



Housing Authority of the County of San Bernardino

2021
ANNUAL REPORT





MISSION AND VISION



Our Mission

The Housing Authority of the County of San Bernardino empowers all individuals and families in need to achieve an enriched quality of life by providing housing opportunities and resources throughout San Bernardino County.

Respect

We believe that all people should have a stable and enriched quality of life and should be afforded the opportunity to not only survive, but to thrive in environments that are sensitive to and encourage respect and empathy for individual circumstances.

Safety

We believe that all residents deserve a safe and secure living environment that is crime- and distraction-free and where families can feel good about raising their children and seniors can enjoy a high quality of life.

Integrity

We believe that there is a strong, mutually reinforcing connection between the integrity of our staff/programs and the success of our clients. Integrity-building within our organization is key to fulfilling our mission statement.

Service

We believe that in order to be successful, we must serve the public by being effective stewards of its financial resources and by developing a customer service business model based on benchmarks and measurements.



Our Vision

The Housing Authority of the County of San Bernardino is committed to creating a world in which all people have a stable and enriched quality of life.

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BOARD OF COMMISSIONERS



Tim Johnson



Beau Cooper



Dr. Ciriaco "Cid" Pinedo



Cassie MacDuff



Sylvia Miller



Bobby Tarango



Jessie Muñoz

Special Thanks to Ms. Jessie Muñoz

The HACSB team would like to express our sincere gratitude to Jessie Muñoz, who served as a board member to the Housing Authority for over 20 years. Ms. Muñoz also served the community as a member of our Resident Advisory Board for many years. As a board member since September 2001, she worked with numerous HACSB staff and leaders, including four Executive Directors. Ms. Muñoz contributed to some of the most significant changes that have taken place at HACSB over the years, including helping to lead the organization through HACSB's conversion to become a Moving to Work (MTW) agency, the redevelopment of 1940's-era Public Housing Communities, and the implementation of innovative and nationally recognized policies such as HACSB's term-limit MTW initiative. She was a passionate leader whose testimony to members of Congress about the importance of housing and the need to expand affordable housing was heartfelt and powerful. Ms. Muñoz passed away in January 2022. We are thankful to have known Ms. Muñoz for so many years, and are grateful for her contributions of time and experience, for her friendship to the HACSB team, and for her work toward our shared goal that all individuals and families have a stable and enriched quality of life.

EXECUTIVE DIRECTOR'S MESSAGE

Friends and Colleagues,

I am excited to share with you this 2021 Annual Report highlighting some of the major events of the past year. 2021 was another challenging year, as the ongoing COVID-19 pandemic continued to impact many aspects of our work and our lives. Rental prices throughout the County skyrocketed, earning San Bernardino the distinction of having the second-fastest rising median rents in the nation (just behind Phoenix, Arizona). Businesses and employers were affected, and many of the families we serve experienced decreased income due to reduced work hours or loss of employment. Sustaining staffing levels was also challenging as the pandemic affected our team personally, and – like the rest of the country – we experienced high staff turnover. Still, despite these significant challenges, 2021 was also a year of great accomplishments. We are proud to have completed the development of Desert Haven apartments, our second permanent-supportive housing community for formerly homeless individuals. The new Emergency Housing Voucher program also launched in 2021, bringing 455 housing vouchers to our County to serve formerly homeless individuals and families, persons fleeing domestic violence and human trafficking, and other vulnerable populations. During 2021 we also opened Crestview Terrace, the third phase of redevelopment at the Arrowhead Grove community in San Bernardino. As always, serving the community remained our highest priority. Our resident services team collaborated with numerous community partners to expand services to the communities during the pandemic, including meal and grocery delivery services that provided over 7,600 meal deliveries and nearly 3,000 grocery boxes. We continued our work to ensure that families reside in desirable communities with rehabilitation projects that not only resulted in beautification and preservation of the buildings, but also put the needs of residents first. We embarked on a process to re-envision our strategic plan, creating a tool that will outline our priorities and protect the resources needed to reach those goals. I invite you to learn more about these accomplishments, and what is ahead for HACSB, through this Annual Report. We have ambitious goals and look forward to continuing our service to the community.



More information about our services and accomplishments can be found on our website, hacsb.com. There you can learn about innovative programs developed through our Moving to Work designation, find updates on the progress of our redevelopment work, and see the accomplishments of the families we serve.

Thank you to our Board of Commissioners, HACSB team, and all the partners who work tirelessly to make a meaningful, positive difference in the lives of the families we serve. It is an honor to serve the community alongside so many individuals who are passionate about our mission, and I am proud of all that we accomplish together.

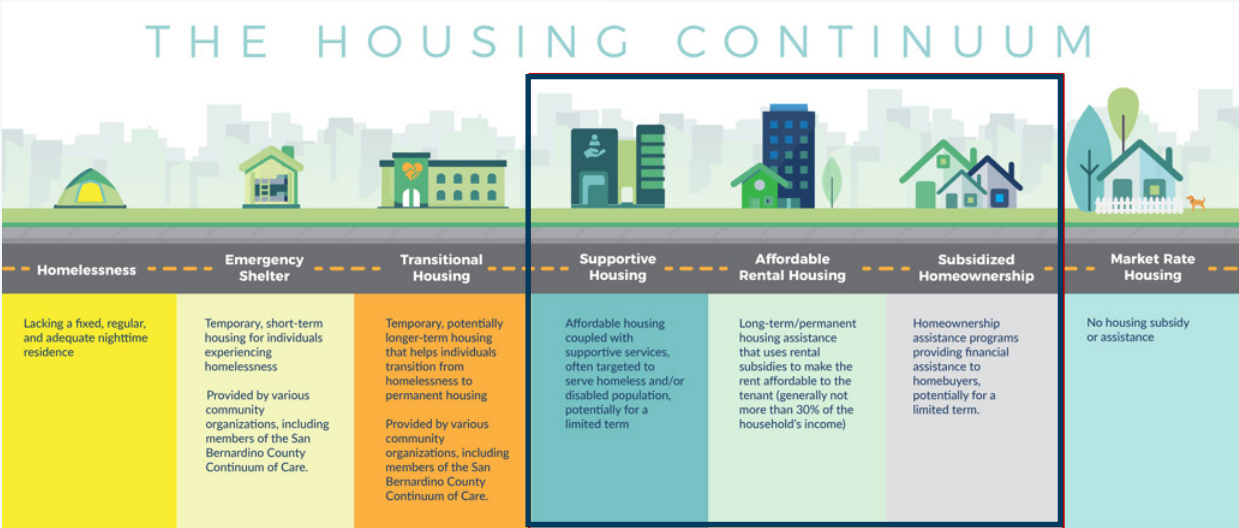
I hope that you find our Annual Report informative and inspiring, and that you will reach out to me with your feedback, questions, and ideas.
Respectfully,

A handwritten signature in blue ink that reads "Maria Razo". The signature is stylized with a large, looped "M" and a cursive "Razo".

Maria Razo

WHO WE ARE

As the largest provider of affordable housing in San Bernardino County, the Housing Authority of the County of San Bernardino (HACSB) proudly assists low-income families attain safe and stable housing through a variety of rental assistance programs funded by the U.S. Department of Housing and Urban Development (HUD). Through these programs, we serve approximately 25,000 people, most of whom are seniors, individuals with disabilities, veterans, and children.



Housing Authority Core Work Homelessness Prevention

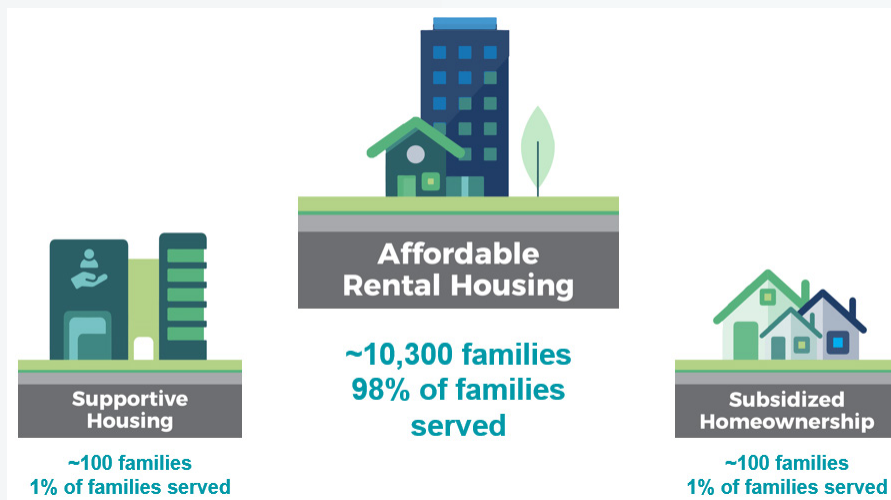
Moving to Work

HACSB was designated by Congress in 2008 as a Moving to Work (MTW) public housing agency, allowing us to waive some HUD program requirements to develop local policies adapted to the diverse communities that make up San Bernardino County. MTW initiatives must target at least one of the three MTW Statutory Objectives:

1. Reduce program costs and increase cost efficiency
2. Encourage assisted families to pursue economic self-sufficiency
3. Increase housing choice for low-income families

Housing Individuals with Families

Our core work is to prevent homelessness by helping families to afford rental housing. The affordable rental housing programs we administer provide a critical safety net for families in San Bernardino County, where it takes nearly twice the minimum wage to afford rent for a two-bedroom apartment. These programs are more vital than ever, as housing costs in San Bernardino County have skyrocketed over the past two years due to the impacts of the COVID-19 pandemic. We are working to help build a world where every family has the opportunity to access safe and stable housing by advocating for additional funding and with our partners helping to empower families to leverage that safety and stability to move toward economic self-sufficiency. We also assist families to move from renting to purchasing a home through our Homeownership Program, and - along with many partners - we help individuals who were formerly homeless through two Permanent Supportive Housing communities.



Real Estate Development and Redevelopment

HUD does not provide HACSB with capital funds for development of additional affordable housing, and we have relied on a variety of partners to fill this gap and help us add to the supply of affordable housing in San Bernardino County. Development of new affordable housing has been made possible through funding and loans from San Bernardino County, various cities throughout the county, and other partners. Redevelopment of 80+ year-old Public Housing communities is the central focus of our development projects. This work preserves affordable housing for future generations and often increases the number of affordable housing units while improving the quality of these communities for the families who call them home.

ECONOMIC IMPACT

\$100.5 Million

Paid in housing assistance to
almost 3,300 landlords

\$21.2 Million

Paid to 427 vendors for
various services

\$851 Thousand

Spent on rehabilitation
of housing units

138

Employees across 17 offices

More than Housing

258

Clients who have become new
homeowners since 2000

302

Scholarship recipients since 1991



9,912 Families and 22,879 Individuals

Housed making up 1% of the County's Population

9,813

Vouchers for 22,608
individuals

99

Public housing units
for 271 individuals

3,843

Seniors 62 years
& older housed

5,770

Individuals with
disabilities housed

8,850

Children 17 years
& younger housed

6,206

Homeless individuals
and families served

81,131

Applicants on
various waiting lists

AFFORDABLE RENTAL HOUSING UNITS BY PROGRAM

Voucher Programs: 9,813

These units are privately owned, with rent subsidies paid directly to owners by the Housing Authority. These programs are managed by HACSB at offices in San Bernardino, Upland, and Victorville. Rental subsidies are funded by the U.S. Department of Housing and Urban Development.

Public Housing Units: 99

These units are owned and managed by the Housing Authority. Rental subsidies are funded by the U.S. Department of Housing and Urban Development.

HACSB Affordable Rental Communities: 2,135

These units are owned by HACSB and were either acquired or developed through a variety of partnerships with the state of California, San Bernardino County Department of Community Development and Housing, various cities throughout the county, and Housing Partners I, Inc., a nonprofit public housing corporation. Most of these units provide a measure of affordability with lower than market rents, though the rents are not as low as within the federally subsidized affordable rental housing programs.

Limited Liability Company and Limited Partner Units: 778

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

Housing Partners I, Inc.: 1,341

These units are part of the property portfolio of Housing Partners I, Inc., HACSB's development affiliate non-profit.

PROGRAMS SERVING HOMELESS INDIVIDUALS

<i>Program Name</i>	<i>Number of Families/ Individuals Served</i>
<i>Veterans Affairs Supportive Housing (VASH)</i>	426
<i>Permanent Supportive Housing (PSH)</i>	72
<i>No Child Left Unsheltered (NCLU)</i>	29
<i>Continuum of Care Programs</i>	301
<i>Mainstream Voucher Program</i>	218
<i>*Housing Support Program (HSP)</i>	3,603
<i>*Keys for Life (KFL) and Keys for Success (KFL)</i>	257
<i>*Supportive Services for Veterans and their Families (SSVF)</i>	1,309
TOTAL	6,215

* These programs are administered by HACSB's affiliate non-profit Knowledge and Education for Your Success (KEYS)

Knowledge & Education for Your Success (KEYS)

Founded in 2009, KEYS is a 501(c)(3) nonprofit originally founded to provide additional support and services for under-resourced families and children. KEYS represented a unique opportunity to utilize non-traditional, non-PHA funding sources to bring additional resources to the clients that HACSB serves and to those in need not directly served by HACSB.



HOUSING UNITS BY CITY

HACSB serves all areas of San Bernardino County except the City of Needles. About 3,500 units leased by families participating in our programs are owned by HACSB, including former Public Housing units converted through the Rental Assistance Demonstration (RAD) program. The remainder are privately owned units leased through the Housing Choice Voucher (HCV) program. Families participating in the Tenant-Based HCV program have the freedom to choose where they want to live. These units are not allocated by city.

City	Housing Choice Voucher Program	Public Housing Units	HACSB Affordable Rental Communities	LLC and LP Units	Housing Partners I, Inc.
Adelanto	208	0	0	0	14
Alta Loma	159	0	0	0	0
Apple Valley	263	1	37	0	29
Baker	0	0	24	0	0
Barstow	464	0	517	0	0
Big Bear City	10	0	0	0	0
Big Bear Lake	11	0	0	0	0
Bloomington	76	0	0	0	202
Cedar Glen	6	0	0	0	0
Cedarpines Park	1	0	0	0	0
Chino	299	0	50	0	20
Chino Hills	6	0	0	0	0
Colton	381	0	174	0	8
Crestline	13	0	0	0	0
Fontana	736	0	84	0	60
Grand Terrace	28	0	0	0	0
Green Valley Lake	1	0	0	0	0
Helendale	7	0	0	0	0
Hesperia	203	0	0	0	0

City	Housing Choice Voucher Program	Public Housing Units	HACSB Affordable Rental Communities	LLC and LP Units	Housing Partners I, Inc.
Highland	298	0	100	0	21
Joshua Tree	22	0	12	0	0
Lake Arrowhead	1	0	0	0	9
Landers	1	0	0	0	0
Loma Linda	300	0	0	0	0
Lucerne Valley	4	0	42	0	99
Mentone	52	0	0	0	0
Montclair	168	0	39	0	0
Morongo Valley	1	0	34	0	74
Newberry Springs	1	0	0	0	0
Ontario	771	0	0	0	0
Phelan	2	0	0	0	0
Rancho Cucamonga	424	0	23	153	214
Redlands	534	0	0	0	0
Rialto	311	0	0	0	6
Running Springs	8	0	120	85	170
San Bernardino	2432	0	24	0	0
Sugar Loaf	5	0	0	0	0
Twentynine Palms	42	0	492	442	149
Twin Peaks	37	0	0	0	0
Upland	528	0	0	0	20
Victorville	707	0	40	0	0
Yermo	1	98	0	0	0
Yucaipa	232	0	168	98	153
Yucca Valley	57	0	155	0	63
Total	9,813	99	2,135	778	1,341

Statement of Revenues, Expenses, and Changes in Fund Net Position | Unaudited

For the Fiscal Year Ending September 30, 2021

Rental Income.....	\$27,205,303
Federal/State Grant Income ¹	\$123,624,794
Debt Service Forgiveness.....	\$740,000
Other Income.....	\$6,816,131
Total Revenues.....	\$158,386,227

State Grant Expenses ²	\$6,732,997
Administration.....	\$22,193,201
Resident Services.....	\$799,299
Utilities.....	\$3,886,831
Maintenance & Operations.....	\$6,822,660
General Expenses.....	\$1,130,301
Interest Expense.....	\$1,475,337
Extraordinary Expenses.....	\$4,614,832
Housing Assistance Payments.....	\$100,466,812
Depreciation.....	\$5,468,882
Disposition of Assets.....	\$1,932,948
Operating transfers.....	\$-
Total Operating Expenses.....	\$155,524,098

¹ State and Federal funding for the Housing Choice Voucher program, Public Housing Program, and Housing Support Program

² Housing Support Program (HSP) pass-through expense

Increase in Net Assets.....	\$2,862,129
Adjustments.....	\$ -
Beginning Net Assets.....	\$95,608,704
Ending Net Assets.....	\$98,470,833

Statement of Net Position / Unaudited

For the Fiscal Year Ending September 30, 2021

ASSETS

Cash and Investments.....	\$73,047,438
Accounts Receivable (Net).....	\$3,738,959
Prepaid Expenses.....	\$5,251,107
Due from Governments.....	\$3,581,057
Due from Other Programs.....	\$587,810
Land, Buildings & Equipment (net of accumulated depreciation).....	\$88,791,869
Inventory.....	\$531,109
Notes Receivable.....	\$15,577,519
Total Assets.....	\$191,106,868
Deferred Outflows.....	\$4,808,534
Total Assets and Deferred Outflows.....	\$195,915,402

LIABILITIES

Accounts Payable.....	\$1,392,228
Other Liabilities.....	\$10,361,556
Due to Other Programs.....	\$587,810
Notes Payable.....	\$49,289,297
Accrued Pension & OPEB.....	\$33,564,248
Total Liabilities.....	\$95,195,140
Deferred Inflows.....	\$2,249,429
Total Liabilities and Deferred Inflow.....	\$97,444,569

NET POSITION

Investment in Capital Assets, Net of Related Debt.....	\$39,502,572
Restricted Net Position.....	\$11,830,639
Unrestricted Net Position.....	\$47,137,622
Total Net Position.....	\$98,470,833
TOTAL CAPITAL AND LIABILITIES.....	\$195,915,402

EXPANDING & IMPROVING HOUSING OPPORTUNITIES

The need for housing assistance continues to grow, yet expansions of housing assistance programs are uncommon. We work to fully utilize existing programs and seize opportunities to bring more housing resources to our communities. During 2021, HACSB applied for and received HUD-awarded allocations of rental assistance vouchers to expand existing rental assistance programs and roll out the new national Emergency Housing Voucher program. The HACSB team also made progress on numerous housing development projects, creating new affordable housing units through the redevelopment of 1940's-era Public Housing communities. We also continued our work to ensure that HACSB communities are dignified and desirable by creatively addressing maintenance needs in the midst of a pandemic that has made doing so more challenging than ever. These efforts brought more affordable housing opportunities to families in San Bernardino County.

New and Expanded Rental Assistance Programs

Emergency Housing Voucher (EHV) Program

In 2021, the Emergency Housing Voucher (EHV) program was created by Congress to serve 70,000 low-income families across the country. EHV is targeted to help families who are homeless, at risk of homelessness or returning to homelessness, or fleeing domestic violence, dating violence, sexual assault, stalking, and/or human trafficking. This program helps families locate rental housing and provides financial assistance to make their rent affordable. EHV is structured around partnership between the Housing Authority and local homeless service providers, including the Continuum of Care (CoC), and requires applicants to be referred to the Housing Authority by those providers.

HACSB was allocated 455 Emergency Housing Vouchers and began accepting referrals from the San Bernardino County Coordinated Entry System and Victim Services Providers on October 4, 2021. Within three months of launch, we had already received more than enough referrals to fully lease the program and establish a waiting list. Families are now searching for, and leasing, units with EHV assistance. Unlike most affordable housing programs, EHV program

funding includes modest funding of \$3,500 per voucher to provide supportive services to the family, including housing search assistance, security deposit and utility deposits, rental application fees, essential household items, and renter's insurance. However, the true cost of those services is estimated at \$11,500 per family. Program funding is only enough to cover the security deposit and very limited housing search assistance. To help bridge this gap, the County of San Bernardino awarded Emergency Solutions Grant (ESG) program funds to ensure that vital supportive services are available to EHV customers.

EHV provides a vital resource to help address the homelessness crisis throughout the country and in San Bernardino County. It also provides a significant opportunity to evaluate the impact of supportive services and partnerships in affordable housing programs. HACSB has partnered with Loma Linda University for third-party evaluation of the HACSB EHV program. Outcomes will be shared with community stakeholders, HUD, and elected representatives so the lessons we learn here can be shared nationally.

To learn more about our partnership with the County of San Bernardino, please take a look at our Success through Partnerships article on pages 27-28.

Mainstream Voucher Program

The Mainstream 811 program provides housing assistance to non-elderly adults with disabilities, including persons who are transitioning out of institutional housing, at risk of becoming institutionalized, homeless or at risk of becoming homeless, or persons who previously experienced homelessness and are currently a client in a permanent supportive housing or rapid rehousing project. HACSB has administered the Mainstream 811 program in San Bernardino County for more than twenty years. The program was expanded in 2020-2021 through the award of 140 new vouchers, bringing the total number of families that can be served through this program to 372. The program is administered in partnership with five community partners who provide a variety of supportive services.

Veterans Affairs Supportive Housing (VASH)

Veterans Affairs Supportive Housing (VASH) supports homeless veterans with affordable housing assistance through the Housing Choice Voucher program coupled with case management and clinical services provided by the Department of Veterans Affairs (VA). HACSB partners with the VA Medical Center at Loma Linda to serve veterans in our local communities through this program, with referrals and additional support through key partners committed to the San Bernardino County Homeless Veteran Community Planning Group (HVCPG)

To support the growing need for this critical program, HACSB was awarded 100 new VASH vouchers in early 2021. Together with our partners, we are working to identify eligible veterans in our communities through outreach events such as Operation Reveille and Veteran Standdowns. These events have allowed the partners to quickly identify eligible veterans and issue them a Housing Choice Voucher that same day. More than 1,500 veterans have been served through the HVCPG efforts, a large majority of whom are VASH participants.

Family Unification Program (FUP)

In 2021, HACSB and its partner, the San Bernardino County Department of Children and Family Services (CFS), launched the Family Unification Program (FUP). This program serves families in two populations: those for whom lack of adequate housing is a barrier to avoid out-of-home placement of children or to have children return from out-of-home placement, and youth/young adults who have exited foster care and are homeless or at risk of homelessness. HACSB was awarded 123 FUP vouchers and is now collaborating with CFS for referrals and leasing into this program.

- **Knowledge and Education for Your Success (KEYS)**
- **Rolling Start**
- **Inland Empire Health Plan (IEHP)**
- **San Bernardino County Department of Behavioral Health (DBH)**
- **Inland Regional Center (IRC)**
- **Lighthouse Social Services**
- **US Vets**
- **Supportive Services for Veteran Families (SSVF)**
- **Inland So Cal United Way/Coordinated Entry System/2-1-1**
- **Inland Housing Solutions**

NEW AFFORDABLE HOUSING COMMUNITIES

Desert Haven

Desert Haven is HACSB's second permanent supportive housing development for chronically homeless individuals and families. In partnership with its affiliate non-profit developer, Housing Partners I, HACSB acquired the Queens Motel located in Victorville, California, and converted the site from 61 motel rooms into 24 one-bedroom apartments and seven studio apartments. The site opened on September 22, 2021. Amenities include a laundry room, barbecue and picnic area, large community room, and garden plots.



For a closer look at the site and the first day of move-ins, please watch our opening day video at <https://vimeo.com/652642568>.



Desert Haven provides affordable housing, with rents set at no more than 30% of the resident's income. Importantly, the site also incorporates critical supportive services to promote resident wellness and housing stability. The site is managed by Step Up on Second, who was selected for their experience in managing affordable housing developments for people experiencing serious mental health conditions and chronic homelessness. On-site partners include the San Bernardino County Department of Behavioral Health, Valley Star, Inland Empire Health Plan, and Brilliant Corners. HACSB has also engaged its research partner, Loma Linda University, to evaluate how the housing program and supportive services impact residents.

Development of the Desert Haven community was made possible with support from many partners, including:

- **County of San Bernardino**
Department of Behavioral Health
- **County of San Bernardino**
Community Development and Housing
- **Housing Partners I, Inc.**
- **City of Victorville**
- **Step Up on Second**
- **Inland Empire Health Plan**
- **Loma Linda University**
- **Valley Star**
- **Brilliant Corners**

***We thank you for making this community a reality
and creating a home for 31 formerly homeless households!***

Crestview Terrace

Crestview Terrace is the third phase of redevelopment of the former Waterman Gardens community located in San Bernardino, California. Now known as Arrowhead Grove, the community has continuously been the site of affordable housing since 252 Public Housing units were constructed there in 1942. In 2013, through a competitive proposal process for the redevelopment of the existing public housing sites, HACSB partnered with National Community Renaissance (National CORE). The first phase, Valencia Vista, included 76 units, and the second phase, Olive Meadow, included 62 units. The Crestview Terrace phase includes 184 total units and completes the replacement of the original 252 Public Housing units. This phase is the first mixed-income community of the redevelopment, with 37 units leased at market rate. We are proud that Crestview Terrace not only completes the replacement of the existing public housing units, but also brings 33 new units of affordable housing to the community in addition to the original 252.

HACSB and National CORE leveraged multiple tools to creatively bridge the financing challenges and make the Crestview Terrace redevelopment phase possible. Those tools included Low-Income Housing Tax Credits, HUD's Rental Assistance Demonstration Program, and a one-of-a-kind Moving to Work rent structure modification. The result is 184 new units that will provide housing for families at all income levels.

We want to thank the many partners who contributed to the success of the Crestview Terrace development, including:

- **Loma Linda University Health**
- **San Bernardino Unified School District**
- **City of San Bernardino**
- **Hope Through Housing Foundation**
- **Bank of America**
- **U.S. Department of Housing and Urban Development**
- **County of San Bernardino**
- **National CORE**
- **Dignity Health**



Bloomington Grove III

Located in the City of Bloomington, **Bloomington Grove III** is the 98-unit third phase of the newly developed affordable rental community. Twenty units are reserved through the project-based Housing Choice Voucher program as permanent supportive housing for residents referred to HACSB through the County of San Bernardino's Department of Mental Health (DMH) and Inland Empire Health Plan (IEHP). The \$48 million development was funded through \$25 million in 9% tax credits, \$19.6 million in funding from the County of San Bernardino, \$1.6 million in loan funds from the State of California, and \$1.8 million in conventional loans. Construction completed in early 2021, and the community was fully leased soon after.

Residents enjoy a community building with computer lab and laundry area, two tot lots and barbecue areas. Additional services for residents referred by DMH and IEHP include educational and health and wellness classes, computer training, and financial literacy courses provided by PATH and the Boys and Girls Club of Fontana.



Day Creek Senior Villas

The **Day Creek Senior Villas** community brings 140 affordable apartments for seniors in Rancho Cucamonga, California, a city with one of the highest housing costs in San Bernardino County. As with the Crestview Terrace community in San Bernardino, bridging the financing gap to bring Day Creek Villas to reality required creative and collaborative thinking. HACSB partnered with National CORE to leverage traditional financing, Low-Income Housing Tax Credits, project-based vouchers, and a one-of-a-kind Moving to Work rent structure modification to bridge the gap.





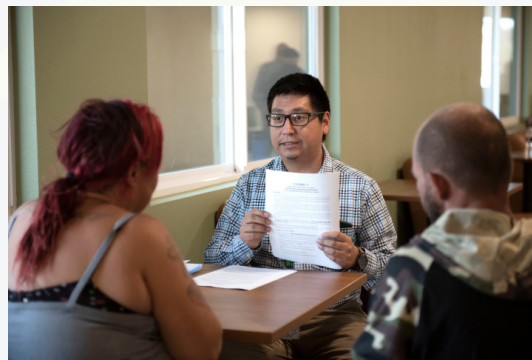
Crestview Terrace Grand Opening



Desert Haven New Resident Michael Moves In



Desert Haven New Resident Richard Moves In



Desert Haven New Residents Michelle and Mark

HOUSING IMPROVEMENTS

Capital Needs Improvement Team Carries Out HACSB's Strategic Goals

HACSB is the largest affordable housing provider in San Bernardino County and owns more than 3,000 units. These units require ongoing maintenance to preserve them for future generations. The Capital Needs Improvement (CNI) team at HACSB is charged with the responsibility of carrying out upgrades, rehabilitations, and large-scale repairs to HACSB's authority-owned properties. One of the challenges of this work is balancing the needs of a large and geographically diverse housing portfolio with funding limitations. The CNI team tackles the challenge while also ensuring that their work aligns with HACSB's strategic goals to protect the long-term viability of HACSB's housing assets and ensure that residents live in safe and desirable homes and communities.

A recent plumbing repair project at the Bighorn Affordable Housing community in Barstow, California, exemplifies how the CNI team overcame significant challenges through creativity and collaboration, while putting resident needs first. Aging copper pipes at the site had been repaired twenty years earlier, and that repair (which was innovative for its time) was causing new problems. As a result, all of the pipes needed to be replaced. Complicating the project further, recent pipe repairs were run on the outside of the buildings and were visually unappealing. According to Mark VanWey, HACSB Project Coordinator, the first idea the team had was to move the pipes inside the walls. The cost to do so, however, made that option unattainable. The team brainstormed a solution that addressed the repair goals, budget constraints, and resident needs. Mr. VanWey said, "We can't just come in with a bunch of contractors and make a lot of dust & noise. Over 80 families LIVE here. They have a schedule, they go to work, kids go to school. We made all our decisions based on resident safety, resident satisfaction & trying to minimize the disruption to their life."

Mr. VanWey proposed to run the new pipes on the exterior of the buildings, but to add decorative covering to hide them. This solution met the budget limitations, improved the buildings' appearance, and minimized disruption to the residents since the work could be done without entering their homes.



After



Before



After



Before

Thank you to the CNI team and maintenance team
for your creative thinking and hard work
to make this project a true success!

REDLANDS TEAM



BARSTOW TEAM



MAPLEWOOD TEAM



UPLAND TEAM



BARSTOW TEAM



LOOKING AHEAD

While we are proud of the accomplishments of the last year, we are also excited when we think about the changes, innovations, and new opportunities that are ahead. The HACSB team is working to address challenges, including rents that are rising faster than families' incomes, and the need to preserve existing aging affordable housing for future generations.

Strategic Goal Planning

In 2020 HACSB embarked on a path to update its long-term strategic goals. Within days of beginning the strategic planning process, the world's collective focus shifted to the emerging COVID-19 pandemic and the State of California shut down in response to Governor Gavin Newsom's Stay-At-Home Executive Order on March 19, 2020. The immediate and ongoing challenges and changes brought on by the pandemic had a direct impact on the families and communities we serve, as well as on HACSB as an organization and the HACSB team as individuals. HACSB paused our strategic planning efforts while we worked to implement immediate changes to help protect families experiencing hardships resulting from the pandemic and ensure that we were positioned to continue providing services to customers without interruption. Two years later, many of the changes necessitated by the pandemic have become routine practice for our team.

In 2021 we relaunched our strategic planning efforts with the changes and challenges of the pandemic in mind. The new goals, which are still under development and will be further refined during 2022, take into consideration the changes in business practices, customer needs, and environmental factors that have transpired since the 2008 Strategic Plan was established. The revised goals will be reflected through Aspiration Statements, which communicate our priorities and will guide our work over the coming years. We look forward to sharing these Aspiration Statements in the coming months.



Rental Market Challenges

The rents in San Bernardino County are among the fastest-rising in the country, and vacancy rates are as low as 1% in some areas. These factors have made it harder than ever for families to afford housing. Even with housing assistance, families have shared with us how difficult it is to find a unit to lease. HACSB is leveraging our Moving to Work (MTW) flexibility to help combat these challenges.

Rental Subsidies that Adapt to the Market We are working with the HUD teams to expand our Local Payment Standards MTW initiative to allow us to be more adaptable to changing market rents. In early 2022 we adopted a HUD waiver to increase our Local Payment Standards significantly, up to 120% of the HUD-approved Fair Market Rents. This is the highest amount we can currently use, but we know that the rental market is quickly outpacing even those amounts. If approved, the new policy will allow us to adjust our Local Payment Standards more frequently to keep pace with the market.

HACSB developed a Leasing Success Strategies MTW initiative that allowed us to create a temporary financial incentive program for landlords who enter into a lease with a new HCV participant, as well as to create a damage mitigation program to help offset the cost of tenant-caused damages. HACSB is also working with the HUD teams to expand this initiative so that we can provide housing navigation assistance to customers, helping them to locate available units

Research to Inform Policy

For over ten years, HACSB has partnered with Loma Linda University (LLU) for third-party research and evaluation of the programs we administer. The lessons learned from this partnership help shape our local policy decisions and help us advocate for policy change on a national scale.

In 2022, we will continue ongoing evaluations with LLU for several key programs, including the Term-Limited Lease Assistance (TLA) program, the Desert Haven and Golden Apartments permanent supportive housing sites, and the No Child Left Unsheltered MTW initiative. Additionally, HACSB and LLU will launch new research into the Emergency Housing Voucher (EHV) program. EHV couples rental assistance with housing navigation services and other supports, and targets vulnerable populations including homeless individuals and victims of domestic/dating violence. Through the research with LLU, we hope to identify which factors influence a family's ability to successfully enter the program and sustain stable housing. This research will be especially important so that we can share what we learn and push for solutions that we know work as Congress looks to expand rental assistance programs in 2023 and beyond.

EXPANDING & PRESERVING AFFORDABLE HOUSING

Valencia Grove Community

The redevelopment of the Valencia Grove community, an original 1940's Public Housing development in Redlands, will continue in 2022 and beyond. Valencia Grove is HACSB's new construction development which reconstructs the former Redlands-Lugonia Public Housing site located at the northeast corner of Lugonia Avenue and Orange Street in the City of Redlands. When complete, the revitalized community will include affordable and market rate rental housing as well as homeownership opportunities. The redevelopment also adds to the affordable housing supply, increasing the total number of units from 115 to 228. Phase one of the redevelopment was completed in 2016 and included the replacement of 85 units. The first phase achieved full occupancy almost immediately upon completion and many previous residents of the former Redlands-Lugonia site returned to the newly constructed units.

The next phase will add 104 apartment homes adjacent to the Phase 1 site. Construction is expected to begin in late 2022. The project will be undertaken as a partnership effort between HACSB and HACSB's affiliate non-profit developer partner, Housing Partners I, Inc. (HPI). HPI brings significant development experience to the partnership, having developed and acquired over 1,200 affordable housing units across the County. Together, HACSB and HPI successfully completed the first Phase of redevelopment.

The third and final phase, which will begin after completion of Phase 2, is expected to bring 39 single-family homes to the site with the anticipation that the homes will be sold to families purchasing through the HACSB Homeownership Program.

Los Olivos RAD Conversion

In 2012, HACSB began a multi-year effort to use the HUD Rental Assistance Demonstration (RAD) program to convert all of its Public Housing communities to project-based voucher communities. The process converts the funding source from Public Housing Operating Subsidy and Capital Fund, which have historically been severely underfunded, to Housing Choice Voucher Housing Assistance Payment (HAP) and Administrative Fee funding. The conversion of HACSB's communities is nearly complete, with only the Los Olivos community in Upland remaining. Conversion was approved by HUD in November of 2021 and will close in mid-2022.



Horizons at Yucaipa Phase II

HACSB's affiliate non-profit, Housing Partners I, Inc. expects to begin construction on the second phase of the Horizons at Yucaipa Senior Housing community in mid-2023. This phase will include 27 units for senior families, bringing the site to a total of 77 apartment homes. This community is being developed in partnership with HACSB.

Arrowhead Grove Community

The Arrowhead Grove Community, formerly known as Waterman Gardens, will also continue to be redeveloped. The site is an original 252-unit 1943 Public Housing development located in the heart of the City of San Bernardino, and three phases of redevelopment have been completed.

- Valencia Vista – **76** affordable units
- Olive Meadow – **62** affordable units
- Crestview Terrace – **147** affordable units and **36** market-rate units

HACSB is currently working to bring additional resources to the community through the development of an on-site Community Resource Center (CRC). The CRC is a major component of HACSB's plan to bring meaningful resources and opportunities to the Arrowhead Grove community. The development of the Community Resource Center is expected to take place in three phases, including efforts to transform existing buildings at the site into workspace for community service providers, a center for vocational training, and a museum commemorating the history of 80 years of public housing managed by HACSB on the 80+ year-old former Waterman Gardens site. Additional phases will include the construction of a new building where HACSB staff and community partners will be co-located to provide services to residents and the broader community, and construction of a new wing dedicated to an on-site partner located full-time at the Arrowhead Grove Community.

When complete, the combined phases of the Arrowhead Grove Community Resource Center will offer an extensive array of services and opportunities, new outdoor collaboration areas, and unique amenities - all within walking distance to thousands of community residents.



National Recognition for Housing Programs and Services

In 2021, HACSB received two Awards of Merit from the National Association of Housing and Redevelopment Officials (NAHRO). The Awards of Merit give national recognition to innovative housing and community development projects, programs, and services provided by housing authorities throughout the country. We are proud to be recognized for our efforts for our permanent supportive housing development, Golden Apartments, and our resident services during the pandemic.

Housing Stability Helps Ms. E Reunite with Her Family

HACSB is celebrating with Ms. E, who moved into her new home after experiencing homelessness for close to 20 years. Ms. E shared that her homelessness began after suffering from a severe domestic violence relationship that resulted in her losing custody of her children to the state of California. Ms. E expressed that her guilt caused her to spiral into a deep depression which led to many years of drug addiction and untreated mental health challenges. She said that she spent many years in and out of drug rehabilitation centers and living on the streets. A year ago, she reached out for help and her therapist referred her to the County of San Bernardino's Dept. of Behavioral Health. She has been engaged in supportive services since that time.

Ms. E shared that she thanked God and all the people who helped her achieve sobriety and become housed. She thought she was moving into an empty apartment and was pleasantly surprised to move into a home with furniture and a welcome home kit. She expressed that it had been many years since she cooked a warm meal in a home of her own and is looking forward to inviting her adult children over so they can be proud of her. Ms. E shared that, as a grandmother, she is most looking forward to having her grandchildren spend the night, watch movies, snack, and cuddle, because if there anything she has learned, it is that family is the most important thing in life.

**“...family
is the most
important
thing in life.”**

-Ms. E

Family Unification Program Helps Ms. B Focus on Education

Ms. B is a 22-year-old who is the eldest of eight siblings, all of whom have been in and out of the foster care system. Ms. B entered the foster care system at age seven, and shared that she never really experienced security or stability while in foster care. As a result, her mental and emotional wellbeing began to decline. Although engaged in transitional services, she recalls feeling an overwhelming fear as she approached her time to transition out of foster care. Ms. B said that, upon aging out of foster care, she couch-surfed for some time and eventually became homeless. She shared that her hopelessness began to turn around when she was issued a housing voucher through the Family Unification Program. On the day she received keys to the very first home of her own, she said felt intense joy and had unstoppable tears. Ms. B shared her gratitude and said she can now get to know herself and focus on her education and financial goals. She is currently enrolled in Cal State San Bernardino, working on her bachelor's degree to become a Pediatric Dietitian.

Ms. B Achieves Self-Sufficiency

Ms. B, a single mother of three teenagers, wanted a better life for herself and her children. After several years of working hard on her goals, which included going back to school, she became a registered nurse. Her new employment enabled Ms. B to increase her income and become free of all government aid, and now she is voluntarily exiting rental assistance as a result of her achievements. Ms. B has a new goal of becoming a homeowner and continuing to show her children anything is possible with hard work. When asked what advice she would give other HACSB families, she stated, "It's hard, but you have to think of your end goal. Have the motivation in front of you. The sacrifice will help in the long run."



Ms. B



BUILDING OPPORTUNITIES TOGETHER: SUCCESS THROUGH PARTNERSHIPS




Since 2020, HACSB has partnered with Inland Empire Health Plan (IEHP) to provide services to mutual customers through co-located staff at the IEHP Victorville Community Resource Center (CRC). On January 14, 2021, the U.S. Department of Housing and Urban Development (HUD) designated the CRC as a HUD EnVision center, making it the first EnVision Center in San Bernardino County, the first EnVision Center in HUD Region IX (AZ, CA, HI, NV) to partner with a health plan, and seventh EnVision Center in the state of California. HACSB and IEHP also collaborate to provide services to mutual customers for other HACSB programs, including the Bloomington housing development and Golden Apartments and Desert Haven Apartments permanent supportive housing developments.

In April 2021, in response to the housing crisis during the pandemic, the U.S. Department of the Treasury developed the Emergency Rental Assistance (ERA) program to help very low-income families avoid eviction. Through the ERA program, up to 18 months of rent arrears dating as far back as April 1, 2020, could be reimbursed for COVID-related non-payment of rent. HACSB worked extensively with HACSB families to ensure all families in need had access to information and resources and provided support to those needing help filling out the ERA application.

In partnership with Inland Behavioral & Health Services, Inc., HACSB hosted a free COVID-19 Vaccine Clinic event at Maplewood Homes Johnson Hall. Vaccines were available for adults and youth ages 12 and over. All three approved vaccines were available and attendees were able to choose which vaccine to receive.

Thanks to numerous community partners, including Innovative Home Care Family, Redlands Unified School District Nutrition Services Team, and PAL Charter Academy, approximately 9,500 meal and grocery boxes were provided to our various HACSB communities throughout the year, helping to ensure that seniors, children, and their families continued to have access to nutritious meals during the ongoing pandemic.

In partnership with the City of San Bernardino and under the Community Development Block Grant CARES (CDBG-CV) Eviction Prevention program, HACSB received over 3,279 applications and assisted 31 households with their rent arrears for a total of \$122,298.



Since 2010, HACSB has partnered with Loma Linda University (LLU) for third-party research and evaluation of our Moving to Work (MTW) initiatives. The LLU School of Behavioral Health has conducted nationally recognized research studies and needs assessments of several HACSB housing programs and services, including the Term-Limited Lease Assistance program, No Child Left Unsheltered program, Pilot Work Requirements, Golden Apartments and Desert Haven Apartments permanent supportive housing communities, and others. Lessons learned through this research have been shared across the country, helping to inform policy and shape program design.

Our partnership with the San Bernardino County Department of Behavioral Health (DBH) continues to be one of our longest standing and most successful partnerships. DBH provides in-kind services to families participating in a variety of HACSB programs, including No Child Left Unsheltered, a Moving to Work program developed by HACSB to serve unsheltered families with children, Continuum of Care programs, and to the residents of our Golden Apartments and Desert Haven permanent supportive housing developments.

HACSB's first permanent supportive housing development, Golden Apartments, celebrated its first anniversary. Special thanks to our on-site partners, **San Bernardino County Department of Behavioral Health, Inland Empire Health Plan, and Step Up on Second (Step Up)**.

HACSB partnered with the San Bernardino County Department of Children and Family Services and Office of Homeless Services for the Family Unification Program (FUP) which provides housing subsidies to approximately 123 eligible families for whom lack of adequate housing is a primary factor in the separation, or imminent separation, of children from their families; and young adults who have left foster care, or will leave foster care within 90 days, and are homeless or at risk of becoming homeless.

HACSB participated in Operation Reveille, an event to rapidly rehouse homeless veterans in honor of Veteran's Day. In partnership with Loma Linda VA, U.S. Vets, Lighthouse Social Services and HACSB non-profit affiliate Knowledge and Education for Your Success (KEYS), a goal was set to house 30 homeless veterans in 30 days. The group surpassed the goal by housing a total of 34 veterans, including 20 participants in the HUD Veterans Affairs Supportive Housing (VASH) program.



The image features a stylized illustration of four houses. The largest house at the top is green with a single square window. Below it, there are three smaller houses: a grey one on the left with three square windows, a blue one in the center with two square windows, and a yellow one on the right with a single circular window. A horizontal teal banner with a slight gradient is positioned across the middle of the image, partially obscuring the houses. The text "THANK YOU!" is written in a white, italicized, sans-serif font on this banner.

THANK YOU!



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Building Opportunities Together

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SCAN ME