San Bernardino County
Office of Homeless Services

Request for Application
Homeless Housing, Assistance and Prevention
Round 3 Program

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ATTACHMENT A – COVER PAGE

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

	Items Completed	Page (s)
1.	Attachment A – Cover Page	1
2.	Attachment B – Statement of Certification	4
3.	Attachment C – Licenses, Permits, and/or Certifications	9
4.	Attachment D – Certification Regarding Debarment or Suspension; California Secretary of State Business Entity Registration	27
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Applicant Name: __City of Ontario__

Address: __303 East B Street, Ontario CA 91764__

Mailing Address (if different): ____N/A__

Telephone No.: __909-395-2322__   FAX No.: __N/A__

Email Address: __KGonzalez@ontarioca.gov__

Federal Tax ID: __95-6000754__

RFA Contact (Name/Title): __Katryna Gonzalez__

Name of Authorized Representative: __Scott Ochoa__

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: _____
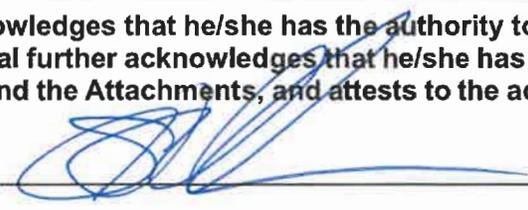
Date: __05/17/2023__

Request for Application No. OHS 23-01
Homeless Housing, Assistance and Prevention
Round 3 Program

City of Ontario Rapid Rehousing

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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.	*B*	
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.	*B*	
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.	*B*	
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.	*B*	
5.	Applicant, if selected will comply with all applicable rules, laws and regulations.	*B*	
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.	*B*	

Statement of Experience and Qualifications

a. Business Name: City of Ontario
b. Years in Business: 132
c. The City of Ontario does not have any commitments or potential commitments that may impact its ability to perform the contract, if awarded.

Organization History and Background Related to Homeless Services

Origins and Evolution of the Ontario Continuum of Care

The City of Ontario established the Homeless Services Continuum of Care (Ontario CoC) in 2005 to address increasing homelessness among families and individuals. The Ontario CoC currently encompasses street outreach, case management services, and basic needs provided through the Ontario Access Center, crisis and temporary housing using motel vouchers and transitional housing, permanent supportive housing, and housing stabilization services. The City, in cooperation with the Ontario Housing Authority (OHA), uses HUD entitlement funding, City General Funds, and proceeds from OHA-owned housing, to support the programs operating under the Ontario CoC. In 2014, the City created a Tenant Based Rental Assistance (TBRA) Program using HUD HOME Investment Partnerships Program funds. This TBRA program functions much like a rapid re-housing program to help homeless households move into housing units. During the pandemic, the City used Coronavirus Aid, Relief, and Economic Security (CARES) Act funding for eviction prevention, rental assistance, rapid re-housing, as well as emergency motel vouchers.

Since the inception of the Ontario CoC in 2005, the City has partnered with Mercy House Living Centers to operate the Ontario Access Center, transitional housing, and permanent supportive housing programs. Throughout this tenure, City staff went beyond contract monitoring to direct the operations of services with the Mercy House Team, supporting staff during staffing shortages, and providing administrative support.

The City has also cultivated a strong referral relationship with the Ontario Montclair School District's Health and Wellness Services, including training and communication related to the TBRA Program and coordinating services with their homeless families.

In 2018, the City embarked on a comprehensive review and needs assessment of the Ontario CoC to identify changing needs in the community and service gaps. The City was working on strategic planning to update its response when the COVID pandemic brought this work to a halt. During this period the City underwent organizational restructuring across departments, which created the opportunity to develop a dedicated Continuum of Care Manager position to oversee the provision of homeless services in the City. Like

many cities in San Bernardino County, Ontario experienced soaring rental costs in 2021 and 2022. A disaster in 2021 that displaced 52 low-income residents highlighted this new rental market reality and created the impetus for the City to expand its services for vulnerable residents. In 2022, the City created three Continuum of Care Social Worker positions and a Management Analyst position to support the efforts of the Continuum of Care Manager.

In March 2023, the City formed the Housing Services Department in the Community Life & Culture Agency. This new department encompasses the Affordable Housing and Grants Administration division and the Continuum of Care division. By the end of fiscal year 2022-23, the Department will have 15 positions, with additional staff projected for FY2023-24 to expand housing opportunities and deepen services for residents at-risk of and experiencing homelessness.

Permanent Housing Programs

The Affordable Housing and Grants Administration Division has extensive experience in the management and implementation of rent and utility assistance programs and rapid re-housing programs targeted to homeless populations. The Division also manages affordable housing development and asset management of Ontario Housing Authority's assets. The Ontario Housing Authority owns 76 units of permanent affordable housing that is a critical component of the Ontario CoC. The funds received from the rent of these properties are then used to provide additional homeless services in the City.

Over the last three years, staff has operated two rent and utility assistance programs using CARES Act funding through the CDBG-CV and ESG-CV grants. Together these programs have distributed more than $3.6 million to low-income and very low-income households for rental assistance and eviction prevention. The programs assisted a total of 551 households maintain their housing units.

In August 2022, the City moved administration of TBRA intake and supportive services in-house. Under this arrangement, the CoC Social Worker participates in the intake interviews and engages clients for services, as needed. With the addition of new staff, all team members are currently undergoing cross-training to perform the intake, assessment and referral for payment (couponing). The TBRA program currently has 41 active households receiving monthly rental subsidies and housing stabilization services.

While newer to the City, the Continuum of Care personnel detailed below have extensive experience in managing rapid rehousing and similar programs, or transferable skills related to case management, data entry, and reporting.

Personnel Experience

Housing Services Director Katryna Gonzalez has nearly 20 years of experience working for the City of Ontario. She joined the City's Housing Agency in 2004, promoting to Housing Director in 2019. In 2023 she was appointed Housing Services Director. Katryna has overseen all aspects of the City's development of the Ontario Continuum of Care since 2005, including programs related to this grant application: the ESG-CV Emergency Rent and Utility Assistance Program (now closed), the CDBG-CV Short-Term Rent and Utility Assistance Program (now closed), the HPRP Homelessness Prevention and Rapid Rehousing Programs operated by the City using ARRA funds, and Tenant-Based Rental Assistance program. Katryna has extensive experience managing federal and state grants, including an annual allocation of approximately $3.5 million in HUD entitlement funding, an annual allocation of $1.5 million in the State of California Permanent Local Housing Allocation, $33.25 million competitive Transformative Climate Communities Round 1 grant from the State of California, and various CalHome and BEGIN grants received from the State of California. In addition, Katryna has developed the comprehensive program guidelines for all HUD-funded direct assistance programs and has assured compliance with all regulations.

Housing Manager Prior to hiring of the Housing Manager budgeted for FY 2023-24, responsibilities for application oversight, payment processing and grant compliance will be performed by Project Manager Hannah Mac Kenzie, who is currently the administrator for the annual entitlement allocations from HUD and is the grant administrator for the over $8 million in CARES Act and ARP Act funds received by the City. Hannah was also the compliance reviewer for the City's pandemic-era eviction prevention programs ensuring that all households receiving assistance complied with program guidelines and eligibility requirements.

Continuum of Care Manager Natalie Komuro joined the City in November 2020, and will supervise the services element of the Ontario Rapid Rehousing Program. She has over 15 years' experience implementing rapid rehousing programs. She developed and documented family-centered case management practices in the *Beyond Shelter Survival Guide*, which served as the basis for national workshops, including HUD Technical Assistance training under contract with the Enterprise Foundation. Natalie also managed the nation's first Section 8 incremental housing voucher program for homeless families in the City of Los Angeles, supervising a team of case managers to provide wrap-around services to 50 formerly homeless families relocated to permanent housing. Under her tenure as Executive Director at Ascencia in Glendale, California, her agency housed five families under a small American Recovery and Reinvestment Act rapid rehousing program, over 70 families in scattered site transitional housing, and well over 100 chronically homeless adults and families in permanent supportive housing over the course

of her decade there. At the time of her departure, Ascencia's permanent housing programs for chronically homeless adults exceeded a 90% retention rate over five years.

Natalie promotes a team-based, client-centered approach to service delivery, in which each client has a lead case manager, but case conferencing ensures continuity of services should a staff person be out or unavailable. These practices are in keeping with the principles underlying progressive engagement, motivational interviewing techniques, client-centered planning, and trauma-informed care.

Natalie also has experience in fair housing as a former Fair Housing Council member, and Executive Director of the leading Fair Housing organization for the City and County of Los Angeles. In this role she oversaw housing discrimination testing in leased housing and lending, and the conclusion of the HUD Moving to Opportunity program in Los Angeles. This experience sensitized her to the extent of housing discrimination in rental housing markets and the barriers faced by homeless applicants, disproportionately represented by racial and ethnic minorities and people with disabilities.

Continuum of Care Social Workers Cristina Avila and Anna Thatje provide housing stabilization services to clients housed under the TBRA program, and coordinate client services with partner agencies. They also provide support to homeless and at-risk families and individuals referred by city departments, including Community Improvement, Library, Recreation, and Parks and Facilities.

Cristina worked as a Juvenile Dependency Investigator for Orange County Social Services for 3½ years, assisting families, transitional aged youth, and juveniles in detention and on probation. Carrying a caseload of 35 families (over 100 people), she provided services as part of a multidisciplinary team that included a school district representative, therapist, psychiatrist, and police. Cristina led the Child and Family Team meetings for case conferencing. Her responsibilities included assessments for abuse and neglect, biopsychosocial assessments and general assessments for needs and services. Additionally, Cristina had face-to-face monthly contacts with all clients, including those lacking housing. She linked clients to resources and maintained consistent communication with providers, and documented demographics, case plans, services, case notes, and court reports in CWS/CMS. She entered client data within 24 business hours, produced monthly reports on progress and services, and a detailed six-month review. As needed, Cristina searched for missing juvenile clients, and completed all required court documentation. To minimize disruption in services for psychiatric clients, she monitored prescription medication, and verified prescriptions with the psychiatrist. Per agency policy, she responded to all client contacts within 24 business hours. Cristina holds a Master's degree in Social Work from California State University, Fullerton.

Prior to coming to the City of Ontario, Anna Thatje had been a Peer Support Specialist for Riverside County Department of Behavioral Health's HHOPE program, providing street

outreach services in the Coachella Valley as part of a multidisciplinary team. In that role she was responsible for completing the Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT) surveys (same as is required in San Bernardino County 211/CES), and entering client information into the Riverside County Clarity HMIS and ELMR (Electronic Medical Records). Since HHOPE was responsible for CES administration, Anna also consistently attended their weekly CES meetings to coordinate services for unsheltered individuals and families. Just prior to her departure to Ontario, she had been the Community Health Worker in a medically-based outreach team contracted with Inland Empire Health Plan (IEHP). This involved recruiting new clients as well as providing ongoing wrap-around services to recurring clients.

Prior to that, Anna worked at a daycare serving low-income families, a group home, and a psychological locked-down facility. She also served as a Peer Supports Specialist, where she engaged in street outreach, housing 25 clients, whom she supported as part of a multidisciplinary team.

Additional Qualifications

Readiness/capacity to begin implementation upon execution

The City is ready to begin implementation of the program immediately upon execution of the grant agreement. Core administrative and services staff is currently in place with additional case management staff to be added to the team during the summer of 2023.

Request does not supplant any current funding

This is a new program for the City of Ontario, therefore this request does not supplant current funding.

Ability and capacity to document, track and report eligible use of funds and measurable outcomes as required by the State

The City currently has four users familiar with and licensed to use San Bernardino County HMIS system (Clarity). In addition, the City uses CaseWorthy, a customizable and HMIS compatible database system to track client management and services. CaseWorthy can be used for this program to facilitate project supervision, and provide statistical information, outcome performance indicators, and expenditure tracking in the provision of the services beyond what is collected in HMIS.

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

TYPE (ie: License, Permit, Certifications) Include DIR Registration No. of Contractor and Subcontractors	EXPIRATION
The City does not have any licenses, permits, and/or certifications to add.	

Project Description

Homeless Needs in San Bernardino County

The San Bernardino County online *Community Indicators Report on Homelessness and Housing Insecurity (as of 2020)* stated 75% of homeless persons are unhoused on any given night and that over the course of a year more than 30,000 children in the county experience housing instability, including homelessness. The report also indicates that 57,141 households were waiting on a county housing voucher. The 2020 coronavirus pandemic further exacerbated these challenges, as Inland Empire rent increase were the highest in the first quarter of 2021. (CBRE: *Inland Empire Multifamily Market View Figures Q1 2021,* June 24, 2021, on CBRE.com). Since 2021[1] rent levels remain substantially higher than five years ago, presenting significant challenges for long-time displaced renters seeking comparable housing they can afford.

The 2023 San Bernardino County Homeless Point-in-Time count (PITC) found 4,195 homeless persons, representing a 25.9% increase in over the prior year. Countywide, nearly 40% of unsheltered adults and children counted became homeless for the first time in the 12 months prior to the homeless count.

With a total of 187 persons represented in the 2023 PITC, the City of Ontario ranks 6th in the County's cities with the largest number of homeless persons.[2] Neighboring City of Montclair's count of 71 in 2023 was nearly double that from the prior year, and Rancho Cucamonga, with 70 unsheltered, up from 47 in 2022. While the remaining West Valley cities showed smaller and more stable counts, homelessness in the region has steadily increased since 2015, indicating the need for improved prevention and rapid rehousing activities in our region. Of those surveyed in 2023, 24 (43%) in Ontario reported becoming homeless in the last 12 months.

Proposed Services

The City of Ontario seeks $150,000 to operate a Rapid Rehousing Program targeting these households who have recently become homeless in the West Valley region of San Bernardino County. The program will provide approximately 9 homeless households up to $15,000 in subsidies for up to six months ($135,000). The project budget reserves

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[1] NorthMarq.com *Market Insights.* Inland Empire Multifamily average asking rent rising from just above $1400 per month in 2019 to over $1800 in 2022 and projected to rise closer to $2,000/month in 2023.

[2] The day before the Point in Time Count the City activated its Extreme Weather Motel Voucher program, which meant most of the 69 temporarily housed persons would be back on the streets within a day. Volunteer enumerators reported finding fewer people than they typically saw in the area, speculating that many were finding well-hidden places due to the wind.

$1,667 per household for case management services and program support services, such as managing payments to property lessors. Households will need to demonstrate that their income falls below 80% of area median income and that they would have sufficient income to sustain the fully charged rent when the subsidy ends.

Priority will be given to households with a disabled family member and families with children from the West Valley who are referred via the Coordinated Entry System (CES). In keeping with San Bernardino County Continuum of Care standards, RRH will be provided for individuals with Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT) scores between 4-7 and families with F-VI-SPDAT scores between 4 and 8.

The City currently provides housing stabilization services for participants in its Tenant-Based Rental Assistance Program (TBRA). The Rapid Rehousing program will benefit from this experience, but operate differently in key ways, as shown in Table 1, below. RRH will leverage City-funded staffing to provide supplementary case management services as requested by program participants.

Table 1

	Tenant Based Rental Assistance (TBRA)	Rapid Rehousing
Funding Source	HUD HOME	California HHAP-3
Total Grant	Over $2.8 million *since 2014	$150,000 requested
Target Population	Chronically homeless	Newly Homeless, under 12 months
Income Threshold	</= 50% AMI	</= 80% AMI
Subsidy term	12 months	Up to 6 months
Renewable?	Yes	No
Portable outside Ontario?	No	Yes
Number of Households	42 (currently served)	9
Referred by CES	No	Yes
Management Analyst responsibilities	Eligibility verification, rental and utility calculations; lease issuing coupon	Receive referrals, confirm VI-SPDAT score, contact applicant to complete RRH application
CoC Case Manager or Social Worker check-in timing	At least monthly	Bi-weekly or more often if needed

Rapid Rehousing (RRH) is not for everyone. Given the recent increase in fair market rents in Ontario, short-term subsidy programs such as RRH will not succeed if the program participants cannot reasonably increase and sustain their income in six months.

Program client information and data will be entered into the San Bernardino County HMIS, in accordance with County requirements.

This project will contribute to helping the County's meet its goal of assisting at least 300 additional households in exiting homelessness and achieving permanent housing stability through rapid rehousing activities. Project implementation will adopt housing first principles by ensuring policies and procedures do not create undue requirements for program participants. While incremental, funding this proposal will support further developing permanent housing program capacity in the West Valley.

Central to the implementation of this project will be using it to develop stronger ties to the cities in the West Valley. In preparing this proposal, Ontario has collaborated with the City of Montclair to ensure the funding requested provides services complementary to their request. The City of Montclair request for $250,000 prioritizes homelessness prevention and assisting chronically homeless, frequent utilizers of safety next programs in the West Valley of San Bernardino County. The programs proposed by Montclair and Ontario will work together to help temporarily house households who are seeking qualification for this rapid rehousing program.

Personnel

The Statement of Experience and Qualifications in Section 4 of this proposal provides more detail about personnel, but it bears discussing here. The City of Ontario aims to be the premier city and employer of the Inland Empire. To that end, the City invests in staff and leadership development, and has recently completed a review of salaries and benefits to ensure the City remains competitive in recruiting and retaining personnel. By the end of fiscal year 2022-23, the Housing Services Department will have 15 full-time staff, augmenting the direct services provided by its Continuum of Care Division and expanding its rental assistance programs under the Housing Division.

Candidates for **all** Housing Services Department positions, even those not primarily public-facing, must demonstrate empathy and compassion that is central to providing trauma-informed care and excellent customer service.

Housing Services staff currently manage the City's Tenant-Based Rental Assistance (TBRA) Program, which resembles the Rapid Rehousing Program, but is subject to different regulations and targets a different population. The most important and transferrable aspect of TBRA procedures is how staff from both divisions collaborate to process applications and address service needs. The shorter time allotted for RRH subsidies will require more intensive case management early on, but we anticipate that the RRH clients will have fewer or less significant barriers than those of TBRA clients. As with TBRA, the services team will employ a **progressive engagement approach**, consistently and regularly assessing whether clients need additional support in meeting their goals.

Housing Services Department Organization Chart FY2023-24
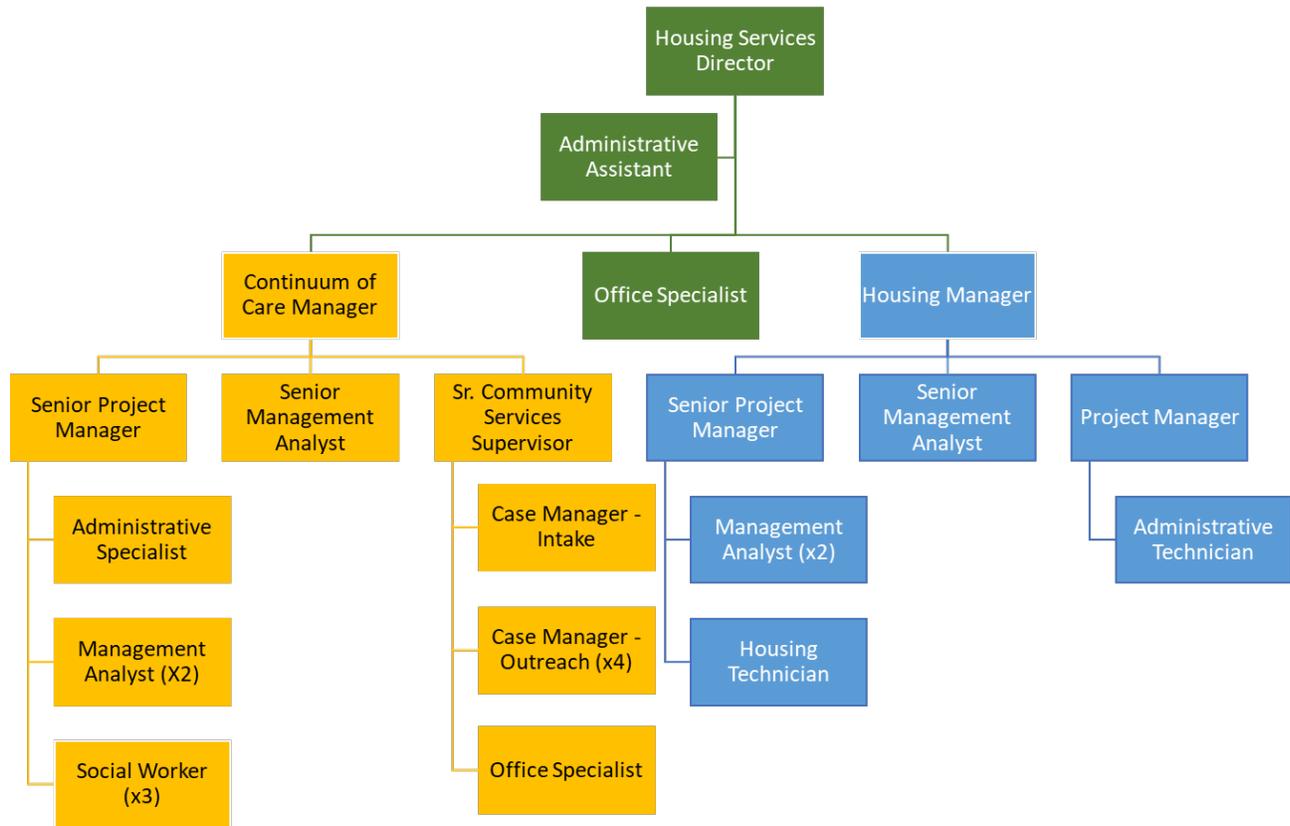
Referrals

The Ontario Rapid Rehousing project will accept referrals via the Coordinated Entry System, 211 CES. To ensure the project receives referrals that best fit program criteria, staff will provide referring guidelines and training to CES staff as well as to stakeholders currently not using the system.

For example, one of the City's lead referring entities, the Ontario-Montclair School District (OMSD) Health and Wellness Services does not participate in CES. However, they are a McKinney-Vento Education for Homeless Children and Youth (EHCY) grantee that identifies, screens, and refers eligible homeless families to the Access Center for temporary and permanent housing assistance.[3] Housing Department staff will work with OMSD to enter client information into CES.

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[3] OMSD is a Pre-Kindergarten-8 district with 20,606 students in 32 schools, and 2 alternative programs serving the cities of Ontario (population 177,000) and Montclair (40,083). Over 89% of OMSD students are Hispanic/Latino, 25.8% are English learners. 88% of students are identified as "socio-economically disadvantaged" by the California Department of Education.

Rapid Rehousing Intake and Enrollment Procedures

1. **Receipt of Referral – 2 business days**
   a) A Management Analyst will review referrals from CES and if the referral conforms to the program eligibility guidelines, staff will contact the eligible applicant within 2 business days. Following confirmation of information, the applicant will be invited to an interview to begin the formal application process.
   b) If applicant does not meet eligibility requirements, staff will provide referrals to other resources.
   c) If approved, a follow up meeting with the Housing Services Department team will be scheduled to review a budget plan and continue with processing application.

2. **Intake Meeting – within 5 business days of first contact**

Housing Services staff will schedule an in-person meeting during normal business hours. The Management Analyst will lead the interview, reviewing information provided thus far, and gathering any additional required information. The Management Analyst will also address any verifications that the client needs to provide. A Continuum of Care Case Manager or Social Worker will attend the interview to introduce the applicant to Ontario's service programs and to determine the extent to which additional services would be needed or requested. Ideally the first interview will accomplish the following:

- Complete household information
- Income verification
- Program terms explained to the applicant, including options for use of their grant
- Draft housing budget and how costs for the following will be covered:
  o Security deposit
  o Utility deposits
  o First month's rent
  o Subsequent rents
  o Maximum rent tenant can afford with projected income
- If approval looks likely, gather a profile of housing needs and wants (unit size, location, essential amenities)
- Identification of additional needed resources (furniture, legal assistance, health and medical advocacy, education advocacy)
- Identification of next steps for the meeting participants

When first meeting a family or individual seeking services, staff will use an open-ended questionnaire to build trust, gather information, and determine what programs and services will address the client's expressed needs. Due to the short duration of this subsidy, prioritized households must demonstrate having a history of stable income or earning potential once housed. Staff will flag issues or concerns requiring ongoing support. **At no time will participants be required to use services.**

3. **Enrollment Meeting**

   - Follow up on identified next steps from first meeting

   - Confirm approval of the application and review the program terms and conditions

   - Revisit draft housing budget

   - Review and discuss client's housing search plan, including locations, and timeline

   - Identify and address other barriers, issues or concerns

   - Agree on timeline, including any required deadlines for lease up. Each client will be given a coupon allowing 30 days to select a unit for review. If participants are unable to identify a unit in the initial 30 days, the household goals and needs will be reviewed and an additional 30 days will be allowed to select a unit.

   - If a housing needs assessment has not yet been, it will be completed at this stage to help focus the housing search activities. Given the disproportionate representation of racial minorities among the homeless population, this project will also address barriers associated with housing discrimination. Prior to the start of the program, staff will receive fair housing training from Inland Fair Housing and Mediation Board, a HUD approved housing counseling agency

4. **Housing Search Process**

   - As needed, meet to track progress

   - Depending on client level of need, staff will provide an orientation on the following:

     o Determining needs vs. wants in a housing unit
     o How to find available housing units and how to find the right unit and neighborhood for their household
     o Rent limits and hidden costs
     o Sustainability planning – how to afford the unit after the program ends
     o Applicability of fair housing laws
     o What to expect in a lease agreement

   - Staff will contact clients every 3-4 days to check on progress and share any information they have on unit vacancies.

5. **Leasing and Move-in**
   - Once unit has been found, the client contacts Management Analyst

   - Management Analyst contacts property owner/manager to confirm rent and rent reasonableness, discuss lease arrangements, deposits, move-in costs, and finalize date for move-in

   - Housing staff will confirm:

- o Unit meets rent reasonableness and habitability standards
- o Lease agreement for conformance to TBRA or State standards
- o Tenant executes lease; owner, tenant, and City and owner execute Rapid Rehousing Rental Assistance Agreement.
- o Projected move-in date
- Continuum of Care team will assist client in identifying and addressing essential furnishing needs

6. Maintenance

- Following move-in, Housing staff will process subsidy payments as set by the budget plan.
- Continuum of Care Team will contact tenants at least monthly to offer services, and more frequently if requested or arranged during the sustainability planning.

How the Program Will Succeed

Implementation of this Rapid Rehousing program, itself an evidence-based best practice, will use a client-centered, trauma-informed approach to service. Staff will screen the population to be served to ensure they can meet the requirements of the program, tailor services to what clients want and need, and focus on strategies for income security and long-term planning. By working to shorten the duration of homelessness, the program will mitigate the adverse impact of homelessness and housing stability on children in the family households served.

Its success will depend on three key elements:

- A clear process for intake, assessment, and service delivery to ensure accountability;
- Personnel training and supervision; and
- Leveraged resources to connect program participants to workforce development and other services that support housing stability.

Accountability: Implementing RRH will be similar to the process of TBRA, a program that is successfully managed within the City of Ontario. Management analysts and social workers will work collaboratively to ensure the RRH process will be seamless for clients. Supplying referring partners with guidelines, including the timing and fulfillment of tasks clarifies roles and responsibilities between agencies. These processes rest on exceptional communication among the team and with clients to ensure they all meet their deadlines and agreed-upon tasks.

Personnel: Since we cannot require program participation, it will be imperative throughout this process that staff cultivates a level of trust that encourages clients to request assistance should they feel they need help. Staff will develop trust through transparent, respectful communication, and by following through on promised actions.

With a recent and continuing increase in the number of department staff, the Housing Services Department has identified trainings to hone technical expertise, as well as those that support the collaboration and coordination necessary for this and other department programs.

Technical training includes Federal and State regulations, contract compliance, HMIS and CES use and policies, and fair housing training from Inland Fair Housing and Mediation Board. Organizational, leadership, and professional development training includes group and individual sessions led by a communications and management consultant.

Should program participants require service assistance beyond that covered by this grant, the program will leverage additional support from the Housing Services Department's experienced social workers.

<u>Leveraged Resources</u>

The Ontario Community Life & Culture Agency, through its recreation and wellness programs, educational and employment resources at the Library, and opportunities for creative expression through the Museum, collectively contribute to improving the social integration and providing greater opportunities for financial stability.

Clients who find housing in Ontario or nearby will be connected to programs and services offered by other Community Life & Culture Agency departments: Library, Recreation and Community Services, and Museum, Arts and Culture. These include:

Ovitt Family Community Library:
- Co-located County Workforce Development career counselor, Tamika Tonge
- Veterans services and advocacy provided by JVS
- Child, youth, and adult literacy programming
- Creative programming at the Lightspeed maker-space

Recreation Programs and Community Centers:
- Ontario Senior Center
- De Anza Teen Center, including afterschool programs, music and podcasting studio
- Anthony Munoz Community Center
- Dorothy Quesada Community Center
- Westwind Community Center

Museum, Arts & Culture:
- Free programs and activities including cultural events, workshops, and rotating exhibits

Those who find housing outside Ontario will be provided information about similar amenities in their community.

Work Plan and Schedule

Work Plan

The Ontario Rapid Rehousing Workplan ensures timely implementation by anticipating tasks prior to and immediately following contract execution. Key principles supporting this plan include regional coordination, collaboration, and connection to the CoC homeless crisis response system.

Goal: Use Rapid Rehousing funding to place nine homeless households (approximately 27 people) into permanent housing by March 2024. Support their tenancy in housing with subsidies for up to six months from their time of entry into the program.

Administration

Objectives: Ensure timely execution of grant agreement, and compliance with grant terms and regulations, and support an effective workflow to facilitate invoicing, payment and reporting.

Communicate grant information to key internal stakeholders in Finance, Management Services, and Human Resources and Risk Management.

Program Management

Objective: Build and sustain a cohesive team that provides excellent customer service with timely and clear information to referring partners, potential applicants, and program participants.

Internal General Tasks

- Assign program staff and communicate their project responsibilities. This includes cross-training to ensure coverage when primary assigned staff are out
- Institute consistent practices to identify and address program issues before they become crises
- Ensure staff have the tools they need to fulfill their responsibilities
- Assign staff to manage regulatory compliance (any update to rules, etc.)

External Tasks

- If not already in progress, establish regular meetings with regional stakeholders; provide updates to West Valley Regional Steering Committee and Homeless Provider Network
- Continue participation in San Bernardino County Interagency Council on Homelessness meetings and subcommittees related to HHAP-3 and Rapid Rehousing implementation

Referral and Intake

Following Award Notice, Prior to Contract Execution:

- Update intake and tracking forms as needed
- Finalize internal workflow, including responsible parties and turn-around time for processing and decisions, and guidelines for use of software applications
- Ensure internal procedures match public communications about the process
- Note any unresolved issues that need to be resolved by the team or administration

Following Contract Execution, Beginning of Program Services:

- Receive and evaluate CES referrals
- Within 2 business days, conduct initial eligibility verification, note outstanding questions for follow up
    - Enter any missing required information into HMIS [this is done throughout the process]
    - Schedule interview
- Meet with applicant, explain program, review required documents, complete application
- Issue determination within 3 business days of completed application
    - If denied, staff will provide referrals to other resources
- Enrollment meeting
    - Issue Rapid Rehousing Coupon
    - Review approval terms with client
    - Update budget plan
    - Discuss housing search strategy, adjust plans as needed
    - Set timeline for housing search activities
    - Address any other potential barriers
- Housing Search Process
    - Depending on client level of need, staff will provide an orientation on the following:
        - Determining needs vs. wants in a housing unit
        - How to find available housing units and how to find the right unit and neighborhood for their household
        - Rent limits and hidden costs
        - Sustainability planning – how to afford the unit after the program ends
        - Applicability of fair housing laws
        - What to expect in a lease agreement
    - Staff will contact clients every 3-4 days to check on progress and share any information they have on unit vacancies.
    - Unit found; initiate Request for Unit Approval. Housing Services staff will confirm:

- Unit meets rent reasonableness standards
- Lease agreement conforms to TBRA or State standards
- Tenant executes lease; owner, tenant, and City execute Rapid Rehousing Rental Assistance Agreement.
- Projected move-in date
- Continuum of Care team will assist client in identifying and addressing essential furnishing needs

Maintenance

- Call or visit tenants to offer assistance;
- Gather and develop informational materials to advance participant housing stability, including ways to increase income, promote financial literacy and access programs that support wellness.

Staff Training, Development, and Support

The program manager will provide the implementing team the following:

- Review of program objectives, requirements, and work-flow to ensure compliance and fulfillment of envisioned program.
- Budget review
- Tailoring client benefit plan (will they want/need a deposit, what is the term of the subsidy? A deep subsidy in fewer months? Or allocated across six months?)
- Ensure Clarity/HMIS users know how to properly enter program data and do so within 48 business hours
- Supervising staff trained in generating reports
- Conduct in-services to update staff on resources to support tenant stability

Marketing and External Communications

Creating messaging for referring entities and potential program participants, issuing information through channels of communication such as agency website and social media platforms.

Share program information with regional stakeholders, including West Valley Regional Steering Committee and West Valley Homeless Providers Network, and Ontario-Montclair School District Health and Wellness Center.

Rapid Rehousing Caseload Projections

	Referred	Approved	Moved to Housing	Housing Search Continuing	Housed under RRH	Exited/ Subsidy Ends	Total RRH Caseload
2023							
Sep*	3	2	0	2	0	0	2
Oct	3	2	2	2	2	0	4
Nov	2	2	2	2	4	0	6
Dec	1	1	2	1	6	0	7
2024							
Jan	2	2	1	1	7	0	8
Feb	3	1	1	1	8	0	9
Mar	0	0	1	0	9	0	9
Apr					9	2	7
May					7	2	5
Jun					5	2	3
Jul					3	1	2
Aug					2	1	1
Sep					1	1	0

Assumptions

*Early referrals may be a bit off with adjustments in communications necessary

Housing search may exceed 30 days given market competitiveness

SCHEDULE

June 28, 2023: Recommendations made to Interagency Council on Homelessness

July 2023 *Preparation*

Housing Services Department (HSD):

- updates program guidelines, reporting procedures and previously used intake and tracking forms
- confers with SB County CES administrator regarding referral process; finalizes procedures
- confers with Ontario Finance Department regarding payment procedures

August 2023 *Preparation*

HSD:

- provides internal staff training in program guidelines, and HMIS and CES requirements
- deploys messaging for potential referring entities, City website, and social media accounts
- develops and implements outreach campaign to potential residential property owners
- communicates program guidelines and referring procedures with referring partners in the West Valley

September 2023: *Anticipated Contract Award date; begin intake*

City and County complete contract execution

HSD begins to accept referrals, reviews for eligibility; refers eligible applicants to program. HSD assess applicants for referrals needed: income and employment services, mental health services, and medical health care; HSD assess for housing needs (type of housing location, and essential features);

HSD will assist clients determined to require (or request) additional support for housing search activities.

By end of the month:

- Intakes: 2 households approved
- Moving to housing: 0 households
- Housed: 0 households
- Searching for housing: 2 households
- Total caseload: 2 households

October 2023

- Intakes: 2 households approved
- Moving to housing: 2 households
- Housed: 2 households
- Searching for housing: 2 households
- Total caseload: 4 households

Maintenance: Follow up with September clients, assist with moves to permanent housing as needed. Provide participants with resource information.

First progress and financial report

November 2023

- o   Intakes: 2 households approved
- o   Moving to housing: 2 households
- o   Housed: 4 households
- o   Searching for housing: 2 households
- o   Total caseload: 6 households

Maintenance: Follow up with clients, assist with moves to permanent housing as needed. Provide participants with resource information.

Monthly progress and financial report

December 2023

- o   Intakes: 1 household approved
- o   Moving to housing: 1 household
- o   Housed: 6 households
- o   Searching for housing: 1 household
- o   Total caseload: 7 households

Maintenance: Follow up with clients, assist with moves to permanent housing as needed. Provide participants with resource information.

Monthly progress and financial report

January 2024

- o   Intakes: 2 households approved
- o   Moving to housing: 1 household
- o   Housed: 7 households
- o   Searching for housing: 1 household
- o   Total caseload: 8 households

Maintenance: Follow up with clients, assist with moves to permanent housing as needed. Provide participants with resource information.

Monthly progress and financial report

February 2024

- o Intakes: 1 household approved
- o Moving to housing: 1 household
- o Housed: 8 households
- o Searching for housing: 1 household
- o Total caseload: 9 households

Maintenance: Follow up with clients, assist with moves to permanent housing as needed. Provide participants with resource information.

Monthly progress and financial report

March 2024

- o Intakes: 0 households approved
- o Moving to housing: 1 household
- o Housed: 9 households
- o Searching for housing: 0 households
- o Total caseload: 9 households

Maintenance: Follow up with clients. Provide participants with resource information.

Monthly progress and financial report

April 2024

- o Intakes: 0 households approved
- o Moving to housing: 0 households
- o Housed: 9 households
- o Searching for housing: 0 households
- o Completed program: 2 households
- o Total caseload: 7 households

Maintenance: Follow up with clients. Provide participants with resource information.

Monthly progress and financial report

May 2024

- Intakes: 0 households approved
- Moving to housing: 0 households
- Housed: 7 households
- Searching for housing: 0 households
- Completed program: 2 households
- Total caseload: 5 households

Maintenance: Follow up with clients. Provide participants with resource information.

Monthly progress and financial report

June 2024

- Intakes: 0 households approved
- Moving to housing: 0 households
- Housed: 5 households
- Searching for housing: 0 households
- Completed program: 2 households
- Total caseload: 3 households

Maintenance: Follow up with clients. Provide participants with resource information.

Monthly progress and financial report

July 2024

- Intakes: 0 households approved
- Moving to housing: 0 households
- Housed: 3 households
- Searching for housing: 0 households
- Completed program: 1 household
- Total caseload: 2 households

Maintenance: Follow up with clients. Provide participants with resource information.

Monthly progress and financial report

August 2024

- o Intakes: 0 households approved
- o Moving to housing: 0 households
- o Housed: 2 households
- o Searching for housing: 0 households
- o Completed program: 1 household
- o Total caseload: 1 household

Maintenance: Follow up with clients. Provide participants with resource information.

Monthly progress and financial report

September 2024

- o Intakes: 0 households approved
- o Moving to housing: 0 households
- o Housed: 1 household
- o Searching for housing: 0 households
- o Completed program: 1 household
- o Total caseload: 0 households

Maintenance: Follow up with client. Provide participant with resource information.

Monthly progress and financial report

October 2024

Closing report

San Bernardino County
Office of Homeless Services

Request for Application
**Homeless Housing, Assistance
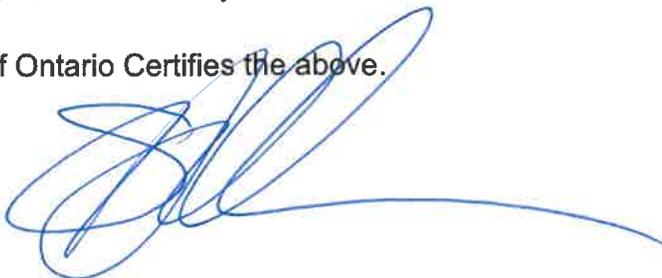and Prevention Program**

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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).

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).

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.

The City of Ontario Certifies the above.

San Bernardino County
Office of Homeless Services

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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.**

Ontario Rapid Rehousing Program		
Direct Financial Assistance	$	135,000.00
Project delivery, including case management and supportive services*	$	15,000.00
Total Budget	$	150,000.00

*I.e., housing stablilization services

ATTACHMENT G

EMPLOYMENT OF FORMER COUNTY OFFICIALS

NAME

The City of Ontario neither employs, nor is represented by any former county official.

San Bernardino County
Office of Homeless Services

Request for Application
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and Prevention Program**

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ATTACHMENT H – EXCEPTIONS TO RFA

APPLICANT NAME <u>City of Ontario</u>

ADDRESS <u>303 East B Street</u>

TELEPHONE # <u>909-395-2322</u>   FAX # _____

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.)

The City of Ontario does not have any exceptions to the RFA

San Bernardino County
Office of Homeless Services

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ATTACHMENT I – PUBLIC RECORDS ACT EXEMPTIONS

APPLICANT NAME City of Ontario

ADDRESS 303 East B Street

TELEPHONE # 909-395-2322   FAX #

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.**

The City of Ontario does not request that any portions of our Application be held or not be disclosed to the public.

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.

Alliant Insurance Services, Inc.
Insurance Broker / Agency Name

5/10/2023
Date

Janelle Manalo
Insurance Broker's / Agent's Name (Printed)

Janelle Manalo
Insurance Broker's / Agent's Name (signature)

560 Mission Street, 6th Floor   San Francisco   CA   94105
Address   City   State   Zip Code

408-203-7880   janelle.manalo@alliant.com
Telephone Number   FAX Number   Email Address

City of Ontario
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.

Public Entity Liability - ACCEL (Authority for California Cities cess Liability, a CA JA)
Commercial General Liability

Included in Public Entity Liability
Automobile Liability

PRISM EWC Program Public Risk Innovation, Solutions and Management)
Workers' Compensation Liability

Included in the Public Entity Liabiltiy
Professional Liability

Lloyd's of London (Beazley Syndicates)
Cyber Liability

Ironshore Specialty Insurance Company
Pollution Liability

Included in Public Entity Liability
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 (Please provide name of RFA with your email question(s)).

San Bernardino County
Office of Homeless Services

Request for Application
**Homeless Housing, Assistance
and Prevention Program**

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A.	Applicant Information
1.	Name of Applicant: City of Ontario
2.	Applicant's Legal Name: City of Ontario
3.	Address: 303 East B Street City: Ontario State: CA Zip: 91764
4.	Mailing Address (if different than above): City: State: Zip:
5.	Contact Person: Katryna Gonzalez
6.	Title: Housing Services Director
7.	Contact Phone: 909-395-2322
8.	Contact Email: kgonzalez@ontarioca.gov

B.	Applicant Statement of Experience and Qualifications
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 City of Ontario, Local Government
2.	Number of years the Applicant has been in business under the present business name, as well as related prior business names. 132
3.	Do you have any commitments or potential commitments that may impact your ability to perform the Contract if awarded? ☐ Yes ☒ No If yes, explain.

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

2.	**Strategies to Achieve Outcome Goals**
	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). Applicants for the Central Valley, Desert, East Valley, and West Valley Regions may select from the following strategies: ☐ At least 300 new units of permanent supportive and/or service-enriched housing will be occupied by June 2024. ☒ At least 300 additional households will exit homelessness and achieve permanent housing stability through rapid rehousing activities ☐ At least 200 additional shelter/interim housing beds will be occupied by January 2024. ☐ 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. ☐ At least 500 households at imminent risk of homelessness will be prevented from becoming homeless through eviction prevention strategies. ☐ At least 100 high utilizers of safety net services and experiencing chronic homelessness will achieve permanent housing stability by January 2024. Applicants for the Mountain Region may select from the following strategies: ☐ At least 300 additional households will exit homelessness and achieve permanent housing stability through rapid rehousing activities ☐ At least 200 additional shelter/interim housing beds will be occupied by January 2024. ☐ At least 500 households at imminent risk of homelessness will be prevented from becoming homeless through eviction prevention strategies. 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.

D.	**Project Description**
	Project Name: Ontario Rapid Rehousing
	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. Please see Attachment K Narratives beginning on page 37

E.	**Work Plan and Schedule/Project Readiness**
	Provide a summary of the work plan for this project and the project schedule. Please see Attachment K Narratives beginning on page 37

F.	**Long Term Results**
	Specify the long-term results and how they will be produced through implementation of the project. Please see Attachment K Narratives beginning on page 37

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.
	Please see Attachment K Narratives beginning on page 37

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?
	Please see Attachment K Narratives beginning on page 37

I.	~~California's~~ Housing First Policy
	☑ Check box to indicate the proposed project will conform with California's Housing First Policy.

J.	Coordinated Entry System (CES)
	HHAP-3 funded projects are to be integrated within the local CES. Describe the project's prioritization criteria.
	Please see Attachment K Narratives beginning on page 37

K.	Homeless Management Information System (HMIS)
	All project participating with CES will need to apply to participate with the local HMIS. ☐ Currently participate in HMIS? ☑ Agrees to participate 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.
	Please see Attachment K Narratives beginning on page 37

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.
	Please see Attachment K Narratives beginning on page 37

Attachment K Narratives

D. Project Description

Project Name: Ontario Rapid Rehousing

The City of Ontario seeks $150,000 in HHAP-3 funding to establish a regional Rapid Rehousing program serving 9 households (approximately 27 people, including children) from the West Valley of San Bernardino County. The project will serve as a catalyst for regional cooperation and coordination as it complements an HHAP-3 request from the City of Montclair. 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.

Ontario Housing Services Department (HSD) staff will document eligibility, assess clients for housing and service needs, and facilitate clients' timely return to housing. HSD staff will support client housing stabilization goals with wrap-around services and additional programming offered by the Ontario Community Life & Culture Agency. HSD has bilingual Spanish-speaking staff and will leverage the City of Ontario's translation services for other languages, if needed.

Leading with a client-centered approach to service delivery and in keeping with Housing First principles, the Ontario Rapid Rehousing program will draw on established best practices including motivational interviewing techniques and progressive engagement to support the connection of clients to services. By working to shorten the duration of homelessness and increase client income, the project seeks to restore newly homeless households to stability quickly and mitigate the negative impact of homelessness on children and adults alike.

E. Work Plan and Schedule

The Ontario Rapid Rehousing workplan ensures timely implementation by anticipating tasks prior to and immediately following contract execution. The City will leverage any work not covered by this grant request with existing staff resources. The work plan addresses internal and external considerations for implementation.

Following the County's announcement of awards, HSD will convene all staff responsible for administration and project services associated with the grant to review the proposed scope of work, including deliverables, and set a timeline for completing relevant forms and processes. Administrative staff will communicate with Finance to obtain insurance certificates and set up account information for billing and invoicing in Workday, the City's financial management system.

Due to the phasing in of a small caseload for this grant, service delivery will be absorbed by existing case management staff. Program staff will be tasked with developing program guidelines, reviewing and updating intake forms, and creating internal policies and procedures. Finalized forms will include referral documents and be used as a basis for marketing the program. Since the grant amount requested will not fund these activities, they will be done prior to contract execution.

Upon execution of the contract, staff will provide referral information to the designated CES (Inland SoCal United Way 211) for the San Bernardino County Continuum of Care (SBC CoC). HSD staff training in policies, procedures, and best practices will be completed within two weeks of contract execution.

Due to the short time frame allotted for this program, clients will be offered housing search assistance quickly and monitored closely to ensure they are making progress.

Client information will be entered into SBC CoC HMIS within 5 business days following each contact.

It is expected that the first two clients would be enrolled at the end of 30 days following contract execution. In the presented timeline, this is assumed to be September 2024.

The projected pace of referrals that meet program criteria will range between 2-4 households per month following the first 30 days of the grant term. The project will cap at 9 households, with the last household estimated to enter the program in March 2024. Each household is expected to have at least six months' engagement in the program.

At this pace, with an average of $2000 in security deposits and monthly subsidy per household, the project would spend $122,000 or just over 80% of the grant by May 31, 2024. This will exceed the 50% expenditure requirement set forth in the Request for Applications.

F. Long Term Results

At least 8 of 9 households (approximately 24 of 27 people, including children) will successfully exit the program, remaining stably housed at program completion. The long-term impact pertains to the benefits received by the clients, as well as to the region.

For program participants, housing stability and the social connection provided by this program supports better physical and mental health. For children, this also provides greater opportunity for improved educational outcomes. A shorter duration of homelessness mitigates the impact of a significantly adverse childhood experience.

At a community and regional level, this program would mark the first time two cities proactively coordinated their grant applications to address homelessness in the West Valley. It is anticipated that this coordination will be a catalyst to promote broader

coordination and cooperation among all West Valley cities to address homelessness in the region. Creating a long-term impact to the homeless response system.

G. Project Sustainability

As the project gets under way, the City will evaluate using other available funding, or seeking larger grants through private or public sources. In addition, the City will continue to offer resources to support housing stability and reduce the incidence and duration of homelessness in Ontario. The City continuously monitors its homeless response to determine gaps and seeks solutions to have a robust system of housing solutions.

H. Collaboration

The City of Ontario will be collaborating with the following partners to receive referrals and to provide additional supportive services and resources.

Referring Partners

Referring partners will be responsible for a preliminary screening for eligibility and suitability for the program. Referring agencies will be asked to call HSD with information about the referral. If the referral seems to be a fit for the program, HSD will follow up to schedule an interview of the referred household within two business days.

- Inland SoCal United Way 211
- City of Montclair and subcontractor Christian Development Center
- Ontario-Montclair School District Health & Wellness Center
- West Valley Regional Homeless Provider Network, including Inland Valley Hope Partners (including SOVA), and Salvation Army

Services Partners

Service partners provide support during and after housing placement activities to support increasing income and other services essential to ongoing household stability.

San Bernardino County Development Workforce Career counselor Tamika Tonge has her office in the Ovitt Family Community Library in downtown Ontario. She provides guidance in resume development, job search activities, and interview preparation.

Project staff will refer clients on an as needed basis to San Bernardino County Transition Aid Department for public benefits including Medi-Cal and CalFresh; Clients will also be referred as needed to SOVA food pantry for food assistance. HSD staff will capitalize on relationships built through participation in the West Valley Regional Steering Committee to provide referrals to other service providers based on client needs and resources offered.

J Coordinated Entry System (CES)

Priority will be given to Veterans, households with a disabled family member and families with children from the West Valley who are referred via the San Bernardino County 2-1-1 Coordinated Entry System (CES). In keeping with SBC CoC standards, RRH will be provided for individuals with Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT) scores between 4-7 and families with F-VI-SPDAT scores between 4 and 8 (Tier 2).

Because these subsidies are time-limited and assume the recipients will be able to afford a market-rate rent in six months, this program prioritizes newly homeless households, meaning they became homeless in the prior 12 months.

Since this funding has been allocated based on regional needs, priority will be given to those whose last permanent address was in one of the cities or unincorporated areas that comprise the West Valley. The cities include Montclair, Upland, Chino, Chino Hills, Ontario, and Rancho Cucamonga.

Heads of households and care-givers experience increased barriers to finding housing when providing for a family member who has a disability. Extended homelessness further exacerbates disabling conditions. For that reason, preference will be given to households with a member with a physical or mental disability.

L. Measurable Outcomes

Measurable impact includes:

- Number of households that move to housing; number of people in households that move to housing
- Number and percent of households that remain in housing following end of subsidy and at three and six months following end of subsidy
- Number of households with increased income at end of subsidy.
- This project proposes to serve 9 households of individuals, couples and families with children, and it is expected that approximately 27 unduplicated persons will be served by the program.
- We anticipate at least an 88% retention rate (8 of 9 families) at end of subsidy.

M. Administrative Capacity

Though the Housing Department and Continuum of Care staff worked well together prior to joining as a single department, the Housing Services Department is better structured to manage the financial, administrative, and programmatic demands of this grant. Staff leadership have decades of experience in relevant program management, as well as managing programs within the City bureaucracy. Newer staff were tested under the demands of implementing CARES act funding and providing street outreach and other

homeless services during the height of the pandemic, as well as in the aftermath of a local disaster.

As grant administrators, the City has an excellent record of performance of implementing nearly $3 million in annual entitlement grants (CDBG, HOME, and ESG) from the U.S. Department of Housing and Urban Development. HSD staff consistently meets reporting and expenditure deadlines for the use of these funds, along with all administrative requirements to implement the projects funded with federal dollars. In addition, HSD staff have also successfully administered the $33.25 million Transformative Climate Communities (TCC) grant awarded by the State of California Strategic Growth Council. The City is a Round 1 TCC grantee and is implementing 17 projects across 14 different State funding programs, including new construction of a 101-unit affordable housing development and a number of pedestrian and active transportation improvements.

Since the implementation of CARES Act financial assistance programs and the assumption of the administration and implementation of the TBRA program, HSD staff has worked with the City's Finance Agency to develop processes to create vendor profiles for landlords and issue timely regular payments on behalf of program beneficiaries to landlords and utility companies. These processes would be easily applied to the beneficiaries of the Ontario RRH program.