

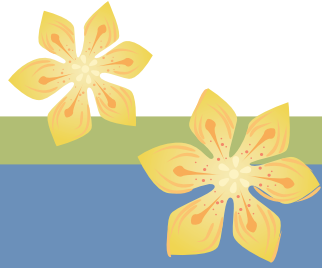


HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO

BUILDING COMMUNITIES **CHANGING LIVES**

HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO





HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO  
BUILDING COMMUNITIES



HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO

**CHANGING LIVES**



HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO

# BUILDING COMMUNITIES **CHANGING LIVES**

ANNUAL REPORT 2018

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## OUR MISSION

The Housing Authority of the County of San Bernardino empowers all individuals and families in need to achieve an enriched quality of life by providing housing opportunities and resources throughout San Bernardino County.

## OUR VISION

The Housing Authority of the County of San Bernardino is committed to creating a world in which all people have a stable and enriched quality of life.

### RESPECT

We believe that all people should have a stable and enriched quality of life and should be afforded the opportunity to not only survive, but to thrive in environments that are sensitive to and encourage respect and empathy for individual circumstances.

### SAFETY

We believe that all residents deserve a safe and secure living environment that is crime- and distraction-free and where families can feel good about raising their children and seniors can enjoy a high quality of life.

### INTEGRITY

We believe that there is a strong, mutually reinforcing connection between the integrity of our staff/ programs and the success of our clients. Integrity-building within our organization is key to fulfilling our mission statement.

### SERVICE

We believe that in order to be successful, we must serve the public by being effective stewards of its financial resources and by developing a customer service business model based on benchmarks and measurements.

## CORE VALUES

# COUNTY BOARD of SUPERVISORS | GOVERNING BOARD of COMMISSIONERS



**Curt Hagman**  
CHAIRMAN  
Fourth District Supervisor



**Josie Gonzales**  
VICE CHAIR  
Fifth District Supervisor



**Robert A. Lovingood**  
First District Supervisor



**Janice Rutherford**  
Second District Supervisor



**Dawn Rowe**  
Third District Supervisor

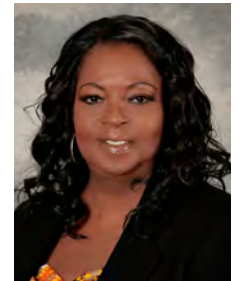


**Gary McBride**  
Chief Executive Officer

## SAN BERNARDINO COUNTY HOUSING COMMISSION



**Tim Johnson**  
CHAIR



**Sylvia Miller**  
VICE CHAIR



**Beau Cooper**



**Cassie MacDuff**



**Jessie Muñoz**



**Mario Saucedo**



**Caroll Yule**





*I am honored* to continue to serve as this agency's executive director. Every day I work alongside a superb team of staff who love their jobs and strive to make a positive difference for the communities and families we serve.

Our driving force is not only the almost 25,000 individuals we serve, but also the nearly 50,000 households on our various wait lists and all of the other low-income families and homeless individuals in need of affordable housing who are not on our affordable housing wait lists.

Similar to other public housing agencies, funding challenges are omnipresent and the demand for our affordable housing programs and services is ever growing as families wait years to receive housing assistance. We celebrated our 10th year as a Moving to Work agency in fiscal 2018, and we continue to pride ourselves on finding new, innovative, and efficient ways to deliver services that are well vetted and analyzed, research driven, and based on best practices.

Low-income and middle-income families in our county are struggling to find affordable housing, including rental homes, given the low vacancy rates in our region. Therefore, we continue to work with our various community and county partners to help work-able (non-elderly/non-disabled) households achieve economic independence and exit our affordable housing programs, making room for the next family waiting for assistance. We also continue to build new housing for all income ranges, including our first two permanent supportive housing sites for homeless households and individuals.

As always, we are grateful for the ongoing support and dedication from our Board of Governors, Housing Commission, community partners, landlords, staff, and program participants. We look forward to many more years of building communities and changing lives.

We invite you to continue reading about our ongoing accomplishments, what we do, and who we serve.

Respectfully,

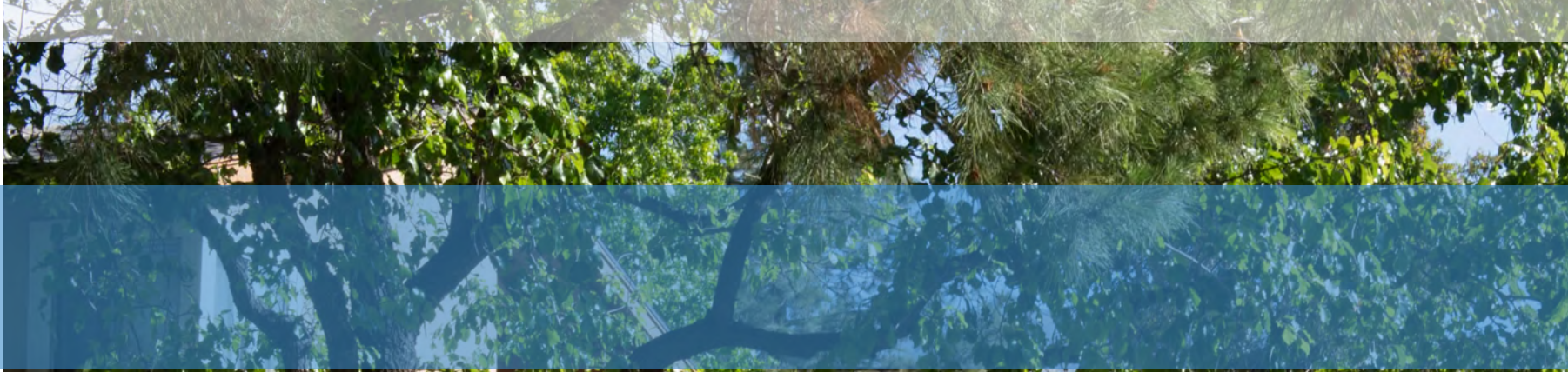


Maria Razo

## EXECUTIVE DIRECTOR'S MESSAGE



ADMINISTRATION + ACCOUNTABILITY



# EXECUTIVE DIRECTOR'S APPOINTMENTS

## HUD RESEARCH COMMITTEE

In 2018, Maria Razo was appointed by the U.S. Department of Housing and Urban Development (HUD) to the Moving to Work (MTW) Research Advisory Committee. The committee provides advice on specific policy proposals, research methods, and the expansion of the MTW demonstration. The research topics include regulatory flexibilities, work requirements, and rent reform initiatives. The committee is comprised of five housing authority executive directors, three housing authority residents, two HUD program and research experts, and five independent subject matter experts in housing policy research.

HACSB, an MTW agency for 11 years, is honored to participate and contribute to national policy research for affordable housing programs. For over nine years, HACSB has partnered with Loma Linda University (LLU) as its third-party research partner for the various MTW initiatives. LLU's research is nationally recognized, and the university is applauded for being a trailblazer in studying the impact of new housing programs and service.

## COUNCIL OF LARGE PUBLIC HOUSING AUTHORITIES BOARD OF DIRECTORS

Razo was also appointed to the Board of Directors for the Council of Large Public Housing Authorities (CLPHA) — the leading housing industry group, with a remarkable track record of making positive changes in the affordable housing industry, our communities, and the low-income families we serve. Razo looks forward to bringing a fresh perspective to the table, drawing on her skills as a strategic and big-picture thinker and her experience at a traditional housing authority and a Moving to Work agency. She also brings strong advocacy and policy development skills. Razo is committed to continuing to impact national affordable housing policy and embraces CLPHA's collaborative approach in serving low-income individuals and families.



**50+** COMMUNITY AND GOVERNMENT PARTNERS



**\$88.4** MILLION PAID IN HOUSING ASSISTANCE TO ALMOST 3,720 LANDLORDS



**9,905** CHILDREN 18 YEARS AND YOUNGER HOUSED



**3** PUBLIC HOUSING DEVELOPMENTS IN 3 CITIES



**10,120** VOUCHERS FOR 23,472 INDIVIDUALS



**3,528** SENIORS 62 YEARS AND OLDER HOUSED



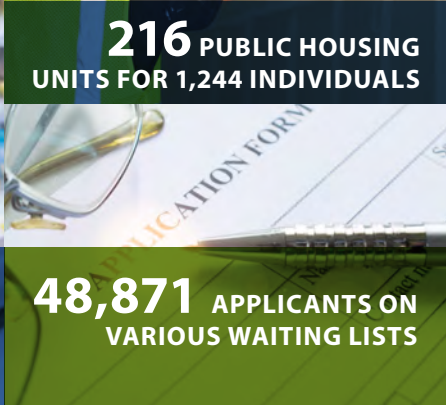
**24,716** RESIDENTS / PARTICIPANTS HOUSED, MAKING UP 1.1% OF THE COUNTY'S POPULATION



**\$142** MILLION INFUSED INTO THE COUNTY'S ECONOMY DURING FY 2017-18



**216** PUBLIC HOUSING UNITS FOR 1,244 INDIVIDUALS



**48,871** APPLICANTS ON VARIOUS WAITING LISTS



**2,106** AUTHORITY-OWNED UNITS THROUGHOUT 43 DEVELOPMENTS IN 17 CITIES



**297** SCHOLARSHIP RECIPIENTS SINCE 1991



**245** CLIENTS WHO HAVE  
BECOME NEW  
HOMEOWNERS SINCE 2000



**\$12.7** MILLION PAID TO  
520 VENDORS FOR VARIOUS  
PROGRAMS AND SERVICES



**\$8.7** MILLION SPENT  
ON REHAB, CONSTRUCTION  
AND ACQUISITION OF  
HOUSING UNITS



**132** EMPLOYEES  
ACROSS 18 OFFICES



**5,989** INDIVIDUALS WITH DISABILITIES HOUSED



**10,375** FAMILIES HOUSED

# HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO **BY THE NUMBERS**



# HOUSING UNITS BY CITY

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## TENANT-BASED VOUCHER RENTAL ASSISTANCE PROGRAM UNITS **10,120**

These units are privately owned, with rent subsidies paid directly to owners by the Housing Authority. These programs are managed by HACSB offices in Ontario, San Bernardino, Upland, and Victorville.

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## PUBLIC HOUSING UNITS **216**

These units are owned and managed by the Housing Authority through its offices in Barstow, Chino, Colton, Redlands, San Bernardino, and Upland.

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## HOUSING AUTHORITY-OWNED UNITS **2,106**

These units are owned by the Housing Authority and were either acquired or developed through a variety of partnerships with the state of California, San Bernardino County Department of Community Development and Housing, various cities throughout the county, and Housing Partners I Inc., a nonprofit public housing corporation.

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## LIMITED LIABILITY COMPANY AND LIMITED PARTNER UNITS **538**

These units are owned by a limited partnership or limited liability company of which the Housing Authority is a member.

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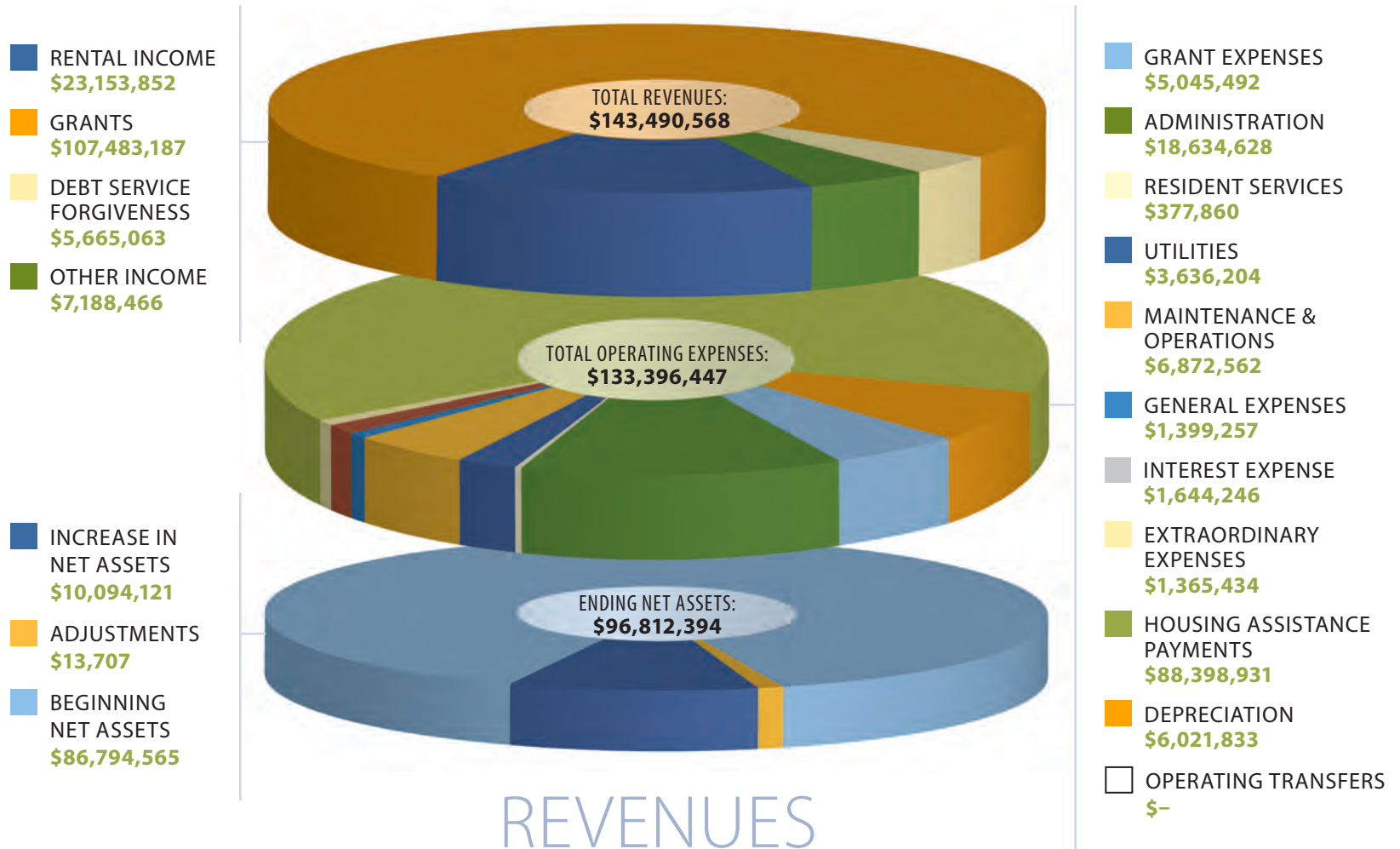
## HOUSING PARTNERS I INC. **1,044**

These units are part of the property portfolio of Housing Partners I, Inc., HACSB's nonprofit affiliate.

CITY	VOUCHER PROGRAM	PUBLIC HOUSING UNITS	AUTHORITY-OWNED UNITS	LLC & LP UNITS	HOUSING PARTNERS I, INC.
Adelanto	234	0	0	0	14
Alta Loma	112	0	0	0	0
Apple Valley	308	2	7	0	59
Arrowbear Lake	1	0	0	0	0
Baker	0	0	24	0	0
Barstow	406	0	517	0	0
Big Bear City	10	0	0	0	0
Big Bear Lake	9	0	0	0	0
Bloomington	68	0	0	0	12
Cedar Glen	3	0	0	0	0
Chino	220	0	50	0	20
Chino Hills	3	0	0	0	0
Colton	439	0	175	0	8
Crestline	18	0	0	0	0
Daggett	1	0	0	0	0
Fontana	876	0	84	0	60
Grand Terrace	27	0	0	0	0
Helendale	9	0	0	0	0
Hesperia	250	0	100	0	21
Highland	415	0	0	0	0
Joshua Tree	25	0	0	0	9
Lake Arrowhead	4	0	0	0	0

CITY	VOUCHER PROGRAM	PUBLIC HOUSING UNITS	AUTHORITY-OWNED UNITS	LLC & LP UNITS	HOUSING PARTNERS I, INC.
Landers	2	0	0	0	0
Loma Linda	193	0	42	87	37
Lucerne Valley	5	0	0	0	0
Mentone	54	0	39	0	0
Montclair	153	0	34	0	74
Newberry Springs	1	0	0	0	0
Oak Hills	1	0	0	0	0
Ontario	618	0	23	153	214
Phelan	2	0	0	0	0
Rancho Cucamonga	315	0	0	0	6
Redlands	536	0	120	85	170
Rialto	426	0	24	0	0
Rimforest	1	0	0	0	0
Running Springs	6	0	0	0	0
San Bernardino	2,669	116	504	146	141
Sugarloaf	8	0	0	0	0
Twentynine Palms	42	0	0	0	20
Twin Peaks	40	0	40	0	0
Upland	498	98	0	0	0
Victorville	818	0	168	67	86
Yucaipa	224	0	155	0	63
Yucca Valley	70	0	0	0	30
<b>TOTAL</b>	<b>10,120</b>	<b>216</b>	<b>2,106</b>	<b>538</b>	<b>1,044</b>

For Housing Authority of the County of San Bernardino  
**STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET POSITION | UNAUDITED**  
 For the Fiscal Year Ending September 30, 2018





For Housing Authority of the County of San Bernardino  
**STATEMENT OF NET POSITION | UNAUDITED**  
 For the Fiscal Year Ending September 30, 2018

## ASSETS

CASH AND INVESTMENTS	\$56,170,617
ACCOUNTS RECEIVABLE (NET)	\$3,528,676
PREPAID EXPENSES	\$4,457,881
DUE FROM GOVERNMENTS	\$1,029,594
LAND, BUILDINGS & EQUIPMENTS (net of accumulated depreciation)	\$100,962,610
INVENTORY	\$329,624
NOTES RECEIVABLE	\$9,998,347
<b>TOTAL ASSETS</b>	<b>\$176,477,348</b>
DEFERRED OUTFLOWS	\$4,756,089
<b>TOTAL ASSETS AND DEFERRED OUTFLOWS</b>	<b>\$181,233,437</b>

## LIABILITIES

ACCOUNTS PAYABLE	\$1,349,456
OTHER LIABILITIES	\$6,590,603
NOTES PAYABLE	\$47,298,086
ACCRUED PENSION & OPEB	\$28,232,614
<b>TOTAL LIABILITIES</b>	<b>\$83,470,759</b>
DEFERRED INFLOWS	\$950,285
<b>TOTAL LIABILITIES AND DEFERRED INFLOWS</b>	<b>\$84,421,044</b>

NET  
POSITION

INVESTMENT IN CAPITAL ASSETS, NET OF RELATED DEBT	\$53,664,524
RESTRICTED NET POSITION	\$4,569,939
UNRESTRICTED NET POSITION	\$38,577,930
<b>TOTAL NET POSITION</b>	<b>\$96,812,393</b>

**TOTAL CAPITAL, LIABILITIES & DEFERRED INFLOWS** **\$181,233,437**

# CELEBRATING 10 YEARS OF INNOVATION

Fiscal year 2018 marked our 10th anniversary as a congressional- and HUD-designated Moving to Work agency. The MTW designation permits HACSB to waive some HUD program requirements in order to develop local policies that are adapted to the diverse communities that make up San Bernardino County. Currently there are 39 designated MTW agencies out of 3,200 housing authorities nationwide.

The privilege of the MTW designation comes with a great responsibility to improve housing programs and delivery models through innovation and evaluation. Successful models identified through the MTW program can be adopted by HUD and other agencies as best practices. Our agency's decade of success comes as a result of our: business approach to strategic planning; partnership with Loma Linda University for third-party research to help inform policy decisions and program changes; networking with other MTW agencies to identify and implement best practices; and vetting and analyzing proposed changes.

We have transformed our agency by executing innovative initiatives based on the three statutory MTW objectives: saving taxpayer dollars through efficient work; helping families achieve economic independence; and ensuring a family's freedom of housing choice. The table highlights the changes HACSB has implemented using MTW flexibility. These innovative modifications are not available to traditional housing authorities, who must adhere to regulatory requirements.

These activities have resulted in positive outcomes for HACSB and the families we serve. Some of our accomplishments during the past 10 years as an MTW agency include:

- ▶ Improved administrative efficiencies resulting in over **\$4 million in total cost savings** from MTW activities and over **163,000 hours of staff time saved** from MTW activities.
- ▶ The Local Payment Standards activity improved housing choice and enabled more than **1,400 low-income families to lease units that would have been out of reach** under HUD's traditional Payment Standards.
- ▶ Implemented activities aimed at helping families work toward economic self-sufficiency, resulting in a:
  - **52% earned income increase for all MTW families;**
  - **67% earned income increase for families participating in the Term-Limited Lease Assistance Program since 2012; and**
  - **87% earned income increase for families subject to the \$125 HACSB minimum rent.**
- ▶ For families who participated in the Term-Limited Lease Assistance Program, there was a **55% increase in full-time employment** since implementation in 2012.
- ▶ The number of children participating in the No Child Left Unsheltered program who are at **risk of developing a clinically significant behavioral problem decreased by 78%.**

The cost and time savings associated with our MTW efforts have allowed us to invest in other activities, including increased research efforts, enhanced internal quality control, creation of our Career Development Initiatives team devoted to supportive services for participating families, and hiring on-site workforce development specialists to help individuals prepare for and find new or more advanced employment. These outcomes show the positive impact MTW flexibilities can have for not only the agency, but for the customers we serve.

## MOVING TO WORK ACTIVITIES BY STATUTORY OBJECTIVE

### ADMINISTRATIVE EFFICIENCY

Single Fund Budget  
 Strategic Investment Policies  
 Alternate Assessment Program  
 Biennial Recertifications  
 Simplified Income Determination  
 Elimination of Assets  
 Controlled Program Moves  
 Local Inspection Standards  
 Local Asset Management Program  
 Property Management Innovation  
 Utility Allowance Reform  
 Streamlined Lease Assistance Program

### ECONOMIC INDEPENDENCE

Local Policies for Portability  
 Elimination of Earned Income Disallowance  
 Minimum Rent  
 Pilot Work Requirement  
 Local Income Inclusion  
 Local FSS program  
 Term-Limited Lease Assistance Program  
 No Child Left Unsheltered  
 Transition for Over-Income Families

### EXPANDING HOUSING OPPORTUNITIES

Local Project-Based Voucher Program  
 Local Payment Standards  
 Operating Subsidy for Vista del Sol  
 Project-Based Voucher Flexibility for Horizons at Yucaipa Senior Housing  
 Local Disaster Short-Term Rental Assistance



## TERM-LIMITED LEASE ASSISTANCE PROGRAM UPDATES

The Term-Limited Lease Assistance Program combines five years of housing assistance with coaching and supportive services to help participating families achieve economic self-sufficiency.

The Housing Authority partners with Loma Linda University to conduct a longitudinal study of the families participating in the Term-Limited Lease Assistance Program. The program was implemented in 2012, the statistics below highlight the results of program participants through the years.



Families participating to date: **1,787**

Average household size: **3.3** persons

Average age of head of household: **34.5**

### INCOME AND EMPLOYMENT

Average household income: **\$25,532**

By Year 5 **80.1%** of families have wage income in comparison to 59.5% in Year 1

Changes in households since program implementation\*:

**42.5% increase** in employment income

**15.5% decrease** in income from welfare

**20.1% increase** in full-time employment

**25% decrease** in unemployment



### EDUCATION

**89.4%** families have high school diploma or greater



### EARLY EXITS

**65.2%** of families have exited the program prior to their fifth year of assistance

\* Excludes income from higher-income households that exited program early





▲ Pictured from left to right: Connie Partida, Marchaina Greely, Christopher Williams, Brigita Miller and Valarie Bennett

- ◀ RAB received certificates of recognition from local elected officials for contributions to the Board.



## 2017–18 RESIDENT ADVISORY BOARD

The Housing Authority's Resident Advisory Board (RAB) is instrumental in helping review and discuss critical issues that affect residents and program participants. On an ongoing basis, Housing Authority staff work closely with RAB members to discuss potential policy changes, get feedback on messaging and communication to residents, recruit participants for hearings and special events, and much more. This year, two new RAB members joined the team. The board of eight includes a mix of participants from the Term-Limited Lease Assistance Program, Project Based Voucher Program, Veterans Affairs Supportive Housing (VASH), and the Tenant-Based Voucher Program.



## FAMILY SELF-SUFFICIENCY PROGRAM GRANT RENEWED

The Housing Authority received a \$208,139 renewal grant for its Family Self-Sufficiency (FSS) Program, which helps fund three staff coordinators to administer the program. Families in this program access tools to achieve their education and employment goals. The FSS Program is a holistic approach to helping families make progress toward self-sufficiency. Upon enrollment, the participant develops a five-year training and services plan that outlines the steps to become employed, increase their earnings, and become independent of government assistance. As the family's earnings increase, the family's rent goes up. The amount of the increase goes into an escrow account that the family receives upon graduating from the FSS Program. Successful FSS graduates have used their escrow accounts for homeownership, education, to purchase a reliable car, or to start their own business.

# 27<sup>TH</sup> ANNUAL COLLEGE SCHOLARSHIP AWARDS

For 27 years, the Housing Authority has been proud to assist eligible participants in achieving their higher education goals through scholarships. Current participants/residents in the Housing Choice Voucher Program, Public Housing Program, or other HACSB affordable housing communities are eligible to apply. Students need to be accepted by or currently attending a four-year college/university, community college, or technical/vocational school. Students attending a four-year college or university receive a \$1,500 scholarship, while community and technical/vocational students receive a \$750 scholarship. The Housing Authority uses nonpublic funds to promote educational success among participants.



▲ *My mom has always been my inspiration to continue my education. She has always been my No. 1 support system ... she was the first one in her family to graduate, and she inspires me every day.*

— Sabrina, Cal Poly Pomona

In 2018, seven students were awarded scholarships to assist them with their college expenses. The recipients are attending the following colleges/universities: California State University, San Bernardino; California State Polytechnic University, Pomona; Alabama A & M University; California State University, Fullerton; University of Redlands; and UEI College, Riverside. Their areas of study include: business, kinesiology, animal science, liberal studies, business management, and certified medical assistant.



◀ *What inspired me to continue my education was mainly my mom. My mom has always stressed the importance of school and getting good grades. Another thing that motivated me to keep going and strive for the best is the people that told me I couldn't do it ... instead of giving up, their words inspired me to continue.*

— Moyet, Alabama A & M University

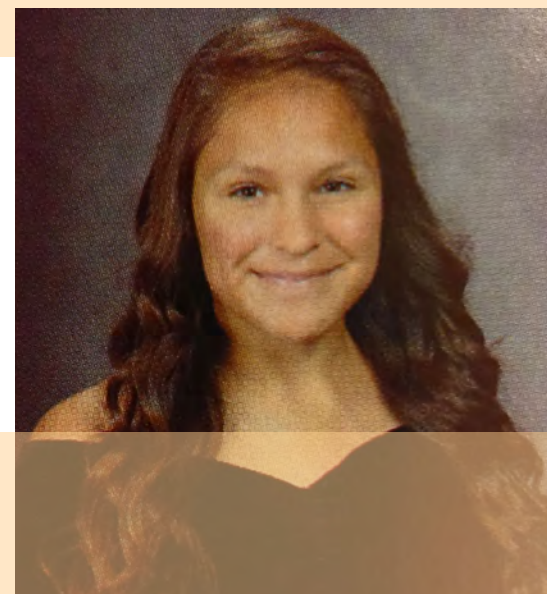


◀ *What kept me strong during that difficult situation was my religion and faith in God. I prayed often, became active in the church, and made it my goal to start thinking positively about the various things going on in my life at the time.*

— *Dianna, Cal State Fullerton*

*My AVID teacher was the one who got me inspired [for college]. He had so much care for his students' success and wanted the best for us. He pushed me to always exceed the limit. He grew up with almost the same struggles that I did growing up, and it motivated me even more to know that if he can be successful, then I can, too. ▶*

— *Destiny, Cal State San Bernardino*





## HOMEOWNERSHIP DREAMS REALIZED

Since 2002, 245 families have become homeowners through the Housing Authority's Homeownership Assistance Program. Similar to housing assistance in other affordable housing programs, the Homeownership Assistance Program provides mortgage assistance for up to 15 years for working families and up to 30 years for disabled families if the homeowners meet income requirements. Moving from a rental unit to a home of their own is a dream come true for many of our families, and we are proud to have assisted in that process.

The following homeowners were previous participants of HACSB's Term-Limited Lease Assistance (TLA) Program, which provides five years of housing assistance coupled with supportive services to help families reach self-sufficiency. Both families exited the TLA program early, giving the opportunity for another family to come off the wait list and receive rental assistance.

### RENTAL ASSISTANCE A STEPPING STONE TO HOMEOWNERSHIP

In 2015, John and his family started their journey on the TLA program. John knew this was the stepping stone he needed to get to his dream of homeownership. After two years, John and his wife purchased a home. "I now have the freedom and security of owning my own home," John said.

◀ *John and his family in their new home*



## DETERMINED HOMEOWNER

In 2014, Jodi, a single mother of three, entered TLA. As an aspiring homeowner, Jodi received assistance from HACSB's Homeownership Assistance Program and identified various personal and professional goals. After three and a half years of receiving housing assistance, she exited the program and purchased a home. Jodi is proud of her accomplishments. "I now have something for my children, and if it weren't for Housing Authority's programs, I wouldn't have what I have today," Jodi said.

Jodi's advice to other homeowners: "Some days you are going to feel like the goal is too far to reach, but I'm here today to say that it is possible. Utilize the resources the community and the Housing Authority provide, and most of all, believe in yourself."

*Jodi and her family* ►

## ONCE A TENANT, NOW AN OWNER

In 2012, Dana, who has a 2-year-old son, began participating in the Term-Limited Lease Assistance Program. Dana knew this was her opportunity to achieve homeownership. With the support of HACSB staff, Dana created a "road map" to achieve her goal of homeownership. This included enrolling in an apprenticeship program through the county of San Bernardino to learn clerical administrative skills. Upon completion, she secured a full-time position as an office assistant. By 2017, Dana was a homeowner. "Make a checklist of goals, keep going, don't take no for an answer, and you will make it happen," Dana advises other aspiring homeowners.





## HARDWORKING HOMEOWNER

Rosie, a single mother of two children, dreamed of becoming a homeowner. Participating in the Tenant-Based Voucher Program afforded her the opportunity to set herself on an educational and professional goal path. She obtained her GED, earned a medical billing and coding vocational certificate, secured a job in her field, saved money toward her future home, and eventually enrolled in HACSB's Homeownership Program. In 2018, after working toward her dream for 13 years, Rosie became a proud homeowner. When asked what kept her motivated, Rosie said with tears in her eyes, "You have to work hard and don't give up."

## BUILT A FUTURE IN 5 YEARS

When Marneisha started the Term-Limited Lease Assistance Program, she was unemployed, without a high school diploma or a driver's license. Ready to begin building her future, with the support of HACSB staff, Marneisha built a goal plan and soon began to hit milestones to success. Marneisha quickly enrolled in a security guard job training program, secured full-time employment in the industry, and is now working toward becoming a detention officer. She also obtained both her high school diploma and driver's license. At the same time, she began working on her finances and saving money. With the help of the Housing Authority, Marniesha purchased her own home and transitioned off housing assistance. "I feel fortunate to have recognized this was an opportunity to take advantage of, and I hope others on the program can see it the same way and build a future they have dreamt about," Marneisha said.



# RESIDENT SUCCESS STORIES

## SUCCESSFUL GOAL-GETTER

Participating in the Term-Limited Lease Assistance Program helped Vernica stay motivated to achieve her goals. “Immerse yourself in what you love, research what you want to do, and never give up,” says Vernica, a real estate agent.



## FELICIA ACHIEVES EDUCATIONAL GOALS

Since 2015, Felicia, her husband, and seven children have been participants in the Term-Limited Lease Assistance Program. Felicia said this has given her the opportunity to accomplish her educational goals as “[the term limit] lights a fire under you.” Felicia is a recent scholarship recipient for both the HACSB annual scholarship and National Association of Housing and Redevelopment Officials Merit College Scholarship. In the last three years, Felicia has earned an associate’s degree from San Bernardino Valley Community College, a bachelor’s degree in business administration from the University of Redlands, and started a master’s program in business administration. Upon completion, Felicia plans to start her own nonprofit organization empowering women. Felicia’s advice to other housing program participants aspiring to earn their higher education degrees: “Getting an education not only prepares you for a career you are passionate about, but most importantly it teaches you how to think deeper about the world around you. I have been taught to thrive, not just survive.”

◀ *Felicia, a recent scholarship recipient*



## \$79,000 STATE TECHNOLOGY GRANT HELPS AFFORDABLE HOUSING COMMUNITIES AND RESIDENTS

The Housing Authority received \$79,108 from the California Advanced Services Fund Broadband Public Housing Account Adoption Grant. This yearlong grant allowed for the purchase of over 200 computers for residents and on-site digital literacy trainings for residents of the Maplewood Homes (San Bernardino) and Parkside Pines (Colton) affordable housing sites. This is a great opportunity, at no cost for our residents, to help them get closer to achieving their professional and educational goals.

◀ *Maplewood Homes digital literacy training center*   ▼ *Maplewood Homes community area*





## AGENCY RECEIVES COMMUNITY PARTNER AWARD

The County's Preschool Services Department awarded the Housing Authority the Community Partner Award for our continued support of our mission of improving the well-being of children, empowering families, and strengthening our communities. A few of the Housing Authority's affordable housing sites have on-site Head Start facilities that provide children with a high-quality early childhood education.

In August 2018, the new Head Start facility opened its doors in the community center of the Valencia Grove housing site in Redlands. Families and children in the community now have access to early childhood educational services.

- ▲ *Diana Alexander, director of Preschool Services (front left) presents the award to Maria Razo, executive director for the Housing Authority. They are joined by their team members.*

*Valencia Grove Head Start classroom* ▶





## ARROWHEAD GROVE HOUSING COMMUNITY REVITALIZATION

The second and third phases of construction on the site of the former Waterman Gardens Public Housing community (now called Arrowhead Grove) will result in a total of 184 mixed-income family apartments and complete the HUD required one-for-one replacement of the original 252 public housing units. The new construction will provide 147 affordable one- to four-bedroom family units with an additional 35 market-rate units interspersed across the site and two units for property managers. Through previous construction phases, 136 new affordable housing units have already been built.

The project was awarded \$20 million in Affordable Housing and Sustainable Communities (AHSC) program funds by California's Strategic Growth Council on June 28, 2018. On December 12, 2018, the project received \$55 million in tax-exempt bond allocations and \$22.5 million in 4% low-income housing tax credits from the state of California. The majority of AHSC program funds will come into the project as permanent financing after construction completion, thereby reducing the amount of long-term bond debt on the property.



## PERMANENT SUPPORTIVE HOUSING DEVELOPMENTS

By the end of 2018, HACSB had received all entitlement and construction permit approvals for the conversion of the Golden Apartments and Desert Haven (formally known as Queens Motel) properties to permanent supportive housing for the chronically homeless. The 21 two-story, two-bedroom apartments at the Golden Apartments in San Bernardino will be converted to 37 one-bedroom flats. Similarly, the 61 rooms at Desert Haven in Victorville will be converted to 24 one-bedroom apartments and seven studio units. Both developments will utilize the Housing First approach and offer extensive supportive services to the residents sponsored by the county's Department of Behavioral Health.

## HOUSING FIRST MODEL

Housing First is an approach that connects homeless individuals to permanent housing without preconditions to entry. Supportive services are offered to maximize housing stability and prevent individuals from becoming homeless again. This is a positive step toward ending chronic homelessness in our communities.



## RENTAL ASSISTANCE DEMONSTRATION PROGRAM

In 2013, the Housing Authority received approval from HUD to convert its public housing units to project-based vouchers under the Rental Assistance Demonstration (RAD) program, which helps preserve affordable housing. Under RAD, housing authorities are able to generate and leverage equity on the properties to renovate, replace and repair this aging housing stock. Due to its RAD approval, HACSB is redeveloping its Waterman Gardens Community. Furthermore, it will conduct several million dollars' worth of renovations to other former public housing communities. By the end of 2018, 1,040 public housing units were converted under RAD and the remaining 208 public housing units will be converted in 2019.

## PUBLIC HOUSING SITE PASSES RIGOROUS INSPECTION

The Los Olivos affordable housing community passed its 2018 HUD inspection with the high score of 97 out of 100 points, resulting in the highest score for the site. To ensure families live in safe and decent housing, HUD requires a comprehensive and rigorous inspection of all public housing sites. The areas of inspection include the entire site: building exteriors, building systems, common areas and the interiors of the various housing units. Maintaining a housing site built in 1941 is no easy task. Throughout the year, site staff diligently maintain the property by addressing all the site work orders and working through a long-term plan to address other physical needs of the site.

## NEW STATE BILL CREATES AFFORDABLE HOUSING FOR MIDDLE-INCOME FAMILIES

In 2018, Gov. Jerry Brown signed into law Assembly member Marc Steinorth's Assembly Bill 1768, sponsored by San Bernardino County, which creates a means for financing housing that is affordable for middle-income families. Those affected include teachers, nurses, police, first responders, and firefighters, among others, who earn too much to qualify for the traditional HUD affordable housing programs. As a result, these families might not be able to afford to live in the communities where they work. This law allows the Housing Authority to create a new funding source for middle-income housing to complement already existing programs.



## NATIONAL RECOGNITION AWARDS

In 2018, the Housing Authority received two awards from the National Association of Counties (NACo), an organization that honors innovative and effective county government programs that enhance services for residents. The awards were for the following:

### *COMMUNITY AND ECONOMIC DEVELOPMENT CATEGORY:*

#### **TRANSITIONING OUT OF THE TRADITIONAL PUBLIC HOUSING BUSINESS**

In 2013, the U.S. Department of Housing and Urban Development introduced the Rental Assistance Demonstration program. RAD allows housing authorities to convert their public housing to Section 8 project-based vouchers and leverage the property's equity to rehabilitate and maintain them. During the last few years, HACSB has used the RAD program to transition its public housing portfolio to the Section 8 project-based program.

### *COUNTY ADMINISTRATION AND MANAGEMENT CATEGORY:*


#### **SUCCESSFUL TRANSFER OF THE UPLAND HOUSING AUTHORITY'S AFFORDABLE HOUSING PROGRAMS**

It's becoming increasingly difficult for smaller housing authorities to continue to operate with ongoing affordable housing funding cuts. In an effort to protect housing assistance for approximately 722 families, HACSB partnered with the Upland Housing Authority (UHA) and requested permission from HUD to transfer UHA's Housing Choice Voucher and Public Housing programs to HACSB. The successful transfer preserved much-needed affordable housing in our county, protected families receiving assistance, enhanced services and resources to former UHA families, and bolstered regional efforts to streamline and provide affordable housing to families in need.

## COMING IN 2019

The Housing Authority is continuing its partnership efforts in multiple projects throughout the county in 2019, such as:

- ▶ Construction of HACSB's first two permanent supportive housing developments for the chronically homeless (Golden Apartments in San Bernardino and Desert Haven Apartments in Victorville) is slated to be completed.
- ▶ Construction is expected to begin on the second and third phases of the Arrowhead Grove mixed-income housing development.

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- ▶ HACSB expects to complete renovations of converted housing units at Arrowhead Grove to expand the Head Start Program there in partnership with the county's Preschool Services Department. The expanded program is expected to launch.
  - ▶ HACSB expects to assist the Related Companies with project-based vouchers to support the third and final phase of construction of 98 units at the Bloomington affordable housing site. Related expects to apply for tax credits in July 2019.
  - ▶ HACSB and affiliate nonprofit Housing Partners I, Inc. are working with ONYX Architects to complete construction documents by late spring 2019 for the 104-unit second phase of affordable family units at the Valencia Grove site in Redlands. Funding permitting, this project is expected to be under construction before the end of the year.



*Justus, an HSP participant,  
with her children Alyssa, Alesia,  
Joshua, Joseph, and Justin*

# HOMELESS GRANTS PROVIDE HOUSING ASSISTANCE TO INDIVIDUALS

The Housing Authority received renewal funding for \$3.6 million from HUD for its various Continuum of Care programs that serve approximately 350 homeless individuals and families with disabilities. A total of \$10.4 million came to San Bernardino County in homeless grants from HUD. The Department of Behavioral Health (DBH) refers eligible families to the Housing Authority. The Housing Authority provides rental subsidies and administers housing assistance. The DBH provides services ranging from job training, health care, supportive services, and educational services, allowing the family an opportunity to obtain economic and social independence.

The Housing Authority received additional funding to subsidize a total of 479 veteran households annually through the Veterans Affairs Supportive Housing Program (HUD-VASH). For the past nine years, VASH vouchers have offered a lifeline of clinical and supportive services through the Veterans Administration coupled with housing assistance from the Housing Authority.

The Housing Authority received additional Mainstream Housing Choice Voucher Program vouchers to house a total of 155 non-elderly persons with disabilities who are transitioning out of institutional or other separated settings; at serious risk of institutionalization; homeless; or at risk of becoming homeless. This program helps to further the goals of the Americans with Disabilities Act by helping persons with disabilities live in the most integrated setting.

The Housing Authority also received \$3.75 million from the county's Transitional Assistance Department to administer the CalWORKs Housing Support Program, which promotes housing stability for homeless families. The Housing Authority and its affiliate nonprofit KEYS work with homeless families and private landlords to provide rapid rehousing and rental assistance. The DBH also provides case management through the Family Stabilization and Life Skills programs. From the program's inception on January 1, 2015, to date, this partnership has resulted in the placement of 1,235 families, including 3,018 children, in permanent housing.



## HOMELESS SURVEYED FOR ANNUAL COUNT

Twenty Housing Authority volunteers gathered on January 25, 2018, to help during the annual Point in Time Count, a national effort to count and attempt to assist homeless individuals and families on the street. Volunteers were instructed to give special attention to unaccompanied homeless women because they face higher risks of violence on the streets. This experience helped the Housing Authority staff learn about the various circumstances of homeless individuals.

“That could be any of us, at any point in our lives,” said Maria Razo, HACSB’s executive director, as she reflected on her experience. “This is why we do what we do here at the Housing Authority, to help house individuals and families who have fallen into rough times get back into stable housing. We are passionate about what we do, we love the work we do, and together with our partners, we’ll continue to work on this endeavor together.”

*Homeless woman keeps her encampment tidy along the Santa Ana River. Photo courtesy of the San Bernardino Sun ▼*



# NO CHILD LEFT UNSHELTERED UPDATE

The Housing Authority's No Child Left Unsheltered program houses homeless children and their families. To date, 156 people have been housed through this program, including 99 children.

The county's Department of Behavioral Health provides case management and behavioral health services to support the long-term stability of these families. This program strives to create a stable family environment, improve educational and social advancement of children and parents, and advance the economic well-being of the household.

Loma Linda University evaluates NCLU-participating families. Overall, the most significant changes were improvements in the mental health of adults and improvements in the behavioral and academic outcomes of children. While employment and income remained relatively stable for families, the changes found in mental health were significant and likely set the groundwork for future employment and economic gains. This points toward the need for a developmental approach in helping these families go from homelessness toward economic self-sufficiency.

The research demonstrated that stable housing helped the families stabilize, which in turn helped their children succeed in school. Overall, self-esteem and household dynamics improved.

## WHAT WE'RE HEARING FROM NCLU-PARTICIPATING FAMILIES:

“ She's a normal kid now; she's like everyone else. ”

“ Yeah, it's not that we're lazy. There are us out there who need the help. Yeah, the fear and the anxiety is always there. ”

“ They are so happy now that we're all together, because they were always worried for us, where we were going to sleep, if we were warm, you know. ”

“ [My daughter] she's, like, very shy and timid ... but now she's, like, 'Well, I got my friends, I'm happy,' and I'm, like, now you can see more of her confidence now. I see it a lot. I think it has to do with being in our new house. ”

“ The Housing Authority was the only place I could go, it was the only place willing to help me to house me and my kids. ”

“ I think [NCLU] is one of the reasons my daughter is graduating. ”



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