in HHAP-3 funding to support its comprehensive Homeless Outreach Program implemented by qualified and culturally competent staff and committed partners and volunteers from the community to <b>annually</b> assist at least <b>50</b> individuals experiencing homelessness or those at risk of homelessness through targeted outreach and engagement, rapid or bridge housing, case management, and referral services to reduce and/or prevent homelessness among housing-insecure or households at imminent risk of homelessness due to eviction or other barriers. As a result of these efforts, the City will contribute to achieving the following strategic outcome goals for this project as defined by the Homeless Coordinating and Financial Council (HCFC), including:</p> <p><b>STRATEGIC OUTCOME GOAL 1. At least 50 households living housing insecure and/or at-risk of homelessness will be prevented from becoming homeless through systemwide diversion and prevention strategies, including coordinated outreach and engagement, financial housing assistance, case management, and linkages to community resources and support such as employment services, counseling, and healthcare.</b></p> <p><b>Street Outreach:</b> The City will conduct regular weekly proactive street outreach activities to connect with homeless individuals and families in locations where they are known to congregate, such as parks, shelters, and public spaces, and offer basic needs assistance, such as food, water, hygiene items, and clothing, and provide information about available services and resources., in</p>

addition to responding to calls for service from residents, business owners, and the Montclair Police Department regarding homeless-related calls and/or violations. Targeted outreach is conducted by City personnel, with assistance from case managers and outreach workers from local community organizations. The City of Montclair Homeless Outreach team consists of two code enforcement personnel with over 60 years of combined experience working with individuals who are homeless and volunteers from the community with lived homelessness experience.

**Housing Placement:** The Homeless Outreach team will work to place homeless individuals and families to move them quickly into safe, stable housing, including rapid rehousing, bridge housing, transitional, or other temporary solutions. The team may provide financial rental assistance, help them access affordable housing units, work with landlords to secure permanent housing placements, and connect them to other services to help maintain housing stability.

**Case Management:** The Homeless Outreach team is supported by community case managers who are contracted by the City to provide in-depth case management services to homeless or at-risk individuals and families. Case managers connect homeless and/or housing-insecure individuals and families with affordable housing options, including emergency shelters, transitional or bridge housing, and permanent supportive housing. The team will work with underserved individuals and families to develop an individualized service plan that will empower them to achieve their housing and other relevant goals, such as finding employment, accessing healthcare, or enrolling in education or training programs. Case managers may work with clients on a regular basis to provide ongoing support and assistance.

**Benefits Assistance:** The Homeless Outreach team will help homeless individuals and families access government benefits, such as Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), and Medicaid. The team may also help them access other forms of financial assistance, such as emergency rent or utility assistance.

**Mental Health and Substance Abuse Services:** The Homeless Outreach team will help homeless individuals and families access mental health and substance abuse services to address underlying issues that may contribute to their homelessness. They will provide referrals to treatment programs, accompany clients to appointments, and provide ongoing support to help them stay engaged in treatment.

**Job Training and Employment Services:** The team will help homeless individuals and families access job training and employment services to increase their income and help them achieve greater economic stability. This may include resume writing, job search assistance, and connections to local employers.

**Transportation Assistance:** The Homeless Outreach team will provide transportation assistance to help homeless individuals and families access services and resources, including medical appointments, job interviews, and housing appointments. They also provide client transportation to housing facilities/motels, health and medical appointments, court proceedings, etc.

**Supportive Services:** Case managers will provide a range of supportive services, including mental health screenings and counseling, substance abuse treatment, legal counsel, medical/healthcare, transportation, workforce development, etc., to help clients overcome barriers that prevent them from accessing and maintaining permanent housing. Case managers will refer clients to other community resources and services, such as food and clothing banks, childcare services, etc.

**Advocacy and Legal Services:** Case managers will advocate for their clients to access public benefits, legal services, and other valuable resources to help them maintain permanent housing. The City has teamed up with a legal attorney who may provide mediation or legal services to help tenants resolve disputes with landlords or address other legal issues that could impact their ability to secure and maintain housing.

**Follow-up and Ongoing Support:** Case managers will provide ongoing support to clients, including regular check-ins and assistance with issues that may arise during the housing stabilization process.

The Outreach team operates on the fundamental value of treating every person they encounter with dignity and respect while engaging them in services that will promote a positive transformation. The team meets individuals where they are in the community and customizes services offered based on the needs of the client. In addition to the core team, the City of Montclair Homeless Outreach Program partners with multiple organizations to provide clients with comprehensive housing and support services needed to stay safe and off the streets. Although the City's most recent homeless Point-in-time count revealed that the number of homeless decreased by over 50% from the previous year as a direct result of the City's Homeless Outreach Program, homeless populations coming from other cities demonstrate the need for more outreach and engagement, rapid rehousing solutions, social services coordination, and case management services.

**STRATEGIC OUTCOME GOAL 2. At least 20 households at imminent risk of homelessness will be prevented from becoming homeless through eviction prevention strategies, including legal assistance and mediation services.**

The Homeless Outreach team will provide targeted outreach and engagement and case management and referral services to underserved individuals and families facing imminent risk of becoming homeless due to eviction or other barriers. Services will include those outlined in Strategic Goal 1, as well as placing emphasis on the services that prevent homelessness due to eviction or other barriers, including the provision of supportive services, advocacy and legal services, and follow-up and ongoing support to support long-term housing stability.

**STRATEGIC OUTCOME GOAL 3. At least 4 high utilizers of safety net services and experiencing chronic homelessness will achieve permanent housing stability by January 2024 through rapid re-housing strategies that provide short-term rental assistance, supportive services, case management, and coordinated entry to streamline access to permanent housing.**

In addition to the services provided above, the Homeless Outreach team will utilize a progressive engagement approach through one-on-one contact with chronically homeless individuals to move these super-utilizers to permanent housing, including:

1. Providing comprehensive information on resources available to them as well as case management and referral services.
2. Individuals that accept help will have their information entered into the Coordinated Entry System to identify resources that best fit the individual's needs; and
  - If they are currently homeless:
    - they will be transported directly to various in-house rehabilitation centers, sober living homes, as well as faith-based facilities throughout Los Angeles, San Bernardino, and Riverside County (based on client needs); or
    - the individual will be provided with temporary housing until more permanent housing becomes available.
  - If the individual is at risk of becoming homeless, they will be provided with community resources and temporary housing until more permanent resources become available, including:
    - rental assistance, hotel vouchers, cost of utilities, and/or other emergency needs to allow the individual to remain housed or to obtain permanent housing; and
    - connections to vital resources via our partner organizations.



	<p>3. In addition, to remove barriers to housing, individuals with pending criminal charges and/or warrants for their arrest are represented in court by a private attorney that works closely with the Code Enforcement Unit to dismiss existing criminal charges and/or warrants pending completion of an in-house rehabilitation center or other treatment.</p>
<p><b>E.</b></p>	<p><b>Work Plan and Schedule/Project Readiness</b></p> <p><i>Provide a summary of the work plan for this project and the project schedule.</i></p> <p><b>WORK PLAN/SCHEDULE</b></p> <p>To achieve the HCFC strategic outcome goals identified in Section D, including preventing <b>50</b> households living housing insecure and/or at-risk of homelessness and preventing <b>20</b> households at imminent risk from becoming homeless through systemwide diversion, prevention, and/or eviction prevention strategies and moving <b>4</b> super utilizers to permanent housing, the City will carry out the following tasks between September 1, 2023 to August 31, 2025:</p> <p><b>Task 1:</b> The City of Montclair’s Outreach Team will coordinate with local partners to conduct ongoing weekly street outreach and targeted equitable engagement to identify and assist at least <b>200</b> disproportionately homeless, housing-insecure, and households facing eviction within the City of Montclair and those coming from other nearby cities.</p> <p><b>Task 2:</b> Upon an initial assessment, the Outreach Team will provide education and information on community support services to at least <b>30</b> disproportionately homeless and housing-insecure individuals and families, financial housing assistance to keep individuals/families in their homes, motel vouchers, and coordinated entry and transportation to temporary and/or rapid rehousing facilities for those willing to go. Other assistance may include case management, advocacy and legal representation, and linkages to community resources and support such as employment services, counseling, and healthcare to move participants toward stabilization.</p> <p><b>Task 3:</b> Once stabilized, case managers will provide <b>25</b> underserved individuals with ongoing case management and support and provide additional connections to wraparound support services to ensure that at least <b>6</b> clients obtain and maintain permanent housing while addressing disparities and socioeconomic barriers that may impede long-term housing stability.</p> <p><b>Task 4:</b> The City will track its program activities and outcome progress, including collecting data on program participation, service utilization, and other essential metrics. Evaluation findings will allow the City to make program improvements and refine program strategies and ensure that program staff are equipped to meet the needs of program participants.</p> <p><b>PROJECT READINESS</b></p> <p>The City of Montclair Homeless Outreach Program has been in operation for <b>27</b> years and will continue to provide services and support to reduce homelessness and housing insecurity among underserved and disenfranchised individuals and families.</p> <p><b>Established Goals and Objectives:</b> The City has established concrete goals and objectives that provide clear direction for addressing and reducing homelessness. The City’s program design is built on evidence-based practices that align with the City’s and HCFC’s homeless prevention and intervention strategies.</p> <p><b>Partnerships with Relevant Organizations:</b> The City has well-established partnerships with local nonprofits, faith-based organizations, and community agencies that provide essential support to the City’s homeless outreach efforts.</p> <p><b>Staffing and Training:</b> The City possesses highly trained and qualified staff and personnel experienced with engaging homeless individuals in a respectful and empathetic manner to provide effective outreach and support services.</p> <p><b>Resource Allocation:</b> The City continues to make allocating resources for the homeless population a priority. This includes providing adequate transportation, supplies, and communication and tracking tools to outreach workers.</p>

	<p><b>Data Collection and Evaluation:</b> The City has established an effective system for collecting and evaluating data on program outcomes, including the number of individuals served, the types of services provided, and the impact of those services on homelessness in the community.</p> <p><b>Community Engagement:</b> Homelessness is a complex issue that affects the entire community. Engaging with community members, including homeless individuals, service providers, and other stakeholders, helps ensure that the program addresses the needs of the community and homeless or at-risk populations and is supported by community members.</p>
<b>F.</b>	<b>Long Term Results</b>
	<p><i>Specify the long-term results and how they will be produced through implementation of the project.</i></p> <p>Targeted outreach and equitable engagement, rapid rehousing activities and case management services will be conducted through a progressive and holistic engagement approach to ensure those who are underserved and currently homeless or at risk of homelessness are able to be housed, keep their housing, and/or obtain permanent housing, as well as community support and wraparound services that address existing barriers to permanent housing. As a result, individuals and families that take advantage of these essential services can expect the following long-term results, in addition to establishing and maintaining permanent housing:</p> <p><b>Improved Health Outcomes:</b> Homelessness and housing insecurity are associated with a range of negative health outcomes, including chronic illnesses, mental health issues, and substance abuse. Permanent housing will help clients improve health outcomes by providing a safe and secure environment and improving access to healthcare.</p> <p><b>Increased Economic Stability:</b> Permanent housing placement will provide a foundation for economic stability by allowing individuals and families to focus on employment and education, leading to increased income and financial security.</p> <p><b>Improved Social Connections:</b> Homelessness can be an isolating experience, with limited opportunities for social interaction. Permanent housing will provide clients with opportunities to build social connections, which can enhance overall well-being.</p> <p><b>Reduced Reliance on Emergency Services:</b> Homeless individuals often rely on emergency services such as emergency rooms and shelters for their basic needs. Permanent housing will reduce the need for these services, freeing up resources for other individuals and needy families.</p> <p><b>Improved Community Safety:</b> Homelessness contributes to community safety concerns, particularly when individuals are forced to live in public spaces. Permanent housing will improve community safety by providing a safe and secure environment for individuals and families.</p> <p><b>Reduced Costs to Society:</b> Homelessness creates hidden costs to the City and its taxpayers, as it often requires emergency services and social services to address related issues. Stable housing will help eliminate these costs by reducing the need for emergency services and other costly interventions.</p>
<b>G.</b>	<b>Project Sustainability</b>
	<p><i>Explain how the project will 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.</i></p> <p>The City of Montclair’s homeless outreach efforts has been possible for many years because of the strong partnerships it has with many community organizations and the strong commitment of the City to assist those that are homeless or at risk of homelessness. Services will be enhanced and expanded because of funding provided through HHAP. Services will continue after the funding is exhausted; however, the level of assistance provided may decrease if additional funding is not received. To ensure the continuation of the Homeless Outreach Program after one-time funding, the City will carry out the following efforts:</p>

	<p><b>Leveraging Partnerships:</b> The project will continue to pull from the strengths of the City by collaborating with local organizations such as non-profits, faith-based groups, and community-based organizations to extend its outreach efforts. Most of these organizations have well-established programs and resources that can be utilized to support the project's ongoing efforts.</p> <p><b>Grantsmanship:</b> The City of Montclair will apply for additional assistance funding throughout the contract period to continue aiding those that are homeless or at risk of homelessness, including grants from foundations and government agencies that fund homeless services. By securing multiple grants, the project will continue to operate even after one-time funding has expired.</p> <p><b>Utilizing City Funds:</b> The City of Montclair may allocate a portion of its budget towards the project's ongoing operations.</p> <p><b>Engaging Local Businesses:</b> The City will engage local businesses to provide financial and in-kind donations such as supplies, food, and clothing for the homeless. This can help the project to stretch its resources and reduce its operational costs.</p> <p><b>Building a Network of Volunteers:</b> The project will continue to recruit and train volunteers to help with outreach efforts, fundraising, and other support activities. This can help to reduce staffing costs and increase community involvement.</p> <p><b>Investing in Cost-effective Solutions:</b> The City of Montclair will continue to invest in cost-effective solutions such as permanent supportive housing, which can reduce the overall costs of providing services to the homeless population. This can help to sustain the project's efforts in the long run.</p>
<p><b>H.</b></p>	<p><b>Collaboration</b></p> <p><i>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?</i></p> <p>Collaboration between the City and faith-based and community organizations bring forth a wide range of resources, including funding, vital services, expertise, and social cohesion to serve homeless and housing-insecure individuals and families better. These collaborative efforts are essential to ensuring that clients receive the support they need to obtain and maintain permanent housing. Most often, it is these grassroots organizations that possess a deep understanding of the local community and the specific challenges facing homeless and housing-insecure people. By working with these organizations, the City can tap into this local knowledge and experience to develop effective strategies and solutions to a very complex issue.</p> <p>The City of Montclair will partner with the City of Ontario. Through their application for HHAP-3 funding the City of Ontario will establish a regional Rapid Rehousing program serving 9 households (approximately 27 people) from the West Valley of San Bernardino County. The project will serve as a catalyst for regional cooperation and coordination as it complements the City of Montclair's request for HHAP-3 funding. Focusing on the County's ongoing need to assist newly homeless families and individuals, the Ontario Rapid Rehousing will use the County's Coordinated Entry System to prioritize households that became homeless within the last twelve months, and among them, households with children with disabilities. The program will offer wrap-around services, and leverage additional support through programming offered by the Ontario Community Life &amp; Culture Agency.</p> <p>The City of Montclair uses a holistic approach to reaching homeless or at-risk populations through a vast network of community partners, including but not limited to:</p> <ul style="list-style-type: none"> <li>▪ <b>Charter Oak:</b> Provides in-patient drug and alcohol rehabilitation treatment.</li> <li>▪ <b>Christian Development Center:</b> Provides case management services.</li> </ul>

- **City of Montclair Medical Clinic:** Immunization and lice removal clinic in addition to general health care.
- **Community Crisis Response Team:** Provides urgent mental health services to those in crisis, including mental health assessments, case management, relapse prevention, intensive follow-up services, and on-site crisis intervention.
- **Crisis Walk-In Clinic:** Provides urgent mental health services to those in crisis, including assessment, psychiatric diagnoses, and prescriptions.
- **Eagle Wings:** Domestic violence shelter and support services.
- **Health Service Alliance:** Provides health and behavioral health services.
- **Heaven's Gate:** Women's drug and alcohol rehabilitation home.
- **House of Miracles:** Men's home drug and alcohol rehabilitation center.
- **Inland Empire Health Plan:** Provides various homeless services programs.
- **Ontario-Montclair School District:** Provides case management services to youth at risk of homelessness.
- **Prototypes:** Provides women with children in-house drug alcohol rehabilitation services.
- **Resolve Recovery:** Provides in-patient drug and alcohol rehabilitation treatment.
- **Salvation Army:** Provides in-house rehabilitation services and a work program. In addition, clients may be referred to the following: food and clothing depending on availability for low-income families, free hot meals, AA meetings, afterschool tutoring, and Music Academy.
- **Set-Free Ministry:** Conducts street outreach and provides transportation, navigation, housing, rehabilitation, and education.
- **Time for Change Foundation:** Offers housing programs and rehabilitation centers.
- **Victory Outreach:** Men's and Women's homes, drug and alcohol rehabilitation center.

The City of Montclair also refers clients to the following resources:

- **Abundant Living Family Church:** This outreach center provides food, clothing, and monthly distribution of hygiene products to the homeless and low-income individuals and families in the community.
- **Catholic Charities:** Provides both perishable and non-perishable food, as well as vouchers to a local grocery store (when funding is available). In addition, provides housing stability recourses, homeless prevention, and rapid re-housing (move-in rental and utility assistance and motel vouchers).
- **House of Ruth:** Advocates for and assists women and children victimized by domestic violence. Services include an emergency safe shelter with 24-hour staffing, a long-term transitional shelter, case management, support groups, empowerment, and educational groups, individual counseling, children's programs, and other supportive services.
- **Inland Counties Legal Services and Tenant Housing Hot Line:** Offer low-income people and senior citizens legal assistance with legal wills, Power of Attorney, evictions, small estates, cash aid, SSI, food stamps, and community legal education presentations.
- **Inland Valley Drug & Alcohol Recovery Services:** Provides a full range of assessments and treatment services for substance abuse patients and their families.
- **Isaiah's Rock:** Provides food for families who need emergency food assistance.
- **Mercy House:** Provides motel vouchers, food vouchers, bus passes, hygiene kits, and other referrals (depending on funding).
- **OMSD Parent Education Center:** Provides parenting classes.
- **Pathways:** Provides homeless housing services.
- **Project Sister:** Provides crisis intervention services to reduce the trauma of sexual assault or abuse by providing immediate crisis intervention through a 24-hour hotline,

	<p>accompaniment to hospitals, police, district attorney, or court, referrals, and advocacy for survivors and their families. The counseling program provides short and long-term one-on-one counseling to survivors of sexual assault, abuse, and harassment and their nonoffending family members. Groups are offered for teen survivors, adult rape survivors, adults molested as children, non-offending parents, and significant others of sexual assault survivors.</p> <ul style="list-style-type: none"> <li>▪ <b><u>San Bernardino County Department of Behavioral Health-Upland Community Counseling:</u></b> Provides outpatient services and behavioral health screenings, help with medication, and other support services, including counseling, group therapy, dual diagnosis, or vocational services.</li> <li>▪ <b><u>San Bernardino County HOPE Team:</u></b> Provides referrals for homeless services.</li> <li>▪ <b><u>San Bernardino County Mental Health Services and Walk-in Clinic</u></b></li> <li>▪ <b><u>South Coast Community Services:</u></b> Provides intensive community-based services to children and youth who are experiencing moderate to severe mental health issues.</li> <li>▪ <b><u>TriCity Mental Health:</u></b> Provides mental health services and housing.</li> </ul> <p>The City will coordinate services with its established partners to ensure that services and resources are delivered successfully and efficiently while helping avoid duplication of services, reducing gaps in services, and ensuring that clients receive the help they need. In addition, the City’s collaborative efforts will help build stronger relationships in the community while fostering trust and a sense of ownership and responsibility for creating new and innovative solutions that help eliminate homelessness. Lastly, the City and its partners will work together to address the root causes of homelessness and housing insecurity, including advocating for policy reform, identifying new funding channels, and other systemic solutions that will have a broader impact on reducing homelessness and housing insecurity in Montclair and surrounding communities.</p>
<b>I.</b>	<b>California’s Housing First Policy</b>
	<input checked="" type="checkbox"/> <i>Check box to indicate the proposed project will conform with California’s Housing First Policy.</i>
<b>J.</b>	<b>Coordinated Entry System (CES)</b>
	<p><i>HHAP-3 funded projects are to be integrated within the local CES. Describe the project’s prioritization criteria.</i></p> <p>This project’s prioritization criteria include the following:</p> <ul style="list-style-type: none"> <li>▪ If an individual or family is currently homeless.</li> <li>▪ Priority is given to Montclair residents, and then residents of the West Valley region of San Bernardino County but services are available to anyone within the County.</li> <li>▪ Individuals with prior and/or verifiable contacts with local law enforcement agencies.</li> <li>▪ Individuals cannot be currently receiving financial aid or other forms of governmental assistance from counties outside of San Bernardino.</li> <li>▪ Individuals must sign a “Client Consent and Information Release Form.”</li> <li>▪ Qualifying persons seeking assistance must agree to participate in active case management.</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>▪ If an individual or family will imminently lose their primary nighttime residence, provided that: <ul style="list-style-type: none"> <li>○ They are from Montclair, then the West Valley region of San Bernardino County but the City will service anyone from within the County.</li> <li>○ The primary nighttime residence will be lost within 14 days of the date of application for homeless assistance; no subsequent residence has been identified; and the individual or family lacks the resources or support networks</li> </ul> </li> </ul>

	<p>(e.g., family, friends, faith-based, or other social networks) needed to obtain other permanent housing.</p> <ul style="list-style-type: none"> <li>○ Cannot be currently receiving financial aid or other forms of governmental assistance from counties outside of San Bernardino.</li> <li>○ Qualifying persons seeking assistance must sign a “Client Consent and Information Release Form.”</li> <li>○ Qualifying persons seeking assistance must agree to participate in active case management.</li> </ul> <p>Exceptions to the above-noted guidelines are as follows:</p> <ul style="list-style-type: none"> <li>▪ Any persons fleeing domestic violence.</li> <li>▪ Any person 24 years or younger.</li> <li>▪ Any adult in legal possession of a minor child providing proof of homelessness and/or verified homeless by the contacting agency.</li> </ul>
<b>K.</b>	<b>Homeless Management Information System (HMIS)</b>
	<p><i>All project participating with CES will need to apply to participate with the local HMIS.</i></p> <p><input checked="" type="checkbox"/> Currently participating in HMIS?      <input checked="" type="checkbox"/> Agrees to participate in HMIS?</p>
<b>L.</b>	<b>Measurable Outcomes</b>
	<p><i>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.</i></p> <p>The City of Montclair will carry out the following objectives to help reduce homelessness:</p> <ol style="list-style-type: none"> <li>1. The City will refer at least <b>220</b> unduplicated individuals annually to community resources and wraparound services via proactive homeless street outreach and targeted engagement leading to permanent supportive and service-enriched housing.</li> <li>2. The City will house at least <b>8</b> unduplicated individuals/families identified as super-utilizers annually via rapid rehousing efforts, including motel vouchers, rental assistance, and other safety net services (e.g., emergency or DV shelters, food assistance, health care, legal services, and employment services) to those at risk of homelessness due to eviction leading to permanent housing stability.</li> <li>3. The City and case managers will provide case management services to at least <b>30</b> unduplicated individuals and families annually who are experiencing homelessness or are housing-insecure, ensuring they have access to community support and wraparound services that will lead to long-term stability and permanent housing. These services will include rapid rehousing strategies using a Housing First approach that prioritizes immediate access to permanent housing without stipulations or conditions.</li> <li>4. The City will refer at least <b>220</b> unduplicated homeless individuals annually to shelters or interim housing beds because of its street outreach efforts.</li> <li>5. Through its new homeless computer software tracking system, outreach efforts, education, and community awareness campaigns, the City will assist at least <b>50</b> unduplicated housing-insecure households annually through prevention strategies via the City’s partnerships that work to avert housing loss.</li> </ol> <p>The City will help prevent and reduce the number of individuals and families experiencing homelessness, housing insecurity, or eviction by achieving the following program goals and outcomes based on the Department of Housing and Urban Development’s performance measures by August 31, 2025:</p> <p><b>Goal 1:</b> Reduce the number of persons experiencing homelessness.</p>

**Outcome:** 5% of individuals who receive homeless outreach, case management, and rapid rehousing services will exit homelessness within **14** days of receiving services.

**Goal 2:** Reduce the number of persons who become homeless for the first time.

**Outcome:** 25% of individuals identified as at-risk, housing insecure, or facing eviction through the City's outreach and targeted engagement who receive housing financial assistance, rapid rehousing, legal assistance, case management services, and are connected to community resources and support services will avoid becoming homeless.

**Goal 3:** Increase the number of people exiting homelessness into permanent housing.

**Outcome:** 25% of individuals identified as homeless who receive rapid re-housing, short-term rental assistance, supportive services, case management, and coordinated entry services will move into permanent housing within **60** days.

**Goal 4:** Reduce the length of time individuals experience homelessness.

**Outcome:** Through coordinated outreach, engagement, and homeless prevention strategies, the City will reduce the number of homeless days by **25%** for those who receive services.

**Goal 5:** Reduce the number of individuals returning to homelessness after exiting homelessness to permanent housing.

**Outcome:** 80% of individuals who receive homeless outreach, engagement, case management, and rapid rehousing services will remain in permanent housing for at least one year after exiting homelessness.

**Goal 6:** Increase successful placements from street outreach.

**Outcome:** 22% of individuals who receive homeless outreach, engagement, case management, and rapid rehousing services will be successfully placed in temporary, bridge, or permanent housing.

**Goal 7:** Implement Homeless Management Information System trackable data goals related to the HCFC strategic outcome goals as they apply to underserved populations and populations disproportionately impacted by homelessness.

**Outcome:** 25% of individuals who receive homeless outreach, case management, and rapid rehousing services will come from underserved populations that have been disproportionately impacted by homelessness, including those living in poverty, minorities, and other disenfranchised communities.

The City of Montclair's Homeless Outreach Program will rely on quantitative and qualitative data to evaluate and measure program success, including the following metrics:

1. The number of homeless individuals and households encountered and referred to community resources and support services.
2. The number of housing-insecure individuals and households encountered and referred to community resources and support services.
3. The number of individuals/households who receive motel vouchers, rental/utility assistance, other forms of monetary support, and the amounts.
4. The number of referrals made to partner organizations, including shelters, behavioral centers, etc., and the number of transports to such facilities.
5. The number of homeless and housing insecure individuals and households who receive comprehensive case management services, including legal assistance.
6. Demographic data, including socioeconomic, health, and other information that may contribute to disparities and/or barriers that keep people from accessing and maintaining stable housing.
7. Through its client engagement via street outreach and case management services, the City will glean useful feedback directly from clients who receive services and support. This will be



	<p>a critical tool in improving programs and services while giving clients the chance to express what worked for them and what didn't.</p> <p>8. The City will rely on case management services to identify and track clients who recidivate and reasons why to identify gaps in services.</p> <p>The City of Montclair has implemented a new homeless computer software tracking system that will allow the team to gather critical data points to strengthen its data quality and help improve program implementation, efficiency, and outcomes. The system will provide the following:</p> <ol style="list-style-type: none"> <li>1. Identification of individuals lacking proper identification through facial recognition technology.</li> <li>2. A database of photographs, date of birth, and other identifying factors of homeless individuals contacted by the City's Special Operations Unit.</li> <li>3. Prior contact information on individuals as well as the contact location.</li> <li>4. Officer safety alerts, including, but not limited to, subjects known to carry weapons, needles, and other hazardous and/or illegal items, as well as alerts regarding behavioral issues such as aggressive and erratic behavior/assaults on peace officers, etc.</li> <li>5. Notification of prior service referrals as well as referral outcomes, and prior contacts with law enforcement agencies as well as citation/arrest information for various charges.</li> <li>6. Notification of registered sex offenders.</li> <li>7. Information regarding an individual's parole or probation status as well as contact information for the subject's parole or probation officer.</li> <li>8. Contact information for the subject's social worker, therapist, and other professional contacts and/or service providers.</li> <li>9. Contact information for the subject's family, friends, and legal guardian.</li> <li>10. Information on an individual's housing history, including, but not limited to, temporary and/or permanent housing, as well as attendance in in-house programs and rehabilitation facilities.</li> <li>11. Paramedics and Mental Health Professionals' documentation of on-scene medical and/or psychological evaluations and recommendations.</li> <li>12. The ability for officers, case managers, mental health professionals, and other approved agencies within the network to send and receive referral information via email or directly through the program.</li> <li>13. The ability to track in real-time the number of available beds in shelters, rehabilitation centers, mental health facilities, and other agencies and organizations within the Service Provider Network, as well as various stats and statistics, including, but not limited to, individuals contacted, served, and housed, number and location of contacts, services and treatment provided, facilities entered, length of stay, relapse rates, recidivism rates of individuals, and other necessary statistics needed for grant applications and reporting, and presentations.</li> </ol>
<b>M.</b>	<p><b>Administrative Capacity</b></p> <p><i>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.</i></p> <p>The City of Montclair's Homeless Outreach Program is led by two professionals with over 60 years of combined experience. Gabe Fondario is the lead street outreach team member who has worked in the Montclair community for over 30 years. He is a recognized and trusted provider within the County, serving as a board member of the Interagency Council on Homelessness. Gabe's extremely impressive resume includes graduating at the top of his class in the Sheriff's Academy and being recognized by the Children's Network as a Family Services Advocate. Robert</p>

Hargett—the second officer on the team—has been with the City of Montclair for the past 17 years and has over 30 years of volunteer work with outside agencies. Robert represents the City on the West Valley Regional Steering Committee for homelessness, is a member of the California Association of Code Enforcement Officers and is a California State certified arson investigator. The Manager overseeing the Homeless Outreach Program has over 20 years of experience working in City government. Merry Westerlin received a bachelor's from Cal Baptist University and manages a team of 13 staff members within building safety, fire prevention, and code enforcement. Merry is also a board member of Habitat for Humanity. Claudia Ramirez is the Senior Accountant at the City of Montclair. She received a bachelor's degree in Business Administration with a concentration in Accounting from California State Polytechnic University. She has over 10 year experience in financial reporting, managing grant records and timetables related to federal, state, and other related grants. Claudia will be responsible for financial reporting.