

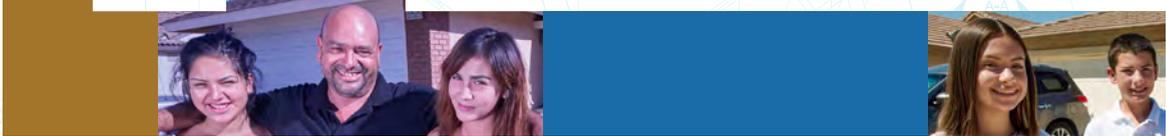
2019

HOUSING AUTHORITY | COUNTY OF SAN BERNARDINO

ANNUAL REPORT



*Building COMMUNITIES,
Changing LIVES*



HACSB.COM





HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO

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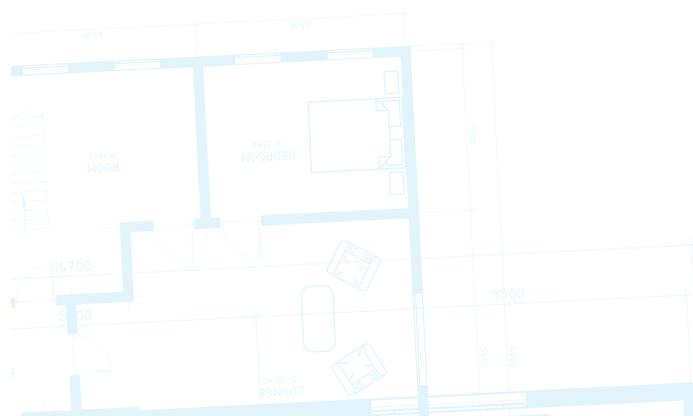
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ADMINISTRATION AND ACCOUNTABILITY

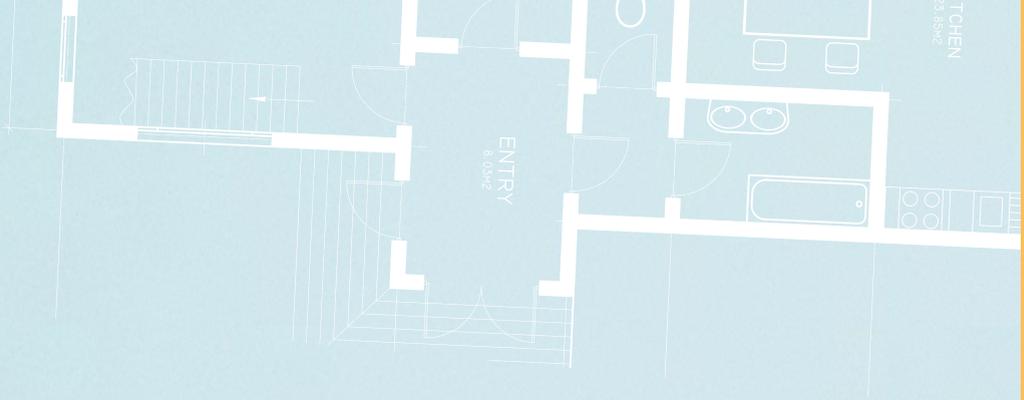
Who We Are

The Housing Authority of the County of San Bernardino (HACSB) is one of the most progressive housing authorities in the Country and also the largest provider of affordable housing in San Bernardino County. HACSB proudly assists approximately 26,000 people, most of whom are seniors, individuals with disabilities, veterans, and children.

The majority of our work is to provide rental assistance to low-income families either by housing families in the 2,204 units HACSB owns and manages or by providing subsidized housing assistance to a landlord for renting their housing unit to 10,798 assisted

families. Unlike other health and human services programs, we provide housing assistance based on the number of rental assistance vouchers and other affordable housing units for which we are authorized and funded through the U.S. Department of Housing and Urban Development (HUD) – unfortunately we do not have the resources to provide immediate housing assistance. As families move off our various affordable housing programs, new families are pulled and housed off the various waiting lists. As a result, it takes years for low-income families to receive housing assistance.





As a testament to our high performance, in 2008, HACSB was designated by Congress as a Moving to Work (MTW) public housing agency, which allows 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.

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. HASCB has implemented various changes using MTW flexibility, efforts that are not available to traditional housing authorities, who must adhere to regulatory requirements.

However, the demand for housing that is affordable for all income ranges is omnipresent. HACSB does not directly receive capital funds to acquire or develop additional housing; therefore, we rely on a variety of partners to meet this gap, allowing our agency to also be a leading developer. A common misconception about affordable housing programs is that low-income households do not work and/or work minimal hours and rely on government assistance. However, the reality is most do work, but their earnings, despite educational and/or professional training levels, do not pay enough.

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 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.

BOARD of **COMMISSIONERS**



Tim Johnson
CHAIR



Beau Cooper
VICE CHAIR



Sylvia Miller



Cassie MacDuff



Jessie Muñoz



**Dr. Ciriaco "Cid"
Pinedo**



Bobby Tarango



EXECUTIVE DIRECTOR'S MESSAGE

With pleasure, I share with you our annual accomplishments made possible thanks to the support and collaborative efforts with our board members, county and community partners, affiliate agencies, San Bernardino County residents, the families we serve and our agency's staff. We strive daily to touch the lives of the families we assist in a positive way and help them achieve their greatest potential. Our housing resources only reach so far, as such we are honored and grateful to work with so many dedicated partners in our county willing to join us in this effort to make a difference in the lives of the families we mutually serve.

Unfortunately, the need for affordable housing is an unescapable issue affecting many low-income and working-class residents in our county. Though our funding covers about 10,000 households, in 2019, our waiting list topped 70,000. A waiting list that only moves through attrition. We are, however, hopeful of the additional infusion of resources to our area as state and local government efforts continue to focus on addressing homelessness, creating more affordable housing, and minimizing the housing impediments to house our unsheltered community members. As a testament of our commitment to house our county's homeless individuals, in 2020 our first two permanent supportive housing sites will be opened to house 69 chronically homeless individuals.

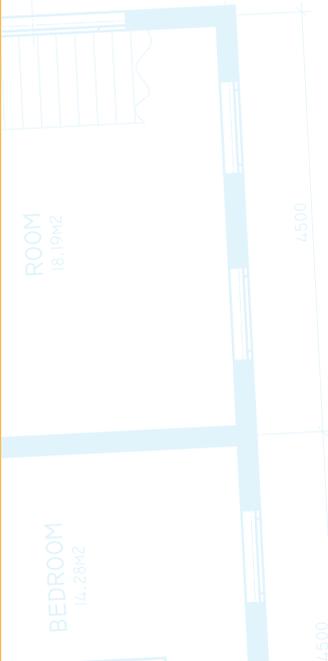
To increase efficiency, we transitioned from paper applications to an online process. Through the applicant portal, applicants can apply to any open waiting list, check the status of any application, update their personal information, add/remove family members, contact us, and much more. The resident work order portal helps affordable housing residents place work orders for their units online. We also partnered with PlanetBids to provide an automated, online bidding and vendor management system to procure and manage contracts.

We continue to develop strategies for more effective and cost-efficient ways to deliver services, especially with the flexibility granted us through our Moving to Work designation by the U.S. Department of Housing and Urban Development. We continue our strong partnership with Loma Linda University, whose research helps redefine our programs and services. I am thankful for our agency staff who think outside the box and embrace ongoing change while keeping the families we serve our priority.

Please continue reading more about our efforts in building communities and changing lives.

Respectfully,

Maria Razo





EXECUTIVE DIRECTOR APPOINTED TO THE MOVING TO WORK COLLABORATIVE BOARD

Maria Razo was appointed to the Moving to Work (MTW) Collaborative and its Strategic Planning and Policy Committee. The MTW Collaborative Board is a nonprofit housing organization that seeks to advocate on behalf of MTW public housing agencies, educate on MTW issues, and preserve the MTW designation. Membership within the MTW Collaborative includes a supportive and robust network comprising the most innovative and forward-thinking public housing authorities in the country. This follows Razo's earlier appointments to the Council of Large Public Housing Authorities board of directors and the HUD's national MTW research advisory committee.

BY THE NUMBERS:

2,105

Authority-owned
units throughout 18
cities

10,904

Families housed

25,642

Residents/
participants housed,
1.1% of the county's
population

10,798

Vouchers for 25,331
individuals

99

Public housing
units for 311
individuals

10,353

Children 18 years
and younger housed

3,787

Seniors 62 years
and older housed



6,144

Individuals with disabilities housed



70,553

Applicants on waiting lists



248

New homeowners through Homeownership Assistance Program since 2000



302

Scholarship recipients since 1991



\$94.9

Million paid to 3,604 landlords



\$19.8

Million paid to 645 vendors



\$2.8

Million on rehab, construction and acquisition



\$146

Million infused into the county's economy



136

Employees across 17 offices

HOUSING BY CITY

VOUCHER RENTAL ASSISTANCE PROGRAM UNITS: 10,798

Families assisted through this program have the choice to live in a housing unit that is privately owned by the landlords that partner with HACSB. The rent subsidy is paid directly to each partner landlord. These programs are managed by HACSB offices in San Bernardino, Upland, and Victorville.

PUBLIC HOUSING UNITS: 99

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

HOUSING AUTHORITY-OWNED UNITS: 2,105

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.

LIMITED LIABILITY COMPANY AND LIMITED PARTNER UNITS: 778

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

HOUSING PARTNERS I INC.: 1,371

These units are part of the property portfolio of Housing Partners I.



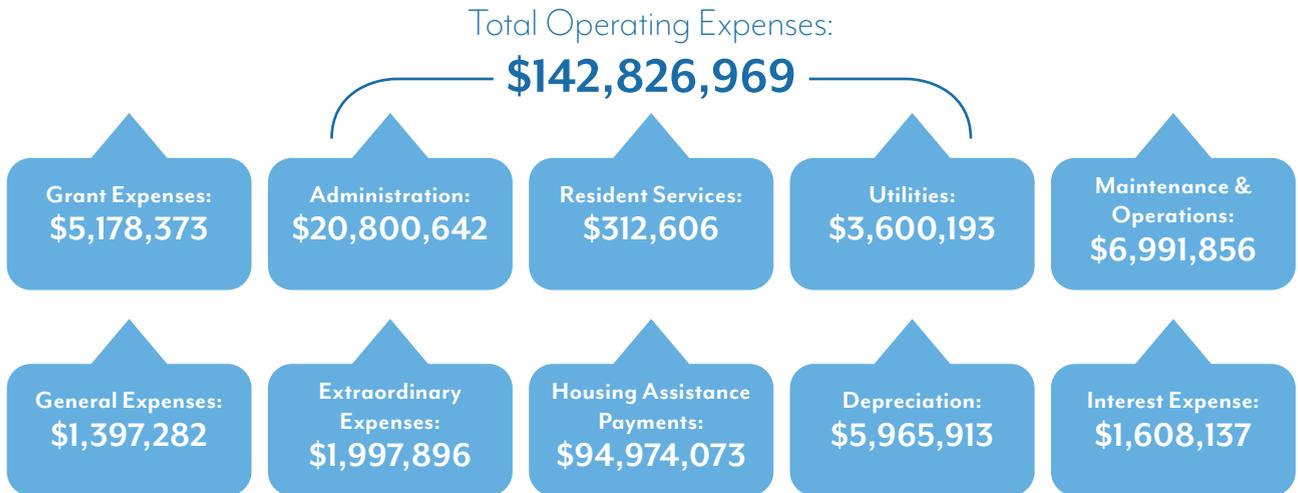
CITY	VOUCHER PROGRAM	PUBLIC HOUSING UNITS	AUTHORITY-OWNED UNITS	LLC AND LP UNITS	HOUSING PARTNERS I, INC.
Adelanto	239	0	0	0	14
Alta Loma	150	0	0	0	0
Apple Valley	315	1	7	0	59
Arrowbear	1	0	0	0	0
Baker	0	0	24	0	0
Barstow	504	0	517	0	0
Big Bear City	12	0	0	0	0
Big Bear Lake	9	0	0	0	0
Big River	1	0	0	0	0
Bloomington	78	0	0	0	202
Blue Jay	1	0	0	0	0
Cedar Glen	7	0	0	0	0
Cedarpines Park	1	0	0	0	0
Chino	290	0	50	0	20
Chino Hills	5	0	0	0	0
Colton	434	0	174	0	8
Crestline	17	0	0	0	0
Daggett	1	0	0	0	0
Fontana	911	0	84	0	60
Grand Terrace	25	0	0	0	0
Green Valley Lake	1	0	0	0	0
Helendale	11	0	0	0	0
Hesperia	244	0	100	0	21
Highland	394	0	12	0	0
Joshua Tree	25	0	0	0	9

CITY	VOUCHER PROGRAM	PUBLIC HOUSING UNITS	AUTHORITY-OWNED UNITS	LLC AND LP UNITS	HOUSING PARTNERS I, INC.
Lake Arrowhead	5	0	0	0	0
Landers	1	0	0	0	0
Loma Linda	301	0	42	0	99
Lucerne Valley	5	0	0	0	0
Mentone	54	0	39	0	0
Montclair	168	0	34	0	74
Morongo Valley	1	0	0	0	0
Newberry Springs	2	0	0	0	0
Oak Hills	2	0	0	0	0
Ontario	777	0	23	153	214
Phelan	2	0	0	0	0
Rancho Cucamonga	400	0	0	0	6
Redlands	561	0	120	85	170
Rialto	405	0	24	0	0
Running Springs	6	0	0	0	0
San Bernardino	2694	0	492	442	149
Sugar Loaf	7	0	0	0	0
Twentynine Palms	43	0	0	0	20
Twin Peaks	38	0	40	0	0
Upland	524	98	0	0	0
Victorville	843	0	168	98	153
Yucaipa	218	0	155	0	63
Yucca Valley	65	0	0	0	30
Total	10,798	99	2,105	778	1,371



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

For the Fiscal Year Ending September 30, 2019



FOR HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO
STATEMENT OF NET POSITION - UNAUDITED

For the Fiscal Year Ending September 30, 2019

Assets

Cash and Investments:	\$45,436,649
Accounts Receivable (Net):	\$3,090,913
Prepaid Expenses:	\$2,982,596
Due from Governments:	\$4,445,378
Land, Buildings & Equipments (net of accumulated depreciation):	\$99,485,022
Inventory:	\$358,061
Notes Receivable:	\$13,090,235
Total Assets:	\$168,888,854
Deferred Outflows:	\$4,953,426

Total Assets and Deferred Outflows: \$173,842,280

Liabilities

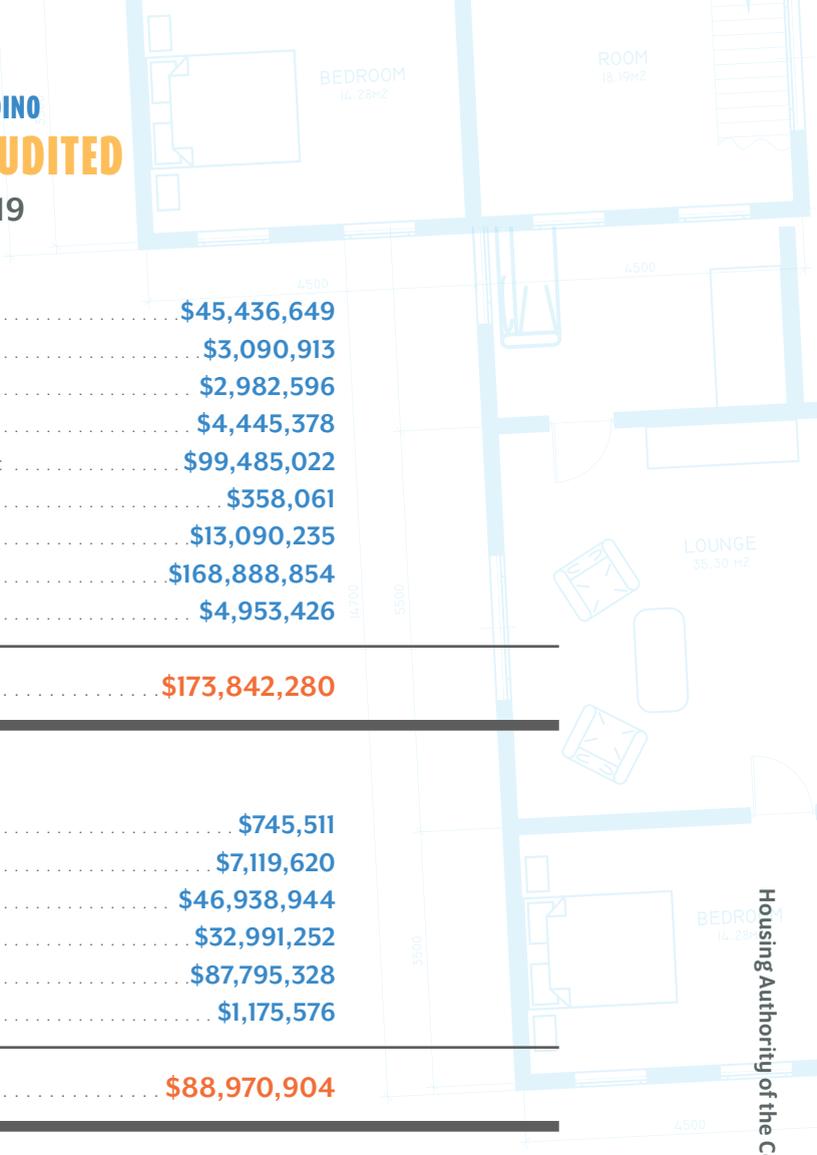
Accounts Payable:	\$745,511
Other Liabilities:	\$7,119,620
Notes Payable:	\$46,938,944
Accrued Pension & OPEB:	\$32,991,252
Total Liabilities:	\$87,795,328
Deferred Inflows:	\$1,175,576

Total Liabilities and Deferred Inflows: \$88,970,904

Net Position

Investment in capital assets, Net of related debt:	\$52,546,078
Restricted net position:	\$10,255,734
Unrestricted net position:	\$22,069,565
Total Net Position	\$84,871,377

Total Capital and Liabilities: \$173,842,280



INNOVATION THROUGH COLLABORATIONS, RESEARCH, AND POLICY

Partnerships: Strength in Numbers, Impact Through Innovation

Nothing at HACSB remains status quo. Every day we strive to live up to our motto of “Building Communities, Changing Lives” by providing more than just housing assistance. Because we know that families and communities thrive together, we operate beyond the traditional housing authority role of administering HUD-funded rental-assistance programs for low-income families by extending existing community resources to the families we serve. Families and their future generations benefit when partners work together to help mutual customers achieve their goals. Our agency is a national model for such collaborative success.

Resourceful and imaginative partnerships also allow taxpayer dollars to stretch further and do more good. Serving community needs beyond just housing is not mandated by HUD and no additional funding is provided for development, supportive, or career services. Strong partnerships help us meet these needs. Our partners provide on-site or in-office educational, career, professional, and social services to our mutual and prospective customers.

Recognizing our Partners

We thank all of our partners for working with us in helping build communities and change lives. Through our partnerships we can connect families to services in the community; maximize taxpayer dollars by leveraging other funding and in-kind services; break down silos; and do more than just housing to serve the families of San Bernardino County.

Housing Authority Non-Profit Affiliates: Housing Partners I, Inc.; Knowledge and Education for Your Success; Reliant Asset Management Solutions

U.S. Department of Housing and Urban Development: Federal Housing Choice Voucher Rental Assistance funding; Moving to Work; Rental Assistance Demonstration; Veterans Affairs Supportive Housing; Neighborhood Stabilization; HOME Investment Partnership Program

County of San Bernardino Partnerships: Community Development & Housing Agency; Department of Behavioral Health; Preschool Services; Sherriff’s Department; Department of Public Health; Workforce Development Department; Transitional Assistance Department; Aging and Adult Services; Children and Family Services; County Fire; County Legal Counsel; Fleet Services; Graphic Design Services; Land Use Services; Procurement; Superintendent of Schools; Veterans Affairs



County of San Bernardino cities, unincorporated areas, and towns: 29 Palms, Adelanto, Barstow, Chino, Colton, Fontana, Hesperia, Highland, Loma Linda, Mentone, Montclair, Ontario, Rancho Cucamonga, Redlands, Rialto, San Bernardino, Upland, Victorville, Yucaipa, Baker, Bloomington, Joshua Tree, Mentone, Twin Peaks, Apple Valley and Yucca Valley

State of California: Housing and Community Development Department; CA Tax Credit Allocation Committee; CA Debt Limit Allocation Committee; Mental Health Services Act; Strategic Growth Council, Public Utilities Commission; California Department of Social Services; Housing and Homeless Bureau

Advocacy: California Association of Housing Authorities; Council of Large Public Housing Authorities; National Association of Housing and Redevelopment Officials; Inland Fair Housing and Mediation Board

Educational/Research: Loma Linda University; First 5; San Bernardino County Superintendent of Schools; San Bernardino Unified School District; San Bernardino Community College District

Energy Partners: EvGo; Helio Power Inc.; Noresco; SoCal Edison

Financial Institutions: Bank of America; East West Bank; Federal Home Loan Bank; JP Morgan Chase; PNC Bank; Wells Fargo Bank

Homeless Partners: HomeAid; Interagency Council on Homelessness; Mercy House; United Way 211; Sheriff's HOPE Team

Health: Dignity Health, Inland Empire Health Plan, Molina Healthcare

Industry partners: Building Industry Association, Baldy View Chapter; California Apartment Association

Private Developers: AmCal; Bridge Housing; Housing Preservation, Inc.; LaBarge Industries; Meta Housing; National CORE; Related Companies

Property Management Companies: Beacon; Hyder; John Stewart Co.; Step Up on Second; Quality Management Group Inc.

Resident and Employment Services: Boys n' Girls Club; Camp Fire USA; CA State Council on Developmental Disabilities; Great Harvest Community Center; Goodwill Industries of Southern California; KidCare International



MOVING TO WORK DESIGNATION UPDATES

The MTW designation allows HACSB to waive certain HUD program requirements in order to develop local policies and programs that best fit the needs of the communities and families we serve. Since 2008, we have transformed our agency through this designation with 27 initiatives/activities 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. These innovative modifications are not available to traditional housing authorities, who must adhere to regulatory requirements. The implementation of these initiatives have resulted in positive outcomes for HACSB and the families we serve. Some of these accomplishments include:

- ▶ Improved administrative efficiencies resulting in over \$4 million in total savings from MTW activities and over 197,000 hours of staff time saved from MTW activities.
- ▶ In fiscal year 2019, the Local Payment Standards activity improved housing choice and enabled more than 2,000 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:
 - 54% increase in average earned income for all MTW families
 - 31.4% earned income increase and 15.5% assistance income decrease over five years for families participating in the Term-Limited Lease Assistance Program
- ▶ 26% increase in full time employment rates over five years for families participating in the Term-Limited Lease Assistance Program.
- ▶ 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%.

HACSB's successes through the MTW designation are the product of our: business approach to strategic planning; partnership with Loma Linda University for third-party research and evaluation to help inform policy decisions and program changes; networking with other MTW agencies to identify and implement best practices; collaboration with community partners with shared goals and customers; and vetting and analyzing proposed changes. We look forward to delivering new initiatives that yield positive results for the families we serve and have implications for national policy improvements.

BEDROOM

MOVING TO WORK ACTIVITIES BY STATUTORY OBJECTIVE

ADMINISTRATIVE EFFICIENCY

Single-Fund Budget

Strategic Investment Policies (closed)

Alternate Assessment Program (on hold)

Biennial Recertifications

Simplified Income Determination

Elimination of Assets (closed)

Controlled Program Moves (closed)

Local Inspection Standards

Local Asset Management Program

Property Management Innovation

Utility Allowance Reform (closed)

Streamlined Lease Assistance Program

ECONOMIC INDEPENDENCE

Local Policies for Portability

Elimination of Earned Income
Disallowance (closed)

Minimum Rent

Pilot Work Requirement (closed)

Local Income Inclusion (closed)

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 (closed)

Project-Based Voucher Flexibility for
Horizons at Yucaipa Senior Housing

Local Disaster Short-Term Rental Assistance

Local Project-Based Voucher
Subsidy for Tax Credit Developments



TEN YEARS OF RESEARCH ENDEAVORS



For the past 10 years, Loma Linda University has conducted nationally recognized research and needs assessments on several of our MTW initiatives, providing detailed reports that help us understand the impact of those initiatives and guide our policy decisions. As a result of our growing partnership, in FY 2019 LLU continued to spearhead the following research and evaluation projects:

Term-Limited Lease Assistance (TLA) Program

Two annual research projects are conducted for this program: 1) annual longitudinal research for existing TLA families (since 2012); and 2) post-housing assistance research of up to two-years of a TLA family's exit of the program (since 2017).

Housing Support Program

LLU developed a research and data plan to launch an annual evaluation of the services provided and its impact on the homeless families with children served through the Housing Support Program.

Moving On Strategy

Launched in February 2020, this project will evaluate families "moving on" from the Continuum of Care Shelter Plus Care program into traditional voucher program assistance. Families identified for the Moving On strategy will be evaluated for readiness by LLU, and will be assessed periodically after the transition to ensure their continued well-being.

No Child Left Unsheltered

Since 2016, LLU has provided ongoing research on the progress of the families served through this program. The research outcomes helped inform the decision to modify the program design to allow NCLU families to simultaneously enroll in the Housing Support Program (HSP). In FY 2018, the research scope was expanded to include enhanced program services provided through mutual customer enrollment in HSP.

Maplewood Homes Needs Assessment

In 2019, LLU provided an updated needs assessment of the community/resident for partner and resource coordination. Previous assessments took place in 2010 and 2017.

Permanent Supportive Housing Programs

In FY 2019, LLU launched the research and data plan in anticipation of new households being served at Desert Haven and Golden Apartments, HACSB's first permanent supportive housing sites for chronically homeless individuals. Data collection began at Golden Apartments in February 2020.

TERM-LIMITED LEASE ASSISTANCE PROGRAM UPDATES

Implemented in 2012, the TLA Program combines five years of housing assistance with coaching and supportive services to help participating families achieve economic self-sufficiency. The information below highlights the results of LLU's annual research:

1,774

TLA Families to Date

3.34 PERSONS

Average household

34.5

Average head of household age

\$25,551

Average household income

The longitudinal study includes nearly 2,000 families to date, and reports the following outcomes:

- ▶ **60.6% to 78.8%** increase of families with wage income over time
- ▶ **26.5%** increase in employment status for families that participate for the full five years.
- ▶ **31.4%** increase in earned income over the five-year term.
- ▶ **12.5%** increase in education levels.
- ▶ **82.9%** of the residents have at least high school degrees or vocational training certificates.
- ▶ **78.6%** of families meet the self-sufficiency goal by their fifth year in the program.
- ▶ **65.2%** of families have exited the program prior to their fifth year of assistance

The post-assistance research includes 268 families to date, and provides insight into what happens after families leave the TLA program:

- ▶ Employment gains were retained even two years after leaving assisted housing, with **71%** of families employed full-time.
- ▶ **4.5%** of exited families report having purchased a home, **7.2%** are staying with a friend or relative, and the majority of exited families report that they are renting their current residence.
- ▶ **91.8%** of families participating in the research reported positive experiences in the program, including providing safety/security, improved standard of living, and the opportunity to improve their educational/vocational level.

RESIDENT PROGRAMS, SERVICES, AND SUCCESSES



From left, Connie Partida, Marchaina Greely, Christopher Williams, Brigita Miller and Valarie Bennett

Resident Advisory Board Making Strides

HACSB's Resident Advisory Board comprises current residents from our various housing programs. RAB members are advocates for HACSB's residents. During meetings, they provide feedback and discuss critical issues that may affect HACSB residents and San Bernardino County as a whole. Not only do they make a difference in the lives of others, but they are also growing personally and professionally through their experiences participating on the RAB.

“Being a part of this board has given me the motivation to keep moving forward with my dreams. I went back to school and continue to set goals so that I can achieve what I have always wanted,” one RAB member says.

Another member, who once described the difficulty they had speaking publicly, now stands in front of the group leading a presentation on goal setting.

“We are a family,” another member says. “When one of us needs to talk about an issue, we listen to each other and gain different perspectives about what is going on. I’ve learned how to communicate better with others and listen. I have also learned that my opinion matters.”

Not only have RAB members benefited on a personal level, but so has the community. One member tells how they take pleasure in sharing useful information: “This group has given me an opportunity to grow. I communicate with people now and I enjoy gathering information of many things, for you don’t know how it might help someone else.” This member has been so motivated by their experiences that they developed a nonprofit organization to help other veterans looking for work in the transportation industry.

Homeownership Dreams Realized

Since 2002, 248 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.

Family Purchases Home Through the Homeownership Program

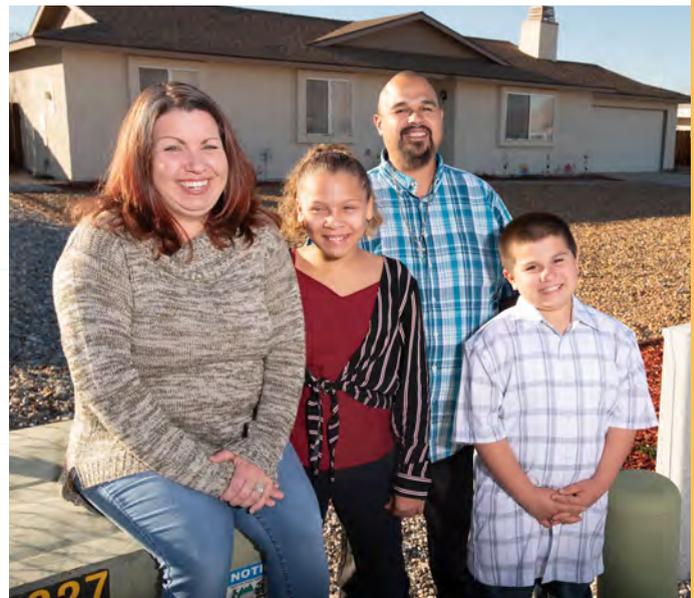
Elena, her husband, and their children had been through some very difficult times. Together they had battled health problems and financial worries, and were thankful to have the HACSB's affordable housing program help them maintain stable housing.

When Elena heard about the Homeownership Assistance Program, which helps individuals learn about the homebuying process and take steps to purchase a home of their own, she thought, "Why not?"

The path to homeownership took dedication and sacrifice. Elena and her husband had to make tough choices along the way, but they kept working because they saw the

potential. Just a few years after joining the affordable housing program, Elena and her husband purchased their own home and moved in just before Christmas 2018. When asked if she would do it again knowing the sacrifices she had to make, she said, "I would do the same thing in a heartbeat. My kids are so happy."

When asked what she would say to others thinking about joining the homeownership program, Elena said, "Just do it. Think about what are you going to have to show your kids."



28TH ANNUAL COLLEGE SCHOLARSHIP AWARDS

For 28 years, the Housing Authority has assisted eligible participants in achieving their higher education goals through scholarships. Current participants/residents in HACSB's affordable housing programs 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.

During fiscal year 2019, five students were awarded scholarships to assist them with their college expenses. The recipients are attending Brandman University in Irvine, California; Ashford University in San Diego, California; Pasadena City College in Pasadena, California; Azusa Pacific University in Azusa, California; and Prairie View A&M in Prairie View, Texas. Their areas of study include chemistry, psychology, animation, and special education.





GRANT HELPS CLOSE DIGITAL DIVIDE IN LOW-INCOME COMMUNITIES

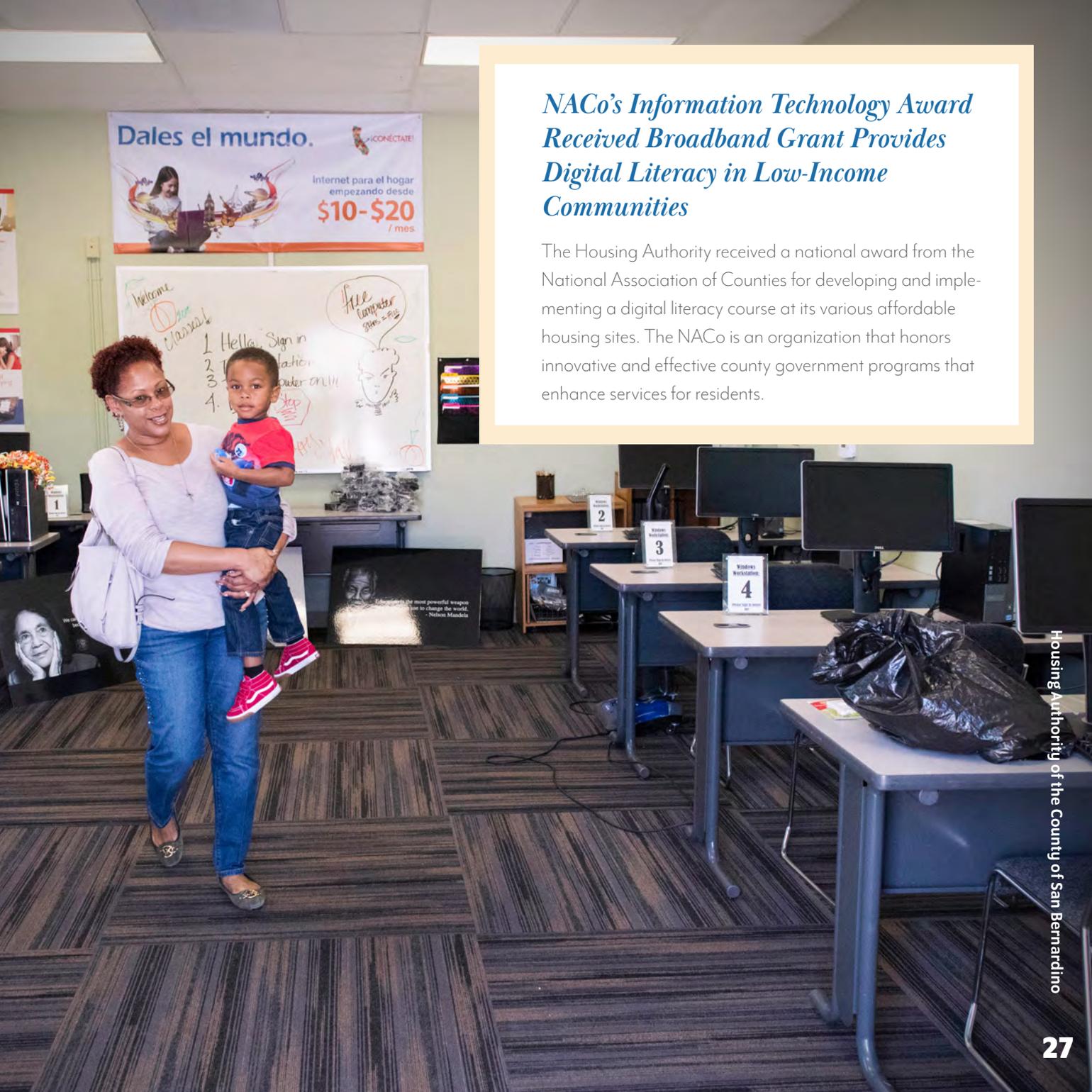
In the fall of 2018, HACSB received a \$484,830 state award from the California Advanced Services Fund Broadband Public Housing Account Adoption Grant to provide digital literacy courses at its various affordable housing communities. A digital literacy training program has been implemented in partnership with Great Harvest Community Center Inc. By the end of 2019, 196 residents had signed up for digital literacy courses, of which 167 completed the training course; 138 received free laptop computers; and 84 signed up for low-cost home internet.

The digital literacy curriculum includes: digital literacy and computer hardware basics; internet and email basics; Microsoft office programs; budget development; internet safety; employment access; job search; and resume building. These digital skills are also helping residents gain access to a variety of resources to promote the health and wellness of their families.

THE FOLLOWING DIGITAL LEARNING CENTERS ARE OPEN TO THE PUBLIC:

- Maplewood Homes, 1738 W. 9th Street, San Bernardino, CA, 92411
909.890.5350
- Parkside Pines, 772 Pine Street, Colton, CA, 92324
909.824.8277
- 13088 Monte Vista Ave., Chino, CA, 91710
909.628.3413
- 803 W. Brockton Ave., Redlands, CA, 92374
909.890.5320
- Los Olivos, 1200 N. Campus Ave., Upland, CA, 91786
909.982.2649





NACo's Information Technology Award Received Broadband Grant Provides Digital Literacy in Low-Income Communities

The Housing Authority received a national award from the National Association of Counties for developing and implementing a digital literacy course at its various affordable housing sites. The NACo is an organization that honors innovative and effective county government programs that enhance services for residents.

FOOD BANK OPENS AT LOS OLIVOS COMMUNITY

The Housing Authority, in partnership with KidCare International, opened a food bank at the Los Olivos Affordable Housing Community in Upland. The food bank is a resource for the entire community. All community members are welcome each Saturday morning to volunteer and/or receive donated food items from Vons, Target, Auntie Anne's, Chipotle Mexican Grill, Kentucky Fried Chicken, Pizza Hut, and Saca's Mediterranean Cuisine.

Locally, KidCare International gives over 20,000 pounds of nutritious food every month and feeds over 400 children.

"We are so thankful for the efforts that KidCare International provides, for not only the families we serve, but the entire community."

"The KidCare food bank is more than a food bank – they encourage me," a single mother of three children said. "They ask how we are doing, they ask if you need anything. They give me more than food – they have given me hope."

"Partnerships and services like these are what makes our communities stronger," – Maria Razo, Executive Director of the Housing Authority



DONATIONS BRING HOLIDAY CHEER

During the 2018 holiday season, the following community partners came together to donate toys and food baskets to some of the families and children served by the Housing Authority:

- ▶ Shareece Wright, American football cornerback with the National Football League who also played football at Colton High School, donated turkeys and food baskets for the seventh year to the residents of the Parkside Pines affordable housing community in Colton.
- ▶ Christmas Cheer All Year is an annual toy drive held by TV news reporter Rick Lozano and his wife, Heather. They provided 300 children with a \$35 Target gift card to shop for a toy of their own.
- ▶ Senior holiday food baskets were donated to 340 seniors throughout San Bernardino County thanks to the generosity of Navidad en el Barrio and Inland Regional Center.
- ▶ At the Maplewood Homes affordable housing community, 150 children received a toy donated by Great Harvest Community Center, San Bernardino Sunset Rotary, and M&M Alternators.

On behalf of all the families we serve, we are extremely grateful for all their thoughtful generosity!



FAMILY SELF-SUFFICIENCY PROGRAM GRANT RENEWED

The Housing Authority received a \$208,139 renewal grant for its Family Self-Sufficiency Program, which helps fund three staff coordinators to administer the program. 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.





REAL ESTATE DEVELOPMENT



Arrowhead Grove Housing Community Revitalization – Second Phase Financed

On Sept. 30, 2019, the financing closed for the second onsite phase of the former Waterman Gardens public housing community (now referred to as the Arrowhead Grove neighborhood). This second-phase community — Crestview Terrace — 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. One hundred thirty-six new affordable housing units have already been built in previous construction phases. Common area amenities will include a swimming pool, tot lot, barbecue picnic area, dual functioning park/detention basin for on-site water retention, and a 2,500-square-foot community center to house a leasing office and community space for social services and resident activities.



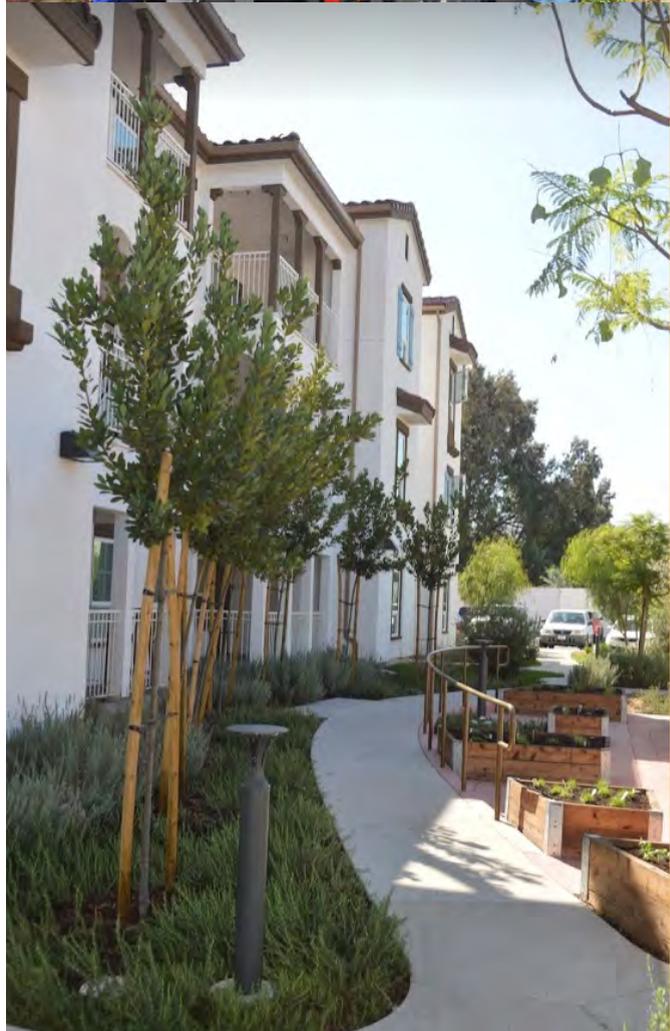
Loma Linda Veterans Village – Grand Opening

Loma Linda Veterans Village is an 87-unit affordable apartment community serving homeless veterans and low-income veteran families in Loma Linda, California. This affordable housing development for veterans utilizes 50 Veterans Affairs Supportive Housing rental assistance vouchers that were awarded from the U.S. Department of Housing and Urban Development through a competitive allocation (2015 application) along with 37 rental assistance vouchers through HUD's Housing Choice Voucher program.

Meta Housing Corporation and Housing Partners I Inc. also partnered with the state of California, San Bernardino County, and the city of Loma Linda to deliver a community that helps meet the growing demand for service-enriched housing for veterans. There are over 100,000 veterans in San Bernardino County, several whom have or are experiencing varying levels of homelessness.

Loma Linda Veterans Village provides homeless veterans a safe, stable setting in which they can work with VA case managers, nurses, and peer supporters to recover their mental and physical health. They are surrounded by other veterans, who are more likely to understand their service in the military, and reside within a quarter mile of the VA Loma Linda Healthcare System, the principal source of primary care for veterans in the Inland Empire.

The apartment community features a mix of one-, two-, and three-bedroom floorplans, as well as a variety of amenities that encourage community interaction and engagement, including large community areas, a clubhouse, pool, children's play area, community garden, barbecues, and basketball and volleyball courts.



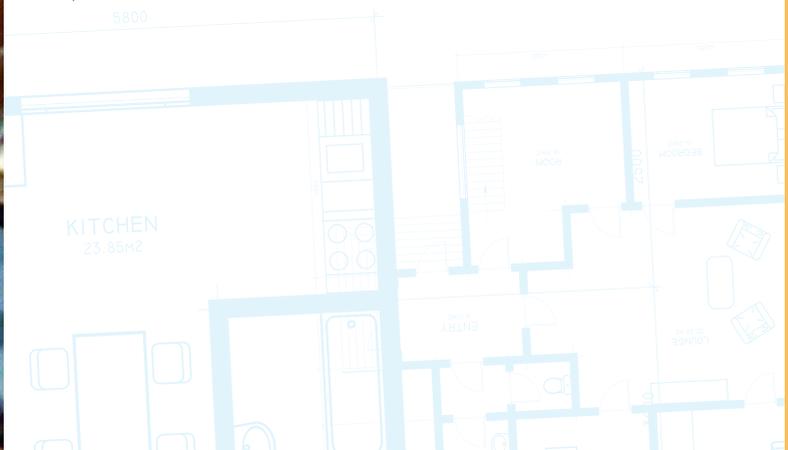




NEW HEAD START FACILITY AT ARROWHEAD GROVE NEIGHBORHOOD

For over 20 years, the Housing Authority has partnered with the county's Preschool Services Department to provide Head Start facilities at its various affordable housing sites. Two Head Start sites have had to be demolished as part of revitalization efforts; however, both have been reinstated. In the summer of 2018, the Housing Authority relocated the Waterman Gardens Head Start facility to a newly rehabilitated site as part of the larger revitalization efforts at Arrowhead Grove. Two duplexes, just a few hundred yards from the previous location, have been renovated to meet the professional and educational needs of both the preschool staff and the families they serve.

The preschool services are free for qualifying families. The site also offers nutrition, health, mental health and disability programs for the children and job training programs for the parents.



PERMANENT SUPPORTIVE HOUSING DEVELOPMENTS

In 2019, the Housing Authority continued construction on Desert Haven (formally known as Queens Motel) and Golden Apartments — its first permanent supportive housing sites for chronically homeless people. The 21 two-story, two-bedroom apartments at the Golden Apartments in San Bernardino are being converted to 38 one-bedroom flats.

Similarly, the 61 rooms at Desert Haven in Victorville are being converted to 24 one-bedroom apartments and seven studio units. Both developments will utilize the Housing First approach and offer supportive services to the residents sponsored by the county's Department of Behavioral Health.

Housing First is an approach that connects homeless individuals to permanent housing without preconditions to entry. In an effort to maximize housing stability and prevent individuals from becoming homeless again, the following partners are assisting these families in various ways:

County Department of Behavioral Health — Case management services, mental health services, behavioral health education and outreach, and substance use services

County Workforce Development Department — Vocational counseling, and job training and placement

County and City of San Bernardino — HOME Investment Partnerships Program funds

Goodwill of Southern California — Vocational counseling, and job training and placement

HomeAid — Appliances and plumbing fixtures for minimal cost

Inland Empire Health Plan — Physical health services and intense case management services

Loma Linda University — Research on the impact of the housing and social services provided to the families

Step Up on Second — Property management services

U.S. Department of Housing and Urban Development — Federal Housing Choice Voucher rental assistance funding

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 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. By the end of 2019, HACSB had converted its entire

original portfolio of public housing under RAD, with only the 98-unit Los Olivos development in Upland remaining to convert. Throughout 2019, HACSB continued working on several million dollars' worth of renovations to the former public housing communities, with a goal of completing the bulk of this work countywide by the end of 2020.



COMING IN 2020

The Housing Authority is continuing its partnership efforts in multiple projects throughout the county in 2020, such as:

Construction and occupancy 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 in 2020.

Construction commenced on the second on site phase of the Arrowhead Grove mixed-income housing development in October 2019 and is expected to be completed in late 2021.

In mid-2020, HACSB expects to commence renovations of converted housing units at Arrowhead Grove adjacent to the recently renovated Head Start Program site so that they can be used to provide additional supportive services to neighborhood residents.

HACSB has made formal commitments to assist both the Related Companies and AMCAL Multi-Housing Inc. with project-based vouchers to support the construction of 55 affordable family units in Rialto and 112 affordable family units in Colton, respectively. Both developers expect to apply for low-income housing tax credits in early 2020.

HACSB and affiliate nonprofit Housing Partners I, Inc. continue to work with ONYX Architects to complete construction documents by early 2020 to implement the 104-unit second phase of affordable family units at Valencia Grove in Redlands. Funding permitting, this project is expected to be under construction in 2020.



HOUSING HOMELESS INDIVIDUALS/FAMILIES

Homeless Grants Provide Housing Assistance

The Housing Authority received renewal funding for \$3.56 million from HUD for its various Continuum of Care programs that serve approximately 400 homeless individuals and families with disabilities. A total of \$9.8 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 tenant an opportunity to obtain economic and social independence.

The Housing Authority received 55 new rental assistance vouchers under the Mainstream Housing Choice Voucher program to house 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.

From January 2015 through the end of fiscal year 2019, the Housing Authority has received \$17.3 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 Jan. 1, 2015, to the fall of 2019, the partnership between TAD, HACSB, and KEYS has served 2,200 families, including 5,367 children, and has resulted in the placement of 1,537 households, including 3,800 children, in permanent housing.

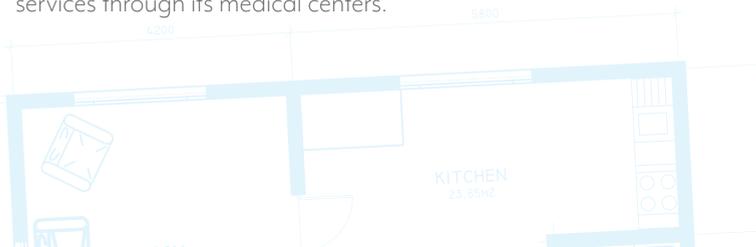


SAN BERNARDINO HOMELESS VETERAN SURPRISED WITH FURNISHED HOME

Harold no longer sleeps at Perris Hill Park, instead he now rests in his own home in San Bernardino. Harold is a 71-year-old Vietnam War veteran who served in the United States Army. He became homeless three years ago after his son passed away. Between sleeping in shelters and the local park, Harold was losing hope of having a home again.

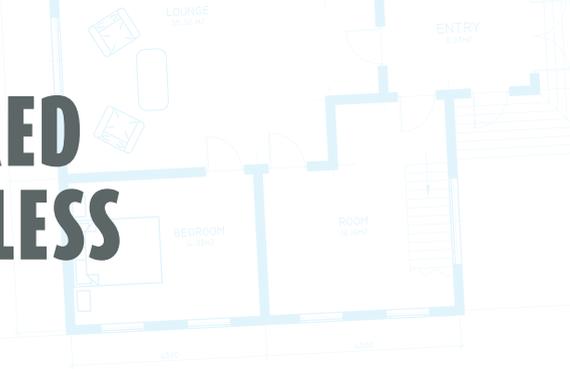
Partners came together to assist in providing housing for Harold. In October 2018, he enrolled in the Supportive Services for Veteran Families program operated locally by Knowledge and Education for Your Success, an affiliate nonprofit of the HACSB. Through SSVF, KEYS provides case management, housing navigation and financial assistance with expenses such as rent, utility fees, security deposits and moving costs.

Harold also qualified for permanent housing assistance through the Veterans Affairs Supportive Housing program administered by the Housing Authority. While the Housing Authority provides rental assistance, the Veterans Affairs offers eligible homeless veterans clinical and supportive services through its medical centers.





NO CHILD LEFT UNSHELTERED PROGRAM HOUSES HOMELESS FAMILIES WITH CHILDREN



The Housing Authority's No Child Left Unsheltered program houses homeless children and their families through various housing programs. To date, 198 people have been housed through this program, including 124 children.

Annually, Loma Linda University evaluates the NCLU-participating families and has found that the most significant household changes were improvements in the mental health of adults and improvements in the behavioral and academic outcomes of children, as well as an overall improvement to their self-esteem and household dynamics.

Based on the research, the NCLU program added more supportive services such as financial assistance to the families served in the last fiscal year. LLU's research showed that families need at least a yearlong recovery period from homelessness to stabilize themselves before moving toward economic self-sufficiency. In order to achieve this, the families need financial assistance for daily necessities in addition to the housing assistance from the Housing Authority.

As a result, the county's Transitional Assistance Department and Knowledge and Education for Your Success have stepped in to provide additional financial assistance through the CalWORKs Housing Support Program, like utility deposits; transportation, including gas cards and bus passes; credit checks; application fees; obtaining birth certificates and other vital government documents; furnishings; welcome kits; bridge housing; and other types of financial assistance on a case-by-case basis.





Thanks to LLU's research and recommendations, the enhanced NCLU program now leverages the resources from other partners. New families assisted through the NCLU, including those from the Department of Children and Family Services foster care aftercare program, are dually enrolled in the CalWORKs Housing Support Program. In order to qualify for dual enrollment, all new families must qualify for both HSP and NCLU. Families who do not qualify for HSP but do qualify for NCLU are still admitted to the NCLU program and may receive services similar to HSP from KEYS through its Keys for Life program.

These changes to the program allow families access to more intense supportive services, critical financial assistance, various case workers and a housing navigator. The families benefit from the two great housing services in the county before transitioning to permanent supportive housing after two years in the NCLU program. Transitioning families from the NCLU program after two years to another Housing Authority rental assistance program will allow for future additional families to receive these dual and more intense supportive services. These combined resources help stabilize families and ensure more long-term success for both children and adults.

QUOTES FROM NCLU-PARTICIPATING FAMILIES:

”

Being homeless is hard, but even harder with children, a previously homeless mother states: *“I always tell my boyfriend, [children] never asked to be born and asked to be brought here and have to suffer and have to worry about all this stuff. So every time something bad happens, it’s like ... it magnifies in my head, because I’m like, they didn’t ask to have to deal with this, you know? So it just, like, bothers me. That’s what makes me go on though and stop worrying so much all the time, just like ... thinking about them. Just be OK for them. Try to make them comfortable, try to make them know that this place isn’t going anywhere. So that’s another thing too.”*

“From how broken we were, we’re building ourselves with resources that we never knew were out there,”

said Ana, previously homeless mother.

”

Reminiscing on what being

homeless felt like: *“I don’t know for anybody else that was homeless, but it’s like ... that’s the constant worry. Now that you’ve been there, you don’t ever want to go back.”*

”

This previously homeless family is now building a new founda-

tion: *“We have grown together a little bit, learn to, you know, that we have each other to depend on. As long as we’re doing right by ourselves and our kids, and things should work out.”*

”

“

Mother reflects on her child's improvement in school: *“He actually likes school better because at the time when I was homeless, he was really bad. He wasn't learning anything. As soon as I moved over here, he started getting, like, awards and good teacher notes and stuff.”*

”

Reflecting on the benefits of being housed: *“I'll play the game with him and we'll sit down. We'll be laughing, giggling. They were things that we weren't doing before, but now we're doing it.”*

“

Previously homeless mother describing her new housing situation: *“I wake up here in the birds chirping and the wind chime blowing. I don't hear too many helicopters like I did down here in San Bernardino. And I'm very grateful. I like I'm waking up, you know, stress free. I'm dealing with horses and cows that moo. They are on the other side of the gate. But I'm loving it.”*

“

Single mother trying to maintain a routine when her and her children were homeless: *“I try to maintain a routine with them. They didn't change schools. Even if we took two buses, they still went to the same school because everything else around us was changing, but they needed some kind of normalcy, you know? So, I feel like through it all, we've maintained them doing something normal.”*

“I want to stress that, this program helped me.”



HOUSING AUTHORITY
COUNTY
OF SAN BERNARDINO

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