



COUNTY OF ORANGE
OFFICE OF CARE
COORDINATION

Coordinated Entry System (CES)
Steering Committee Meeting
May 7, 2025

Agenda

1. **Welcome and Introductions** – Andrew Crowe, Chair
2. **Orange County Housing Process Presentation** – Doug Becht, Director, Office of Care Coordination
 - a. 2-for-1 Match Requests
3. **CES Policies and Procedures**
 - a. Updates – Daniel Garcia, CES Administrator, Office of Care Coordination
 - b. Feedback from the Lived Experience Advisory Committee (LEAC) – Paul Kaiser, Vice Chair, LEAC and Felicia Boehringer, CoC Administrator, Office of Care Coordination
4. **CES Updates** – Daniel Garcia, CES Administrator, Office of Care Coordination
 - a. Individual CES – Tianna Terry, Individual CES Manager, Friendship Shelter
 - b. Family CES – Jocelyn Morales, Family System Manager, Family Solutions Collaborative
 - c. Survivor CES – Regjinay Tate, Survivor CES Administrator, Friendship Shelter
 - d. Veteran Registry – James Bacon, CES Staff Specialist, Office of Care Coordination
 - e. Transitional Aged Youth Registry – Julia Davis, CES Staff Specialist, Office of Care Coordination
 - f. Virtual Front Door – Amy Arambulo, Director, Community Impact, OC United Way

Next Meeting: July 2, 2025, from 2:00 p.m. – 3:00 p.m., in-person at Orange County Housing Authority, 1st Floor, Conference Room A, located at 1501 E St Andrew Pl, Santa Ana, CA 92705

Public Comments

Welcome and Introductions

Andrew Crowe, Chair

**Orange County Housing
Process Presentation**

Doug Becht, Director,
Office of Care Coordination

What Prompted the Review of CES/the Housing Process

- **During the Spring and Summer of 2024 several different Groups came to the Office of Care Coordination to voice complaints and concerns about CES.**
 - Those Groups included:
 - Public Housing Authorities
 - Developers
 - Elected Officials
 - What their complaints and concerns were:
 - Units were staying open for too long (over a year in some cases).
 - They weren't receiving referrals from CES.
 - People who were matched were not responding.
 - Access Points were slowing down the process with unrealistic appeals.
 - The application period was taking too long because people did not have the documentation or identification needed.

What Prompted the Review of CES/the Housing Process (cont.)

Potential Consequences:

- PHA's stated they would:
 - Remove vouchers from existing PSH projects.
 - No longer participate in CES.

Office of Care Coordination's Reasons for Concern

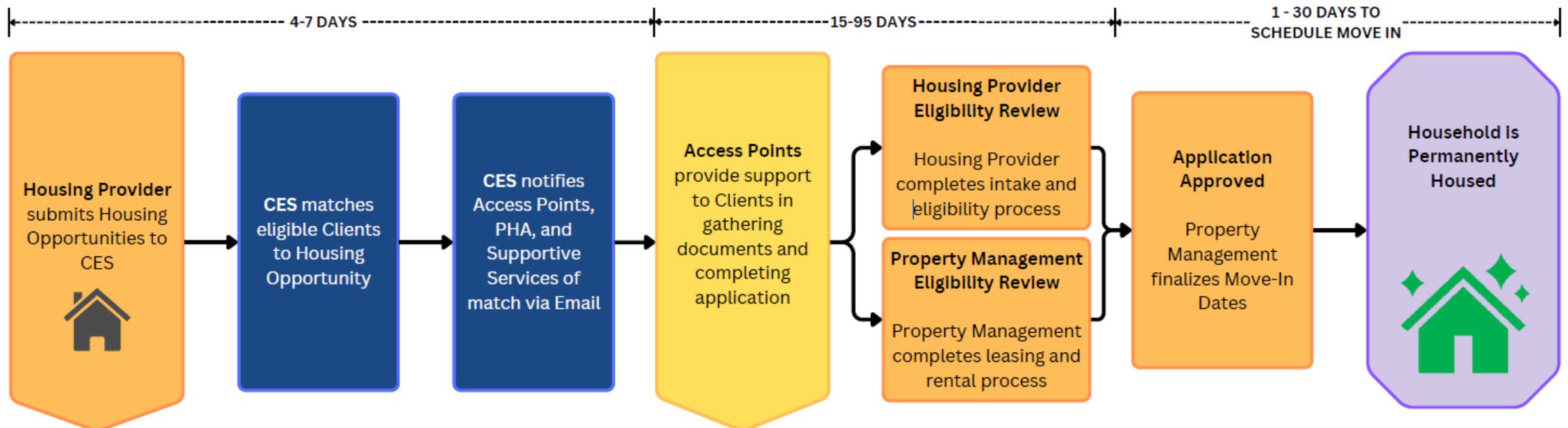
- Homelessness is being extended unnecessarily.
- Permanent housing units are being left vacant.
- Potential loss of existing PSH units.
- Public Housing Authorities exiting CES participation.

Steps taken to understand the concerns further

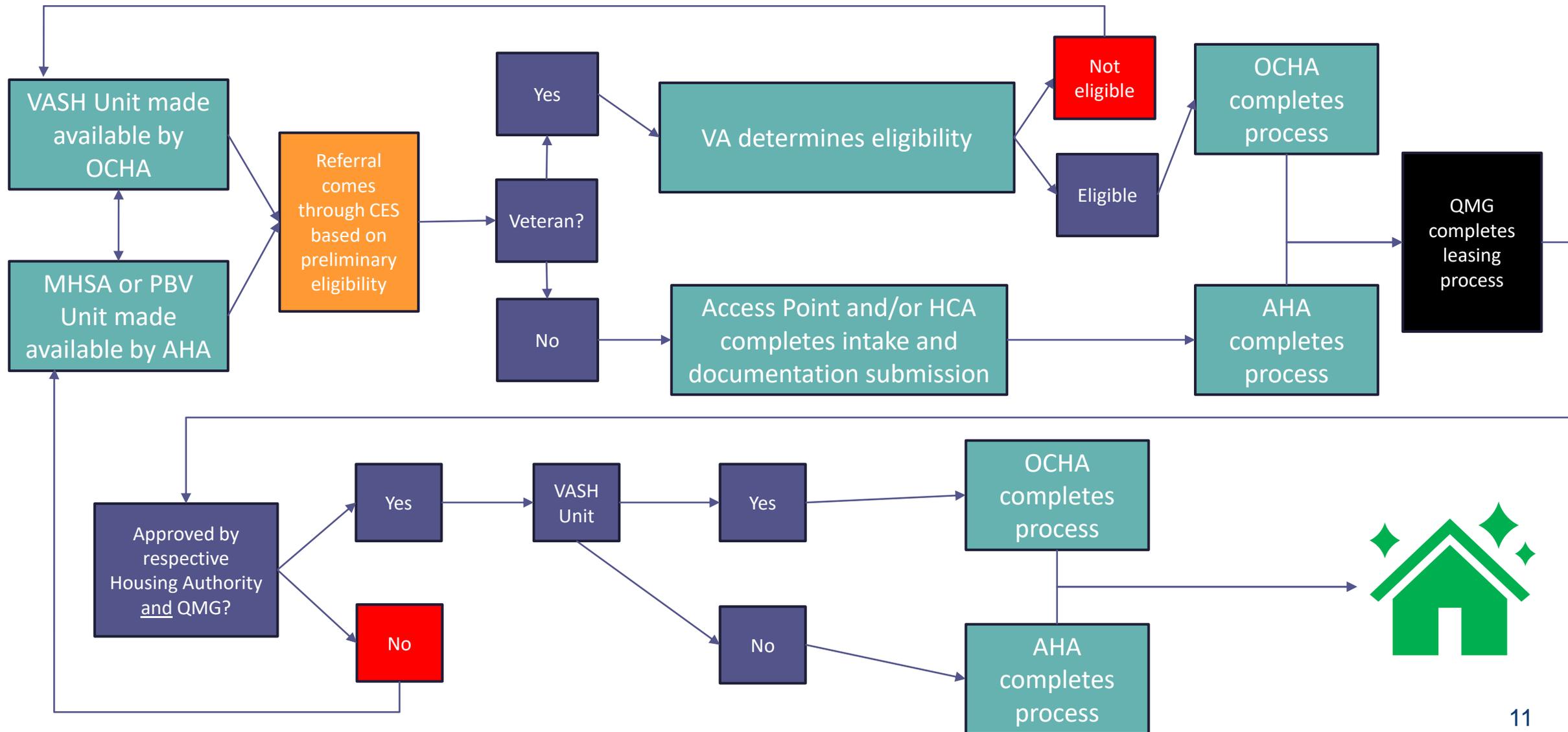
- Continued to meet with concerned group to better identify problems and issues.
- Identified and tracked existing vacancies at properties of greatest concern.
- Reports created to track every match made through the Coordinated Entry System.
- Full review of the process for filling an open unit, as well as obtaining housing.
- Set up re-occurring meetings with ICES lead, Friendship Shelter.

What we Found: #1- It isn't all about CES

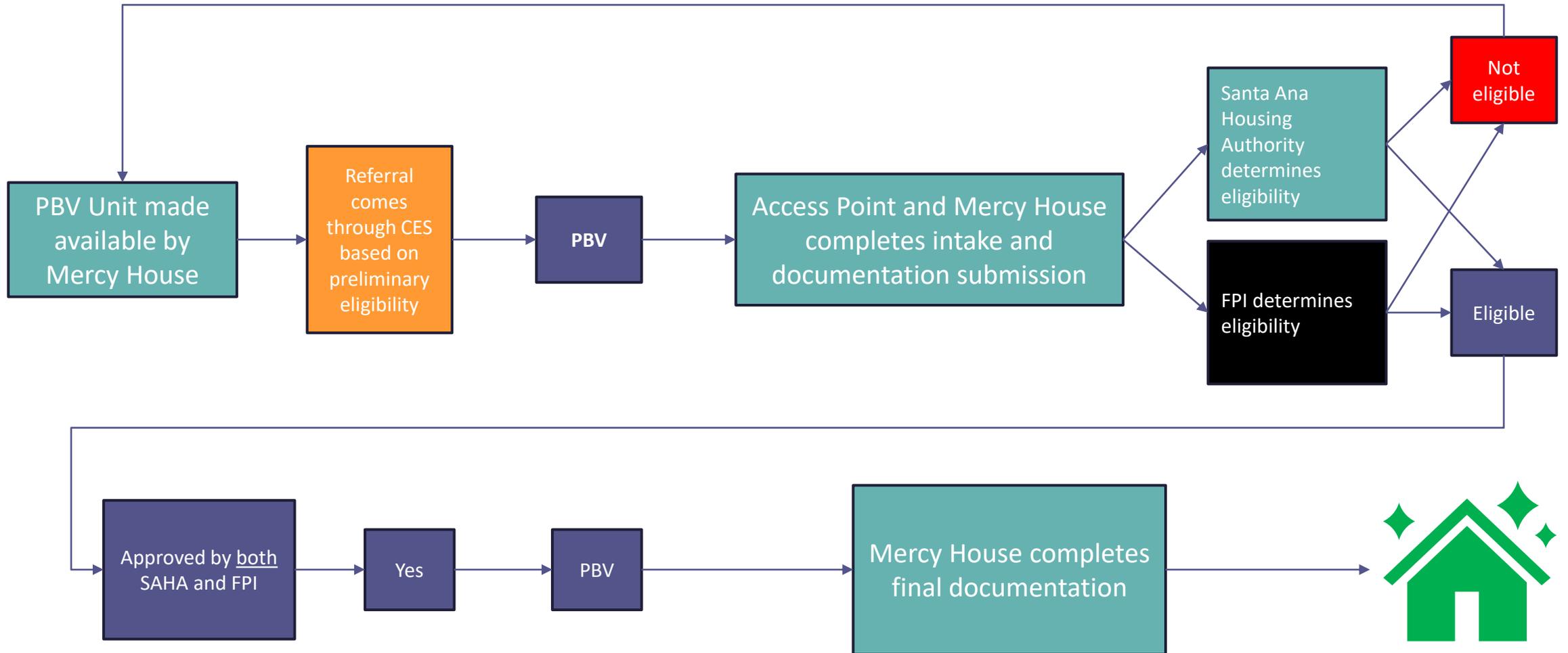
The Housing Process has many different Stakeholders and Steps.



Buena Esperanza – Workflow



The Orchard Workflow



What we Found: #5- The Data!

Tracking Each Match

- Starting on July 1, 2024 the Office of Care Coordination began to track every match made throughout the entire Coordinated Entry System
- The Reporting captures the 25 data points per match including:
 - Name
 - Housing Opportunity
 - Access Point
 - Housing Developer and Opportunity
 - Public Housing Authority
 - Date of Match
 - Result of Match
 - Date of Determination
 - MHSA, Senior, TAY or Vet Specific

CES Data – Overall Success Rates

Individual Coordinated Entry System														
	Total		July		August		September		October		November		December	
Accepted	196	45.2%	36	41.9%	28	50.9%	35	53%	55	59.1%	20	31.3%	22	31.4%
Ct. Declined	90	20.7%	10	11.6%	13	23.6%	13	19.7%	18	19.4%	22	34.4%	14	20%
Ct. Unresponsive	53	12.2%	14	16.3%	2	3.6%	5	7.6%	6	6.5%	15	23.4%	11	15.7%
Other	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Provider Denied	71	16.4%	25	29.1%	12	21.8%	13	19.7%	9	9.7%	2	3.1%	10	14.3%
Pending	24	5.5%	1	1.2%	0	0%	0	0%	5	5.4%	5	7.8%	13	18.6%
Total	434	N/A	86	12.3%	55	7.9%	66	9.4%	93	13.3%	64	9.2%	70	10%

CES Data – How long it takes for a Determination!

ICES Quarter <u>1</u>			
	Count	Average	Mean
Accepted	99	61	77
Client Declined	36	27	16
Client Unresponsive	21	33	30
Project Decline	50	35	28
Overall	206	46	38

ICES Quarter <u>2</u>			
	Count	Average	Mean
Accepted	97	43	43
Client Declined	54	17	9
Client Unresponsive	32	24	16
Project Decline	21	54	51
Overall	204	34	25

*Average and Mean are measured in days.

CES Data – How long it takes for a Determination!

<u>ICES</u> Quarter 1 & Quarter 2			
	Count	Average	Mean
Accepted	196	52	55
Client Declined	90	21	13
Client Unresponsive	53	27	31
Project Decline	71	41	30
Overall	410	40	31

<u>Veteran</u> Quarter 1 & Quarter 2			
	Count	Average	Mean
Accepted	47	56	48
Client Declined	55	19	13
Client Unresponsive	24	31	28
Project Decline	12	34	28
Overall	138	35	30

*Average and Mean are measured in days.

CES Data – How long it takes for a Determination!

<u>PSH Housing Opportunities Q1 & Q2</u>			
	Count	Average	Mean
Accepted	152	61	62
Client Declined	31	22	14
Client Unresponsive	24	32	29
Project Decline	57	43	29
Overall	264	50	49

*Average and Mean are measured in days.

<u>Rapid Re-Housing Opportunities Q1 & Q2</u>			
	Count	Average	Mean
Accepted	44	21	15
Client Declined	59	20	13
Client Unresponsive	29	23	16
Project Decline	13	29	34
Overall	145	22	15

CES Data – By Access Point with 20+ Matched Referrals

Access Point	Total Matches	Accepted		Client Declined		Client Unresponsive		Project Declined		Still Pending	
		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Illumination Foundation	71	29	40.85%	21	29.58%	7	9.86%	10	14.08%	4	6%
VA	70	22	31.43%	33	47.14%	8	11.43%	5	7.14%	2	3%
HCA- Behavioral Health Services	69	34	49.28%	6	8.70%	12	17.39%	11	15.94%	6	9%
Mercy House	48	26	54.17%	12	25.00%	5	10.42%	5	10.42%	0	0%
PATH	48	15	31.25%	9	18.75%	1	2.08%	19	39.58%	4	8%
Friendship Shelter	34	13	38.24%	11	32.35%	3	8.82%	0	0.00%	7	21%
VOALA	32	13	40.63%	7	21.88%	6	18.75%	5	15.63%	1	3%
City Net	25	11	44.00%	1	4.00%	12	48.00%	0	0.00%	1	4%
Salvation Army	23	7	30.43%	6	26.09%	5	21.74%	5	21.74%	0	0%
WisePlace	22	6	27.27%	3	13.64%	13	59.09%	0	0.00%	0	0%
Grandma's House of Hope	21	12	57.14%	4	19.05%	1	4.7%	4	19.05%	0	0%

*11 out of the 37 Access Points represent 81% of the total matches

CES Data – Match Results

Orange County Housing Authority														
	Total		July		August		September		October		November		December	
Accepted	40	24.4%	13	43.3%	11	47.8%	12	27.3%	4	12.5%	0	0%	0	0%
Ct. Declined	28	17.1%	8	26.7%	8	34.8%	4	9.1%	1	3.1%	4	44.4%	3	11.5%
Ct. Unresponsive	14	8.5%	7	23.3%	0	0%	4	9.1%	3	9.4%	0	0%	0	0%
Other	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Provider Denied	16	9.8%	2	6.7%	2	8.7%	8	18.2%	3	9.4%	1	11.1%	0	0%
Pending	66	40.2%	0	0%	2	8.7%	16	36.4%	21	65.6%	4	44.4%	23	88.5%
Total	164	N/A	30	18.3%	23	14%	44	26.8%	32	19.5%	9	5.5%	26	15.9%

Multiple Matches for One Opening (2 for 1s)

1. The practice of multiple referrals for a single housing opportunity became unofficially known as 2:1 matches
2. If there were two matched referrals, whoever submitted a completed application first, got priority to the unit, leaving the second matched referral in a state of waiting to find out if the other matched referral would be denied or decline the opportunity to move forward themselves
 1. Each housing authority has a documented case of one match left without a unit that was fully approved by the respective housing authority and property management
 2. Fortunately, each housing authority was able to move these clients to other housing developments within their jurisdiction and found a unit available for move-in
3. This practice of multiple matches does not directly go against approved CoC CES Policies & Procedures, but there are unintended consequences that do go against CES Policies & Procedures
 1. 2:1 matches go against trauma-informed care, and the housing first practice

Future Considerations for the CoC

1. Establishing a formal multiple match policy
2. Consider updating requirements for Community Queue that include possessing documentation that almost all opportunities require (i.e. forms of identification)

In Conclusion: What we need to Remember

We can all do the following things better:

- Ensure our staffs are trained
- Communicate Better
- Hold ourselves accountable to the process
- Look at ourselves before we look at others when it comes to solutions

Most Importantly, the people we have committed to serving are relying on us!

CES Policies and Procedures

Updates

**Daniel Garcia,
CES Administrator,
Office of Care Coordination**

**Feedback from the Lived Experience
Advisory Committee (LEAC)**

Paul Kaiser, Vice Chair, LEAC and Felicia
Boehringer, CoC Administrator,
Office of Care Coordination

Business Calendar – Item #3

Feedback from the Lived Experience Advisory Committee

- Continuums of Care (CoCs) are responsible for developing local policies governing CES – such as eligibility, prioritization, and engagement standards. The most recent version of the Orange County CES Policies and Procedures was approved by the CoC Board on December 20, 2023, and includes a policy regarding inactivity on the CES Community Queue (CQ) (90-Day Inactivity Policy)
- Goal and intention of the **90-Day Inactivity Policy**:
 - ❖ Maintain an accurate, up-to-date prioritization list of participants actively seeking housing and supportive services
 - ❖ Promote an effective, efficient system, reducing delays in referrals and connections to resources
- However, members from the Lived Experience Advisory Committee (LEAC) have noted that the policy may penalize individuals for factors outside their control, create additional barriers to getting connected to housing, and add more layers of bureaucracy within CES.

Business Calendar – Item #3

Feedback from the Lived Experience Advisory Committee

- During the September 4, 2024, LEAC Meeting, the Office of Care Coordination (OCC) and Vice Chair Paul Kaiser, facilitated a discussion on the purpose and impact of the 90-Day Inactivity Policy on participants enrolled on CES CQ. The conversation generated several key ideas, including:
 - ❖ Improving and standardizing case manager trainings regarding CES policies and processes;
 - ❖ Emphasizing the importance of clearly informing participants about the 90-Day Inactivity Policy to encourage active engagement; and
 - ❖ Ensuring a process for reactivating a participants CES CQ status after a period of inactivity is widely known and understood by both case management staff and participants.
- On January 9, 2025, OCC as the CoC Administrative Entity presented two recommendations aimed at fostering cross-committee collaboration. The LEAC membership unanimously approved Vice Chair Paul Kaiser, as a representative of the LEAC, to attend an upcoming CES Steering Committee meeting to
 1. Recommend a review of the CES Policies and Procedures, specifically, the policy that states CES participants will be made inactive on the CES CQ after 90 days of non-engagement, and
 2. Explore potential policy revisions and training ideas.

Business Calendar – Item #3

Feedback from the Lived Experience Advisory Committee

Next Steps and Continued Collaboration

- The CES Steering Committee is being asked to continue collaborating with the LEAC on potential revisions to the CES Policies and Procedures and training ideas, to ensure a CoC-wide understanding of how CES operates.

CES Updates

**Daniel Garcia,
CES Administrator,
Office of Care Coordination**

Individual CES

Tianna Terry,
Individual CES Manager,
Friendship Shelter

INDIVIDUAL COORDINATED ENTRY SYSTEM MONTHLY REPORT

March 2025

Program year beginning July 2024

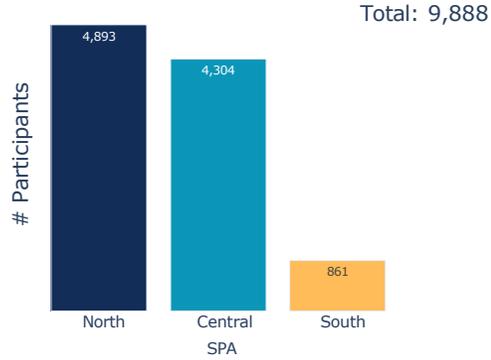
Participants Housed
653
Goal: 1,300

1d. % Housed Elsewhere
5.9%
Goal: 10%

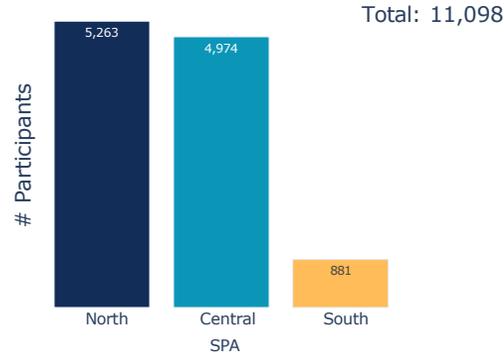
Completed Referrals

421

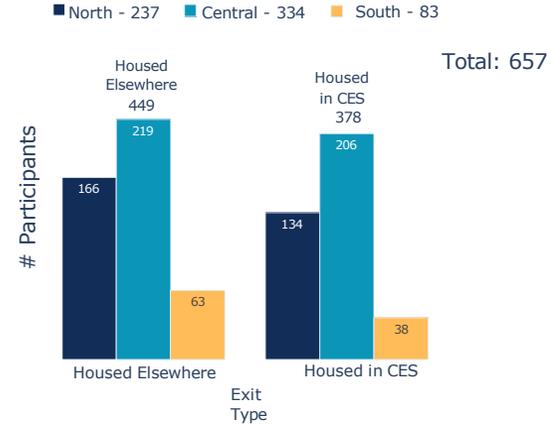
1a. # Participants Served YTD by SPA



1b. # Households Served YTD by SPA



1c. # Participants Housed YTD



2ab. Length of time between Enrollment Date and Housed Date (days)

Average: **377**
Goal: 232
Median: **301**

3ab. Length of time between Enrollment Date and Assessment Date (days)

Average: **115**
Median: **0**

3cd. Length of time between Assessment Date and Referral to Community Queue (days)

Average: **50**
Median: **0**

3ef. Length of time between Referral to Community Queue and Referral to Housing (days)

Average: **148**
Median: **72**

3gh. Length of time between Referral to Housing and Exit Date (days)

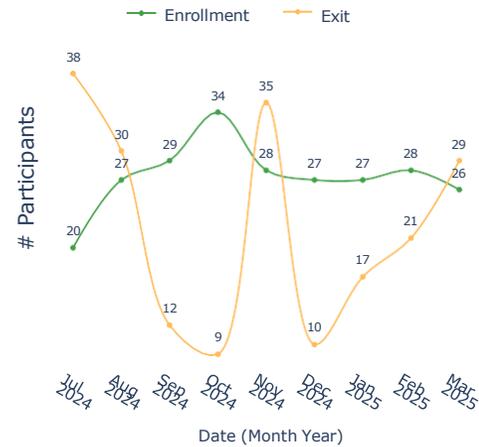
Average: **296**
Median: **176**

TAY served YTD
375

Veterans served YTD
431

CH served YTD
2650

5a. Functional zero for Transitional Age Youth by month



5b. Functional zero for veterans by month



5c. Functional zero for those experiencing Chronic Homelessness by month



Family CES

Jocelyn Morales,
Family System Manager,
Family Solutions Collaborative



Family Homelessness in OC, CA – March 2025

Families Currently Experiencing Homelessness

543 
Homeless adults

237 
Homeless children
age 0-5

441 
Homeless children
age 6-17

163 
Families in
Shelters*

209 
Unsheltered
Families*

15 
Families in Other*
Living Situations

387 Total Families Receiving Family CES Services

Data as of April 1st

795

Family Service Request
Forms Received

74

Families Waiting
for Shelter

 **22**
Families Reconnected
to Support System to
Resolve Homelessness

 **16**
Families Who Moved
into Housing

*Shelters: emergency shelter, motel paid by third party, etc. *Unsheltered: not meant for habitation, including car, tent, street. *Other living situations: institutional settings, at-risk of homelessness, etc.

Survivor CES

Regjinay Tate,
Survivor CES Administrator,
Friendship Shelter

CES FOR SURVIVORS

Reporting
Period :
March 1, 2024-
April 1, 2025

PROGRAM OVERVIEW

The Coordinated Entry System for Survivors (SCES) is designed to provide streamlined access to housing and supportive services for survivors of domestic violence, dating violence, sexual assault, and stalking who are experiencing homelessness or housing insecurity.



Participant Demographics and Enrollment

- Total Participants Enrolled: 283 Total
- Participants Exited: 131 Total
- Participants Housed / Matched to Housing Opportunity: 113 Total
- Families being Served: 86 Senior
- Women (55+ years old): 38
- Veteran Women Served: 7



Housing Interests

- **74 Households** are interested in a combination of Rapid Re-Housing, Transitional Rapid Re-Housing, and Permanent Supportive Housing
- **17 Households** have expressed interest in strictly Permanent Housing
- **192 Households** are interested in ICES, FCES, and SCES housing opportunities



Agency Enrollment Contributions

- **WISEPlace: 159** Households Enrolled
- **Human Options: 98** Households Enrolled
- **Interval House: 26** Households Enrolled

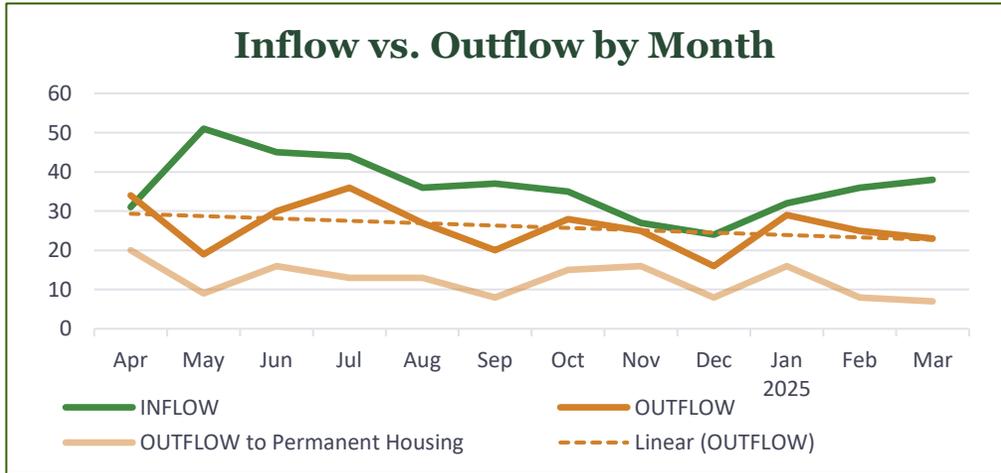
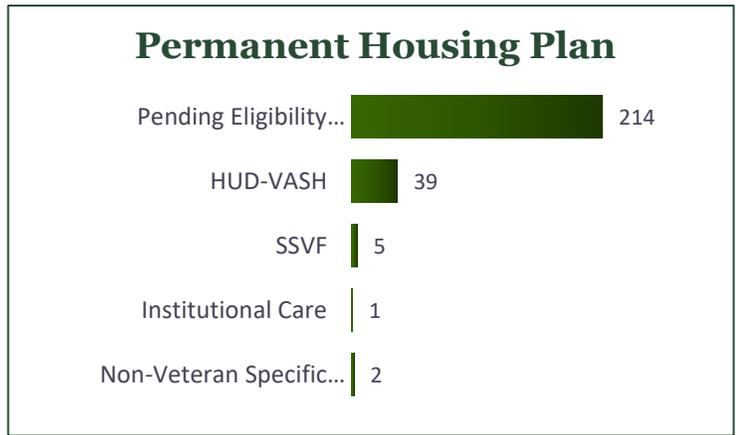
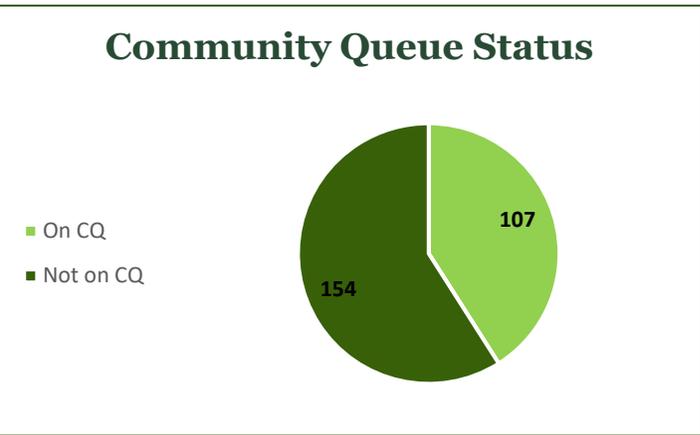
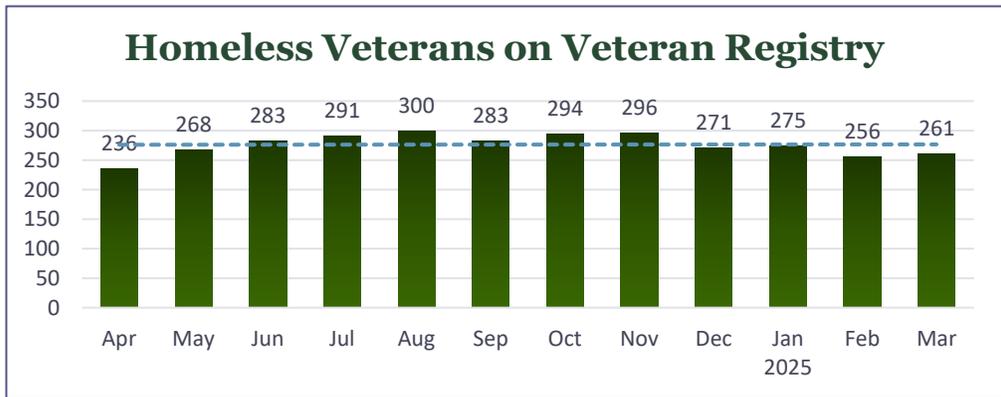
Veteran Registry

**James Bacon,
CES Staff Specialist,
Office of Care Coordination**

Veteran Registry Dashboard

Veterans in CES	Chronically Homeless Veterans in CES	Veterans Pending Housing	Veterans Housed
261	143	23	149
			<small>4/1/24-3/31/25</small>

As of March 31, 2025, there are **261** veterans experiencing homelessness on the Veteran Registry. In the previous 12 months, **149** veterans have been housed in permanent, stable housing. Over 30 agencies, including the VA Community Resource and Referral Center, outreach providers, and shelter providers, continue to meet weekly to coordinate housing and services for veterans experiencing homelessness in Orange County. In the past 12 months, there has been a **11%** increase in the number of veterans experiencing homelessness in Orange County.



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan 2025	Feb	Mar	Total
INFLOW	31	51	45	44	36	37	35	27	24	32	36	38	436
OUTFLOW	34	19	30	36	27	20	28	25	16	29	25	23	312
OUTFLOW to Permanent Housing	20	9	16	13	13	8	15	16	8	16	8	7	149
OUTFLOW exceeded INFLOW	✓												
Homeless Veterans on Veteran Registry	236	268	283	291	300	283	294	296	271	275	256	261	

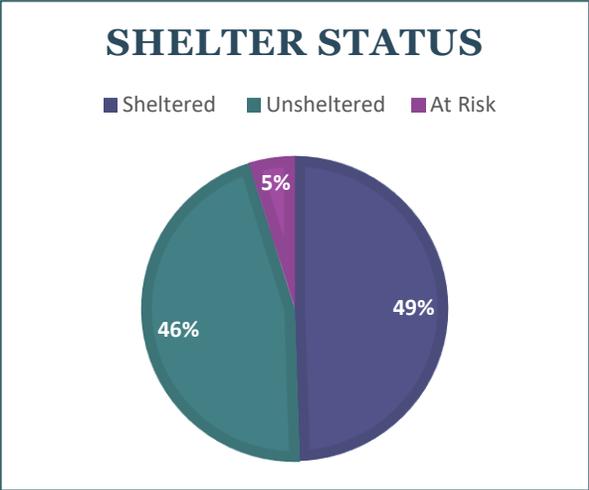
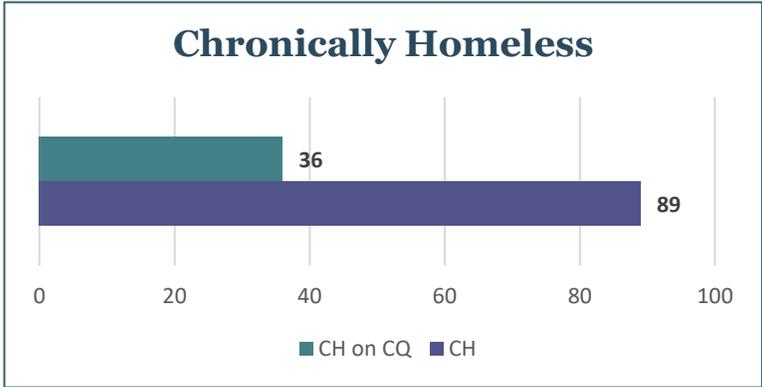
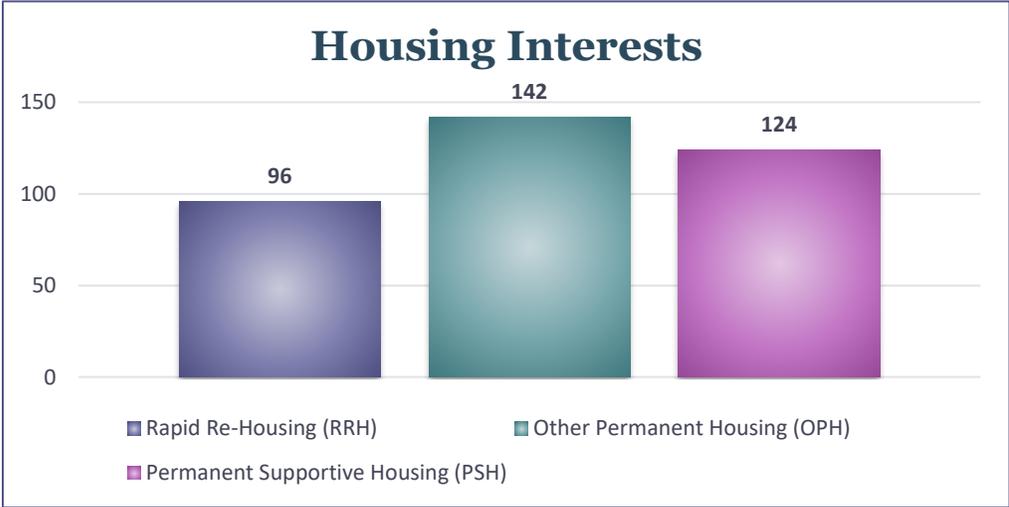
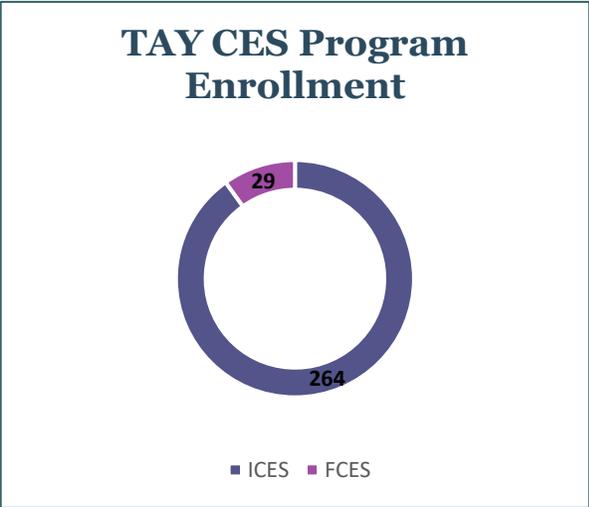
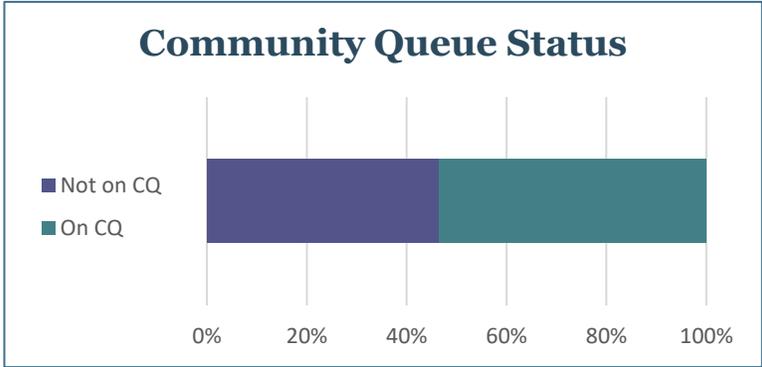
updated 04/11/2025

Transitional Aged Youth Registry

Julia Davis,
CES Staff Specialist,
Office of Care Coordination

Transitional Aged Youth (TAY) Registry Dashboard

Active TAY in a CES Project	TAY Households on the CQ	TAY Households not on CQ	TAY Households Pending (matched)
293	150	143	7



Currently, there are **293** households in the TAY subpopulation that are enrolled in a CES program. Of those households, there are only **150** TAY households that have had their Housing Interests assessed and are on the Community Queue.

There are **89** TAY households experiencing chronic homelessness.

151 TAY households report having a disabling condition, and **130** households are experiencing mental health conditions.

updated 04/11/2025

Virtual Front Door

Amy Arambulo,
Director, Community Impact,
Orange County United Way

Virtual Front Door Housing Data

01/01/25 -03/31/25

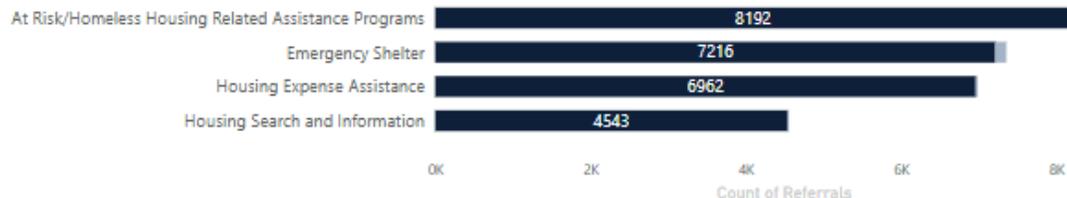
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All Housing Contact Information

[Click here for a glossary of housing taxonomy definitions](#)

Housing Needs by Referral Type

NeedWasUnmet ● Met ● Unmet



Referrals by Agency



Veteran Information

Veteran Contacts with Housing Needs

992

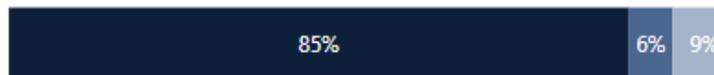
Veterans who contact 211 can opt in to care coordination for specialized navigation through the veteran program landscape. The Veteran Care Coordinator gathers intake information, provides initial I&R resources, makes a warm hand-off to a peer navigator, conducts follow-up, and provides intake through closed-loop case management reporting across all veteran agencies.

Veteran Housing Needs by Referral Type



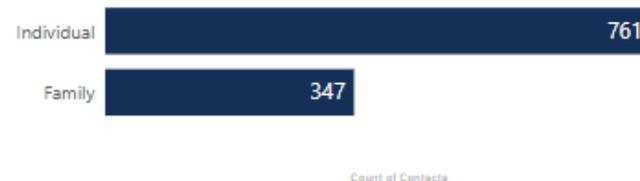
Crisis, Critical & Vulnerable Calls

● Crisis ● Critical ● Vulnerable



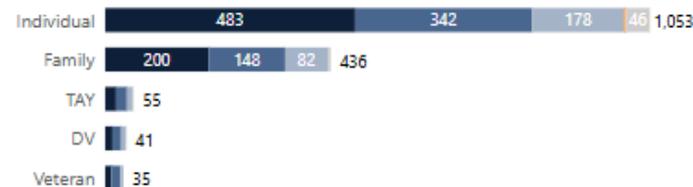
Homeless Contact Information

Homeless Contact Household Type



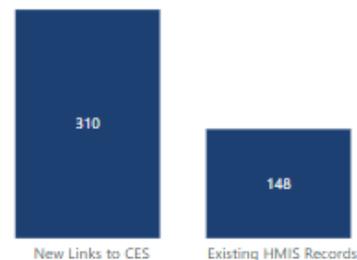
Referrals to Access Points For Homeless Contacts

Hover to see detailed counts of each agency referred to SPA ● North ● Central ● South ● Outside of OC ● Unknown

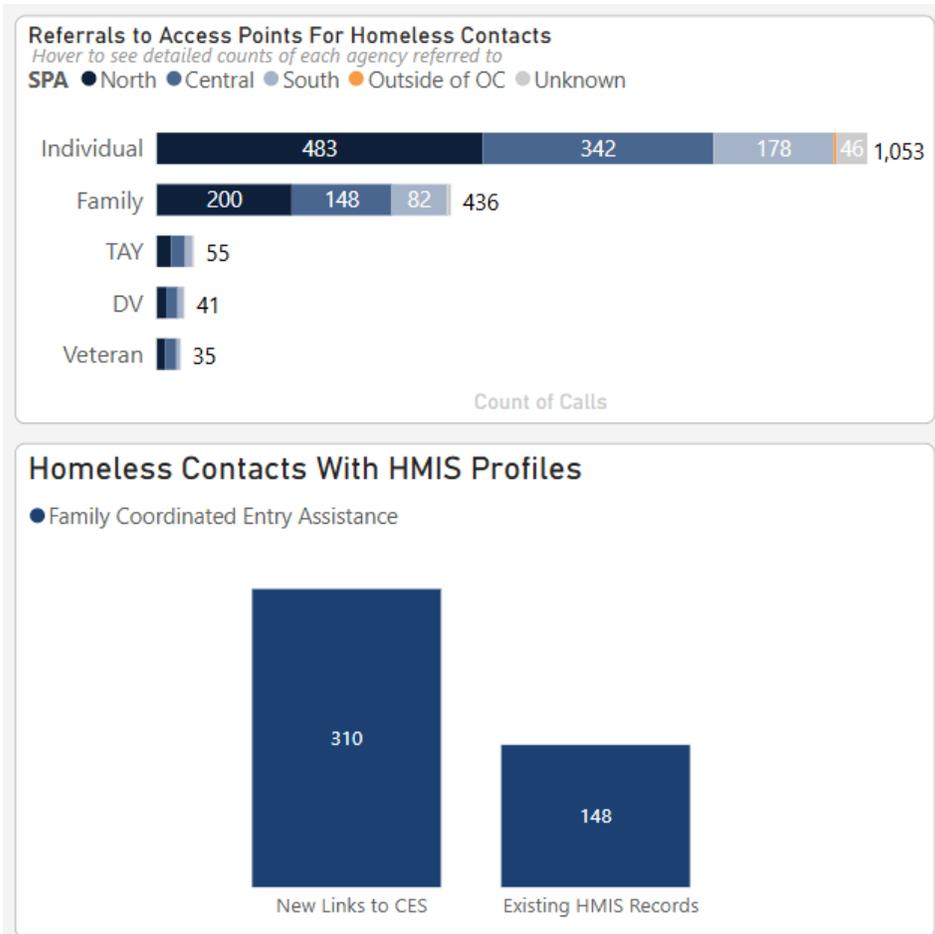


Homeless Contacts With HMIS Profiles

● Family Coordinated Entry Assistance



211 OC: Virtual Front Door Q3 (Jan-Mar)



1,620 referrals to Access Points

- 1,053 Individual AP
- 436 Family AP
- 55 TAY AP
- 41 DV Survivor AP
- 35 Veteran AP

458 warm handoffs and reconnections to Case Managers at Access Points

CoC Updates

Felicia Boehringer,
CoC Administrator,
Office of Care Coordination

Business Calendar – Item #5

Free Webinar: Creative Strategies to Enhance Your Budget

- **Homebase** is offering a free national webinar to support the financial planning needs of CoCs and CoC-funded organizations.
- This webinar will bring together expert panelists from nonprofit and philanthropic sectors to share practical insights, case studies, and resourceful approaches to financial sustainability.
- Key Topics:
 - ❖ Creative fundraising approaches
 - ❖ Diversifying revenue streams
 - ❖ Leveraging in-kind donations
- This webinar is ideal for **CoC leads, homeless service provider leadership, fiscal managers, development staff** and others responsible for managing homeless system of care funding.
 - ❖ **Date:** May 8, 2025
 - ❖ **Time:** 12:00 p.m. (PT)
 - ❖ [Click here](#) to register

Business Calendar – Item #5

Department of Housing and Urban Development (HUD) Website Updates

- On Monday, March 31, 2025, HUD announced changes to the HUD.gov webpages.
- The website redesign broke existing links to familiar webpages.
- OCC consolidated the most updated webpages:
 - HUD News: <https://www.hud.gov/news>
 - Continuum of Care Program: <https://www.hud.gov/hud-partners/community-coc>
 - HUD NOFOs: <https://www.hud.gov/hud-partners/grants-info-funding-opps>
 - FY 2024 CoC Program Competition Award Announcement: <https://www.hud.gov/stat/cpd/fy2024-coc-competition>
 - SNAPS Competitions Listserv Signup: <https://www.hud.gov/subscribe/signup?listname=SNAPS%20Competitions&list=SNAPS-COMPETITIONS-L>

Business Calendar – Item #5

Upcoming Meetings

- **Policies, Procedures, and Standards Committee:** Tuesday, May 13, 2025, from 3:30 p.m. – 5:00 p.m.
 - ❖ Location: County Administration South (CAS), County Conference Center, 425 West Santa Ana Blvd., Room 104/106, Santa Ana, CA 92701
- **Service Provider Forum:** Thursday, May 15, 2025, from 9:00 a.m. – 11:00 a.m.
 - ❖ Location: OCHA, Conference Room A, 1501 E Saint Andrew Pl, Santa Ana, CA 92705
- **Domestic Violence Committee:** Tuesday, May 20, 2025, from 9:00 a.m. – 10:30 a.m.
 - ❖ Location: The Village at 17th Street, Large Community Room, 1505 17th St., Santa Ana, CA 92705
- **CoC Board Meeting:** Wednesday, May 28, 2025, from 2:00 p.m. – 5:00 p.m.
 - ❖ Location: CAS County Conference Center, 425 West Santa Ana Blvd., Room 104/106, Santa Ana, CA 92701
- **Veterans Committee:** Thursday, May 29, 2025, from 2:00 p.m. – 3:00 p.m.
 - ❖ Location: Orange County United Way (OCUW) 18012 Mitchell S., Conference Room, Irvine, CA 92614

Next Meeting:

July 2, 2025, from 2:00 p.m. – 3:00 p.m.,
in-person at Orange County Housing Authority,
Conference Room A, 1501 E St Andrew Pl, Santa Ana



COUNTY OF ORANGE
OFFICE OF CARE
COORDINATION