



**San Bernardino County Homeless Partnership
West Valley Regional Steering Committee**

Wednesday, September 9, 2026 • 9:00 a.m. to 11:00 a.m.

**Hosted by the City of Rancho Cucamonga - Please Join Us at
RC City Hall – Tri-Communities Conference Room
10500 Civic Center Drive, Rancho Cucamonga 91730**

The RSC Meeting may be observed online by Zoom Video Conference:
<https://us02web.zoom.us/j/89101098558?pwd=Qjo4ha7XMDZQu6Kb1hyi3t8aMqLW2Y.1>

Meeting ID: 851 9494 6723- Password: 183200

Dial in +1 669 900 6833 - One tap mobile +16699006833,,89595982006# US (San Jose)

Note: Public participation at the meeting via Zoom is being offered as a courtesy and may be unavailable if technology fails. In the event of a disruption that prevents the meeting from being broadcast or receiving public comment, the in-person meeting of the West Valley Regional Steering Committee (Committee) will continue. Should you wish to participate remotely, please remember to MUTE your phones. DO NOT place this call on hold should you get another call. Hang up and then rejoin the meeting.

To address the Committee regarding an item on the agenda, or an item within its jurisdiction but not on the agenda, please complete and submit a Public Comment Request form or if you are joining us virtually, indicate by typing “Public Comment” in the chat box. Requests must be submitted before the item is called for consideration. Speakers may address the Committee for up to three (3) minutes total on the Consent agenda, up to three (3) minutes on each item on the Discussion agenda, and up to three (3) minutes total on Public Comment.

MEETING AGENDA

OPENING REMARKS		PRESENTER
A. Call to Order B. Welcome & Introductions C. Roll Call of Committee Members		Don Smith, Co-Chair Erika Lewis-Huntley, Co-Chair
D. Individual Committee Member Comments (3 mins. each) * City of Chino - Kari Franco/Jose Soto * City of Montclair - Ronald Goodrich/Denise Ortiz * City of Ontario – Glareh Zanganeh/Eric Avila * City of Rancho Cucamonga - Erika Lewis-Huntley/Allison Town * City of Upland - Jonathan Ingles/Susan Alvarez * Dept. of Behavioral Health - Dr. Josephine Perez * Sherrif's HOPE Team - Dep. Jeffrey Whall * San Antonio Regional Hospital - Aileen Dinkjian/Saira Ramachhita		* Catholic Charities - Stephanie Reyes, * Christian Development Center - Pastors Donald/Ethel Rucker * Foothill AIDS Project - Leslie Evans/Shaneka Miller * Health Service Alliance - Dr. Robert Gipson * ISCUW-211+ - Aziza Manuel/Rebecca Speigal * Inland Valley Hope Partners - Kameron Grosvenor * Life Way Church - Andre Bossieux * Pathways to Housing Network – Don Smith
PUBLIC COMMENT		
E. Any member of the public may address the Committee on any matter on or not on the agenda that is within the subject matter jurisdiction of the Committee.		
INFORMATION SHARING / DISCUSSION ITEMS		
F. Review and discussion of San Bernardino County Continuum of Care Membership, Governance, Voting Requirements & Upcoming Board Elections. G. Discussion on the San Bernardino Continuum of Care Regional Action Plan on Homelessness – West Valley RSC Implementation Plan.		Don Smith
CLOSING		
H. Adjournment		Don Smith
Next Regularly Scheduled Meeting: West Valley Regional Steering Committee Wednesday, October 14, 2026, 9:00am-11:00am Rancho Cucamonga City Hall – Tri-Communities Conference Room & by Zoom Video Conference		

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

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

August 12, 2026, Attendees: West Valley Regional Steering Committee Meeting

FIRST NAME	LAST NAME	ORGANIZATION	PHONE NUMBER	EMAIL ADDRESS
Saira	Ramachhita	San Antonio Regional Hospital	'+19095093565	sramachhita@sarh.org
Aileen	Dinkjian	San Antonio Regional Hospital	'+19099204827	adinkjian@sarh.org
Sue	Evans	HomeAid Inland Empire		sue@homeaidie.org
ZaZette	Scott	Family Assistance Program	'+19099088053	Zazette@familyassist.org
Celleste	White	KEYS	'+19099705852	cwhite@keysnonprofit.org
Ronald	Goodrich	City of Montclair	909-721-3481	Rgoodrich@montclairca.gov
Shalonda	Hicks	Foothill AIDS Project	909-482-2066	shalondaw@fapinfo.org
Janet	Johnston	Morongo Basin Conservation Association	'+17606683622	janetjohnstn@gmail.com
Carmichael	Demarius	SB County VA	909-382-3282	demarius.carmichael@va.sbcounty.gov
Precious	Ransom	SHE RISES- Safe Haven For Empowerment	'+19093309240	Pransom@safehavenforempowerment.org
Arthur	Shaw	San Bernardino County Department of Behavioral Health	'+19092524009	Arthur.ShawIII@dbh.sbcounty.gov
Kami	Grosvenor	Inland Valley Hope Partners	909-622-3806	kamig@inlandvalleyhopepartners.org
Erika	Lewis-Huntley	City of Rancho Cucamonga	'+19097742008	Erika.lewis-huntley@cityofrc.us
Jessica	Ripley	Operation Grace / San Bernardino	'+19093828540	jripley@operationgrace.com
Zakiya	Otis	San Bernardino County Department of Behavioral Health	909-252-4068	zotis@dbh.sbcounty.gov
Mark	Harbison	San Bernardino County Department of Behavioral Health	909-252-4048	Mark.harbison@dbh.sbcounty.gov
Victoria	Mendez	Hope Through Housing Foundation	323-250-4504	vmendez@hthf.org
Stephanie	Reyes	Catholic Charities	909-579-2461	sreyes@ccsbriv.org
Stacia	Drain	Operation New Hope	909-380-0641	sdrain@onhcares.com
Julie	Lopez	Wellness Equity Alliance	951-257-8293	julie@wellnessequityalliance.com
Antoinette	Jackson	Symba Center	760-964-9466	ajackson@symbacenter.org
Shaneka	Miller	Foothill AIDS Project	760-828-2186	Shanekam@fapinfo.org

August 12, 2026, Attendees: West Valley Regional Steering Committee Meeting

FIRST NAME	LAST NAME	ORGANIZATION	PHONE NUMBER	EMAIL ADDRESS
Andre	Bossieux	Lifeway Church	'+19097305527	ABoss@lifewaychurch.org
Ethel	Rucker	Christian Development Center	909-319-2240	ruckergen3@gmail.com
Donald	Rucker	Christian Development Center	909-367-9093	pastorrucker@gmail.com
Jonathan	Ingles	Upland Police Department	909-921-1016	jingles@uplandpd.org
Eric	Avila	City of Ontario	909-395-2736	eavila@ontarioca.gov
Gigi	Zanganeh	City of Ontario	909-395-2897	gzanganeh@ontarioca.gov
Ana	Martin	City of Ontario	909-395-2267	amartin@ontarioca.gov
Albert	Ramirez	City of Ontario	909-395-2322	aaramirez@ontarioca.gov
Aziza	Manuel	Inland SoCal United Way/CES		azizam@iscuw.org
Nancy	Mercer	Inland Housing Solutions	909-736-5518	nancy@inlandhousingsolutions.org
Allison	Town	City of Rancho Cucamonga	909-636-3925	allison.town@cityofrc.us
Alondra	Alonso	City of Rancho Cucamonga	909-774-2038	Alondra.alonso@cityofrc.us
Antonio	Vasquez	Symba Center	442-221-1055	avasquez@symbacenter.org
David	Aguilera	Rolling Start	909-890-9516	daguilera@rollingstart.com
Robert	Gipson	Health Service Alliance	909-902-9111	rgipson@hsa.care
Oscar	Pelayo	San Bernardino Probation	909-756-0535	Oscar.Pelayo@prob.sbcounty.gov
Tyrese	Crawford	San Bernardino County Superintendent of Schools	909-386-2634	Tyrese.crawford@sbcss.net
Tyler	Durham	Step Up on Second	909-654-0122	tdurham@stepup.org
Leonard	Carpenter	Foothill AIDS Project	909-884-2722	leonardc@fapinfo.org
Don	Smith	Pathways to Housing Network	909-210-0639	DonSmithSolutions@outlook.com

West Valley Regional Steering Committee Mtg - 8/12/26 recap

Much appreciation to the 50+ partners who joined us for the West Valley Regional Steering Committee Meeting on August 12th, both in person and by Zoom, and for all of the great information and input shared by RSC members and other partners during the meeting.

For your information, please find attached the West Valley RSC Meeting presentation slides that includes information on the following (plus live links to more information):

Featured Information Shared –

- **Who Does What in the Continuum of Care?** (slide 6) - CoC Full Membership Meeting Agenda, July 29th, [All Continuum of Care Meetings & Minutes – Homeless Partnership](#)
- **Out of Reach: The High Cost of Housing** (slides 16-28) - [Out of Reach | National Low Income Housing Coalition](#); [Out of Reach: California | National Low Income Housing Coalition](#)
 - **How Much Do You Need to Earn to Afford a Modest Apartment in the West Valley Region?** (slide 28)
- **San Bernardino County 2026 Affordable Housing Needs Report** (slides 30-32) – [San-Bernardino Housing Report 2026.pdf](#)
- **California Cities not on track to meet housing targets** (slides 33-36) - [Is your city building enough? Probably not - CalMatters](#)
 - **Is your town on track - West Valley Region** (slide 36)
- **New Lewis Center of Healthy Aging & Purposeful Longevity opens in Rancho Cucamonga** (slide 5) [San Antonio Regional Hospital Receives the Largest Gift in Hospital History Establishes The Janell & Randall Lewis Center of Healthy Aging and Purposeful Longevity; SARH Center of Aging](#)

Additional Information shared

- [West Valley Regional Steering Committee Meeting Agenda packet, August 12, 2026 - Regional Steering Committee Meetings & Minutes – Homeless Partnership](#)
- [Notes from the Chief of Homeless Services](#) (slide 2)
- [HMIS Announcements](#) (slide 3)
- [Outreach & Coordinated Entry Committee Meeting Agenda packet, Aug 13, 2026 - - Standing Committee Meetings & Minutes – Homeless Partnership](#)
- [Beyond the Checklist-Building True Partnerships Learning Series](#) (slide 4)
- [Federal Court Vacates FY 2026 HUD Notice of Funding Opportunity \(NOFO\)](#) (slide 8)
- [SB CoC FY 2026 CoC Competition process](#) (slides 9-13)
- [Funding Opportunity - Highland Creek Housing & Wellness Campus](#) (slide 14)
- [West Valley Regional Collaboratory on Community Care and Housing Solutions for Aging Adults \(CCAHSAA Collaboratory\) Cross-Sector Care Coordination Process](#) (slide 15)
- [Chino Zip Code is nation's fastest growing neighborhood](#) (slide 37)
- [New West End Regional Navigation Center underdevelopment](#) (slides 38-42)
- [SB CoC Regional Action Plan on Homelessness - West Valley Regional Implementation Plan](#) (slides 43-46)
- [Health Service Alliance Mobile Clinic](#) - Available to schedule for consumer service events and client service activities in the West Valley Region. Interest form for organizations, schools, and other entities to complete if interested in having the mobile clinic at a specific event - [Mobile Clinic Interest Form | Health Service Alliance](#).
- [Next West Valley Regional Steering Committee Meeting - Wednesday, September 9th, 9:00-11:00am, Rancho Cucamonga City Hall & by Zoom](#)

Thank you for your partnership!

Don Smith & Erika Lewis-Huntley, Co-Chairs

SB CoC West Valley Regional Steering Committee

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2026 Continuum of Care Competition Process

- NOFO release day June 1, 2026
- Applications due July 15, 2026
- Letter of Intent (LOI) for renewal agencies
- Threshold review on July 15 -16
 - 29 applications received
 - 3 application did not passed threshold due to being incomplete
 - 26 applications submitted to GRC for review and scoring
- Grant Review Committee (GRC) recommended project rankings submitted for approval at today's CoC Board meeting
- Final Consolidated application due to HUD on August 26, 2026

Task	Due Date	Responsible Agency	Key Milestones
2026 NOFO Release	June 1, 2026	HUD	NOFO Release
2026 Continuum of Care Competition Process	July 15, 2026	HUD	Applications Due
2026 Continuum of Care Competition Process	July 15, 2026	HUD	Threshold Review
2026 Continuum of Care Competition Process	July 15, 2026	HUD	Grant Review Committee (GRC) Meeting
2026 Continuum of Care Competition Process	July 15, 2026	HUD	Final Consolidated Application Due to HUD

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2026 Continuum of Care Competition

Funding Available	2026 HUD Funding Available	2026 CoC Request	unapplied
Annual Renewal Demand	\$20,205,564		
Annual Renewal Demand Projects Tier One	\$12,123,338	\$12,123,338	\$0
Annual Renewal Demand Projects Tier Two - Transition Grants	\$8,082,226	\$8,082,226	\$0
CoC Bonus	\$5,121,872	\$5,121,872	\$0
DV Bonus	\$4,162,496	\$1,100,000	\$3,062,496
Planning Funds	\$1,040,824	\$1,040,824	\$0
Potential Award	\$28,530,556	\$25,488,060	\$3,042,496
Total Amount Available for Tier 1 (50% of ARD)			\$12,123,338
Difference between the ARD and Tier 1			\$8,082,226
			\$20,205,564

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Rankings (continued)

Tier 1

Rank	Agency	Project	Project Type	Amount Requested	Scores
1	County of San Bernardino, JCHS	Ortho System	PHH	\$24,400	98
2	Inland Southern California 211+ Pathways Home	Coordinated Entry System	PHH	\$45,240	98
3	Time for Change Foundation	Home of Hope	PHH	\$576,088	100
4	Housing Authority of the County of San Bernardino Cornerstone		PHH	\$5,365,551	98
5	United States Veterans Initiative	Veterans Permanent Supportive Housing	PHH	\$1,795,049	97
6	Housing Authority of the County of San Bernardino Laramie Woods		PHH	\$276,830	95
7	Inland Housing Solutions	Infirmary Westpark	PHH	\$793,784	95
8	LightHouse Social Service Center	Hope for Harvies	PHH	\$1,430,371	94
9	Housing Authority of the County of San Bernardino Project Gateway		PHH	\$205,566	94
10	Housing Authority of the County of San Bernardino Laurelwood Estates		PHH	\$640,536	93
11	Inland Valley HOPE Partners	Transition Grant	TH	\$205,912	96
TOTAL				\$12,123,338	

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Rankings (continued)

Tier 2 - Transition Grants

Rank	Agency	Project	Project Type	Amount Requested	Scores
11	Inland Valley HOPE Partners	Transition Grant	TH	\$205,912	96
12	Family Assistance Program	Transition Grant	TH	\$1,182,841	100
13	Step Up on Second Street, Inc	Transition Grant	TH	\$3,880,954	99
14	Lutheran Social Services of Southern California	Transition Grant	TH	\$109,358	94
15	Knowledge and Education for Your Success	Transition Grant KEYs for Success	TH	\$480,743	92
16	Knowledge and Education for Your Success	Transition Grant Keys for Life	TH	\$276,897	92
17	Now Hope Village	Transition Grant	TH	\$12,544	85
TOTAL				\$8,082,226	

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Rankings (continued)					
Tier 2 – CoC Bonus – New project applications					
Rank	Agency	Project	Project Type	Amount Requested	Scores
18	Family Assistance Program	New Project Application FY2026	TH 1A7	\$177,232	100
19	HMHB Expansion	New Project Application FY2026	HMHB-Expansion	\$100,000	100
20	Water of Life Community Church	New Project Application FY2026	TH	\$430,000	94.3
21	Step Up on Second	New Project Application FY2026	TH	\$1,214,565	94
22	Salvation Army	New Project Application FY2026	TH	\$756,870	93
TOTAL				\$5,121,872	
Tier 2 –DV Bonus – New project applications					
Rank	Agency	Project	Project Type	Amount Requested	Scores
23	City of Redwood	New Project Application FY2026		\$500,000	97
24	The Blessing Center	New Project Application FY2026		\$400,000	94
25	Midland Creek Housing & Wellness	New Project Application FY2026		\$200,000	95
TOTAL				\$1,100,000	

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San Bernardino County

Resident Services
Funding Opportunity through Purchasing Department

Midland Creek Housing and Wellness Campus

San Bernardino County (County) is seeking Proposals from qualified contractors to act as the Property Management Operator (Operator) and/or Recreational Care Provider (Provider) for the Midland Creek Housing and Wellness Campus (Campus). The Operator/Provider will provide on-site services as outlined in Sections V and VI, which include recreational care, comprehensive property management, facility operations coordination, maintenance oversight, tenant flexible management, safety coordination, financial reporting, and community/guest support for the Campus.

The 6.82-acre Campus is a multi-program site that includes interim and permanent supportive housing, substance use disorder (SUD) treatment facilities, and a recreational care center. The providers (a) shall operate and support a safe, clean, well-maintained, accountable, service-oriented, and neighbor-responsive Campus.

The Request for Proposals (RFP) focuses on identifying agencies that can operate effectively in an integrated campus environment while maintaining clear role boundaries. Proposers may submit Proposals for either or both property management and recreational care services. The Operator will not provide clinical, medical, behavioral health, SUD treatment, recreational care, or case-management services unless expressly authorized by separate agreement.

The Operator must, however, coordinate closely with the County the SUD provider, behavioral health partners, recreational care provider, and supportive service partners to support housing stability, facility readiness, safety, incident response, confidentiality, and good neighbor operations. Services to be provided under the RFP are outlined under Section V, Scope of Work for Property Management and Section VI, Scope of Work for Recreational Care. Refer to the applicable Scope of Work (Scope) and respective Evaluation Criteria.

The County has the option to select one (1) or two (2) Proposers to provide the best value to the County based on qualifications, relevant experience, operational approach, provider coordination model, staffing capacity, reporting systems, cost reasonableness, and overall responsiveness to this RFP.

[San Bernardino County - Midland Creek Housing and Wellness Campus](#)

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The **CCAHSAA Collaboratory Cross-Sector Care Coordination Process** will involve the development of an **enhanced cross-sector coordinated care referral and service network** which will include:

- Networking, coordination, collaboration & relationship building
- Master "By-Name" List of clients in target population
- Cross-Sector Case Conferencing
- Warm-handoffs & Closed loop referrals
- "Real-time" service connections
- Collaborative problem solving
- Shared Plan of Care
- Measurable outcome tracking
- 211 Enhanced Coordinated Care Referral System – *GetHelpSBC*



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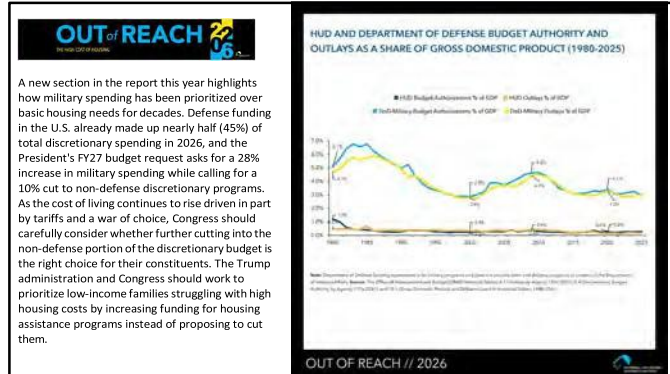


New Report Calls Attention to the Disparity Between Wages and the Cost of Rental Housing

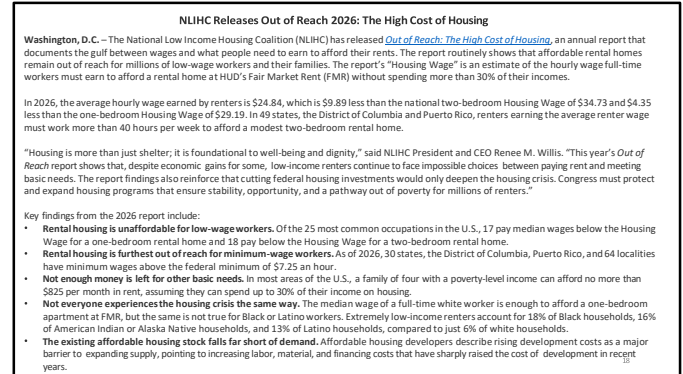
2026 Report Key Findings

- Nationally, a full-time worker must earn \$29.19 per hour to afford a one-bedroom rental home and \$34.73 per hour to afford a two-bedroom rental home at Fair Market Rent (FMR).
- Seventeen of the nation's 25 largest occupations pay median wages less than what a full-time worker needs to afford a two-bedroom rental home at the national average FMR. Approximately 74 million people, or almost half (48%) of the entire workforce, work in these 18 occupations.
- A family of four living at the federal poverty line earns just \$2,750 per month. To rent a modest two-bedroom apartment at FMR—an average of \$1,806 per month—they would need to spend 66% of their income on rent.
- In 49 states, the District of Columbia, and Puerto Rico, renters earning the average renter wage must work more than 40 hours per week to afford a two-bedroom rental home at FMR. In 36 states, the average renter wage is not enough to afford even a modest one-bedroom rental home with a standard 40-hour workweek.

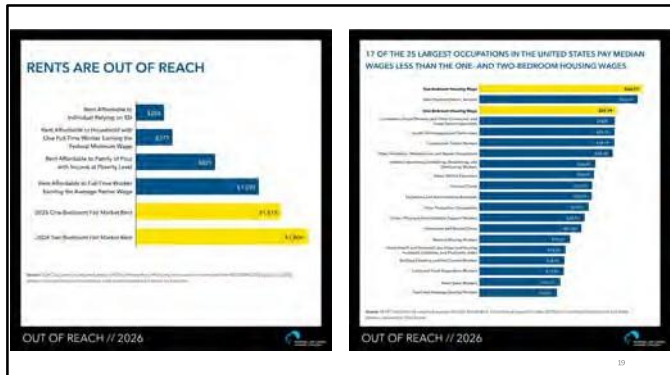
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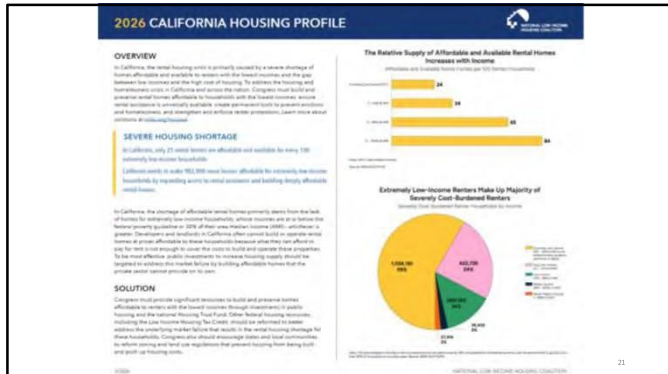
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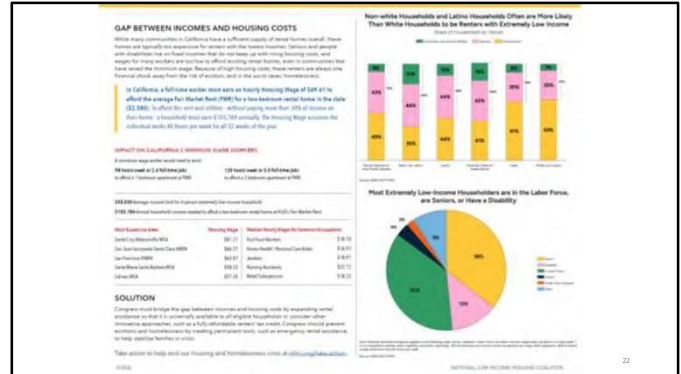
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OUT-OF-REACH 2026

Occupation	Total Employment	Median Hourly Wage	Occupation	Total Employment	Median Hourly Wage
HEALTH AND PERSONAL CARE AIDES	972,100	\$16.36	MAINTENANCE AND REPAIR WORKERS, GENERAL	143,060	\$28.17
TRANSPORTATION AND MATERIAL MOVING, AND OPERATIONS	172,260	\$17.59	ALL OCCUPATIONS	18,213,700	\$28.78
WAITERS AND WAITSTESSES	229,970	\$17.83	WORKING ASSESSMENT, ACCOUNTING, AND AUDITING CLERKS	151,870	\$29.27
CLEANERS	336,110	\$18.34	HEAVY AND TRACTOR TRAILER TRUCK DRIVERS	205,090	\$29.77
RETAIL SALES PERSONS	376,460	\$18.99	SALES REPRESENTATIVES, WHOLESALE AND MANUFACTURING, EXCEPT TECHNICAL AND SCIENTIFIC PRODUCTS	134,800	\$27.80
REGISTERED NURSES, EXCEPT PSYCHIATRIC AND NURSING HOMES (CLERICAL)	234,240	\$20.30	SALES REPRESENTATIVES OF OFFICE AND ADMINISTRATIVE SUPPORT SERVICES	149,230	\$18.34
STEELERS, FOST FOST	134,440	\$20.77	SALES REPRESENTATIVES OF SERVICES, EXCEPT ADVERTISING, RECREATION, FINANCIAL SERVICES, AND TRAVEL	156,110	\$29.95
FAST FOOD AND COUNTER WORKERS	449,840	\$20.90	HOUSEHOLD & DISCERN		\$43.01
STOCKERS AND ORDER FILLERS	310,870	\$21.18	BUSINESS OPERATIONS SPECIALISTS, ALL OTHER	155,000	\$43.27
SECURITY GUARDS	199,480	\$21.37	MARKET RESEARCH ANALYSTS AND MARKETING SPECIALISTS	119,070	\$46.80
LABORERS AND FREIGHT, STOCK, AND MATERIAL MOVING, HAND	355,500	\$22.10	ACCOUNTANTS AND AUDITORS	175,360	\$47.96
COOKS, RESTAURANT	152,350	\$22.18	MANAGEMENT ANALYSTS	137,280	\$50.14
POST-MAIL SUPERVISORS OF FOOD PREPARATION AND SERVICE WORKERS	130,190	\$23.22	HOUSEHOLD & DISCERN		\$52.70
OFFICE CLOSING, GENERAL	371,490	\$23.95	GENERAL AND OPERATIONS MANAGERS	300,840	\$61.48
CUSTOMER SERVICE REPRESENTATIVES	176,850	\$24.45	REGISTERED NURSES	338,940	\$69.32
RECEPTIONISTS AND INFORMATION SYSTEMS, EXCEPT LEGAL, MEDICAL, AND EDUCATION	156,630	\$27.38	SOFTWARE DEVELOPERS	284,390	\$86.19

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	California	Riverside-San Bernardino-Ontario MSA
Number of Households		
TOTAL	13,548,091	1,450,250
RENTER	5,980,523	495,428
RENTER RENTERS	44%	34%
Housing Wage		
ZERO BEDROOM	\$39.26	\$32.54
ONE BEDROOM	\$43.01	\$34.17
TWO BEDROOM	\$52.79	\$42.33
THREE BEDROOM	\$69.07	\$56.00
FOUR BEDROOM	\$76.87	\$67.58
Fair Market Rent		
ZERO BEDROOM	\$2,042	\$1,692
ONE BEDROOM	\$2,237	\$1,777
TWO BEDROOM	\$2,745	\$2,201
THREE BEDROOM	\$3,591	\$2,912
FOUR BEDROOM	\$4,101	\$3,514

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	California	Riverside-San Bernardino-Ontario MSA
Annual Income Needed to Afford		
ZERO BEDROOM	\$81,662	\$67,680
ONE BEDROOM	\$89,467	\$71,080
TWO BEDROOM	\$109,812	\$88,040
THREE BEDROOM	\$143,658	\$116,480
FOUR BEDROOM	\$164,053	\$140,560
Minimum Wage		
HOURLY WAGE	\$16.90	\$16.90
RENT AFFORDABLE FOR A FULL-TIME WORKER AT HOURLY WAGE	\$879	\$879
Work Hours/Week at Minimum Wage		
ZERO BEDROOM	93	77
ONE BEDROOM	102	81
TWO BEDROOM	125	100
THREE BEDROOM	163	133
FOUR BEDROOM	187	160

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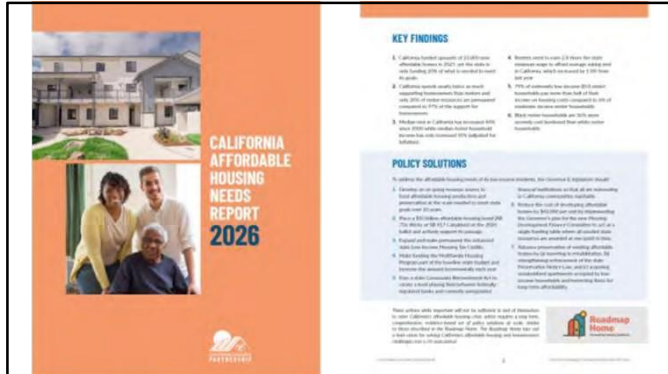
	California	Riverside-San Bernardino-Ontario MSA
Supplemental Security Income (SSI) Payment		
SSI MONTHLY PAYMENT	\$1,234	\$1,234
RENT AFFORDABLE TO SSI RECIPIENT	\$370	\$370
Income Levels		
50% OF AREA MEDIAN INCOME (LAMI)	\$37,990	\$31,950
50% OF AREA MEDIAN INCOME (LAMI)	\$63,317	\$53,250
MEDIAN RENTER HOUSEHOLD INCOME	\$77,891	\$65,378
Rent Affordable at Different Income Levels		
50% OF AREA MEDIAN INCOME (LAMI)	\$950	\$799
50% OF AREA MEDIAN INCOME (LAMI)	\$1,583	\$1,331
MEDIAN RENTER HOUSEHOLD INCOME	\$1,947	\$1,634

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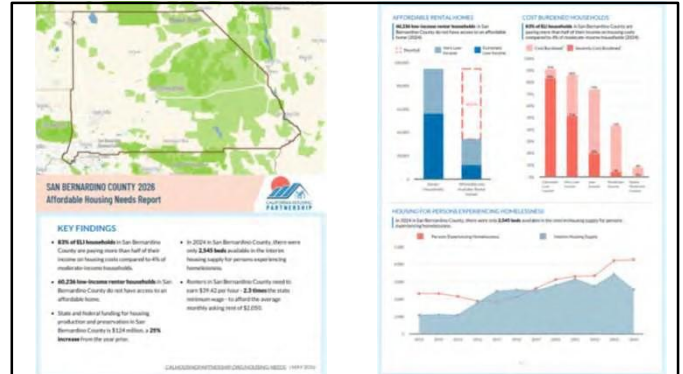
SB CoC West Valley Region - Housing Out of Reach							
City	Zip code	FMR 1 bd	HW 1 bd	FT MW	FMR 2 bd	HW 2 bd	FT MW
Chino	91708	\$2,660	\$51.15/hr	3	\$3,300	\$63.46/hr	3.75
	91710	\$2,090	\$40.19/hr	2.35	\$2,590	\$49.81/hr	2.95
Chino Hills	91709	\$2,660	\$51.15/hr	3	\$3,300	\$63.46/hr	3.75
Montclair	91763	\$1,820	\$35/hr	2.05	\$2,260	\$44.46/hr	2.55
Ontario	91761	\$2,080	\$40/hr	2.4	\$2,580	\$49.62/hr	2.95
	91762	\$1,980	\$38.08/hr	2.25	\$2,450	\$47.12/hr	2.8
	91764	\$2,340	\$43.08/hr	2.5	\$2,780	\$53.46/hr	3.15
Rancho Cucamonga	91701	\$2,310	\$44.42/hr	2.6	\$2,860	\$55/hr	3.25
	91730	\$2,600	\$50/hr	2.95	\$3,220	\$61.92/hr	3.65
	91737	\$2,440	\$46.92/hr	2.75	\$3,020	\$58.08/hr	3.45
	91739	\$2,450	\$47.12/hr	2.8	\$3,040	\$58.46/hr	3.45
Upland	91784	\$2,660	\$51.15/hr	3	\$3,300	\$63.46/hr	3.75
	91786	\$2,210	\$42.50/hr	2.5	\$2,740	\$52.69/hr	3.1
Fontana	92335	\$1,850	\$35.58/hr	2.1	\$2,290	\$44.04/hr	2.6
	92336	\$2,150	\$41.35/hr	2.45	\$2,660	\$51.15/hr	3
	92337	\$2,150	\$41.35/hr	2.45	\$2,660	\$51.15/hr	3

FMR - Fair Market Rent
HW - Housing Wage needed to afford @ 30% of income
FT MW - Full-Time Minimum Wage info needed

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California cities not on track for housing targets

California cities are far below their planned targets for new housing, CalMatters' Ben Christopher reports. In 2022, the state ordered every city and county to plan for 2.5 million new homes by 2030, and set internal goals for very low, low, moderate and high valued homes.

Only five jurisdictions are on track to meet the goals: the sparsely populated Plumas, Napa, Yolo, and Mono counties, and the town of Placerville, with a population of 11,000.

To be "on track," a city or county needs to have issued housing permits at a rate that, if sustained, would allow it to hit its state targets by the end of its planning cycle. A value of 100% means it is exactly on track to hitting its target for housing of that affordability level.

According to CalMatters reporting, Riverside County has permitted 0% of very low-income homes needed to be on target. For moderate homes, the rate is 4%, for low-income homes 10%, and for above moderate homes, 63%.

A slightly different story is playing out in San Bernardino County. The county has only permitted 1% of its very-low income homes to be on track, and 43% of its low income homes. The county is on track for moderate and above moderate valued homes.

CalMatters published the names of each town and county at the bottom of its article. Find the values for your city here: [Almost nowhere in California is building enough, according to the state. Here's why.](#)

Almost nowhere in California is building enough housing, according to the state.

IN SUMMARY

The state ordered every city and county to plan for 2.5 million new homes by 2030. With the exception of just five jurisdictions, no one is on track to hit their numbers.

Are California cities building enough housing to catch up with the state's severe shortage of homes you can buy without inherited wealth or an AI windfall? You probably have a very good guess.

Every eight years, state housing regulators give cities and counties across California an especially dreaded homework assignment: Make a plan for a bunch of new homes.

And now we can see how far they're falling behind. This summer signals the halfway mark for California cities and counties to hit housing goals handed down from state regulators. The status so far? It's not looking great.

As CalMatters' Ben Christopher explains, the Newsom administration assigns localities housing targets across four affordability levels. Gov. Gavin Newsom wants to hit 2.5 million new housing units over eight years, which would be about 312,500 units per year.

But of the more than 530 jurisdictions, less than a third are on track to permit enough "above moderate" units, the tier that typically refers to market-rate housing. And only 32, or less than 6%, are on track to hit their "very low" targets, or housing that could be affordable for residents earning less than half the typical local income. Almost nowhere in California is seeing the new construction necessary to meet the housing needs of the state.

Critics of the state's planning process have said the targets are unrealistic and that local governments can only do so much. Cities themselves do not build housing, and cities "cannot require developers to develop," said Jason Rhine, a lobbyist with the League of California Cities.

Pro-development advocates, however, argue that cities can still do more to boost construction. Laura Foote, executive director of YIMBY Action: "Cities can argue that they don't directly control production. But they do control fees, zoning and permitting."

Less than a third of cities and counties are on track to permit enough "above moderate" units, the category that typically refers to market-rate housing, according to data submitted by locals to the state housing department.

The progress report for more affordable types of housing is even bleaker. Only 32 jurisdictions — less than 6% — are on track to hit their "very low" targets. That refers to housing within financial reach of anyone earning less than half the typical local income.

To be "on track," a city or county needs to issue permits at a clip that, if sustained, would allow it to hit its state targets by the end of its planning cycle. State housing regulators told the city of Irvine in Orange County, for example, to plan for 8,671 market-rate units by 2030. Now halfway there, the city has issued more than 6,000, making it one of the minority of cities to be on pace to reach its target for above-moderate housing.

But for more affordable digs, Irvine, like most California cities, is far behind. The city has permitted just 9% of the very low-income housing needed to reach its target by the end of the decade. For the next most affordable category, which refers to units priced for those earning up to 80% of the regional median, it's at a mere 3%.

Few California cities and counties are on track to hit state-set housing targets, no matter the affordability level

Who is on track to hit their housing targets?

Is your town on track?

To be "on track," a city or county needs to have issued housing permits at a rate that, if sustained, would allow it to hit its state targets by the end of its planning cycle. A value of 100% means it is exactly on track to hitting its target for housing of that affordability level.

Jurisdiction	Very Low	Low	Moderate	Above Moderate
Chico	0%	2%	0%	130%
Chico Hills	2%	3%	0%	72%
Montclair	0%	0%	0%	100%
Ontario	1%	1%	0%	100%
Rancho Cucamonga	3%	0%	1%	110%
Upland	0%	0%	44%	34%
Fontana	0%	0%	0%	110%
San Bernardino County	3%	43%	101%	96%

Chino ZIP code is nation's fastest-growing neighborhood

Booming in Chino



A site of new housing (above) surrounds the snow-capped San Gabriel Mountains as roofer's stack roof tiles onto new homes under construction in Chino on Thursday, Dec. 5, 2019. (Photo by Watchers Phoenix/da, The Press Enterprise/SCNG)

One part of Southern California's housing solution is building homes where few existed previously. These local examples of swift housing production were found in [my trusty spreadsheet's review of RentCafe's ranking](#) of what the authors called the nation's "newest" communities — the 50 ZIP codes that added the most occupied housing between 2014 and 2023, according to an analysis of Census Bureau data.

Here in Southern California, the fast-growing trio of Chino's 91708, Irvine's 92618 and Los Angeles' 90094 shows how old land can get a new life, and just how different our local housing markets can be. These top 50 ZIPs started with an average 3,000 homes in 2014 and ballooned to 8,000 in just nine years. Populations also took off, jumping from 8,500 to 22,000 on average.

Chino's 91708 ZIP code took the top spot for growth. Most of this area is The Preserve at Chino, a master-planned community built by the Lewis family, longtime Inland Empire developers, on what was once dairy land. It's an area just north of the 91 Freeway and close to Prado Dam. The housing stock grew 1,318% — yes, fourteenfold — from 398 to 5,645 in nine years as its population jumped 402% to 17,308.

It's a classic Inland Empire tale: affordable homes pulling in young families. Take a look at the demographics, [based on Census Report's census data analysis](#). This slice of Chino has a median age of 33, household incomes of \$109,000, and 36% of the adult population having college degrees, who are drawn to homes with a \$689,000 median value, modest for Southern California. The typical residence has 3.3 people, with 73% of households being married couples.

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Fontana warehouse to be converted into 200-bed homeless shelter



Fontana, June 27, 2023

FONTANA, Calif. (KABC) — A vacant warehouse in Fontana is set to be transformed into a 200-bed homeless shelter, with local officials highlighting cost savings and expanded services as key benefits of the project.

City and county leaders say the structure is being renovated into a facility designed to provide longer-term assistance for people experiencing homelessness.

Fontana Mayor Aquanetta Warren emphasized the scale of the building and the city's plans for its future.

"Look how big it is," said Warren. "We're going to fix this up. It's going to be like home and we're going to make it work for people."

Project leaders said repurposing the existing building will make the effort more efficient and cost-effective than constructing a new facility.

"Knowing that we can actually get a building and repurpose it saves us millions of dollars that could go back to services," said Jesse Armendariz, San Bernardino County's Second District supervisor.

San Bernardino County officials said the large footprint will allow them to design a range of services within the space while keeping costs down.

"It gives us a lot of room to build the right resources in here, in a really cost-effective manner," said Diane Rundles, the assistant executive officer for San Bernardino County.

Plans for the shelter include significant interior changes, with features such as a kitchen and designated sections for people with different needs, including those dealing with sobriety issues or mental health challenges.

"We're going to have some areas that are going to be for individuals. We'll have other areas that are for families," Rundles said.

Officials said the facility is intended to provide more than short-term stays. Instead of serving as a temporary overnight shelter, the program will focus on longer-term support.

Access to the facility will also be structured through a referral system rather than walk-ins.

"They're not going to be able to walk (themselves) in or out. They're going to have to, if they choose to come here, they are going to come here through the referral and when they leave, they are going to leave through that same referral," Armendariz said.

The shelter will be operated by San Bernardino County, with financial support coming from eight cities across the region including Chino, Montclair, Upland, Rancho Cucamonga, Fontana and Rialto.

Warren said the regional collaboration reflects the shared impact of homelessness across city boundaries.

"Homelessness doesn't have borders. So, we wanted to make sure the cities around us were taken care of, too. Because my homeless today is Rancho Cucamonga's homeless tomorrow."

Officials expect the facility to be ready to open in 2027.

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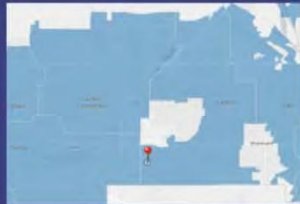
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West End Regional Navigation Center 11109 Jasmine Street, Fontana

County of San Bernardino and West Valley cities, including:

- Chino
- Chino Hills
- Fontana
- Montclair
- Ontario
- Rancho Cucamonga
- Rialto
- Upland



Service Model

3 integrated components within a single, coordinated facility:

- **Emergency Shelter:** Low-barrier accommodations with meals, hygiene and laundry facilities, intensive case management, behavioral health services, housing navigation, transportation assistance, and benefits enrollment.
- **Recuperative Care:** Temporary residential accommodations, medical oversight, and case management for individuals discharged from hospitals who require continued medical recovery but lack stable housing.
- **Sobriety Center:** A monitored space for individuals under the influence of alcohol or other substances who do not require hospitalization, providing medical monitoring, crisis intervention, and referrals to substance use treatment.

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Operational Overview

- **One-stop service model** – On-site comprehensive support services include Behavioral Health, Substance Use Services, Public Health, Transitional Assistance, Workforce Development, and the Office of Homeless Services (OHS) for housing navigation and Continuum of Care coordination.
- **24/7 operations** – Round-the-clock staffing, case management, and security; residents remain in place with an emphasis on stability and continuity.
- Staffed by **multi-disciplinary teams** with a trauma-informed and person-centered approach.
- Total of **200 beds** – 100 emergency shelter beds, 100 recuperative medical care beds, plus a sobering center
- **Referral-only admissions** – No walk-in admissions; all entries and exits coordinated for safety and care continuity
- **Low-barrier design** – Guests may bring pets, partners, and personal belongings, reducing barriers to entry.

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Operational Annual Allocations

JURISDICTION	ANNUAL CONTRIBUTION AMOUNT
City of Chino	\$200,000
City of Chino Hills	\$200,000
City of Fontana	\$1,000,000
City of Montclair	\$250,000
City of Ontario	\$250,000 annually for the first three (3) operational years
City of Rancho Cucamonga	\$300,000
City of Rialto	\$250,000
City of Upland	\$250,000
County of San Bernardino	\$475,000

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ON OUR WAY HOME:

The San Bernardino CoC Regional Action Plan on Homelessness 2026 - 2030

Regional Implementation Plans

Although the plan goals and strategies will be implemented across the entire CoC, the plan will be implemented in a phased manner, with the most immediate and critical needs being addressed first. The plan will be implemented in a phased manner, with the most immediate and critical needs being addressed first.



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West Valley RSC Regional Implementation Plan

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

GOAL 1: Prevention and Affordable Housing

Strategy 1.1: Expand access to affordable housing

Strategy 1.2: Increase the number of affordable housing units

Strategy 1.3: Increase the number of affordable housing units

Strategy 1.4: Increase the number of affordable housing units

Strategy 1.5: Increase the number of affordable housing units

GOAL 2: Support and Services

Strategy 2.1: Increase the number of support and services

Strategy 2.2: Increase the number of support and services

Strategy 2.3: Increase the number of support and services

Strategy 2.4: Increase the number of support and services

Strategy 2.5: Increase the number of support and services

GOAL 3: Community and Economic Development

Strategy 3.1: Increase the number of community and economic development

Strategy 3.2: Increase the number of community and economic development

Strategy 3.3: Increase the number of community and economic development

Strategy 3.4: Increase the number of community and economic development

Strategy 3.5: Increase the number of community and economic development

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West Valley RSC Implementation Plan			
Strategy	West Valley RSC Action Step	Timeline and Key Partners	Performance Metrics
Strategy 1.2: Expand access to affordable housing in underserved regions.	Expand access to affordable housing for aging adults and disabled by piloting shared housing and co-op living models, e.g., supporting home sharing for homeowners, pairing tenants to share rentals, and developing cooperative living spaces, including projects tailored for aging adults developed through the West Valley Regional CCAHSA Collaborative Initiative like the West Valley Initiative with the California Healthcare Foundation.		
West Valley RSC Action Step			
Strategy	West Valley RSC Action Step	Timeline and Key Partners	Performance Metrics
Strategy 2.1: Formalize communication and roles between the County, CoC, and RSCs to strengthen internal collaboration.	Establish a formal partnership between the County, West Valley cities, the CoC RSC, and other community stakeholders to provide strategic planning, coordinated service delivery and operational oversight for the new West End Regional Navigation Center. Model information sharing and peer learning for other RSCs and the CoC by highlighting innovative housing and funding models utilized by West Valley, such as the CCAHSA Collaborative Initiative, and its cities in cross RSC and CoC presentations and webinars.		
Strategy 2.3: Strengthen cross-sector partnerships for resource optimization.	Support the development of regional cross-sector partnerships between public and private organizations in the homelessness, housing, healthcare and social service sectors to facilitate collective impact outcomes focused on housing stability and whole person care for high-risk populations in the region, such as the CCAHSA Collaborative Initiative.		

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West Valley RSC Implementation Plan			
Strategy	West Valley RSC Action Step	Timeline and Key Partners	Performance Metrics
Strategy 3.1: Develop a CoC-wide plan for shelter and interim housing.	Develop a regional strategy that creates bridge housing for people exiting hospitals, crisis stabilization units, treatment and recovery programs and other institutions by aligning cross-system partners, brokering capital and operating funds, formalizing discharge to housing protocols, and tracking outcomes.		
West Valley RSC Action Step			
Strategy	West Valley RSC Action Step	Timeline and Key Partners	Performance Metrics
Strategy 4.2: Proactively identify and stabilize households at high risk of homelessness.	Establish a regional prevention and diversion strategy for the West Valley that includes developing a coordinated regional flexible spending pool and a multi-agency collaborative partnership that focuses on maintaining housing for currently housed, high-risk households, preventing their inflow into the system.		
West Valley RSC Action Step			
Strategy	West Valley RSC Action Step	Timeline and Key Partners	Performance Metrics
Strategy 5.2: Increase provider accountability and performance management.	Establish a regional model for data-driven housing and homelessness response, using outcomes and lessons learned to guide countywide strategy and replication.		
Strategy 5.3: Ensure lived experience is integrated at all levels of decision making.	Develop and implement a process to integrate feedback and input from people with lived experience into all levels of housing and homelessness policy, planning and program design in the West Valley.		

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Who Does What in the Continuum of Care?

A Plain-English Guide to the July 2024 Governance Charter

San Bernardino City and County Continuum of Care (CA-609)

The one-sentence explanation

The CoC membership is the wider community partnership. The CoC Board is the main decision-making group **for duties the membership gives it**. Lead agencies run major systems and do the daily work. Committees study issues, carry out assigned tasks, and report back.

Public-facing draft based on the Governance Charter adopted July 24, 2024.

This guide explains the charter. It does not replace the charter, HUD rules, state law, or legal advice.

Start Here: What Is the CoC?

A Continuum of Care, or CoC, is a local partnership that plans and coordinates housing and services for people who are homeless or at risk of homelessness. It includes service providers, government, people with lived experience, housing groups, schools, health systems, businesses, faith based groups, advocates, and other community members.

Think of it as a community team

The membership is the whole team. The Board is the team's governing/oversight group. The Collaborative Applicant, HMIS Lead, and CES Lead are the main operating agencies. Committees are smaller groups that focus on one subject.

Three Responsibility Words Used in the Charter

Charter word	Plain meaning	Question to ask
Authority / Oversight	Authority means the group formally approves or votes. Oversight means the group receives reports and checks the work.	Who approves, and who checks?
Lead	The group charged with organizing and carrying out the work.	Who owns the job?
Support	A group that helps with facts, expertise, staff work, participation, or implementation.	Who helps the lead?

Caution regarding combining “authority” and “oversight” in ordinary explanations

Because authority and oversight are not the same (authority approves; oversight watches and checks) we are recommending that they be separated wherever possible.

The Main Parts of the CoC

Community Stakeholders

Anyone in the county who has an interest in homelessness. They may attend public meetings, give input, and apply to become members.

General Membership

Registered organizations and individual members. Voting members elect or ratify Board members, approve the Board selection process, approve charter changes, and act on other matters reserved to the membership.

CoC Board

The primary decision-making body for the CoC. It approves and oversees policy and **direction for responsibilities delegated by the membership**.

Collaborative Applicant / Administrative Agent

The legal entity that applies for HUD funds provides administrative support and may also manage state funds as the State Administrative Entity. In July 2024, this is the San Bernardino County Office of Homeless Services.

HMIS Lead Agency

The agency responsible for the shared homelessness data system, HUD data reports, data quality, privacy, security, and system operations. In July 2024, this is the San Bernardino County Office of Homeless Services.

CES Lead Entity

The entity responsible for operating the Coordinated Entry System used to assess, prioritize, and connect people to housing and services. In July 2024, this is Inland SoCal United Way 211+.

ESG Jurisdictional Recipients

Local governments that receive Emergency Solutions Grant funds directly from HUD and must coordinate those funds and standards with the CoC.

Committees and Workgroups

Smaller groups were created to handle continuing subjects or short-term tasks. Their power depends on the charter or the action that created them.

Who Has Final Authority?

Decision	Final authority	Who prepares or supports it
Establish the CoC	Official voting membership	Community stakeholders and Collaborative Applicant
Approve the written Board selection process	Official voting membership	Membership Committee, Nominating Committee, Board, staff
Elect provider and at-large Board members	Official voting membership	Nominating Committee and Collaborative Applicant
Ratify appointed Board members	Official voting membership	Appointing organizations and Nominating Committee
Approve changes to the Governance Charter	Official voting membership	Membership Committee, Board, Collaborative Applicant, HMIS Lead
Designate the HMIS and ratify the HMIS Lead	Official voting membership	HMIS Lead recommendations; Board and Collaborative Applicant consultation
Approve policy and direction delegated by membership	CoC Board	Committees and lead agencies
Approve the final HUD CoC application and priorities	CoC Board	Collaborative Applicant and grant-review process
Approve system performance actions	CoC Board	Performance Oversight and Review Committee, HMIS Lead, staff
Operate HMIS	HMIS Lead Agency under Board oversight	Participating agencies and HMIS groups
Operate coordinated entry	CES Lead Entity under Board oversight	CES partners and committees
Submit the HUD application	Collaborative Applicant after Board approval	Project applicants, HMIS Lead, committees

Simple test

For every task/duty, the public should be able to find three names:

- who approves it,
- who leads the work, and
- who checks the results.

General Membership

Membership is open to organizations and individuals who care about homelessness and want to take part in collaborative planning. There are no dues. New members apply through the Collaborative Applicant and first enter as non-voting members.

How a member gains and keeps voting status

- Complete the membership application and required acknowledgments.
- Complete the new voting-member orientation.
- Attend three CoC or regional meetings during the prior 12 months, including at least one full membership meeting.
- To remain in good standing, attend at least three qualifying meetings each calendar year, sign the Code of Conduct and conflict acknowledgment each year, and complete required training.
- Each organization has one vote. An individual member also has one vote. Approved alternates may vote when the primary delegate is absent.

What the membership does

- Holds at least three full membership meetings each year, including an annual meeting.
- Elects or ratifies Board members.
- Approves charter changes and the Board selection process.
- Helps coordinate the countywide housing and services system.
- Joins committees, workgroups, the Point-in-Time Count, and gaps-analysis work.
- Provides information about community needs, service gaps, and emerging problems.

Important Brown Act distinction

The charter says the general membership is a community forum and is not a Brown Act legislative body. Its meetings are still open to the public and use published agendas. The Board and standing committees are treated differently.

CoC Board

The Board represents the membership and is the CoC's primary decision-making body for powers delegated to it. The July 2024 charter calls for 17 to 21 members: 19 voting seats and two non-voting seats.

Board makeup in simple terms

- Six designated government seats.
- One appointed consumer seat through the Youth Action Board.
- Five or six elected at-large seats.
- Five or six elected service-provider seats.
- Two non-voting seats: a senior representative of the Collaborative Applicant and the immediate past Chair for one year.
- At least two consumer representatives with lived experience are included among the at-large seats, including the Youth Action Board appointee.
- The Board should reflect the county's regions and a broad mix of systems, services, identities, and experience.

What Board members must do

- Attend, prepare, ask questions, and vote independently.
- Represent the whole CoC and the constituency of the seat, not merely one employer.
- Serve actively on at least one committee or workgroup.
- Complete onboarding and training.
- Disclose conflicts and recuse when required.
- Follow the Brown Act, public-record rules, the Code of Conduct, and meeting rules.
- Review performance, policies, funding recommendations, and required plans.

Board authority is delegated authority

The Board is powerful, but it is not unlimited. It acts within the powers the voting membership delegates it through the charter.

The Three Main Operating Agencies

Entity	Main job	Reports to / oversight	What it should not do alone
Collaborative Applicant (for Federal CoC funds) / Administrative Agent (for State of California funds)	Apply for and administer federal CoC funds; provide records, notices, meeting support, grant coordination, reporting, and state-fund administration when designated.	Board oversight; membership retains reserved powers. The designation is valid for no more than three years before review/renewal.	Make final policy, elect Board members, approve its own performance, or submit an unapproved CoC application.
HMIS Lead Agency	Operate HMIS; manage privacy, security, data quality, training, participation, and HUD Data Exchange reports.	Board and membership oversight; coordination with users and committees.	Set all CoC policy merely because it controls the data system.
CES Lead Entity	Operate the approved coordinated-entry process; train partners; monitor access, prioritization, referrals, and compliance.	Board oversight; coordination with membership, providers, ESG recipients, and committees.	Change major CES policy without the required CoC approval process.
(ADD FULL MEMBERSHIP)	Responsible for ensuring(list from Chapter 2)	Is responsible to HUD through	Independently establish priorities that impact ESG use.

Current entities named in the July 2024 charter

- Collaborative Applicant and HMIS Lead: San Bernardino County Office of Homeless Services.
- CES Lead Entity: Inland SoCal United Way 211+.
- The Collaborative Applicant also supplies the Board Secretary and holds a non-voting Board seat.

Committees and Workgroups

Committees make the large CoC workable. But each committee must have a written purpose, membership rules, reporting path, and clear statement of whether it advises or decides.

Two kinds of committees

Type	What it may do	Public-meeting rule
Decision-making committee	May make a final decision only when the charter or Board clearly gives it that power.	Brown Act procedures apply.
Advisory committee	Studies issues and gives recommendations. The Board or membership makes the final decision.	Standing advisory committees are treated as Brown Act bodies under the charter; ad hoc groups follow the rules assigned to them.

Standing bodies listed in Chapter 8

Body	Role	Plain-English job
CoC Governance Board	Decision-making	The CoC Board described in Chapter 3.
Membership Committee	Advisory to the CoC	Reviews governance and membership practices, recruits members, improves orientation, and helps restore lapsed members.
Performance Oversight and Review Committee	Advisory	Reviews system and funded-program performance, data outcomes, policy access, and corrective or strategic recommendations.
Regional Steering Committees	Advisory	Bring local needs, priorities, service gaps, and funding ideas from the five subregions to the countywide CoC.
Youth Action Board	Advisory, with a Board appointment role	Brings youth and young-adult lived experience into policy and funding recommendations and appoints one consumer Board member.

Keep temporary work temporary

Use an ad hoc committee or task group for a short project. Do not create a permanent committee unless the subject truly needs continuing oversight.

How Work Should Move Through the CoC

Step	What happens	Who is usually involved
1	A need, risk, or opportunity is identified.	Members, people with lived experience, regions, providers, lead agencies, or the public.
2	The correct committee or lead agency gathers facts and listens to affected people.	Advisory committee, HMIS Lead, CES Lead, Collaborative Applicant, or task group.
3	A written recommendation identifies the decision needed, legal authority, cost, lead, deadline, and measure of success.	Committee or lead agency.
4	The correct authority approves, rejects, changes, or sends it back.	Voting membership for reserved powers; Board for delegated powers.
5	The named lead carries out the decision.	Collaborative Applicant, HMIS Lead, CES Lead, committee, or another assigned entity.
6	Results are reported and checked.	Board, membership, performance committee, and public as appropriate.

A common governance ambiguity

A committee discusses an issue, staff begin acting, and nobody can point to the formal approval. The cure is simple: every action item should name the authority, the lead, the deadline, and the report-back date.

Quick Responsibility Chart

Duty	Approves	Leads the work	Supports	Reports to
Membership records and voting status	Charter rules / membership	Collaborative Applicant / Secretary	Membership Committee	Membership and Board
Board elections and ratification	Voting membership	Nominating process	Collaborative Applicant	Membership
Governance Charter changes	Voting membership	Membership Committee / Board process	CA and HMIS Lead	Membership
HUD CoC application	Board approves	Collaborative Applicant submits	Applicants, grant reviewers, HMIS Lead	Board, membership, HUD
HMIS operations	Board/member policy authority as stated	HMIS Lead	HMIS users and committees	Board
Coordinated Entry operations	Board policy authority	CES Lead	Providers, ESG recipients, CES partners	Board
Project and system performance	Board acts	Performance committee and staff	HMIS Lead, funders, recipients	Board and membership
Point-in-Time Count	Board oversight	Collaborative Applicant and PIT Count Committee	HMIS Lead, regions, volunteers	Board, membership, HUD
Annual gaps analysis	Board oversight	HMIS/planning leads	Members, providers, lived-experience groups	Board and membership
Regional needs and priorities	Board receives/acts	Regional Steering Committees	Local partners	Board and membership

What the Public and New Members Need to Know

How the public can participate

- Attend Board, standing-committee, membership, and regional meetings that are open to the public.
- Read agendas and supporting materials before meetings.
- Give public comment and submit written information.
- Apply for individual or organizational membership.
- Complete orientation and attendance requirements to gain voting status.
- Apply for open Board or committee positions when eligible.
- Ask for meeting minutes, policies, reports, and other public records.
- Use the complaint or grievance process when conduct or conflict rules may have been violated.

Seven questions every member should be able to answer

- What body am I serving on?
- Does this body advise, oversee, or make final decisions?
- Who has the final vote on this issue?
- Who will do the work after approval?
- When must the work be completed?
- How will results be measured and reported?
- What must I do if I or my organization has a conflict of interest?

Plain-Language Glossary

Term	Meaning
Authority	The power to approve or decide by formal vote.
Oversight	Receiving information, checking performance, and holding the lead accountable.
Lead	The entity that organizes and carries out the work.
Support	A person or group that helps the lead.
Collaborative Applicant	The legal entity that applies for HUD CoC funding and performs required application and administrative duties.
Administrative Agent	The entity that performs both Collaborative Applicant and State Administrative Entity functions.
HMIS	The shared Homeless Management Information System.
CES	Coordinated Entry System: the community process for access, assessment, prioritization, and referral.
ESG	Emergency Solutions Grants.
PIT Count	Point-in-Time Count of sheltered and unsheltered homelessness.
Recusal	Not taking part in discussion or voting because of a conflict.
Quorum	The minimum number of voting members needed to conduct formal business.
Standing Committee	A continuing committee with an ongoing subject or fixed meeting schedule.
Ad Hoc Committee	A temporary committee created for a specific task.

Recommended Public-Facing Replacement for the Spreadsheet

The existing responsibility spreadsheet is hard to follow because one duty is spread across many entity columns. The public version should use one row per duty and only the columns below.

Duty	Final authority	Oversight	Work lead	Support	Report / product	Timing
Charter review	Voting membership	Board	Membership Committee	CA and HMIS Lead	Proposed amendments and vote	Every year
Board election	Voting membership	Membership	Nominating Committee	CA / Secretary	Election and ratified roster	Every year
HUD application	Board	Board	Collaborative Applicant	Applicants, HMIS, reviewers	Approved and submitted application	Every funding cycle
HMIS	Membership/Board as charter assigns	Board	HMIS Lead	HMIS users	Policies, data reports, compliance report	Ongoing / annual review
Coordinated Entry	Board	Board	CES Lead	Providers and ESG recipients	CES reports and policy updates	Ongoing / annual review
Performance review	Board	Board	Performance Committee / staff	HMIS Lead and recipients	Findings and corrective recommendations	At least yearly
PIT Count	Board	Board	CA / PIT Count Committee	HMIS, regions, volunteers	Count and HUD submission	Yearly locally
Regional priorities	Board or membership, depending on action	Board	Regional Steering Committees	Local stakeholders	Needs and funding recommendations	Regularly

Committee Review Checklist

- Confirm every duty names one final approving body.
- Separate authority from oversight in the chart.
- Confirm each lead agency has a written agreement, performance measures, and reporting schedule.
- Match committee names and powers exactly to Chapter 8.
- Identify which committees are Brown Act bodies.
- Confirm that membership-reserved powers are not accidentally delegated to staff or the Board.
- Confirm that the Collaborative Applicant's non-voting Board and Secretary roles are described accurately.
- Confirm that conflicts are screened before grant, contract, performance, or funding discussions.
- Add dates and version numbers to every public chart.
- Review the charter and chart together at least annually.

Source Note

This guide is based on the San Bernardino City and County Continuum of Care CA-609 Governance Charter adopted July 24, 2024, especially Chapters 1 through 10. It is designed for education and orientation. When this guide and the charter differ, the charter controls.

CA-609 San Bernardino City and County Continuum of Care Membership Application Instructions

Thank you for your interest in participating in the CA-609 San Bernardino City and County Continuum of Care (CoC). The CoC is a regional or local planning body that coordinates housing and service funding for homeless families and individuals. The CoC is designed to promote a community-wide commitment to the goal of ending homelessness and to provide funding for efforts by non-profit providers, states, and local governments.

The CoC is made up of designated representatives of a “relevant organization”, as defined below. Relevant organizations and individuals within San Bernardino County may apply to be considered for membership in the U.S. Department of Housing and Urban Development (HUD) designated CA-609 San Bernardino City and County CoC.

Membership Eligibility. Section 578.5 of Title 24 of the Federal Regulations defines “relevant organizations” as including, “nonprofit homeless assistance providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing authorities, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve veterans and homeless and formerly homeless individuals.

Applicants must designate one representative on their application to vote on behalf of their organization. If they are unable to attend a CoC meeting, a voting representative from an organization may authorize another individual from their organization to be their alternate. A roster of voting representatives is maintained and updated at least annually.

CoC Member Duties Include:

- (1) Attend meetings of the full CoC membership, with published agendas, at least twice a year;
- (2) Adopt and follow a written process to select a board to act on behalf of the CoC, which process must be reviewed, updated, and approved by the CoC at least once every 5 years;
- (3) Appoint additional committees, subcommittees, or workgroups;
- (4) In consultation with the collaborative applicant and the HMIS Lead, develop, follow, and update annually a governance charter, which will include all procedures and policies needed to comply with HMIS requirements as prescribed by HUD; and a code of conduct and recusal process for the board, its chair(s), and any person acting on behalf of the board.

To see a full list of CoC duties and responsibilities click [here](#).

You can complete a membership application online at <https://sbchp.sbcounty.gov> or complete a PDF file of the application and email it to OHS@hss.sbcounty.gov or mail it to:

The Office of Homeless Services
560 E. Hospitality Lane, Suite 200
San Bernardino, CA 92415-0044

CA-609 San Bernardino City and County Continuum of Care

Membership Application

Instructions: Please submit this form via email to: OHS@hss.sbcounty.gov or by mail to the Office of Homeless Services – 560 E. Hospitality Lane, Suite 200, San Bernardino, CA 92415-0044

			Date:
Organization Name:			
Executive Director:			
Business Address:			
City:	State:	Zip:	
Email Address:			
Phone Number:			
Link to Organization's Website:			

Primary CoC Voting Representative Name:	
Title:	
Email Address:	
Phone Number:	

Alternate Representative Name:	
Title:	
Email Address:	
Phone Number:	

Which of the following sectors best describes your organization sector?		
☐ Advocate	☐ Business	☐ CDBG/HOME/ESG Entitlement Jurisdiction
☐ Disability Service Organization	☐ EMS/Crisis Response Team	☐ Faith-Based Organization
☐ Homeless/Formerly Homeless Individual	☐ Hospital or Health Care Organization	☐ Housing Developer
☐ Law Enforcement	☐ LGBTQ Service Organization	☐ Local Government
☐ Mental Health Service Organization	☐ Non-Profit Homeless Service Provider	☐ Public Housing Authorities
☐ School District/College/University	☐ Social Service Provider	☐ Street Outreach Team
☐ Substance Abuse Service Provider	☐ Substance Abuse Service Provider	☐ Veteran Organization
☐ Victim Service Provider	☐ Youth Homeless Organization	Other:

By submitting this application, you hereby agree to meet the Continuum of Care membership duties as outlined in the accompanying Instructions and attest that your organization's representative or alternate can attend meetings at least twice a year.

Signature

Date

CoC BOARD MEMBERSHIP CRITERIA

Who can be selected as a CoC Board Member?

Any individual CoC member may apply for an open Board position by responding to the Call for Applications and submitting, by the posted deadline, a/an:

- Completed a Board Member **Application**;
- Brief biographical **summary or resume**;
- **Personal statement** summarizing the perspective(s) that the nominee would bring to the CoC Board; and
- **Letter of Recommendation** from a San Bernardino CoC member organization or individual.

Board candidates should have:

- At **least two years of experience** working or volunteering in the homeless sector or within the SB CoC;
- Who are registered participants of the CoC Full Membership and;
- A track record of a commitment to working to alleviate homelessness in the region.

Who cannot be selected as a CoC Board Member at this time?

- Individuals who are barred from conducting business with the U.S. Department of Housing and Urban Development (HUD).
- Individuals who have already served four or more years on the CoC Board as a primary Board member including in the past year. Individuals who previously served the CoC Board for four (4) or more years, will need to observe a one-year break prior to being eligible to be re-elected to the Board.

Who on the current Board can retain a seat on Board?

- Individuals who have not completed their first full two-year term as a primary Board Member, who wish to remain on the Board, may be retained in an at-large or other appropriate seat. Members who are completing the term of a Board seat that was vacated by the Primary member will finish the original term of the Member and then are eligible to be considered for selection as a Primary Board Member on their own merit.
- Individuals who have served a full two-year term but have not served the second term can be nominated and elected to serve a second term.
- The current Board Chair will remain as a non-voting resource to the Board for a one year-period.
- The Collaborative Applicant, is a non-voting resource.

How are persons chosen to serve on the Board?

The Nominating Committee will collect and conduct a threshold validation of the submitted applications and create a full list of applicants with an indication as to whether the candidate meets the minimum threshold requirements. The Nominating Committee will further review the list of applicants against the list of Board Member priorities and determine a slate of qualified applicants. The summaries (including candidate biography/resume, application, personal statement, and letter of recommendation) of each of the qualified applicants will be forwarded to the full CoC membership two **(2) weeks** prior to the election day.

CALL FOR NOMINATIONS

for Facilitators of Continuum of Care (CoC) Membership

Background: CoC Membership Facilitators

CoC Facilitator: A leadership role established through the Continuum of Care Governance Charter to facilitate and coordinate the work of the Full CoC Membership. CoC Facilitators guide membership meetings, promote inclusive participation and collaboration, support effective decision-making, and help ensure that the CoC Membership fulfills its governance and planning responsibilities consistent with HUD requirements and the locally adopted Governance Charter.

Candidate Qualifications

- CoC Facilitators should have substantial working knowledge of the San Bernardino City and County CoC;
- Be dedicated to serving the best interest of the CoC as a whole;
- Be skilled in leading/facilitate large, diverse groups;
- Have a capacity to resolve conflict between members;
- Have working knowledge of the HUD CoC program;
- Have sufficient, flexible time to dedicate to the tasks of the CoC;
- Invested in working collaboratively with other leaders.

Duties and Responsibilities of the CoC Facilitators

The duties and responsibilities are described in Chapter 2 of the CoC Governance Charter as most recently adopted. In general, the CoC Facilitators could be considered Co-Chairs who manage the accomplishment of the tasks identified for the CoC Membership body. CoC Facilitators have leadership privileges parallel to the Board Chair and Vice Chair with respect to convening meetings, setting agendas, appointing Ad Hoc Committees as needed to accomplish the responsibilities of the CoC Membership identified in the Charter but do not interfere with existing committees and groups.

Facilitators ensure the CoC Membership completes essential tasks such as calling for CoC Full Membership meetings at least three times each year, issuing a public notice inviting organizations and individuals to join the CoC; ensuring the Governance Charter is reviewed annually in consultation with the Collaborative Applicant and HMIS Lead agent, annually appointing an Ad Hoc Nominating Committee, ensuring an annual review and updates to Written Standards and Coordinated Entry policies by the groups identified to implement those tasks. Refer to the chart in the CoC Membership chapter in the Governance Charter for information on the relationships between the CoC Membership, and other components of the CoC Structure.

How to Apply to Become a CoC Facilitator

Individuals wishing to apply for a position of CoC Facilitator will complete the same Application Packet as those applying for a position on the Board. Applications for CoC Facilitators should be submitted to the Office of Human Services (OHS) by electronically or in hard copy.

Please submit the completed CoC Board Application & Nomination Form and the required attachments listed on the application, no later than **4 PM PT September 15, 2026** to:

Office of Homeless Services
Attn: CoC Board Application / Claudia Doyle
OHS@hss.sbcounty.gov or drop of at
560 East Hospitality Lane, Suite 200, San Bernardino, CA. 92408

**San Bernardino City and County Continuum of Care (CoC)
Elections Timeline**

Date	Activity	Responsible Party	Notes
July 13, 2026	Reviewed Board positions and time in seat	Collaborative Applicant (OHS), CoC Consultant, CoC Facilitator	
July 27, 2026	Identify members of the Ad Hoc Nominating committee.	OHS, HMIS Lead and CoC Facilitator	Persons on the AD Hoc Committee cannot become candidates for selection.
August 2026	Elections timeline provided	OHS, CoC Consultant, CoC Facilitator	
August 11, 2026	Initial meeting of the Nominating Committee	OHS, CoC Consultant, CoC Facilitator and Ad Hoc Nominating Committee	Review of election documents, approve timeline. Set meeting schedule,
August 25, 2026	(OHS) releases Call for Applicants and Nominations for Board seats Nomination Materials released to public and Board Member nomination process begins.	OHS	Public notice include website posting, release to CoC Membership list and to OHS contact list.
September 2026	Entities with Designated Board Seats select their representative and notify the OHS of their selection. These include: The San Bernardino County Board of Supervisors; County of SB Community Development and Housing Department, County Human Services; County Superintendent of Schools or Board of Education; the Youth Advisory Board (YAB).	Entities with designated seats, OHS	These appointments are made by the entity holding the seat. Placed on Board Matrix
September 15, 2026	CoC Board applications close by 4pm	OHS	Organizes application by seat for NC review
September 15 - 21, 2026	Review of nominations and applications, fill in the Board Matrix to ensure there are eligible candidates for the seats to be filled and compile a ballot	OHS, Nominating Committee	NC Screens candidates for eligibility for potential Board Membership, attendance at meetings, experience in Homeless Services

Date	Activity	Responsible Party	Notes
September 22, 2026 or sooner	OHS notifies nominees of receipt of their application and their eligibility based on established criteria. OHS confirms willingness to serve if selected.	OHS	Notification of eligibility status will occur throughout the screening process. (from the opening of applications come in) Candidates must confirm their willingness to serve. Candidates who decline will not be included on the ballot.
September 23, 2026	Announce voting day to membership – membership to authorize the Nominating Committee to finalize the Board roster based on the results of the vote	CoC Facilitator	
September 24, 2026	Send out Ballot information. The ballot will include for each candidate the following: - including candidate biography/resume, - application, - personal statement, and - letter of recommendation	OHS, Nominating Committee	Ballot with all candidate information will be forwarded to the full CoC membership two (2) weeks prior to the election day.
October 8, 2026	Election Day - CoC Full Membership eligible voters	OHS, Nominating Committee	Voting will take place in three formats: In person, by Teams meeting Chat, and by email. Instructions on how each will be accomplished will be sent out with the ballot and or ahead of time.
October 8 - 14, 2026	Verify votes and compile final roster of the highest vote getters in each category and the names of those appointed into entity-designated seats.	OHS, Nominating Committee	
October 15, 2026	Final Results of the election is sent to the CoC Full Membership Final Board Roster item is requested to be placed on the CoC Board Agenda for ratification		

Date	Activity	Responsible Party	Notes
October 28, 2026 Final CoC Board Meeting of the year	CoC Board Votes to ratify final Board roster.	OHS	CoC Ratifies the roster for publication.
October 29, 2026	An announcement with the new CoC Board, CoC Facilitators and non-voting members is announced to the CoC.	OHS	
Starting October 29	Board Membership rosters are updated and published; orientation and training information is sent.	OHS	
November ?, 2026	Orientation is held for any new and returning CoC Board Members	OHS	Review of duties, Ethics, responsibilities and Brown Act.
January 1, 2027	Newly seated Board begins a two-year term.		
January 27, 2027	First meeting of CoC Board.	New CoC Board	CoC Board Selects Board leadership.



ON OUR WAY HOME:

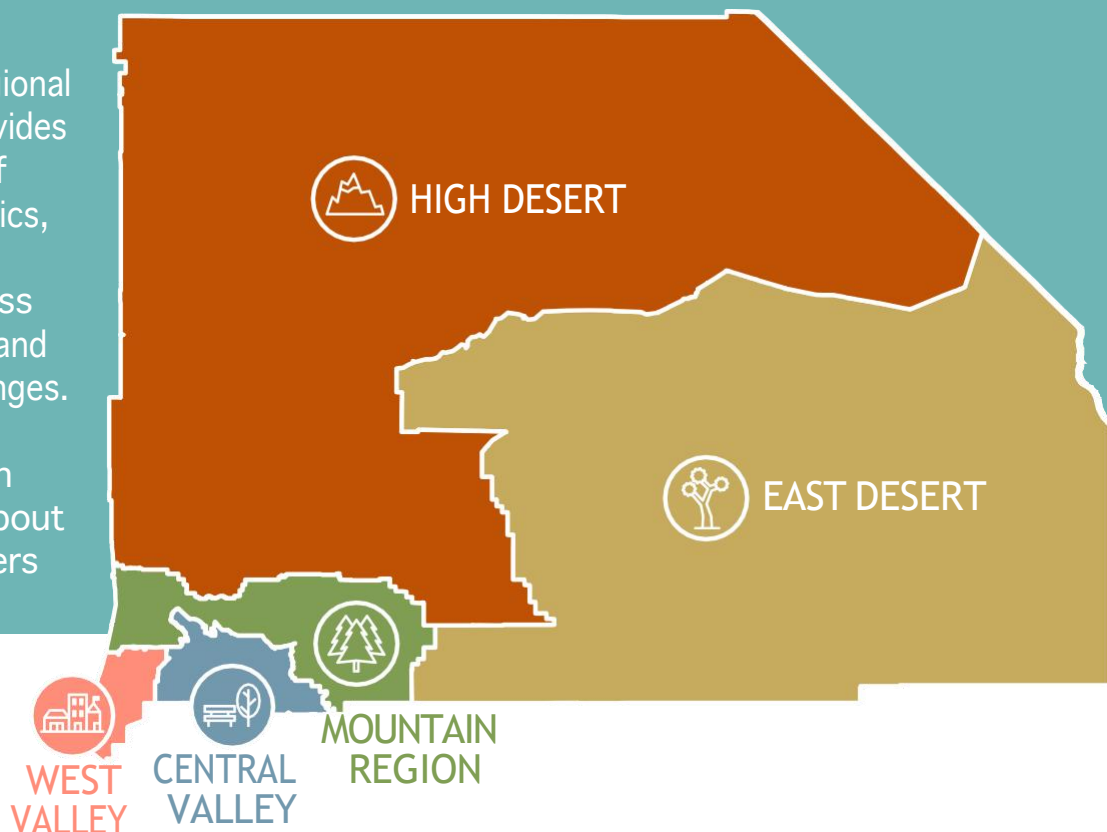
The San Bernardino CoC Regional Action Plan on Homelessness 2026 - 2030



Regional Implementation Plans

Although the plan goals and strategies will be implemented across the entire CoC, the action steps prioritized for each RSC are customized to the unique needs and resources within each region. The CoC identified the regional action steps through discussions with service providers and community partners within each region. As implementation of the plan progresses, the CoC will update the action steps and prioritize new action steps.

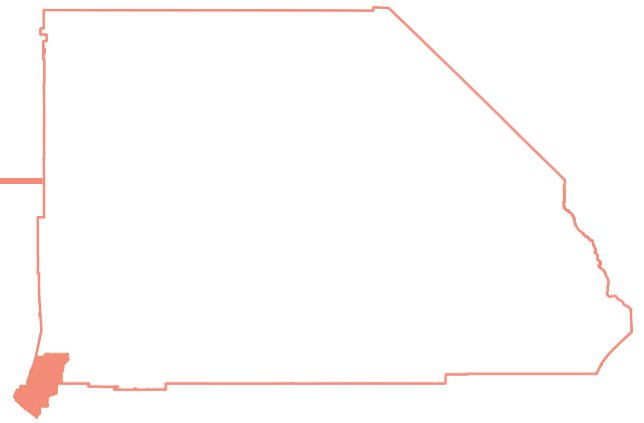
The first page of each regional implementation plan provides a high-level snapshot of each region's demographics, economic and housing indicators, homelessness data, system resources, and key strengths and challenges. The subsequent pages include prioritized action steps each with notes about timelines and key partners





West Valley RSC Regional Implementation Plan

The West Valley region includes some of the most suburban and economically developed parts of the county, including cities like Ontario, Rancho Cucamonga, and Upland. It benefits from its proximity to Los Angeles, with access to a skilled workforce, a diversified economy, and a strong logistics, retail, and manufacturing presence. The area has seen rapid growth in recent years, which has brought infrastructure and housing development challenges, along with increasing diversity and the need for more diverse and culturally competent providers.



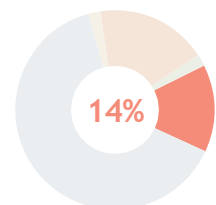
According to the U.S. Census Bureau, West Valley residents represent 32% of the county's total population. The region has the highest median rent at \$2,159 and median income is \$99,887. Approximately 28.3% of the region's population is severely cost burdened (spending more than 50% of income on housing) despite only 9.7% of the population living below the poverty line. The West Valley has the lowest vacancy rate of all San Bernardino county regions, at 3.6%.

Homelessness in the West Valley

476 UNSHELTERED

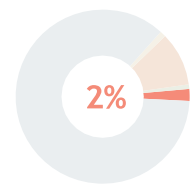


80 SHELTERED



of the CoC's total PITC

The West Valley Region's Homeless Service System

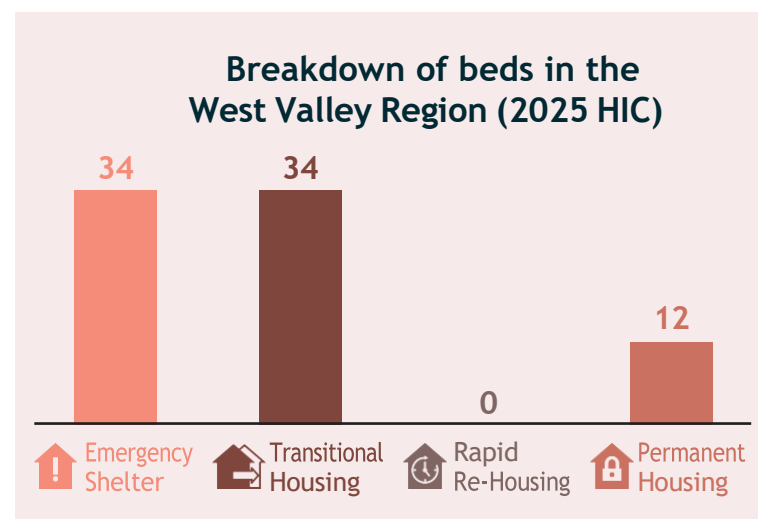


The West Valley region has extremely limited interim and permanent housing available for people experiencing homelessness with only **2% of the total beds** in the CoC in 2025, most of which were dedicated to specialized populations.

The homeless service system in the West Valley is characterized by deep collaborations and partnerships between providers, a strong commitment from both County and City governments, strong partnerships with health care providers, and an emphasis on developing innovative service models. Challenges for the West Valley RSC include a severe shortage of affordable housing, the additional need for housing for people with behavioral health needs, and uneven local provider participation in the CoC's Coordinated Entry System (CES) and the Homeless Management Information System (HMIS).

Additionally, there is a large population of individuals and families living in the region that are at-imminent risk of homelessness. As identified above, more than one in four renter households in the region are severely cost burdened, living one missed paycheck or one unanticipated financial crisis away from losing their stable housing. There is also a large, hidden population living in their cars, paying to live in motels and living doubled-up with relatives or friends. Both of these situations highlight a critical need for one-time rent assistance payments or ongoing rental subsidies, coupled with conflict mediation, to stabilize these households and prevent family crises that can lead to homelessness. RSC members noted the absence of a proactive role by local governments in incentivizing deeply affordable housing development in the community, including density bonuses and fast-track permitting. RSC members also highlighted the urgent need to create regional drop-in centers for youth, and partner with schools and local community colleges to staff and promote access to housing and services.

Breakdown of beds in the West Valley Region (2025 HIC)



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

 GOAL 1 : Permanent and Affordable Housing	
STRATEGY	WEST VALLEY RSC ACTION STEP
Strategy 1.2: Expand access to affordable housing in underserved regions.	Expand access to affordable housing for aging adults and disabled by piloting shared housing and co-op living models, (e.g., supporting home sharing for homeowners, pairing tenants to share rentals, and developing cooperative living spaces), including projects tailored for aging adults developed through the West Valley Regional CCAHSAA Collaboratory initiative like the West Valley Initiative with the California Healthcare Foundation.
 GOAL 2 : Coordination	
STRATEGY	WEST VALLEY RSC ACTION STEP
Strategy 2.1: Formalize communication and roles between the County, CoC and RSCs to strengthen internal collaboration.	Establish a formal partnership between the County, West Valley cities, the CoC-RSC and other community stakeholders to provide strategic planning, coordinated service delivery and operational oversight for the new West End Regional Navigation Center.
	Model information sharing and peer learning for other RSCs and the CoC by highlighting innovative housing and funding models utilized by West Valley, such as the CCAHSSA Collaboratory initiative, and its cities in cross-RSC and CoC presentations and workshops.
Strategy 2.3: Strengthen cross-sector partnerships for resource optimization.	Support the development of regional cross-sector partnerships between public and private organizations in the homelessness, housing, healthcare and social service sectors to facilitate collective impact outcomes focused on housing stability and whole person care for high-risk populations in the region, such as the CCAHSAA Collaboratory initiative.
 GOAL 3 : Shelter and Services	
STRATEGY	WEST VALLEY RSC ACTION STEP
Strategy 3.1: Develop a CoC-wide plan for shelter and interim housing.	Develop a regional strategy that creates bridge housing for people exiting hospitals, crisis stabilization units, treatment and recovery programs and other institutions by aligning cross-system partners, braiding capital and operating funds, formalizing discharge-to-housing protocols, and tracking outcomes.
 GOAL 4 : Prevention and Diversion	
STRATEGY	WEST VALLEY RSC ACTION STEP
Strategy 4.3: Proactively identify and stabilize households at high risk of homelessness.	Establish a regional prevention and diversion strategy for the West Valley that includes developing a coordinated regional flexible spending pool and a multi-agency collaborative partnership that focuses on maintaining housing for currently housed, high-risk households, preventing their inflow into the system.
 GOAL 5 : Data and Performance	
STRATEGY	WEST VALLEY RSC ACTION STEP
Strategy 5.2: Increase provider accountability and performance management.	Establish a regional model for data-driven housing and homelessness response, using outcomes and lessons learned to guide countywide strategy and replication.
Strategy 5.3: Ensure lived experience is integrated at all levels of decision-making.	Develop and implement a process to integrate feedback and input from people with lived experience into all levels of housing and homelessness policy, planning and program design in the West Valley.

West Valley RSC Implementation Plan

Goal 1: Permanent and Affordable Housing			
Strategy	West Valley RSC Action Step	Timelines and Key Partners	Performance Metrics
<i>Strategy 1.2: Expand access to affordable housing in underserved regions.</i>	Expand access to affordable housing for aging adults and disabled by piloting shared housing and co-op living models, (e.g., supporting home sharing for homeowners, pairing tenants to share rentals, and developing cooperative living spaces), including projects tailored for aging adults developed through the West Valley Regional CCAHSAA Collaboratory initiative like the West Valley Initiative with the California Healthcare Foundation.		
Goal 2: Coordination			
Strategy	West Valley RSC Action Step	Timelines and Key Partners	Performance Metrics
<i>Strategy 2.1: Formalize communication and roles between the County, CoC and RSCs to strengthen internal collaboration.</i>	Establish a formal partnership between the County, West Valley cities, the CoC-RSC and other community stakeholders to provide strategic planning, coordinated service delivery and operational oversight for the new West End Regional Navigation Center.		
	Model information sharing and peer learning for other RSCs and the CoC by highlighting innovative housing and funding models utilized by West Valley, such as the CCAHSSA Collaboratory initiative, and its cities in cross-RSC and CoC presentations and workshops.		
<i>Strategy 2.3: Strengthen cross-sector partnerships for resource optimization.</i>	Support the development of regional cross-sector partnerships between public and private organizations in the homelessness, housing, healthcare and social service sectors to facilitate collective impact outcomes focused on housing stability and whole person care for high-risk populations in the region, such as the CCAHSAA Collaboratory initiative.		

Goal 3: Shelter and Services			
Strategy	West Valley RSC Action Step	Timelines and Key Partners	Performance Metrics
<i>Strategy 3.1: Develop a CoC-wide plan for shelter and interim housing.</i>	Develop a regional strategy that creates bridge housing for people exiting hospitals, crisis stabilization units, treatment and recovery programs and other institutions by aligning cross-system partners, braiding capital and operating funds, formalizing discharge-to-housing protocols, and tracking outcomes.		
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<i>Strategy 4.3: Proactively identify and stabilize households at high risk of homelessness.</i>	Establish a regional prevention and diversion strategy for the West Valley that includes developing a coordinated regional flexible spending pool and a multi-agency collaborative partnership that focuses on maintaining housing for currently housed, high-risk households, preventing their inflow into the system.		
Goal 5: Data and Performance			
Strategy	West Valley RSC Action Step	Timelines and Key Partners	Performance Metrics
<i>Strategy 5.2: Increase provider accountability and performance management.</i>	Establish a regional model for data-driven housing and homelessness response, using outcomes and lessons learned to guide countywide strategy and replication.		
<i>Strategy 5.3: Ensure lived experience is integrated at all levels of decision-making.</i>	Develop and implement a process to integrate feedback and input from people with lived experience into all levels of housing and homelessness policy, planning and program design in the West Valley.		