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*Housing Authority of the County of San Bernardino*

BUILDING COMMUNITIES  
CHANGING LIVES

ANNUAL REPORT

# HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO

## 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.

## Core Values

**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 toward 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.

# COUNTY BOARD OF SUPERVISORS

## Governing Board of Commissioners



**James Ramos**  
*Chair, Third District Supervisor*



**Robert A. Lovingood**  
*Vice Chair, First District Supervisor*



**Janice Rutherford**  
*Second District Supervisor*



**Curt Hagman**  
*Fourth District Supervisor*



**Josie Gonzales**  
*Fifth District Supervisor*



**Gregory C. Devereaux**  
*Chief Executive Officer*

## Housing Commission



**Tim Johnson, Chair**



**Benton Lamson, Vice Chair**



**Sylvia Miller**



**Jessie Muñoz**



**Richard Rowe**



**Mario Saucedo**

# EXECUTIVE DIRECTOR'S MESSAGE

We live in a part of the world that encourages our residents to gain economic independence by moving through our housing programs into private sector housing; albeit with a helping hand from us that went from a \$600,000 annual resident services budget to \$2 million this past fiscal year.

Despite the misconceptions, the majority of our adult household members are employed, but struggle to make ends meet because they are “underemployed”. Housing assistance is never free nor a lifetime program– all residents pay at least 30-50% of their income towards rent, and the average stay in our programs is seven years, unless they are part of our five year term limited program. Not to mention that the majority of the people we serve are seniors, individuals with disabilities, veterans, and children.

Our omnipresent mission is to help motivate and “outfit” our local low income households. We do so through housing over 32,000 people, establishing and sharing education and job initiatives, expanding partnerships to help strengthen our families, and other fruitful methods of moving people through our programs.

We don't warehouse people like many other Housing Authorities and these dynamic efforts were hatched under the leadership of our progressive County Supervisors and our Housing Commissioners who act and lead as our two successful Boards.

However, the demand for our affordable housing programs and services is ever growing with over 50,000 applications on our waiting lists, a number that would be higher if we didn't have so many of our lists closed. The proof is there that Americans need more affordable housing. Due to the shortage in our local world, we've been pulled much more into the mission of helping the homeless veterans and families.

*A few of our accomplishments this year include:*

- ◆ Starting new businesses such as our third affiliate non-profit Reliant Asset Management Solutions.
- ◆ Requiring residents to attain “work” which can either be paid employment or activities leading to gainful employment.
- ◆ Privatizing federal programs and services to maximize tax payer dollars.
- ◆ Building and buying properties through the County.
- ◆ Focusing on increasing the number of homeowners.
- ◆ Earning revenue despite budget cuts in federal programs.
- ◆ Hiring the best caliber staff.
- ◆ Bridging families to opportunities through expanded partnerships.
- ◆ Rebranding our agency to better align with the County marketing and messaging.

We are dynamic, we are kinetic, and we love our jobs because we are making a difference. Welcome to HACSB, enjoy reading about our innovative agency.

Respectfully,



**Daniel J. Nackerman**  
*Executive Director*



# HACSB BY THE NUMBERS

**32,070**

residents/participants,  
making up **1.6%** of the  
County's population

**12,339**

families

**9,815**

vouchers for  
**29,053**  
individuals

**1,163**

public housing units for  
**3,017** individuals

**31**

public housing  
developments  
in **12** cities

**1,361**

authority owned  
units throughout  
**37** developments in  
**16** cities

**11,216** children

**18** years and younger

**2,622** seniors

**62** years and older

**5,473** individuals

with disabilities

Services offered in  
**9** different languages

**206**

new homeowners since  
the year **2000**

**52,428**

applicants on the  
various waiting lists

**50+**

community and  
government partners

**\$108.2**

million infused into the  
county's economy during  
FY **2014-15**

**\$71.9**

million paid in  
housing assistance  
payments to almost  
**4,000** landlords

**\$9.1**

million paid to **592**  
vendors for various  
programs and services

**\$4.4**

million on rehab,  
construction and acquisition  
of housing units

**129** employees  
across **17** offices

# HOUSING UNITS BY CITY

## Voucher Rental Assistance Program Units: 9,815

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

## Public Housing Units: 1,163

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

## Authority-Owned Units: 1,361

These units 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 non-profit public housing corporation.

## Housing Partners I, Inc.: 1,125

HACSB's non-profit affiliate, Housing Partners I, Inc. has these units as part of its property portfolio.

City / Community	Voucher Rental Assistance Program Units	Public Housing Units	Authority Owned Units	Housing Partners I, Inc.
29 Palms	37	0	0	0
Adelanto	322	2	0	14
Alta Loma	91	0	0	0
Apple Valley	351	2	7	59
Baker	0	0	24	0
Barstow	166	217	300	0
Big Bear City	11	0	0	0
Big Bear Lake	7	0	0	0
Bloomington	41	1	0	202
Bryn Mawr	1	0	0	0
Chino	163	50	0	20
Chino Hills	5	0	0	0
Colton	391	124	49	8
Crestline	21	0	0	0
Fawnskin	1	0	0	0
Fontana	925	1	84	129
Grand Terrace	32	0	0	0

<i>City / Community</i>	<i>Voucher Rental Assistance Program Units</i>	<i>Public Housing Units</i>	<i>Authority Owned Units</i>	<i>Housing Partners I, Inc.</i>
Helendale	9	0	0	0
Hesperia	280	0	100	21
Highland	473	12	0	0
Joshua Tree	26	0	0	9
Lake Arrowhead	7	0	0	0
Landers	3	0	0	0
Loma Linda	166	0	42	12
Lucerne Valley	7	0	0	0
Mentone	54	0	39	0
Montclair	162	0	34	74
Morongo Valley	1	0	0	0
Oak Hills	1	0	0	0
Ontario	603	0	177	61
Oro Grande	1	0	0	0
Phelan	2	0	0	0
Pinon Hills	2	0	0	0
Rancho Cucamonga	304	1	0	6
Redlands	474	123	45	170
Rialto	572	0	24	0
Running Springs	8	0	0	0
San Bernardino	2859	629	73	172
Sugar Loaf	5	0	0	0
Twentynine Palms	0	0	0	20
Twin Peaks	39	0	40	0
Upland	18	0	0	0
Victorville	922	1	168	55
Wrightwood	1	0	0	0
Yucaipa	174	0	155	63
Yucca Valley	77	0	0	30
<b>Totals</b>	<b>9,815</b>	<b>1,163</b>	<b>1,361</b>	<b>1,125</b>



## STATEMENT OF NET POSITION - UNAUDITED

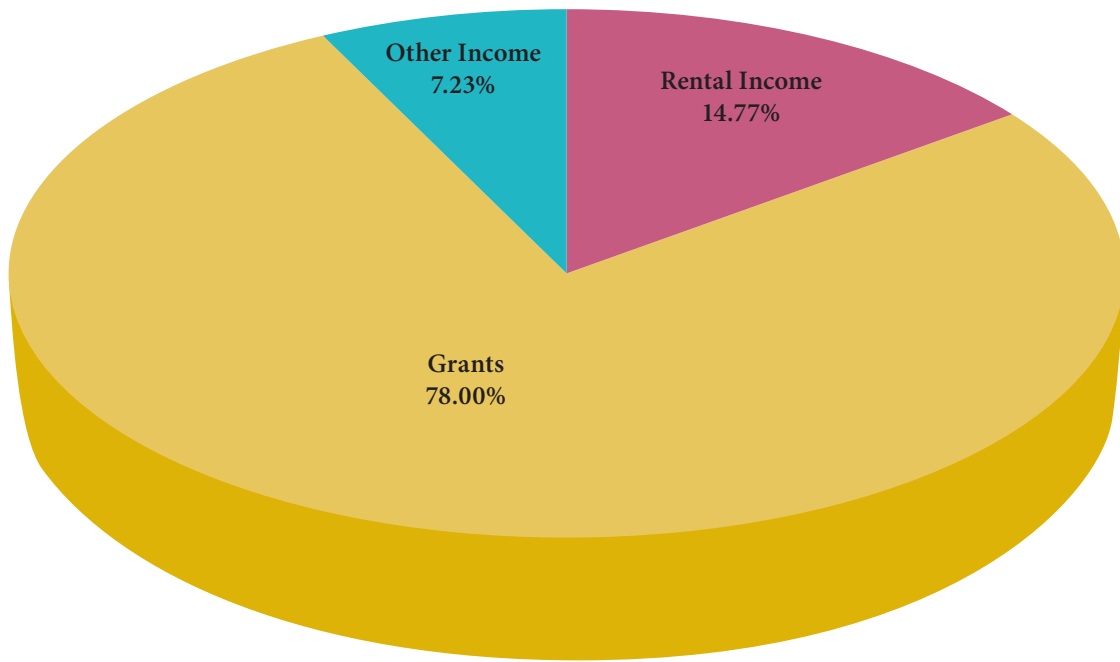
<b>ASSETS</b>	
Cash and investments	36,257,257
Accounts receivable <i>(net)</i>	3,097,566
Prepaid expenses	2,985,535
Due from other governments	553,228
Land, Buildings & Equipment <i>(net of accumulated depreciation)</i>	111,034,130
Inventory	311,936
Notes receivable	8,034,502
<b>TOTAL ASSETS</b>	<b>162,274,155</b>
<b>LIABILITIES</b>	
Accounts payable	103,374
Other liabilities	9,042,593
Notes payable	52,975,418
<b>TOTAL LIABILITIES</b>	<b>62,121,385</b>
<b>CAPITAL</b>	
Investment in capital assets <i>(net of related debt)</i>	58,058,712
Restricted net assets	9,681,633
Unrestricted net assets	32,412,425
<b>TOTAL CAPITAL</b>	<b>100,152,770</b>
<b>TOTAL CAPITAL AND LIABILITIES</b>	<b>162,274,155</b>

## STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET POSITION- UNAUDITED

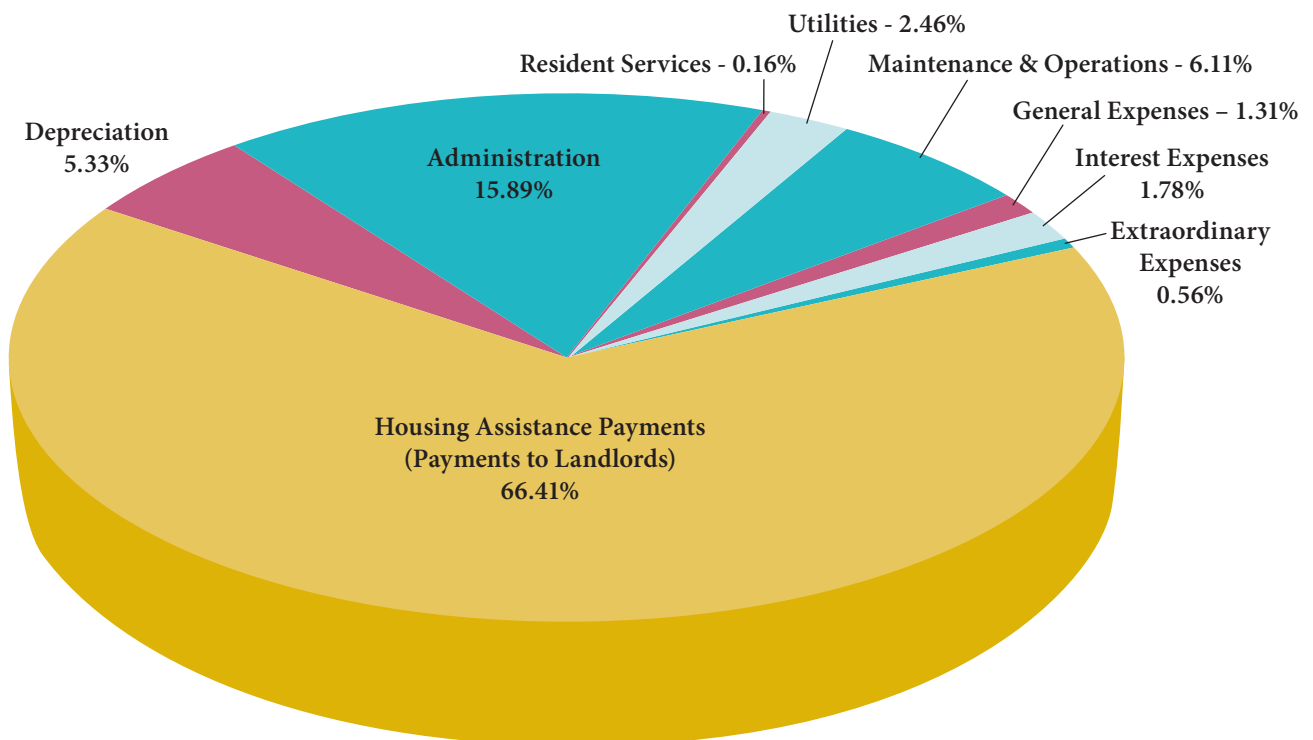
<b>REVENUES</b>	
Dwelling rental income	16,233,613
HUD operating subsidies & grants	85,738,230
Other income	7,804,600
Investment income	141,418
<b>TOTAL REVENUES</b>	<b>109,917,862</b>
<b>EXPENSES</b>	
Administration	17,188,043
Tenant services	175,155
Utilities	2,664,670
Maintenance & Operations	6,606,987
General expenses	1,412,679
Interest expense	1,924,411
Extraordinary expenses	607,832
Housing assistance payments	71,858,967
Depreciation	5,763,552
<b>TOTAL OPERATING EXPENSES</b>	<b>108,202,296</b>
Increase in net assets	1,715,566
Beginning net assets	98,437,204
<b>ENDING NET ASSETS</b>	<b>100,152,770</b>



REVENUES



EXPENSES



# MOVING TO WORK PROGRAM UPDATES

HACSB is one of 39 Housing Authorities nationwide to be designated a Moving to Work (MTW) demonstration site. MTW agencies have flexibility to design and test innovative, locally-based strategies that use Federal dollars more efficiently, help residents find employment and become self-sufficient, and increase housing choices for low-income families. To date, we have developed and received approval for 25 MTW initiatives.

*Two initiatives to help families achieve economic independence include progressive time limits and work requirements:*

- ◆ The Five Year Lease Assistance Program provides five years of housing assistance for new non-elderly/non-disabled households served.
- ◆ The Pilot “Work” Requirement is for all non-elderly/disabled residents at our Maplewood Homes Affordable Housing site. This program requires adult household members to participate for a minimum of 15 hours per week in work or work-related activities.

To ensure the success of the families participating in these programs, and using the flexibility that the MTW designation allows, HACSB provides participants of both programs with access to extensive workforce readiness and job attainment services, life skills workshops, and case management assistance. Below are some updated statistics on the progress of the families since the implementation of both programs:

## Five Year Lease Assistance Program

Data	April 1, 2013	September 30, 2015	% Change
Number of Families	700	1,353	193%
Average Household Income (all income sources)	\$18,401	\$18,587	1.0%
Average Earned Income (wages)	\$12,181	\$15,548	27.6%
Number of adults enrolled in education program	43 (6%)	199 (15%)	97.6%
Number of heads of household employed	383 (50%)	850 (63%)	13.0%
Number of work-able heads of household unemployed	329 (47%)	487 (36%)	-11.0%
Employment placements (through onsite WDS)	n/a	126	n/a
Average hourly wage (for FY 2015 WDS employment placements)	n/a	\$11.78 (\$9.00 to \$20.91/hr.)	n/a

## Pilot “Work” Requirement Program

Data	April 1, 2013	September 30, 2015	% Change
Average Household Income (all income sources)	\$11,061	\$13,954	26.2%
Average Earned Income (wages)	\$12,934	\$16,249	25.6%
Average Total Tenant Payment	\$251	\$229	-8.8%
Number of heads of household enrolled in education program	2	8	300.0%
Number of heads of household employed	61	105	72.1%
Number of work-able heads of household unemployed	198	128	-35.4%
Employment placements (through onsite WDS)	n/a	25	n/a
Average hourly wage (for FY 2015 WDS employment placements)	n/a	\$9.83 (\$9.25 to \$10.23/hr.)	n/a

# NEW 2015 MOVING TO WORK ACTIVITIES

## STREAMLINED LEASE ASSISTANCE PROGRAM UPDATE

This initiative, implemented in February 2015, simplifies the cumbersome rent calculation and eliminates disincentives for employment. It applies to households in the Housing Choice Voucher (formerly known as Section 8) and Public Housing programs (except those in the Five Year Lease Assistance Program). Non-elderly/non-disabled households are subject to a tiered rent calculation while elderly/disabled households to a fixed rent calculation. No other deductions and allowances are provided. This program will help families better understand the rent structure, allowing them to budget for expenses and preparing them for economic independence. To date, more than 4,000 households have been converted to Streamlined Lease Assistance. In future years, we anticipate that this activity will also result in a reduction of staff time to process re-certifications.

## TRANSITION FOR OVER-INCOME PUBLIC HOUSING/HOUSING CHOICE VOUCHER FAMILIES

In an effort to create more housing opportunities for families on our waiting lists, and in recognition of certain families attaining self-sufficiency, HACSB implemented this new initiative in April 2015 to transition families who have an annual income which exceeds 80% of area median income (“over-income”) off of housing assistance. Over-income families are given a six month grace period to transition off housing assistance. The six-month transition period began for 39 currently-assisted households identified as “over-income” on April 1, 2015, and will begin at biennial or interim recertification for any household identified as over income after that date. The average household income of those transitioned is \$57,577.

## HOUSING AUTHORITY RECEIVES RECOGNITION FOR INNOVATION

HACSB received two Innovation Awards from the National Association of Counties (NACo) for the Five Year Lease Assistance and Pilot “Work” Requirement programs. The awards honor innovative, effective programs that enhance services for County residents. Collectively, the County received 46 awards across 21 departments.



*Maria Razo, HACSB's Deputy Executive Director, accepts the Certificate of Recognition issued by the San Bernardino County Board of Supervisors.*

# PARTNERSHIPS GENERATE EMPLOYMENT OPPORTUNITIES FOR RESIDENTS

Through partnerships with the County’s Transitional Assistance Department (TAD) and Workforce Development Department (WDD), HACSB housing participants are offered three different employment programs and services:

## **CalWORKs Youth Employment Program**

HACSB worked with both TAD and WDD to promote the CalWORKs Youth Employment Program for mutual customers, a paid employment program for up to 6 months or 485 hours for 16-24 year olds. This program offered youth the opportunity to: gain employment experience; improve their work skills; become self-sufficient; and contribute economically to San Bernardino County. To date, 6 youth have been placed in employment.

## **Housing Authority Youth Employment Program**

HACSB also partnered with WDD to provide another youth employment program for 45 youth ages 18-24 years old. WDD will provide a one-day Work Readiness Training and subsidized job placement with approved employers, for up to 6 months or 480 hours, whichever is less. The program will be fully implemented in the upcoming fiscal year.

## **Workforce Development Specialists**

To complement the work of HACSB staff, for the past three years, two on-site Workforce Development Specialists have helped families find and retain work by providing career counseling, employment services workshops, job referrals, and job skills enhancement services. Through these efforts, 241 low income residents have secured employment. The table illustrates the types of jobs and the respective wage ranges.

<b>JOB PLACEMENT APRIL 2013 – OCTOBER 2015</b>		
<b>JOB TYPE</b>	<b>PLACEMENTS</b>	<b>WAGE RANGE</b>
Administrative	20	\$9.00 – \$21.50
Childcare	4	\$9.00 – \$11.00
Customer Service	11	\$9.00 – \$15.00
Education/Teaching	15	\$9.00 – \$20.50
Industrial	3	\$12.50 – \$23.50
Medical/Medical Billing	14	\$9.00 – \$23.00
Nursing	31	\$9.00 – \$23.00
Other	45	\$9.00 – \$20.00
Retail	21	\$9.00 – \$15.50
Security	17	\$9.00 – \$13.00
Shipping/Receiving	4	\$10.00 – \$11.50
Transportation	10	\$10.65 – \$16.85
Warehouse	46	\$9.00 – \$14.65
<b>TOTAL</b>	<b>241</b>	<b>\$12.19 (average)</b>

# FAMILY ACHIEVEMENT CENTERS ESTABLISHED

To help families access education, training, and employment resources, HACSB established two Family Achievement Centers in San Bernardino that serve as a nucleus for the family's economic advancement.

One is located in the Maplewood Homes Affordable Housing Community - the site for the agency's pilot "work" requirement. Residents have access to onsite case management, employment assistance, a career and technology center, and partner resources such as the County's Transitional Assistance Department (TAD) and the Workforce Development Department (WDD). TAD's Eligibility Worker and Employment Services Specialist process paperwork, verify client information, assist customers in curing program sanctions, screen and refer for subsidized employment, and provide a wealth of other critical services. WDD staff provide career counseling, employment services workshops, job referrals, and job skills enhancement services.

The other Center centralizes HACSB's resident services and KEYS' supportive service programs. The Center is open on a referral basis for HACSB and KEYS customers to attend meetings with staff, workshops and informational sessions.



*The community was brought together by a wide variety of activities such as raffles, haircuts, food bags, shoes and clothing giveaway, live music and entertainment, and free children's books.*



# GRANT PROMOTES EFFORTS FOR ECONOMIC INDEPENDENCE

In fiscal year 2015, HACSB received almost \$205,000 in HUD Family Self Sufficiency Program grants. Through various community partners and resources, families in this program access tools to complete their education, job training and placement services. HACSB staff works directly with families to:

- ◆ Develop a personalized education and/or professional 5-year action plan; and
- ◆ Provide on-going case management assistance to ensure each family/individual is achieving their planned goals.

## Sabrina | *Housing Choice Voucher Program – Family Self-Sufficiency Participant*



After her five-year commitment, Sabrina graduated from the Family Self Sufficiency (FSS) Program and received a check for over \$16,000. She saved her money while working as an In Home Care Service Provider and plans to use this money to purchase her first home. “I’ve always wanted to be a homeowner. This program is a stepping stone to bigger things in life, and I highly recommended it to other families!” states Sabrina.

*Sabrina (right) holding her FSS check with Pam Averill, HACSB’s Family Self-Sufficiency Services Specialist.*



## Elaine of Colton, CA | *Public Housing Program – Family Self-Sufficiency Participant*

“Unexpected life predicaments brought us to public housing, but we have improved tremendously thanks to the housing assistance and mentorship of the staff,” states Elaine. Both Elaine and her husband work full time and are enrolled in the Family Self-Sufficiency Program. Thanks to their FSS savings, Elaine was able to pay for her Phlebotomy school. She is now licensed and looking for work in this field. “My husband and I are ready to move out, and give someone else the opportunity to progress as well,” continues Elaine.

## Rhonda of Redlands, CA | *Housing Choice Voucher Program – Family Self-Sufficiency Participant*

Rhonda became a single mother of five, after leaving an abusive relationship that kept her from her own life goals. She is now working as a full time nurse for the local Veteran’s Administration Hospital and plans to invest her FSS savings into her future home. “If it wasn’t for the Housing Authority, I’m not sure where I would be now...this opportunity has been great for my family. We are better than ever,” states Rhonda who is also attending school to advance in her career.

# 13 COLLEGE STUDENTS AWARDED SCHOLARSHIPS

For the 24th year, HACSB awarded 13 students a total of \$16,500 in college scholarships. This year's awardees are attending one of the following universities: Cal Baptist University, California State University Pomona and San Bernardino, Loma Linda University, San Bernardino Valley College, UEI College, University of California Los Angeles, and Walden University.

A common message resonated among the awardees: education is key to making a difference for their families and community. Perla Zuniga-Terrazas, talked about her family's influence: "My parents instilled in me the meaning of dedication and determination. They always told me to get an education so I would not have to work as hard as they worked."

Mr. Bob Doshi and his family, a longtime landlord, donated \$1,500 to the scholarship fund to continue to advance the success of HACSB families. He hopes his contribution will inspire other landlords to donate as well.



Front (left to right): Anali Borboa-Cota, Cody Bachelder, Perla Zuniga-Terraza, Hortencia Rosales-Santos, Kamil Woods  
Back (left to right): Cindy Pipkin, Jose Enciso, Felicia Zelaya

## Love of San Bernardino, CA | Five Year Lease Assistance Program – 2014 Scholarship Recipient

"Paying \$800 a month in rent was a lot of money for me; my monthly income wasn't enough to cover my expenses," states Love, who works as a Teacher's Assistant at the child development center of a local community college while also working on her Bachelor's degree in Child Development. "The Housing Authority is more than just housing assistance. The staff inspire me to do more," continues Love. "One day I'll own my home and open up a home-based child care center," explains Love who is already working with staff on the homeownership assistance program requirements.

## Kamil of San Bernardino, CA | Housing Choice Voucher Program – 2015 Scholarship Recipient

"Staff helped me realize I needed to be self-sufficient; they helped me with job resources and brushing up on my interviewing skills," states Kamil, a single mother of three children. "I'm attending school and working full time. In 2016, I'll graduate from Cal Baptist with my BA in Organizational Leadership," proudly states Kamil. Kamil looks forward to finding a job in her field and moving off the program so other families can have an opportunity to access affordable housing.



## Sheila of San Bernardino, CA | Five Year Lease Assistance Program

“I made good money, life was good...” states Sheila. However, her family’s life got diverted after her daughter was diagnosed with a health condition that depleted the family’s resources, including Sheila’s job. She waited 7-years for housing assistance, two of which she was truly street homeless, until she started receiving help in 2015. “I cried at the briefing, I needed to find a safe place to live, and secure a job,” states Sheila. The Workforce Development Specialist immediately helped Sheila update her resume and look for a job, until she secured a job as an OmniTrans Coach Operator. “You can’t work when you are homeless; how do you hold down a job, when survival is the priority,” reminisces Sheila. “We don’t look back at the bad times; things happen for a reason. We are happy, my self-esteem is back, I’m smiling and have hope again.”



*Sheila (middle) is pictured with George Toruno, a County (WDD) Workforce Development Specialist, and Pam Averill, HACSB’s Family Self Sufficiency Services Specialist, who both worked closely in helping Sheila get housed and employed.*

## Nichole of San Bernardino, CA | Public Housing Program

“No one taught me anything other than poverty, but I want to show my children that being here is only a stepping stone for other things in life,” explains Nichole, a single mother of three children. She had no family support after her grandmother died and her parents are estranged drug addicts. “Staff have that gap for me. They encourage me to take advantage of various resources to improve my life, including homeownership, which I’ll be the first in my family to own a home,” continues Nichole. In preparation for homeownership, Nicole is now debt free, repaired her credit, and working with Citadel Community Development Corporation to help her fund the down payment of her future home.



# TO OPPORTUNITIES

## **Alma of Adelanto, CA | *Five Year Lease Assistance Program – Transition Over-Income Family***

“Our children have a stable place to grow, learn, and do their homework,” states Alma who waited five years for housing assistance. After only two years with housing assistance they became self-sufficient and decided to leave the program. Both Alma and her husband are employed and the adult children are attending college and have part time jobs. “Others need the help too, like we did for so long. Life got better thanks to the Housing Authority,” states Alma. In April 2015, Alma, her husband, and four children moved into their first home and are no longer receiving housing subsidy.

## **Dina of San Bernardino, CA | *Five Year Lease Assistance Program***

“I’m using the five years to take advantage of all the resources, improve my life by finishing school while still working,” states Dina who is working at a local bank and on her Accounting/Business degree, getting out of debt, and finally saving money.

## **Teandra of Fontana, CA | *Five Year Lease Assistance Program***

“I’m proud of myself! I work hard every day to improve my life,” states Teandra, a mother of three who transformed her life from “rock bottom” to moving into a safe and stable home and secured a full time job as a city employee. Teandra has also worked on building and repairing her credit, purchased a car to ensure reliable transportation to work, paid down debt, and is saving money. “I make good money in this job, but I don’t want to settle, I want more for myself and my children. That’s why I’m taking advantage of all the referrals and resources available so that I can gain more tools to succeed,” states Teandra.



# HOUSING SPECIAL POPULATIONS

## ***Serving Homeless Individuals and Families***

HACSB has prioritized serving homeless veterans and families through programs such as: Veterans Affairs Supportive Housing (VASH); Supportive Services for Veterans Families (SSVF); Continuum of Care; Housing Support Program; and No Child Left Unsheltered. These programs are possible thanks to the partnerships with its affiliate nonprofit Knowledge and Education for Your Success (KEYS), various County Departments, and local law enforcement.

## **HOUSING AND SERVING HOMELESS VETERANS**

Since 2009, HACSB has received HUD VASH funding to permanently house 357 homeless veterans. The Veteran's Administration offers eligible homeless veterans clinical and supportive services through its medical centers across the country.

Under the same goal of serving veterans, during the past three years, KEYS is a recipient of the Department of Veterans Affairs' SSVF grant. Through this grant, KEYS housing navigators assist veterans and their families with case management, assistance in obtaining VA benefits and other public benefits; and temporary financial assistance for rent and utility payments, security deposits and moving expenses.

On a local level, in July 2015 County Board of Supervisors unanimously launched a mission to end veteran homelessness in the County. The strategy, suggested by Philip Mangano, president and CEO of the American Round Table to Abolish Homelessness, entailed the formation of a strategy group composed of nine local agencies or county offices including the County CEO, Sheriff's Department, Department of Behavioral Health (DBH), and HACSB.

By the end of September 2015, 227 veterans had been housed from the 401 count at the beginning of 2015. With the various grants, programs, and formation of partnerships around this issue, the overall war to end veteran homelessness in San Bernardino County will soon be won.



## ***Awards Help Provide Critical Assistance to Homeless***

HACSB received a \$2.41 million renewal grant from HUD for its various Continuum of Care programs that serve homeless families and individuals with disabilities. Through the same grant, KEYS received \$236,605 for housing navigators. The Continuum of Care homeless programs build on the premise that housing and services need to be linked to ensure stable housing. Partnering since 1996, DBH refers families to HACSB which in turn provides rental subsidy and administers the housing assistance. The KEYS housing navigators provide families with case management and other support referrals. Together these partners provide the families with a wide range of services to try to avoid them becoming homeless again.

## Grant to House CalWORKs Homeless Families

The County's Transitional Assistance Department awarded HACSB with \$1.08 million dollars to administer the new CalWORKs Housing Support Program which promotes housing stability for homeless families. HACSB and KEYS worked with families and private landlords to provide rapid rehousing and rental assistance, ensure HUD's Housing Quality Standards are followed and maintained, and to ensure the families know and understand their tenant rights and responsibilities. KEYS also partnered with community and faith based partners to negotiate and support payment of security deposits, utility assistance, rental assistance, furniture needs and other housing costs as appropriate to the situation. DBH is also providing case management through the Family Stabilization and Life Skills programs. During the fiscal year, they served 582 families and housed 338 families.



## NO CHILD LEFT UNSHELTERED PROGRAM UPDATE

HACSB's No Child Left Unsheltered Program, which houses street homeless children and their families, expanded beyond the initial 10-public housing units to housing 40 additional families in various apartment complexes owned and managed by HACSB.

To date, 86 people have been housed through this program; which includes 52 children under 18 years of age, 2 (18 year old) children under 19 years of age, 2 disabled adult dependents, and 22 head of households and 6 co-head of household adults. Plus 2 other adult household members.

DBH provides intensive case management and behavioral health services to support the long term stability of these families. Specifically, they:

- ◆ Help families identify and remove barriers to employment, housing and/or education;
- ◆ Assess the family's physical and emotional health and safety;
- ◆ Develop an action plan to stabilize the families; and
- ◆ Provide ongoing case management.

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.

## Crystal of San Bernardino, CA | Five Year Lease Assistance Program

Crystal and her teenage daughter were chronically homeless because despite working at a café, she wasn't income qualified for a market rate apartment. TAD referred Chrystal to the KEYS' Housing Support Program for assistance with temporary housing and case management. KEYS helped Chrystal apply for affordable housing through the Housing Authority and in a month's time was housed. KEYS provided money for the utility deposits and helped get them furniture. Through the cooperative efforts of HACSB and KEYS, Chrystal now pays rent she can afford, and the stability will inevitably improve the family's long-term quality of life.



# REAL ESTATE UPDATES

## **Valencia Grove Housing Community, Redlands, CA**

The 85-unit initial phase of Valencia Grove was completed and fully occupied in the spring of 2016. Approximately 9 original public housing resident families are returning to new homes after waiting several years for the reconstruction. Families currently occupying the second phase portion of the site will also be relocated to these completed units or other housing sites of their choice. This will allow for the start of the second phase. Subsequent phases will result in a total of 228 mixed-income units; an increase from the previous 115 public housing units.



## **Waterman Gardens Neighborhood Transformation, San Bernardino, CA**

The revitalization of the Waterman Gardens Housing Community continues to move forward. HACSB and developer partner National Community Renaissance closed the agency's first Rental Assistance Demonstration (RAD) transaction for the initial phase of the Waterman Gardens Neighborhood revitalization on May of 2015; which assisted with the \$200 million needed for the revitalization. Construction for the Valencia and 9th Housing Community, a new construction of 76-units on a site adjacent to Waterman Gardens, will be complete in the fall of 2016.

The project was also awarded a 9% Low Income Housing Tax Credit in September of 2015 for the first phase of on-site construction, which will consist of 62-units. This phase requires the demolition of 44 units. Those families will be relocated to the newly constructed Valencia and 9th site where public housing rental subsidy has been transferred and converted to project-based vouchers under RAD.



*Renderings of the Valencia and 9th development*

## **Lilian Court and Bloomington Groves Apartments, Bloomington, CA**

Developer partner Related Companies closed the 9% tax credit financing on February of 2015, kicking off the construction of the 106-unit housing development. This development includes a public library connected to Lilian Court, the senior housing complex. HACSB is contributing 11 project-based vouchers to the Bloomington Groves Apartments, the family housing part of the development. Construction of Phase 1 will be complete in the spring of 2016. The second phase of this development was awarded 9% Low Income Housing Tax Credits in September, 2015, and construction will also begin in 2016. HACSB is contributing 20 project-based vouchers to the second phase of the development.



*Rendering of the senior housing and public library facility*

## **Rental Assistance Demonstration (RAD) Program**

On December of 2014, HACSB received final approval from HUD to convert 100% of its public housing portfolio to project-based vouchers under the RAD program. By the end of 2015, HACSB had completed all documentation processes as required under the RAD program and awaited HUD's determination of the closing date to finalize the RAD conversion of 552-public housing units. HACSB will also launch the conversion of the remaining 354-public housing units in early 2016.

## **Horizons at Yucaipa Breaks Ground, Yucaipa, CA**

Horizons at Yucaipa is a 77-unit senior apartment complex being built in partnership with Urban Housing Communities and HACSB, with Housing Partners I, Inc. being the Managing General Partner. HACSB is providing 50-Project Based Vouchers to support phase 1 of the development. Ten of the 77-units will be set aside for seniors (60 years of age or older) participating in the MHSa program. Phase 1 of this project is expected to be completed by December 2016.

*Horizons at Yucaipa building elevations*



# REAL ESTATE UPDATES – DEVELOPMENTS COMING IN 2016

- ◆ In October of 2015, HACSB approved the award of 8-Project Based Vouchers to Bridge Housing to support the second phase of Ivy at College Park, an affordable family housing development in Chino. This marks the first partnership between HACSB and Bridge Housing, one of the largest nonprofit affordable housing developers in the country. Construction in Chino commenced in December 2015 and is slated to be completed in early 2017.
- ◆ In November of 2015, HACSB, in partnership with META Housing, received an award of 50-VASH Vouchers from HUD for the development of 77-units for homeless veterans in Loma Linda. META was awarded \$3.8 million under the state of California's Veteran's Housing and Homelessness Prevention program for the project. The development team will apply for 4% Low Income Housing Tax Credits in early 2016 and hope to be under construction before the end of the year.



## Landlords Attend Crime Prevention Workshop



The California Apartment Association provided HACSB landlords a Crime and Responsibility in Rental Housing workshop. The workshop raised awareness of the impact of crime on the entire community including the safety of all residents, property value and revenue growth. The course covered how to work on preventing crime through partnerships with local law enforcement and other neighbors, implementing safe environmental changes, recognizing illegal activity, enforcing lease policies and much more.

## Mario of Rancho Cucamonga, CA | Homeownership Program

Mario, a single father with four teenage children, went from being homeless and living in random places to homeownership after only two years of receiving housing assistance. Stable housing helped him secure a great job close to home. "It's a dream come true - the start of a new life. I went from being homeless to living in such a beautiful neighborhood," states Mario.



*Mario with his two teenage daughters outside their new home.*



# CHANGING LIVES

## Lisa of San Bernardino, CA | *Public Housing Program*

“I participated in the American Red Cross Program and received my CNA certificate, it helped me re-enter the workforce. I’m able to provide for my family now. It has also helped me gain confidence by just being able to financially breathe. My next goal is to go back to school to further my education.”

## Hector of San Bernardino, CA | *Public Housing Program*

In 2009, Hector and his family began living in an affordable housing community, which helped them regain hope for their future. Unemployed, he took advantage of the County’s Workforce Development Department machinist training, became certified, and secured a job with a local employer. He’s now enrolled in the Family Self-Sufficiency Program and looks forward to moving into their own home. “We definitely look forward to moving out and getting off housing assistance; this is a stepping stone to move up in life, and this is what we are doing – we are striving for better,” emphasizes Hector.



## Sonya of San Bernardino, CA | *Public Housing Program*

“I didn’t know what professional meant, much less how to interview or dress for a job,” states Sonya, a single mom with five teenagers. “Thanks to the Housing Authority and the Workforce Specialist, I’ve gained self-confidence and learned how to prepare for a job” continues Sonya. The stability of housing assistance, helped her put her fears aside to focus on improving her life. Enrolled at a local community college, Sonya is studying to be a drug counselor to one day mentor others struggling with drugs just like she once did. “Attending college, finding a job, and making sure my children graduate from school is my priority,” states Sonya who continues to work with staff and partners to leverage resources to help her meet her life goals.

## Amber of Apple Valley, CA | *Five Year Lease Assistance Program*

Amber and her family lived in a slumlord’s dilapidated house for sixteen years because they couldn’t afford another place to live. “Once we received housing assistance, we moved into a decent home, and people treated us differently – a good different,” states Amber who lives with her parents and two young children. “I worked at Big Lots for seven years and decided to quit to go to college for my BA in Microbiology. Now I’m being more attentive with my children and overall doing much better,” states Amber who is working hard to achieve her goals.



*715 East Brier Drive, San Bernardino, CA 92408*

*909.890.0644 / [hacsb.com](http://hacsb.com)*