

ORANGE COUNTY  
CONTINUUM OF CARE BOARD  
Wednesday, October 23<sup>rd</sup>, 2019  
2:00 PM – 4:00 PM

County of Orange  
1300 S. Grand Avenue, Bldg. B  
2<sup>nd</sup> Floor, Conference Room A/B/C  
Santa Ana, CA 92705

# MINUTES

## Board Member Names

Jason Austin, OC Health Care Agency  
Jeanne Awrey, OC Dept. of Education [Secretary]  
Matt Bates, City Net  
Judson Brown, City of Santa Ana  
Paul Cho, Illumination Foundation  
Donald Dermit, The Rock Church  
Curtis Gamble, Hope Lifted  
Vacant

Becks Heyhoe, OC United Way  
Patti Long, Mercy House  
Dawn Price, Friendship Shelter  
Albert Ramirez, City of Anaheim  
Maricela Rios-Faust, Human Options  
George Searcy, Jamboree Housing [Chair]  
Tim Shaw, Individual [Vice-Chair]

## Call to Order – George Searcy, Chair

Chair George Searcy called the meeting to order at 2:03 P.M.

## Pledge of Allegiance – Paul Cho, Illumination Foundation

Paul Cho led the Pledge of Allegiance.

## Invocation – George Searcy, Chair

Chair George Searcy led the invocation.

## Board Member Roll Call – Jocelyn Gaspar, OC Community Resources (OCCR)

Present: Jason Austin, Matt Bates, Judson Brown, Paul Cho, Donald Dermit, Curtis Gamble, Becks Heyhoe, Patti Long, Dawn Price, Albert Ramirez, Maricela Rios-Faust and George Searcy.

Absent Excused: Jeanne Awrey and Tim Shaw.

**Public Comments:** Members of the public may address the Continuum of Care Board on items listed within this agenda or matters not appearing on the agenda so long as the subject matter is within the jurisdiction of the Continuum of Care Board. Comments will be limited to three minutes. If there are more than five public speakers, this time will be reduced to two minutes.

Hafsa Kaka from the City of Santa Ana shared an update on the city's ongoing initiatives including the City Manager's Four Point Plan, work with City Net and the Outreach Homeless Hotline.

Callie Rutter commented on the shelter operations at Bridges at Kraemer Place and recommended reaching out to people with lived experience to develop shelter programs.

Paul Hyek commented on the shelter operations at Bridges at Kraemer Place.

**Welcome and Introductions** - George Searcy, Chair

Chair George Searcy welcomed the Continuum of Care Board members and attendees. Shannon Legere, Director, Housing & Homeless Services, introduced new OCCR staff, Paul Duncan, CoC Manager and Karen Betances, CoC Administrator.

**CONSENT CALENDAR**

*All matters are approved by one motion unless pulled by a Board Member for discussion or separate action. The CoC Board requests that only pertinent information be discussed during this time.*

1. **Revised item: Approve Continuum of Care Board Meeting Minutes from August 28, 2019 and September 11, 2019.**
2. **Continuum of Care Committee/Working Group Reports**
  - A. Coordinated Entry System
  - B. Data and Performance
  - C. Emergency Shelters
  - D. Housing Opportunities
  - E. Orange County's Homeless Provider Forum
  - F. Street Outreach Team

Dawn Price motioned to approve the Consent Calendar. Curtis Gamble seconded the motion. The motion passed by unanimous consent.

**BUSINESS CALENDAR**

1. **Office of Care Coordination Update** – Susan Price, County Executive Office

No update.

2. **Continuum of Care Updates** – Shannon Legere and Paul Duncan, OC Community Resources (OCCR)

Shannon Legere announced that a new Shelter Manager will be joining the County of Orange. The new Shelter Manager was previously employed at the Los Angeles Homeless Services Authority.

The Board of Supervisors approved the Homeless Emergency Aid Program for Transitional Age Youth Contract for Covenant House California.

The California Emergency Solutions and Housing (CESH) Round 2 allocation award letter for the County of Orange was received on October 7, 2019, for \$1,116,498. Further information will be provided under agenda item 9.

The FY 2019 CoC Notice of Funding Availability (NOFA) was submitted on September 26, 2019. A survey to receive feedback was distributed via email. A report on the feedback received will be shared at the November meeting.

Curtis Gamble, Chair George Searcy and OC Community Resources met to discuss solutions for the recent rent increases for the residents of the La Paz Mobile Home Park. The mobile home park falls on two jurisdictions which is subject to different housing choice voucher limitations. An update on whether the La Paz owners and residents are interested in possible housing choice vouchers will be shared at a future CoC Board meeting.

3. **Protocol for Public Comments** – George Searcy, Chair

Chair George Searcy recommended that in addition to holding public comments during the beginning of the meeting, public comments will also be held after each agenda item. Comments will be limited to three minutes. If there are more than five public speakers, this time will be reduced to two minutes.

Maricela Rios seconded the recommendation.

Public Comments

- Paul Hyek recommended public comments be held in the beginning and end of each meeting.

- Christa Johnson commented on the agenda structure of the CoC Board meetings.
- Callie Rutter commented on the agenda structure of the CoC Board meetings.
- David Gillanders commented on creating a method for feedback to assist with improving CoC Board meeting structure.

Vote Yes: Jason Austin, Judson Brown, Paul Cho, Donald Dermit, Curtis Gamble, Becks Heyhoe, Patti Long, Dawn Price, Albert Ramirez, Maricela Rios-Faust and George Searcy.

Vote No: Matt Bates.

The motion passed by majority vote.

#### **4. Proposed CoC Board Dates for the Year – George Searcy, Chair**

Chair George Searcy shared the proposed CoC Board dates for the next 14 months. The proposed calendar has the CoC Board Meetings going dark in July and December and November meeting will permanently convene on the third Wednesday in November.

No motion.

#### **5. CoC Policies, Procedures and Standards Committee Chair Elections and Members–**

George Searcy, Chair

Chair George Searcy Shared the Policies, Procedures and Standards (PPS) Committee Governance Charter Outline. OCCR recommended the CoC Board take the following actions in establishing the PPS Committee:

- Grant authority for the creation of the Policies, Procedures and Standards committee to be chaired by the Vice Chair of the CoC board;
- Grant authority to the selected chair of the committee to have an initial convening with all current CoC committee chairs to identify which committees will continue to meet as well as in what format. Based upon those discussions the initial convening body will determine composition of the committee based upon committees and workgroups that will be ongoing;
- CoC Board to direct the committee to return at the following commission meeting to identify which committees/workgroups will be continuing work and will hold a seat on the Policies, Procedures and Standards Committee. The CoC Board then can take nominations and vote on one or two additional at large members for the committee; and
- CoC Board to direct OCCR staff to work in conjunction with the Policies, Procedures and Standards Committee to draft a charter for the committee that will be heard both at the PPS Committee and the CoC Board for approval no later than the end of the first quarter of calendar year 2020.

Dawn Price motioned to approve the recommendation. Donald Dermit seconded the motion. The recommendation passed by unanimous consent. Judson Brown requested the committee to review item 2C on the Governance Charter Outline.

#### **6. Emergency Shelter Working Group Report– Dawn Price, Friendship Shelter**

Emergency Shelter Working Group Chair, Dawn Price, Mia Ferreira and Connor Stephenson from Friendship Shelter provided the results of the emergency shelter survey. Dawn Price recommended that the CoC Board consider the following actions:

- Adopt the recommendations below and resolve to use the recommendations to guide future funding decisions related to shelters.
  - An ideal shelter system in Orange County would have room for all who are experiencing homelessness and seeking shelter. Therefore, the system should continue its recent expansion of shelter opportunities as well as work to ensure flow through shelters and into housing opportunities.
  - One way to increase availability of shelter for all would be to ensure dynamic, responsive shelter opportunities that can more easily adapt to changing needs.

- While flexibility is key in most cases, some special populations are best served in shelter programs designed and designated for them – and development of those shelters is needed.
  - Shelter should be more easily accessible, especially to ensure that an individual experiencing homelessness can understand processes and find shelter on their own without the assistance of a referring agency.
  - While most shelters are engaging in their own training activities, a coordinated system-wide training program would preserve individual shelter resources and encourage collaboration among shelters.
  - Shared shelter operation standards would be helpful in ensuring that individual shelters are operating together as a system, with shared goals and practices.
2. Convene a work group to develop a system-wide shelter staff training program.
  3. Convene a work group to work with County staff to develop system-wide shelter operational standards.
  4. Affirm that the survey data belongs to the CoC Board as it was collected under the auspices of the CoC Shelter Workgroup and affirm that the data should be stored by the County as the administrative entity responsible for CoC business.
  5. Provide direction to County CoC staff regarding whether the data should be update regularly as well as whether the full data should be available publicly.

Public Comments

- Paul Hyek recommended looking into the Community Emergency Response Team Disaster Program and disaster preparedness for shelter programs.
- Hafsa Kaka advocated for recommendations number 1, 2 and 5.

Chair George Searcy motioned to approve recommendation numbers 2, 3 and 4 and recommended that the Emergency Shelter Working Group revisit recommendation number 1 to create clear actionable items.

Dawn Price motioned to approve the recommendation. Matt Bates seconded the motion. The motion passed by unanimous consent.

**7. Schedule Continuum of Care Board Retreat – George Searcy, Chair**

OCCR will contact the CoC Board members to find a meeting date for the CoC Board retreat. The date will be shared at the November CoC Board meeting.

**8. Recommendation to Create a Transitional Age Youth (TAY) Focused Working Group – Paul Duncan, OCCR**

Paul Duncan recommended the CoC Board create a TAY focused working group. The TAY Focused Work Group will align with the TAY Collaborative that meets monthly. Becks Heyhoe will be the CoC Board representative at the TAY focused working group meetings.

Public Comment

- Hafsa Kaka, from the City of Santa Ana, advocated for more data from the TAY working group that is created.

Dawn Price motioned to approve the recommendation. Matt Bates seconded the motion. The motion passed by unanimous consent.

**9. Creation of Ad Hoc Group on Upcoming State Funding – Paul Duncan, OCCR**

Paul Duncan recommended the CoC Board convene an ad-hoc group, before next month's CoC Board meeting to discuss funding priorities for state funding that is forthcoming.

OCCR staff will contact CoC Board members to participate in the State Funding Ad Hoc meeting.

**10. Veteran Representation in CoC Board – Paul Duncan, OCCR**

The seat held by Dustin Halliwell has been vacated. OCCR staff requested that the CoC Board consider nominating members to fill the seat. An email will be distributed to the CoC Board members and the public for veteran representative nominations.

## 11. Board Member and Staff Comments

Becks Heyhoe commented on the November Hunger to End Veteran Homelessness that is forthcoming and extended an invitation to all to participate in the campaign.

Dawn Price commented on Laguna Beach's ASL Emergency Shelter's 10-year anniversary.

Erin DeRycke commented on the Homeless Management Information System (HMIS) six-month Live Bed Management Shelter Pilot between Mercy House, Pathways of Hope and the Family Solutions Collaborative.

Meeting Adjourned: 4:19pm

**Next Meeting:** November 20<sup>th</sup>, 2019

**County of Orange**  
**1501 E. St. Andrew Place**  
**Conference Room 134**  
**Santa Ana, CA 92705**

For Further Information Regarding the Orange County Continuum of Care:

<http://www.occommunityservices.org/hcd/homeless/coc>

For Further Information Regarding the Orange County Commission to End Homelessness:

<http://www.ocgov.com/gov/ceo/care/commendhom>

**ORANGE COUNTY  
CONTINUUM OF CARE BOARD  
Monthly Committee Report  
Data and Performance**

**MEETING DATE:** \_\_\_\_\_ **November 14, 2019** \_\_\_\_\_  
 Did not meet

**NUMBER IN ATTENDANCE:** \_\_\_\_\_ **13** \_\_\_\_\_

**AGENDA ITEMS:**

- **Sharing Case Notes in HMIS**
  - Staff will continue discussion around sharing case notes in HMIS.
- **Entries from Homelessness Measure**
  - Staff will present a proposed addition to the calculation for the Entries from Homelessness performance measure.
- **Returns to Homelessness data**
  - Staff will discuss implementing the ability for agencies to pull returns to homelessness data.
- **RRH Project Performance Analysis**
  - Staff will present the RRH project performance analysis to the committee.
- **December Meeting**
  - Committee will discuss whether or not the Data and Performance Management Committee should meet in December.

**PRESENTATIONS:**

None

**ACTION ITEMS/NEXT STEPS:**

- Finalize training to share case notes in HMIS with working group

- Implement change to Entries from Homelessness measure as approved by the Committee
  - Entries from non-homeless situations where the client stayed less than 7 nights and was homeless prior to staying in that situation will now be considered “neutral” entries
- December meeting has been cancelled; will resume in January

**NEEDED CoC BOARD ACTION:**

None

**DATE OF NEXT MEETING:**

January 9, 2020 1:30 – 3:00

**Additional Comments:**

Project-level performance reports for Rapid Re-housing projects and Rapid Re-Housing Goals and Outcomes Report is available at [ochmis.org](http://ochmis.org) > Reports > Project Performance Reports

# Orange County's Rapid Re-Housing Goals and Outcomes

This report explains goals that have been set for Rapid Re-Housing (RRH) projects by the Orange County Continuum of Care (CoC), what they mean for Orange County residents experiencing homelessness, and the outcome of two cycles of performance data review.

2-1-1 Orange County first published project performance data for RRH projects in April 2019 after deciding on measures and goals in 2018. Performance data was published again in November 2019. The report published in April 2019 looked at data from clients who were active from 3/1/2018 to 2/28/2019 and the report published in November 2019 looked at data from clients who were active from 10/1/2018 to 9/30/2019.

## The following goals apply to RRH projects:

### *Goal 1: Prioritize Clients Experiencing Literal Homelessness*

Projects are making huge improvements in exclusively serving clients who are experiencing literal homelessness immediately prior to project entry.

### *Goal 4: Place Households in Units as Soon as Possible*

Projects continue to make improvements on this goal, but the project type struggles with consistently placing clients in housing units in fewer than 30 days after their enrollment.

### *Goals 6 & 7: Help Adult Clients Increase Their Income While Enrolled and as of Project Exit*

In part due to the short term nature of the assistance provided by Rapid Re-Housing projects, the project type struggles to help clients increase their income during their enrollment and by the time they exit the project.

### *Goal 8: Help Clients Exit to Successful Housing Situations*

Although there appears to be a significant minority of projects that are not achieving this goal, the majority of clients are exited from RRH projects to successful housing destinations.

### *Goal 10: Effectively Use CoC Funds to Place Households in Permanent Housing*

The majority of projects are currently meeting this goal, and the overall project type score for using CoC funds effectively is well under the target for this goal.

### *Goal 11: Ensure Clients Do Not Fall Back Into Homelessness After Being Housed*

The majority of Rapid Re-Housing projects are effectively stabilizing clients in permanent housing because 93% of clients who exited to permanent housing do not return to homelessness within two years of their exit date.

\*Goals 2, 3, 5, and 9 do not apply to RRH projects.



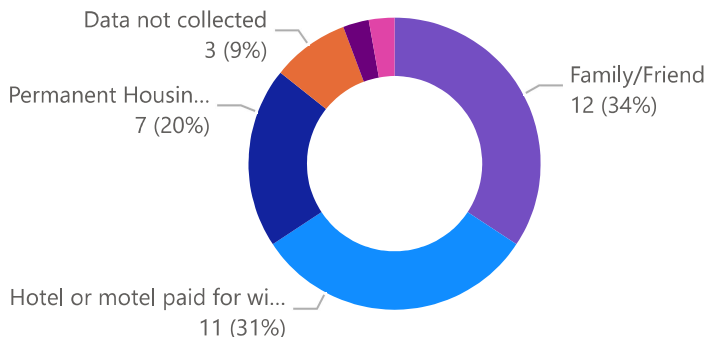
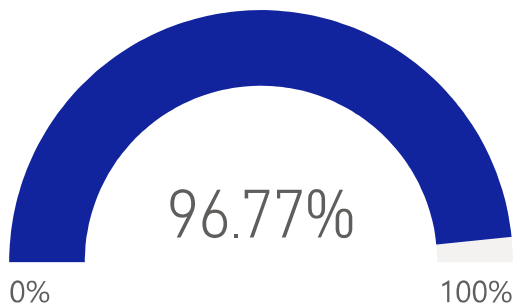
# Goal 1: Prioritize People Experiencing Literal Homelessness

**Why does this goal matter?** Our goal is to have 100% of clients in RRH projects coming from literal homelessness situations to ensure that our CoC's limited resources are focused on those with the greatest need. The purpose of Rapid Re-Housing projects is to help individuals and families "living on the streets or in emergency shelters solve the practical and immediate challenges to obtaining permanent housing while reducing the amount of time they experience homelessness" (Source: U.S. Department of Housing and Urban Development, *Rapid Re-Housing Brief*, 2014)

## Where are we right now?

As a project type, RRH projects are very close to meeting the goal of 100% entries from literal homelessness.

Clients entering projects from non-literal homeless situations are coming from unstable situations of living with family or friends or in a hotel/motel, and various rental situations.



## Any standout project successes?

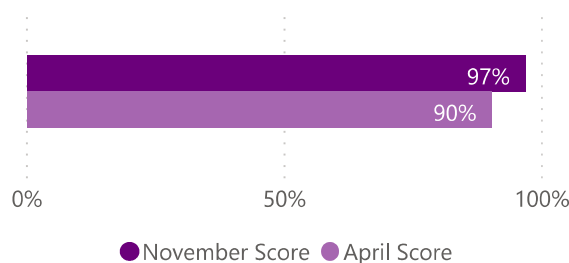
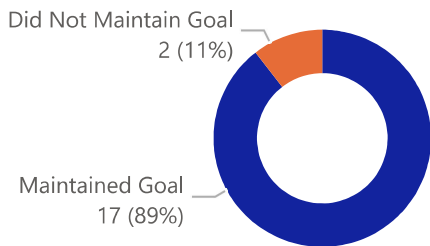
One project nearly doubled their score to meet the goal of housing 100% clients entering from literal homelessness!

Project	April Score	November Score	Difference
Illumination Foundation - TAY State ESG	56%	100%	44%

## Are we maintaining our goals?

Of the 19 projects that met the goal of enrolling only clients entering from literal homelessness in April, 89% were able to maintain that goal in the November analysis.

From the April analysis to now, there was a 7% increase in the overall project type's performance on this goal!



## What's the bottom line?

The majority of RRH projects enroll 100% people entering from literal homeless situations. Of the 9 projects that did not meet this goal in the November analysis, 5 projects were within 9% of meeting the goal. Of 1,096 enrollments included in this analysis, only 35 came from situations other than literal homelessness.



# Goal 4: Place Households in Units As Soon As Possible

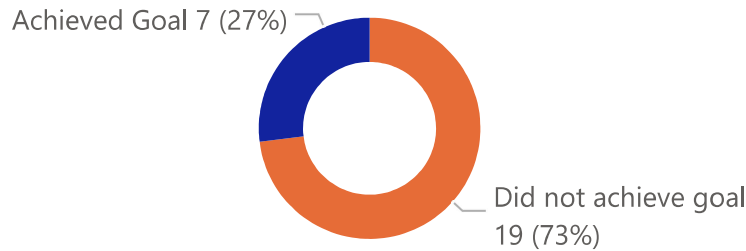
**Why does this goal matter?** Since a primary goal for Rapid Re-Housing projects is to re-house people in permanent housing from literal homeless situations and reduce the amount of time client remains homeless, it is important to move clients from their literal homeless situation into permanent housing as quickly as possible. Clients may agree to receive services and be found eligible for a program's assistance before a unit is available. Our goal is for projects to place clients into units within 30 days of the client's enrollment in the project.

## Where are we right now?

The majority of projects did not meet the goal of placing households in units within 30 days of their acceptance into the project.

Overall Project Type Score

48.2



## Any standout project successes?

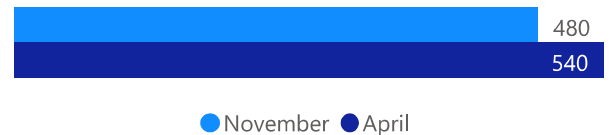
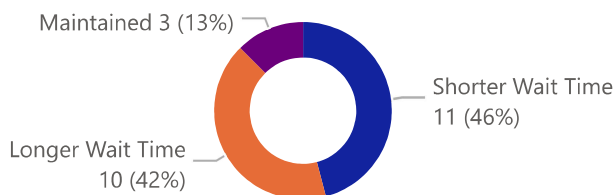
One project was able to meet the goal in November after not meeting it in April, and two projects made huge improvements of more than 70 days over their April score!

Project	April Score	November Score	Difference
Illumination Foundation - Santa Ana ESG Rapid Rehousing	134	44	-90
Mercy House - CA State ESG	172	96	-76
Mercy House - CoC JRHR Rapid Re-housing	34	24	-10

## Are we maintaining our goals?

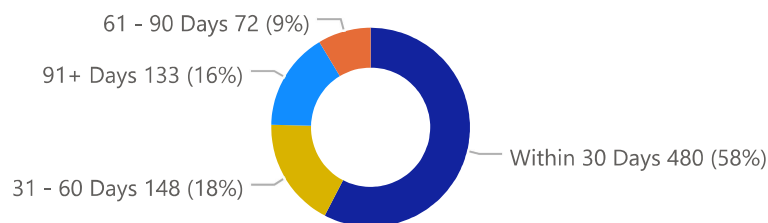
The majority of projects are improving on this goal, however there are a significant number of projects with longer wait times from April to November.

Fewer clients were placed into units within 30 days of enrollment in the November analysis compared to the April analysis period.



## What's the bottom line?

While a slight majority of clients are being placed in units within 30 days of enrollment, a significant number of clients are waiting more than 30 days to exit homelessness and enter permanent housing.



Data quality issues, such as misunderstanding of the difference between Project Start Date and Housing Move-In Date (as well as when and how to enter this data) may contribute to the higher scores for this goal. Improving data consistency across all agencies and project types is a current goal for the OC CoC.

# Goals 6 & 7: Help Adult Clients Increase Their Income While Enrolled in RRH Projects and by the Time They Exit

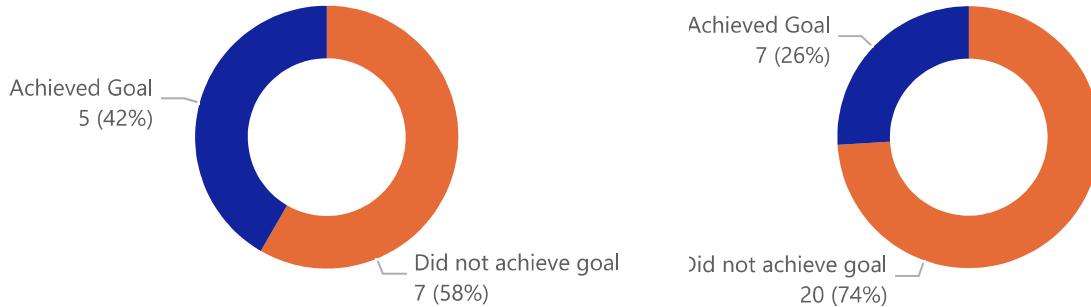
**Why does this goal matter?** Helping adult clients increase their income so they can maintain the housing they've secured through RRH assistance is a crucial component of stabilizing clients served by RRH projects.

## Stayers

## Leavers

### Where are we right now?

The majority of projects did not meet the goals for stayers with increased income (at least 40%) or leavers with increased income (at least 42%).



### Any standout project successes?

Three projects that did not meet the goals in April were able to meet the goal in November. VOALA and Family Assistance Ministries increased their respective performance to 50% or more!

Project	April	November	Difference
VOALA - SSVF Rapid Re-housing	0%	60%	60%
Family Assistance Ministries - Rapid Re-housing	0%	50%	50%
Mercy House - ESG Orange County RRP	29%	44%	15%

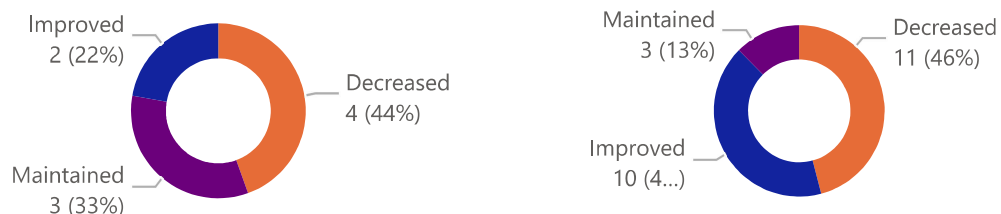
### Are we maintaining our goals?

Relatively few projects achieved the goal for leavers or stayers in April. Of those that met the leaver goal, the majority were able to meet the goal again in November. Unfortunately, half of projects that met the stayer goal in April were not able to maintain the goal in November.



### What's the bottom line?

Projects continue to struggle with helping clients to increase their income while enrolled in the project or by the time of project exit. Just over half of projects are improving or maintaining the total percentage of clients who increase their income while enrolled or at the time of of project exit.

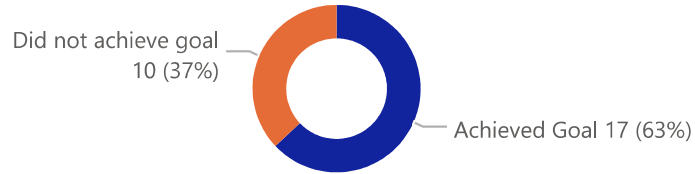


# Goal 8: Help Clients Exit to Successful Housing Situations

**Why does this goal matter?** The goal of Rapid Re-Housing projects is to help clients "move as quickly as possible into permanent housing and achieve stability in that housing," (Source: U.S. Department of Housing and Urban Development, *FY2020 HMIS Data Standards*, 2019). Successful outcomes, meaning exits to permanent housing situations, are an important indication that a CoC's RRH projects are operating effectively.

## Where are we right now?

The majority of projects helped at least 80% of their clients exit to permanent housing during the analysis period.



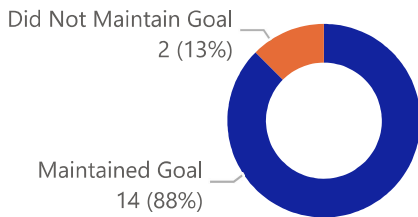
## Any standout project successes?

Two projects that did not meet the goal in the April analysis period were able to exit at least 80% of their clients to permanent housing destination in the November analysis period!

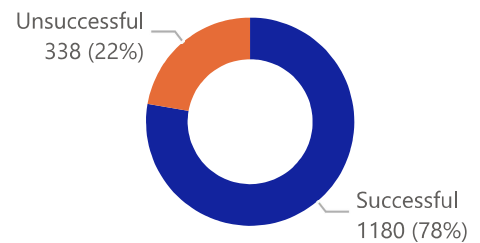
Project	April	November	Difference
Mental Health America Los Angeles - SSVF Operation Healthy Homecoming RRH	67%	80%	13%
Pathways of Hope - Paths Together Collaborative	69%	84%	15%

## Are we maintaining our goals?

Of the 16 projects that met the goal in the April analysis period, 88% were able to meet the goal again in November!

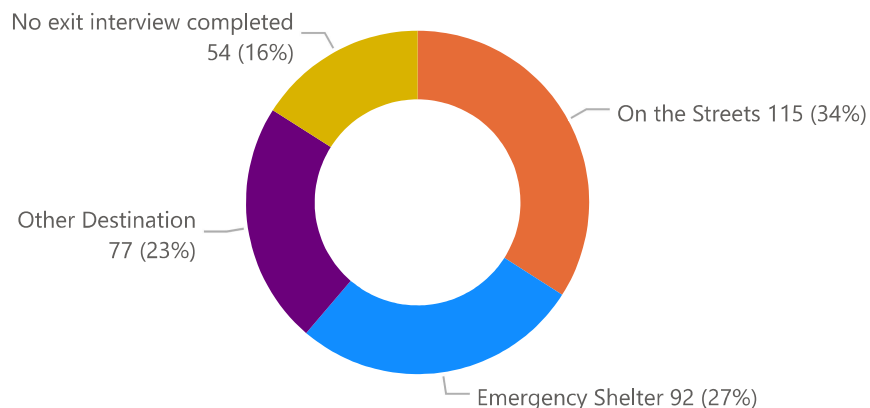


78% of all clients who exited during the November analysis period exited to a permanent housing destination!



## What's the bottom line?

Although some projects are not meeting this goal, the majority of clients exit to successful destinations. When clients exit to destinations other than permanent housing, most end up on the streets or at Emergency Shelters.



# Goal 10: Effectively Use CoC Funds to Place Households in Units

**Why does this goal matter?** With limited amount of CoC funding to serve Orange County residents experiencing homelessness, households must be served as efficiently and prudentially as possible while not compromising the quality of service provided to clients.

**Where are we right now?**

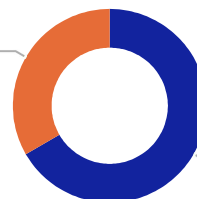
Overall Project Type Score

Of the 6 total CoC Funded projects, 4 were able to meet the goal of spending \$19,040 or less to successfully house a single household!

**\$11,790**

Per Successful Outcome

Did not achieve goal  
2 (33%)



Achieved Goal  
4 (67%)

**Any standout project successes?**

One project was able to cut their cost per successful outcome by 54% and meet the goal in November when they were unable to meet the goal in April!

Project	April	November	Difference
Mercy House - CoC JRHR Rapid Re-housing	\$23,127	\$10,600	(\$12,527)

Three projects were able to get their cost per successful outcome under \$10k during the November analysis period!

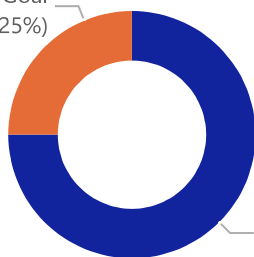
Project	November
Families Forward - HUD Rapid-Housing	\$9,125
Fullerton Interfaith Emergency Service - Rapid Re-Housing for Families	\$7,303
Interval House - Rapid Re-Housing Project	\$2,315

**Are we maintaining our goals?**

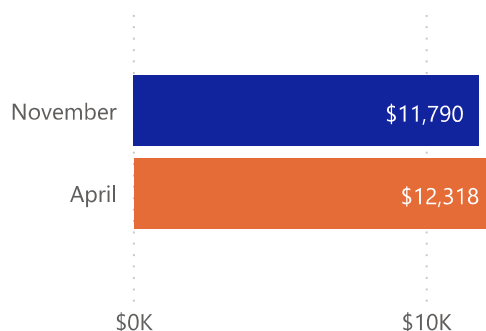
Of the four projects that met the goal in the April analysis period, 3 maintained the goal in the November analysis period!

From April to November, the project type score has decreased by \$528!

Did Not Maintain Goal  
1 (25%)



Maintained Goal  
3 (75%)



**What's the bottom line?**

In the November analysis period, two projects improved their cost per successful outcome and one project maintained their score. This goal is difficult to measure due to accurate and up to date funding information not being required in HMIS. 211OC has access to CoC funding amounts through the publicly available NOFA Grant Inventory Worksheet, but because agencies receive funding from many varied sources, CoC funding is the only source able to be accurately analyzed.

# Goal 11: Ensure Clients Do Not Fall Back Into Homelessness After Being Permanently Housed

**Why does this goal matter?** When a client has been permanently housed and then falls back into homelessness, they experience a severe setback in their housing stability. It is crucial that every effort is made to keep clients from experiencing homelessness again after being permanently housed. This goal cannot be met solely by individual projects, but must be a community wide effort.

## Where are we right now?

The majority of projects exit clients to permanent housing destinations with no more than 10% of those clients returning to the Orange County CoC.



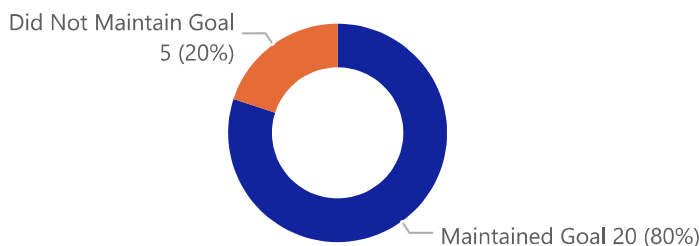
## Any standout project successes?

Three projects that were not able to meet the goal in April did meet the goal in November. Two projects saw their score go down to 0% of clients returning to homelessness and one project cut their score nearly in half!

Project	April	November	Difference
1736 Family Crisis Center - SSVF Rapid Re-housing	19.00%	0.00%	-19.00%
Mercy House - CoC Rapid Re-housing (HO)	38.00%	0.00%	-38.00%
Mercy House - ESG Orange County RRP	11.00%	6.00%	-5.00%

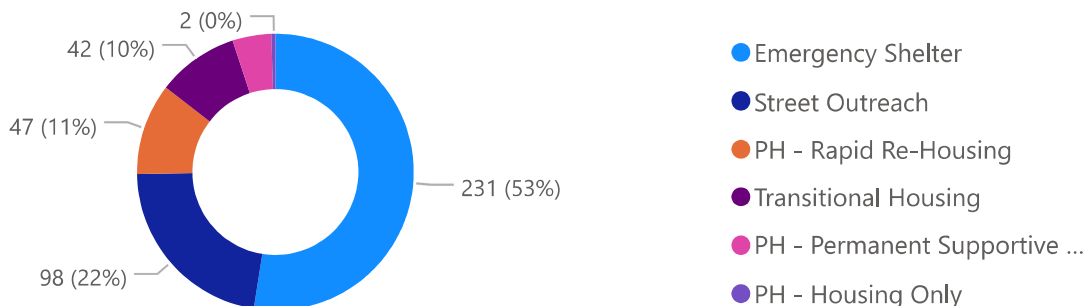
## Are we maintaining our goals?

The majority of projects that were able to meet the goal in April also met the goal in November!



## What's the bottom line?

RRH projects consistently meet the goal of fewer than 10% of clients returning to homelessness after being permanently housed. Of the 440 clients who returned to homelessness in the November analysis, the majority went to Emergency Shelter projects.



**ORANGE COUNTY  
CONTINUUM OF CARE BOARD  
Monthly Work Group/Committee Report  
Homeless Provider Forum**

**MEETING DATE:** \_\_\_\_\_ **November 7, 2019**  
 Did not meet

**NUMBER IN ATTENDANCE:** \_\_\_\_\_ **70**

**AGENDA ITEMS:**

- 1. Welcome and Announcements**
- 2. Continuum of Care Updates**
  - Karen Betances, CoC Administrator shared updates on the new shelter manager joining the County of Orange and called for nominations for the CoC Board veteran seat.
  - Dawn Price, Shelter Working Group Chair shared the shelter working group findings and recommendations.
- 3. Coordinated Entry System Updates**
  - **Family Coordinated Entry System:** Andrew Castillo, Family Solutions Collaborative
  - **Individual Coordinated Entry System:** Rebecca Ricketts, County of Orange
  - **Veteran Coordinated Entry System:** Rebecca Ricketts, County of Orange
- 4. Marching Home to End Veteran Homelessness**
  - Rebecca Ricketts presented an update on the Marching Home to End Veteran Homelessness initiative.
- 5. United to End Homelessness– Atty McLellan, Orange County United Way**
  - Atty McLellan, Community Engagement Manager presented an update on the United to End Homelessness initiative.

**PRESENTATIONS:**

- 1. Marching Home to End Veteran Homelessness**
- 2. United to End Homelessness Initiative**

**ACTION ITEMS/NEXT STEPS:**

None

**NEEDED CoC BOARD ACTION:**

None

**DATE OF NEXT MEETING: December 5, 2019**

**ORANGE COUNTY  
CONTINUUM OF CARE BOARD  
Monthly Work Group/Committee Report  
Street Outreach**

**MEETING DATE:** 10/17/2019  
 Did not meet

**NUMBER IN ATTENDANCE:** 10

**AGENDA ITEMS:**

1. Call to Order
2. Welcome and Introductions
3. Guest Speaker: HMIOT, Mission Possible
4. Outreach Team Updates
  - a. Special populations: Veterans, Transitional Age Youth and Older Adult
5. Case Conferencing and Resource Sharing Discussion
  - a. Status of Street Outreach Team document- please submit your program's info. Few responses so far
6. Upcoming Events/Trainings/Opportunities Information
  - a. Future speakers: Share ideas and needs
7. Next Meeting Planning Discussion
  - a. Items to discuss, guest presentations, best practices
8. Next Meeting Date: November 21<sup>st</sup>, 2019

**PRESENTATIONS:**

Guest Speaker: HMIOT, Mission Possible

**ACTION ITEMS/NEXT STEPS:**

Outreach teams are asked to update Street Outreach Team document.

**NEEDED CoC BOARD ACTION:**

N/A

**DATE OF NEXT MEETING:** 11/21/2019



## **FY2019 Orange County CoC NOFA Survey Results:**

The *2019 Orange County Continuum of Care NOFA Application* survey went out on October 15<sup>th</sup>, 2019 to Subscribers of OCCR list serve composed of CoC Board Members, Coordinated Entry System Committee, Data and Performance Management Committee, Emergency Shelter and Transitional Providers, HCD - Homeless Services, Housing Opportunities Team Committee, O. C. Homeless Provider's Forum, OCCR – Homeless Services – Continuum of Care, and Street Outreach Committee, (292 recipients).

Survey participants were instructed to Please take a few moments to answer the questions about your experience with the local CoC FY19 NOFA Application Process in order for the Homeless Services team to gather feedback which will help us continue to improve our local process. Please note that the deadline to take the online survey is on Friday October 25<sup>th</sup>. OCCR staff reminded the community of the survey during the Homeless Provider Forum as well as during the last CoC Board Meeting. As of 10/28/2019 we received 11 responses to the survey.

Out of those who participated in the survey:

- 1 was a CoC Board Member, 9 were CoC Funded Providers, 1 was Non-CoC Funded Provider and 2 were a homeless individual and a community member.
- 5 of the participants described their experience throughout the FY19 CoC NOFA Application Process as “Very Satisfied”; 4 as “Satisfied”; and 2 as “Neither Satisfied nor Dissatisfied”.
- What worked well during the FY19 application cycle:
  - 9 of the survey participants reported “The local application process had clear timeliness and renewal application expectations”.
  - 6 reported the communication about the application process was helpful, clear and came in different formats.
  - 7 agreed that technical assistance was available throughout the local application process.
  - 7 reported the tiering, ranking and scoring was clear and transparent
  - 1 of the participants stated, “Wasn’t clear on what the process was.”
- 10 of the participants reported “Yes” to feeling like all information regarding the FY19 CoC NOFA application was communicated effectively. Only 1 reported “No” stating “Again, wasn’t entirely clear about what the process was/who could apply etc.”
- What could use improvement:
  - 1 participant reported “Expectations regarding application timeliness and deliverables”
  - 2 participants reported “Communication about the application process”
  - 2 participants reported “Availability and quality of technical assistance”
  - 6 participants agreed that “Tiering, ranking and scoring” could use improvement

- 3 other individual responses were:
  - “I feel we are at a point where we should do a one-time application to qualify organizations and then limit specific application to program specifics”
  - “More incentives to push system-behavior (i.e.: housing landlord engagement)”
  - “Clarity on follow-up requests/feedback”
- Do you believe the Collaborative Applicant could have done anything different throughout the process? 7 participants replied with the statements below:
  - “See above”
  - “Communicated realistic availability of permanent supportive housing to homeless in shelters and the street.”
  - “Thresholds for projects need to be more consistent year after year and the logic behind the point system needs to be more transparent.”
  - “No”
  - “No”
  - “Unknown to me”
  - “Provide more info to the who unclear about the process/expectations”
- Participation in CoC Engagement Events:
  - 6 attended the Bidders Conference
  - 10 CoC Board Meetings
  - 5 obtained Collaborative Application technical assistance
  - 1 replied as N/A
- Means of Communication that worked best:
  - 11 of the participants stated e-mails
  - 7 stated CoC Meetings
  - 6 OCCR Distribution list
  - 2 reported 211OC Distribution List
- 11 of the participants are subscribed to the County of Orange Distribution list
- 8 of the participants are subscribed to the HUD Exchange Mailing list and 3 are not.

**Presented by Dawn Price, Friendship Shelter**

The CoC Board requested additional recommendations be re-cast for clarity and brought back to the Board for its consideration in November. The CoC Chair, Vice Chair and Shelter Work Group Liaison have reviewed the report's recommendations and suggest the following action:

Following the CoC Shelter Work Group's Emergency Shelter System Survey Results, and acting on that report's recommendations, the CoC Board resolves to:

1. Prioritize for funding decisions made by the CoC Board shelters that have the following characteristics:
  - Adoption of housing-focused shelter operational models.
  - Use of prioritization rather than restriction when focusing on client as geographic ties.
  - Targeted and proportional (based on PIT counts) services to youth and medically fragile individuals.
  - Provide some form of walk-up or similar service that facilitates direct access to individuals experiencing homelessness.
  
2. Allocate funding to ensure coverage of all Service Provision Areas (SPA) by:
  - Ensuring funding reaches all SPAs.
  - Evaluating operational plans for programs that indicate County-wide or multi-SPA coverage.

**Veteran Representative: Natalie Bui, Department of Veteran Affairs (CRRC)**

The Veteran Representative seat availability was made available to the community through the OCCR list serve, during various CoC meetings and through word of mouth. Individuals were encouraged to nominate themselves or anyone else to be brought forth for consideration to fill the seat. Orange County Community Resources received three candidate interest forms. As per the CoC Governance Charter, appointments made to fill a vacancy left by a member before the expiration of the term of that member shall be for the remaining term of that member. Appointments made to fill a vacancy can be made upon the recommendation of the Collaborative Applicant and confirmed by a majority of the Continuum of Care Board.

The below questions were answered thoroughly by Natalie Bui regarding her representation for the Veteran or veteran service agency representative.

**1. What is your interest in serving on the Continuum of Care Board?**

I am interested in serving on the Continuum of Care Board because of my commitment to end homelessness amongst Veterans. I am currently the Senior Social Worker CRRC Coordinator at the VA Community Resource & Referral Center (CRRC) in Santa Ana. I am responsible for the clinical and administrative oversight of the CRRC. The CRRC is a one-stop-shop service center that provides resources and referrals to Veterans who are experiencing homelessness or at-risk of becoming homeless. The CRRC is significant to ending homelessness amongst Veterans in Orange County because we are the main entryway for Veterans into other VA homeless programs including HUD-VASH, GPD, and SSVF. We are also able to determine eligibility for a variety of healthcare, mental health, substance abuse and housing resources and also able to provide access to basic needs such as hygiene kits and food access. The CRRC provides street outreach as well as on-site outreach to a variety of community organizations to build rapport with Veterans and get them linked to VA or non-VA resources. The CRRC is proud to have community agencies on-site that also provide additional services and resources to Veterans.

The opportunity to serve on the Continuum of Care Board would give me the opportunity to bring awareness of the CRRC and greater VA homeless programs to the CoC and also inform the greater community about VA initiatives, commitment and progress towards ending homelessness amongst Veterans. It will also afford me the opportunity to increase awareness and further collaborate with other community partners and agencies through various initiatives such as outreach, engagement, shelter.

**2. Provide a summary of your experience with the Continuum of Care.**

I have experience working with a number of Continuum of Cares including the CoC in Chicago, Milwaukee, Loma Linda and currently, Orange County. I have been a social worker in a variety of VA homeless programs throughout the country serving in both clinical and administrative roles including outreach, GPD transitional housing, HUD-VASH permanent supportive housing and the CRRC. My professional experience as a social worker has given me the opportunity to work along the continuum of care for Veterans. I have provided street outreach, worked in transitional and permanent housing for Veterans and also in the capacity as a coordinator. I have the knowledge of how a variety of communities work, their unique challenges, and also how they are able to address homelessness amongst Veterans considering their strengths and resources. In Orange County, I am involved in a

various meetings throughout the County with multiple stakeholders. It is important that I understand Veteran's experience along the Continuum, but also understand the needs and challenges of stakeholders including the community and different agencies. When I started in my position as Coordinator, I received feedback from the CoC and CES that Veterans were not consistently being added to the By Name List . I heard this feedback and understand how important it was for the VA to be part of this process. I was able to create an internal process at the CRRC and provide regular updates and attend the By Name List regularly to represent the VA, provide the needed collaboration with community providers, and ultimately assist in getting Veterans connected and housed. My regular presence and attendance at this meeting also provided me with important insight that Veterans were in need of assistance with gathering important documents for housing interventions such as HUD-VASH. I identified this problem and collaborated with a number of community organizations to assist in providing outreach and case management to Veterans.

**3. Provide your experience and perspective on the Homeless System of Care, Housing First, and Homeless Policies relevant to the Continuum of Care.**

I have significant experience working with the homeless population. I have worked with Veterans who are homeless or at-risk of becoming homeless in a variety of settings in different capacities. In each of these roles, I learned and understood that the homeless system can be overwhelming and complex. I have also learned that when federal, state, local and other community agencies come together and collaborate, the homeless system can be easier to navigate. I believe in coordinated entry efforts, collaboration amongst various stakeholders, and also in the belief in meeting Veteran's where they are at, Veteran choice and also the housing first model. I recognize that some individuals may present with complex medical, mental health and/or substance abuse issues and require multiple outreach attempts over a length of time. However, I also recognize that as a community if we can offer coordinated outreach, wrap around services quickly and efficiently the likelihood of helping an individual reach stability and getting connected to housing and other services is possible.

**4. Summarize your Coordinated Entry System and Homeless Management Information System Experience.**

I am an active participant in the By Name List meetings every Tuesday. I established an internal process at the CRRC to have Veterans complete the Veteran Registry List and add them onto the By Name List. I provide important updates during these meetings related to housing, voucher status, outreach efforts needed etc.

**5. Please disclose any individual programs and agencies in which you have an interest in, financial or otherwise, whether as owner, employee, consultant or contractor. This section is not intended to screen for disqualification but is used to ensure mitigation of future potential conflicts of interest and will be taken into consideration in your application.**

N/A

**6. If the seat that you are a candidate for represents a specific population, that has unique service needs, please explain your past experience and work towards ending homelessness for that population.**

Supporting Document Agenda Item 4:  
Unexpired Veteran Representation Recommendation

As the Social Worker Coordinator for the CRRC, my primary responsibility is to identify and engage with Veterans who are homeless or at – risk of becoming homeless and assist them in transitioning to safe affordable housing. I manage the day-to-day operations of the walk-in clinic and provide a full range of clinical social work services including crisis intervention, comprehensive psychosocial assessments, diagnoses of mental health and substance use disorders, psychotherapy, advocacy, case management, and referrals to VA and community resources and services. I am also responsible for planning, coordinating, and conducting outreach services throughout Orange County to Veterans who are street homeless and in shelters. This unique opportunity has allowed me to form and maintain effective collaborations with community agencies, organizations, and groups such as local police department and the Public Housing Authority. This opportunity advanced my knowledge and expertise in community resources and services available to Veterans.

I was mostly recently a Social Worker GPD Liaison at the Jesse Brown VA Medical Center in Chicago, Illinois. I was responsible for the oversight, services, and case management of Veterans who received safe transitional housing and supportive services through the GPD specific Transition in Place (TIP) program. I ensured eligibility and monitored the clinical care, including the admission process, coordination of care, discharge, and transition plan of Veterans in the TIP program.

I was the lead and point – of – contact at the local medical center for the VA Homeless Prevention for Transitioning Service Member Initiative, a national initiative to prevent and end homelessness among OEF/OIF/OND service members transitioning from active duty to civilian life. My role as a Social Worker GPD Liaison gave me the opportunity to use my clinical experience in a multifaceted way by allowing me to interact with multiple stakeholders including Veterans, their families, community members and other interdisciplinary teams throughout the medical center.

## **MINUTES FROM AD HOC MEETING ON STATE FUNDING PRIORITIES**

### **California Emergency Solutions and Housing (CESH)**

- Ad Hoc reviewed the timeline within the CESH overview document
  - Consensus that there was additional time to review additional data and conduct further analysis before determining funding priorities

### **Homeless Housing, Assistance and Prevention (HHAP)**

- Ad Hoc reviewed the timeline within the HHAP overview document
  - OCCR staff informed Ad Hoc of a presentation by the state where they have indicated that the CoC will not have to identify priorities at time of application
  - Consensus that there was additional time to review additional data and conduct further analysis before determining funding priorities
- Recommendations for further analysis and conversation
  - Understanding how the County of Orange, and the cities of Anaheim and Santa Ana will be allocating their HHAP allocation and ensuring collaboration with the CoC Board. This will be a requirement within the application process
  - The Ad Hoc group was interested in exploring and having conversation with the other three entities receiving HHAP funds to do a combined solicitation for proposals for the youth set aside
  - The following were identified as ideas (that should receive further vetting and input) for projects/programs to be funded:
    - Funding to provide supportive services for homeless set aside Housing Choice Vouchers
    - Regional advocacy to educate and campaign for further development of affordable and supportive housing. (will need to confirm eligibility)
    - Incentivizing partnership with managed care providers/CalOptima to fund housing opportunities and services
    - Increasing coordination and partnership for youth

### **Considerations for CESH and HHAP**

- Need for further data analysis. Multiple persons on the Ad Hoc requested a quick gaps analysis to understand where investment would have the greatest impact in creating a robust system of care.
- Agreed that there should be an HMIS line item in each service contract to ensure HMIS user license fees are paid, appropriate technology and staffing is available.
- In favor of supporting regional Service Planning Area (SPA) allocations for equity and wanted further data to assess each SPA.
- Ad Hoc was supportive of issuing a Request For Information (RFI)
  - Assist to understand what the needs in the community are
  - Obtain information of what types of programs agencies are interested and able to operate
  - To help inform the Request For Proposals (RFP) that will later be issued

- Ad Hoc was supportive of the following elements being put within a future RFP:
  - Consideration for projects that demonstrate regional partnerships
  - Consideration for leveraging additional funds
  - Having a joint solicitation for CESH and HHAP and determining the most conducive funding source during award



**ORANGE COUNTY**  
**Ad Hoc on CESH Round 2 and HHAP Funding Priorities**  
**Friday, November 8, 2019**  
**2:00 PM – 4:00 PM**

**County of Orange**  
**1501 E. Saint Andrew Place**  
**Conference Room**  
**Santa Ana, CA 92705**

# **AGENDA**

**1. Introductions / Welcome**

**2. Purpose of Meeting – Shannon Legere**

Review the intention of the Ad Hoc group and what the intent and purpose of the Ad Hoc group is

**3. Process Overview – Shannon Legere**

A cursory review of the process for receiving both California Emergency Solutions and Housing (CESH) and Homeless Housing, Assistance and Prevention (HHAP) funding will be and the tentative local process for determining funding allocations and Request For Proposals (RFP)

**4. Overview of CESH Round 2 Funding – Paul Duncan**

Review of CESH background and the recommendations and considerations that County staff have for the Ad Hoc group

**5. Group Discussion of CESH Round 2**

**6. Overview of HHAP Funding – Paul Duncan**

Review of HHAP background and the recommendations and considerations that County staff have for the Ad Hoc group

**7. Group Discussion of HHAP**

**8. Next Steps – Shannon Legere and Paul Duncan**

## California Emergency Solutions Housing (CESH) Round 2 Program Summary

### Overview

Senate Bill (SB) 850, approved on June 27, 2018, establishes the California Emergency Solutions and Housing (CESH) Program and designates the Department of Housing and Community Development (HCD) to administer the program. CESH is designed to implement activities that address the needs of individuals and families experiencing homelessness and assist them to regain stability in permanent housing as quickly as possible.

The Orange County Continuum of Care (CoC) designated the County of Orange as Administrative Entity to administer CESH program funds in collaboration with the CoC as an action item on the CoC Board Agenda August 22, 2018.

The CESH Round 1 allocation awarded a total of **\$1,948,684** to the County of Orange in CESH program funds for use in the Orange County CoC. A Request for Proposals (RFP) was issued to award the available CESH program funds. The County of Orange is in the process of issuing service contracts for CESH Round 1 to selected service providers and contracts are expected to begin between October and November 2019.

The CESH Round 2 allocation award letter to the County of Orange was received on October 7, 2019, for a total amount of **\$1,116,498**. The amount of \$1,060,675 is dedicated to eligible activities under the CESH guidance, with the remaining amount of \$55,823 (5 percent) used for administrative costs.

### Prioritized Activities and Funding to be Received in Orange County

Prioritized activities are based on local needs and in coordination with a system of care that optimizes performance goals and works to close gaps in care. Projects demonstrating Regional Service Planning Area and/or Countywide collaboration as well as maximization of funds by delivering client-centered services were selected to receive funding in Orange County. Based on the CESH Round 1 RFP responses and award amounts per eligible activity, the following CESH Round 2 funding amounts are allocated by Activity Type and to be awarded to provide continued support to the community:

Activity Type (per local RFP)	Description	Amount Available
<b>Activity #1</b>	Rental assistance, housing relocation and stabilization services	\$615,640
<b>Activity #2</b>	Operating support for emergency housing interventions, including, but not limited to: Navigation Centers, Street Outreach Services, and Shelter Diversion	\$445,035
<b>Administration (5% maximum)</b>	Administrative costs related to the planning and execution of eligible CESH activities	\$55,823
<b>TOTALS:</b>		<b>\$1,116,498</b>

Eligible activities under CESH are aligned with the regulations set forth through the Emergency Solutions Grant (ESG). With ESG regulations come restrictions and ensuring that programs are following the regulations set forth within the program and are allowable expenses under 24 CFR Part 576, 578 and 888.

### Expected Timelines

#### State

- November/December – State to issue Standard Agreement to County of Orange to enter contract for CESH Round 2.
- September 30, 2024 – CESH funds must be fully expended (5 years from execution of contract).

#### Local Process – Local timeline is tentative and may change

- December 2019 – Issue Request For Interest (RFI), to solicit of sense of what providers are proposing.
- January/February 2020 – Release a Request For Proposals (likely in conjunction with Homeless Housing, Assistance and Prevention (HHAP) Program).
- September 2021 – Administrative entity must award/obligate all CESH funding.

## CESH Program – Orange County Continuum of Care

The following are items that the County of Orange as the Continuum of Care (CoC) Collaborative Applicant encourages stakeholders to consider while providing feedback and making recommendations on how the CoC prioritizes eligible activities under CESH funding. Considerations are not stand alone and can/should be considered as a whole.

### Recommendation #1

To encourage regional partnerships the CoC Board could chose to build incentives into the Request For Proposals (RFP) for applicants (i.e., community based organizations, nonprofits, and local governments) that partner together and have identified support from multiple cities that are committing to a larger regional solution.

- Bonus points within the RFP
- Prioritization if there are proposals that score the same

### Recommendation #2

There is a continued need to invest in data-driven solutions and further developing the infrastructure and capacity of the Coordinated Entry System (CES) and Homeless Management Information System (HMIS). Areas that are recommended for consideration:

- Establish an HMIS budget line in all selected programs/projects that receive CESH funding set aside funding within their award to pay for HMIS license costs to ensure that the system has enough available licenses and staffing for HMNIS participation.

### Consideration A: *This consideration aligns with the Homeless Emergency Aid Program (HEAP) process from last year.*

The CESH Program allocation (\$1,060,675) for the Orange County CoC be earmarked by Service Planning Area proportional to the unsheltered 2019 Point In Time (PIT) Count; however the final funding allocations based on the RFP may be different than earmarked amounts. The numbers below are estimates based on the awarded CESH funding detailed above.

Service Planning Area	Unsheltered 2019 PIT	Proportional Allocation
North	40.29% (1,596)	\$ 427,376.24
Central	46.12% (1,827)	\$ 489,233.33
South	13.58% (538)	\$ 144,065.43

### Consideration B

There are seven service projects that were awarded under the CESH Round 1 funding. Through the CESH funding these programs will be in operation for 20 months before funding concludes. Occasionally new contracts experience a ramp up and ramp down period. With only having 20 months of funding within these programs it is possible that the contract period would not give time to the programs to reach full performance before funding on the contracts ended.

- Annual contract allocations for the 7 projects is \$1,155,783
  - *Orange County United Way – Rental Assistance, Landlord Incentives, Stabilization services – \$450,333*
  - *Interval House – Rental Assistance – \$90,150*
  - *Families Forward – Flexible Housing Subsidy – \$150,000*
  - *Interval House – Emergency Shelter – \$105,000*
  - *Grandma’s House of Hope – Emergency Shelter – \$141,000*
  - *Pathways of Hope – Emergency Shelter – \$96,000*
  - *Mercy House – Emergency Shelter – \$123,300*
- The CoC Board could elect to set aside funding to award a third year of funding based upon satisfactory contract performance. (CoC would need to establish benchmarks for satisfactory contract performance in the near future.)

CESH Round 1 Summary

<b>ACTIVITY #1</b>	<b>Rental Assistance and Housing Stabilization</b>		<b>Total Funds Available: \$425,250</b>
<i>Applicant</i>	<i>Project Details</i>	<i>Number of Families/ Individuals Intended</i>	<i>Recommended Funding Amount</i>
Orange County United Way	Provide rental assistance, security deposits, utility deposits and payments, move-in costs, and housing stability case management incentives to secure 100 rental units throughout Orange County.	Project to serve 17-50 households.	\$275,000
Interval House	Provide rental assistance, deposits, and relocation and stabilization services focusing on domestic violence populations in Orange County.	Project to serve 10 households.	\$150,250
	<b>TOTALS:</b>	<b>27-60 households</b>	<b>\$425,250</b>

<b>ACTIVITY #2</b>	<b>Flexible Housing Subsidy Funds</b>		<b>Total Funds Available: \$650,500</b>
<i>Applicant</i>	<i>Project Details</i>	<i>Number of Families/ Individuals Intended</i>	<i>Recommended Funding Amount</i>
Orange County United Way	Provide flexible housing using the OCUW Welcome Home OC Program for all in need throughout Orange County. This includes rental unit incentives for property owners, rental unit identification and acquisition, housing search, housing navigation and placement, mitigation funds, and housing stability case management incentives.	Project to serve 33-50 households.	\$400,500
Families Forward	Support the operation of the Affordable Housing Program, which provides housing and supportive services to homeless low-income Orange County	Project to serve 53 households.	\$250,000

	families with dependent children; provide vacancy payments and bridge housing for families in the South Service Planning Area.		
	<b>TOTALS:</b>	<b>86-103 households</b>	<b>\$650,500</b>

<b>ACTIVITY #3</b>	<b>Operating Support for Emergency Housing Intervention</b>		<b>Total Funds Available: \$775,500</b>
<i>Applicant</i>	<i>Project Details</i>	<i>Number of Families/ Individuals Intended</i>	<i>Recommended Funding Amount</i>
Interval House	Provide emergency shelter, navigation center, and supportive services for transition to permanent housing for domestic violence populations in Orange County.	Project to serve 75 persons.	\$175,000
Grandma's House of Hope	Provide emergency housing interventions and supportive services for trauma victims in the North Service Planning Area.	Project to serve 45 persons.	\$235,000
FIES dba Pathways of Hope	Support the New Vista and Via Esperanza navigation centers with shelter, case management, and supportive services in the North Service Planning Area.	Project to serve 300 persons.	\$160,000
Mercy House	Provide emergency shelter facilities, housing navigation, and supportive services for families in Orange County.	Project to serve 300 persons.	\$205,500
	<b>TOTALS:</b>	<b>720</b>	<b>\$775,500</b>

## Homeless Housing, Assistance and Prevention (HHAP) Program Summary

### Overview

HHAP Program is a block grant program from the State of California 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.

### Eligible Activities

- Rental assistance and rapid rehousing.
- Operating subsidies in new and existing affordable or supportive housing units, emergency shelters and navigation centers.
- Landlord incentives (holding fees, not detailed in what all this could include).
- Outreach and coordination to assist vulnerable populations in accessing permanent housing stability in supportive housing.
- System support for activities necessary to create regional partnership and maintain a homeless services and housing delivery system.
- Delivery of permanent housing and innovative housing solutions.
- Prevention and shelter diversion to permanent housing.
- New navigation centers and emergency shelters based on demonstrated need. Demonstrated need for new navigation centers and emergency shelters shall be based on the following:
  - The number of available shelter beds in the jurisdiction,
  - The shelter vacancy rate in the summer and winter months,
  - The percentage of exits from emergency shelters to permanent housing solutions and
  - A plan to connect residents to permanent housing.
- Up to 5 percent for infrastructure development to support Coordinated Entry System and Homeless Management Information Systems.

### Expected Timelines

#### State

- November/December – Notice of Funding Availability (NOFA) and Application to be released
- February 15, 2020 – Final date to submit Application
- April 1, 2020 – All HHAP contracts will be awarded
- June 30, 2025 – HHAP funds must be fully expended

#### Local Process – Local timeline is tentative and may change

- December 2019 – Issue Request For Interest (RFI), to solicit of sense of what providers are proposing
- January/February 2020 – Release a Request For Proposals (likely in conjunction with California Emergency Solutions and Housing).
- May 31, 2023 – Administrative entity must at minimum have 50% of the HHAP funds obligated

### Estimated HHAP Funding to be received in Orange County

The following are estimated amounts of HHAP funding that will come to the Orange County jurisdiction based on the three categories for distribution – Continuums of Care (CoC), Large Cities (population of 300,000 or more) and Counties. The State will be confirming HHAP funding allocations in the issuance of the NOFA in November/December 2019.

Jurisdiction	Total Allocation	Youth Set Aside (minimum 8%)	Administration Costs (maximum 7%)	Remaining for Programs (85%)
Orange County CoC	\$ 8,700,000.00	\$ 696,000.00	\$ 609,000.00	\$ 7,395,000.00
County of Orange	\$ 8,000,000.00	\$ 640,000.00	\$ 560,000.00	\$ 6,800,000.00
Anaheim	\$ 9,000,000.00	\$ 720,000.00	\$ 630,000.00	\$ 7,650,000.00
Santa Ana	\$ 9,000,000.00	\$ 720,000.00	\$ 630,000.00	\$ 7,650,000.00

## HHAP Program – Orange County Continuum of Care

The following are items that the County of Orange as the Continuum of Care (CoC) Collaborative Applicant encourages stakeholders to consider while providing feedback and making recommendations on how the CoC prioritizes eligible activities under HHAP funding. Considerations are not stand alone and can/should be considered as a whole.

### Recommendation #1

To encourage regional partnerships the CoC Board could chose to build incentives into the Request For Proposals (RFP) for applicants (i.e., community based organizations, nonprofits, and local governments) that partner together and have identified support from multiple cities that are committing to a larger regional solution.

- Bonus points within the RFP
- Prioritization if there are proposals that score the same

### Recommendation #2: *This consideration aligns with the Homeless Emergency Aid Program (HEAP) process from last year.*

The HHAP Program allocation (\$7,395,000) for the Orange County CoC can be earmarked by Service Planning Area proportional to the unsheltered 2019 Point In Time (PIT) Count; however the final funding allocations based on the RFP may be different than earmarked amounts. The numbers below are estimates based on the estimated HHAP Funding detailed on page 1.

Service Planning Area	Unsheltered 2019 PIT	Proportional Allocation
North	40.29% (1,596)	\$ 2,979,656.65
Central	46.12% (1,827)	\$ 3,410,922.75
South	13.58% (538)	\$ 1,004,420.60

### Consideration A:

Follow the principles to prioritize Eligible Activities that were previously established by the Ad Hoc for HEAP with the intent to furtherer the development of the System of Care.

- Prioritize projects that demonstrate Regional Service Planning Area and/or Countywide collaboration.
- Fund projects that have not yet been funded or received funding commitments from other sources.
- The awarded applicant for the Service Planning Area and Countywide programs should collaborate with other service providers and maximize funding by delivering client-centered services.

### Consideration B:

There are five service projects that were awarded under the HEAP funding. Through the HEAP funding these programs will be in operation for two years before funding concludes. Occasionally new contracts experience a ramp up and ramp down period. With only having two years of funding within these programs it is possible that the contract period would not give time to the programs to reach full performance before funding on the contracts ended.

- Annual contract allocations for the 5 projects is \$941,990.
  - *City Net – Street Outreach - \$175,000*
  - *City of Laguna Beach – Drop in Center - \$182,500*
  - *Families Forward – Rental Assistance and Prevention - \$250,000*
  - *Family Assistance Ministries (FAM) – Diversion/Problem Solving - \$15,000*
  - *Mercy House – Street Outreach - \$319,490*
- The CoC Board could elect to set aside funding to award a third year of funding based upon satisfactory contract performance. (CoC would need to establish satisfactory contract performance in the near future)

### Consideration C:

Funds through HHAP are one-time funds. Recommendations should consider interventions that have a high impact quickly, can be sustained through other sources in the future, or can be scaled up and down in a short-time period. The following are programs that have been shown to fit this consideration:

- Diversion / Problem Solving
- Rapid Re-Housing
- Housing Location / Landlord Incentives
- Homeless Prevention
- Capital Investment (with ongoing operations identifying an alternate funding source)

### Consideration D:

There is a continued need to invest in data-driven solutions and further developing the infrastructure and capacity of the Coordinated Entry System (CES) and Homeless Management Information System (HMIS). Areas that are recommended for consideration:

- Development and transition of CES functions, including care coordination and matching, into HMIS.
- Implementing live shelter bed management and referral.
- Ensuring adequate HMIS licenses for timely and accurate data entry into HMIS.



## HAPP Program - Master Timeline

Date	Action	Description
<b>State Application, Award, and Disbursement Timeline</b>		
Expected in November or December 2019	2019 Point In Time (PIT) count published	The U.S. Department of Housing and Urban Development (HUD) publishes the official 2019 PIT count data.
Release of the 2019 PIT count + 5 business days	HHAP program allocations published	State Agency will publish the HHAP program allocations for each eligible applicant.
Release of the 2019 PIT count + 10 business days	Notice of Funding Availability (NOFA) and Application released	State Agency will release the NOFA and application 10 business days after the 2019 PIT count is released by HUD
February 15, 2020	Final date to submit applications	Applications must be submitted by Eligible Applicant by midnight on this date to the State. Applications can be submitted immediately after the NOFA is opened and the State will review these as they are received.
April 1, 2020	Final date to make awards	State Agency will make awards on a rolling basis; however, all awards will be made by this date.
<b>State Reporting and Spending Timeline</b>		
January 1, 2021	Annual Report Due	First annual report must be submitted to State Agency on or before this date. Reports are due every January 1, with a final report due January 1, 2026.
May 31, 2023	HHAP program allocations to be contractually obligated	<b>Counties:</b> 100% of program allocation <b>must</b> be contractually obligated. <b>CoCs and large cities:</b> 50% of program allocation <b>must</b> be contractually obligated. <b>**see expenditure deadlines section for details**</b>
June 30, 2023	CoC and large cities must submit an alternative disbursement plan to Agency	CoCs and large cities that <b>did not</b> contractually obligate 50% of their program allocation must submit an alternative disbursement plan <b>**see expenditure deadlines section for details**</b>

## HEAP SUMMARY

Organization	Total Allocation	Contract	Summary
City Net (HS)	\$ 350,000.00	18-23-0052-HEAP	Kingdom Causes dba City Net will provide street outreach and case management services to those experiencing homelessness and connect them to appropriate services and level of care such as treatment, emergency shelter, permanent supportive housing, etc. Contractor will provide progressive engagement services and has a target of 10 street exits per month.
City of Buena Park (CI)	\$ 6,412,300.00	18-23-0056-HEAP	The City of Buena Park in the North Service Planning Area to build a 150-200 bed shelter for those experiencing homelessness and provide services at the Caballero property site. HEAP funds are used to purchase and rehabilitate the property to establish a year-round emergency shelter for residential use with bathrooms/showers, laundry services, kitchen facilities, recreational space, storage areas, etc. Project timelines and milestone dates to be submitted by <b>May 31, 2019</b> .
City of Laguna Beach (CI)	\$ 544,000.00	18-23-0059-HEAP	The City of Laguna Beach is utilizing HEAP funds to renovate and rehabilitate their Alternative Sleeping Location emergency shelter in the South Service Planning Area. This include repairs to floor and ceiling, ADA improvements, roofing, critical improvements to electrical and plumbing systems, fencing for improved security, increased storage for participants, and installation of a shaded area for day participants. Project timelines and milestone dates to be submitted by <b>May 31, 2019</b> .
City of Laguna Beach (HS)	\$ 365,000.00	18-23-0057-HEAP	The City of Laguna Beach is also utilizing HEAP funds to expand their Alternative Sleeping Location to an enrollment-based program in the South Service Planning Area. The expansion includes ADA compliant services, accommodations for participants with physical and mental disabilities, a pilot drop-in day program, and costs associated with their Cold Weather Shelter and Project Homecoming Programs. Contractor has a target of 10 housing placements per month.
City of Placentia (CI)	\$ 5,650,000.00	18-23-0058-HEAP	The City of Placentia in the North Service Planning Area to build a 80-100 bed shelter for those experiencing homelessness and provide services at the Melrose Street property site. HEAP funds are used to purchase and rehabilitate the property to establish a year-round emergency shelter for residential use with bathrooms/showers, laundry services, kitchen facilities, recreational space, storage areas, etc. Project timelines and milestone dates to be submitted by <b>May 31, 2019</b> .
Families Forward (HS)	\$ 500,000.00	18-23-0053-HEAP	Families Forward will provide emergency services and rental assistance to families who are experiencing homelessness or at risk of homeless and serve all three (3) Service Planning Areas of Orange County. Services include providing emergency services through homeless prevention and diversion activities and providing tenant-based rental assistance or subsidies through rapid rehousing, flexible subsidy funds, and eviction prevention strategies for families with at least one minor child. Contractor has a target of 110 families per contract period.
Family Assistance Ministries (HS)	\$ 30,000.00	18-23-0054-HEAP	Family Assistance Ministries will utilize HEAP funds to operate a homeward bound diversion program to reconnect individuals and families experiencing homelessness to their families and support systems outside of Orange County. Contractor will service County-wide, with priority in the South Service Planning Area. Contractor has a target of diverting two households per month.
Mercy House (HS)	\$ 638,980.00	18-23-0055-HEAP	Mercy House has partnered with cities in the South Service Planning Area to implement a regional, coordinated approach to homeless outreach services, and connect those experiencing homelessness to appropriate shelter and housing services, including treatment, emergency shelter, permanent supportive housing, and rental assistance. Contractor will provide progressive engagement services and has a target of 10 street exits per month.

County of Orange (Admin)	\$ 299,999.87	N/A	County of Orange/Orange County Community Resources (OCCR), as the CoC-designated Administrative Entity of HEAP funding, will provide oversight of all HEAP funds, contract compliance, and reporting requirements to HCFC. OCCR will provide planning and technical assistance as needed. OCCR will demonstrate that HEAP funds are expended for eligible uses to benefit members of the target population the progress toward state and local homelessness goals.
TAY Covenant House California (CI)	\$ 778,435.78	19-23-0063-HEAP	Approval of the HEAP agreement with Covenant House California will expand the Orange County System of Care with a new TAY shelter and youth-specific programming through their Safe Haven Program. The shelter will have 25-30 beds, providing 150 TAY experiencing homelessness annually with case management and essential services to help them achieve permanent and stable housing. The goal is to utilize 100 percent of bed space for program participants, with 85 percent exiting to a safe and stable destination.
<b>TOTAL</b>	<b>\$ 15,568,715.65</b>		

### Homeless Housing, Assistance and Prevention Program (HHAP)

The Homeless Housing, Assistance, and Prevention Program (HHAP) funding. HHAP program is a \$650 million 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. HHAP grant program is authorized by AB101, which was signed into law by Governor Gavin Newsom on July 31, 2019. This document provides an overview of the HHAP grant program, including timelines with key milestones and program deliverables. <https://www.bcsd.ca.gov/hcfc/>

<b>Program Overview</b>	<ul style="list-style-type: none"> <li>• \$650 million one-time block grant</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 2019 homeless point-in time count (PIT).</li> </ul>	
<b>Key Elements</b>	<ul style="list-style-type: none"> <li>• Requires a demonstration of regional coordination</li> <li>• Mandate that at least 8% of the allocation MUST 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> <li>• Eligible uses to be defined in the HHAP program guidance</li> </ul>	
<b>Important Dates</b>	October 2019	Program Guidance Published
	TBD	Application Map and Instructions released
	TBD	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



# HEAP and CESH Contracts Summary

## Outreach / Access Center



**\$1,389,980**

- Central - City Net - \$350,000
- South - City of LB - \$365,000
- South - Mercy - \$638,980

## Shelter



**\$775,500**

- All - Interval House - \$175,000
- North - Grandma's - \$235,000
- North - Pathways - \$160,000
- North - Mercy - \$205,500

## Permanent Housing



**\$1,605,750**

- All - Families Forward - \$750,000
- All - United Way - \$675,500
- All - Interval House - \$150,250
- South - FAM - \$30,000

## Shelter Capital



**\$13,384,735**

- North - City of Buena Park - \$6,412,300
- North - City of Placentia - \$5,650,000
- South - City of Laguna Beach - \$544,000
- All - Covenant House California - \$778,435

Date: 10/18/19

## **Optimizing permanent housing placements for homeless adults in Orange County, CA**

### **BACKGROUND**

Decades of services targeting unhoused persons in Orange County have been ineffective in reducing the number of homeless persons as the efforts have lacked a cohesive system for aligning vision, resources, and implementation. Through Orange County's 10 Year Plan to End Homelessness and policy directive from the U.S. Department of Housing and Urban Development, housing placement is prioritized over providing pre-housing services and housing placement is secured through a Coordinated Entry System which guides an unhoused person through stages of Identification, Assessment, Housing Match, and Housing Placement.

Leaders within the Orange County homelessness service provider community have been developing models of providing Coordinated Entry Service beginning in 2011, with the full launch of a county-wide system in 2016. Barriers to implementation include a variety of factors, including geography, cost of housing, data collection and sharing agreements, and system leadership.

With U.S. District Court Judge David O. Carter placing pressure on city officials in Orange County to develop a holistic plan to house the county's homeless population, placing unhoused individuals has taken on greater urgency in Orange County. There remains, however, a backlog of adult individuals who have not been placed in permanent housing. Among all assessments of unhoused individuals from August 2017 to May 2018, only 3% were housed.

In April of 2018, Larry Haynes (Executive Director of Mercy House) approached the Community Collaborative on Homelessness at California State University, Fullerton requesting help in providing objective research to support the goal of optimizing the Coordinated Entry System. This study aims to develop recommendations for those doing the work, so that improvements can be operationalized to more effectively end homelessness in Orange County.

### **SPECIFIC AIMS**

In light of the delay in placing unhoused adult individuals in permanent housing, the purpose of the proposed study is to characterize the coordinated entry system for unhoused adults. The study findings will support the goal of optimizing the pathways and appropriateness of permanent housing services provided in Orange County, CA. In order to achieve the stated purpose, there are three specific aims for the study:

1. Describe the network structure of housing placement agencies and organizations in Orange County, including number, intensity, and density of relationships.
2. Identify bottlenecks to permanent housing in the housing system using Homeless Management Information System (HMIS) data.
3. Compare client and provider perceptions of barriers to permanent housing placement in Orange County.

## **METHODOLOGY**

The proposed study will proceed in two phases over 18 months. The first phase, consisting of a network analysis (Specific Aim 1) and analysis of HMIS data (Specific Aim 2), is designed to provide a structural assessment of the housing placement system. The second phase will assess client and organizational dynamics within the housing system. See Table 1 for a timeline of events.

### Phase 1

The network analysis will provide a description of the network of organizations providing services at each step along the housing workflow, referral relationships between agencies and organizations across workflow steps, and central nodes. The network analysis will provide a visual representation of the organizational pathways clients may travel in the housing placement system. HMIS data will be analyzed to identify bottlenecks along the housing placement service pathway. Data will be analyzed to assess the number of clients who move from one step of the pathway to the next within a specified period of time. The analysis will help elucidate the steps in the housing process which contribute to delays in permanent housing placement.

*Network analysis.* A survey will be distributed to an initial set of organizations asking them to list the types of services they offer along the rapid rehousing service continuum. For each service, they will be asked to list, in rank order, other organizations to whom their clients are referred for additional processing for housing. Additional inquiry into other services and referrals not captured by the formal housing work flow will also be made. Respondents will be asked to name other organizations in the housing placement system to broaden the sample. Data will be analyzed to develop a network structure of the housing system.

*HMIS data analysis.* HMIS data will be analyzed to examine clients' progression through the Coordinated Entry System. First, data will be examined to estimate the average amount of time for clients to attain permanent housing upon entry into the housing placement system. Preliminary data suggests 56.6 months as the average amount of time for clients to receive permanent housing in the current system. Second, data will be analyzed to estimate the amount of time clients spend at each stage within the housing placement system (Identification, Assessment, Housing Match, Housing Placement). Third, data will be analyzed to identify whether individual and system characteristics/factors (e.g. client data, housing preferences, VI-SPDAT scores, etc.) impact the period of time for clients to advance through stages and receive permanent housing.

### Phase 2

The second phase of the proposed study will utilize qualitative methodologies – focus groups and in-depth interviews – to assess perceptions among clients and service providers for where delays to permanent housing placements are most pronounced and why delays exist.

*Client focus groups.* A stratified random sample of 15 homeless-serving housing placement organizations will be selected for inclusion in the study. Organizations will be stratified by position and prominence in the housing placement system as determined by the network analysis. Different divisions of a single organization that provide distinct services along the service continuum will be treated separately. Clients

served by an organization will be recruited to a focus group to address issues associated with appropriateness, quality, and timeliness of services received along the housing placement system continuum. There will be 2 focus groups with up to 10 clients each for each organization in the study sample for a total of 30 focus groups. Focus groups will provide insight into the broad array of experiences and factors associated with timely placement in permanent housing.

*Client key informant interviews.* In addition to focus groups, a subset of 30 clients will be recruited for in-depth key informant interviews to gain a better understanding of the effects of personal background on homelessness, experiences with housing placement, and perceptions of why barriers exist. Client key informants will provide a greater understanding how various factors interact and lead to housing placement experiences. In addition to recruiting current clients of selected organizations, an effort will be made to recruit individuals lost to follow up in the housing placement system.

*Organizational key informant interviews.* In order to verify and triangulate experiences from client focus groups and key informant interviews, interviews with organizational staff will be conducted to develop an understanding of organizational and system-wide perspectives on reported client experiences. Organizational interviews will include a variety of staff, from individuals in leadership positions to those providing direct client services. An average of 4 key informant interviews will be conducted with each of the 15 organizations in the sample for a total of 45 key informant interviews.

*Data analysis.* All focus groups and interviews will be audio recorded and professionally transcribed. A team of 3 researchers will develop a codebook and coding scheme to analyze text data using qualitative data analysis software. Using grounded theory methodology, major themes around barriers to housing placements from multiple perspectives will be allowed to emerge from the data.

## **DISSEMINATION OF RESULTS**

Study results will be presented as a detailed, publicly available report with policy briefs also developed to summarize key findings. Targets for dissemination include the Commission to End Homelessness, city leaders, and homeless serving organizations.



Table 1. Timeline of Study Activities

<b>Activity</b>	<b>Mo. 2</b>	<b>Mo. 4</b>	<b>Mo. 6</b>	<b>Mo. 8</b>	<b>Mo. 10</b>	<b>Mo. 12</b>	<b>Mo. 14</b>	<b>Mo. 16</b>	<b>Mo. 18</b>
Develop social network survey instrument	X								
Disseminate social network survey	X	X							
Analyze social network survey data		X	X						
Obtain HMIS data	X								
Process and analyze HIMS data		X	X	X					
Create qualitative sampling frame		X							
Select participating organizations		X	X	X					
Recruit client focus group participants			X	X	X	X	X		
Conduct client focus groups					X	X	X		
Recruit interview client participants					X	X	X		
Conduct client interviews					X	X	X		
Conduct organizational staff interviews						X	X		
Process qualitative data					X	X	X	X	
Analyze data						X	X	X	
Disseminate findings								X	X

**Proposed Budget  
18 Month Project  
Cost: \$208,888**

**Phase 1**

**Network Analysis  
Cost: \$16,391**

- 146 hours of faculty time
- 80 hours of student support
- Contractual services

**HMIS Data Analysis  
Cost: \$62,068**

- 457 hours of faculty time
- 584 hours of student support
- Contractual services

**Phase 2**

**Assessment of Client and  
Organizational Dynamics  
Cost: 104,104**

- 598 hours of faculty time
- 584 hours of student support
- Contractual services
- Participant Incentives
- Transcription Services
- Local mileage reimbursement
- Analytical Software
- Focus Group Assistance
- Focus Group Supplies

**Dissemination of Findings  
Cost: \$26,325**

- 150 hours of faculty time
- Contractual services
- Dissemination and Marketing

## PROJECT PERSONNEL



**Dixie J. Koo, Ph.D.** is a Professor of Criminal Justice in the Division of Politics, Administration and Justice and a Co-Director of the Center of Public Policy at California State University, Fullerton (CSUF). She currently serves as the Chair of the CSUF/ Community Collaborative on Homelessness and has been a board member since 2015. Her research interests include homelessness, substance use, social determinants of health and disease among underserved and disadvantaged populations, violence and victimization, race/ethnicity, and immigration and acculturation. She specializes in research design and analysis, intervention programs, program evaluations, and assessments. Her years of research experience involved directing large scale multi-year federally funded grants (National Institute on Drug Abuse: \$3,047,908), grant writing, research design, field work, data collection (qualitative and quantitative), data analysis, providing technical reports, and collaborating with community service providers and local and federal agencies.



**Joshua S. Yang, Ph.D.** is an Associate Professor of Public Health at CSUF. His research interests include tobacco control and systems improvement for public health. A central area of focus in his tobacco control research is examining the relationship between public health policy and implementation. For example, he has assessed federal tobacco control policies for policy coherence and the utility of global policies and norms related to transnational corporations and non-communicable disease policy. His work in systems improvement includes assessment of the ethnic-specific health care system for Chinese immigrants in San Francisco; the effectiveness of a community collaborative for health in Los Angeles County; determining the uses of state-specific health data in California; and breast cancer navigation services in Orange County. He utilizes a wide array of qualitative methodologies in his work including document and policy review, key informant interviews, and focus groups, and has demonstrated success working in mixed methodological and interdisciplinary teams. He was recently awarded a grant from the California Tobacco Related Disease Research Program to examine compliance with university tobacco-free campus policies in California.



**Michael Shepherd, MA, MSc.** is an Assistant Professor of Intercultural Studies and Political Science at Hope International University. Previous research projects include evaluating strategic management of homelessness service agencies in Orange County and managing the Needs Assessment Survey of unhoused Fullerton residents (2013) funded by the City of Fullerton and the Corporation for National and Community Service. Prior to his work in academia, Mr. Shepherd was a housing program director and community organizer working to address homelessness in Orange County through collective impact, collaborative partnership, and innovative methodologies. Under his direction, Pathways of Hope piloted a Coordinated Entry concept through a direct placement arrangement with 2-1-1 Orange County and he has served multiple organizations in developing systems and programs to incorporate national best practices and community initiatives. His leadership in the provider community includes service with the Commission to End Homelessness Implementation Groups (Coordinated Entry; Permanent Housing; Rapid Re-housing Task Force), chairing the Homeless Provider's Forum, the United Way's Speakers Bureau, the CSUF Gianesschi Center for Nonprofit Research, and the CSUF/Community Collaborative on Homelessness.