



Housing & Community  
Services Department  
C O U N T Y O F O R A N G E

## **2008 BUSINESS PLAN**

**March 18, 2008**



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## Executive Summary

The 2008 Orange County Housing and Community Services Business Plan provides a blueprint for the continuation and improvement of needed community services and housing and community development programs delivered to the public by this agency. In light of stagnant and decreasing funding at the federal, state, and local levels, 2008 will be a year of affirming the core services being provided by HCS.

HCS provides a variety of community services and programs designed to achieve its mission which is ***“to work in partnership with and advocate for Orange County’s diverse communities, improve lives by supporting and providing needed community services, strengthen economic viability, and preserve and expand affordable housing opportunities; thereby enhancing the quality of life for our community.”***

HCS’ current core services and programs include older adult programs that promote the health, well-being, and independence of older adults and caregivers; employment and education programs that help to improve employment skills for youth and adults and reduce county unemployment while narrowing the skills gap of Orange County’s workforce; business services and economic development projects that support Orange County’s economy; human relations programs that address community and social issues; veterans programs that assist County veterans with benefits, assistance, and recognition; community development programs that enhance the livability of County neighborhoods and communities; housing programs that provide rental assistance to qualifying families, and cultivate affordable housing development; and programs that increase and preserve housing, shelter, and supportive services for the County’s homeless and victims of local disasters.

These programs and services are specifically targeted toward improving the quality of life of Orange County residents and making the HCS vision of ***“a quality life for all Orange County”*** a reality for Orange County. HCS is focused on the County mission of “making Orange County a safe, healthy, and fulfilling place to live, work and play, today and for generations to come, by providing outstanding cost-effective regional public services.”

The Department administers twenty (20) individual County budgets totaling approximately \$221 million. This is an approximately \$1 million increase from the last fiscal year. Included in that total is approximately \$97 million in rent subsidies that do not flow through County budgets. General Funds (or Net County Costs) to the department at the end of fiscal year 2006-2007 totaled approximately \$4 million. Of the 20 budgets, two are operating budgets (one for General Fund programs and another for “Non-General Fund” programs); eleven (11) are redevelopment related budgets, and the remainder are primarily special revenue budgets which segregate funding. The Non-General Fund programs (the housing and community development programs) are supported primarily by federal funds from the Department of Housing and Urban Development (HUD) along with local redevelopment funding and a small amount of state funding. The General Fund programs are also supplemented by a variety of outside funds and revenue. The senior programs are supported to a large degree by federal, state, and Tobacco Settlement monies. HCS also receives marriage license fees and court mandated fees/fines to administer Domestic Violence and Dispute Resolution programs. Workforce development programs are

supported primarily by federal funds from the Department of Labor and other state and federal discretionary funds.

HCS' departmental goals for 2008 are designed to help the organization focus and achieve its vision and mission. These goals establish standards and objectives for the various programs and services to achieve in the upcoming year. These goals also help the department monitor the progress and performance of its programs. Although the Department's core services and programs have remained the same over the past few years, the goals have been adjusted to better reflect the core services.

The amount of funding received directly affects the level and extent of services the Department can provide. In Fiscal Year (FY) 05-06, funding levels for various programs such as older adults and federal Community Development Block Grant (CDBG) funds started declining. In FY 06-07 and FY 07-08 funding remained relatively stable although costs continue to steadily escalate.

The fiscal outlook for FY 2008-2009 will pose both challenges and opportunities for HCS to continue business as usual. The Department has positioned itself to collaborate with other County Departments and outside agencies to continue to enhance services to the community. These collaborations have produced opportunities such as being only one of few Counties to run a Senior Non-Emergency Medical Transportation Program funded by Tobacco Settlement Revenues administered by the Health Care Agency; providing a rapid response to disaster clean-up and restoration for the wildfires, in collaboration with Resources Development and Management Department (RDMD) and Orange County Workforce Investment Board, and responding to the sub-prime mortgage and finance industry crisis funded by National Emergency Grants; and creating a Memorandum of Understanding with the Health Care Agency to manage the housing portion of the Mental Health Services Act funding.

However, there are continued challenges looming in the funding for Housing and Community Services programs which have already required the Department to re-align workloads and reorganize to gain better efficiencies and maximize those funding sources that remain. This Business Plan reflects the Department's commitment to make every effort to continue to provide core services to the community, but FY 08-09 will more than likely find the Department cutting back on any new and existing services unless there is additional funding made available (or costs decrease) and that is the only option available to work within the resources available to the Department.

## **Agency Overview**

### **Vision Statement**

*"A quality life for all Orange County"*

### **Mission Statement**

*"To work in partnership with and advocate for Orange County's diverse communities, improve lives by supporting and providing needed community services, strengthen economic viability, and preserve and expand affordable housing opportunities; thereby enhancing the quality of life for our community."*

### **Core Services**

The Department's core services are (1) Community Services, (2) Community Investment, (3) Affordable Housing, and (4) Violence Prevention.

#### **Community Services**

HCS enhances lives by providing services that are needed and wanted in the community. For older adults, this means connecting them to services and resources that allow them to remain independent as long as possible, preferably in their own home. The Office on Aging (OoA) Information and Assistance Call Center fields approximately 130 calls a day referring older adults and their caregivers to such services as adult day care, case management, elder abuse prevention, nutrition programs, caregiver support, in-home services, health insurance counseling, and transportation.

Orange County veterans are locally served by the Veterans Service Office (VSO) rather than having to travel to Los Angeles or San Diego for assistance. The VSO provides regional advocacy services and assistance focused on Department of Veterans Affairs disability benefits and survivor benefits to Orange County veterans, their survivors and dependents. The VSO also supports the larger Orange County veteran community by participating with the Orange County Veterans Advisory Council and their programs.

The Homeless Prevention Division collaborates with many other County departments and outside agencies to preserve and provide new transitional shelters, to develop permanent supportive housing units for special needs homeless, and to provide supportive services such as job training and education, child care, transportation, case management, counseling services, life skills training, alcohol and drug treatment services, health care and mental health services, and other services designed to move individuals and families out of homelessness and into self-sufficiency. In addition, the Homeless Prevention Division collaborates with multiple public and private partners in regional planning initiatives for disaster preparedness, response, and long-term recovery.

## **Community Investment**

The Community Investment Division (CID) administers the Workforce Investment Act of 1998 (WIA) funded programs which represent the nation's commitment to create a workforce investment system that responds to the needs of employers, job seekers, and youth. WIA's purpose is to consolidate and streamline numerous federal employment programs and to provide states and localities with more discretion to design workforce development strategies that meet local labor market needs. Key objectives of this workforce development system are to increase employment, retention, earnings, and occupational skill attainment of job seekers and youth and to improve the productivity and competitiveness of national, state, and local economies. WIA established the One-Stop System as the unified service delivery method for this consolidation of numerous employment and training programs.

The One-Stop Centers are the cornerstone of the workforce investment system and have unified numerous training, education, and employment programs into a single, customer-friendly system where job seekers can receive skills assessment services, information on employment and training opportunities. These Centers also provide unemployment services, supportive services, counseling guidance, education, work experience, and many other employment and training activities and services. In addition, Business Service Centers have been established to respond to the needs of Orange County businesses and employers through the provision of job matching, recruitment, and specialized business/employee assistance services. In doing so, WIA contributes to a healthy, growing Orange County economy.

The County has several unincorporated areas, commonly referred to as "Islands." According to the County's Inventory of Unincorporated Areas, County Islands are small pockets of land, wholly or partially surrounded by a city. Historically, as County cities incorporated, these pockets were not included in the new cities' boundaries and they continue to be under the jurisdiction of the County. These County Islands are commonly found in the central and northern portions of the County and range in size from less than ten acres to over 400 acres, with over 3000 housing units. In addition to being County Islands, some are located within County Redevelopment Project Areas. A broad range of needs have been identified; including housing rehabilitation, infrastructure improvements, community-based code enforcement, maintenance and expansion of community centers, public parks, and open space.

These needs are addressed by conducting rehabilitation activities and infrastructure improvements through redevelopment funding and other Federal community development funding. Additionally, HCS acts as the administrator of the Urban County program for 13 participating "small cities", one large "metro city" and the unincorporated areas. The funding for Urban County activities such as community development, public services and affordable housing comes from the Department of Housing and Urban Development (HUD).

## **Affordable Housing**

Over the past decade and continuing into the new millennium, the County is experiencing a severe shortage of affordable housing. By the year 2014, the Regional Housing Needs Assessment (RHNA) for the unincorporated areas of Orange County calls for 7,978 additional housing units, of which 1,445 should be affordable to low-income households and 1,777 are needed for very low-income households. HCS seeks to increase and preserve affordable housing opportunities by issuing new Notices of Funding Available (NOFAs), pursuing policies that promote affordable housing production, leveraging of County financing resources, pursuing new affordable housing financing sources, and collaborating with the Resources and Development Management Department (RDMD) on development agreements resulting in the provision of future affordable housing.

The Orange County Housing Authority (OCHA) administers the Housing Choice Voucher program which assists very low-income and low-income households to pay their rent with monthly rental assistance payments. The voucher program is funded by HUD. OCHA will expand efforts to process applicants from its Waiting List which exceeds 13,000, while also monitoring opportunities to administer portability and other activities that will expand affordable housing efforts and help optimize administrative fees to offset costs. In addition to Section 8 Housing Choice Vouchers, OCHA also administers the Family Unification Program for clients referred from the Social Services Agency and the Shelter Plus Care Program for disabled homeless persons referred from the Health Care Agency. Limited allocations of rental assistance are reserved exclusively for these clients. OCHA will continue to submit new and renewal applications for these programs when funds are offered.

## **Violence Prevention**

Hostility fueled by competing national immigration proposals and stoked by local activism; combined with insecurity caused by international tensions, war and terror; coupled with fear of changing demographics and instability in the economy come together to stress the fabric of our society. These factors contribute to a climate of fear that leads to scapegoating, increased intergroup tension, conflict and violence. Through the systematic investment in human relations infrastructure, the County can reduce this fear, develop conflict resolution resources, and build understanding among our diverse population that will promote a community climate where all people feel safe, valued and included.

The Human Relations Commission (HRC) accomplishes this through programs such as BRIDGES inter-ethnic relations and youth violence prevention programs in schools for students, teachers and parents; Walk In My Shoes symposiums which mentors 20 human relations associates with monthly sessions for a year; and the Parent Leadership Institute which trains parent and community leaders. HRC also holds Hate Crime Network training sessions working with police and community to deal with changing communities.

HRC provides Dispute Resolution services that develop diverse leaders by training and certifying mediators. Mediation services facilitate the settlement of disputes through mediation and conciliation between interested parties who seek a reasonable, fair, and timely resolution of their conflicts and helps community members resolve conflict without resorting to the courts.

# Operational Plan

## **Environment**

### **Clients**

HCS clients include individual constituents receiving services, organizations participating in HCS sponsored programs, and organizations for whom HCS administers programs. HCS must continue to be responsive to the increasing demand for services associated with an increasingly diverse client population.

Some of HCS' services, programs, and partnerships specifically target older adults, persons with disabilities and caregivers; veterans, their survivors and dependents; families and individuals who are homeless; victims of local disasters; job seekers, and employers; youth, teachers, parents, principals, police officers, and community groups; residents and businesses seeking mediation as an alternative to formal litigation; very low-income individuals and families who receive Housing Choice Voucher rental assistance and the community organizations that provide affordable housing and supportive services; residents of the County's unincorporated areas; cities participating in the Urban County program addressing needs of their low and moderate-income residents; and nonprofit and for profit developers and cities seeking creation of below market rate financing for the development of affordable rental housing and to create home ownership opportunities.

A major need for many of HCS' clients is affordable housing, whether the need is for rental units, homeownership opportunities or preserving affordable housing stock. Older adults and veterans list affordable housing as one of their main concerns. Homeless persons state that one reason for homelessness is the lack of affordable housing. Affordably housing helps not just very low or low income residents, but moderate income residents as well. Affordably housing also helps to retain the county workforce.

Another need for HCS' clients is supportive services. Older adults list non-emergency medical transportation as their second top concern. This type of transportation and the other multiple supportive services provided to older adults is what enables them to remain living independently allowing them to avoid or delay placement in nursing homes. Supportive services help homeless persons and those at risk of being homeless to transition to and maintain transitional and permanent housing.

Orange County needs a more highly skilled workforce to keep up with technology and growth businesses. Job training will increase employment and retention and will also improve productivity and competitiveness, helping to keep the economy strong.

A safe and inclusive climate for schools and communities shaped by changing demographics is needed to help communities get along and to solve disputes. Training for students, teachers, police officers, communities and mediators helps to create a safe environment and to prevent violence.

## **Challenges**

The biggest challenge to achieving all of our goals is maintaining funding and containing costs in order to meet continuing housing and community services needs. There has been a steady demand for services with a decrease in funding. Federal, state, and local funding reductions have significantly limited or eliminated programs. Many of our collaborators have also faced reduced funding. The result is that there is a significant increase in the number of entities who compete for grants. This increased competition, combined with the decrease in the amount of available funds for discretionary grants and a broader definition of eligible applicants, has resulted in an extremely competitive grant environment with very short timelines and an increased requirement for matching funds (in-kind and cash). Diversification of funding and maximizing resources among all partners while costs continue to rise will continue to be a challenge to the system.

The development and preservation of affordable housing in Orange County is a significant challenge impacted by a variety of factors, including the availability of land, increasing development costs, affordable housing funds, community resistance, political will and the real estate market. The high cost of housing in Orange County places assisted households at a competitive disadvantage and presents challenges for ensuring that the almost 10,000 households that are eligible for rental assistance benefits succeed in retaining and/or finding eligible and affordable rental housing. Orange County's high housing costs, low vacancy rates, and prevalence of NIMBY (Not in My Backyard) exacerbate the problem of being able to secure and sustain permanent housing for extremely low-income residents including the homeless.

Another challenge is the rapid growth of the older adult population. The older adult population is projected to nearly double from Census 2000 levels to more than 719,000 by 2020. Maintaining supportive services will challenge resources.

Uncertain economic times not only affects funding but also the ability to effectively and efficiently develop a trained workforce to compete in the changing global economy. Additionally, the uncertainty creates fear, stereotyping and inter group tension that can result in intolerance, discrimination and violence.

## **Resources**

HCS receives federal funding for the administration of: 1) HUD programs such as Community Development (e.g. CDBG, HOME, ESG), Housing Choice Vouchers, and the HUD Continuum of Care (CofC); 2) Older Americans Act (OAA) and Older Californians Act grants; and 3) Workforce Investment Act Title I and Discretionary Funds. In addition, HCS receives state funding for the administration of the Veteran's Service Office. HCS also receives local funding which mainly funds housing and community development activities from the Orange County Development Agency and the Orange County Housing Authority (OCHA) Operating Reserves. The Domestic Violence and Dispute Resolution programs are funded by marriage license fees/batterers fees and court civil filing fees. The Department also receives General Funds for various programs identified as priorities by the Board of Supervisors and Tobacco Settlement Revenue Funds for the Senior Non-Emergency Medical Transportation Program.

**Resources for FY 07-08 \***

|                                               |                        |
|-----------------------------------------------|------------------------|
| <b>Federal, State and Local (NCC) Funding</b> | <b>\$161,458,301 *</b> |
| <b>Other (Redevelopment Funding)</b>          | <b>\$ 59,557,929 *</b> |
| <b>Total</b>                                  | <b>\$221,016,230 *</b> |

\*Includes approximately \$97 million in OCHA HAP Payments which do not pass through the County budget and approximately \$4.1 million in General Funds or Net County Cost (NCC) in Fund 012.

\*Based on modified FY 07-08 Budgets as of 11/30/07

## **Action Plan**

**Goal #1:** To provide and connect people to needed community services that enhance lives.

### **Strategies to Accomplish Goal**

- Continue to file approximately 2,900 new state and federal claims for veterans' benefits in anticipation of receiving \$5 million in new awards for veterans and their dependents in Orange County.
- Participate in quarterly regional (Southern California) continuing education training for Orange County Veterans Claims Officers with other County Veterans Service Offices.
- Develop and implement a second RFP and funding process for Phase II of the Senior Non-Emergency Medical Transportation Program by June 30, 2008.
- Develop a draft long-term recovery plan of action for housing and support services options for victims of local disasters by December 31, 2008.
- Facilitate the development of a draft 10-year plan to end homelessness by December 31, 2008.

**Goal #2:** To strengthen economic viability by matching workforce skills and abilities with employer workforce needs.

### **Strategies to Accomplish Goal**

- Develop projects in FY 08-09 in alignment with the results of labor market research on cluster competitiveness, which is the next step in the industry specific work.
- Initiate and execute new contracts as a result of the procurement process for the delivery of workforce development services (Comprehensive One Stop Center RFP) by the beginning of FY 08-09.

**Goal #3:** To strengthen economic viability by preserving neighborhoods.

### **Strategies to Accomplish Goal**

- Halt the further deterioration of the County's "Island" neighborhoods by providing low-interest loans or grants to 25 eligible property owners through the roof replacement and rehabilitation programs for single-family homes and manufactured homes.
- Actively promote services with outreach so that services are fully utilized by marketing to eligible communities at least once a year.

**Goal #4:** To preserve and expand affordable housing opportunities.

Strategies to Accomplish Goal

- Issue a new NOFA in 2008 to finance the development of an estimated 200 new affordable housing units over the next three years.
- Actively promote services with outreach to property owners and managers by attending the annual AAOC trade show, maintaining vacancy listings and sending a semi-annual newsletter in order to maintain a 98% lease-up rate.

**Goal #5:** To promote inter-group understanding and to facilitate peaceful resolutions to disputes.

Strategies to Accomplish Goal

- Create safe, inclusive communities by conducting BRIDGES School Inter-Ethnic Relations Programs in 30 schools.
- Train 100 police officers in cultural competency.
- Train and certify 30 volunteer mediators.

## Performance Measures

|                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------|
| <b>PERFORMANCE MEASURE:</b> Number of units of service provided to older adults and their caregivers                      |
| <b>WHAT:</b> Number of units of service provided to older adults and their caregivers                                     |
| <b>WHY:</b> Services provided help older adults to remain safely in their homes to avoid and delay nursing home placement |

| <b>FY 06-07 Results</b>                                                                                                                                                                                             | <b>FY 07-08 Plan</b>                                                                                                                                                   | <b>FY 07-08 Anticipated Results</b>                                                                                                                                    | <b>FY 08-09 Plan</b>                                                                                                                                                                                 | <b>How are we doing?</b>                                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| OoA provided 2,648,233 units of service to frail elderly and caregivers such as home-delivered meals, in-home care, day care, case management, transportation, health insurance counseling, and community services. | Service levels for FY 07-08 will meet or exceed 94% of FY 06-07 service levels, with no fewer than 2,489,339 units of service provided to older adults and caregivers. | Service levels for FY 07-08 will meet or exceed 94% of FY 06-07 service levels, with no fewer than 2,489,339 units of service provided to older adults and caregivers. | OoA anticipates that overall service levels for FY 08-09 will meet or exceed 94% of FY 07-08 service levels. This estimate assumes little or no reduction in federal and State funding for FY 08-09. | With staffing reductions and funding reductions, the Office on Aging and its contracted service providers continue to provide a full array of long-term care services for older adults and their caregivers. |

|                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PERFORMANCE MEASURE:</b> Number of veterans benefits claims filed                                                                                                        |
| <b>WHAT:</b> Filing of State and Federal veterans benefit claims for financial benefits                                                                                     |
| <b>WHY:</b> Measures the number of veterans benefit claims filed for Orange County veterans, their dependents and surviving dependents where awards of benefits were gained |

| <b>FY 06-07 Results</b> | <b>FY 07-08 Plan</b> | <b>FY 07-08 Anticipated Results</b> | <b>FY 08-09 Plan</b>                                                                | <b>How are we doing?</b>                                                     |
|-------------------------|----------------------|-------------------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| 3,207                   | 2,400                | 2,900                               | To meet or exceed the number of veterans' benefit claims filed from the prior year. | Program is on target for meeting the goal in veterans' benefit claims filed. |

|                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PERFORMANCE MEASURE:</b> The number of shelter and supportive services provided for at-risk and homeless families and individuals                                 |
| <b>WHAT:</b> Preservation and expansion of services and programs that move at-risk and homeless populations to a greater degree of self-sufficiency and/or stability |
| <b>WHY:</b> To eliminate gaps in services and increase self-sufficiency and housing stability                                                                        |

| <b>FY 06-07 Results</b>                                                                                                                                     | <b>FY 07-08 Plan</b>                                                                                                                                       | <b>FY 07-08 Anticipated Results</b>                                                                                                                        | <b>FY 08-09 Plan</b>                                                                                                                                                                                 | <b>How are we doing?</b>                                                                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Preserved and expanded a total of 563 shelter and permanent supportive housing beds. Provided 44,604 shelter bed nights through the Armory Shelter Program. | Preserve and expand a total of 500 shelter and permanent supportive housing beds and provide 44,000 shelter bed nights through the Armory Shelter Program. | Preserve and expand a total of 500 shelter and permanent supportive housing beds and provide 44,000 shelter bed nights through the Armory Shelter Program. | HCS anticipates that overall service levels for FY 08-09 will meet or exceed 94% of FY 07-08 service levels. This estimate assumes little or no reduction in federal and State funding for FY 08-09. | HCS continues to provide services through effective public/private partnerships that maximize resources, reduce fragmentation, and build upon best practices. |

|                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------|
| <b>PERFORMANCE MEASURE:</b> Percentage of Orange County job seekers who were placed in and retained jobs            |
| <b>WHAT:</b> The percentage of individuals who found and retained jobs and earned credentials or certificates.      |
| <b>WHY:</b> Measures the level of accomplishment, success and self-sufficiency of individuals who received services |

| <b>FY 06-07 Results</b>                                                                                                        | <b>FY 07-08 Plan</b>                                                                                                   | <b>FY 07-08 Anticipated Results</b>                                                                                                                                                            | <b>FY 08-09 Plan</b>                                                                                                   | <b>How are we doing?</b>                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Placed in jobs:<br>87.5% Adult;<br>90.4% Dislocated Worker<br><br>Retained in Jobs:<br>84.4% Adult;<br>97.4% Dislocated Worker | Placed in jobs:<br>77% Adult;<br>85% Dislocated Worker<br><br>Retained in Jobs:<br>82% Adult;<br>87% Dislocated Worker | 1 <sup>st</sup> quarter ending 9/30/2007 have exceeded Plan.<br>Placed in jobs:<br>80.6% Adult;<br>87.8% Dislocated Worker<br><br>Retained in jobs:<br>87.5% Adult;<br>96.6% Dislocated Worker | Placed in jobs:<br>78% Adult;<br>86% Dislocated Worker<br><br>Retained in Jobs:<br>83% Adult;<br>88% Dislocated Worker | The preliminary data for FY 2006-2007 for the Orange County Workforce Investment Area indicates that employment and retention measures were exceeded for the program year 06-07. The state directive on final 06-07 performance has not been released. For the first quarter of FY 07-08 we are currently exceeding Local Performance Goals for the percentage of clients placed in jobs and clients who retained jobs. |

|                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------|
| <b>PERFORMANCE MEASURE:</b> Number of owner-occupied residential houses for low-income residents that have been rehabilitated |
| <b>WHAT:</b> Measures the units preserved                                                                                     |
| <b>WHY:</b> Maintains the affordable housing options through preservation of existing housing stock                           |

| <b>FY 06-07 Results</b> | <b>FY 07-08 Plan</b> | <b>FY 07-08 Anticipated Results</b> | <b>FY 08-09 Plan</b> | <b>How are we doing?</b>                           |
|-------------------------|----------------------|-------------------------------------|----------------------|----------------------------------------------------|
| 25                      | 25                   | 25                                  | 50                   | Meeting and looking to double housing rehab goals. |

|                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PERFORMANCE MEASURE:</b> Number of new affordable rental units financed through NOFA funding that are ready to be occupied                                                                                          |
| <b>WHAT:</b> Measures the number of new and preserved affordable housing units                                                                                                                                         |
| <b>WHY:</b> Addresses the gap in affordable housing financing and supports Regional Housing Needs Assessment goals as addressed in the County's Housing Element for low, very low, and extremely low-income households |

| <b>FY 06-07 Results</b> | <b>FY 07-08 Plan</b> | <b>FY 07-08 Anticipated Results</b> | <b>FY 08-09 Plan</b> | <b>How are we doing?</b>                                                                                                                                         |
|-------------------------|----------------------|-------------------------------------|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 145                     | 150                  | 150                                 | 221                  | HCS is keeping up with their plan by continuing to issue NOFAs annually. Completion of units depends on availability of sites, financing and the housing market. |

|                                                                                                          |
|----------------------------------------------------------------------------------------------------------|
| <b>PERFORMANCE MEASURE:</b> Percentage of lease-up rate for the Section 8 Housing Choice Voucher Program |
| <b>WHAT:</b> Lease-up rate identifies the effectiveness of service delivery                              |
| <b>WHY:</b> Measures the preservation of existing affordable housing options                             |

| <b>FY 06-07 Results</b>                   | <b>FY 07-08 Plan</b>         | <b>FY 07-08 Anticipated Results</b> | <b>FY 08-09 Plan</b>         | <b>How are we doing?</b>                                                                                                 |
|-------------------------------------------|------------------------------|-------------------------------------|------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| Vouchers:<br>9,513<br>98.9% lease up rate | 9,600<br>99.8% lease up rate | 9,600<br>99.8% lease up rate        | 9,600<br>99.8% lease up rate | For calendar year 2007, over 9,300 of 9,619 Vouchers were used to assist households with their monthly rent every month. |
| S+C<br>324<br>89% lease up rate           | 385<br>100% lease up rate    | 385<br>99.99% lease up rate         | 480<br>99.99% lease up rate  | At the end of 2007, over 400 homeless disabled persons were housed using shelter plus care grant funds.                  |

|                                                                                       |
|---------------------------------------------------------------------------------------|
| <b>PERFORMANCE MEASURE:</b> Number of youth participating in BRIDGES Program          |
| <b>WHAT:</b> The number of students participating in the Commission's BRIDGES Program |
| <b>WHY:</b> This program creates safe, inclusive communities                          |

| <b>FY 06-07 Results</b> | <b>FY 07-08 Plan</b> | <b>FY 07-08 Anticipated Results</b> | <b>FY 08-09 Plan</b> | <b>How are we doing?</b>                          |
|-------------------------|----------------------|-------------------------------------|----------------------|---------------------------------------------------|
| 38,565                  | 30,000               | 30,000                              | 30,000               | In spite of reduction in staff, HRC is on target. |

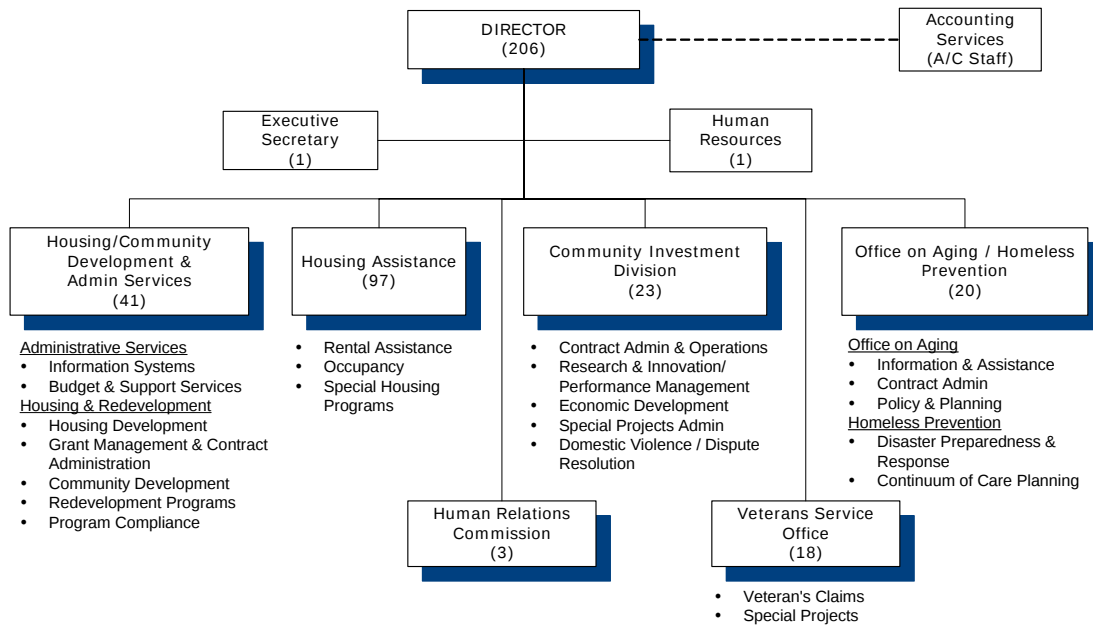
|                                                                                                                                                                                                                   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PERFORMANCE MEASURE:</b> The percent of cases referred for mediation that result in successful resolution of the conflict                                                                                      |
| <b>WHAT:</b> Dispute resolution services facilitate the settlement of disputes through mediation and conciliation between interested parties who seek a reasonable, fair, and timely resolution of their conflict |
| <b>WHY:</b> It measures the success of the mediation process in helping community members resolve conflict without resorting to the courts                                                                        |

| <b>FY 06-07 Results</b>            | <b>FY 07-08 Plan</b>               | <b>FY 07-08 Anticipated Results</b> | <b>FY 08-09 Plan</b>               | <b>How are we doing?</b>                              |
|------------------------------------|------------------------------------|-------------------------------------|------------------------------------|-------------------------------------------------------|
| 74% of cases resolved successfully | 74% of cases resolved successfully | 74% of cases resolved successfully  | 74% of cases resolved successfully | The number of successful resolutions decreased by 6%. |

# Appendices

## Appendix A

### Organizational Chart



## **Appendix B**

### **Significant Accomplishments for FY 06-07**

#### **Strategic Goals from the 2007 Business Plan**

#### **Strategic Goal#1: To provide needed community services and strengthen economic viability.**

**Goal 1.1** Provide services, funding, and leadership in addressing issues that relate to the health, well-being, independence, and dignity of older adults in Orange County.

**Goal 1.2** Match Orange County workforce skills and abilities with employer workforce needs.

**Goal 1.3** Ensure that Orange County veterans, their survivors, and dependents receive the benefits, recognition, and assistance to which they are entitled.

**Goal 1.4** Promote inter-group understanding; eliminate prejudice, intolerance, and discrimination; and facilitate the peaceful resolution of disputes.

#### **Strategic Goal#2: To preserve and expand affordable housing Opportunities.**

**Goal 2.1** Increase and preserve affordable housing opportunities, especially for those most in need.

**Goal 2.2** Enhance the livability of the County's unincorporated and participating neighborhoods.

**Goal 2.3** Increase and preserve shelter and supportive services for at risk and homeless residents of Orange County including, but not limited to, victims of domestic violence and their children, the mentally ill and dually diagnosed, veterans, older adults, and other at-risk or homeless sub-populations in Orange County.

HCS has been successful in meeting the goals of FY 06-07 and in some instances has exceeded those goals.

- HCS and its public and private partners conducted the 2007 Point-in Time Count /Survey of the Homeless which helped to Secure \$10,706,858 in HUD Continuum of Care Homeless Assistance Funds bringing the total to \$85.5 million to Orange County in funding awards since 1996.
- Provided 87,788 non-emergency trips to medical related appointments for 10,901 older adults without other means of transportation.
- Filed 3,207 claims achieving \$5,574,498 in new awards of benefits for our clients which exceeds our goal of 2,400 claims bringing \$5 million in new awards benefits.
- One-Stops assisted over 43,000 customers to find employment and over 1,500 businesses with human resource services.

- Conducted BRIDGES inter-ethnic relations and youth violence prevention programs in 29 schools reaching 29,620 students, teachers and parents; trained 153 police officers in cultural competency; mediated conflicts in the community and courts for 2,740 individuals; and trained and certified 44 mediators.
- Closed four multi-family housing loans that will provide 343 units of affordable rental housing.
- Increased the average number of households receiving rental assistance on the voucher program from 9,450 to 9,570 and expanded the Shelter Plus Care Program from 325 homeless disabled persons to 350 who are now residing in decent affordable housing.
- Completed 25 housing rehabilitation and infrastructure improvements totaling \$335,203.
- Achieved and maintained HUD mandated expenditure rate thereby protecting County CDBG funds from recapture.
- Created and filled a Disaster Planning Manager position to create a recovery plan that will provide rapid homeless prevention and intervention services should a disaster occur.

## **Appendix C**

### **Critical Demographics /Service Expectations**

#### **Office on Aging**

Recognizing the growing diversity of the County's older adult population, the Office on Aging will continue to fulfill its federal mandate to place priority on providing services to those in the greatest social and economic need, including caregivers. This includes ethnic minorities, persons with disabilities, and older adults with cognitive impairments.

The older adult population in Orange County is growing at a faster pace than the State and the nation. The County can expect to see a 64% increase between 2005 and 2020 in the 60+ population, with Asian/Pacific Islander and Hispanic elders increasing 126% and 151% respectively in the same period.

#### **Human Relations Commission**

##### **Individual Constituents Receiving Services**

- Diverse teenagers experiencing the tension and conflict generated by the changing demographics of neighborhoods.
- Various racial, religious, ethnic, gender, sexual orientation, disability, age, socio-economic, marital, or national origin individuals and groups seeking help with intolerance, conflict, and/or discrimination.

##### **Caseloads and Client Data**

- School inter-ethnic relations and violence prevention programs served a diverse population of about 38,565 middle and high school students in FY 06-07. These demographics approximate 45% Latino, 36% White, 15% Asian/Pacific Islander, 4% African American/Native American/Other. About 30% are born outside the United States and about 33% are not fluent in English when they start school.
- 101 Hate Crimes were documented in 2006 targeting:
  - 19 African Americans
  - 15 Jews
  - 13 Gays, Lesbians, Bisexuals or Transgenders
  - 8 Latinos
  - 8 Arab/Muslims
  - 7 Asian/Pacific Islanders
  - 31 Multiple Motives/others

### Homeless Prevention

The 2007 Point in Time Count and Homeless Needs Assessment conducted in January 2007 concluded that there were approximately 35,000 episodes of homelessness in Orange County over the course of one year. It was determined that approximately 10,500 of these episodes involved unaccompanied individuals and approximately 24,500 episodes involved families with children.

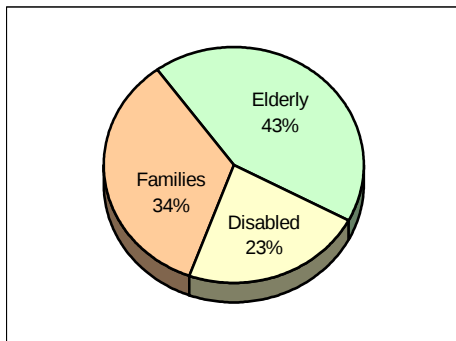
The Homeless Prevention Division will continue to address needs for homeless persons and families by identifying and filling gaps and eliminating barriers related to securing emergency, transitional and permanent affordable housing and supportive services that break the cycle of homelessness and increase self-sufficiency and stability.

Additionally, under Disaster Planning, the Division will continue to work with public and private stakeholders to create a long-term recovery and response plan of action that provides for rapid homeless prevention/intervention services and housing in the event of a disaster occurring in Orange County.

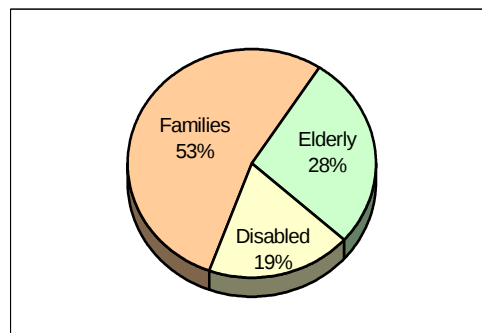
### Orange County Housing Authority

- During 2007, the Housing Assistance Division (OCHA) provided affordable housing for more than 10,000 households through its tenant-based rental assistance programs. The overall number is expected to increase in 2008 by an additional 100 portability households and 100 Shelter Plus Care (S+C) participants and a small number of disaster program households.
- Increased lease-up in OCHA's Voucher program from 9,416 households in 2006 to 9,513 in 2007 resulted in higher workloads for occupancy and leasing staff. OCHA hopes to increase this lease-up rate to 9,600 in 2008 to assist more of the thousands of applicants on the waiting list.

*Assisted Households (Vouchers)*



*Applicants on the Wait List*



- Shelter Plus care (S+C) expansion from 9 grants (292 households) to 10 grants (380 households) has increased workloads in Special Housing Programs. This program will continue to expand with annual grant submissions and in 2008 is projected to provide affordable housing for more than 480 homeless persons with disabilities.