

## Orange County Continuum of Care Application Narrative

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### 1. SUMMARY OF HOMELESSNESS IN THE ORANGE COUNTY CONTINUUM OF CARE

To successfully complete this section, applicants must:

**A. Submit their CoC's complete HUD Longitudinal System Assessment (LSA) from June 2018 – June 2019.**

**B. Use the LSA data to provide (as defined by HUD):**

1. Total number of households served in: (1) Emergency Shelter, Safe Haven and Transitional Housing - 3812, (2) Rapid Rehousing- 523, and (3) Permanent Supportive Housing -1604.
2. Total number of disabled households served across all interventions - 3915.
3. Total number of households experiencing chronic homelessness served across all interventions - 1604.
4. Total number of 55+ households served across all interventions - 2166
5. Total number of unaccompanied youth served across all interventions- 335
6. Total number of veteran households served across all interventions- 1265
7. Number of individuals served across all interventions who were: (1) Female-2362, (2) Male- 3897, (3) Transgender-16, or (4) Gender Non-Conforming.- 0
8. Total number individuals served across all interventions who were: (1) White, Non-Hispanic/Non-Latino (only)-3267, (2) White, Hispanic/Latino (only)- 1059, (3) Black or African American (only)- 831, (4) Asian (only)- 208, (5) American Indian or Alaska Native (only)-426, (5) Native Hawaiian/Other Pacific Islander (only) - 66or (6) Multiple races -229

### 2. DEMONSTRATION OF REGIONAL COORDINATION

**A. Coordinated Entry System (CES) Information**

For CoC applicants:

1. **Describe how your CES functions, including:**
  - a. **What entity is responsible for operating your CES?**

Within the Continuum of Care, the County of Orange is the entity responsible for operating the CoC's CES, the Coordinated Entry System (CES) includes a vast network of service providers serving as access points for people experiencing homelessness in Orange County.

**b. What is the process for assessment and identification of housing needs for individuals and families that are experiencing or at risk of experiencing homelessness in your community?**

Within the Continuum of Care, CES standardizes the assessment process through the use of the VI-SPDAT and coordinates referrals across all providers for individuals, families and veterans. Participants are prioritized and served with the most appropriate and immediate intervention, based on their assessed needs following the Housing First model. All access points conduct a prescreening, which comprises of 6 questions developed by our local Outreach & Prevention Group to identify those people who should be diverted and receive prevention assistance, rather than entering into the homeless system. Those who are experiencing homelessness are either referred to a street outreach team for further assessment or continue to work with their outreach worker/service provider to complete the standardized CES assessment. Based on their service needs and length of homelessness, people are then prioritized for the appropriate available housing opportunities including permanent housing subsidies, permanent supportive housing and rapid rehousing.

**c. How are people referred to available housing through CES?**

The Continuum of Care's CES prioritization is a dynamic process. CES will prioritize individuals and families with the longest length of homelessness in the community and highest service needs as determined using CES assessment tools and case conferencing. A regional Service Planning Area distribution prioritization based on the most recent finalized point in time count is used to distribute non-designated County resources by Service Planning Area to avoid forcing individuals or families to move long distances unless by participant choice. Another factor in the prioritization process is connection to emergency shelter, which is aimed at increasing system flow and maximizing limited housing opportunities. Exceptions to the above prioritization process may be made through case conferencing and as appropriate to meet specialized client needs. In addition, case conferencing will be employed to ensure housing resources are aligned to client needs and promote effective resource utilization.

**2. How do you promote the utilization of your CES? Specifically:**

**a. What outreach do you conduct to ensure all individuals experiencing homelessness, including those with multiple**

**barriers, are aware of the CES assessment and referral process?**

The Continuum of Care works collaborative with county-wide providers to promote the utilization of CES. The County of Orange has divided the geography into three Service Planning Areas to better coordinate resources and programs serving people experiencing homelessness. This provides a structure within which to widely advertise housing and supportive services to eligible persons in Orange County. Outreach is conducted to community partners where people experiencing homelessness can be reached such as libraries, churches, community agencies, county and municipal partners, school districts, colleges, universities, Family Resource Centers, laundromats, local eateries and coffee shops. Continuum of Care partners and other lead agencies are engaged to assist with distribution within their respective Service Planning Areas as well.

**b. What is the grievance or appeal process for customers?**

At any time during the coordinated entry process, participants have the right to file a complaint, should they feel that CES has not complied with the nondiscrimination and equal opportunity provisions of Federal civil rights law, fair housing laws and requirements, or the CES policies and procedures. During assessment, all CES participants will be provided with the process for filing a complaint. All complaints will be addressed in a timely and fair manner. The following three contacts are provided to participants for the purpose of addressing discrimination or grievance concerns:

- For grievances with Coordinated Entry System policies and procedures, contact Orange County Health Care Agency at [CoordinatedEntry@ochca.com](mailto:CoordinatedEntry@ochca.com)
- For housing program related complaints, grievances should be directed to the appropriate housing provider for resolution.
- To file a nondiscrimination complaint, contact the Department of Housing and Urban Development through the online portal: [https://www.hud.gov/program\\_offices/fair\\_housing\\_equal\\_opp/online-complaint](https://www.hud.gov/program_offices/fair_housing_equal_opp/online-complaint)

**c. How do you provide culturally responsive services to people experiencing homelessness?**

The Continuum of Care provides training which covers CES policies and procedures including assessment procedures, prioritization, housing referrals, participant privacy, cultural and linguistic competency, and

safety planning and trauma-informed practices. These training resources are regularly reviewed and updated as needed but no less than once a year in order to ensure that individuals experiencing homelessness are being provided culturally responsive services.

**3. What, if any, are the current challenges preventing successful CES operation in your jurisdiction, and how do you plan to address these challenges?**

Successful CES operation within the CoC's jurisdiction is challenging due to the limited number of permanent housing supportive opportunities. The number of individuals on the CES prioritization list continues to grow with limited housing resources. Currently, there is only one housing opportunity available for every twenty individuals on the CES prioritization list. On average, individuals have been waiting for housing opportunities for 312 days. Intentional, targeted strategies are needed to increase housing opportunities available to individuals on the prioritization list as well as working with individuals to quickly identify and resolve barriers to housing by strengthening connections to mainstream services and identifying immediate alternative housing options. CES has been approved for additional funding in the 2021-2022 program year to develop system-wide diversion strategies, solution-focused problem solving and housing navigation services. Diversion and solution-focused problem solving strategies are effective at helping clients resolve their housing crisis and align limited resources efficiently and effectively. Expanding CES in OC to provide supportive services including diversion, housing navigation, case management and problem-solving interventions for all current and new households in CES will help maximize the appropriate use of available housing resources and minimize the length of time from CES assessment to housing.

**B. Prioritization Criteria**

**1. What are the criteria used to prioritize assistance for people experiencing homelessness in your jurisdiction?**

In order to prioritize assistance for people experiencing homelessness within Orange County, CES standardizes the assessment process through the use of the VI-SPDAT and coordinates referrals across all providers within the Continuum of Care for individuals, families and veterans. Participants are prioritized and served with the most appropriate and immediate intervention, based on their assessed needs following the Housing First model. All access points conduct a prescreening, which comprises of 6 questions developed by our local Outreach & Prevention Group to identify

those people who should be diverted and receive prevention assistance, rather than entering into the homeless system.

Our permanent housing resources are prioritized to those with the longest experience of homelessness. If two people have equivalent lengths of time homeless then prioritization is given to persons with the highest VI-SPDAT as well as a preference to persons who are currently utilizing shelter.

## **2. How is CES, pursuant to 24 CFR 578.8(a)(8) used for this process?**

Within the County of Orange, CES is pursuant to 24 CFR 578.8 (a)(8) in the prioritization process. When the need for services is greater than resources available, CES utilizes an established prioritization schema approved by the CoC Board to connect individuals and families experiencing homelessness with available housing opportunities. Housing opportunities available through CES include Permanent Supportive Housing, Housing Choice Vouchers, Rapid Rehousing, and other housing opportunities as they become available. At minimum, all CoC and Emergency Solutions Grants (ESG) funded housing opportunities will prioritize households with the most urgent and severe needs on the CES prioritization list who are eligible for the housing opportunity. Matching to resources is facilitated through a weekly meeting process where service providers along with the CES administrative staff go through available resources and match the next prioritized and eligible person to that resource.

## **C. Coordination of Regional Needs**

### **1. How have you coordinated with your partnering CoC, large city (if applicable), and/or county to identify your share of the regional need to address homelessness?**

The CoC has coordinated with large cities and the County of Orange to address regional homelessness needs. Three Service Planning Areas (SPA) North, Central and South have been identified county-wide for service coordination amongst stakeholders. Each Service Planning Area within the county has identified gaps that the County of Orange will provide ongoing support to meet fill those gaps. In discussing the portion of funding that is needed to address homelessness in each SPA the CoC has facilitated conversation with representation from overlapping jurisdictions to assess need based upon the last PIT count. Efforts are made to ensure that funding opportunities are made within each of the SPAs to ensure equitable access to resources, with inclusion of funding from the two large cities and the county.

**2. What is your identified share of this need, and how will the requested funds help your jurisdiction meet it?**

The Continuum of Care has identified gaps county-wide which require additional funding to be able to meet those needs. The requested HHAP funds allocated to the CoC will play a large role in funding projects that will enhance the gaps to address homelessness. The CoC will allocated HHAP projects to such as, rental assistance/rapid re-housing, landlord incentives, prevention and shelter diversion to permanent, new navigation centers and emergency shelters, innovative solutions, strategic homelessness planning, and infrastructure development (CES or HMIS).

The CoC will be ensuring that its funding is equitable distributed to the SPAs ensuring that there is not an imbalance of services within the region. We plan to ensure that resources are accessible at a SPA level and that the SPA that has not received funding through a big city portion receives funding that is equitable to its need for homeless services.

**D. Creating Sustainable, Long Term Housing Solutions**

**1. How is your jurisdiction involved in the efforts to create sustainable, long-term housing solutions for people experiencing homelessness across your region?**

The Continuum of Care is involved county-wide efforts that are designed to create sustainable, long-term housing solutions for people experiencing homelessness within Orange County. The Orange County Board of Supervisors has dedicated significant effort to effectively addressing homelessness in the county. These efforts have been across the region. Through direction from the Board, Orange County Community Resources (OCCR) provides funding, resources and loans for the development of supportive housing throughout the county. OCCR also oversees the Housing Choice Vouchers throughout the 31 cities and the unincorporated areas. Three other cities in the region have their own Housing Authorities and administer their own Housing Choice Voucher resources: Anaheim, Santa Ana, and Garden Grove. Other County agencies also provide housing resources to address homelessness, such as the Health Care Agency through Mental Health Services Act (MHSA) Housing funds, Whole Person Care, and the Social Service Agency through Housing Support Services Funds, Bringing Families Home and Housing and Disability Advocacy Programs. Commitments from Orange County (OCCR and the Health Care Agency) have included a range of capital, operating, and services funding commitments to numerous supportive and affordable

housing projects, including 688 affordable and supportive housing units that are leased up or in various stages of development throughout the region.

Examples could include, but are not limited to:

- a. Partnering with agencies responsible for city planning and zoning, housing developers, and financial and legal service providers.
- b. Developing or strengthening data and information sharing across and within jurisdictions.
- c. Coordinating with other regional jurisdictions to ensure systems are aligned and all available funding is being used efficiently and effectively.

### **3. RESOURCES ADDRESSING HOMELESSNESS**

#### **A. Existing Programs and Resources**

1. **Provide an exhaustive list of all funds (including the program and dollar amount) that your jurisdiction currently uses to provide housing and homeless services for homeless populations.**

**This list should include (where applicable), but not be limited to:**

- a. **Federal Funding (Examples: [YHDP](#), [ESG](#), [CoC](#), [CSBG](#), [HOME-TBRA](#), [CBDG](#))**

**ESG:** The 2019-20 allocation of the Federal Emergency Grant Funds in the amount of \$220,824 supports emergency shelter and rapid rehousing services to persons experiencing homelessness in with the CA-602 jurisdiction. ESG funds also support the Cities of Anaheim, Garden Grove, Irvine, and Santa Ana for eligible activities within the jurisdiction (estimated total funds for FY 2020-21 is \$1,026,500).

**CoC:** The 2018 Federal CoC NOFA awarded a total amount of \$24,073,151 for distribution of resources throughout the CA-602 CoC. The 2019-20 Federal CoC Planning Grant in the amount of \$701,688 and the Coordinated Entry System SSO Grant and Expansion in the total amount of \$1,231,239 funds the Information and Referral System, Homeless Management Information System (HMIS), and Coordinated Entry System for individuals and families experiencing homelessness in Orange County.

**CBDG:** The 2019-20 allocation for the Federal Community Development Block Grant in the amount of \$3,182,873 is utilized for public facilities improvements, housing rehabilitation, public services, and supports the seasonal Armory shelter.

**HOME:** The 2019 authorized amount for the HOME grant of \$7,939,404 is utilized for a wide range of eligible activities with the jurisdiction.

**b. State Funding (Examples: [HEAP](#), [CESH](#), [CalWORKs HSP](#), [NPLH](#), [VHHP](#), [PHLA](#), [HHC](#), [Whole Person Care](#), [HDAP](#), [BFH](#))**

**HEAP:** In 2019, the California Housing and Community Development Department (HCD) awarded the County of Orange \$15,568,715.65 in Homeless Emergency Aid Program (HEAP) funding for development of shelters, rental assistance, and operations assistance. These funds are obligated to three Capital Improvement projects and five Human Services contracts that include rental assistance and shelter operations.

**CESH:** In 2019, the California Housing and Community Development Department (HCD) awarded the County of Orange (the designated Administrative Entity for the CoC) \$1,948,684 for the California Emergency Solutions and Housing program (CESH) in 2019 to expand on the ESG model of rental assistance, flexible housing subsidy funds, and operating support for emergency housing interventions.

**ESG:** In 2019, the California Housing and Community Development Department (HCD) awarded the designated Administrative Entity for the CoC \$584,187 for the Emergency Solutions Grant (ESG) 2018 allocation and \$605,188 for the 2019 allocation, which provide rental assistance, housing relocation and stabilization services, essential services and shelter operations.

**CalWORKs HSP:** In 2019, the California Department of Social Services (CDSS) awarded \$2,160,000 for the CalWORKs Housing Support Program to provide rental assistance and wraparound supportive services to CalWORKs families experiencing homelessness.

**NPLH:** In 2019, the California Housing and Community Development Department (HCD) awarded \$11,798,084 for the No Place Like Home program (NPLH) to support affordable and supportive housing projects in Orange County.

**Whole Person Care:** The California Department of Health Care Services (DHCS) awarded \$31,066,860 for the pilot phase of the Whole Person Care program to coordinate supportive services and housing for individuals experiencing homelessness.

**HDAP:** The California Department of Social Services (CDSS) awarded \$2,147,651 for the pilot phase of the Housing and Disability Advocacy Program (HDAP), which is currently providing outreach, case management, disability advocacy services, and housing assistance for all participants.

**BFH:** The California Department of Social Services (CDSS) awarded \$333,076 for the Bringing Families Home (BFH) in 2019 for supportive services and rapid rehousing intervention to families in Orange County.

### **c. Local Funding**

**County General Funds:** County works closely with the CoC to identify community needs and prioritize resources. General funds, Local Funds and Operating Reserves contribute to the System of Care to provide customized care within various program services. The County has committed a significant amount of local resources in staffing and operating funds toward addressing the homeless crisis through emergency shelter operations. In the last two years, Orange County has committed over \$17 million in local funds toward development of emergency shelter solutions through the County. In FY 2019-20, an additional \$10 million will be allocated toward continued emergency shelter options, totaling over \$27 million dollars within a three-year period.

#### **2. How are these resources integrated or coordinated with applicants from overlapping jurisdictions (i.e. CoC, large city, and/or county)?**

The CoC designates the County of Orange as the Administrative Entity (AE) and collaborates to ensure a regional strategy that includes the participation of all thirty-four cities in Orange County, the Continuum of Care (CoC), County agencies, the County's homeless housing and service providers, and other community groups (including non-profits, local governmental agencies, faith-based organizations, the homeless and formerly homeless, interested business leaders, schools, and other stakeholders) to collaborate on innovative ideas for development and implementation of programs to address homelessness and identify the gaps and unmet needs of the jurisdiction's homeless population.

The CoC has demonstrated commitment to addressing the needs of people experiencing homelessness by designating the County as AE for administration and management of multiple federal and state-funded program contracts such as the HUD CoC, Bringing Families Home program (BFH), Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), Housing and Disability Income Advocacy Program (HDAP), and the Homeless Emergency Aid Program (HEAP). Other funding sources addressing needs include County General funds, Local Funds and Operating Reserves for various program services. These resources are coordinated with the CoC and large cities in the jurisdiction such as Anaheim, Garden Grove, and Santa Ana, as

well as other cities such as Buena Park, Placentia, and Laguna Beach. Funds contribute to capital projects to create or improve shelter facilities and provide a range of supportive services and financial assistance to assist people experiencing homelessness with their specific needs. Funds also target a range of subpopulations within the System of Care to ensure that households experiencing homelessness are provided the right intervention and move as quickly as possible into permanent housing.

### **3. What gaps currently exist in housing and homeless services for homeless populations in your jurisdiction?**

- Emergency Shelter, Navigation Centers, and Interim Housing: Within our last Point In Time count we had over half of the people experiencing homelessness were unsheltered.
  - Orange County in the 2019 Housing Inventory Count (HIC) it was identified that 3,094 total year round beds made up of emergency shelter and transitional housing and 400 seasonal beds that operate in the winter time.
    - Orange County identified 442 family units consisting of 1,390 beds, while having 1,690 beds for adults that operate year round.
  - Between 2017 and 2019 Orange County increased its bed capacity by 120.97% however with the infusion of beds Orange County continues to see over 3,500 (67%+) single individuals experiencing unsheltered homelessness.
  - Through HEAP funding Orange County will be adding an additional 250 year round beds however that will still leave the majority of single individuals experiencing street homelessness.
  - In the 2019 Point In Time Count Orange County had an occupancy rate of 79.2% for emergency shelters and 78.2% for transitional housing.
    - During the winter time we see a large fluctuation in the number of persons accessing the seasonal shelter beds ranging from 40 to 80% occupancy depending on weather.
    - When removing the season shelter we see an average occupancy of the emergency shelter system that is over 85% consistently throughout the year.
      - HMIS data for the months of June through August of 2019, shelters had an occupancy of 86%. This includes vacant beds in family

shelters where a unit had more beds than family members.

- The higher vacancy rates tend to stem from programs that have specific requirements and are not publicly funded programs. When looking at many of the city and county publicly funded shelters you see an average occupancy rate of 95% and higher throughout the year.
  - In the 2019 Annual Performance Report submitted to HUD it was identified that 40% of shelter participants exited to permanent destinations, and this is similar to the performance over the past five years. We look to continue to build a balanced system in order to continue to have flow and success from the emergency shelter system.
  - Through looking at these factors it is determined that there is still a significant need for shelter beds in order to be able to provide people shelter, a place to stabilize, and to work towards permanent housing goals.
- Homelessness Prevention and Diversion: The region has limited resources to assist people in preventing homelessness or case management and financial assistance to divert people from shelters and other services through problem solving interventions.
- Housing Stabilization: There are a number of housing resources such as HUD mainstream vouchers which are prioritized for persons experiencing homelessness, however there is a challenge in being able to match those to ongoing case management services.
- Incentives to Landlords: Orange County is a high cost rental market with low vacancies. We have seen that incentives can be helpful in recruiting new landlords. Currently there are not enough landlord incentive programs to be able for all housing resources, which has created a challenge for some housing programs.
- Operating subsidies for Supportive Housing Units, Emergency Shelters, and Navigation Centers: As we have increased the number of shelter beds within the region the ongoing operating costs have become a challenge. The region is working to adopt a standard of care for our shelters to be in line with the recommendation of the State Homeless Task Force and with that we are seeing increased costs and challenges to continue to expand shelter opportunities.
- Permanent Housing, including Permanent Supportive Housing: We see flow challenges throughout our system with the biggest

challenge being enough permanent housing resources, which leads to bottlenecks in other programs.

- Programs for Subpopulations (Seniors, TAY): The region is working on developing infrastructure to better serve the needs of TAY. As we expand service opportunities we continue to look at ways to better serve the needs of special population groups.
- Rental Assistance and Rapid Rehousing: We see flow challenges throughout our system with the biggest challenge being enough permanent housing resources, which leads to bottlenecks in other programs.
- Systems Support for Regional Partnerships: We are working to bolster this and increase the partnerships that we have within each SPA and to better engage system partners that are serving persons experiencing homelessness within their care.

## **B. HHAP Funding Plans**

- 1. Explain, in detail, how your jurisdiction plans to use the full amount of HHAP funds (including the youth set-aside) and how it will complement existing funds to close the identified gaps in housing and homeless services for the homeless population in your jurisdiction.**

The budget represents a preliminary budget for the Continuum of Care. The Orange County CoC has released a Request For Interest/Information from non-profits and cities. We have received 20 proposals and will be releasing a subsequent RFP to award funds. These recommendations are an estimate based upon CoC Board priorities and responses during the RFI process. We will inform the state of any changes. The Continuum of Care has a tentative plan to utilize all HHAP funding by allocating funds to fill the gaps within the CoC. The funding awards will be represented in projects such as, rental assistance/rapid re-housing, landlord incentives, prevention and shelter diversion to permanent, new navigation centers and emergency shelters, innovative solutions, strategic homelessness planning, and infrastructure development (CES or HMIS). The youth set-aside funds will be included in this RFP with the goal of funding shelter and housing opportunities for youth. The County will also be allocating their youth set aside funding through this RFP.

Through the alignment of HHAP funding with other funding sources and opportunities we look to ensure that there is a balanced system that is created that allows for a flow from outreach and emergency shelter into permanent housing. We look to continue to increase investment into

permanent housing programs and solutions and ensure that people that are within our shelters are being screened and entered into CES for permanent housing resources. Additionally, we are working to improve the quality and support of the services within shelters to ensure that everyone is actively being engaged in a permanent housing plan.

We plan to release our RFP in late March or early April and with the projection of contracts starting on August 1, 2020.

**2. How will you ensure that HHAP funded projects will align and comply with the core components of Housing First as defined in Welfare and Institutions Code § 8255(b)?**

The CoC will ensure that HHAP funded projects will align and comply with the core components of Housing by providing hands on technical assistance, monthly project monitoring and making sure all projects follow codes outlined. All participants of the HHAP funded projects will have access to resources without screening for substance abuse or involvement in treatment. All HHAP funded projects will have contract language identifying housing first practices that must be contractually adhered to. All participants of HHAP funded projects will have access to case managers that are trained and employ evidenced based practices as well as follow County developed standards of care. Moreover, for those programs funded to serve homeless youth; a positive youth development model will be employed in order to be ethically equipped to serve unaccompanied youth under 25.

**4. PARTNERS ADDRESSING HOMELESSNESS**

**A. Collaborating Partner Efforts**

**1. Describe, in detail, the collaborative partners who will be working with you on identified HHAP projects and how you will be partnering with them.**

The CoC and County of Orange will work collaboratively as a System of Care to address the needs of persons experiencing homelessness by bringing resources together to provide customized care to individuals and families. The five components of the System of Care include behavioral health, healthcare, housing, community corrections, and benefits and support services. The CoC and the County work with a diverse group of stakeholders, including cities, nonprofits and faith-based organizations to address the complex issue of homelessness. We will continue to establish

and expand multi-disciplinary group efforts to close gaps in care and build a supportive environment for those in need.

The CoC is committed to conducting outreach and engagement to connect people experiencing homelessness to resources, with the ultimate goal of helping them find permanent, sustainable solutions. Initiatives include expanding staff and HMIS capabilities for oversight and implementation of homeless services and projects, working with the County on shelter operations for Courtyard Transitional Center (Santa Ana), Bridges at Kraemer Place (Anaheim), SafePlace by WSEPlace and American Family Housing scattered sites, funding Crisis Stabilization Units, and obtaining grants such as HEAP, HDAP, CESH, ESG and CES for funding capital projects, emergency housing interventions and rapid rehousing, essential services and the coordination of various resources. The CoC is active in prioritizing funding for the development of affordable and special needs housing programs, and collaboratively works with the Orange County Continuum of Care and the ESG Collaborative on prioritizing programs for homeless services.

The CoC works with a multitude of human service providers to operate shelter/housing programs and provide supportive services and in partnership with the County, the designated AE for the CoC. We have collaboratively issued and reviewed a Request for Information to hear directly from experts who are developing and implementing programs and how they propose to use new funding. The collaborative takes active interest in what providers and cities see as gaps and the most needed programs, as well as what innovative ideas such entities may have to address homelessness. Following review and presentation by the collaborative to the CoC Board, a Request for Proposals (RFP) will be issued to select recipients. These providers are selected based on a fair and competitive procurement process in accordance with the County of Orange Contract Policy Manual. Proposals are assessed and scored by an ad-hoc committee selected based on their qualifications and subject matter expertise. The County ensures that providers are consistent with program regulations and any other applicable local, state, or federal requirements. Awarded entities are encouraged to collaborate with other service providers and maximize funding by leveraging resources.

The County of Orange, as the Continuum of Care Collaborative Applicant, has presented considerations for use of HHAP funding to stakeholders. The

recommendation is to consider programs that have a high impact and promote sustainability and to prioritize projects that demonstrate collaboration within the jurisdiction.

The following list consists of current and possible future partnerships by category:

**Local homeless service providers:** Local service providers are instrumental in providing outreach, connections to benefits, housing (temporary shelter, interim housing and permanent housing), and case management services to individuals and families experiencing homelessness in CA-602. Our providers comply with Housing First and utilize best practices such as progressive engagement, critical time intervention, and a client-centered approach.

*Some of our current partner agencies are as follows:* 2-1-1 OC, American Family Housing, Covenant House California, Family Assistance Ministries, Families Forward, Friendship Shelter, Fullerton Interfaith Emergency Services dba Pathways of Hope, Grandma's House of Hope, Interval House, Human Options (Domestic Violence), Jamboree House, Kingdom Causes dba City Net, Mercy House Living Centers, The Midnight Mission, Orange County Community Resources, Orange County Department of Education, Orange County Health Care Agency, Orange County United Way, WISEPlace, Veterans Affairs.

*Possible future partnerships:* American Family Housing, Build Futures, Covenant House California, Families Forward, Friendship Shelter, Illumination Foundation, Kingdom Causes dba City Net, Mercy House, Midnight Mission, Pathways of Hope, Second Chance, Stand Up for Kids, Orange County United Way, WISEPlace.

**Homeless youth programs:** The CoC is committed increasing interventions and services for Transitional Aged Youth (TAY), young adults age 18 to 24 who are transitioning from public systems or are at risk of not making a successful transition to adulthood. In 2019, we revitalized the TAY Collaborative as a prioritized work group and issued HEAP funds to Covenant House California for a capital project to build a youth shelter in Anaheim. The HHAP Youth Set Aside would significantly increase our initiative in further developing TAY services and housing infrastructure.

**Law enforcement:** OC Sheriff's Department. The Sheriff's Department interacts in multiple ways with homeless individuals and groups in Orange County, including through regional Homeless Liaison Officers, coordination with city police departments throughout the County, through the Coroner Division for quantifiable data on deaths among homeless persons, by acting as a regional leader in planning for the Stepping Up Initiative (a national effort to reduce the number of inmates with mental illness in jails), AB 109 program implementation and serving as a valued public safety liaison to the social services system of care.

**Behavioral health:** OC Health Care Agency Behavioral Health Services, Whole Person Care, Outreach and Engagement. The Health Care Agency offers many mental health and substance use programs to community members of all ages. These services form a behavioral health continuum of care that includes Behavioral Health Navigation, Crisis, Inpatient/Residential Care/Housing, Outpatient, Intensive Outpatient, and Prevention/Early Intervention Services.

**County welfare departments:** OC Social Services Agency has three main sectors: Children & Family Services, which includes the Child Abuse Registry, adoption information, foster care services and information, and 15 Family Resource Centers across the County; Family Self-Sufficiency, which includes CalWORKS, CalFresh, General Relief and employment services; and Adult Services, Aid Programs and Public Health insurance, which includes Adult Protective Services, In-Home Support Services (IHSS), General Relief, Cash Assistance Program for Immigrants (CAPI), CalFresh, Medi-Cal, Medical Safety Net, and Medicare Programs. Partnership with OC Social Services Agency will align County resources and coordinate benefits for those in need.

**City and county public officials:** The CoC will enhance partnerships with City of Anaheim, City of Buena Park, City of Costa Mesa, City of Fullerton, City of Garden Grove, City of Laguna Beach, City of Placentia, and the City of Santa Ana to further strategize and integrate utilization of resources as a whole within the County and CoC.

**Educators:** Family Solutions Collaborative (FSC) and the OC Department of Education (OCDE). The FSC consists of 23 non-profit agencies that work to streamline the processes needed to connect families in need. FSC is the lead for the Family Coordinated Entry System and works as the McKinney-

Vento liaison with OCDE by providing training for access to the System of Care, identify and analyze the efficacy of available resources, and informs on the eligibility components of these resources. They deploy staff to schools with high incidence of homeless students to facilitate direct access to services. A member of OCDE sits on the CoC Board as the representative who provides information on education department initiatives and the acts as the nexus with homeless and education services.

**Workforce development:** The Chrysalis Center is workforce development partnership dedicated to creating a pathway to self-sufficiency for homeless and low-income individuals by providing the resources and support needed to find and retain employment.

**Community clinics:** The OC Health Care Agency's Clinical Services is responsible for monitoring the incidence of reportable communicable diseases in the community, preventing communicable diseases and promoting disease prevention, and assuring access to treatment of communicable diseases such as STDs, HIV and AIDS, and tuberculosis. The division also provides health assessments for newly arriving refugees, asylees, parolees, and human trafficking victims.

**Health care providers:** The Hospital Association of Southern California (HASC) is a non-profit regional trade association dedicated to effectively advancing the goal to improve the operating environment for hospitals and the health status of the communities they serve. The intersection between health care and homeless services is clear, with significant financial and humanistic implications driving the need to build a more intentionally designed and robust network of resources. Hospital discharge planning, Affordable Care Act compliance, managing high utilizers of EMS, chronic disease management, detoxification and mental health interventions must be proactively addressed through very intentional resource development to meet the needs of those most vulnerable, while improving the overall quality of our health care system within Orange County.

**Public housing authorities:** Orange County Housing Authority, Santa Ana Housing Authority, Anaheim Housing Authority. The OC Housing and Community Development department operates the Orange County Housing Authority, which includes the Housing Choice Voucher (HCV), Project Based Voucher (PBV), Veterans Affairs Supportive Housing (VASH),

Tenant Based Rental Assistance (TBRA), and Continuum of Care rental assistance programs and manages affordable housing development and Federal housing community development funding.

**People with lived experience:** There is representation of a homeless or formerly homeless individual on the CoC Board and participates in faith-based organizations and advocates for the homeless community.

**2. Describe any barriers that you experience in partnering, and how you plan to address them.**

Barriers include competing priorities and a sensitive political climate. There are three Regional Service Planning Areas (SPAs) in the CA-602 jurisdiction (Central, North, and South). According to the 2019 Point in Time Count, there is a disproportional number of unsheltered individuals experiencing homelessness in each SPA, with the majority being in the North and Central regions and a smaller number in the South. As such, priorities in choosing types of projects to address homelessness in these respective areas are greatly varied and have created a level of disagreements between cities around what approaches should be taken. Some conflicts are generated by public response and often rise to the political level, making it difficult to address and move forward with solutions. The County and the CoC are aware of these barriers/challenges and meet regularly to discuss opportunities and take multiple options under consideration to support regional coordination and partnership.

**3. If no collaborative partners have not been identified at time of application, describe the collaborative process of how you intend to include new and existing partners on HHAP projects.**

Recent assessments of our system and funding sources show that there are areas to focus on to close gaps in services, meet the needs of the CoC and improve system-wide performance measures. We have identified that regional support in each Service Planning Area (Central, North, and South), equitable distribution of resources to populations served, performance measures for numbers served, and types of services such as low barrier or family-based systems are important criteria in making a positive impact in the County and CoC.

The collaborative RFI issued for CESH and HHAP is one step in identifying these gaps or weaker points, such as better education coordination, consultation with people who have lived experience, and increase focus on subpopulations. There is also need to reinforce and solidify sections in the existing System of Care. Our goal is to continue to strengthen our communication lines, encourage agency feedback and collaboration on projects, and bring in new and innovative partners to close identified gaps.

## **5. SOLUTIONS TO ADDRESS HOMELESSNESS**

Strategic Plan as submitted to CESH is part of submittal. The goals below detail the expected impact HHAP funding will have in our jurisdiction.

- The number of persons served through the CoC HHAP funding will be leveraged with federal, state and local funding to provide services to 1,200 persons annually and 5,000 persons over the total HHAP contract.
- Have 40 percent of persons served through HHAP funded programs exit to permanent housing from CoC HHAP funded programs.
- Increase the percentage of successful street exits into emergency shelter by 5 percent annually.
- Increase the percentage of successful street exits into permanent housing by 5 percent annually.
- The Homeless Housing, Assistance and Prevention (HHAP) Program will support the ongoing operations of the Buena Park Regional Navigation Center in its initial year of operation. The Buena Park Regional Navigation Center is expected to serve 150 homeless persons at any given time and 450 homeless persons annually.
- The Homeless Housing, Assistance and Prevention (HHAP) Program will support the construction and development of the Yale Transitional Center as a Regional Navigation Center in the Central Service Planning Area. The Yale Transitional Center will serve up to 425 homeless persons at any given time and 1,275 homeless persons annually.
- Decrease the percentage of the jurisdiction's total homeless population that is unsheltered by 10 percent by 2023 (baseline of 58%).
- Reduce the length of stay within emergency shelter programs by 5 percent each year over the next 5 years.

- Reduce the number of negative exits experienced by individuals that have received a housing resource but are unable to secure housing by 3 percent each year over the next 5 years.
- The County of Orange in partnership with the Orange County Continuum of Care and other stakeholders have launched the Marching Home to End Veteran Homeless Strategy to reach functional zero by December 2020.
- Decrease the incident of family homelessness by 25 percent by 2023 through the implementation of prevention and diversion strategies that are currently funded through Homeless Emergency Aid Program (HEAP) and continuously through Homeless Housing, Assistance and Prevention (HHAP).
- Decrease the length of time a household searches for housing when utilizing a housing choice voucher or other rental subsidy by 33 percent over the next five years.
- Increase the number of youth that are able to secure a permanent housing by 5 percent per year, over the next 5 years.



## HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM (HHAP) ANNUAL BUDGET TEMPLATE

### APPLICANT INFORMATION

CoC / Large City / County Name:

Santa Ana/Anaheim/Orange Continuum of Care

Receiving Redirected Funds? Y/N

No

Administrative Entity Name:

County of Orange / Health Care Agency

Total Redirected Funding

\$ -

### HHAP FUNDING EXPENDITURE PLAN\*

ELIGIBLE USE CATEGORY	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Rental Assistance and Rapid Rehousing	\$ 663,087.58	\$ 663,087.58	\$ 663,087.58	\$ 663,087.57	\$ 663,087.57	\$ 3,315,437.88
Operating Subsidies and Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Landlord Incentives	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 500,000.00
Outreach and Coordination (including employment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Systems Support to Create Regional Partnerships	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Delivery of Permanent Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Prevention and Shelter Diversion to Permanent Housing	\$ 270,000.00	\$ 270,000.00	\$ 270,000.00	\$ 270,000.00	\$ 270,000.00	\$ 1,350,000.00
New Navigation Centers and Emergency Shelters	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 400,000.00	\$ 2,000,000.00
Strategic Homelessness Planning, Infrastructure Development, CES, and HMIS (up to 5%)	\$ 110,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00	\$ 350,000.00
Administrative (up to 7%)	\$ 113,135.62	\$ 113,135.62	\$ 113,135.62	\$ 113,135.62	\$ 113,135.62	\$ 565,678.10
						\$ 8,081,115.98
						<b>TOTAL FUNDING ALLOCATION</b>
	<b>FY20/21</b>	<b>FY21/22</b>	<b>FY22/23</b>	<b>FY23/24</b>	<b>FY24/25</b>	<b>TOTAL</b>
Youth Set-Aside (at least 8%)	\$ 129,297.86	\$ 129,297.86	\$ 129,297.86	\$ 129,297.86	\$ 129,297.86	\$ 646,489.30

\*Narrative should reflect details of HHAP funding plan

**COMMENTS:**

FINAL

MAYOR  
Miguel A. Pulido  
MAYOR PRO TEM  
Juan Villegas  
COUNCILMEMBERS  
Phil Bacerra  
Cecilia Iglesias  
David Penalzoza  
Vicente Sarmiento  
Jose Solorio



CITY MANAGER  
Kristine Ridge  
CITY ATTORNEY  
Sonia R. Carvalho  
CLERK OF THE COUNCIL  
Daisy Gomez

**CITY OF SANTA ANA**  
**SANTA ANA HOUSING AUTHORITY**  
20 Civic Center Plaza • P.O. Box 22030  
Santa Ana, California 92702  
[www.santa-ana.org](http://www.santa-ana.org)

February 13, 2020

State of California  
Business, Consumer Services and Housing Agency

**Re: Homeless Housing, Assistance and Prevention (HHAP) Program  
Letter of Support**

Dear Business, Consumer Services and Housing Agency,

The Housing Authority of the City of Santa Ana (CA093) is writing this letter to support the Orange County Continuum of Care (CA-602) in their application for Homeless Housing, Assistance and Prevention (HHAP) funding. This funding opportunity from the State of California will provide vital services to persons experiencing homelessness. The Orange County Continuum of Care (CoC) is engaged in partnerships with the other three overlapping jurisdictions to address homelessness within the region including the County of Orange, City of Santa Ana and City of Anaheim.

As a member of the Orange County CoC Board, the Housing Authority of the City of Santa Ana has been an active participant in the funding discussions and decision making process for the funds that will be received by the CoC. Additionally, staff participates in the various sub-committees for the CoC and actively looks for ways that resources operated through the Housing Authority can be aligned with the CoC for a regional approach.

The Orange County CoC holds monthly board meetings and monthly subcommittee meetings, where CoC Board Members and staff of the Administrative Entity of the CoC are engaged in planning for how to build and align resources to address homelessness in a systems approach for Orange County. These meetings also allow for the three overlapping jurisdictions to provide regular updates and to evaluate effectiveness of the programs funded through HHAP.

The Housing Authority of the City of Santa Ana (CA093) has been informed of the Orange County CoC's intent for the expenditure of HHAP funds and is in agreement

SANTA ANA CITY COUNCIL

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[ciglesias@santa-ana.org](mailto:ciglesias@santa-ana.org)

that there is a need for continued resources towards emergency shelter solutions to reduce the number of persons that are experiencing unsheltered homelessness.

Sincerely,

A handwritten signature in blue ink, appearing to read 'J. Brown', with a horizontal line extending to the right.

**Judson Brown**  
Housing Manager  
City of Santa Ana  
Board Member of the Orange County CoC



City of Anaheim  
**PLANNING AND BUILDING DEPARTMENT**  
Code Enforcement Division

February 13, 2020

State of California  
Business, Consumer Services and Housing Agency

**Re: Homeless Housing, Assistance and Prevention (HHAP) Program Letter of Support**

Dear State of California,

The City of Anaheim is writing this letter to support the Orange County Continuum of Care (CoC) in their application for Homeless Housing, Assistance and Prevention (HHAP) funding. The funding opportunity from the State will allow the partnerships within Orange County to address gaps and provide vital services to persons experiencing homelessness. The Orange County Continuum of Care (CoC) is engaged in partnerships with the other three overlapping jurisdictions to address homelessness within the region, including Anaheim.

The CoC has been an active participant in the funding discussions and decision making process for their funds received and partnered with Anaheim for larger more impactful projects. Additionally, Anaheim participates in the various sub-committees for the Continuum of Care (CoC) and actively look for ways that resources operated through the County can be aligned for a regional approach with the CoC.

The CoC and Anaheim participate in the monthly CoC board meetings along with monthly subcommittees, where CoC board members and staff of the Administrative Entity of the CoC are engaged in planning for how to build and align resources to address homelessness in a systems approach for Orange County. These meetings will allow for the overlapping jurisdictions to provide regular updates and to evaluate effectiveness of the programs funded through HHAP.

Anaheim has been informed of the CoC's intent for the expenditure of HHAP funds and is in agreement that there is a need for continued resources towards emergency shelter solutions to reduce the number of persons that are experiencing unsheltered homelessness.

Sincerely,

Sandra Sagert  
Community Preservation & Licensing Manager  
City of Anaheim



**RICHARD SANCHEZ**  
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SANTA ANA, CA 92701  
FAX: (714) 834-5506

February 11, 2020

State of California  
Business, Consumer Services and Housing Agency

**Re: Homeless Housing, Assistance and Prevention (HHAP) Program Letter of Support**

Dear State of California,

The County of Orange (County) is writing this letter to support the Orange County Continuum of Care (CoC) in their application for Homeless Housing, Assistance and Prevention (HHAP) funding. The funding opportunity from the State will allow for regional coordination in Orange County to address gaps and provide vital services to persons experiencing homelessness. The Orange County CoC is engaged with the County, which has overlapping jurisdiction of HHAP funding, to address homelessness within the region.

The County along with the Cities of Anaheim and the City of Santa Ana participate in the Orange County Continuum of Care (CoC) monthly board meeting as well as monthly subcommittees, where Anaheim, Santa Ana, the CoC, and County are engaged in planning for how to build and align resources to address homelessness in a systems approach for Orange County. These meetings will allow for the overlapping jurisdictions to provide regular updates and to evaluate effectiveness of the programs funded through HHAP.

The County has been informed of the Orange County CoC's intent for the expenditure of HHAP funds and is in agreement that there is a need for continued resources towards evidence-based solutions that address and prevent homelessness among in Orange County.

Sincerely,

A handwritten signature in blue ink, appearing to read 'R Sanchez', is written over a light blue horizontal line.

Richard Sanchez,  
Director  
Orange County Health Care Agency