

**ATTACHMENT A – COVER PAGE**

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

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11.	Attachment K – HHAP-3 Project Application	16-55

Applicant Name: WATER OF LIFE COMMUNITY CHURCH / CITYLINK

Address: 14418 MILLER AVENUE, SUITE K FONTANA CA 92336

Mailing Address (if different): \_\_\_\_\_

Telephone No.: 909-803-1059 x2210 FAX No.: 909-803-1058

Email Address: [geovanniq@wateroflifecc.org](mailto:geovanniq@wateroflifecc.org)

Federal Tax ID: 33-0454978

RFA Contact (Name/Title): Geovanni Quiroz – Grant Manager

Name of Authorized Representative: David Pelletier

Title of Authorized Representative: Treasurer

By signing below, the individual acknowledges that he/she has the authority to bind the Applicant to the terms of the Application. The individual further acknowledges that he/she has read and understands the RFA, the contents of the Application and the Attachments, and attests to the accuracy of the information submitted therein.

Signature of Authorized Representative: 

Date: 5/16/23

**ATTACHMENT B  
STATEMENT OF CERTIFICATION**

The following statements are incorporated in our response to San Bernardino County.

	Statement	Agree (initial)	Disagree with qualification (initial and attach explanation)
1.	The offer made in the Application is firm and binding for nine (9) months from the Deadline for Applications.	DP	
2.	All declarations in the Application and attachments are true and that this shall constitute a warranty, the falsity of which will entitle the County to pursue any remedy by law.	DP	
3.	Applicant agrees that all aspects of the RFA and the Application submitted shall be binding if the Application is selected and a Contract awarded.	DP	
4.	Applicant agrees to provide the County with any other information the County determines is necessary for an accurate determination of the Applicant's ability to perform the Services as proposed.	DP	
5.	Applicant, if selected will comply with all applicable rules, laws and regulations.	DP	
6.	The RFA has been reviewed in its entirety and Applicant has no exceptions to any requirements, terms, or conditions, except as noted in Attachment H.	DP	



**ATTACHMENT D**

**CERTIFICATION REGARDING DEBARMENT OR SUSPENSION; CALIFORNIA SECRETARY OF STATE BUSINESS ENTITY REGISTRATION**

In compliance with contracts and grants Contracts applicable under the U.S. Federal Awards Program, the following certification is required by all Applicants submitting a response to this RFA:

1. The Applicant certifies, to the best of its knowledge and belief, that neither the Applicant nor its Principals are suspended, debarred, proposed for debarment, or declared ineligible for the award of contracts from the United States federal government procurement or non-procurement programs, or are individually or collectively listed as such in the United States General Services Administration's System for Award Management (SAM) website ([www.sam.gov](http://www.sam.gov)).
2. The Applicant certifies, to the best of its knowledge and belief, that neither any subcontractor listed in its Application, nor subcontractor's Principals are suspended, debarred, proposed for debarment, or declared ineligible for the award of contracts from the United States federal government procurement or non-procurement programs, or are individually or collectively listed as such in the United States General Services Administration's System for Award Management (SAM) website ([www.sam.gov](http://www.sam.gov)).
3. "Principals," for the purposes of this certification, means officers, directors, owners, partners, and persons having primary management or supervisory responsibilities within a business entity (e.g., general manager, plant manager, head of a subsidiary, division, or business segment, and similar positions).
4. The Applicant shall provide immediate written notice to the Purchasing Agent if, at any time prior to award, the Applicant learns that this certification was erroneous when submitted or has become erroneous by reason of changes in circumstances.
5. This certification is a material representation of fact upon which reliance will be placed when making the award. If it is later determined that the Applicant rendered an erroneous certification, in addition to other remedies available to the San Bernardino County government, the County may terminate the Contract resulting from this RFA for default.
6. Applicant affirms that neither it, nor any subcontractor listed in the Application, has any recent unsatisfactory performance with the County during the past twenty-four (24) months at a minimum.
7. Applicant also certifies that if it or any of the subcontractors listed in the Application are business entities that must be registered with the California Secretary of State, they are registered and in good standing with the Secretary of State.

DP

**Applicant Initial**

## ATTACHMENT E – BUDGET

A detailed budget is required for each Application submission. Use this page as the cover sheet for the Budget.

### Homeless Housing, Assistance and Prevention Round 3 Continuum of Care

#### BUDGET DETAILS

In the pages that follow, our CITYLINK team provides budget information for the Pathway to Housing Program:

- **Table 1 – CITYLINK PATHWAY TO HOUSING PROGRAM – Personnel Expenses (Existing Grants)**
  - This table demonstrates the staffing within CITYLINK that are currently funded through the Family Homelessness Challenge Grant & a portion of the HHAP-2 grant.
  - It demonstrates funding sources through the end of 2025 as the foundation upon which HHAP-3 will build.
  
- **Table 2 – HHAP-2/3 CITYLINK PATHWAY TO HOUSING PROGRAM – Personnel Expenses**
  - This table identifies the expansion of staffing resources needed to support the expanded Pathway to Housing program.
  - The balance of HHAP-2 funding and launch of HHAP-3 program are used to fund additional positions.
  
- **Table 3 – HHAP-3 ALLOCATION PLAN**
  - This table demonstrates the allocation of the \$800,000 request across Personnel positions and Operations.
  - Personnel & Operations expenditures are summarized within the Pathway to Housing Service Categories (Street Outreach & Engagement, Emergency Shelter, Rapid Rehousing / Homeless Prevention, Permanent Housing).
  - Allocation plan demonstrates an operating reserve at the end of 2025 for programming in 2026. This allows for flexibility across the program to meet the greatest needs as services are delivered.
  
- **Table 4 – HHAP-3 FUNDING ALLOCATION SCHEDULE**
  - This table demonstrates the allocation by expenditure category by year of the program.
  - Allocation schedule demonstrates an operating reserve at the end of 2025 for programming in 2026. This reserve can be established in 2024 to meet the spending obligation timelines for HHAP-3.





**TABLE 3 -- HHAP-3 ALLOCATION PLAN**

<b>PERSONNEL</b>			
\$116,689.36			HHAP-2 UNALLOCATED FUNDING (PERSONNEL)
<b>\$ 600,000.00</b>			<b>HHAP-3 FUNDING REQUEST (PERSONNEL)</b>
(\$17,360.62)	.15 FTE	PH	Sr. Admin Coordinator/CityLink
(\$24,448.65)	.25 FTE	ES	Admin Coordinator/CL Volunteer
(\$41,282.66)	.25 FTE	SO&E, PH	Manager/CL Grants
(\$119,611.50)	1 FTE	PH	Case Manager/Specialists
(\$93,895.51)	1 FTE	RRH/HP	Case Manager/Specialists
(\$100,402.05)	1 FTE	SO&E	Street Outreach Technician
(\$95,159.87)	1 FTE	ES	Client Care Technician
(\$74,700.88)	1 FTE	PH	Client Care Technician
(\$54,241.89)	1 FTE	SO&E	Client Care Technician
<b>\$95,585.73</b>			<b>HHAP-3 AVAILABLE FUNDING -- 2026 RESERVE</b>
The \$600,000 of HHAP-3 funding requested for personnel provides up to 6 new positions through the end of 2025. These positions will be hired as service demands ramp up in 2024 with the addition of units at CITYLINK. Both HHAP-2 & HHAP-3 funding will be utilized for these positions. Unallocated funding will maintain staffing support into 2026.			
<b>OPERATIONS</b>			
<b>\$ 200,000.00</b>			<b>HHAP-3 FUNDING REQUEST (OPERATIONS)</b>
(\$40,000.00)		SO&E	Showers of Blessing-Showers & Laundry service
(\$5,000.00)		SO&E	Transportation- Bus Passes/ Gas cards- Out of Region Transportation
(\$5,000.00)		SO&E	Street Outreach Supplies- Document fees, vehicle maintenance, case manager supplies
(\$40,000.00)		ES	Operating costs- Insurance, Utilities (electric, gas, water, trash, WiFi), Maintenance, security, supplies
(\$60,000.00)		PH	for Emergency Shelter, Supportive Housing Units (20 Trailers units)
(\$50,000.00)		RRH/HP	Cherish Ministry-funding for educational classes and resources. Meals, and assistance with childcare.
\$ -			Supportive wrap-around services, transportation assistance.
			Rental Assistance in the form of Rapid-rehousing and homeless prevention
<b>Funding Requested:</b>			
<b>\$ 800,000.00</b>			<b>FUNDING REQUEST- HHAP 3</b>

**Acronyms:**

- CL -- CITYLINK
- ES – Emergency Shelter
- FTE – Full-time equivalent
- PH – Permanent Housing
- RRH/HP – Rapid Rehousing / Homelessness Prevention
- SO&E – Street Outreach & Engagement

**TABLE 4 -- HHAP-3 FUNDING ALLOCATION SCHEDULE**

	2023/24	2025	2026 (Reserve)	TOTAL
<b>1 -- SO&amp;E -- Services</b>	\$25,000.00	\$25,000.00	\$95,585.73	\$50,000.00
<b>2 -- SO&amp;E -- Personnel</b>	\$60,000.00	\$85,556.27		\$145,556.27
<b>3 --ES -- Operations</b>	\$20,000.00	\$20,000.00		\$40,000.00
<b>4 -- ES Personnel</b>	\$50,000.00	\$55,000.00		\$105,000.00
<b>5 -- RRH/HP -- Services</b>	\$25,000.00	\$25,000.00		\$50,000.00
<b>6 -- RRH/HP -- Personnel</b>	\$25,000.00	\$55,000.00		\$80,000.00
<b>7 --PH -- Operations</b>	\$30,000.00	\$30,000.00		\$60,000.00
<b>8 --PH -- Personnel</b>	\$80,000.00	\$93,858.00		\$173,858.00
	<b>\$315,000.00</b>	<b>\$389,414.27</b>	<b>\$95,585.73</b>	<b>\$800,000.00</b>

-- All activities will be invoiced based upon actual expenditures.  
 -- CITYLINK reserves the right to adjust funding by category as warranted by needs of clients in consultation with the HHAP-3 project team

**ATTACHMENT F – RESERVED**

Attachment not required.



**ATTACHMENT H – EXCEPTIONS TO RFA**

APPLICANT NAME WATER OF LIFE COMMUNITY CHURCH

ADDRESS 14418 MILLER AVENUE, SUITE K, FONTANA CA 92336

TELEPHONE # 909-803-1059 x2210 FAX # 909-803-1058

I have reviewed the RFA in its entirety and have the following exceptions: (Please identify and list your exceptions by indicating RFA, the Section or Paragraph number, and Page number, as applicable. Be specific about your objections to content, language, or omissions. Add as many pages as required.)

ATTACHMENT I – PUBLIC RECORDS ACT EXEMPTIONS

APPLICANT NAME WATER OF LIFE COMMUNITY CHURCH

ADDRESS 14418 MILLER AVENUE, SUITE K, FONTANA CA 92336

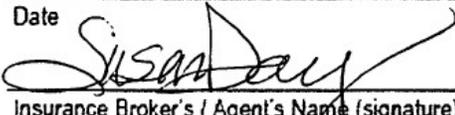
TELEPHONE # 909-803-1059 x2210 FAX # 909-803-1058

Applicant requests that specific portions of the contents of this Application be held confidential and not subject to public disclosure pursuant to the Public Records Act. The specific portions are detailed below: (Please identify and list your exemptions by indicating the Section or Paragraph number, and Page number, of the Application where the content is contained.) **Each stated exemption must include a citation to supporting legal authority, including statutory authority or case law, to support exemption from the Public Records Act. Requested exemptions that does not meet the requirements of this section will not be considered.**

**ATTACHMENT J - INDEMNIFICATION AND INSURANCE REQUIREMENTS AFFIDAVIT**

**THE APPLICANT'S INSURANCE COMPANY(S) OR INSURANCE AGENT MUST COMPLETE THIS FORM  
AND  
THE APPLICANT MUST SUBMIT THIS COMPLETED AFFIDAVIT WITH THE APPLICATION.**

I, the undersigned (Please check one box)  underwriter  agent/broker, certify that I and the Applicant listed below have jointly reviewed the "Insurance Requirements" in this Request for Application (RFA). If the County of San Bernardino ("County") awards the Applicant the Contract for this project, I will be able—within fourteen (14) calendar days after the Applicant is notified of the Contract's award—to furnish the County with all the required, insurance certificate(s) and endorsement(s) as specified in Section X, Paragraph B. Indemnification and Insurance Requirements.

<u>ChurchWest Insurance Services</u>		<u>5/15/2023</u>	
Insurance Broker / Agency Name		Date	
<u>Susan Day</u>			
Insurance Broker's / Agent's Name (Printed)		Insurance Broker's / Agent's Name (signature)	
<u>201 Cajon Street</u>	<u>Redlands</u>	<u>CA</u>	<u>92373</u>
Address	City	State	Zip Code
<u>1 (800) 843-6054</u>	<u>1 (909) 307-1245</u>	<u>susan@churchwest.com</u>	
Telephone Number	FAX Number	Email Address	

WATER OF LIFE COMMUNITY CHURCH

OHS-23-01

Applicant's Name

County RFA Name and Number

*Below State the Name of Insurance Company Providing Coverage:  
DO NOT write "Will Provide," "To Be Determined," "When required," or similar phrases*

<u>Brotherhood Mutual Insurance Company</u>	<u>Brotherhood Mutual Insurance Company</u>
Commercial General Liability	Automobile Liability
<u>Brotherhood Mutual Insurance Company</u>	<u>Brotherhood Mutual Insurance Company</u>
Workers' Compensation Liability	Professional Liability
<u>Brotherhood Mutual Insurance Company</u>	<u>I</u>
Cyber Liability	Pollution Liability
<u>Brotherhood Mutual Insurance Company</u>	
Sexual Abuse Liability	

[NOTE TO APPLICANT: See Section X, Paragraph B. Indemnification and Insurance Requirements, for details on the basic requirements and types of insurance for this agreement.]

NOTE TO THE UNDERWRITER / AGENT-BROKER: If the insurance forms that the Applicant submits to the County do not fully comply with the Insurance Requirements, and/or if the Applicant fails to submit the forms within the 14-day time limit, the County may: (1) declare the Applicant's Application non-responsive, and (2) award the Contract to the next highest ranked Applicant.  
If you have any questions about the Insurance Requirements, please contact Mr. Rafael Viteri, County of San Bernardino - Risk Management Department, at (909) 386-8730 or via e-mail [rviteri@rm.sbcounty.gov](mailto:rviteri@rm.sbcounty.gov) (Please provide name of RFA with your email question(s)).



# ATTACHMENT K

## CENTRAL VALLEY REGION HHAP-3 APPLICATION

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<b>A. Applicant Information</b>	
1.	Name of Applicant: <b>WATER OF LIFE COMMUNITY CHURCH / CITYLINK</b>
2.	Applicant's Legal Name: <b>WATER OF LIFE COMMUNITY CHURCH</b>
3.	Address: <b>14418 MILLER AVENUE, SUITE K</b> City: <b>FONTANA</b> State: <b>CA</b> Zip: <b>92336</b>
4.	Mailing Address (if different than above): City: <b>SAME</b> State: Zip:
5.	Contact Person: <b>Geovanni Quiroz</b>
6.	Title: <b>Grant Manager</b>
7.	Contact Phone: <b>909-803-1059 x2210</b> <b>909-803-1058 (FAX)</b>
8.	Contact Email: <a href="mailto:geovanniq@wateroflifecc.org">geovanniq@wateroflifecc.org</a>

<b>B. Applicant Statement of Experience and Qualifications</b>	
1.	Business name of the Applicant and type of legal entity such as corporation, partnership, etc. If Applicant is a business entity that must be registered with the California Secretary of State, Applicant shall provide the County the entity number assigned to it by the Secretary of State <b>SEE SUMMARY BELOW</b>
2.	Number of years the Applicant has been in business under the present business name, as well as related prior business names.  <b>SEE SUMMARY BELOW</b>
3.	Do you have any commitments or potential commitments that may impact your ability to perform the Contract if awarded?  <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  If yes, explain.

## B. APPLICANT STATEMENT OF EXPERIENCE AND QUALIFICATIONS

1. **CITYLINK/Water of Life Community Church** – California Corporation #C18703763 (501(c)3 non-profit – EIN #33-0454978
2. **To implement its core value of CARING for the poor, the hurting and the needy, Water of Life Community Church (WOL) in 2009 established CITYLINK, the local outreach campus in downtown Fontana.** Over the past fourteen (14) years CITYLINK has delivered reliable, high quality direct services to the poor, homeless and under-employed residents who come from not only the city of Fontana, but the entire region. Guests have access to services from our food warehouse, clothing store, mobile medical unit, support groups, housing and utility assistance, holiday outreaches, large community events and numerous enrichment and education classes designed to emphasize support of the family unit and its well-being.

For the past fourteen years, the staff at CITYLINK have administered and delivered homeless services to the community under the HPRP Program, the ESG Program, and the ESG-CV Program for the City of Fontana. We are currently operating the ESG and ESG-CV programs under the following scope of services:

- **Rapid Re-housing Tenant-Based Rental Assistance** -- Short-term, medium-term rental assistance, security deposits, utility deposits/payments, financial assistance, and moving costs assistance.
- **Rapid Re-housing Housing Relocation and Stabilization Services** -- Housing search and placement, housing stability case management, landlord-tenant mediation, tenant legal services, credit repair, and more.
- **Homeless Prevention Tenant-Based Rental Assistance** -- Short-term (up to three months) and medium-term rental assistance, including up to six months of rental arrears, to individuals and families at imminent risk of homelessness.
- **Homeless Prevention Housing Relocation and Stabilization Services** -- Homelessness prevention housing relocation and stabilization services, including financial assistance such as rental application fees, security deposits, advance payment of last month's rent, utility deposits and payments, moving costs, housing search and placement, housing stability case management, mediation, legal services, and credit repair.
- **HMIS Reporting** -- HMIS and data collection, including staff costs for contributing data to the HMIS designated by the local CoC, including time to complete data entry, monitoring, and reviewing data quality.

In 2020, CITYLINK was able to expand its scope of services with the administration of the ESG-CV program in the following areas:

- **Street Outreach & Engagement** – Essential services related to reaching out to unsheltered homeless individuals and families, connecting them with emergency shelter, housing, or critical services, and providing them with urgent, non-facility-based care. Services include engagement, case management, emergency health and mental health services, transportation, and services for special populations.
- **Mobile Shower Unit** – Providing access to showers with a portable shower unit to help mitigate the spread of the Corona Virus and other related diseases. Providing showers on a monthly and weekly basis. Engagement with the homeless population using services and providing case management.
- **Emergency Shelter Program** – Providing emergency shelter in the form of hotel vouchers for up to 30 days while providing essential services, including case management, childcare, education services, employment assistance, job training, outpatient health services, legal services, life skills training, mental health services, substance abuse treatment services, transportation, and services for special populations.

In 2023, CITYLINK is launching the **Family Homelessness Challenge Grant** for the City of Fontana. Specifically:

- **Emergency Shelter Program EXPANDED** – The City of Fontana purchased a house that will function as an emergency shelter for the homeless in Fontana. This house will shelter individuals and families experiencing homelessness for up to 90 days. This shelter will also provide essential services, including case management, childcare, education services, employment assistance, job training, outpatient health services, legal services, life skills training, mental health services, substance abuse treatment services, transportation, and services for special populations.

**C. Regions/Strategies to Achieve Outcome Goals (must submit a separate Application for each region)**

<b>1.</b>	<b>Regional or Countywide Youth Serving Project</b>
	<p>Indicate the SBC CoC Region in which the proposed project service activities will be provided:</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Central Valley Region</li> <li><input type="checkbox"/> Desert Region</li> <li><input type="checkbox"/> East Valley Region</li> <li><input type="checkbox"/> Mountain Region</li> <li><input type="checkbox"/> West Valley Region</li>   <li><input type="checkbox"/> Services specifically for Homeless Youth</li> </ul>

<b>2.</b>	<b>Strategies to Achieve Outcome Goals</b>
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	<p>Indicate which of the strategies to achieve outcome goals the proposed project service activities are designed to help meet (select as many as applicable for this project).</p> <p>Applicants for the Central Valley, Desert, East Valley, and West Valley Regions may select from the following strategies:</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> At least 300 new units of permanent supportive and/or service-enriched housing will be occupied by June 2024.</li> <li><input checked="" type="checkbox"/> At least 300 additional households will exit homelessness and achieve permanent housing stability through rapid rehousing activities</li> <li><input checked="" type="checkbox"/> At least 200 additional shelter/interim housing beds will be occupied by January 2024.</li> <li><input checked="" type="checkbox"/> At least 500 households living housing insecure and/or at-risk of homelessness will be prevented from becoming homeless through systemwide diversion and prevention strategies.</li> <li><input checked="" type="checkbox"/> At least 500 households at imminent risk of homelessness will be prevented from becoming homeless through eviction prevention strategies.</li> <li><input checked="" type="checkbox"/> At least 100 high utilizers of safety net services and experiencing chronic homelessness will achieve permanent housing stability by January 2024.</li> </ul>
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**Strategies to Achieve Outcomes and Goals:**

1. In collaboration with the City of Fontana, CITYLINK has applied for and has been awarded the **Family Homelessness Challenge** grant and **HOMEKEY-2** grants that will allow us to add 6 additional units of permanent housing to the county of San Bernardino. The Water of Life CITYLINK campus development is proposing to add 20 units of Supportive Housing in the form of trailers to the new campus while permanent supportive housing is designed, financed, and developed over the period of this HHAP-3 award schedule.
2. CITYLINK has been providing Rapid Rehousing to the community for over 14 years. We have leveraged several funding sources including the **Emergency Solutions Grant (ESG)** from 2012 through 2023, the **Homelessness Prevention and Rapid Re-Housing Program**, from 2009 to 2012, the **Homeless Emergency Assistance Program – HEAP 1 & 2** from 2019 to 2021, and the **Homeless Housing Assistance and Prevention Grant Program – HHAP 1 & 2**. Most recently, we were awarded the **Family Homelessness Challenge** grant and recently applied for an **ESG 2023-2024** grant to continue to provide Rapid Re-housing for the homeless community.
3. In collaboration with the City of Fontana, CITYLINK was the recipient of the **Emergency Solutions Coronavirus Grant (ESG-CV)** which enabled the city to purchase a 4-bedroom, 2 bath house that will be converted into the city's first ever non-congregant emergency shelter in Fontana. In collaboration with the city, CITYLINK applied for and was awarded the first round of the **Family Homelessness Challenge Grant Program** to provide innovative housing solutions to address families and individuals experiencing homelessness. The city has used this funding to convert the garage at the emergency shelter house into an efficiency unit and to add an accessory dwelling unit (ADU) to the property. This will add a total of 16 shelter beds to the County of San Bernardino to assist individuals and families experiencing homelessness throughout the region.
4. CITYLINK currently has 14 staff members, with 6 dedicated to case management, who effectively utilize a variety of wrap-around services that provide diversion and prevention when necessary. Through the City of Fontana's **Community Assistance Program (CAP)** we provide referrals and resources to divert people from shelter and homelessness. In addition, our local partner, **Cherish Ministry for Young Moms**, targets teen moms and pregnant teens to equip them to avoid housing disruption.
5. In the same way that CITYLINK has been providing **Rapid Rehousing**, we have provided **Homeless Prevention** to the community for the past 14 years. The same grants that have been leveraged for Rapid Re-housing have been leveraged for Homeless Prevention including HPRP, ESG, HEAP, HHAP, and ESG-CV.
6. In collaboration with the **Fontana Police Department**, the **Social Work Action Group (S.W.A.G.)**, the **Community Outreach Assistance Support Team (C.O.A.S.T.)**, the **San Bernardino Probation Department** and other outreach agencies, CITYLINK has developed its own **Street Outreach & Engagement Program** that engages with chronically homeless individuals and families who are high utilizers of the city's mainstream services. The following are several of the accomplishments of this program:
  - a. Successful in getting our clients' documents prepared to enter permanent housing.
  - b. Through the development of our Showers of Blessing mobile shower trailer, each week our Street Outreach team supports the homeless community by providing access to showers with a portable shower unit to help mitigate the spread of the Corona Virus and other related diseases.
  - c. These facilities are very popular with the chronically homeless and they also provide a tremendous opportunity for our CITYLINK team to connect with potential clients who might not ordinarily come into the offices for assistance.
  - d. The CITYLINK team has found great success in the operation of the Showers of Blessing – so much so that Water of Life has designed two permanent showers to serve the homeless community throughout the entire week in the **JOE ANNUNZIATO OUTREACH CENTER – Home of CITYLINK**. These facilities will be opening in Spring 2024.

## D. PROJECT DESCRIPTION

### Project Name: CITYLINK PATHWAY TO HOUSING

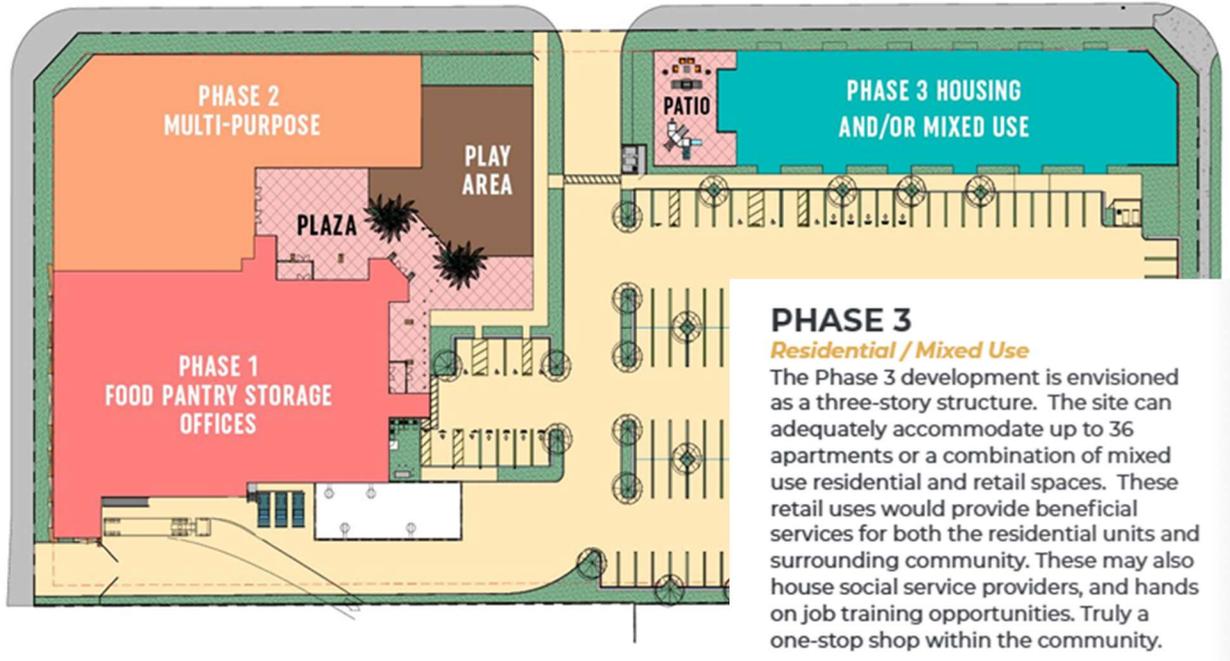
Homelessness in the County of San Bernardino has substantially increased over the past several years. According to the **January 2023 Homeless Point-in-Time Count**, the county experienced a 26% increase in homelessness in the past year including 4,195 homeless adults and children primarily from the county’s Central Valley Region. In Fontana alone the number of homeless in 2023 was 240, a 54% increase from the 156 homeless individuals reported in 2022, one of the highest percentage increases in the county. As the report showed, the homeless spike was fueled by a rapid increase in rent cost, a shortage of affordable housing, and deepening crisis of mental health and substance use disorders.

In collaboration with the county, CITYLINK is providing homeless services in the form of Street Outreach, Homeless Prevention, Rapid Rehousing, Emergency Shelter, and Permanent Housing to curb the rise of homelessness in our communities. Using an innovative approach that creates a full spectrum of community services, we have established our **“Pathway to Housing”** model where we case manage people “from the street” into permanent housing.

Our “Pathway to Housing Program” (shown below) is a **Housing First** approach with a trauma-informed model that is based on an understanding that housing individuals first prioritizes their strengths, respect, choice, and safety and is critical to help clients successfully remain housed and improve their life. Our program is person-centered, goal based, culturally responsive, and exercises safety and harm reduction principles.



At CITYLINK we have also seen a steady rise of homeless individuals and families seeking assistance. We are aggressively working to address this growing need by providing additional services and building a new Outreach Center in Fontana. Currently under construction, the Center will include two multi-purpose buildings with over 40,000 square feet for food pantry storage and distribution, community services, offices, and assembly. Phase 3 of the Center campus is expected to include the construction of 30 mixed use apartment dwellings for individuals and families experiencing or at risk of homelessness. While Phase 3 housing is being designed, financed, and constructed, CITYLINK is planning to develop Interim Supportive Housing through the deployment of 20 trailers on the Phase 2 pad of the campus.



**PHASE 2 INTERIM DEVELOPMENT**  
**20 Supportive Housing Units (Trailers)**

**JOE ANNUNZIATO**  
**OUTREACH CENTER**  
**HOME OF CITYLINK**



We lost Joe Annunziato on September 8, 2021 to complications from COVID. It was an overwhelming loss to his family, his extended family at Water of Life Community Church and the CityLink community, which he served for the last 20 years. We often talk about loving people, but no one loved others better than Joe. His life was a selfless one, given to care for the poor, the hurting and those Jesus called "the least of these."

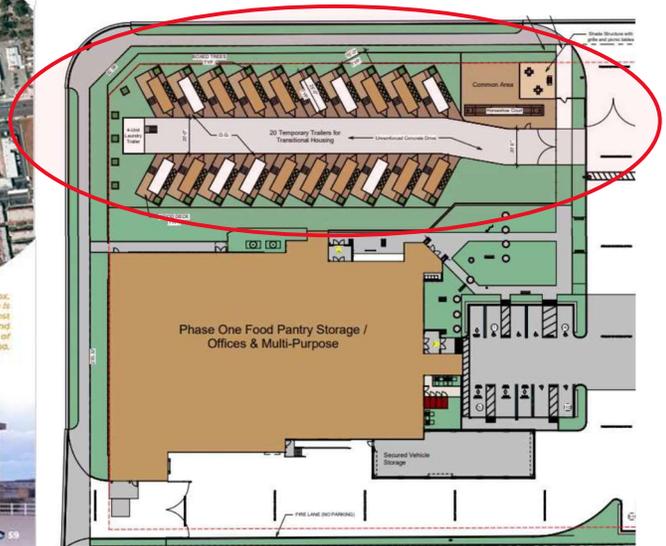
This new building is dedicated in Joe's honor. It will be named the Joe Annunziato Outreach Center Home of CityLink. We pray that his legacy of servanthood will live on through others, and that thousands of people will be touched because of Joe's life well lived.

Our goal is to create a multi-use community outreach center to serve the physical, spiritual, social and economic needs of those who are seeking support. The Outreach Center will continue and enhance the ministries and services provided by the current CityLink campus.

The Masterplan proposes to construct and operate a mixed-use project. Phase 1 and Phase 2 will include two multi-purpose buildings with over 40,000 square feet to be used for food pantry storage and distribution, community services, offices and assembly. Phase 3 is expected to include the construction of 36 mixed use apartment dwelling units.

The approx. 4.6 acre site is located at the southwest corner of Citrus Avenue and Arrow Route, 1-mile west of downtown Fontana.





## STATEMENT OF PROPOSED SERVICES

With more than a decade of service to the community, CITYLINK developed the “**Pathway to Housing Program**” to address the needs and gaps in services for the homeless and at-risk of becoming homeless population locally and regionally. This multi-faceted program addresses the needs from the “street to permanent housing”. It is a full continuum of care program working in the framework of – **Street Outreach & Engagement (SO&E), Emergency Shelter (ES), Rapid Rehousing / Homelessness Prevention (RRH/HP), and Permanent Housing (PH)** with supportive services and HMIS. Each component is vital to reach every person at his or her point of need. Working in collaboration with the City of Fontana, cities represented in the Central Valley Region, service providers, medical providers, other agencies, and county entities, our team identifies the needs, meets the needs, and journeys with the clients to establish stability and then onto sustainability.

### Increase in Housing Inventory

As demonstrated in the project budget, CITYLINK is seeing a dramatic increase in the number of equivalent dwelling units (EDUs) that will become available to the **Pathway to Housing Program**. With this increase in EDUs during the HHAP-3 performance timeframe (Q4- 2023 through 2026), CITYLINK seeks to expand both the staffing and services provided through the **Pathway to Housing Program** to meet the growing demand for services.

HOUSING INVENTORY (EQUIV DWELLING UNITS)										
	2023		2024				2025			
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>Housing Inventory (Equiv DUs)</b>	<b>5</b>	<b>7</b>	<b>19</b>	<b>24</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>29</b>	<b>29</b>	
Bridge of Hope	3	3	3	3	3	3	3	3	3	
HOMEKEY-Sites Fontana	2	4	6	6	6	6	6	6	6	
CityLink Campus			10	15	20	20	20	20	20	

Over the next 12-18 months, Water of Life will have as many as 30 EDUs of housing inventory that require case management, technical assistance, operations & maintenance resources. To support this expansion of housing resources, the "Pathway To Housing" program team gets expanded through a combination of the current HHAP-2 and requested HHAP-3 funds. These positions add support in the areas of **Street Outreach & Engagement (SO&E), Emergency Shelter (ES), Rapid Rehousing & Homelessness Prevention (RRH/HP), and Transitional / Permanent Housing (T/PH)**.

The \$600,000 of HHAP-3 funding requested for personnel provides up to 6 new positions through the end of 2025. These positions will be hired as service demands ramp up in 2024 with the addition of units at CITYLINK.

The funding requested for HHAP Round 3 will support the following:

- **Street Outreach & Engagement (SO&E)** -- CITYLINK looks to expand our SO&E on two fronts – locally within Fontana and regionally throughout the Central Valley communities.

**Local Expansion** – Our HHAP-3 application looks to expand the SO&E team through the **addition of one Street Outreach Technician and one Client Care Technician**. Our experience recognizes the importance of relationships and building trust between the client and our team. The Street Outreach Technician and Client Care Technician will be a tag-team that follows the client from the “Street” into one of the housing solutions available within our network of housing resources. For clients who are placed in one of the CITYLINK EDUs, the Client Care Technician will continue supporting case management services.

**Regional Expansion** – Our HHAP-3 request proposes resources to take CITYLINK’s Showers of Blessing trailer on outreach events throughout the Central Valley region. We are proposing one day per quarter where our CITYLINK team would collaborate with local agencies and Continuum of Care (CoC) partners to extend outreach to the homeless community. In addition, our HHAP-3 application will **expand the hours of our Grant Manager** to coordinate these events with our regional partners. These outreach events are very popular with the chronically homeless and they also provide a tremendous opportunity for our CITYLINK team and regional partners to connect with potential clients who might not ordinarily come into the offices for assistance.



Since November 2020, our SO&E team has served 322 HMIS documented individuals. Led by our Street Outreach Specialist, the team has successfully found adequate housing solutions for over 100 of our clients (permanent housing for 51 of those clients) via diversion, rapid re-housing, Emergency Housing Vouchers, room and board, and long-term shelters (12 -18-month programs). This success has been a collaboration of efforts with many local and regional service providers and county programs.

To expand and increase our supportive services and outreach and engagement efforts, our HHAP-3 proposal allocates **\$50,000 in Service Funding Expansion (see page 30)**. The additional Street Outreach Technician will also support data collection and entry into the HMIS/CES.

- **Emergency Shelter (ES)** -- CITYLINK looks to expand our support for our Emergency Shelter through the HHAP-3 application. As CITYLINK prepares to open the **Bridge of Hope** emergency shelter, we have found an outpouring of interest from church members and others wanting to volunteer and support the clients and ministry.



**BRIDGE OF HOPE – Background**

Recognizing a huge unmet need for an emergency shelter in Fontana, a 4-bedroom house was purchased during the pandemic to establish the "**Bridge of Hope**" Emergency Shelter House.

This non-congregant shelter house will serve the targeted population of seniors 55+ along with families with children. Clients can be sheltered for up to 90 days while our team identifies for them an adequate housing solution.

"**Bridge of Hope**" opens this summer and provides sheltering for up to 6 adults (or large family) in the main house and two families in ADUs constructed by the city. Services include, intensive and personalized trauma informed counseling/coaching, goal setting for housing and services plan, access to mainstream income sources, employment assistance and job training, education, support groups, life skills, financial literacy, health & wellness, mental health services, substance abuse treatment, transportation, and animal support. All clients also have access to all CITYLINK's Gateway Services.

**HHAP-3 Additions**

- Our HHAP-3 application funds a **Client Care Technician position** and an **Admin Coordinator / CITYLINK Volunteer Coordinator**— Our Volunteer Coordinator is funded at 25% through current CITYLINK grants. Under HHAP-3, we look to provide additional resources for this position with a HHAP-3 funding request of 0.25 FTE. This increase in funding will be programmed immediately upon grant award (**Q4 2023**) to coordinate the 100+ volunteers who expressed interest in supporting the Bridge of Hope Emergency Shelter.
- This HHAP-3 application requests **\$40,000** for **Operations** costs to be spread across the Emergency Shelter. These costs include: Insurance, utilities (electric, gas, water, trash, Wi-Fi/cable), phone (landline), maintenance (minor), lawn, pest control, cleaning service (once a month), supplies; cleaning, paper, and laundry.

- **Rapid Re-Housing / Homeless Prevention (RRH/HP)** -- RRH/HP was the foundational component of our Pathway to Housing program. Since 2009, we have provided financial and rental assistance for individual/families in the City of Fontana and regionally. Working in the framework of case management, our Case Managers facilitate the initial needs assessment, establish eligibility and work with clients to determine their monetary participation if applicable. Each participant in the program receives full case management for up to one year of entering the program. This includes help in removing barriers to housing, assisting the client with establishing a housing and services plan, meeting with the client at least once a month, home visits, connection to mainstream income, trauma-informed counseling/coaching, employment support, education services, life skills and warm hand-off referrals.

Understanding that adequate housing is a hard commodity to find, a Housing Resource Specialist was added to our team to assist our clients with housing navigation and search. These services are pivotal to the success of our **Pathway to Housing Program**, as establishing relationships with the property managers and owners, both locally and throughout the surrounding communities, has made an enormous difference.

### At-Risk Population – Teenage Moms

For over a decade, the Cherish Ministry (a local CITYLINK partner) has held life-skills workshops for teen mothers, serving 1,350 participants. Young moms who attend Cherish classes see improvement in employment rates, household income, and a decrease in housing disruption and exposure to family violence.

### Homeless Prevention at Cherish

At Cherish, staff and volunteers are committed to giving young mothers the tools to live independently and build a foundation of stability for their children. Cherish has Life-Skills Workshops that address the roots of homelessness in the following ways:

1. **Financial Literacy:** Budgeting, banking, credit, discount shopping.
2. **Continued Education Support:** Subject tutoring, access to computers at the Cherish Center, enrollment support.
3. **Job Readiness:** Resume writing, employment steps, interview skills.
4. **Conflict Resolution:** Communication tools, managing shared space, how to create mutually beneficial solutions.
5. **In-Home Mentoring:** Cherish Footsteps curriculum increases the emotional health of participants.
6. **Abuse Prevention:** Recognizing the behaviors that indicate future abuse, creating safety exit plans.
7. **Co-Parenting Tools:** Managing a parenting collaboration with a current or former partner, positive parenting tools, and child development lessons.
8. **Strategic Resources:** Cherish provides baby care items, infant to kindergarten educational resources, and connection to a network of support services.
9. **Success Coaching:** Meeting with a coach to identify and accomplish monthly goals, advancing toward long-term goals.

**LOCAL STATISTICS\***  
Fontana & Inland Empire

- 6% of births in Fontana were to teen mothers, double the average rate in California.
- 40% of births in San Bernardino County are to unmarried parents.
- Of the largest 55 cities in California, Fontana had the lowest combined health and development services for teen parents before Cherish began.
- Approximately 3,300 children are born to teen moms in the Inland Empire each year.
- Of all the teens who give birth in California, one out of six are in the Inland Empire.

**Homelessness & Teen Pregnancy**

- 44% of young women who are homeless are mothers or expecting a child.
- Teen parenting creates unique risks including a three-fold risk of homelessness, and significantly higher rates of Domestic Violence.
- Young mothers usually do not have their own housing, sustainable income, completed education, or transportation.

### HHAP-3 Additions

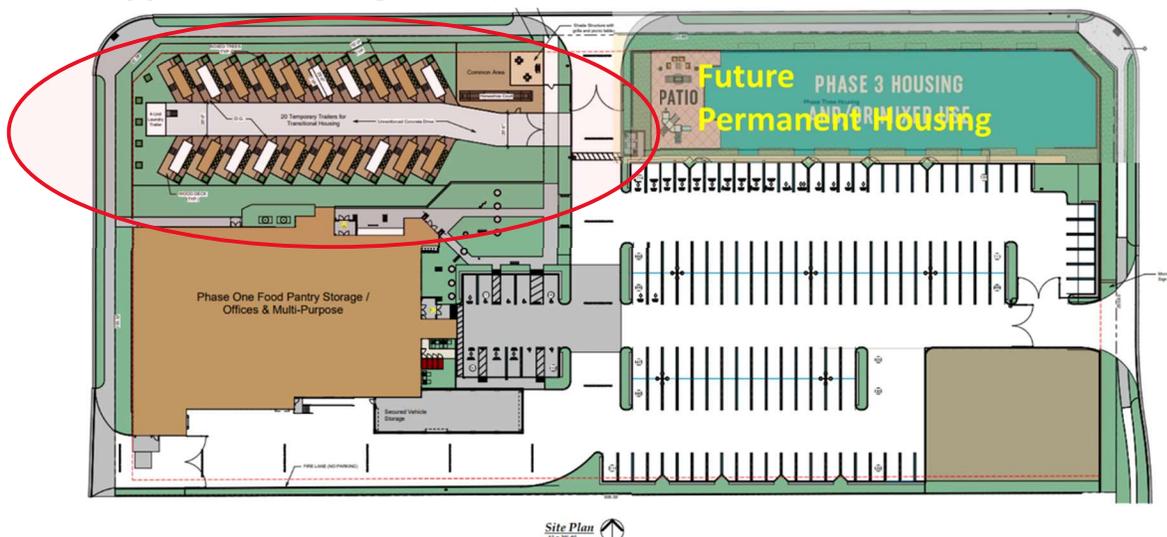
- Our HHAP-3 proposal includes operational funding of **\$25,000 annually** to address the expanding demand for services in this target population (teen mothers). These resources will be targeted to support classes, financial or rental assistance, utility deposit or assistance, and case management services for up to 25 teens annually:
  - Service expansion will assist with access to free meals and textbooks, Title I and other educational programs and other comparable services to help with education and gain-full employment such as vocational training.
  - Supportive wrap-around services, including transportation.
  - System support in the form of operating reserves for teen moms at-risk of homelessness or literally homeless and in need of shelter and permanent housing.
  - Assistance with attendance in the same classes and activities that students in other living situations also participate in without fear of being separated or treated differently due to their housing situations.

Our application also **adds additional case management resources** in the middle of 2024 as some of the housing units within CITYLINK’s control continue to come online. This **Case Manager / Specialist** will provide expanded support for the Cherish clients (Cherish is moving into the CITYLINK campus in 2024) along with supporting the Case Management needs on the campus itself (20 trailers opening in mid-2024 – see Supportive Housing discussion below).

- **PERMAMENT HOUSING (PH)** – Permanent Housing resources are the greatest need to attack the challenge of homelessness in our region. This fact was underscored in the Local Homelessness Action Plan that identified the #1 Strategy to Achieve Outcome Goals was the need to occupy **“at least 300 new units of permanent supportive and /or service enriched housing”** by June 2024. To that end, CITYLINK and its partners have an aggressive plan to produce up to 30 housing units during the HHAP-3 operational timeframe. A key component of this plan is captured with CITYLINK’s new campus development. Between now and the summer of 2024, the CITYLINK campus development is projected to produce 20 temporary housing units (trailers) while permanent housing is designed, funded, and constructed at the corner of the near 5-acre campus (see below).

### PHASE 2 INTERIM DEVELOPMENT

#### 20 Supportive Housing Units (Trailers)



By locating both these temporary trailers (3-year operating life) and replacing them with permanent housing on the CITYLINK campus, our proposal is able to introduce **SUPPORTIVE HOUSING** as highlighted in the Promising and Evidence Based suggestions within the HHAP-3 RFA. Our Supportive Housing at CITYLINK will be within walking distance of intensive wrap-around services at the JOE ANNUNZIATO OUTREACH CENTER.

In addition to these units, CITYLINK is being contracted with the City of Fontana to support HOMEKEY units within the community. Up to 14 units may become available to provide permanent housing solutions that currently don't exist, necessitating the addition of support services in the form of case management.

**HHAP-3 Additions** – Our HHAP-3 application adds:

- **A full-time Case Management Specialist** at the start of the grant and an **additional Client Care Technician** by Q2 of 2024 as the trailers come online at CITYLINK.
- With the expansion of services across multiple sites of permanent / supportive housing, our HHAP-3 proposal is also allocating **0.15 FTE towards our Sr. Admin. Coordinator**. These funds are programmed to begin as the HHAP-3 funding begins.
- Operational funding **(\$60,000)** for utilities (electric, water, trash, WiFi), insurance, security, and maintenance for the Supportive Housing (trailers).

## E. WORK PLAN AND SCHEDULE/PROJECT READINESS

### a. Summary of Management/Work Plan for this Project.

Working in the timeframe of the HHAP 3 funding (September 2023 — June 30, 2026), our work plan will commence upon the award of the grant. The work plan includes the leveraging of multiple funding sources. To maximize HHAP 3 funding for expansion and increase of services, the activities and staffing will be rolled out per quarter starting September 2023 and incrementally increased through Q4 of December 2025. At that time, our project budget estimates a fund balance of slightly under \$100,000 of HHAP-3 funding to program into 2026.

In each of the following sections, we highlight the services that are provided, when enhancements will occur, and the staffing and operational support required of HHAP-3 to accomplish those efforts.

### STREET OUTREACH AND ENGAGEMENT

CITYLINK has established a Street Outreach & Engagement team that collaborates with Fontana Police Department and other outreach agencies to engage with the chronically homeless and high utilizers of mainstream services, to connect them with permanent housing. With HHAP-3 expansion funding, all established program benchmarks and standards for SO&E will continue to be delivered with the same urgency and commitment to finding adequate housing solutions for the chronically and literally homeless persons living on the streets. Our proposal expands locally in Fontana to address the 54% increase in homeless population (per January 2023 Homeless Point-in-Time Count) and regionally to leverage prior investments in our Showers of Blessing to benefit regional partners in the Central Valley region.

#### Staff Expansion

Our program plan shows a **Street Outreach Technician** onboarding upon HHAP-3 grant award (**Q4 2023**). This position will join our currently funded Street Outreach Specialist and currently funded Street Outreach Technician. An additional **Client Care Technician** position is planned for **Q4 2024** as our SO&E initiatives increase the amount of client referrals.

- Street Outreach Specialist 1.0 FTE -Existing
- Street Outreach Technician 1.0 FTE-Existing
- **Street Outreach Technician 1.0 FTE - HHAP-3 funded**
- **Client Care Technician 1.0 FTE - HHAP-3 funded**

Grants Manager — Our Grants Manager is funded at 75% through current CITYLINK grants. Under HHAP-3, we look to fully fund this position with an additional investment of 0.25 FTE. This increase in funding will be programmed immediately upon grant award (**Q4 2023**) to coordinate the regional expansion of our Showers of Blessing program to benefit regional partners in the Central Valley region.

#### Service Funding Expansion

- Service funding-request will expand our local services for “Showers of Blessing” which include haircuts, clothing, new undergarments, shoes (if needed), hygiene care kit, towel, and shower shoes. Expenditures to commence **Q4 September 2023 to Q4 December 2025**. – **Total Cost: \$40,000**
- Service funding-request will expand transportation services (bus passes/gas cards) and bus/train tickets for prevention/diversion and reunification of clients back to family/friends who live inside and outside of the region. Expenditures to commence **Q4 September 2023 to Q4 December 2025** as part of the regional expansion of Showers of Blessing. – **Total Cost: \$5,000**
- Service funding-request will augment emergency medical funds for prescriptions and other over-the-counter medical supplies. All Street Outreach supplies for outreach & engagement including document fees (I.Ds, Social Security Cards, Birth Certificates, client transportation, vehicle maintenance, cell phone use, etc. Expenditures to commence **Q4 September 2023 to Q4 December 2025** as part of the regional expansion of Showers of Blessing. – **Total Cost: \$5,000**

**Local Service Expansion**

- The Street Outreach Technician will be joining our current street outreach team and collaborating with our current partners: Fontana Police Department Multiple Enforcement Team (MET), Fontana Community Outreach and Support Team (C.O.A.S.T.), Social Work Action Group (S.W.A.G.), San Bernardino Probation Fontana, and Department of Behavioral Health (DBH) Homeless Outreach Support Team (H.O.S.T.).
- Our Street Outreach Technician will be joining our expanding “Showers of Blessing” Mobile Shower Unit team that provides showers every first Saturday of the month and every Wednesday of the week. These are gateway services targeting our chronically homeless population to be engaged within a trust-building atmosphere and to connect “high utilizers” with the resources and services that they need.

**SHOWER SERVICES TABLE**

2024	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Saturday</b>	1/6	2/3	3/2	4/6	5/4	6/1	7/6	8/3	9/7	10/5	11/2	12/7
<b>Wednesday</b>	1/3	2/7	3/6	4/3	5/8	6/5	7/10	8/7	9/4	10/9	11/6	12/4
<b>Wednesday</b>	1/10	2/14	3/13	4/10	5/15	6/12	7/17	8/14	9/11	10/16	11/13	12/11
<b>Wednesday</b>	1/17	2/21	3/20	4/17	5/22	6/19	7/24	8/21	9/18	10/23	11/20	12/18
<b>Wednesday</b>	1/24	2/28	3/27	4/24	5/29	6/26	7/31	8/28	9/25	10/30	11/27	

- First Saturday of the month (As weather permits)
- Every Wednesday of the week (As weather permits)
- Hygiene-kits
- Haircuts
- Towels
- Undergarments

**Regional Service Expansion**-- Our Mobile Shower services (Showers of Blessing) will be programmed quarterly to Central Valley Region partners:



**SHOWERS OF BLESSING QUARTERLY SCHEDULE**

2023	Quarter 4
	<b>October</b>
<b>Saturday</b>	10/14
<b>Agency</b>	TBA
<b>City</b>	San Bernardino

2024	Q1	Q2	Q3	Q4
	<b>January</b>	<b>April</b>	<b>July</b>	<b>September</b>
<b>Saturday</b>	1/13	4/13	7/13	9/14
<b>Agency</b>	TBA	TBA	TBA	TBA
<b>City</b>	Redlands	TBA	San Bernardino	TBA

## EMERGENCY SHELTER

With funding from ESG-CV and the Family Homelessness Challenge grant, the operation of the "Bridge of Hope" emergency shelter house will commence in July 2023. The emergency shelter operational standards have been established and documented by an outside consultant with extensive expertise in HUD standards, local jurisdiction ordinances, and best practices for the operations of an emergency shelter. City staff and the Police Department have reviewed the plan, and the CITYLINK team will ensure proper training for the implementation of the operations plan. This will function as a 90-day emergency shelter for women with children and elderly, homeless individuals seeking shelter.

### Staff Expansion

- Case Manager Specialist 1.0 FTE - Existing
- Case Manager Specialist 1.0 FTE - Existing
- Client Care Technician .75 FTE - Existing
- Client Care Technician .75 FTE - Existing
- Client Care Technician .75 FTE - Existing
- **Client Care Technician — 1.0 FTE - HHAP-3 funded**
- **Admin Coordinator / CITYLINK Volunteer Coordinator – 0.25 FTE HHAP-3 Funded**

Our program plan shows the Client Care Technician position onboarding in **Q3 July 2023**, funded with ESG-CV funds until **Q4 September 2023** when that grant sunsets. Starting **Q4 2023** (September), the position will be funded with HHAP -3 funds and funded through Q4 December 2025. This position will help meet the 24/7 coverage requirements in our operations plan.

Admin. Coordinator / CITYLINK Volunteer Coordinator— Our Volunteer Coordinator is funded at 25% through current CITYLINK grants. Under HHAP-3, we look to provide additional resources for this position with a funding request of 0.25 FTE. This increase in funding will be programmed immediately upon grant award (**Q4 2023**) to coordinate the 100+ volunteers who expressed interest in supporting the Bridge of Hope Emergency Shelter.

### Service Expansion

This HHAP-3 application requests **\$40,000 in Operations** costs to be spread across the Emergency Shelter. These costs include Insurance, utilities (electric, gas, water, trash, Wi-Fi/cable), phone (landline), maintenance (minor), lawn, pest control, cleaning service (once a month), supplies, cleaning, paper, and laundry. Expenditures to commence Q4 September 2023.

## RAPID RE-HOUSING / HOMELESS PREVENTION

This foundational program has been funded since 2012 with the yearly ESG grant. All aspects of the program will continue, including full case management services, navigation/search, and all necessary wrap-around services for clients that participate in this program. Financial and rental assistance will continue to be funded with EFSP, EFSP ARPA and HOME ARPA funding.

Our Case Managers and Housing Resource Specialists are vital to the success of our clients. They fully engage with clients funded with programs that often have no funding allocation for their time. Much effort and resources are spent on stabilizing our clients, from the initial contact via Street Outreach and Engagement through the placement in an emergency shelter, temporary housing, or permanent housing. Therefore, when our clients are permanently housed or supported to stay in their homes with RRH/HP funds, our goal is to have an adequate number of Case Managers that are well-trained, experienced, and ready to ensure this residential stability.

### Staff Expansion

- Case Manager Specialist 1.0 FTE-Current
- Case Manager Specialist 1.0 FTE -Current
- Case Manager Technician 1.0 FTE-Current
- **Case Manager / Specialist — 1.0 FTE - HHAP-3 funded**

Our program plan shows the Case Manager / Specialist position onboarding in **Q2 Spring 2024** to coincide with the opening of the temporary trailers on the CITYLINK campus and the expansion of the Pathway to Housing program to our targeted teen population through the Cherish Ministry.

### Service Expansion

This HHAP-3 application requests **\$50,000** in Operations costs to be allocated in 2024 & 2025 towards the Cherish teen mom clientele. These funds will support educational classes, meal assistance, childcare support, wrap-around services, transportation assistance, and rental assistance consistent with traditional RRH/HP programming.

## PERMANENT HOUSING

Through the Family Homeless Challenge Grant (FHC) and HOMEKEY-2, the City of Fontana has acquired a total of 14 housing units to be converted into permanent housing. These housing units (2 bedrooms/ 1 bath) are slated to begin occupancy starting Q4 September 2023. Our expectation is that the units will be fully occupied by Q2 May 2024. The full CITYLINK team will provide all the necessary case management and services required for all the residents of these units and work in collaboration with city staff and the property manager.

Development of the new CITYLINK Outreach Center includes an interim phase of development that produces 20 trailers functioning as transitional housing units co-located with the JOE ANNUNZIATO OUTREACH CENTER. These units will be ideal for Supportive Housing and are scheduled for availability late spring / early summer 2024.

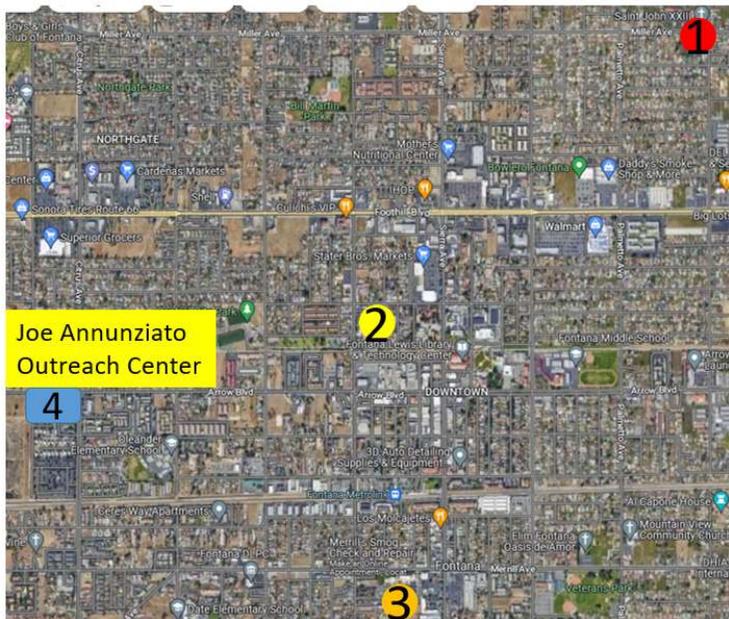
### Staff Expansion

- Sr. Admin Coordinator -- .15 FTE-Beginning **Q4 September 2023 to Q4 September 2025**
- Case Manager / Specialist – 1.0 FTE - Beginning **Q4 September 2023 to Q4 September 2025**
- Client Care Technician -- 1.0 FTE - Beginning **Q2 June 2024 to Q4 September 2025**

### Service Expansion

This HHAP-3 application requests **\$60,000** to support **Operations** costs to be allocated against Permanent Housing operations. These costs include Insurance, utilities (electric, gas, water, trash, Wi-Fi/cable), phone (landline), maintenance (minor), lawn, pest control, cleaning service (once a month), supplies; cleaning, paper, and laundry. Expenditures to commence Q2 June 2024.

## CITYLINK Permanent Housing Resources (Fontana)



- Site 1 – Bridge of Hope transitional housing
  - Home with two ADU additions
  - Home opening June – housing 6 adults
  - ADUs available late summer 2023 – 2 families
- Site 2 – “Bennett” Site
  - 7-unit complex – 4 units through FHC grant
- Site 3 – “Olive” site
  - 10-unit complex – 2 units through FHC grant, 8 units through HOMEKEY grant
- Site 4 – Joe Annunziato Outreach Center
  - 20 interim trailers (spring 2024)
  - 30 permanent apartments (2026)

## F. LONG TERM RESULTS

Our **Pathways to Housing Program** established robust systems and procedures for all components, allowing the program to be scalable by expanding from a local level program into a regional level program. Our team can invest time into programs that have proven successful and build on them without having to start from scratch. The ability to use our systems and concepts in different contexts will thereby affect many more people and allow for delivery of services with new funding quickly and efficiently.

Over the past fourteen years, our long-term results are unmatched in the region. Coupled with our CITYLINK Ministries, our Pathway to Housing Program leverages ministries that deliver the following results:

- ✓ **Food Warehouse** where 700 – 1,000 households are served with a weekly food box.
- ✓ **CITYLINK Thrift Store** – free clothing/shoes (for the homeless) and very low-cost clothing and household goods for the community.
- ✓ **CITYLINK Drop-in Center** which provides non-perishable food bags, hygiene care kits, blankets, sleeping bags, winter care kits (jacket, gloves, scarves, beanies), and mail services are provided for our homeless guests, every day.
- ✓ **Mechanics Ministry**- free vehicle maintenance to widows, single moms, and low-income families, as well as donated cars.
- ✓ **Cherish Ministry**- mentoring, case management and resources to pregnant teens and teen moms.
- ✓ **Well of Healing**- mobile medical unit which provides free medical services to the community.
- ✓ **River's Edge Ranch** -substance abuse transitional housing program.
- ✓ **Community Assistance Program (CAP)** – Annual Resource Fair and Back-2 School/ Shopping Spree for low-income families.
- ✓ **Embrace Me** – Adoption & Foster Care, resource family support.

All these services and much more are available for all who are poor, in need and/or homeless in our communities. Thousands of clients have been assisted and with the expansion of staff and increase of services, hundreds more will be added to our caseload annually.

As an example of the results from just one of our long-term grants (ESG), we have a proven record and proven outcomes administering the following ESG Grants:

ESG #01 - FY 11/12	20 Families/Head of Household - 67 Individuals served
ESG #02 - FY 12/13	75 Families/Head of Household - 282 Individuals served
ESG #03 - FY 13/14	50 Families/Head of Household - 168 Individuals served
ESG #04 - FY 14/15	55 Families/Head of Household - 202 Individuals served
ESG #05 - FY 15/16	59 Families/Head of Household - 185 Individuals served
ESG #06 - FY 16/17	52 Families/Head of Household - 145 Individuals served
ESG #07 - FY 17/18	61 Families/Head of Household - 190 Individuals served
ESG #08 - FY 18/19	53 Families/Head of Household - 173 Individuals served
ESG #09 - FY 19/20	40 Families/Head of Household - 137 Individuals served
ESG #10 - FY 20/21	33 Families/Head of Household - 94 Individuals served
ESG-CV - FY 20/21	49 Families/Head of Household - 141 Individuals served
ESG #11 - FY 21/22	42 Families/Head of Household - 127 Individuals served
ESG-CV - FY 21/22	61 Families/Head of Household - 188 Individuals served

**Totals FY11-22 650 Families/Head of Household - 2099 Individuals served**

CITYLINK’s rental assistance and case management programs have served thousands of individuals and families over the years. Here are just a few of the ministry success stories:

- We have helped to employ individuals and have created permanent housing solutions for many of our clients.
- Many who have gone through our program have been directly employed by us, joined our church, participated in other county programs, or come to serve as volunteers as a result of being blessed by the case management and financial assistance received at CITYLINK.
- Women with children who have slept in their cars now have permanent housing.
- Men who have struggled to find gainful employment have been assisted and are now stably employed.
- We have developed a strong relationship with the city and with property managers who refer their clients to us for financial assistance and case management to ensure that they do not find themselves in the situation again.

The ultimate measure of success is whether we find permanent solutions for our clients. Due to a strong and enduring network of partners, we have been able to leverage all available resources in the city and county to ensure that those who are homeless or at-risk do not have to face similar circumstances a second time. **This translates into an 85% success rate helping people find temporary housing while transitioning to permanent housing.**



## G. PROJECT SUSTAINABILITY

# MESSAGE FROM PASTOR DAN CARROLL

In 2008 a group of us from Water of Life and the City of Fontana, gathered together in Dallas, Texas for an outreach conference. We brainstormed and prayed for vision from God on how we could touch and care for those in need in our community. From that gathering CityLink was born. It is the campus that links the heart of our church into our city, links our people into the heart of our city, allows us to feed people, care for people, provide medical care for people, pray over people, and offer classes for people. Many people are not aware of the amazing things that happen at CityLink.

Our goal at CityLink is to serve. By meeting the practical needs of food, clothing, health care, and shelter, it breaks down barriers of the forgotten and often unseen and allows us the opportunity to bring deeper transformation through the love of God. **In this proposal, you get a glimpse** into the work that is done day in and day out at CityLink by volunteers from Water of Life to better our community and the lives of those in it. Large amounts of resources are poured into the City of Fontana, at no cost to the community, with the desire of improving life circumstances and contributing to the betterment of the community members.

As we have all experienced, the world has its share of challenges, but it is wonderful to know so many people are working tirelessly to help make it better, and are doing so in the most selfless way possible – as a volunteer. What would Fontana and the surrounding region look like if Water of Life was not present and making a difference in the lives of so many?



*Dan Carroll, Senior Pastor,  
Water of Life Community Church*

Our strong collaboration with the City of Fontana and the Fontana Police Department has been the foundation for the grant programs at CITYLINK. We have been the grantee or sub-grantee of city grants for fourteen years. The initial awards supported the local program for many years. Recognizing the regional needs of persons who are experiencing homelessness, the City of Fontana wholeheartedly backs and supports CITYLINK's efforts in their regional expansion.

Together and in collaboration with San Bernardino County support, CITYLINK and the City of Fontana received the first round of the Family Homelessness Challenge (FHC) Grant and HOMEKEY Round 2 and will continue to pursue multiple sources of funding to meet the needs and gaps in services for this population in our region. The funding from San Bernardino County agencies have also become vital to this regional expansion.

Most importantly, our strong faith background and reliance upon God is truly at the heart of why CITYLINK has been so successful in providing resources to the community. We believe it is God's heart to care for the poor and as a church we have taken that mandate seriously and have invested (and continue to invest) many resources into the community and plan on opening a permanent campus in 2024 (Joe Annunziato Outreach Center – Home of CITYLINK) to continue this work.

One thing that truly sets CITYLINK apart in the region is the army of volunteers who answer the call to serve our community. These men, women, and children embrace our CORE value of CARING for the community. In doing so, then ensure the sustainability of our programming and model for others how to expand services well beyond the reach of the dollars provided to support the grants.

# VOLUNTEERS

Volunteering is not just something done by a few "do-gooders" in our community; it is a massive force helping build a better world. Water of Life is committed to being a church that does not just take from its community. We want to be givers. One of the ways we give to our community is through volunteering. Our volunteers consist of the young and the old, women and men, working professionals and stay-at-home parents, those serving one day and those serving every week and every type of individual in between! Without volunteers, CityLink could not do what it does for the community.



*"Too often we underestimate the power of a touch, a smile, a kind word, a listening ear, an honest compliment, or the smallest act of caring, all of which have the potential to turn a life around."*

*– Leo Buscaglia*



## VOLUNTEER HOURS SERVED

2020-2021  
(combined 38,462)

**28,597**

WOL Volunteer Hours

**9,865**

Community Service/Others Hours



Thousands of volunteer hours are accumulated each year and the supportive wrap-around services we provide have a deep reach in our community and have impacted thousands of people. In addition to the In-Kind contributions associated with volunteer hours, Water of Life has direct monetary commitment to CITYLINK tied to utilities, non-grant funded support positions, operation of the food pantry / thrift store, and other indirect costs associated with CITYLINK's operation.

## H. COLLABORATION

You can tell a lot about a person by the company they keep. You can also tell a lot about an organization by the relationships they have established within the community. At CITYLINK, we are proud of the outstanding working relationship we have with many of the key service providers & non-profits within the City of Fontana and the surrounding San Bernardino County community. For years, agencies across our region have referred homeless and hurting families to Water of Life CITYLINK during their most vulnerable times.

# PARTNERS

**ORGANIZATIONS WHO HAVE SUPPORTED CITYLINK**

- City of Fontana
- Cerenzia Foods
- Fontana Unified School District
- Fontana Chamber of Commerce
- Fontana Police Department
- Fontana Fire Department
- Fontana Senior Center
- San Bernardino County Housing Authority
- SB County Homeless Provider Network (Central Valley)
- SB County Interagency Council on Homelessness
- SB County Point-In-Time
- SB County HMIS System Consortium
- SB County Department of Behavioral Health
- SB County Department of Behavioral Health H.O.S.T
- SB County Department of Public Health
- SB County Probation Department
- SB County Department of Aging and Adult Services
- 211/United Way - Consolidated Entry System (Pilot Agency)
- Community Action Partnership of San Bernardino
- Community Outreach Assistance Support Team (C.O.A.S.T)
- Food Insecurity/Utility Assistance/Weatherization
- Days Inn Hotel
- Feeding America
- Community Assistance Program of Fontana
- Veterans Affairs & Women's Veteran Unity Group
- Office of Homeless Services
- Knock, Knock Angels
- Spot Academy
- Gardenview Counseling
- Building Bridges Counselors
- Social Work Action Group (S.W.A.G)
- Innovative Remote Onsite Assistance Delivery (Inn ROADS)

While we have emphasized our relationship with the City of Fontana and Fontana Police Department throughout this application, equally important is our collaboration with the Continuum of Care and the many San Bernardino County agencies that are addressing and funding programs to combat homelessness.

We are fully invested in the Central Valley Steering Committee (voting member), Homeless Partnership Network, and the Interagency Council for the Homeless (ICH). Many of our team members have participated in ad-hoc or sub-committees of these entities. It is vital for CITYLINK to fully understand the county's strategies and their priorities and to be a knowledgeable, contributing and engaged service provider in our region.

To effectively deliver services, our collaboration with other service providers, agencies, businesses, educational institutions, medical providers, and volunteers are vital to our program. Many service providers have supported our efforts and likewise we have supported theirs. Together we are stronger and can exponentially multiply our efforts.



*Mayor Acquanetta Warren*

May 15, 2023

County of San Bernardino  
Office of Homeless Services  
215 North D Street, Suite 301  
San Bernardino, CA 92415-0044

**RE: Water of Life - HHAP Round 3 Application**

To whom it may concern:

On behalf of the City of Fontana, I am writing to support CITYLINK's HHAP Round 3 Application. Water of Life Community Church brings a long-standing tradition of serving the community of Fontana through its outreach campus at CITYLINK. The staff at CITYLINK administered the Homeless Prevention and Rapid Re-Housing Program (HPRP) as a sub-grantee for the City of Fontana from 2009-2012, the ESG Grant from 2012-2022 and is currently administering the final 2022-2023 ESG Grant under our current contract.

During the COVID-19 pandemic, CITYLINK expanded services to the community to address the dramatic impacts on those experiencing homelessness and those at risk of falling into that category. They continued to do Homeless Prevention and Rapid Re-housing under ESG-CV and expanded their services to include Street Outreach & Engagement and introduced the city's first ever mobile shower facility (Showers of Blessing) to offer direct and immediate services to the homeless community.

In the coming months, CITYLINK will be implementing the final piece of their Pathway to Housing strategy when they open Bridge of Hope -- the city's first emergency shelter house.

Through these and other contracts, the City of Fontana has partnered with CITYLINK to deliver services to the homeless population such as rental assistance, rapid re-housing, and homeless prevention. The city has also partnered with CITYLINK to provide housing services to 14 newly acquired affordable housing units where their team of trained professionals will offer full case management and wrap around support to people coming out of homelessness. Some of these services are specifically designed to help people after they transitioned out of homelessness. These services include trauma informed care, motivational interviewing/coaching, discharge planning, and services that support mental health and physical wellbeing.

Letter of support  
5/15/2023 page 2 of 2

With the partnership at CITYLINK , the City of Fontana has created a comprehensive and grassroots solution to homelessness taking place in our community. CITYLINK has been the primary homeless service provider in the city for over a decade because of their demonstrated commitment to addressing the issue with a compassionate approach.

I hope CITYLINK is awarded funding for their HHAP Round 3 Application. Additional financial support from the County of San Bernardino would mean helping more people transition out of homelessness or avoid it altogether. If you have any questions or comments, please contact my office at (909) 350-7606. I look forward to working with you soon.

Sincerely,



ACQUANETTA WARREN  
Mayor of the City of Fontana



*Dr. Ben Carson, Former United States Secretary of Housing and Urban Development and Fontana Mayor, Acquanetta Warren visiting the CityLink location.*



Scan this QR Code to see the video of Dr. Carson's visit.



## City of Fontana **POLICE DEPARTMENT**

May 15, 2023

San Bernardino County  
Office of Homeless Services  
215 North D Street, Suite 301  
San Bernardino, CA 92415-0044

RE: Water of Life – HHAP Round 3 Application

To Whom It May Concern:

On behalf of the Fontana Police Department, I am pleased to provide this letter of support for Water of Life's/CityLink HHAP Round 3 Application. We recognize the critical role that they have in providing services to the homeless in the City of Fontana and in our region. We strongly support their efforts and partner with them to deliver the direct services necessary to meet the needs of the homeless population in our city.

CityLink provides a full spectrum of service and have done so since 2009. For those who are literally homeless and at risk of becoming homeless, CityLink is the first organization they turn to for services. However, for the Fontana Police Department our partnership in the Street Outreach & Engagement efforts have been most beneficial to us. Together we have developed an exemplary Street Outreach & Engagement team that is systematic coordinated and comprehensive. It is a community effort that is coordinated with a broad network of programs, services, and staff that both of our agencies and others bring to the table. We have made great strides in stabilizing those who are most vulnerable by keeping our focus on housing solutions and the necessary supportive services needed for our client's sustainability.

Water of Life/CityLink provides all their services this with a full team of passionate specialist who work diligently to meet the needs of their clients and to deliver these services by applying trauma informed care, motivational interviewing/coaching, empathy and with knowledge of best practices and program standards.

We are so appreciative of our partnership with WOL/CityLink. We are proud to support this grant application and thank the review team in advance for your favorable consideration to support the expansion and funding for the CityLink programs.

Sincerely,

Michael Dorsey  
Chief of Police

## I. CALIFORNIA’S HOUSING FIRST POLICY

CITYLINK/WOL will apply and follow the Housing First model to administer the program.

I. California’s Housing First Policy	
	<input checked="" type="checkbox"/> Check box to indicate the proposed project will conform with California’s Housing First Policy.

## J. COORDINATED ENTRY SYSTEM (CES)

**Proven Process / Demonstrated Results** -- Recognizing that **Street Outreach & Engagement (SO&E)** is a community effort, we have built this component with a broad network of programs, services, and partners. Our efforts are systematic, coordinated, and comprehensive. We work in collaboration with the Fontana Police Department -- FPD (COAST & MET) and the county agencies that are in partnership with the FPD (San Bernardino County Probation, Department of Behavioral Health - HOST, TEST, SUDRS, InnRoads and RBEST). FPD and the county agencies contact our team to provide direct services and a comprehensive coverage plan for our clients working in the framework of intensive engagement and case management. All SO&E clients have direct access to all the Gateway Services provided at CITYLINK; food, clothing/shoes, transportation, mail services, documents, hygiene, showers, emergency medical, and warm hand off referrals.

Although CITYLINK has been providing Gateway Services since 2009, our SO&E program component was established to prioritize vulnerability and need for both new clients and clients already receiving Gateway Services at CITYLINK. Through the outreach process, our SO&E team engages with the client to facilitate the initial needs assessment, certification of homelessness/lack of resources and HMIS consent. A Service Prioritization Decision Assistance Tool (VI-SPDAT) is facilitated by the team for those needing a housing solution and submitted to the San Bernardino County Coordinated Entry System (CES) for prioritization and approval. Since our SO&E program is housing focused, at this juncture our Case Managers and the Housing Resource Specialist (navigation/search) assist the client with establishing a housing and services plan.

CITYLINK is working within the CES systems for all the activities that are central to housing and required for our specific grant awards. CITYLINK is currently a member of the CES subcommittee for the evaluation of the current system.

## K. HOMELESS MANAGEMENT INFORMATION SYSTEM (HMIS)

K. Homeless Management Information System (HMIS)	
	All project participating with CES will need to apply to participate with the local HMIS.
	<input checked="" type="checkbox"/> Currently participate in HMIS? <input type="checkbox"/> Agrees to participate in HMIS?

## L. MEASURABLE OUTCOMES

Inputs	Indicators	Measurable Outcomes
<p><b>Street Outreach &amp; Engagement</b></p> <p><b>Existing</b></p> <ul style="list-style-type: none"> <li>- Street Outreach Specialist (1.0 FTE)</li> <li>- Street Outreach Technician (1.0 FTE) fully funded w/other sources.</li> <li>-Engagement</li> <li>-Assessments</li> <li>-Data Input (HMIS)</li> <li>-Case management</li> <li>-Diversion/Prevention</li> <li>-Document Readiness</li> <li>-VI-SPADT assessment</li> </ul>	<p><b>Outreach</b></p> <p>100% of all street outreach clients engaged:</p> <ul style="list-style-type: none"> <li>• Are fully assessed and document ready for housing.</li> <li>• Provided case management and have a pathway to housing plan.</li> </ul> <p>Chronically homeless/ High Utilizers are prioritized and connected to proper services.</p> <p><b>Housing Placement</b></p> <p>50% of clients placed into adequate housing. 200 served / 100 placed.</p>	<ul style="list-style-type: none"> <li>✓ 100 guests engaged with and provided wrap-around services in a 12-month period.</li> <li>✓ 200 guests engaged with and provided wrap-around services in a 24-month period.</li> <li>✓ 50 clients placed in adequate housing per year.</li> <li>✓ 100 clients total per program administration.</li> <li>✓ 100% of clients entered into HMIS and tracked.</li> </ul>
<b>HHAP-3 INVESTMENT</b>		
<p><b>HHAP-3 FUNDING</b></p> <p>Street Outreach Technician (1.0 FTE) Client Care Technician (1.0 FTE)</p> <p>Service Enhancements -- \$40,000</p> <ul style="list-style-type: none"> <li>-Engagement</li> <li>-Assessments</li> <li>-Data Input (HMIS)</li> <li>-Case management</li> <li>-Diversion/Prevention</li> <li>-Document Readiness</li> <li>-VI-SPADT assessment</li> </ul>	<p><b>EXPANSION</b></p> <ul style="list-style-type: none"> <li>- Assistance with 100-person case load per year.</li> <li>- Additional 50 clients will be served in a 12-month period.</li> <li>- Expanded case management services for caseload</li> <li>- Expanded reporting and data tracking</li> </ul>	<ul style="list-style-type: none"> <li>✓ 50 additional clients served per 12-month period</li> <li>✓ 100 additional clients served per 24-month period</li> <li>✓ 25 additional clients placed in adequate housing per 12-month period</li> <li>✓ 50 additional clients placed in adequate housing per 24-month period.</li> </ul> <p>Total of 300 clients served and 150 clients placed in adequate housing during program administration.</p>

Inputs	Indicators	Measurable Outcomes
<p><b>Street Outreach &amp; Engagement</b></p> <p><b>Existing-</b></p> <p>Mobile Shower Unit “Showers of Blessing” Mobile shower unit w/ ADA shower &amp; two regular shower stalls</p> <ul style="list-style-type: none"> <li>-Warm showers</li> <li>-Hygiene kits / Hair cuts</li> <li>-Clothes</li> <li>-Food</li> <li>-Case management</li> <li>-Medical service</li> <li>-Resources</li> <li>-Laundry service</li> </ul>	<p><b>Outreach</b></p> <ul style="list-style-type: none"> <li>- 100% of clients in “Pathway to Housing” program have access to showers.</li> <li>- 100% of clients provided case management and have a pathway to housing plan.</li> <li>- Chronically homeless/ High Utilizers will be prioritized and connected to proper services during showers.</li> </ul>	<p><b>Showers of Blessing</b></p> <p><b>Saturday’s</b></p> <ul style="list-style-type: none"> <li>✓ Services provided 1-Saturday per month, 10 months/year</li> <li>✓ Up to 600 homeless guests serve per year.</li> </ul> <p><b>Wednesday’s</b></p> <ul style="list-style-type: none"> <li>✓ Services provided every Wednesday (weather permitting) – approx. 40 times per year</li> <li>✓ Up to 960 homeless guests provide showers per year.</li> </ul>
<b>HHAP-3 INVESTMENT</b>		
<p><b>HHAP-3 FUNDING</b></p> <p>Grant Manager (0.25 FTE) Service Enhancements -- \$10,000</p>	<p><b>EXPANSION</b></p> <p>Expansion of services to Central Valley communities (Quarterly) -Street Outreach Supportive Services (Bus pass, Gas cards, Supplies, Document fees.)</p> <p>Expansion of services to midweek shower event.</p>	<p><b>QUARTERLY REGIONAL SERVICES</b></p> <p>Expanded within the Central Valley</p> <ul style="list-style-type: none"> <li>- Up to 250 homeless guests served during these events</li> </ul> <p><b>EXPANSION OF SUPPORTIVE SERVICES DURING MID-WEEK</b></p> <ul style="list-style-type: none"> <li>- Increased services to over 1,500 homeless guests per year.</li> </ul>

Inputs	Indicators	Measurable Outcomes
<p><b>Emergency Shelter</b> Existing – 90-day emergency shelter for Women w/children &amp; families.</p> <p>4-Bedroom home; 2-Accessory Dwelling Units (ADU’s) on property.</p> <p>Staffing Case Manager Specialist 1.0 FTE Case Manager Specialist 1.0 FTE Client Care Technician .75 FTE Client Care Technician .75 FTE Client Care Technician .75 FTE</p>	<p><b>Shelter</b> 16 shelter beds will be provided daily (365 days a year) for families / individuals experiencing homelessness.</p> <p>100% of clients will receive: -Case management -Client care -Wrap-around services.</p> <p>-Coordination of all classes and volunteer programs.</p>	<ul style="list-style-type: none"> <li>✓ 100% of all emergency shelter clients engaged with are fully assessed and document ready for housing.</li> <li>✓ 100% of clients provided case management and have a pathway to housing plan.</li> <li>✓ up to 24 families will be served per year at the emergency shelter house.</li> <li>✓ 90% Occupancy rate per year.</li> <li>✓ 75% of clients will be placed into adequate housing.</li> </ul>
<b>HHAP-3 INVESTMENT</b>		
<p><b>HHAP-3 FUNDING</b></p> <p>Client Care Technician (1.0 FTE) Amin. / Volunteer Coordinator (.25 FTE) Operating Costs - \$40,000</p> <p>-Operating costs include- insurance, utilities (electric, gas, water, trash), Wi-Fi (cable), phone (landline), maintenance (minor), lawn, pest control, cleaning service (once a month), supplies; cleaning, paper, and laundry.</p>	<p><b>EXPANSION</b></p> <p>-24/7 coverage required by Emergency Shelter Operations plan. -Case management for all clients of shelter house.</p> <p>-Administrative support for all new clients.</p> <p>-Up to 24 families per year will receive case management.</p> <p>-Family households of up to 5 people receiving case management. Up to 120 Individuals served per year.</p>	<ul style="list-style-type: none"> <li>✓ Case management for up to 150 individuals per year.</li> <li>✓ Up to 48 families will be served during program administration.</li> </ul>

Inputs	Indicators	Measurable Outcomes
<p><b>Rapid Re-Housing/Homeless Prevention Existing -</b></p> <p>Case Manager Specialist 1.0 FTE Case Manager Specialist 1.0 FTE Case Manager Technician 1.0 FTE</p>	<p>Case managers currently providing case management and services for all the clients in our “Pathway to Housing” Program, including programs that are not funded with staffing support (Emergency Housing Voucher’s, Emergency Food &amp; Shelter Program, Community Assistance Program , etc.)</p>	<ul style="list-style-type: none"> <li>✓ 100% of all emergency shelter clients engaged with are fully assessed and document ready for housing.</li> <li>✓ 100% of clients provided case management and have a pathway to housing plan.</li> <li>✓ 85% of clients will participate in empowering classes that promote housing stability, increased skills and/or income and to garner greater self-determination. Clients will participate in counseling/coaching services.</li> </ul>
<b>HHAP-3 INVESTMENT</b>		
<p><b>HHAP-3 FUNDING</b> <b>Case Manager / Specialist — 1.0 FTE</b></p> <p><b>Operating Costs -- \$50,000</b> These funds will support:</p> <ul style="list-style-type: none"> <li>- Educational classes,</li> <li>- Meal assistance,</li> <li>- Childcare support,</li> <li>- Wrap-around services,</li> <li>- Transportation assistance, and</li> <li>- Rental assistance consistent with traditional RRH/HP programming.</li> </ul>	<p><b>EXPANSION</b> Program expanded to pregnant teens and moms through the Cherish Ministry-Homelessness prevention/ housing relocation and stabilization services including financial assistance, rental assistance, utility deposits and payments, moving costs, housing search and placement, housing stability case management, mediation, legal services, and credit repair for target population</p> <p>System support in the form of operating reserves for teen moms at-risk of homelessness or literally homeless and in need of shelter and permanent housing.</p> <p>Assistance with attendance in classes and activities that promote sustainability for pregnant teen moms in unstable housing situations.</p>	<ul style="list-style-type: none"> <li>✓ Up to 25 teen moms provided RRH/HP services per year.</li> </ul> <p>Up to 50 households served to enhance housing stability. Typical households ranging from 2-5 persons.</p>

Inputs	Indicators	Measurable Outcomes
<p><b>Permanent Housing</b></p> <p>Existing HOMEKEY-2 Sites -6 Apartment Complex Units (2 beds/2 baths)</p> <p>“Residential Leadership Academy Program” (RLA) -Counseling -Coaching -Classes</p> <p>-Case Manager Technician (1 FTE)</p>	<p>-Up to 30 permanent housing beds made available.</p> <p>-Case management for families/individuals in permanent housing.</p>	<ul style="list-style-type: none"> <li>✓ 100% of clients entered into HMIS and tracked.</li> <li>✓ 100% of clients provided Case management.</li> <li>✓ 85% of clients will participate in RLA.</li> </ul>
<b>HHAP-3 INVESTMENT</b>		
<p><b>HHAP-3 FUNDING</b></p> <p><b>Sr. Admin./Coordinator (.15 FTE)</b> <b>Case Manager Specialist (1 FTE)</b></p>	<p><b>EXPANSION</b></p> <ul style="list-style-type: none"> <li>- Coordination of all classes, volunteers, and programs.</li> <li>- Administrative support for all new clients.</li> <li>- Class offering will be expanded from current offerings to include day and night access and childcare.</li> <li>- Expansion Funding for Residential Leadership Academy, Counseling/Coaching</li> </ul>	<ul style="list-style-type: none"> <li>✓ Clients will be empowered to have residential stability, increased skills and/or income and to garner greater self-determination.</li> <li>✓ Clients will be encouraged to participate in counseling/coaching services.</li> </ul>

Inputs	Indicators	Measurable Outcomes
<b>HHAP-3 INVESTMENT</b>		
<p><b>Permanent Housing -- New</b></p> <p><b>Supportive Housing</b> -20 Trailer Units Expansion of housing to new CITYLINK Campus</p> <p><b>HHAP-3 FUNDING</b></p> <p>Client Care Technician (1.0 FTE)</p> <p>Operating costs - \$60,000</p>	<p><b>Supportive Housing</b> to include 20- units of housing to be used for homeless clients.</p> <ul style="list-style-type: none"> <li>- Up to 60 clients to be served per year (Max. 3 people per unit)</li> <li>- Case management for all clients</li> <li>- Wrap-around services</li> <li>- Expanded caseload and support for HMIS/CES data collection, input, reports, and quality assurance.</li> <li>- Operating costs include insurance, utilities (electric, gas, water, trash), Wi-Fi (cable), phone (landline), maintenance, pest control, cleaning service (once a month), cleaning supplies, paper, and laundry.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 100% of clients entered into HMIS and tracked.</li> <li>✓ 100% of clients provided Case management.</li> <li>✓ 85% of clients will participate in RLA. Clients will be empowered to have residential stability, increased skills and/or income and to garner greater self-determination. Clients will be encouraged to participate in expansion counseling/coaching services.</li> </ul>

CITYLINK/WOL is committed to creating sustainable goals and measurable outcomes for long-term housing solutions and has an 85% retention rate of permanent housing for those served with other grant funding.

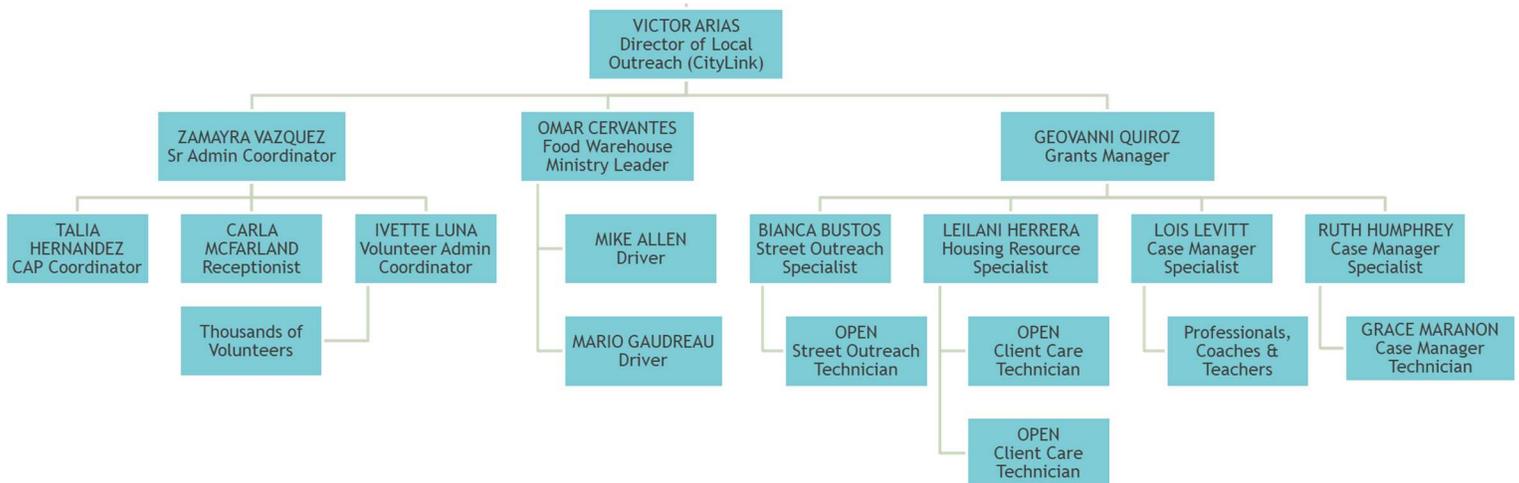
## M. ADMINISTRATIVE CAPACITY

Over the past 14 years, CITYLINK has managed grants from many government sources at the federal, state, and local levels. As a result of this experience, CITYLINK is **PROJECT READY** – All systems are in place to commence program activities at grant award/contract signing as follows:

- ✓ HMIS System — Trained staff and computer equipment.
- ✓ Consolidated Entry System — Trained staff and Street Outreach Specialist trained to facilitate VI-SPDAT assessment.
- ✓ Monetary support (for reimbursable grants), fiscal support and organizational support provided by Water of Life's church budget.
- ✓ Established facility in downtown Fontana with designated offices, classrooms, and office equipment, internet, and data support for all grant programs. Program vehicles and trucks for use of grant programs.

While the processes and facilities are a key component to the Pathway to Housing program, it is the team of personnel that we have assembled over the past 14 years that are the reason for our success and leadership in delivering world-class, wrap around homeless prevention services.

Below is an overview of the Project Team assembled at CITYLINK to administer our Pathway to Housing strategy.



**PROFESSIONAL SERVICES** – A team of specialists in various fields such as financial, counseling, coaching, educational and industry experts, have been assembled to facilitate all necessary professional services required for participants of our Pathway to Housing Program.

## KEY PERSONNEL - CITYLINK/WOL PROJECT TEAM

An experienced, well trained, and compassionate project team is essential to the Success of our long-term sustainability and outcomes of our program. The team assembled has demonstrated all these qualities and are passionate about living out their call to serve the poor, homeless and underserved.

Team Training includes - L.E.A.P. Training, Strength Based Case Management, Motivational Interviewing, Cultural Competency, Trauma-Informed Care, Mental Health First Aid, Substance Use Disorders, Racial Equity, SOAR and Fair Housing Practices.

## PROJECT TEAM BIOS & QUALIFICATIONS

### GEOVANNI QUIROZ, Project Team Lead

Geovanni was hired in 2020 as the Street Outreach Specialist to establish WOL's official Street Outreach & Engagement component. Meeting all expectations and benchmarks, he quickly became the Program Specialist taking on the oversight of the SO&E and other programs at CITYLINK. In November 2021, Geovanni became the Grant Manager bringing a wealth of knowledge in program delivery, business administration skill sets, and compassion ministries experience. He is the point of contact for the annual Point in Time Homeless Count for the City of Fontana. Geovanni speaks fluent Spanish and has a Bachelor's degree in Religion with an emphasis in Pastoral Leadership and his Master's degree in Theology – Youth, Family and Culture.



### LOIS LEVITT, Case Manager Specialist

Lois was hired in 2013 as a CITYLINK Case Manager and brings a myriad of expertise and experience in case management and working with the disabled, both mentally and physically. She worked for the City of Pittsburgh at Transitional Services, Inc. where she assisted clients with their daily living skills and goal setting. In her role as a Case Manager, she oversees the Rapid Re-Housing component of our Pathway to Housing. Lois' responsibilities include understanding of all rules/regulations and application for the Rapid Re-Housing components of grants as well as ensuring compliance with all applicable federal and state laws regarding protection of client privacy and confidentiality regulations. Her most prominent role is serving as case management for guests receiving financial assistance, working with them from initial evaluation/eligibility to end of program services. Lois holds a certificate of completion of the SSI/SSDI Outreach, Access, and Recovery (SOAR) course. She has developed an abundance of collaborative partners to assist our guests with wrap around services and has built relationships with property owners and landlords. She also sits on several committees representing the poor and underserved.



**RUTH HUMPHREY, Case Manager Specialist**

Ruth was hired in 2019. In her role as a Case Manager Specialist at CITYLINK, she oversees the HMIS data input, collection, and analysis of the HMIS reports and orders the required quarterly performance reports mandated by HUD from the data collections system. Ruth’s responsibilities include understanding and application of all rules/regulations for all components of the grants. Her concentration is also Rapid Re-Housing and Homeless Prevention, ensuring compliance on the protection of client privacy and confidentiality regulations. She manages their HMIS profile and their CES process. Her most prominent role is serving as case manager for guests receiving financial assistance, collaborating with them from initial intake/assessment/eligibility, developing their Individual Housing Action Plan, to end of program services. She has developed an abundance of collaborative partners to aid our guests with wrap around supportive services. Ruth has her AA in Case Management from San Bernardino Valley College and has a myriad of training and certificates in best practices models pertaining to the service delivery for the homeless. She strongly believes in the African American proverb “Each one, teach one.” Her strong spiritual background helps provide her with the compassion and empathy needed to assist those she serves in her local community.

**GRACE MARAÑÓN, Case Manager Technician**

Grace Marañón is a Case Manager Technician for rental and utility assistance at CITYLINK. Grace has served in various ministries and fields for over 10 years, bringing to her position excellent customer service, administrative experience, and case management. She graduated Magna Cum Laude from Cal State University San Marcos with a Bachelor’s degree in Criminology and Justice. Grace is fluent in Spanish and English with a passion to serve those in her community, especially Hispanic/Latino immigrants.



**BIANCA BUSTOS, Street Outreach Specialist**

Prior to being hired in 2021, Bianca was a rehabilitation specialist at Crittenton Services for Children and Families and served at-risk youth with mental health disabilities. In her current role, she engages daily with the chronically and literally homeless population. She assesses for vulnerability and assists clients in becoming document-ready to obtain necessary essential services. Together she and the client develop a wraparound service plan which guides them toward a goal of becoming stable. She connects and collaborates with other service providers and agencies to seek adequate housing solutions for each client. Bianca has a Bachelor’s degree in Public Relations, a Minor in Multi-Cultural Studies, and is currently pursuing her Master’s in Theology, with an emphasis in Pastoral counseling. She has completed several training courses and workshops in best practices models pertaining to service delivery for the homeless. She speaks Spanish and recently became a chaplain with the Fontana Police Department.



**LEILANI HERRERA, Housing Resource Specialist**

Leilani came on staff in 2023 after 11 years of leadership in Property Management in both the residential and retail sectors. She was named “Rookie of the Year” in 2013 by Lewis Apartment Communities, “Community Manager of the Year” in 2019 by the Institute of Real Estate Management (IREM), Inland Empire Chapter and “Community Management Professional” in 2020 by IREM, Inland Empire Chapter. She is currently pursuing a bachelor’s degree in Sociology with an emphasis in Social Work. This experience positions Leilani to serve the unhoused population of Fontana with passion, purpose and enthusiasm by connecting people to adequate housing. Knowing she is called to serve a greater purpose in life, Leilani strives to make a positive impact on others. Equipped with a desire to serve, she is not afraid to stand up for what is right and stand against injustice.



**TALIA HERNANDEZ, Community Assistance Program (CAP) Coordinator**

As the CAP Coordinator, Talia assists our case managers with referrals for services that are not directly provided at CITYLINK or through the CAP Program. In 2020 she received her Bachelor of Arts in Molecular and Cell Biology from UC Berkley and brings strong skills of administration, customer service, research, tutoring and mentoring. As a member of the church since 2015 and a graduate from the School of Ministry, she thoroughly enjoys being able to serve the same community that ministered to her since 2014.



**VICTOR ARIAS, Associate Pastor, Local Outreach Director**

Victor is the Director and Pastor of the Local Outreach department at Water of Life Community Church. He ensures ministries, activities and programs are provided with compassion, dignity, empowerment, and wisdom. He shares his mission with CITYLINK - to link the city to our church. Victor received his Bachelor’s degree in Biblical and Pastoral Leadership from Life Pacific University and has been on staff with Water of Life since 2015. He speaks fluent Spanish.



**ZAMAYRA VAZQUEZ, Sr. Administrative Coordinator**

Zamayra currently manages administrative support, plans direct ministry program activities and coordinates local outreach events. Her passion is to break mental health stigma, love the broken hearted and serve the underserved all through the love of Jesus. She earned her bachelor’s degree in psychology from Azusa Pacific University in 2017 and holds certifications in SBIRT (Screening, Brief Intervention, and Referral to Treatment), Mental Health First Aid, Motivational Interviewing, Adverse Childhood Experiences and Community Resiliency Models. Through her work she frequently advocates for the homeless leading them to emergency local services including financial, food, and housing assistance; she interprets behavioral issues and connects guests to appropriate community group resources; she executes the distribution of monthly community outreach programs to low-income populations; and she collaborate with other local mental health agencies and organizations to promote mental health and resilience. She is fluent in written and spoken Spanish and brings great care to our office environment and reception services.



**OMAR CERVANTES, Local Outreach Ministry Leader**

Omar supervises the Food Warehouse, Thrift Store, and other ministries at CITYLINK and has worked in ministry since 2019. Omar manages all the donations that come through CITYLINK and facilitates distribution back to the community. He brings warehouse experience, Spanish fluency, and great compassion for people. His passion is to see lives transformed by the tangible demonstration of God’s love.



**CARLA MCFARLAND, Receptionist**

Carla comes from the medical field with 38 years of Emergency Medicine experience as an RN through LAC/USC School of Nursing. Her experience in Level 1 & 2 Trauma Centers and as a Mobile Intensive Care Nurse positions her to offer high levels of quality care to our guests. Her role provides administrative and clerical support for CITYLINK while extending a welcoming and hospitable environment for the unsheltered in the community. She has served in the Local Outreach ministry with the Food Warehouse and Mobile Medical ministries since 2008 and has been on staff since 2021. Her passion is for the many young and elderly people who live on the streets, and she aims to help in any way she can – through a hot meal, a friendly greeting, answering phones or directing them to the best resource. Her prayer is her actions and words are a blessing to others and a reflection of who Jesus is. She looks forward to the new home of CITYLINK and the opportunity to provide more services to the unsheltered, build relationships with neighboring families and better serve the community.



**IVETTE LUNA, Volunteer Coordinator**

Ivette has been on staff since 2022 but is no stranger to the church, having served in ministry since 2008. She is an accomplished and energetic trainer with a history of achievement ranging from a fast-paced call center to a busy after-school environment. She is fluent in Spanish and her areas of expertise include training and development, managing a safe environment for students and staff, excellent communication and problem-solving skills and 13 years of outstanding customer service. She has an Associate of Science in Administration of Justice, graduated from the School of Ministry at Water of Life Community Church in June 2022 and is currently pursuing a BA in Christian Ministries at Cal Baptist University. In her role, she is responsible for developing and maintaining positive relationships with volunteers. Due to her passion for empowering her community and sharing the love of Jesus with guests, she brings a strong sense of belonging to those at CITYLINK. Ivette especially loves to work with and mentor troubled teenagers.



**MIKE ALLEN, Food Warehouse Operations**

Mike has been on staff since 2016. He is responsible for managing food safety and quality as well as pick-up and delivery of food resources. He provides knowledge of warehouse health and safety procedures and brings a sense of humor and joy to the team.

