

Building the System of Care

April 17, 2018

Susan Price
Director of Care Coordination
County Executive Office

County of Orange



An Assessment of Homeless Services in Orange County

October 2016



2016 Assessment Goals

1. Enhance the Continuum of Care System
2. Improve Regional System Coordination
3. Develop Systemic Navigation of Services
4. Emergency Transitional Housing Solutions
5. Countywide Focus on Collaborations and System Integration



Enhancing the CoC System: Restructuring Governance

Continuum of Care Board

- Service coordination
- System operations
- Targeting and prioritization
- System performance

Commission to End Homelessness

- Regional policy
- Strategic partnership
- Affordable housing development
- System integration



Enhancing the CoC System: Data Initiatives

- Homeless Management Information System (HMIS)
Software Upgrade: Full Scale June 1, 2018
 - ▶ Year round tracking of bed occupancy/utilization
 - ▶ Gaps analysis
 - ▶ Reduce duplicative efforts
 - ▶ Maximize system capacity – match needs to resources
- ArcGIS – year round outreach data
 - ▶ Facilitated Point In Time mapping
- Asset mapping regional Service Planning Area resources
- January 2019 Countywide Point In Time Count



Enhancing the CoC System: Coordinated Entry System

- Coordinated Entry System: Standardized assessment and collective investment in regional prioritization for connecting people to available resources in a timely manner
- Three components
 - ▶ Family Cohort
 - ▶ Regional HUBS for Individuals
 - ▶ 211OC Virtual Front Door
- Regional Access Hubs in Service Planning Areas
- Align with HMIS Software/Bed Management for greater access, utilization and expedited care

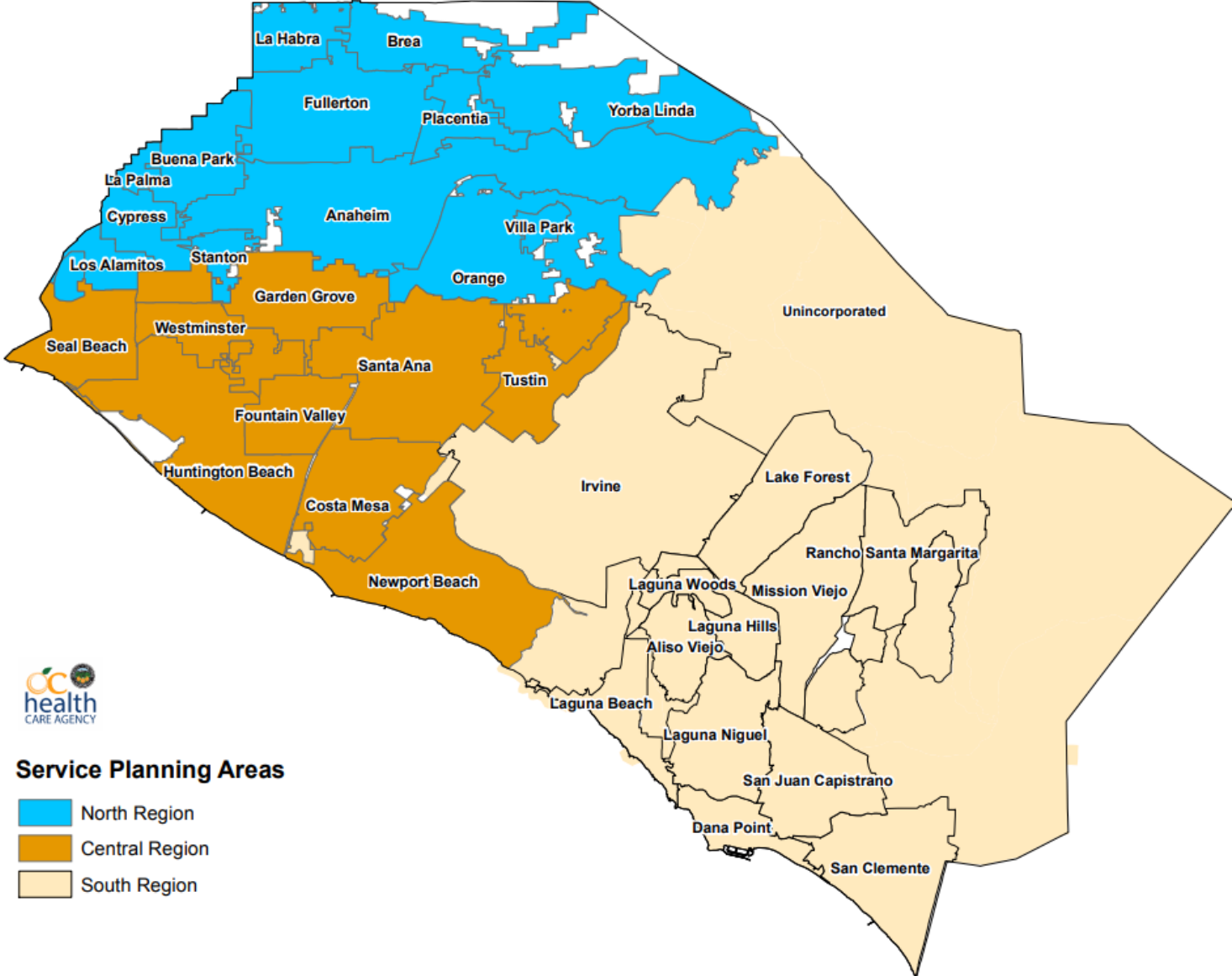


Improve Regional System Coordination: Service Planning Areas (SPA)

- Each Service Planning Area acts as a microsystem
- Regional Hubs / Points of Entry
 - ▶ Coordinate within each SPA
 - ▶ Triage individuals and families to most appropriate bed
- Coordinated Entry System
 - ▶ Prioritization from outreach and Emergency Shelter to Permanent Housing
- Cities working across borders
 - ▶ Outreach
 - ▶ Employment Programs
 - ▶ Shelter and Housing
 - ▶ Identify Needs, Fill Gaps, Establish Priorities and Shared Outcomes
- Integrate County programs & services



Service Planning Areas



2017 Homeless Count – Shelter/Housing Inventory

	North	Central	South	All OC	Total
2017 PIT Unsheltered	936	1,362	286		2,584
2017 PIT Sheltered	933	976	224	75	2,208
TOTAL 2017 PIT	1,869 39.0%	2,338 48.8%	510 10.6%	75 1.6%	4,792 100%
Emergency Shelter	94	570	95	3	762
Transitional Housing	285	177	12		474
Shelters for Individuals	379 30.7%	747 60.4%	107 8.7%	3 0.2%	1,236 100%
Shelter for Families	1,135	486	242	69	1,933
Rapid Rehousing	2	3		65	70
Permanent Supportive Housing	615	62	52	995	1,724
Other Permanent Housing		38			38
Permanent Housing for Individuals	617 33.7%	103 5.6%	52 2.8%	1,060 57.9%	1,832 100%
Permanent Housing for Families	663	102	77	645	1,487

Service Planning Areas Survey

Origins of Homeless Individuals

	North	Central	South	Other	Total
Bridges at Kraemer Place*	191 97.45%	2 1.02%	0 0%	3 1.53%	196 100%
Courtyard Transitional Center*	217 23.23%	465 49.79%	34 3.64%	218 23.34%	934 100%
ASL Laguna Beach**	18 4.71%	77 20.16%	133 34.82%	154 40.31%	382 100%

*Based on client entries from July 2017 to January 2018

**Based on HMIS Data FY 2016-2017



Develop System Navigation of Services

→ Expanding the Toolbox

- ▶ Restaurant Meals Program implemented
- ▶ Homeward Bound – relocation assistance
- ▶ Increased HCA Outreach & Engagement teams by 12 FTE
- ▶ Allocated Whole Person Care funds to expand Housing Navigation
- ▶ Incorporating SSA Family Resource Centers into the Family Coordinated Entry System
- ▶ Disability benefits assistance through SOAR
- ▶ Housing and Disability Advocacy Program (HDAP)
- ▶ Employment programs



Emergency/Transitional Housing Solutions: Homeless Service System

Courtyard Transitional Center

- Opened October 5, 2016
- 26 average monthly exits to Increased Housing Stability
- 25% of participants have employment
- Average length of stay – 124 days
- 309 Total Exits to Increased Housing Stability

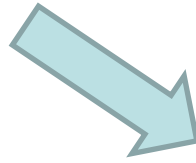
Bridges at Kraemer Place

- Opened May 5, 2017
- 6 average monthly exits to Increased Housing Stability
- 16% of participants have employment
- 180 day program stay
- 65 Total Exits to Increased Housing Stability



County Systems Integration

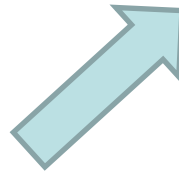
Continuum of
Care



Whole Person
Care



Mental Health
Services



**Serving a complex
mix of health,
behavioral health
and housing barriers
among homeless
population**



Mental Health System Integration: Responding to Homelessness

RICHARD SANCHEZ

DIRECTOR, HEALTH CARE AGENCY



Criteria for MHSA Special Needs Housing

- Severe and persistent mental illness (SPMI) diagnosis and homelessness or risk of homelessness
- Special Needs Housing Program – project-based eligibility criteria
 - ▶ Examples:
 - chronic homelessness
 - a verified connection to a city
 - senior – over 62 years old
 - transitional aged youth – 18 to 24 years old
 - veteran



Integration with Mental Health Services

Homeless Specific Services

- Outreach and Engagement Staff
 - ▶ Expanded 12 FTE on July 1, 2017
- Full Service Partnerships
 - ▶ In FY 16-17, 2,477 persons were served
 - ▶ Expanded slots for FY 18-19 to 3,108

Crisis Services

- Crisis Stabilization Units (CSU)
 - ▶ Existing CSU – Santa Ana
 - ▶ Proposed CSU – Anita Property
 - ▶ Currently working with providers to site additional locations throughout the County regionally
- Crisis Assessment Teams (CAT)/Psychiatric Emergency and Response Teams (PERT)
 - ▶ Teams in 15 cities across Orange County
 - ▶ CAT services available 24/7



MHSA – Limited Term Housing Programs

- Programs are available for those with severe and persistent mental illness (SPMI) and serious emotional disturbances (SED) diagnosis who are homeless or at risk of homelessness
- Short-Term Housing (minimum of 14 beds contracted)
 - ▶ Limited to 120 days - limited term housing
 - ▶ Adult and older adult
- Bridge Housing
 - ▶ Stays will range up to 18 months
 - ▶ Individuals who have received a Shelter Plus Care certificate through the Continuum of Care but haven't been able to secure a permanent housing unit or those who are on the path to receiving a certificate
 - ▶ HCA anticipates bringing an agreement before the Board on May, 22, 2018, with services scheduled to begin on July 1, 2018



MHSA – Existing Permanent Supportive Housing 146 Units

Project Name	City	Total Units	#MHSA Units	Project Based Vouchers
Alegre	Irvine	104	11 Total Units (one bedroom)	
Avenida Villas	Anaheim	30	28 Total Units 24-one bedrooms/4 two bedrooms	28
Capestone	Anaheim	60	19 Total Units (one bedroom)	19
Cotton's Point	San Clemente	76	15 Total Units (one bedroom)	27
Diamond	Anaheim	25	24 Total Units 15- one bedrooms/9-two bedroom	24
Doria I & II	Irvine	74	20 Total Units 8-one bedroom/2-two bedrooms	10
Henderson House	San Clemente	14	14 Total Units 2-one bedroom/2-two bedrooms/2-three bedrooms	
Rockwood	Anaheim	70	15 Total Units 14-one bedroom/1-two bedrooms	48

MHSA – PSH in the Pipeline

131 Units

Project Name	City	Total Units	#MHSA Units	Status
Aqua Project*	Santa Ana	57	28	Pre-Development Activities
Depot at Santiago	Santa Ana	70	10	Under construction scheduled to open April 2018
Fullerton Heights	Fullerton	36	24	Under Construction scheduled to open June 2018
Jamboree Permanent Supportive Housing Project *	Anaheim	70	35	Pre-Development Activities
Oakcrest Heights	Yorba Linda	54	14	Under construction scheduled to open September 2018
Veteran's Village	Santa Ana	76	20	Pre-Development Activities

*Projects will be brought before your Board for consideration on April 24, 2018.



Permanent Housing Resources and Funding



Federal Funding Sources Allocated by County and Cities in Orange County

	County	Cities Combined
Continuum of Care (CoC)	\$10,428,892	\$13,029,790
Community Development Block Grant (CDBG)	\$2,397,690	\$23,304,480
HOME Investment Partnerships Program (HOME)	\$744,255	\$5,025,682
Emergency Solutions Grant (ESG)	\$215,408	\$1,021,764
State ESG Allocation to Orange County	\$1,098,072	–
Housing Successor Agency	\$11,202,454	\$45 Million



Cities

- Housing Successor Agency funds
- Community Development Block Grant (CDBG) – 19 cities
- HOME Investment Partnership (HOME) – 9 cities
- Emergency Solutions Grant (ESG) – 3 cities
 - ▶ Anaheim, Garden Grove, Santa Ana
- Public Housing Authorities – 3 cities
 - ▶ Anaheim, Garden Grove, Santa Ana
- Landlord Engagement/Incentives
- Land Use Authority for siting programs



Housing Authorities as a Resource

- Housing Choice Vouchers: Section 8
- Veterans Affairs Supportive Housing (VASH)
 - ▶ 1,065 Total in Orange County
 - 213 newly awarded Friday, April 6, 2018
- Project Based Vouchers
- Set Asides for Homeless Populations
 - ▶ OC Housing Authority – 50% of turnover vouchers
 - ▶ Santa Ana Housing Authority – 50% of turnover vouchers
 - ▶ Anaheim Housing Authority – Up to 25% of new admissions
 - ▶ Garden Grove Housing Authority – 5% of new enrollments



2014 Affordable Housing Project Based Vouchers NOFA & 2016 Permanent Supportive Housing NOFA

	Project Name	City	County Funding Provided	Project Based Vouchers Request: HCV or VASH	Total Units	Status	Target Population
Currently Operative	Potter's Lane	Midway City	\$1,458,000	8 VASH	16	BOS Approved Commitment February 23, 2016 April 25, 2017	Veterans
	Newport Veterans Housing	Newport Beach	0	6 VASH	12	Board Approved Commitment February 23, 2016	Veterans
In the Pipeline	Oakcrest Heights	Yorba Linda	\$1,644,300	8 HCV	54	Board Approved Commitment May 23, 2017	Families/MHSA
	Placentia Veterans' Village	Placentia	\$2,754,000	49 VASH	50	Board Approved Commitment June 6, 2017	Veterans
TOTAL			\$5,856,300	8 HCV 63 VASH	132		

HCV – Housing Choice Vouchers

VASH – Veterans' Affairs Supportive Housing



2014 Affordable Housing Project Based Vouchers NOFA & 2016 Permanent Supportive Housing NOFA

	Project Name	City	Funding Request	Project Based Vouchers Request: HCV or VASH	Total Units	Target Population
Application Under Review	Cypress Village Apartments	Irvine	\$1,850,000	10 HCV 10 VASH	80	Permanent Supportive Housing/Veterans
	Jamboree PSH	Anaheim	\$0	49 HCV 20 VASH	70	Permanent Supportive Housing/MHSA/Veterans
	Placentia Veterans' Village (Additional Funding Request)	Placentia	\$1,500,00			Veterans
	Beach Boulevard	Westminster	\$3,000,000	25 HCV	50	Permanent Supportive Housing
TOTAL			\$5,698,800	84 HCV 30 VASH	200	

HCV – Housing Choice Vouchers

VASH – Veterans' Affairs Supportive Housing



Oakcrest Heights, Opening 2018

North SPA – Yorba Linda

54 units affordable rental housing development – 14 MHSA units



Funding Sources:

- Conventional Loan
- County of Orange HOME/HSA Loan
- Orange County Housing Authority Project Based Housing Choice Vouchers
- City of Yorba Linda Loan
- CAHFA/MHSA Loan
- Deferred Developer Fee
- Affordable Housing Program Grant
- Tax Credit Equity



Potter's Lane, Opened 2017

Central SPA – Midway City

15 units of permanent supportive housing for veterans



Funding Sources:

- Conventional Loan
- State Veterans Housing and Homeless Prevention Program Loan
- County of Orange Loan
- Orange County Housing Authority Project-Based VASH Vouchers
- AFH Sponsor Loan
- AFH – Capital Campaign Funds
- Deferred Developer Fee
- Home Depot Foundation Grant
- Affordable Housing Program Grant



The Cove, Opened 2018

Central SPA – Newport Beach

12 units – 6 for formerly homeless veterans, 5 for seniors, and 1 for senior veteran



Funding Sources:

- Conventional Loan/Tax Exempt Bonds
- State Veteran Housing and Homeless Prevention Program Loan
- City of Newport Beach Loan
- Orange County Housing Authority Project-Based VASH vouchers
- Tax Credit Equity
- Deferred Developer Fee
- Home Depot Grant
- Citi Salute Grant
- Affordable Housing Program Grant



Permanent Supportive Housing Strategic Plan

- Development of 2,700 permanent supportive housing units
- Form partnerships with cities, business, builders, developers, foundations to support the plan objectives
- Funding Opportunities for County Interdepartmental housing and homeless resources
- Identify and pursue on-going funding streams to allocate toward development of permanent supportive housing units.
- Position the County for State revenue – housing production



State Housing Legislation

→ Assembly Bill 346

- ▶ Authorizes redevelopment “successor” agencies to use portions of their existing affordable housing funds for the development of homeless services, transitional housing, or emergency housing services

→ No Place Like Home

- ▶ \$2 billion state-wide bond program seeded with MHSA funding for development of housing for those with severe and persistent mental illness (SPMI) and serious mental disturbance (SED) who are homeless or at risk of homelessness
- ▶ Orange County’s non-competitive portion will be approximately \$7 million. Orange County will be able to compete for approximately \$386.1 million with the other large counties

→ 2017 Housing Package

- ▶ Accelerates development to increase housing supply
- ▶ Holds cities and counties accountable for addressing housing needs in their communities
- ▶ Creates opportunities for new affordable homes and preserves existing affordable homes



State Housing Legislation

→ Senate Bill 2

- ▶ Establishes the Building Homes and Jobs Act and imposes a \$75 fee on real estate transaction documents to provide a dedicated source of funding for affordable housing
- ▶ First Year
 - 50% to local governments to update planning documents and zoning ordinances
 - 50% to the Department of Housing and Community Development
- ▶ Second Year
 - Funds to Community Development Block Grant jurisdictions throughout the state

→ Senate Bill 3

- ▶ Enacts the Veteran and Affordable Housing Bond Act of 2018 and authorizes the issuance of \$4 billion in general obligation bonds for affordable housing programs and a veteran's home ownership program
- ▶ The bond is subject to approval by the voters in the November 6, 2018 election



County's Budget Overview

FRANK KIM

COUNTY EXECUTIVE OFFICER



2016 Assessment on Homelessness

Appendix B - Estimate of County Resources for Fiscal Year 2016-17 - REVISED

Department	Homeless Designated Only Resources (\$)	Funding for Countywide Residents (\$) income/disability eligibility	Total (\$)
Program/Grant Title			
OC Community Resources			
Continuum of Care	22,025,895		
Veteran's Affairs Supportive Services (VASH)	7,400,000		
Tenant Based Rental Assistance	500,000	970,970	
Housing Choice Voucher & Other Programs	2,461,600	146,374,480	
Affordable Housing Development		8,000,000	
Total OC Community Resources:	32,387,495	155,345,450	187,732,945
Health Care Agency			
Public Health Services	2,692,859	46,040,483	
Outreach	5,522,342	290,650	
Mental Health Treatment	21,423,095	40,199,693	
Mental Health Residential Care and Housing	4,064,147	5,386,222	
Mental Health Full Service Partnership	5,813,868	21,965,931	
Substance Abuse Treatment	6,325,173	1,675,931	
Medical Safety Net		2,300,000	
Total Health Care Agency:	45,841,484	117,858,910	163,700,394
Social Service Agency			
Mobile Unit Response Vehicle and Outreach	119,298		
Medi-Cal Application Intake	323,074	152,265,160	
CalFresh	123,763	30,688,415	
CalWORKs (includes assistance payments)	3,437	226,816,625	
Cash Assistance Program for Immigrants		42,215	
Refugee Cash Assistance		456,382	
General Relief (includes assistance payments)	83,625	8,623,961	
Total Social Service Agency:	653,197	418,892,758	419,545,955
Sheriff's Department			
Homeless Liaison Officers	890,000		
Total Sheriff's Department:	890,000		890,000
Public Defender			
Collaborative Courts are funded by the State and provide specialized court tracks that combine judicial supervision and monitored rehabilitation services.			
OC Public Works			
Land Management: Encampments	1,500,000		
Santa Ana Transit Restroom Maintenance	57,600		
Portable Restrooms at Civic Center	59,412		
Additional Maintenance Costs	51,000		
Total OC Public Works:	1,668,012		1,668,012
Funding for the Dedicated Shelters			
One-Time Cost – Acquisition and Improvement	8,136,509		
One-Time Cost – Mental Health Clinic Space	1,200,000		
Annual Operating Costs	3,607,527		
Total Funding for Shelters:	12,944,036		12,994,036
Estimate TOTAL County Resources	94,384,224	692,097,118	786,481,342



System of Care Resources – FY 2017–18

Type of Resources	Description	Funding Allocated Specifically for Homeless	Funding Allocated for All County Residents Including Homeless	Total
Housing	Section 8 and other Supportive Housing	\$20,490,511	\$163,006,200	\$183,496,711
Health Care Services	Mental Health Substance Abuse Treatment Public Health Services	\$4,961,390	\$178,009,799	\$182,971,189
Assistance Programs	Entitlement and Assistance Programs: CalFresh, CalWORKs, Cash Assistance for Immigrants, Medi-Cal and General Relief	-	\$462,698,121	\$462,698,121
Shelters	Courtyard Bridges at Kraemer Place Motels [1] Specialized Shelter Beds Armories	\$26,042,753	-	\$26,042,753
Outreach Services	Link to Services: Housing, Treatment, Basic Skills and Job Training	\$4,275,046	\$15,449,817	\$19,724,863
TOTAL		\$55,769,700	\$819,163,937	\$874,933,637



Mental Health Services Act (MHSA) Funds

Unspent MHSA Funds as of June 30, 2017	\$183,454,008*
Projected Revenue for FY 2017 – 18	\$164,714,933
Total Funds Projected for FY 2017-18	\$348,168,941
Projected Cost in FY 2017-18	\$196,362,940
Allocation for Housing	\$70,500,000
Projected Ending Balance at June 30, 2018	\$81,306,001

Detail Projected Ending Balance at June 30, 2018	
Community Services and Supports (CSS)	\$18,901,754
Prevention and Early Intervention (PEI)	\$34,026,869
Innovation (INN)	\$28,377,378
Total Project Ending Balance at June 30, 2018	\$81,306,001

Co-Located Behavioral Health Services Facility (Anita Drive)	\$18.3 Million
---	-----------------------



General Fund Reserves

	Projected Balance at 6/30/2018
Total General Fund (GF) Reserves	\$651,271,028
Target Reserve	\$427,712,057
Contingencies (Catastrophic Events)	\$65,000,000
Reserve for Operations (VLFAA)	\$60,000,000
Reserve for Capital Projects (e.g., Facilities, ROV, CAPS+)	\$56,958,767
Reserve for Maintenance & Construction (Probation)	\$11,600,204
Teeter Loss Reserve (Economic Downturn)	\$30,000,000
Guideline for Target Reserve (Two Months)	\$488,794,672
Under Target	(\$61,082,615)



Points of Entry to the System of Care

Description	FY 2015-16 Actual	FY 2016-17 Actual	Projections FY 2017-18 ⁽¹⁾	Funding Source
Bridges at Kraemer Place	\$4,253,545	\$3,299,018	\$10,001,639	General Fund, MHSA, OC Housing, Cities ⁽³⁾ & SCHFA ⁽⁴⁾
Courtyard Transitional Center	\$3,592,625	\$1,830,117	\$3,287,740	General Fund
Flood Control Channel Engagement Initiative ⁽²⁾	-	-	\$11,661,259	General Fund, MH Realignment, MHSA, OC Flood & OC Parks
Armories Santa Ana and Fullerton	\$1,473,574	\$1,524,037	\$1,331,261	General Fund, Community Development Block Grant & Emergency Solutions Grant
TOTAL	\$9,319,744	\$6,653,172	\$26,281,899	

(1) Total funding in FY 2017-18 includes prior year estimated NCC Carryover

(2) Includes Riverbed Initiatives: Outreach & Engagement, City Net, Motel Beds/Food Vouchers, Recuperative Care and estimate for other homelessness efforts such as County staff time, storage and transportation

(3) Cities of Anaheim and Fullerton each made a one-time contribution of \$500K towards the purchase of the Bridges at Kraemer Place Shelter. The City of Brea made a one-time contribution of \$50K.

(4) Southern California Home Financing Authority



Federal Court Case: Progress

SUSAN PRICE

DIRECTOR OF CARE COORDINATION





Engagement with Encampments

251 Exited from Flood Control Channel from July 1, 2017 – January 8, 2018

697 individuals motel – sheltered

- ▶ 338 (48.5%) individuals accepted services and residential program options available
- ▶ 251 (36%) individuals declined any sort of services or shelter
- ▶ 108 (15.5%) individuals left before they could be assessed.

234 individuals at Santa Ana Civic Center

- ▶ 99 (42.3%) Accepted services
- ▶ 135 (57.7%) declined assistance/left area without linkage

1,182 unsheltered individuals engaged



County Funded Beds

	Total Beds	Occupancy*
Courtyard Transitional Center	425	391
Bridges at Kraemer Place	193	135
SAFE Place at WISE Place for Women	60	41
Washington House – American Family Housing	16	0
Armories – Fullerton and Santa Ana	437	240
Recuperative Care Beds	120	10
Full Service Partnership	200	188
TOTAL	1,451	1,005

*Average April Occupancy



Next Steps

- Extension of Armories 90 days providing opportunity for cities to identify/negotiate system contributions regionally
- SPA meetings with Cities in May
- Commission to End Homelessness
 - ▶ To be appointed in May 2018
- Implement Service Planning Areas infrastructure
 - ▶ Coordinated Entry System
 - ▶ Homeless Management Information System (HMIS)
- Coordinated Homeless Assessment and Response Team (CHART) mobilization
- Creation of Regional Navigation Centers



What are Regional Navigation Centers?

Linkages to:

- Mental Health
- Physical Health
- Public Benefits
- Employment
- Housing



Closing Remarks

DAVE KIFF, CITY MANAGERS ASSOCIATION

DAN YOUNG, PRIVATE SECTOR STRATEGIST

