



East Desert Regional Steering Committee Special Meeting
Thursday, April 9, 2026, 10:00 a.m. to 11:30 a.m.
****Luckie Park Activity Center (LPAC)**
74325 Joe Davis Drive, Twentynine Palms, CA 92277

To address the East Desert Regional Steering Committee (Committee) regarding an item on the agenda, or an item within its jurisdiction but not on the agenda, please complete and submit a Public Comment Request form. Requests must be submitted before the item is called for consideration. Speakers may address the Committee for up to three (3) minutes on Public Comment, up to three (3) minutes on the Consent agenda, and up to three (3) minutes on each item on the Presentation/Discussion agenda.

East Desert Regional Steering Committee Special Meeting Agenda

OPENING REMARKS	PRESENTER
A. Call to Order (3 minutes) B. Pledge of Allegiance/Invocation C. Roll Call D. Round Table Introductions (Name and Organization)	Stone James or Robin Schlosser Designee Committee Members
E. Individual Committee Member Comment (3 mins. each) a. Town of Yucca Valley Representative b. Supervisor Dawn Rowe’s office Representative c. City of Twentynine Palms Representative d. City of Twentynine Palms Representative e. Molding Hearts f. Morongo Basin Conservation Association g. Reach Out Morongo Basin h. Rescue + Residence	Curtis Yakimow Glen Harris Stone James April Ramirez Lakita Johnson Janet Johnston Robin Schlosser Daniel Belew
PUBLIC COMMENT	
F. Any member of the public may address the Committee on any matter not on the agenda that is within the subject matter jurisdiction of the Committee	
CONSENT CALENDAR	
G. Approve Meeting Minutes from March 19, 2026.	Co-Chair Robin Schlosser
DISCUSSIONS (30 mins)	
H. Receive and approve the Homeless Housing, Assistance and Prevention (HHAP) Round 5 grant recommendation from regional evaluators and submit recommendation to the Continuum of Care Board (CoC) Board.	Co-Chair Stone James
I. Designate Committee Alternates for each Committee Member.	Co-Chair Robin Schlosser
PRESENTATIONS (15 mins)	
J. Morongo Basin Housing Solutions (Working Group) update on group discussions and activity.	Committee Member Janet Johnston
K. Continuum of Care full membership meeting update including Strategic Plan – Goals, Strategies and Action Plan recommendations for the East Desert Region.	Committee Member Janet Johnston

Mission Statement: *The Mission of the San Bernardino County Homeless Partnership is to provide a system of care that is inclusive, well- planned, coordinated, and evaluated and is accessible to all who are homeless and those at risk of becoming homeless.*

THE SAN BERNARDINO COUNTY HOMELESS PARTNERSHIP MEETING FACILITY IS ACCESSIBLE TO PERSONS WITH DISABILITIES. IF YOU REQUIRE A REASONABLE MODIFICATION OR ACCOMODATION FOR A DISABILITY IN ORDER TO PARTICIPATE IN THE PUBLIC MEETING, REQUESTS SHOULD BE MADE THROUGH THE OFFICE OF HOMELESS SERVICES AT LEAST THREE (3) BUSINESS DAYS PRIOR TO THE PARTNERSHIP MEETING. THE OFFICE OF HOMELESS SERVICES TELEPHONE NUMBER IS (909)501-0610 AND THE OFFICE IS LOCATED AT 560 E. HOSPITALITY LANE SUITE 200. SAN BERNARDINO CA 92415. AGENDA AND DOCUMENTATION CAN BE OBTAINED THERE OR BY EMAIL. OHS@HSS.SBCOUNTY.GOV



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CLOSING	
<p>K. Future Agenda Items</p> <ul style="list-style-type: none"> Discussion Prop 36 Laws and Provisions Discussion on the Code of Conduct of Committee HHAP 3, 4, and 5 update. HMIS and 211 workshop Lighthouse presentation Department of Behavioral Health follow-up presentation Brown Act Presentation 	<p>Committee Members</p>
<p>K. Adjournment</p>	<p>Co-Chair Robin Schlosser</p>
<p>Next Meeting will be a regular meeting on:</p> <p style="text-align: center;">Thursday, May 21, 2026, 10:00 am – 11:30 am Old Joshua Tree Elementary School Room #19 6051 Sunburst Street, Johusa Tree, CA 92252</p>	

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**Minutes for East Desert Regional Steering Committee
(EDRSC) Board Meeting**

March 19, 2026, from 10:00 a.m. – 11:30 a.m.

Minutes Recorded and Transcribed by Christina Benton, Secretary for EDRSC

TOPIC	
<p>A. Call to Order</p> <p>B. Pledge of Allegiance/Invocation</p> <p>C. Roll Call</p> <p>D. Round Table Introductions</p>	<p>Co-Chair Robin Schlosser called to order at 10:0 a.m.</p> <p>Marjorie Smith, Coordinator for Organizations Active in Disasters (VOAD) and Community Organizations Active in Disaster (COAD) led the Pledge of Allegiance. There was no invocation.</p> <p>The following EDRSC Committee Members were present: Glen Harris, Janet Johnston, Daniel Belew, and Co-chair Robin Schlosser. April Ramirez arrived at 10:08 a.m.</p> <p>Absent: Committee Member Lakita Johnson, Curtis Yakimow, and Co-Chair Stone James</p> <p>10 members of the public attended in-person, they introduced themselves. ***It was announced that attendees do not have to announce their name or organization to be part of the meeting.</p>
<p>E. Individual Committee Member Comments (3 minutes each)</p>	<p>Co-Chair Robin Schlosser opened the floor for comment from the EDRSC Committee members.</p> <ul style="list-style-type: none"> • Committee Member Janet Johnston shared that the Morongo Basin Housing Solutions (Working Group) next meeting is Thursday, April 2, 2026, 9:30am – 11am at the Joshua Tree Community Center. She attended the Continuum of Care meeting on February 25, 2026, Home Base Zoom meeting on February 26, 2026, Working Group meeting on March 3, 2026, Homeless Summit on March 5, 2026, and HHAP 5 Bidders Conference, Ms. Johnston participated in a homeless encampment clean up in Twentynine Palms. She recommended that committee members participate in the training that the Office of Homeless Services (OHS) is offering. She shared that she is attending the financial management training. • Committee Member Glen Harris mentioned that the County of San Bernardino has opened up applications for their SPARK, Youth Employment Enrichment Program for individuals sixteen (16) – twenty-four (24) year olds. Please visit hr.sbcounty.gov for further information. He also shared that Carrie Harmon is no longer with San Bernardino County. Derek Armstorng will serve as acting Deputy Executive Officer for the Community Revitalization Portfolio and Rob Gilliam will serve as acting Director of Community Development & Housing (CDH). Georgina, the head of the Department of Behavioral Health, has left. • Committee Member April Ramirez shared that she attended and assisted with organizing the San Bernardino County Office of Homeless Services Summit and served fruit cups. She helped sign people up for housing assistance through Inland Housing Solutions. A total of One Hundred Twenty-seven (127) people asked for help



**Minutes for East Desert Regional Steering Committee
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March 19, 2026, from 10:00 a.m. – 11:30 a.m.

	<p>within Twenty-four (24) hours.</p> <ul style="list-style-type: none"> • Committee Member Daniel Belew provided the following update: Rescue + Residence now has a trailer to haul ambulances to and from events. They are looking for more stable access to earthmoving equipment. • Co-Chair Robin Schlosser announced that Reach Out Morongo Basin is as busy as always.
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PUBLIC COMMENTS

<p>F. Public Comment – Non-Agenda Items</p>	<p>Co-Chair Robin Schlosser opened the floor to Public Comments</p> <p>The following individual(s) addressed the EDRSC board:</p> <ul style="list-style-type: none"> • Alexander Worth, Resident of Yucca Valley. Shared that he would like to have more signage along High Way 62 to bring awareness to people to watch for wildlife. • Faith Nicholson, Valley Star Behavioral Health. Announced that the Department of Behavioral Health and Public Health are partnering to bring public health buses to the TAY centers in Morongo Basin. The Dental Bus is scheduled for every fourth Tuesday of the month, Wellness Wheels is scheduled for May 20th, August 19th, and November 18th from 11:30am – 2:30pm. • Nick Foley, Set Free Church. Mentioned that he had a meeting with San Bernardino County Chief Planner Toomey and Jason Edwards, District Planner, they discussed fair housing law for reasonable accommodation act, disabled class. Most people helped have issues with alcoholism or addiction, which fall under “disabled”. Next steps are to create a larger scale plan of the facilities. The County seems willing to help. • Debra Breidenbach, Human Resources and Risk Manager for the Town of Yucca Valley, shared that the town approved joining the San Bernardino Regional Housing Trust. Also, the Town’s efforts on continuing to evaluate a more proactive approach in service coordination and outreach. • Marjorie Smith, Coordinator for Organizations Active in Disasters (VOAD) and Community Organizations Active in Disaster (COAD) led the Pledge of Allegiance, announced on April 11, 2026, 9am – 1pm there will be an annual “Help Yourself, Help Your Neighbor” event at Walmart in Yucca Valley, more information is available online <p>Co-Chair Robin Schlosser closed Public Comments.</p>
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CONSENT ITEMS

<p>G. Approve Minutes from February 19th, 2026.</p>	<p>Co-Chair Robin Schlosser opened item G.</p> <p>Committee Member Glen Harris made a motion to approve the minutes as submitted, seconded by Committee Member Daniel Belew.</p>
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**Minutes for East Desert Regional Steering Committee
(EDRSC) Board Meeting**

March 19, 2026, from 10:00 a.m. – 11:30 a.m.

	<p>The motion to approve the minutes was carried with five (5) votes in favor. 5/0/3, Committee Members Lakita Johnson, Curtis Yakimow, and Co-Chair Stone James had an excused absences.</p>
PRESENTATIONS	
<p>H. None</p>	
DISCUSSION	
<p>I. Discuss HHAP 5 Coordinated Entry System (CES) 5% Set Aside Request and consider potential agencies who can be the 211 Hub in the East Desert.</p>	<p align="center">ACTION/OUTCOME</p> <p>Co-Chair Robin Schlosser opened item I. San Bernardino County requests that each region consider setting aside 5% of its total regional allocation (HHAP 5 funding) to support system infrastructure for the Coordinated Entry System (CES).</p> <p>Committee Member Daniel Belew presented information on HHAP 5 Coordinated Entry System (CES) 5% set-aside request. The funding would support data entry into Homeless Management Information System (HMIS). This includes collection information from individuals experiencing homelessness and inputting it into the system. The system helps connect individuals with needed resources.</p> <p>Co-Chair Robin Schlosser stated that Morongo Basin Arch was the CES provider for the Morongo Basin.</p> <p>Committee Member Janet Johnston said that a workshop with HMIS (Jevita Webster) and 211 (Aziza from Inline SoCal) is needed. The workshop aims to clarify roles and processes. She reminded everyone that HHAP 5 applications were due yesterday.</p> <p>Committee Member April Ramirez stated that CES is a requirement from the state. She announced that San Bernardino County is the only County that will receive HHAP 6 funding. Also the City of Twentynine Palms is exploring becoming a 211 hub, they have expressed interest and submitted letters.</p> <p>Faith Nicholson, Valley Star Behavioral Health stated that CES and HMIS are two (2) totally different systems.</p> <p>Committee Member Glen Harris made a motion to Set Aside 5% of the total regional allocation to support Coordinated Entry System (CES), seconded by Committee Member Daniel Belew.</p> <p>The motion was carried with four (4) votes in favor. 4/1/3, Committee Members Lakita Johnson, Curtis Yakimow, and Co-Chair Stone James had excused absences.</p>



**Minutes for East Desert Regional Steering Committee
(EDRSC) Board Meeting**

March 19, 2026, from 10:00 a.m. – 11:30 a.m.

<p>J. Receive update and discussion regarding HHAP 3 funding reallocation of funding, and funding deadline.</p>	<p>Co-Chair Robin Schlosser opened item J. HHAP 3 funding allocated to Morongo Basin Arch has not been expended due to County audits and other issues. The funding must be expended by June 30th of this fiscal year. The EDRSC has two (2) options :</p> <ul style="list-style-type: none"> a. Return the funding to Department of Husing and Uban Development (HUD) b. Return the funding to San Bernadino County for disbursement to other approved agencies. <p>Committee Member Janet Johnston said that we should have had more time to decide what to do with the money. The money has been in the county's bank earning interest for the Continuum of Care (CoC) this entire time.</p> <p>Committee Member April Ramirez raised concern about where the money would go if returned to the county and if it would benefit the region.</p> <p>Committee Member April Ramirez made a motion to Return the HHAP 3 funds to San Bernardino County to reallocate and request that San Bernardino notify the East Desert Regional Steering Committee where the funds will be reallocated, seconded by Committee Member Daniel Belew.</p> <p>The motion was carried with four (4) votes in favor. 4/1/3, Committee Members Lakita Johnson, Curtis Yakimow, and Co-Chair Stone James had excused absences.</p>
<p>K. Designate Committee Alternates for each Committee Member.</p>	<p>Co-Chair Robin Schlosser open item K. It was suggested to table the item for the next meeting so that all Committee Members are present to designate their committee alternate.</p> <p>Committee Member Glen Harris made a motion to table the item (Designate Committee Alternates for each Committee Member) for the next meeting, seconded by Committee Member April Ramirez.</p> <p>The motion was carried with five (5) votes in favor. 5/0/3, Committee Members Lakita Johnson, Curtis Yakimow, and Co-Chair Stone James had excused absences.</p>



Minutes for East Desert Regional Steering Committee
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CLOSING

L. FUTURE AGENDA ITEMS

- Discussion Prop 36 Laws and Provisions.
- Discussion on the Code of Conduct of Committee.
- HHAP 3, 4, and 5 update.
- 211 and HMIS Workshop.
- Lighthouse presentation.
- Department of Behavioral Health follow-up presentation.
- Brown Act presentation.

Co-Chair Robin Schlosser announced that the Brown Act presentation is being reworked because the county's template cannot be used.

M. ADJOURNMENT

Co-Chair Robin Schlosser adjourned the meeting at 11:07 a.m. ***Our next meeting will be a Special meeting held on Thursday, April 9, 2026, 10am – 11:30am*** Meeting location will likely be in Twentynine Palms due to the regular location is not available.

NEXT MEETING:

THE NEXT EDRSC MEETING WILL BE HELD AS FOLLOWS:

THURSDAY, APRIL 9, 2026, 10:00 AM -11:30AM
LUCKIE PARK ACTIVITY CENTER (LPAC)
74325 JOE DAVIS DRIVE TWENTYNINE PALMS, CA 92277

Homeless Housing, Assistance and Prevention Program – Round 5 (HHAP-5)

RFA - OHS02-24-2026

Regional Steering Committee- Evaluators Summary Sheet and Recommendations

Date: 3/30/2026

Region: East Desert Region (Total Allocation: \$117,233.09)

Evaluators: Daniel Belew and April Ramirez

Proctor: Christopher Salazar, Claudia Doyle, Office of Homeless Services

Applications that were reviewed and scored:

1. Jewish Family Services of SD

Evaluation Summary/Final Score:

		Applicant(s)	Evaluator 1	Evaluator 2	Evaluator or 3	Avg. Score	Rank
Points	Cat.	Jewish Family Services of San Diego	82.26	89.03	N/A	85.64	1
25	A	<i>Qualifications and Experience</i>	22.5	24	N/A		
20	B	<i>Financial Review (OHS)</i>	19.2	19.2	N/A		
25	C	<i>Technical Review</i>	18.06	23.33	N/A		
25	D	<i>Cost/Revenue (OHS)</i>	17.5	17.5	N/A		
5	E	<i>References (OHS)</i>	5	5	N/A		

Evaluator's Recommendations:

Based on the scoring and discussion, the Regional Evaluator's have recommended funding the top 1 applicant in following manner, contingent upon acceptance by the Continuum of Care (CoC) Board:

- **Jewish Family Services of San Diego** in the amount of **\$117,233.09** as stated in the Request for Application OHS02-24-2026 for the following categories:
 - Prevention and Shelter Diversion \$87,924.82
 - Street Outreach \$29,308.27

Should the CoC Board choose not to accept the recommendation for this agency, the evaluators do not have a contingency plan, as there was only one applicant for the region.

San Bernardino County Continuum of Care Strategic Plan

CoC Goal 1: Increase permanent and affordable housing capacity and provide the resources needed to ensure people can maintain stable housing.

The greatest need identified in the homeless service system was a lack of access to or availability of permanent and affordable housing. To meet this goal, SBC CoC must work with partners to prioritize housing for creation and ensure that post-placement support is universally available to prevent returns to homelessness. The three strategies below focus not only on expanding affordable housing but also ensuring the existing affordable housing stock is accessible and that people receive needed support once they are in housing.

Strategy 1.1: Optimize the Use of Existing Affordable Housing Subsidies and Programs
Conduct a quarterly inventory of all housing subsidies, vouchers, and Permanent Supportive Housing (PSH) units currently available and in the pipeline across the County and CoC, publishing the utilization rates by RSC.
Establish a standing, dedicated workgroup to provide technical assistance to smaller, regional providers and non-traditional partners on navigating complex funding and procurement for rental assistance and housing development.
Work with County departments to streamline the lease-up process and reduce administrative friction for voucher holders and landlords across all regions.
Strategy 1.2: Expand Access to Affordable Housing in Underserved Regions
Collaborate with the County to dedicate a specific portion of housing development funds (e.g., Prop 1, ERF) or project-based vouchers to the High Desert, East Desert, and Mountain regions to address regional disparities.
Develop and promote a Landlord Engagement and Retention Program that provides flexible financial incentives and mitigation funds to landlords in areas struggling with housing scarcity, such as the Central Valley and West Valley.
Promote innovative housing models that are suitable for rural contexts, such as conversion of motels, use of modular housing, and development of tiny home communities.
Strategy 1.3: Strengthen Post-Housing Stability Services Across the CoC.
Ensure all regions have access to resources for furnishing and utility assistance upon move-in, reducing the barrier to housing acceptance.
Establish and formalize a system of peer support and navigation services, especially in rural areas, to help newly housed individuals connect with community resources and prevent lease violations.
Develop a CoC-wide framework for progressive engagement, ensuring housing stability services are right-sized to meet individual needs, rather than being one size fits all.

Potential Challenges and Barriers

San Bernardino County Continuum of Care Strategic Plan

- **Affordability Crisis:** The single greatest barrier is the severe lack of available, affordable rental units, particularly in high-demand areas like the West Valley and Central Valley.
- **Geographic Isolation:** Developing new housing and delivering long-term supportive services in deeply rural regions (East Desert and Mountain regions) is complicated by distance, lack of infrastructure, and limited developer interest.
- **Landlord Reluctance:** Overcoming stigma and reluctance from landlords to accept housing vouchers remains a major hurdle, requiring ongoing financial incentives and education efforts.
- **Funding Instability:** Many post-placement services rely on fragmented, short-term grants, which threatens the long-term stability needed to prevent recidivism.

Tracking Progress

- **Performance Measures**
 - **Increase in Housing Placements:** Achieve a 10 percent year over year increase in the number of individuals and families exiting homelessness to permanent housing.
 - **Reduction in Recidivism:** Achieve a reduction in the rate of individuals who return to homelessness within one year of housing placement (Housing Stability Rate).
 - **Equitable Housing Outcomes:** Reduce racial and geographic disparities in time to housing placement across the five RSCs.
 - **Increase in Housing Stock:** Add a measurable number of new dedicated affordable housing units to the regional stock each year.
 - **Service Accessibility:** Ensure 90 percent of housed clients have access to needed post-placement supportive services within 30 days of move-in.
- **Primary Data Source:** Homeless Management Information System (HMIS) and CoC Housing Inventory Count (HIC).
- **Review Frequency:** Quarterly meetings of the CoC Performance Oversight Committee and annual reports to the full CoC Board and RSCs.
- **Equity Focus:** Disparities in outcomes (e.g., time to housing, placement success) will be monitored by race/ethnicity, disability status, and RSC region to ensure equitable deployment of resources and immediate course correction where gaps are identified.
- **Accountability:** RSCs are responsible for regional implementation and reporting on local data, with the CoC Board overseeing system-wide performance and funding alignment.

San Bernardino County Continuum of Care Strategic Plan

CoC Goal 2: Improve information, coordination, and collaboration between County agencies, Cities, the CoC, and Regional Steering Committees.

The size and diversity of San Bernardino is one of its strengths, but it can also lead to challenges coordinating and collaborating across geographically and demographically distinct communities. To build a stronger shared identity and a better CoC, this goal focuses on formalizing communication, clarifying roles, and addressing the fragmentation and funding awareness gaps. The strategies focus on clarifying roles within the CoC, raising communitywide awareness of the CoC's role and authority, and strengthening collaboration among partners outside the CoC.

Strategy 2.1: Formalize Communication and Collaboration between the County, CoC, and RSCs.
Document and ratify Memorandums of Understanding (MOUs) outlining the specific service delivery, funding oversight, and data sharing responsibilities for the County, CoC, and each RSC.
Establish quarterly, cross-regional, non-Brown Act forums for County liaisons, CoC leaders and RSC chairs to share information, discuss challenges and collaborate on strategic solutions.
Ensure CoC working groups have representation across all five RSCs to support implementation of action steps and create CoC-wide processes or principles.
Implement a centralized, standardized communication system (e.g., a dedicated CoC portal or mailing list) for disseminating time-sensitive information, such as funding application deadlines and policy changes, to all regional stakeholders.
Strategy 2.2: Elevate the CoC's Identity and Authority as a Unified System.
Launch a CoC-wide education campaign to clarify the CoC's function, its funding mechanisms (e.g., HUD CoC Program, HEAP, HHAP), and how providers and communities can access and influence these resources.
Create a strategy (and build capacity) to raise awareness about the CoC and to educate and engage policymakers and community members around specific challenges and needs of people experiencing homelessness.
Conduct a CoC Assessment to determine the effectiveness of the overall system of care, as well as system components, policies, procedures, structures, and processes within the homeless system – including RSCs – and with mainstream systems of care.
Facilitate regional workshops, especially in the High Desert and East Desert, to foster local understanding of the CoC process and encourage participation from non-traditional partners (e.g., libraries, faith-based groups).
Develop a mentorship program pairing providers in high-capacity RSCs with providers in emerging RSCs to share grassroots coordination and fundraising best practices.
Strategy 2.3: Strengthen Cross-Sector Partnerships for Resource Optimization.
Map all existing and potential partnerships with health, behavioral health, and justice systems, identifying gaps in coordination and data sharing.

San Bernardino County Continuum of Care Strategic Plan

Establish regular, formalized case conferencing opportunities between housing providers and county agencies (e.g., Behavioral Health, Public Health) to ensure coordinated service planning for clients with high needs.

Identify and implement a process for maintaining a comprehensive list of resources across all regions that includes providers and eligibility

Potential Challenges and Barriers

- **Fragmented System Identity:** Stakeholders often view the system as "County services" or "local non-profits," failing to recognize the unified role and purpose of the CoC, and leading to confusion about resource pathways.
- **Geographic Scale:** The vast distances between remote RSCs and the central County office make consistent, face-to-face collaboration difficult and costly, limiting relationship building and technical assistance in rural areas.
- **Capacity Disparities:** Lower-capacity and more remote RSCs lack the dedicated staffing and resources to consistently participate in CoC-wide planning or apply for complex funding opportunities.
- **Siloed Data Systems:** Integrating data and achieving full information sharing between health, justice, and housing partners often runs into legislative, privacy, and technical barriers that require extensive legal and IT resources to overcome.

Tracking Progress

- **Performance Measures**
 - **Increased Participation:** Achieve a 15 percent increase in non-traditional partner participation (e.g., local businesses, grassroots community groups) in RSC meetings and CoC-wide initiatives.
 - **Role Clarity:** 80 percent of CoC, County, and RSC stakeholders report a clear understanding of their respective roles and responsibilities in the homeless response system, as measured by an annual survey.
 - **Funding Awareness:** Document a measurable increase in the number of regional providers applying for or receiving CoC-administered funding, particularly in the lower-capacity RSCs.
 - **MOU Compliance:** 100 percent of CoC and County agencies that are mandated to share data or resources have formalized MOUs in place.
- **Primary Data Source:** Annual CoC Partner Survey, MOU Tracking Log, and CoC Funding Application Data.
- **Review Frequency:** Quarterly meetings of the CoC Governance Committee and annual reports to the full CoC Board and RSCs.
- **Equity Focus:** Participation rates and equitable resource flow to all five RSCs, including documentation of barriers to participation for rural/low-capacity partners, will be monitored to ensure system access is fair.
- **Accountability:** The CoC Leadership is responsible for maintaining and enforcing MOUs and communication protocols, with RSC chairs accountable for regional partner engagement

San Bernardino County Continuum of Care Strategic Plan

CoC Goal 3: Improve and expand shelter, interim housing, and low-barrier services.

Goal 3 focuses on addressing the immediate needs for safe, accessible, and low-barrier temporary shelter options across the entire CoC. There is great variability across the RSCs in terms of unmet need for shelter and transitional housing as well as access to supportive services. The three strategies under this goal focus on creating a CoC wide plan for ensuring equitable access to shelter and services that meet the needs of people experiencing homelessness.

Strategy 3.1: Develop a CoC-wide Plan for Shelter and Interim Housing.
<p>Conduct a gaps analysis of current shelter and interim housing capacity, comparing it to the unsheltered population in each of the five RSCs.</p>
<p>Prioritize the creation of low-barrier, non-congregate options (e.g., safe parking, pallet shelters, transitional housing) where traditional shelter models are not feasible.</p>
<p>Establish a CoC-wide standard of practice for shelter operations, focusing on low-barrier entry, harm reduction principles, and accessibility for families and individuals with pets.</p>
Strategy 3.2: Secure Dedicated Funding for Year-Round and Seasonal Emergency Shelters
<p>Create a dedicated funding pool, utilizing State and local grants, to support emergency winter shelter operations in all five RSCs.</p>
<p>Establish a funding mechanism to provide essential, flexible operating support for existing and new interim housing programs, reducing provider reliance on unstable annual grants.</p>
<p>Explore partnerships with faith-based organizations and local municipalities to identify and activate underutilized facilities for temporary overflow and severe weather sheltering.</p>
Strategy 3.3: Strengthen Coordinated Street Outreach Capacity
<p>Ensure every RSC has a dedicated, multi-disciplinary outreach team with adequate training and resources to conduct daily outreach, focusing on unsheltered hotspots, including encampments in the Central and West Valleys.</p>
<p>Standardize protocols for encampment engagement, focusing on service delivery and pathways to housing, while working with jurisdictions to define clear, humane closure policies.</p>
<p>Leverage HMIS to track real-time outreach data on unsheltered persons, their service needs, and barriers to housing to increase collaboration, reduce duplication and streamline entry into the Coordinated Entry System (CES).</p>
Strategy 3.4: Integrate Lived Experience and Equity into Shelter Design and Operation
<p>Formally integrate feedback from Persons with Lived Experience (PWLE) focus groups—especially those from remote areas—into the design and expansion of all new interim housing projects.</p>

San Bernardino County Continuum of Care Strategic Plan

Develop a trauma-informed training and certification program for all staff working in shelter and interim housing, ensuring non-discriminatory, person-centered service delivery.

Track and publicly report equity data on shelter utilization, length of stay, and reasons for discharge, disaggregated by race, ethnicity, and geography.

Potential Challenges and Barriers

- **NIMBYism and Siting Challenges:** Significant community resistance (Not In My Back Yard) often prevents the successful siting and permitting of new facilities, particularly low-barrier and non-congregate options.
- **Lack of Rural Infrastructure:** Many rural areas lack the necessary public transportation, staffing capacity, and existing buildings suitable for conversion into interim housing, making expansion logistically difficult.
- **Staffing and Retention:** The high-stress nature of low-barrier shelter work and uncompetitive wages lead to high staff turnover, which undermines service quality and consistency.
- **Funding for Operations:** Securing capital funding is often easier than securing long-term, flexible operating funds necessary to keep shelters open year-round and provide essential services.

Tracking Progress

- **Performance Measures**
 - **Increase in Shelter Beds:** Achieve a 20 percent increase in the number of year-round, low-barrier shelter and interim housing beds across the CoC within three years.
 - **Geographic Coverage:** Ensure every one of the five RSCs has access to locally available, low-barrier emergency or interim housing options.
 - **Reduced Time to Placement:** Decrease the average length of time between outreach engagement and placement into interim housing.
 - **Reduction in Unsheltered Rate:** Reduce the percentage of the CoC's homeless population who are unsheltered, as measured by the annual Point in Time Count.
 - **Client Satisfaction:** Achieve an 85 percent client satisfaction rate with the safety and quality of interim housing and shelter services.
- **Primary Data Source:** Point in Time (PIT) Count, HMIS Shelter Utilization Reports, CES data, and annual Client Satisfaction Surveys.
- **Review Frequency:** Quarterly meetings of the CoC Performance Committee, bi-annual reports to the CoC Board, and an annual review linked to the PIT Count.
- **Equity Focus:** Shelter utilization and length of stay will be tracked by race/ethnicity and disability to ensure fair access and operational effectiveness across all facility types and regions.
- **Accountability:** Facility operators and the CoC are responsible for ensuring compliance with low-barrier standards and reporting on utilization metrics to the RSCs.

San Bernardino County Continuum of Care Strategic Plan

CoC Goal 4: Develop and invest in a CoC-wide prevention and diversion program, which lowers the barriers for people at risk of or experiencing homelessness to access services and housing by providing an improved education and resource program.

In order to truly address homelessness in San Bernardino it is not enough to house everyone who is currently homeless, we must also prevent people from becoming homeless. Current prevention resources are limited, often short-term, and insufficient given rising housing costs, unemployment, and poverty levels in the county. This goal emphasizes the need for coordinated and comprehensive resources to prevent homelessness before it begins and divert people from shelter whenever possible. The three strategies focus on establishing processes and programs to reduce entry into homelessness whenever possible.

Strategy 4.1: Establish a Clear and Accessible Low-Barrier Diversion Pathway at All Access Points.
Implement a consistent Diversion assessment protocol within the CES that is utilized by all RSCs, ensuring a housing-focused, resource-maximizing conversation is the first step.
Provide dedicated flexible funding (e.g., Diversion Assistance Funds) to all RSCs to be used for immediate needs, such as minor rental arrears, utility shutoff prevention, or travel assistance.
Train all frontline staff (including outreach, shelter intake, and county navigators) on diversion and conflict resolution techniques, with emphasis on cultural competency and regional resource specificity.
Strategy 4.2: Strengthen Institutional Discharge Planning to Prevent Exits to Homelessness.
Formalize partnerships and MOUs with local hospitals, jails, prisons, and behavioral health facilities to establish mandatory, standardized housing discharge protocols across the County.
Assign dedicated housing navigators to major institutions in the Central and West Valley areas to ensure high-risk individuals are immediately connected to CES and housing resources upon release.
Develop and regularly update a "Warm Handoff" resource guide specifically for institutional staff, detailing pathways to housing and benefits enrollment for released individuals.
Strategy 4.3: Proactively Identify and Stabilize Households at High Risk of Homelessness.
Utilize predictive data models and publicly available eviction data to target high-risk neighborhoods for concentrated prevention outreach and legal aid services.
Implement an education and media campaign throughout the County, including rural areas, to inform the public and at-risk tenants about the availability of rental assistance, legal aid, and eviction mediation services.

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Establish a CoC-wide rental assistance program that focuses on maintaining housing for currently housed, high-risk households, preventing the inflow into the system.

Potential Challenges and Barriers

- **Limited Flexible Funding:** Diversion requires immediate access to small amounts of flexible cash assistance, which is often difficult to secure and administer under existing restrictive grant regulations.
- **Institutional Buy-In:** Achieving consistent, high-quality discharge planning from major institutions (especially hospitals and jails) requires overcoming systemic inertia and competing priorities within those large organizations.
- **Geographic Access to Legal Aid:** Tenants in rural parts of the CoC often lack easy access to legal aid and eviction mediation services, limiting effective prevention outreach in those areas.
- **Lack of Data Integration:** Identifying households truly "at-risk" (e.g., those with a pending eviction) often relies on external, non-HMIS data sources, making proactive targeting complex and inconsistent.

Tracking Progress

- **Performance Measures**
 - **Reduction in First-Time Homelessness:** Achieve a measurable reduction in the number of individuals and families experiencing homelessness for the first time.
 - **Diversion Success Rate:** Achieve a 50 percent success rate for households diverted from the homeless response system, defined as remaining stably housed after 12 months.
 - **Institutional Connections:** 95 percent of individuals discharged from partner institutions (jails, hospitals, etc.) are formally connected to the Coordinated Entry System (CES) prior to or within 48 hours of release.
 - **Prevention Service Reach:** Increase the number of households served by homelessness prevention resources by 25 percent annually.
- **Primary Data Source:** HMIS Prevention and Diversion Program Reports, CES data, System Performance Measures (SPM), and institutional discharge data via MOUs.
- **Review Frequency:** Quarterly meetings of the CoC Performance Committee, with focused deep dives into diversion success rates and institutional discharge connection metrics.
- **Equity Focus:** Disparities in who receives prevention resources and the success rate of diversion efforts will be analyzed by race, ethnicity, and region to ensure equitable application of funding.
- **Accountability:** CES providers and Prevention Program managers are responsible for data quality and reporting on diversion and stability outcomes.

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CoC Goal 5: Strengthen the homeless response system so that it is data-driven, fair, and results-oriented.

The CoC faces challenges related to data quality, coverage, and alignment across systems which creates challenges for planning, collaboration and evaluation. This goal focuses on improving the technical and operational backbones of the system with strategies focused on improving the Coordinated Entry System, increasing data quality and coverage, and integrating lived experience into system design.

Strategy 5.1: Enhance the Functionality, Integrity, and Equity of the Coordinated Entry System (CES).
Standardize and enforce CES access policies across all five RSCs, ensuring consistent screening, assessment, and prioritization, regardless of where an individual accesses the system.
Conduct quarterly data quality reviews of the Homeless Management Information System (HMIS), focusing on completeness, timeliness, and accuracy, with targeted technical assistance for low-performing RSCs, particularly those in rural areas.
Conduct an annual independent third-party audit of the HMIS infrastructure and the CES system, evaluating data security, system integrity, and fidelity to CoC-wide prioritization standards.
Implement an equity-focused monitoring process within CES, tracking disparities in referral rates, housing placement rates, and time-to-housing, disaggregated by race, ethnicity, and geography.
Strategy 5.2: Increase Provider Accountability and Performance Management.
Develop and implement a CoC-wide performance evaluation framework that clearly defines success metrics for all funded projects (CoC, ESG, HEAP, etc.).
Develop and regularly update dashboards on an easily accessible website, that provides access to recent data about needs and performance to facilitate planning and evaluation and promote transparency.
Conduct annual performance reviews for all funded providers, linking funding continuation and contract renewal to demonstrated progress toward CoC goals, including equity outcomes.
Execute an independent, annual performance evaluation of the Collaborative Applicant and CoC, focusing on governance structure effectiveness, fiscal management of HUD funds, and progress in addressing system-wide equity goals.
Establish a transparent process for allocating all CoC-administered funding, prioritizing projects that demonstrate the highest performance, target the most vulnerable populations, and fill critical geographic gaps.
Strategy 5.3: Ensure Lived Experience Is Integrated at All Levels of Decision-Making.
Formalize the CoC's Persons with Lived Experience (PWLE) Advisory Board, ensuring it is geographically representative of all five RSCs, including paying stipends to all members.
Mandate PWLE representation on all CoC decision-making bodies and grant review committees.
Create a consistent feedback loop where PWLE Board recommendations are formally reviewed, documented, and acted upon by the CoC Board and RSCs.

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Challenges and Barriers

- **HMIS Data Quality in Rural Areas:** Lower-capacity providers, especially those in rural RSCs, often lack the training and dedicated staff time to ensure high-quality, timely HMIS data entry, leading to incomplete system data.
- **Resistance to Standardization:** Individual providers and RSCs may resist mandatory CES standardization or performance metrics that conflict with their existing practices or regional priorities.
- **Sustainability of PWLE Stipends:** Securing dedicated, sustained funding for PWLE stipends and support services is an ongoing administrative challenge that impacts the diversity and continuity of the Advisory Board.
- **Technical Debt:** Upgrading and integrating the HMIS/CES system requires significant, ongoing investment in technology and specialized IT staffing, which often competes with direct service funding.

Tracking Progress

- **Performance Measures**
 - **Data Quality:** Achieve 95 percent data quality compliance across all funded HMIS projects, meeting HUD standards for completeness and accuracy.
 - **Equitable Allocation:** Demonstrate that CoC funding allocation decisions reduce geographic and racial disparities in service and housing access year over year.
 - **System Efficiency:** Reduce the average length of time a household spends in the CES before being matched to a housing intervention by 10 percent.
 - **Accountability:** 100 percent of funded projects undergo annual performance reviews, with 85 percent meeting or exceeding established performance benchmarks.
 - **Lived Experience Integration:** Maintain 100 percent attendance and participation rates of PWLE Advisory Board members in CoC decision-making meetings.
- **Primary Data Source:** HMIS Data Quality Reports, CES Prioritization and Waitlist data, and CoC Funding Review Committee documentation.
- **Review Frequency:** Quarterly meetings of the CoC Performance Committee, with a focus on HMIS Data Quality and CES equity tracking. PWLE Board recommendations will be reviewed monthly by CoC leadership.
- **Equity Focus:** Systemic bias checks will be performed on CES data to ensure fair assignment of housing resources and reduce disparities in time-to-housing outcomes across all protected classes.
- **Accountability:** The County is responsible for maintaining the HMIS/CES infrastructure, with the CoC Board and Governance Committee responsible for enforcing performance and equity standards.

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Regional Action Plans

Although all the strategic plan goals and strategies will be implemented across the entire CoC, the action steps that are prioritized for each RSC are customized to the unique needs and resources within the region. These action steps were identified through discussions with service providers and community partners within the region. As implementation of the plan progresses, these action steps will be updated, and new action steps may be prioritized.

On the first page of each regional action plans there is a high-level snapshot with demographics, economic and housing indicators, homeless data, system resources and key strengths and challenges of the homeless service system. The remaining pages in the regional action plans include prioritized action steps each with notes about timeline and key partners.

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East Desert RSC

The East Desert, which stretches to the Arizona border, contains Joshua Tree National Park and is comprised of smaller, more remote communities like Twentynine Palms, Joshua Tree, and Yucca Valley. The region faces extreme geographic and resource challenges and lacks sufficient shelters, behavioral health infrastructure, and services.

The East Desert region has 3% of the county's total population. The median rent is \$1,252 and the median income is \$55,450. Approximately 25.4% of the region's population is severely cost burdened (spending more than 50% of income on housing) and 18.8% of the population is below the poverty line. The vacancy rate in the region is 14.4%.

Homelessness in East Desert RSC

In the 2025 Point-In-Time Count there were **57 unsheltered individuals** counted and another **30 people in shelters or transitional housing** in the East Desert region. The numbers from East Desert Region were 2% of the CoC PIT count. The region saw a steep decrease of 75% in unsheltered count numbers between 2024 and 2025.

RSC's Homeless Service System

East Desert RSC has one of the lowest number of beds for people experiencing homelessness of the five regions with 1% of the total beds in the CoC in 2025. The breakdown of these beds are listed below.

Emergency Shelter Beds	Transitional Housing Beds	Rapid Rehousing Beds	Permanent Housing Beds
21	9	1	0

Homelessness in the area is impacted by extreme weather, transportation deserts, and geographic isolation, which make regional collaboration and mobile service delivery critical. Faith-based organizations and churches are currently the primary providers of *any* emergency shelter (e.g., motel placements), underscoring the severe lack of publicly funded, formalized shelter capacity. These issues are further compounded by the region's booming short-term rental market, which has led to a sharp increase in the cost to rent or buy a home. The RSC also noted a critical need for better coordination with non-traditional partners, like the National Park Service (NPS), to improve data accuracy for unsheltered counts in and around federally managed lands.

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RSC Specific Action Steps

The East Desert Regional Steering Committee identified the following action steps as a priority for the region over the next five years.

Goal 1: Permanent and Affordable Housing			
Strategy	RSC Action Step	Time Frame	Partners
<i>Strategy 1.1: Optimize the use of existing permanent housing subsidies and programs.</i>	Obtain funding for a Housing Solutions Center to serve as the central hub for information and collaboration in the East Desert, and to engage with housing providers, landlords and property management agencies to identify all existing affordable housing in the region and explore opportunities for new housing options such as shared housing.		
<i>Strategy 1.2: Expand access to affordable housing in underserved regions.</i>			
Goal 2: Coordination			
Strategy	RSC Action Step	Time Frame	Partners
<i>Strategy 2.1: Formalize communication and roles between the County, CoC and RSCs to strengthen internal communication.</i>	Develop technological capacity at RSC meetings to ensure that representatives can appear virtually and work with County to ensure consistent County presence at East Desert RSC meetings.		
Goal 3: Shelter and Services			
Strategy	RSC Action Step	Time Frame	Partners
<i>Strategy 3.1: Develop, implement and fund a CoC-wide plan for shelter and interim housing.</i>	Work with local cities and the county to identify publicly owned and underutilized properties to designate as safe camping or parking zones, develop into innovative models for emergency shelters or transitional housing such as tiny homes.		
<i>Strategy 3.1: Develop, implement and fund a CoC-wide plan for shelter and interim housing.</i>	Explore partnerships with faith-based organizations to identify and activate underutilized facilities for temporary and severe weather sheltering and day centers.		

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<i>Strategy 3.4: Integrate lived experience and equity into shelter design and operation.</i>	Engage regional residents with lived experience of homelessness through structured outreach and listening sessions during the planning and development of the Housing Solutions Center to identify priority services, an optimal geographic location and potential partners.		
Goal 4: Prevention and Diversion			
Strategy	RSC Action Step	Time Frame	Partners
<i>Strategy 4.3: Proactively identify and stabilize households at high risk of homelessness.</i>	Develop and implement a coordinated utility assistance strategy by mapping all utility districts and available assistance programs across the region, identifying gaps and overlaps in access, and convening a stakeholder focus group to improve navigation and streamline support for residents.		
Goal 5: Data and Performance			
Strategy	RSC Action Step	Time Frame	Partners
<i>Strategy 5.1: Strengthen the effectiveness, transparency and equity of CES</i>	Work with County to develop HMIS/211 workshop specific to the East Desert to explain the importance of HMIS access and fidelity and to provide training on HMIS and coordinated entry to local providers.		