



State of California  
BUSINESS, CONSUMER SERVICES AND HOUSING AGENCY



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# CALIFORNIA

## HOMELESS COORDINATING AND FINANCING COUNCIL

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Lahela Mattox  
Director of Local Partnership Programs

# AGENDA

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- 1) Data and Information
- 2) Review of the Homeless Coordinating and Financing Council
- 3) HEAP Review and Updates
- 4) Question and Answer
- 5) HHAP Review
- 6) Question and Answer

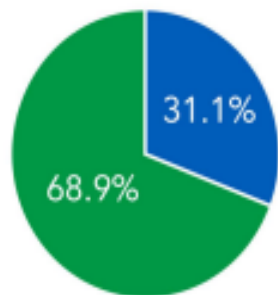
# HOMELESSNESS IN CALIFORNIA

## CALIFORNIA



Total Homeless, 2018  
**129,972**

**33** in every **10,000**  
people were experiencing  
homelessness



■ Unsheltered (89,543)  
■ Sheltered (40,429)

### Estimates of Homelessness

**109,008** individuals

**20,964** people in families  
with children

**12,396** unaccompanied  
homeless youth

**10,836** veterans

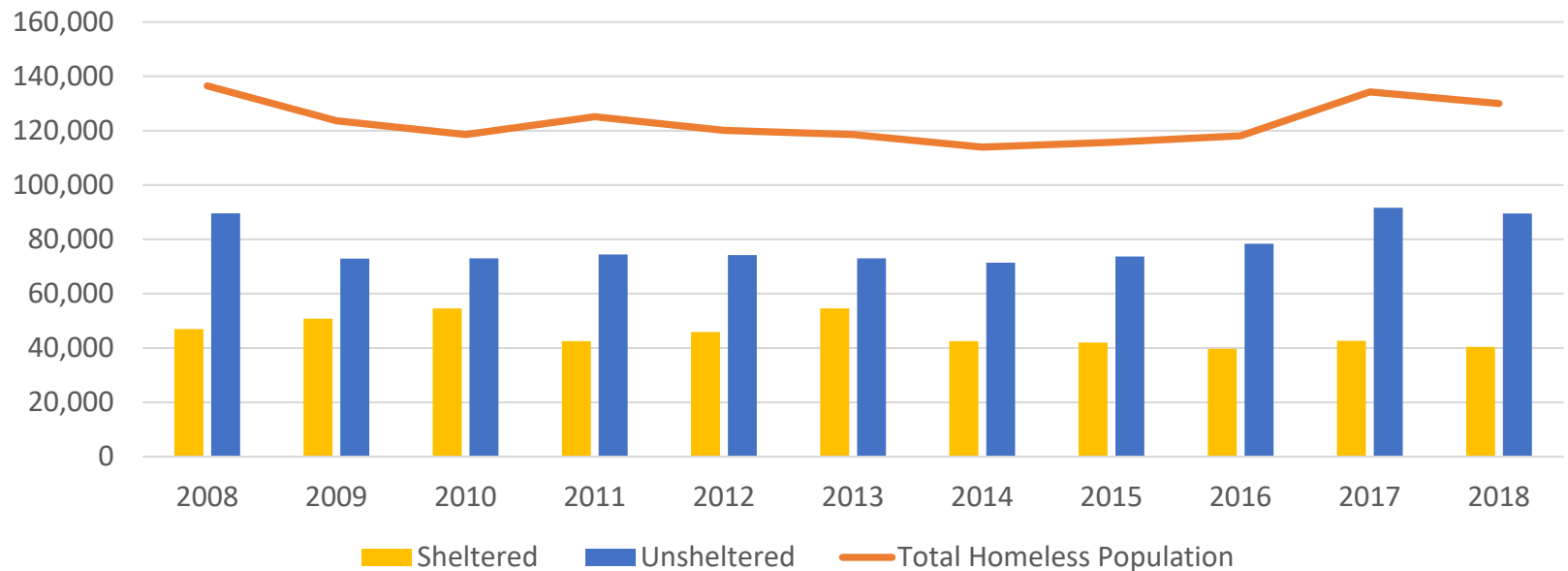
**32,668** chronically homeless  
individuals

**\*\*sheltered is emergency shelter or transitional housing\*\***

# HOMELESSNESS IN CALIFORNIA

- Despite increased state and local investments, federal data have shown an increase in California's homeless population in recent years.

## Homelessness Rises, Driven By Unsheltered Population



# HOMELESSNESS IN CALIFORNIA

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- California continues to be first in the nation when it comes to the number of people experiencing homelessness.
- California - 25% of the Nation's homeless population, despite only making up 12% of the nation's population.
- California has the highest number of unaccompanied youth, veterans, and chronically homeless in the United States.
  - 54% of all unsheltered homeless unaccompanied youth
  - 50% of all unsheltered veterans
  - 49% of all unsheltered chronically homeless
- This landscape has not changed when we look at the 2019 point-in-time count preliminary data.

# 2019 Point In Time Count Preliminary Data

## California Continuums of Care: Comparison of 2017 and 2019 Homeless Counts

- CoCs with % of decrease in total persons between 2017 and 2019
- CoCs with % of increase in total persons between 2017 and 2019



# HOMELESS COORDINATING AND FINANCING COUNCIL

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- SB 1380 was signed on September 29, 2016.
- SB 1380 tasked the State to identify all programs that provide housing or housing-related services to people experiencing homelessness, or at-risk of homelessness, and implement them using a “Housing First” policy.
- In order to help accomplish this task, SB 1380 also established the creation of a Homeless Coordinating and Financing Council (HCFC) to oversee the implementation of the Housing First guidelines and regulations and to identify resources, benefits, and services to prevent, and end, homelessness in California.
- The Council was established in 2017 and held its first quarterly meeting on October 10, 2017.

## SENATE BILL 850

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- The bill was signed on June 27, 2018 and augments SB1380.
- Elevates the Homeless Coordinating and Financing Council (HCFC) from Department of Housing and Community Development (HCD) to the Business, Consumer Services and Housing Agency (BCSH).
  - Agency held it's first HCFC meeting on July, 2018.
- Designates the Secretary of BCSH as Chair of HCFC.
- Adds two representatives to HCFC.
  - Department of Transportation
  - Young adult with lived experience who resides in California.
- Provides permanent staff under BCSH to support HCFC mandates.
- Establishes the Homeless Emergency Aid Program (HEAP) for purposes of providing localities with one-time flexible block grant funds to address their immediate homelessness challenges.

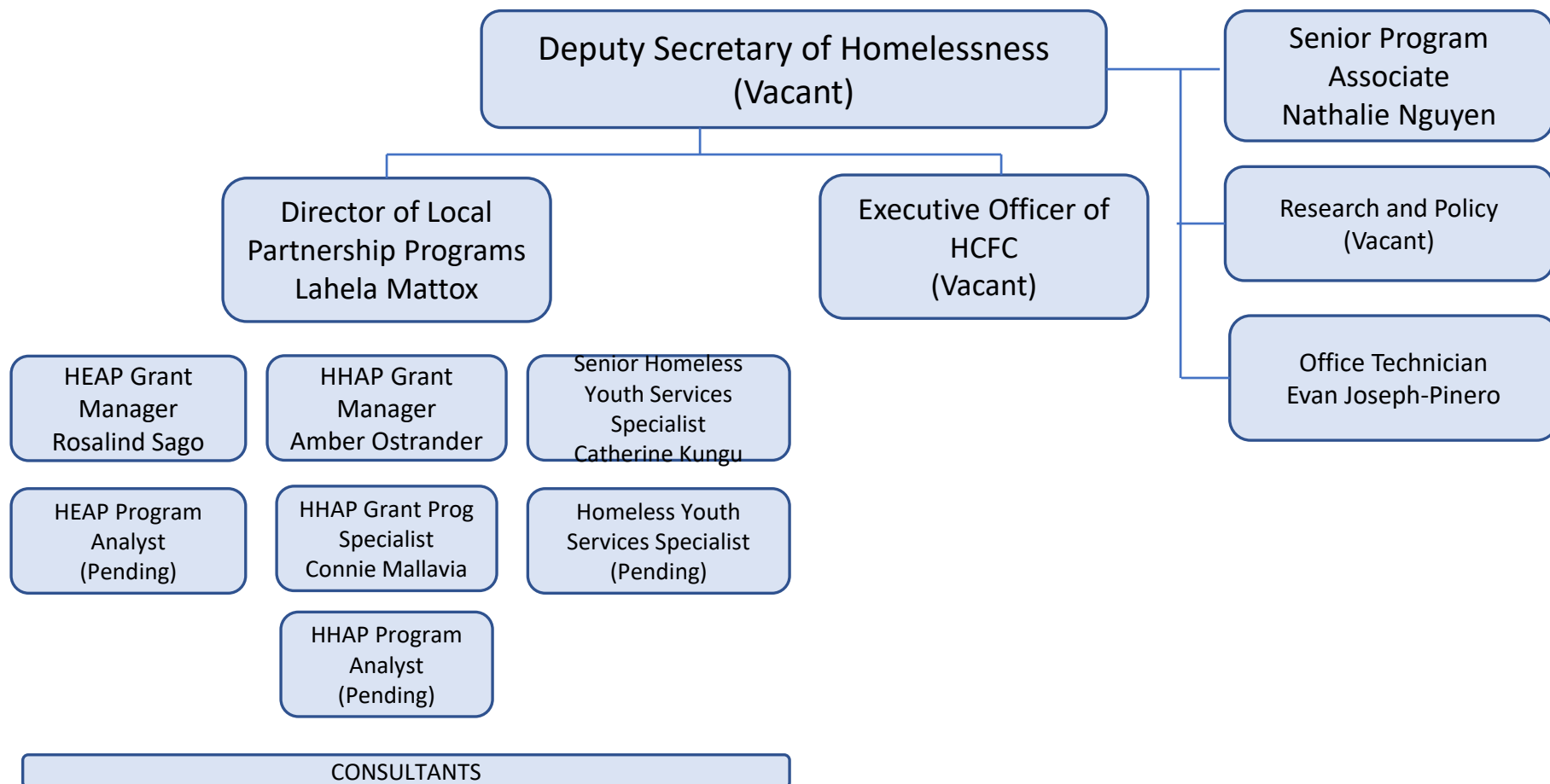


# HCFC

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- The Council is comprised of up to nineteen members.
  - State agencies and departments with programs to address homelessness
  - Representatives of local governments
  - Community stakeholders
  - An adult and young adult with lived experience, who are residents of California
- The Council meets quarterly and Council members provide input and recommendations on strategies to achieve the Council's priorities.
- An Interagency working group was established to support the work of the Council.
  - Meet twice a month
  - Provide input and support to the Council members in achieving Council priorities.

# HCFC ORGANIZATIONAL CHART



## HCFC PRIORITIES

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- Implement Housing First Policy in state department programs that provide housing or housing-related services to people experiencing homelessness, or at-risk of homelessness.
- Explore development of a state-level homeless data integration system.
- Facilitate coordination between state departments that have funding and programs to address homelessness.
- Initiative to develop a data-driven, evidence-based, high-level strategic plan for the state.

## HOUSING FIRST POLICY

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- Housing First is an approach to serving people experiencing homelessness that recognizes a homeless person must first be able to access a decent, safe place to live, that does not limit length of stay (permanent housing), before stabilizing, improving health, reducing harmful behaviors, or increasing income.
- Under Housing First, anyone experiencing homelessness should be connected to a permanent home as quickly as possible, and programs should remove barriers to accessing the housing, like requirements of sobriety or absence of criminal history.
- Lastly, Housing First values choice not only in where to live, but whether to participate in services. In other words, tenants are not required to participate in services to access or retain housing.
- SB 1380 defines Housing First core components.

# HOUSING FIRST POLICY UPDATE

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- SB 1380 mandates that state departments and agencies subject to these requirements must, in collaboration with the Council, adopt or revise guidelines and regulations to incorporate core components of Housing First by July 1, 2019
- Department of Housing and Community Development (HCD) and the Corporation for Supportive Housing (CSH), a sponsor of the legislation, developed a Housing First Checklist for departments to use in assessing whether their programs were in compliance with Housing First and identifying any guideline or regulation changes needed to bring the programs into compliance.
- The Council endorsed the use of the Housing First checklist developed by HCD and CSH, while recognizing that some elements of the checklist may not apply to all components of some programs. For example, programs providing housing-related services, such as case management or navigation services, are not required to revise their guidelines and regulations to adopt the tenant screening and lease provisions.
- As of July 1, 2019, state departments and agencies that have programs or funding for housing or housing-based services to address homelessness, with one exception that will be discussed below, have all completed their program assessments using the Housing First checklist and have adopted or revised guideline or regulation changes necessary to bring their programs into compliance. The results of each state department and agency program can be found in our annual report on our web-site.

## EXPLORATION OF A STATE-LEVEL DATA SYSTEM UPDATE

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- Phase I would include developing a state-level data warehouse that could import and integrate client-level data from all of California's existing local HMIS and provide an option for CoCs to participate in a state HMIS if they choose to do so.
- Phase II would include the development of an integrated platform that could import and link other client-level data from various state and local homeless programs, which would serve as a powerful, data driven tool used to inform policy and resourcing decisions.
- We have completed our exploratory phase and the proposed concept is now with leadership for their feedback.

## HCFC STATEWIDE STRATEGIC ACTION PLAN

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- The Council initiated a collaborative process to develop a statewide action plan that focuses on prioritizing resources to efficiently and effectively address the homelessness crisis in California.
- The plan will focus on how the state should prioritize its resources to efficiently and effectively decrease homelessness throughout the state.
- In January 2019, an invitation to researchers, advocates, providers, and other stakeholders in the field to respond with recommendations of evidence-based best practices to address homelessness.
- HCFC is in the process of reviewing the submissions and developing a draft.
- HCFC is in the process of scheduling workshops to engage stakeholders, including those with lived experience.

## PROGRAMS AND PARTNERSHIPS

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- Implement \$500 million one-time block grant, Homeless Emergency Aid Program (**HEAP**).
- Implement SB 918-Homeless Youth Act.
- Implement \$650 million one-time block grant, Homeless Housing, Assistance, and Prevention Program (**HHAP**).
- Create and manage successful partnerships.
- Provide opportunities for peer-to-peer learning and joint technical assistance with other state entities for local jurisdiction and providers.



## STATE FUNDING 2018-19

- Budget included more than \$600 million in state homelessness funding focused on planning, prevention, and emergency aid.

STATE FUNDING	
Homeless Emergency Aid Program (HEAP)	Administered by Homeless Coordinating and Financing Council (HCFC)
California Emergency Solutions and Housing (CESH)	Administered by Housing and Community Development (HCD)
No Place Like Home (NPLH)	Administered by Housing and Community Development (HCD)

# HEAP

<b>Program Overview</b>	<ul style="list-style-type: none"> <li>• \$500 million one-time block grant</li> <li>• Intended to provide localities with funding to address their immediate homelessness challenges</li> </ul>
<b>Eligible Applicants</b>	<ul style="list-style-type: none"> <li>• 43 Continuums of Care</li> <li>• 11 Largest Cities, with populations of 330,000 or more (as of January 2018)</li> </ul>
<b>Key Elements</b>	<ul style="list-style-type: none"> <li>• Required a crisis shelter declaration to be a direct recipient of HEAP funds</li> <li>• Required a demonstration of collaboration</li> <li>• Mandated that at least 5% of the allocation <b>MUST</b> be used to establish or expand programs to meet the needs of youth experiencing homelessness</li> <li>• Eligible applicants to determine how to expend funds</li> <li>• Eligible uses must align with Housing First Policy</li> <li>• 50% obligated by January 1, 2020, 100% fully expended by June 30, 2021</li> <li>• 100% of funds were disbursed within 60 days of a completed application</li> </ul>
<b>Lessons Learned</b>	<ul style="list-style-type: none"> <li>• Streamlined application and disbursement processes</li> <li>• Technical Assistance was critical (Office Hours, 1:1, workshops, roundtables)</li> <li>• Local government liaison dedicated to supporting collaboration, partnership, and alignment of resources</li> </ul>

## ELIGIBLE USES OF HEAP FUNDS

**Services:** Street outreach, health and safety education, criminal justice diversion programs, homelessness prevention activities, and other service activities.

**Capital improvements:** Emergency shelter, navigation centers, transitional housing, permanent supportive housing, small/tiny houses, and improvements to current structures that serve homeless individuals and families.

**Rental assistance or subsidies:** Housing voucher, rapid re-housing programs, flexible housing subsidy funds, and eviction prevention strategies.

**Administrative costs:** are allowed for both the AE and sub-recipients, but capped at five percent of program funds. This does not include staff costs directly related to carrying out program activities.

**Other:** Some communities are discussing solutions to address homelessness and the public health crisis by using funds for handwashing stations or public toilet and shower facilities.

## INELIGIBLE USES OF HEAP FUNDS

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- Generally, if HEAP funds are used to pay for activities that serve homeless individuals or families or those at imminent risk of homelessness, the uses are allowed, with the following restrictions:
  - Jurisdictions that have not declared a shelter crisis **may not** be the direct recipient of HEAP funding.
  - CoCs, cities, counties, and nonprofit organizations **may not** use HEAP funds for capital projects, such as building or expanding a shelter or navigation center, or for rental assistance, within a jurisdiction that has not declared a shelter crisis.
  - HEAP funds **cannot** be used to fund HMIS infrastructure or improvements.
  - HEAP funds **cannot** be used to create a strategic plan for addressing homelessness.
  - HEAP funds **cannot** be expended after June 30, 2021. Any long-term projects that would require payment after that date are not appropriate uses of HEAP funds.
  - Expenditures not intended for the purposes of providing aid for persons who are homeless or at imminent risk of homelessness are not appropriate uses of HEAP funds.

## HOMELESS YOUTH SET-ASIDE

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- At least five percent of HEAP funds must be used to establish or expand services meeting the needs of homeless youth or youth at risk of homelessness.
- 5 percent is the MINIMUM, there is no maximum.
- The HEAP team encourages and expects local CoCs and large cities to work with youth advocates and youth service providers to determine the most appropriate services for this target population.
- Consistent with other state and federal definitions, HCFC considers “homeless youth” to mean an unaccompanied homeless individual who is not older than 24, for purposes of HEAP. Homeless individuals not older than 24 who are parents are included in this definition.

## HEAP HIGHLIGHTS

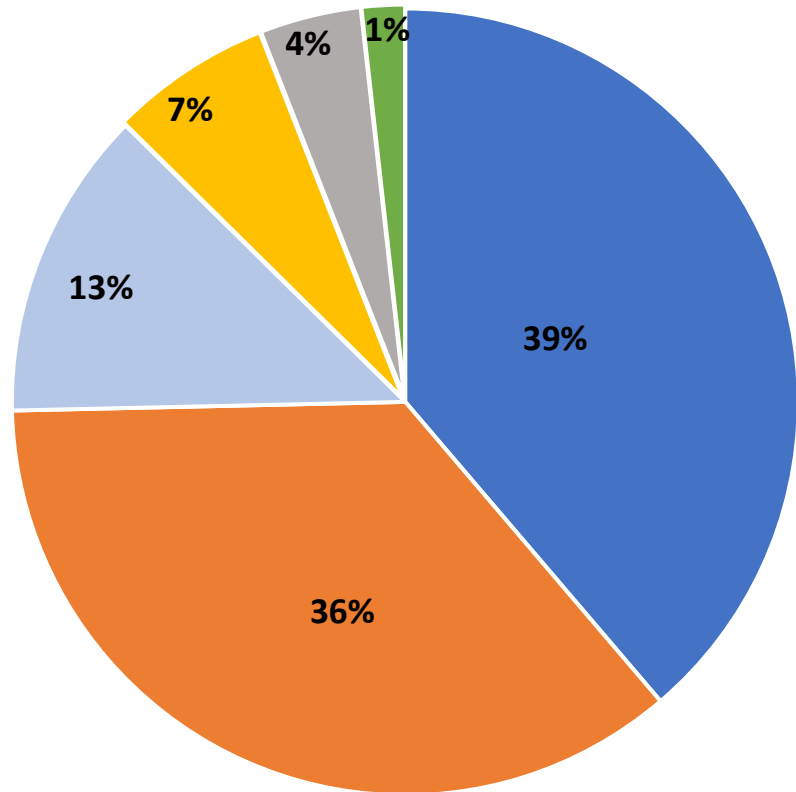
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- We received applications from all 43 Continuums of Care and the 11 large cities by December 31, 2018.
- All applicants were awarded their HEAP funds by January 31, 2019, as mandated in statute.
- 100% of HEAP funds have been disbursed as of April 3, 2019.
- We met our internal goal of awarding HEAP funds within 15 days of receipt of a completed application.
- We met our internal goal of disbursing HEAP funds within 15 days of receipt of an executed standard agreement.
- We met our commitment to disburse HEAP funds within 60 days of the date the application is deemed complete.

## STATEWIDE HEAP EXPENDITURES

### Statewide

- Services
- Capital Improvements
- Rental Assistance/Subsidies
- Homeless Youth Set-Aside
- Administrative
- Other (mobile hygiene, etc.)



## HEAP PROJECTS

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- Prevention
- Rapid Re-housing
- Outreach/Encampment response
- Employment Programs
- Community Cabins
- Mobile Hygiene Services
- Safe Parking
- Flexible Funding Pools
- Establish or expand Shelter, Navigation, and/or Warming/Cooling Center
- Renovations and repairs
- Interim Housing Beds



# HEAP LESSONS LEARNED

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## ■ Lesson #1

- The authorizing statute was clear in the major program structure, eligible applicants and uses, and allocation formula provisions.

## ■ Lesson #2

- We deliberately set out to make the program as simple, transparent, and streamlined as possible.

## ■ Lesson #3

- We recognized that establishing partnerships with the CoCs, large cities, and other partners was key.

## ■ Lesson #4

- Providing ongoing support and technical assistance is critical.

## STATE FUNDING-2019-20 BUDGET

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- \$1.75 billion for housing and \$1 billion for homelessness to support local governments in developing an integrated approach to tackle their homelessness issues.
  - Homeless Emergency Aid
  - Health and Human Services
  - Student Rapid Rehousing
- CA Environmental Quality Act (CEQA)
  - Statutory amendments to help mitigate California's homelessness crisis by exempting low barrier navigation centers built on public land from CEQA review.

# HHAP

<b>Program Overview</b>	<ul style="list-style-type: none"> <li>• One-time block grant established in 2019-20 Budget</li> <li>• Provides local jurisdictions with funds to support regional coordination and expand or develop local capacity to address their immediate homelessness challenges</li> </ul>
<b>Eligible Applicants</b>	<ul style="list-style-type: none"> <li>• 44 Continuums of Care</li> <li>• 13 Largest Cities, with populations of 300,000 or more (as of January 2019)</li> <li>• 58 Counties</li> </ul>
<b>Funding Allocations</b>	<ul style="list-style-type: none"> <li>• 190 million – Continuums of Care</li> <li>• 275 million – Large Cities</li> <li>• 175 million – Counties</li> <li>• Allocations are based on each CoCs proportionate share of the state's total homeless population based on the homeless point-in time count (PIT).</li> <li>• Eligible uses to be further defined in the HHAP program guidance</li> </ul>
<b>Key Elements</b>	<ul style="list-style-type: none"> <li>• Requires a demonstration how they have coordinated with other jurisdictions to identify their share of the regional need to address homelessness, and how the requested funds will help meet the jurisdiction's share of that need</li> <li>• Mandate that at least 8% of the allocation <b>MUST</b> be used to establish or expand programs to meet the needs of youth experiencing homelessness</li> <li>• Does not require a crisis shelter declaration to be a direct recipient of HHAP funds</li> </ul>

# HHAP IMPORTANT DATES

HHAP TIMELINE	
October 2019	Program Guidance published
October 2019	Application Map and Instructions published
November-December 2019	Release of NOFA and Application (dependent upon the release of 2019 point-in-time count by US Housing and Urban Development)
February 15, 2020	HHAP Applications Due
April 1, 2020	All HHAP awards to be made
May 31, 2023	HHAP program funds must be contractually obligated **varies for counties, CoCs, and large cities
June 30, 2025	HHAP program funds must be fully expended

# HHAP POINT-IN- TIME COUNT NOTICE



## CALIFORNIA HOMELESS COORDINATING AND FINANCING COUNCIL

Gavin Newsom, Governor | Alexis Podesta, Chair  
Business, Consumer Services and Housing Agency

**DATE:** October 7, 2019

**MEMORANDUM FOR:** ALL ELIGIBLE HOMELESS HOUSING, ASSISTANCE, AND PREVENTION PROGRAM APPLICANTS (HHAP)

**FROM:** Alexis Podesta, Secretary  
Business, Consumer Services and Housing Agency

**SUBJECT:** Request to Use 2017 Point-In-Time Count

On July 31, 2019, Governor Newsom signed into law the Homeless Housing, Assistance, and Prevention Program (AB 101, Chapter 159, Statutes of 2019). The HHAP program is a block grant program designed to provide jurisdictions with one-time grant funds to support regional coordination and expand or develop local capacity to address their immediate homelessness challenges informed by a best-practices framework focused on moving homeless individuals and families into permanent housing and supporting the efforts of those individuals and families to maintain their permanent housing.

HCFC is requesting eligible applicants who want to elect to use their 2017 Point-In-Time (PIT) count, instead of their 2019 PIT count to determine their HHAP allocation, submit their request and supporting documentation on the forms provided by HCFC, on or before November 1, 2019. However, requests will be accepted until midnight on the day HUD releases the 2019 PIT count. The form that must be completed can be found at [www.bcsb.ca.gov/hcfc](http://www.bcsb.ca.gov/hcfc).

Health and Safety Code § 50216(j) states that a jurisdiction may elect to use their 2017 PIT count, instead of their 2019 PIT count, if they can demonstrate all of the following:

- (1) That a significant methodology change occurred between the 2017 and 2019 PIT counts;
- (2) That the significant change in methodology was based on an attempt to more closely align the count with HUD best practices; and,
- (3) That the change was undertaken in consultation with HUD representatives.

# HHAP REDIRECTION OF FUNDS NOTICE

## Redirection of Funds

The Homeless Coordinating and Financing Council (HCFC) acknowledges there may be jurisdictions who want to redirect their HHAP program allocation to their partnering CoC, large city (if applicable), or county. Therefore, eligible applicants will be allowed to redirect their HHAP program allocation to the CoC, large city(if applicable), or county that serves the same region it is connected to in lieu of directly applying for their program allocation. The following requirements must be adhered to when redirecting funds:

1. The jurisdiction must redirect their entire HHAP program allocation to a single CoC, large city (if applicable), or county that serves the same region.
2. Redirected funds shall be used in the jurisdiction entitled to the funds or to provide regional housing or services that serve the population living in the jurisdiction entitled to the funds.
3. The eligible applicant receiving funds must clearly identify the intended use of the redirected funds in their program application.
4. The eligible applicant receiving funds must comply with the expenditure deadlines as stated in Health and Safety Code § 50220(a-e). For example, if a large city receives funds from a county, the entire county program allocation must be contractually obligated by May 31, 2023. Funds not contractually obligated by this date would then revert to the CoC serving that region.
5. Eligible applicants who are giving and receiving the program allocation will also need to submit a binding resolution or agreement that redirects the funds from one entity to the other and is signed by both jurisdictions. Evidence of such an agreement/resolution must be submitted by midnight on February 15, 2020.

**HCFC is requesting any eligible applicants wishing to redirect their program allocation in this way to submit their intent to do so by November 1, 2019.** The Intent to Redirect Program Allocation form that must be completed can be found at [www.bcsb.ca.gov/hcfc/](https://www.bcsb.ca.gov/hcfc/).

## HHAP APPLICATION PROCESS

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- Streamlined
- Consists of an on-line portal for eligible applicants to submit their application
- Applicants will submit supporting required documents
- Technical assistance will be provided to ensure applications are submitted
- Applications will be reviewed and approved on a rolling basis

## HHAP APPLICATION PROCESS

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## HHAP APPLICATION

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- **Consists of a narrative that demonstrates regional coordination:**
  - **how** they have coordinated with other jurisdictions to identify their share of the regional need to address homelessness, and
  - **how** the requested funds will help meet the jurisdiction's share of that need
- **Additional elements:**
  - Current resources and programs addressing homelessness and the gaps that exist
  - List of partners working with the applicant
  - Current available funding and how HHAP funds will compliment the current funding
  - Identify the solutions, models, partners, specifically identifying what evidence-based practices will be used to close the gaps

## EVIDENCE-BASED PRACTICES

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- HEAP funding allowed for jurisdictions to have flexibility to use funds to meet their emergency needs.
- HHAP funding expands the HEAP funding and focuses on evidence-based practices, regional coordination, and services specific to the needs of youth.
- Evidence-Based Practices include but are not limited to:
  - Housing First
  - Permanent Supportive Housing
  - Trauma Informed Care
  - Harm Reduction
  - No-wrong Door Approach

## HHAP ELIGIBLE USES

**Rental Assistance  
and  
Rapid Rehousing**

**Operating  
Subsidies and  
Reserves**

**Landlord  
Incentives**

**Outreach and  
Coordination  
(including employment)**

**Systems Support  
to create regional  
partnerships**

**Delivery of  
Permanent  
Housing**

**Innovative  
solutions like  
motel/hotel  
conversion**

**Prevention and  
shelter diversion  
to permanent  
housing**

**New navigation  
centers and  
emergency shelters  
(based on demonstrated need)**

**\*\*funds shall be expended on evidence-based solutions\*\***

# COLLABORATION, COORDINATION, AND COMMITMENT



- **Collaboration**-Local, state, and federal government, stakeholders, non-traditional entities, people with lived experience.
- **Coordination** to maximize funding and resources to achieve solutions
- **Commitment** to doing our part.

# PEOPLE EXPERIENCING HOMELESSNESS

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- **RARE: Prevention and diversion**
  - It is an approach, a culture in your system
- **BRIEF: Alignment of resources**
  - to address the upstream of Behavioral health, substance use disorders, chronic homelessness, low-barrier shelters, etc.
- **ONE-TIME: Access and exit strategies**
  - Ensuring people have opportunities to succeed

# THE SOLUTION TO HOMELESSNESS



## RESOURCES







# California State Homelessness Funding Programs



[https://www.bcsb.ca.gov/hcfc/documents/heap\\_funding\\_matrix.pdf](https://www.bcsb.ca.gov/hcfc/documents/heap_funding_matrix.pdf)





# State Resources to Address California's Homeless Crisis



[https://www.bcsb.ca.gov/hcfc/documents/heap\\_funding\\_resources.pdf](https://www.bcsb.ca.gov/hcfc/documents/heap_funding_resources.pdf)

## TYPES OF HOMELESSNESS

### 1. Non-chronic

### 2. Chronic




A homeless individual or head of household who has:

 **a disability**

 **been homeless in past 3 years:**

- at least 12 months OR
- on at least 4 separate occasions

## HOUSING OPTIONS

	 <b>Emergency shelter</b>	 <b>Bridge housing (transitional)</b>	 <b>Rapid re-housing*</b>	 <b>Permanent supportive housing*</b>
<b>Population</b>	Non-chronic, Chronic	Non-chronic	Non-chronic	Chronic
<b>Timeframe</b>	Overnight (first-come, first-served)	Temporary (6-24 mos)	Immediate and long-term	Immediate and long-term
<b>Services</b>	Minimal services	Temporary supportive services	Moving assistance, tapered supportive services & rent assistance	Permanent supportive services
<b>Goals/Focus</b>	Safety	Stability/reintegration	Stability/independence	Stability

\* Housing First

## HOUSING APPROACHES: THEN AND NOW

### THEN: TREATMENT FIRST

**Belief: A behavioral issue** > Homelessness is a result of poor lifestyle choices.

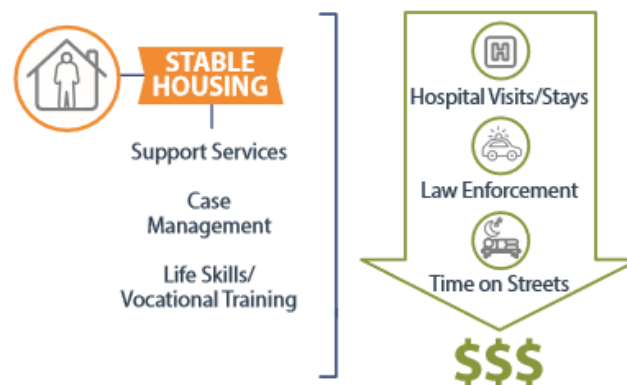
**Approach:** Requires the person to address issues (health, addictions, unemployment, etc.) *before* receiving permanent housing. Housing is a reward for changed behavior – almost impossible to achieve on the streets.



### NOW: HOUSING FIRST

**Belief: A housing issue** > Homelessness is a result of not having housing.

**Approach:** Removes barriers to acquiring housing so the person is housed with supportive services first – and as quickly as possible. The resulting stability provides a foundation to address life issues. It accelerates success AND lowers costs.



## CONTINUUM OF CARE (CoC)

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- 44 in the State of California.
- CoCs are mandated by the US Department of Housing and Urban Development (HUD).
- CoCs are a geographically based entity that carries out the planning and local funding priority responsibilities.
- A CoC is made up of local stakeholders committed to ending homelessness, such as local non-profits, those who are or have experienced homelessness, law enforcement, local business leaders, local government leaders, etc.
- A CoC can be a county, a city, a non-profit organization.
- For additional information and resources:  
<https://www.hudexchange.info/programs/coc/>



## COORDINATED ENTRY SYSTEM (CES)

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- CES is a process developed to ensure that all people experiencing a housing crisis have fair and equal access.
- Goals of CES:
  - To ensure accessibility to services no matter where or how people present.
  - To ensure people are quickly identified, assessed for and referred to housing and assistance based on their strengths and needs.
  - To reduce long waiting times to receive assistance
  - To prevent people from being screened out of needed assistance.
  - To help communities identify gaps and needed resources
- The system varies for each CoC.

# Contact Information

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- HCFC website <https://www.bcsb.ca.gov/hcfc/>
- Questions: [HCFC@BCSB.ca.gov](mailto:HCFC@BCSB.ca.gov)
- To request HCFC staff presentations:  
<https://www.bcsb.ca.gov/hcfc/webapps/request.php>
- To receive information releases regarding the HEAP program, please register for the program [listserv](#)
- Social media
  -  [https://twitter.com/CA\\_HCFC](https://twitter.com/CA_HCFC)
  -  <https://www.facebook.com/CalHCFC/>
- Lahela Mattox, Director of Partnership Programs
  - 916-651-2770
  - [Lahela.mattox@bcsb.ca.gov](mailto:Lahela.mattox@bcsb.ca.gov)