

**Agenda Item 3**
April 6, 2016

DATE: March 26, 2016

TO: Children and Families Commission of Orange County

FROM: Christina Altmayer, Executive Director 

SUBJECT: Catalytic Status Report

ACTION: Receive catalytic status report, adopt resolution authorizing agreement with Family Assistance Ministries and Shelter Providers of Orange County, Inc., dba HomeAid Orange County, Inc. and amend agreement with Casa Teresa.

SUMMARY:

This item provides a status report on the catalytic funding awards approved at the February and March 2012 Commission meetings and subsequent related actions. Regular updates are provided each quarter. The Children and Families Commission of Orange County approved two rounds of allocations for catalytic investments for a total investment of \$54,950,000. The catalytic investments are intended to sustain and grow major Commission initiatives despite declining revenues, reduce ongoing demand on the Commission budget, and make system impacts with one-time funding. This agenda item includes an update on each catalytic project.

DISCUSSION:

Since 2008, the Commission has been investing in catalytic agreements building on The Bridgespan Group's recommendations from the strategic assessment of the Commission. This strategy was significantly accelerated following the resolution of the AB 99 lawsuit resulting in over \$54 million in catalytic investments. Catalytic projects are intended to be one-time funding that sustains Commission funding for multiple years, in most cases at least 10 years, and make a "system" level impact on services for young children. This report provides a status update on the catalytic funding allocations made in February and March 2012 and May 2013 and the related community programs. Periodic updates have been provided on the progress of program implementation. A complete catalytic funding status report is provided as Attachment 1.

Round 1 Catalytic Funding

The Round 1 catalytic investments totaled \$45 million split among six projects including: Children's Dental Health, Early Literacy and Math, Early Developmental Services/Autism Program, VISTA (Volunteers in Service to America), Healthy Child Development Resources for Children/Pretend City, and a Year-Round Emergency Shelter. To date, four projects have executed agreements totaling \$39 million of the \$45 million allocation for Round 1 catalytic funding. Attachment 2 provides a status of catalytic projects since awarded by the Commission in February 2012. As reported in Attachment 2, projects are proceeding as planned, with an additional funding allocation and agreement amendment recommended for the Emergency Shelter Catalytic Investment.

Emergency Shelters

HomeAid Orange County has moved forward on the development of five emergency shelter projects that were identified in their Request for Application process in 2013. Two projects originally identified are no longer feasible which releases \$3 million for reallocation to other emergency shelter projects.

In September 2015, HomeAid launched a second application process to identify projects for the remaining available funding. HomeAid has completed their review process and is recommending \$1,045,000 in catalytic Emergency Shelter funding be allocated to Family Assistance Ministries for the acquisition, rehabilitation and operation of an 11-unit shelter in San Clemente. The funding recommendation is consistent with the original goals of the catalytic investment, and a term sheet that details the proposed project is included as Attachment 4. This additional project will increase the Commission support of new emergency shelter beds for families to 66, which is 14 away from the goal of 80 units originally set by the Commission in February of 2012. Pending Commission approval of this recommended project, \$1.3 million of the original \$6,250,000 Catalytic Investment, will be available for allocation.

In partnership with HomeAid, Commission staff has been working with each of the operating emergency shelters to verify their service credit amounts and ensure all necessary reporting on client services and outcomes. The annual target for service payback are developed using assumptions based on how the physical space of each new shelter will be used and the number of eligible families with children ages 0-5, which the shelter has a history of providing services. In the process of reviewing the service payback credits for Casa Teresa, it has come to our attention that Casa Teresa will not be able to meet the original assumptions about the number of families that would be served by their larger “cottage” style units. The original projection assumed an average of six to seven families served in the cottages at any time. After two years of operation, it is apparent that a more appropriate estimate would be between two and four families, allowing for adequate space and privacy considerations. Lowering the number of families being served each month will extend the length of the payback period. The emergency shelter at Casa Teresa has been at capacity since its opening and often has a wait list for services. The adjustments made to the number of families that can be served is a result of a higher than anticipated number of pregnant women with multiple children seeking services. Based on the adjusted capacity at the shelter, an extension to the current term of the agreement is recommended from June 30, 2024 to June 30, 2030. The service payback performance will continue to be monitored and the Commission will be notified of any additional alterations.

Round 2 Catalytic Funding

The Round 2 catalytic projects were approved in March 2012, totaling \$8.75 million, with the expectation that additional planning would be necessary to realize longer term revenue savings, identify new revenue sources, and/or reduce reliance on Commission funding. These investments include: Partnership for Children’s Health, Community Based Prevention Programs, Capacity Building funding cycle, and Nutrition and Fitness. An update on the Community Based Prevention Program, referenced now as Neighborhood Resource Network is also included as agenda item 9. Also included in the update is the Commission’s catalytic investment in the Pediatric Vision Program, which received funding in May 2013. Attachment 3 provides a status for each of the Round 2 Catalytic Funding actions.

STRATEGIC PLAN & FISCAL SUMMARY:

This agenda item is consistent with all Strategic Plan goals. The Funding Allocation Plan reallocates the AB 99 payment that was adopted in fiscal year 2011/12 and will be reflected in annual budgets as appropriate.

PRIOR COMMISSION ACTIONS:

- February 2016 – Allocation of Funding from Partnership for Children’s Health (Round 2) to support Inter Governmental Transfer
- September 2015 – Update on Catalytic Projects
- May 2015 – Catalytic Emergency Shelter funding approved
- April 2015 – Release of Request for Response for Prevention Early Intervention Program
- September 2014 – Funding Allocation to Pay for Success (partnership for Children’s Health Round 2)
- May 2014 – Funding Allocation for Emergency Shelters
- May 2013 – Approved funding for Pediatric Vision Program
- January 2013 – Approved Partnership for Children’s Health Phase II scope of work and funding
- March 2012 – Approved implementing actions for Round 2 Catalytic Investments
- February 2012 – Authorized funding allocation for Round 1 Catalytic Investments
- January 2012 – Approved Funding Allocation Plan including funding level of \$45 million for Catalytic Investments

RECOMMENDED ACTIONS:

1. Receive catalytic status report and provide direction to staff.
2. Adopt resolution (Attachment 5) authorizing the Executive Director or designee and Commission Counsel to prepare and negotiate Agreement FCI-HA-06 with Family Assistance Ministries and Shelter Providers of Orange County, Inc., dba HomeAid Orange County, Inc., for a term of 20 years and in an amount not to exceed \$1,045,000.
3. Authorize staff to amend agreement FCI-H5-03 with Casa Teresa to extend the term of the agreement by an additional six years for a revised termination date of June 30, 2030.

ATTACHMENTS:

1. Catalytic Funding Summary
2. Status Report on Round 1 Catalytic Funding
3. Status Report on Round 2 Catalytic Funding
4. Family Assistance Ministry Term Sheet
5. Resolution for Family Assistance Ministry

Contact: Kim Goll

**Children and Families Commission of Orange County
Catalytic Funding Summary**

	Catalytic Funding	Total Program Allocations	Executed / In-Process Agreement	Reserved Funding	Remaining Balance
Round 1 (Feb. 2012)	Children's Dental	20,000,000	20,000,000		
	Early Developmental Services/Autism	7,000,000	7,000,000		
	Year Round Emergency Shelter	7,000,000	7,000,000		
	Early Learning and Math	5,000,000	5,000,000		
	Healthy Child Development/Pretend City	5,500,000	500,000	5,000,000	
	VISTA/AmeriCorps ¹	25,000	25,000		
	Round 1 Total	44,525,000	39,525,000	5,000,000	-
Round 2 (Mar. 2012)	Capacity Building Grant Program	3,250,000	2,890,000	360,000	
	Partnership for Children's Health	3,000,000	997,260	2,000,000	2,740
	Prevention Services	500,000	40,000	460,000	
	Nutrition and Fitness	500,000	375,000		125,000
	Vision	1,500,000	1,500,000		
	Round 2 Total	8,750,000	5,802,260	2,820,000	127,740
Unallocated	Unallocated Catalytic Funding ²	1,675,000		400,000	1,275,000
	FY 14/15 additional revenue ³	700,000			700,000
	Unspent Pediatric Health Services catalytic allocation	100,000			100,000
	Total Unallocated	2,475,000	-	400,000	2,075,000

Notes:

1. \$475,000 of funding originally allocated for VISTA/AmeriCorps has been transferred to Unallocated Catalytic Funding approved October 2014.
2. Unallocated Catalytic Funding includes the additional allocation of \$200,000 FY 2013/14 revenue surplus

approved December 2014. \$400,000 of unallocated is proposed to be reserved for IGT Mental Health.

3. Proposed \$700,000 of additional FY 14/15 revenue pending October approval of amended budget.

STATUS REPORT ON ROUND 1 CATALYTIC FUNDING

Early Developmental Services/Autism Programs

(The Center for Autism and Neurodevelopmental Disorders)

Total Dollars Allocated: \$7,000,000 (matched by The Thompson Family Foundation)

Overall Status: On Target

In September 2012, the Commission authorized \$7 million in catalytic funding for the For OC Kids program based on the recommendation of the Pediatric Health Services Committee. The Thompson Family Foundation, a local family foundation headquartered in Orange County, committed to providing the \$7 million required match. In addition to providing funding, The Thompson Family Foundation's leadership in autism services has been instrumental in providing direction for the Autism Center's growth in Orange County. The Commission's project term sheet included a commitment \$1.47 million in continued annual operating funds for 10 years beginning in fiscal year 2012/13. The catalytic investment has been foundational for both clinic operations and policy advocacy.

New Staff – In February the Center welcomed its new Education and Training Director, Anna Laakman, MEd, who is highly regarded nationally and will focus on expanding the Center's Education and Training Division. Chapman University is funding 50 percent of the position. The Center was also successful in using the Commission's Pediatric Loan Repayment Program to recruit a Developmental - Behavioral Pediatrician, Dr. Thusa Sabapathy, who will start in July 2016.

Performance Measurement Scorecard – The Center's leadership team, including Executive Director Cathy Brock, Joe Donnelly, MD, and the Advisory Board, has continued its focus on improving clinical efficiency, sustainability, and increasing families' access to care. As of the second quarter of fiscal year 2015/16, the Center has surpassed all patient and family satisfaction and community education targets, and is exceeding national benchmarks for clinical productivity. At the same time, the Center continues to develop and test new strategies to reduce the percent of families on its wait list, including transitioning some long-term clients to group visit or dyad service models in order to increase providers' capacity to serve new clients.

Early Literacy and Math (THINK Together)

Total Dollars Allocated: \$5,000,000

Overall Status: On Target

THINK Together began managing the Commission's Early Literacy Program in fiscal year 2011/12. In fiscal year 2012/13, the program was expanded to include mathematics in addition to literacy, and THINK Together received a \$5 million catalytic grant from the Commission to sustain these services for approximately 10 years. The Early Literacy and Math Program provides support services for young children's early learning and school readiness through parent engagement and education, and provider training. THINK Together's service payback began in fiscal year 2012/13; with Commission direct operating funds decreasing to \$250,000, while the total program budget will remain at \$1 million through 2022.

Key program elements include:

- A center-based early literacy and math program where children and their parents attend twice a week for 15 weeks
- Distribution of Raising a Reader book bags
- Waiting room volunteer readers/gently used books to support Reach Out and Read
- Read for the Record and other community events
- Book Bank (new and gently used book collection and distribution)
- Support for an annual Early Childhood STEM conference for early educators' professional development.

THINK Together continues to implement the High Scope evidence based curriculum at its center-based early learning sites. The center-based program is operating at eight sites, including seven elementary schools and one community center. In addition to serving communities in Santa Ana, Tustin, Huntington Beach, Buena Park and Anaheim, the program recently expanded to include the Shalimar Learning Center in Costa Mesa and San Joaquin Elementary school in Saddleback Valley Unified School District. Four of the sites also operate Learning Links on Fridays. The 26 AmeriCorps members placed with THINK Together work at the centers, engaging with children and parents to support school readiness.

As school districts increasingly provide early learning opportunities at their facilities for four and five year olds, THINK Together is refocusing its programming to reach infants and toddlers so as not to compete with, but rather to complement, school district programming.

THINK Together implements the Raising a Reader book bag program at each of the Early Literacy and Math centers (a total of 382 bags). Additionally, THINK Together provides and administers the book bag program for seven community based organizations (960 bags) and in 34 kindergartens in Santa Ana, Buena Park and Anaheim school districts (1,008 bags). THINK Together has leveraged the Commission's funding through a community partnership with the Masons of California who funded over 1,000 bags in Santa Ana, Buena Park and Anaheim schools with contributions totaling more than \$100,000.

THINK Together has revamped the literacy program that provides readers in pediatric waiting rooms to read to children and model reading aloud for parents and caregivers (in support of Orange County's Reach Out and Read program). They have established a new volunteer reader program, which has trained and placed 13 readers in the past six months, with another 14 waiting for background clearance and subsequent placement.

Since July 2015, THINK Together has supported 40 community events with books and literacy information. They are able to provide new and gently used books at these events because of the book collection, cleaning, and distribution accomplished through the Orange County Book Bank. Thus far in 2015/16, 569 volunteers have participated in "book doctor" events, cleaning more than 46,000 children's books. Additionally, THINK Together has developed a new partnership with Discover Books which runs a book bank for adults. THINK Together provides Discover Books with books for adults that THINK has received through its book drives; and Discover Books sends THINK Together the children's books it receives from its drives. Between the donations of new and used books and the partnership with Discover Books, THINK Together collected a total of 93,763 books through January; 75,631 of which have already been distributed back into the Orange County community.

Children's Dental Health (Healthy Smiles for Kids of Orange County)**Total Dollars Allocated: \$20,000,000****Overall Status: On Target**

Healthy Smiles for Kids of Orange County was founded in 2003 as a collaborative venture to improve the oral health of children in Orange County through prevention, outreach and education, access to treatment, and advocacy. The Commission's \$20 million/10 year catalytic investment, made in fiscal year 2012/13, focused on sustaining Healthy Smiles' current services as well as providing support for expansion into two key areas: increasing access to services in south Orange County; and, increasing public awareness about the importance of oral health.

Sustainability Planning – In February 2015, Ria Berger, Chief Executive Officer of Healthy Smiles, provided an update at the Commission meeting that focused on a Nonprofit Business Analysis completed by the Nonprofit Finance Fund. The analysis identified several priorities that will be critical to the organization's financial strategy going forward, including: 1) understanding Healthy Smiles' full cost of business; and, 2) determining product program line profitability and related scenarios. Consistent with recommendations from this analysis, Healthy Smiles has been exploring opportunities to expand and sustain services through diversification of its payer mix. Securing contracts with commercial dental plans can help defray the cost of providing service to Denti-Cal patients but may require regional expansion of services to be consistent with these plans' provider network requirements.

Clinical Committee – Healthy Smiles recently established a committee to help guide clinical operations. The Clinical Committee is chaired by Dr. Richard Mungo, DDS, a pediatric dentist and founding board member of Healthy Smiles, and includes representation from Healthy Smiles clinical and administrative staff. The Committee will focus on consistency and quality of clinical operations, caring for special needs populations, and long-term viability of pediatric dental residency programs

Teledentistry – Healthy Smiles is partnering with Dr. Paul Glassman, Professor and Director of Community Oral Health and the University of the Pacific School of Dentistry, to explore implementation of teledentistry as a means of expanding access to dental care for underserved children in Orange County. Teledentistry is a service model wherein mid level dental professionals can provide preventative and simple therapeutic services, including x-rays and imaging, outside a traditional dental practice (e.g., schools) while under real-time supervision of dentists or specialty providers, via remote access technology and use of electronic health records. In September 2014, the State of California approved Assembly Bill 1174, defined a clear set of practice guidelines for teledentistry, which is now reimbursable under Medi-Cal/Denti-Cal. Some local school districts have expressed interest in piloting the model on school campuses.

In April, Commission staff will be working with Healthy Smiles to develop milestones and work plans for the new fiscal year.

Healthy Child Development Resources (Pretend City Children's Museum)**Total Dollars Allocated: \$5,500,000****Overall Status: Permanent Site Identified**

The Commission allocated \$5,500,000 to Pretend City Children's Museum to launch a capital campaign for a permanent facility that would continue to focus on the importance of comprehensive screening and link children ages 0-5 to services. In 2013, the Commission approved releasing \$500,000 of the catalytic award to support the initial stages of conducting a capital campaign feasibility study, including hiring of a capital campaign manager and a new facilities project manager. The agreement is structured so that Pretend City is required to repay in full through development services any funding that has been expended for this scope of work. The service payback provision would also be triggered if at any point during the agreement Pretend City determines that it is not able to move forward on a new permanent location.

As Sandra Bolton, Pretend City Executive Director, noted in her presentation to the Commission at the December 2015 Commission meeting, Pretend City has identified the Great Park in Irvine as the location for their permanent facility. Specifically, the museum will be contained in the "Cultural Terrace" area of The Great Park. The Great Park Board continues to work to identify additional uses at the Cultural Terrace including an amphitheater, Farm and Food Lab, library, lake and open space.

Five Point Communities, the developer for the Great Park, has developed a work plan for the Cultural Terrace. The estimated project timeline has the permanent Pretend City Children's Museum opening in January 2019. Pretend City has entered into a lease extension discussion with the Irvine Company to extend their current lease which terminates in January 2017.

Pretend City has engaged Management Resources, a company specializing in business analyses for museums and theme parks and other visitor attractions internationally. Based on an evaluation of market conditions, the Management Resources report will guide the developers, and operations personnel to assure the optimal footprint, business approach, visitor experience, and sustainability of the operation. In addition to informing the architectural designs and operations, the consulting firm is developing a five year business plan for Pretend City's new location. This report is due to be completed by April 30, 2016.

In addition to the work with Management Resources, Pretend City executive staff and Board of Directors requested a briefing on the 2015 Early Developmental Index results (EDI). The presentation highlighted the need to improve the kindergarten readiness of Orange County's children, particularly in the domains of prosocial behavior, language and cognitive development, and communication. The Pretend City Board is examining how they can enhance current or develop new exhibits that specifically address gaps in school readiness among Orange County children identified in the EDI.

Pretend City is working closely with Five Point Communities for the design and build of the museum within the Cultural Terrace. The capital campaign is targeting the design and manufacture of the exhibits and outdoor space. While Pretend City is confident in the discussions with the City of Irvine and Five Point Communities, the definitive agreements have not yet been signed. The Visioning Committee has re-launched with the charter to examine the state of art of children's museum exhibitry available and will be advising accordingly. Commission staff will continue to monitor the progress on the capital campaign, the long term lease, and business plan development. The Commission catalytic investments do not have a sunset provision.

Year Round Emergency Shelter (HomeAid Orange County)**Total Dollars Allocated: \$7,000,000****Overall Status: On Target**

In February 2012, the Commission approved \$7 million of catalytic funding for HomeAid Orange County to support the construction and operation of emergency shelter projects focused on the unique needs of families with children ages 0-5.

The catalytic investment approved by the Commission focused on expanding the availability of emergency shelters while reducing the ongoing demand for the Family Redirection program, which provides alternative shelter to families with young children seeking shelter at the armories. The annual cost for the Family Redirection program is approximately \$300,000. The catalytic investment targets the development and initial operating support of 80 units at emergency shelters disbursed throughout the county for families with children ages 0-5.

HomeAid launched a Request for Applications (RFA) process in July 2013 and received seven responses. Projects were reviewed and prioritized based on their ability to provide leveraged funding, timeline for development, and site control. Based on the criteria, the Commission authorized funding actions for six projects. In September 2015, HomeAid released another request for proposal to identify additional projects. HomeAid has completed the RFA process and is recommending allocation of \$1,045,000 to Family Assistance Ministry for 11 units. A complete term sheet (Attachment 4) with detailed information on the project is included for Commission consideration.

The Commission has been monitoring the emergency shelter projects that are operational to determine compliance with the Commission service payback agreements and determine whether projects are on target to achieve their service payback targets. As part of this process, it has been determined that Casa Teresa has been unable to meet their service target for the past two fiscal years. At issue is the larger family units, the original service payback credits were determined with eight families receiving services within these units. Over the last two years of operation this has not been possible, as many of the women have multiple children. For safety reasons, Casa Teresa has not been able to have more than two families within each of these units. Amending the existing agreements is recommended to lower the anticipated service to 44 families annually, which in turn, would lengthen the payback timeline from 12 to 18 years.

These projects represent a combined 66 unit increase to the county's emergency shelter system anticipated to serve 270 families annually. The total Commission investment is just over \$4,907,500. The following table provides a summary of the approved projects.

	Commission Funding	Leveraged Funding	Total Project Cost	Number of Emergency Shelter Units	Estimate of 0-5 Families Served Annually	Project Status
Casa Teresa	\$750,000 ¹	\$500,000	\$2,000,000	11	44	Completed and providing services
Colette's Children's Home	\$1,144,000 ²	\$3,319,500	4,463,500	16	64	Completed and providing services
Pathways of Hope	\$929,000	\$2,171,000	\$3,100,000	13	52	Complete and providing services
Mercy House	\$496,000	\$426,500	\$922,500	7	42	Providing Services
Illumination Foundation	\$642,500	\$607,500	\$1,250,000	8	24	Will begin construction Spring 2016
Family Assistance Ministry	\$1,045,000	\$1,430,000	\$2,575,000	11	44	Proposed Commission Action
TOTAL	\$4,907,500	\$8,454,000	\$14,311,000	66	270	

1- \$750,000 of Catalytic funds were allocated by the Commission to Casa Teresa in May of 2012 prior to HomeAid's Request for Proposal Process

2- This is the combined total of both of Collette's Children's Home Projects

STATUS REPORT ON ROUND 2 CATALYTIC FUNDING

Capacity Building

Total Dollars Allocated: \$3,250,000

Overall Status: On Target

In November 2012, the Commission approved \$3.25 million for 27 Capacity Building grants that support capital developmental, launch of new programs or supported the expansion of existing successful programs. The agreements require the grantees to submit an implementation plan, outlining the agencies plans for management and operations of the expanded scope. Once the program has been in operation for six months, the grantee is required to submit a final report that includes preliminary evaluation results. The plans are reviewed and approved by the agency's board of directors then submitted to the Commission for comment.

As part of the Capacity Building grant awards, the Commission also approved funding for evaluations, which will begin as the grantees submit their final reports. Of the 27 projects funded, 20 have completed the final reports. Two projects were altered or did not result in a contract (Illumination Foundation and Pathways of Hope) and Discovery Science Center's original scope was altered to include fitness and nutrition. Updates are included under that catalytic category. All reports are anticipated to be completed by September 2016. A request for response will be released in May 2016 to select an evaluation firm to conduct the evaluation of the sustainability of the services after six months of program implementation.

Partnership for Children's Health (Sustainability Strategies & Philanthropy)

Total Dollars Allocated: \$3,000,000

Committed Match Dollars: \$3,000,000

Overall Status: Work Continuing

The Commission allocated \$3,000,000 to proactively develop strategies to sustain the proven programs that are positively impacting Orange County children's health and readiness for school. The initial work focused on assessing resources to better position the Commission and Orange County to attract federal, state and local funding. The allocation to the Partnership for Children's Health will be exhausted once the Inter-Governmental Transaction (IGT), which was approved by the Commission in February 2016, is completed. The following table summarizes the investments and matching contributions received.

Over the past two years the Commission has focused efforts on researching the feasibility of a Pay for Success financing structure for the Bridges Maternal Child Health Network. An update on the progress made to date is included in this report. Additionally, opportunities were investigated to leverage other national, state, or local funding with the Commission catalytic investments to maximize the impact for families with children ages 0-5. An update on the Network Anaheim program, approved for catalytic funding in July 2015, is also included in this report.

Focus Area	Commission Allocation	Match Amount	Summary
Technical Experts	\$47,260	N/A	Provided Technical Expertise about the Possibility of Commission attracting national and federal grants
Network Anaheim (formerly known as Village Collaborative)	\$12,000	\$20,000 (\$10,000 each from the Community Foundation and Samueli Foundation)	Develop a business plan for implementation of best practices to meet the needs of Anaheim families with young children
Network Anaheim	\$225,000	\$225,000	Matching grant that will focus on increasing quality services targeting families with children 0-5 within Anaheim
<i>Pay for Success</i> Bridges Maternal Child Health Network	\$243,000	\$390,000	
Inter Governmental Transfer (IGT)	\$2,000,000	\$3,200,000	Increase access to children's mental health
Champions for Children's Literacy	\$450,000	\$600,000 (\$300,000 each from United Way and Community Foundation)	Expand literacy interventions for young children ages 0-8.
Total	\$2,977,260	\$4,435,000	

Bridges Maternal Child Health Network - *Pay for Success* Project

The Commission has made substantial progress in deepening its understanding of the challenges and possibilities of a *Pay for Success* financing model for the Bridges Maternal Child Health Network, including securing project funding and creating a more robust knowledge of the impact of the Bridges Network on families in Orange County. Key project milestones have included: completion of feasibility work with Third Sector Capital Partners, the Commission's technical assistance firm on *Pay for Success*; cultivation of the relationship with CalOptima and development of project champions within the health plan; and completion of a data analysis that found significant positive maternal and child health outcomes among CalOptima members who receive Bridges services as compared with those who do not.

In a separate but complementary effort to its *Pay for Success* project, work is being finalized with CalOptima on a rate range Intergovernmental Transfer (IGT) to draw down federal Medicaid matching funds that would supplement and extend the Commission's funding commitment for the Bridges Network, and provide additional support for expansion of children's mental health services.

Network Anaheim

In the 2008 strategic assessment, the Bridgespan Group recommended Anaheim as a priority community for catalytic investments, given the rates of childhood poverty and educational outcomes. The Commission's June 2015 planning meeting included a discussion on the capacity building efforts that are taking place in Anaheim.

Following the planning meeting, the Commission requested looking into opportunities to continue the support of Network Anaheim, targeting ways in which the Commission could leverage the investments made by ACT Anaheim and collaborative efforts. In July 2015, the Commission approved a three-year allocation of \$225,000 (\$75,000 annually) from the Commission's Round 2 Catalytic Funds, Partnership for Children's Health. The Commission funding requires a one-to-one match annually. The first year funding will be matched by ACT Anaheim and will be leveraged to accomplish critical next steps such as creating collaborative infrastructure (including the hiring of key staff positions), growing membership, community planning (including but not limited to disseminating Early Development Index results), and developing and refining evaluation efforts.

Agenda item 8 is a complete update on the progress made by Network Anaheim and their work plan for fiscal year 2016/17.

Community Based Prevention Programs (Neighborhood Resource Network Program)

Total Dollars Allocated: \$500,000

Overall Status: On Target

In October 2015, the Commission approved providing \$500,000 of Round 2 Catalytic Funding to support the implementation of the Neighborhood Resource Network Program.

The design of the program was substantially informed by the research done by Dr. Emily Putnam-Hornstein of the University of Southern California's, Children's Data Network on Orange County child abuse data. The data found that while "*official cross-sectional data from 2013 indicate that 3.6% of children under age 5 were reported for maltreatment, when we longitudinally follow children from birth through age 5—data from the present report indicate that 11.5% of children were reported—significantly more children than previously appreciated.*"

The funding will support a two year pilot program that targets families with at least one child age 0-5, which had an initial Child Abuse Registry report. The goal is to reduce future reports and incidences of abuse and neglect. The scope of services includes:

- The use of standardized evidence based assessment that can be used as a pre and post measurement for participant families.
- A network of community service providers that can leverage existing evidence based intervention models.
- A backbone agency that can be accountable for data collection and quality assurance among the community service providers and does not provide direct services to the targeted families.
- Commitment of all agencies to a rigorous evaluation that identifies the benefit to the individual family for having participated in program, reduction in the number of 0-5 children whose families have subsequent and or substantiated child abuse reports, and the potential cost savings to the system because of the voluntary intervention.

- Payment structure based on achievement of targeted milestones including engagement of families in voluntary programs and completion of services.

In January, the University of Southern California's, Children's Data Network finished the Randomized Control Trail evaluation design and the community based providers received training on data collection, the assessment tools, and child abuse reporting. The implementation of the program began the week of March 21, 2016, with the Children's Data Network randomizing the referrals and the hub agency making connection for the treatment group to the appropriate providers.

Grant funding is continuing to be pursued for both the randomized control trail evaluation and implementation of a *Pay for Success* project. Two applications were submitted in early 2016 and final interviews have been held for both opportunities. A more in depth update on recent leveraging efforts for this program are provided in agenda item 9.

Fitness and Nutrition

Total Dollars Allocated: \$500,000

Overall Status: Work Continuing

The Commission allocated \$500,000 to support both breastfeeding and community based nutrition and fitness programs targeting families with children 0-5. To date, the Commission approved allocations of:

- \$150,000 to develop a breastfeeding plan and fund the Community Perinatal Network to improve breastfeeding rates.
- \$25,000 to continue the work of Arlene Turner, Commission's fitness and nutrition consultant that focuses on the promotion of community based services that promote nutrition in fitness.
- \$200,000 as an additional match amount for the Commission's Discovery Science Center project. Previously a \$250,000 Capacity Building grant had been approved by the Commission to support the Discovery Science Center in building out 2,500 square feet of space dedicated for children 0-5 and their caregivers.
- The balance of \$125,000 remains available for future Commission action.

Breastfeeding Promotion

The Community Perinatal Network (CPN) continues to provide resources, training and technical assistance to positively impact breastfeeding initiation, duration and exclusivity. Their contract scope of work includes facilitating hospital efforts to adopt the "Ten Steps to Successful Breastfeeding" as endorsed by Baby-Friendly USA, per the Baby-Friendly Hospital Initiative, which is implemented in conjunction with the Bridges Maternal Child Health Network.

Progress to date includes:

- *Patient Resources*- a patient information sheet has been developed to inform prospective patients of routine hospital practices that support breastfeeding and bonding. This information sheet will be disbursed prenatally to establish expectations and allow families to adapt to ongoing changes practices prior to admission.
- *Provider Training* – the CPN website serves as a centralized point of access for ongoing staff and physician education. Three webinars have been developed to

address ongoing education needs aligned with the Ten Steps. Webinars are also eligible for continuing education units and have been designed to meet the three-hour physician requirement for Baby Friendly status. New topics will be added in the future based on identified needs and are accessible through the CPN website.

- *Hospital Technical Assistance*- through the Orange County Breastfeeding Consortium, facilitated by CPN, sample policies were distributed regarding supplementation on demand. Hospitals were educated on formula use if and when a valid medical indication was documented. This eases the nurses' burden of obtaining an order when the patient chooses to supplement, which created a negative environment between the nurse, patient, and physician. All participating Consortium hospitals have pumps available to patients in-house and educate on pumping for supplementation instead of using formula.
- *Baby Friendly Status of Bridges Hospitals*- in addition to the four hospitals currently certified, Fountain Valley Regional Hospital is on track to receive baby friendly certification by the year's end.

Discovery Science Center

In November 2012, the Commission approved a \$250,000 Capacity Building grant to Discovery Science Center to build out 2,500 square feet of space dedicated for children 0-5 and their caregivers. In December 2014, the Commission received a presentation by Joe Adams, President of the Discovery Science Center detailing their proposal to repurpose project design to health, nutrition, and sleep for young children. The Commission approved this new planned exhibit space as it is bettered aligned with planned uses for surrounding exhibits, creating a series of integrated exhibits focused on obesity prevention and promoting healthy lifestyles.

The Commission allocated an additional \$200,000 in March 2015, contingent on securing a match grant. In addition, the increased funding would be structured as a service pay back agreement requiring onsite services targeting families with young children focused on promoting healthy eating, increased physical activity and sleep. Programs would be targeted to both prenatal women and families with young children and would be developed in coordination with Dr. Patricia Riba and Dr. Candice Lucas. In November 2015, the Commission received confirmation that the Discovery Science Center secured the required match funding from the Horowitz Family and Wells Fargo. Commission executed the agreement with the Discovery Science Center in January 2016. The exhibit space is in the final conceptual design stage and is anticipated to be completed in January 2017.

Pediatric Vision

Total Dollars Allocated: \$1,500,000

Overall Status: On Target

At the May 2013 meeting, the Commission allocated \$1.5 million in catalytic funding for Orange County pediatric vision services and authorized a contract to implement the project; as further developed and approved by the Pediatric Health Services Committee. The Commission's pediatric vision services project is implemented through a contract with University of California, Irvine (UCI), The Gavin Herbert Eye Institute and CHOC Children's. This year's milestones achieved related to the contracted scope of work include:

- *Matching Funds* - the project received \$17,045 from the Annual Gift Giving for Employees which will support the services provided on the mobile van. Several grant opportunities are being pursued including a site visit with Unihealth, as well as the Latino Business Alliance and others. A proposal is being presented for \$1,000,000 to an individual donor next month. The Vision Project continues to work closely with the UCI Corporate relations to promote their fundraising efforts.
- *Project Progress* - The Eye Mobile van has visited 29 individual schools in several school districts and has provided 94 complete eye exams as well as prescribing 74 pairs of glasses to the children identified with a need. The Project Manager is working closely with each of the school districts and the School Readiness Nurses to promote the services of this program at school sites.
- *Data Management*- the Vision Project is finalizing the Cal-IT2 plan to implement a database in the next few months. This database will host the data from the Orange County vision project and provide the ability to compare data points between San Diego, Los Angeles and San Bernardino counties, as well as other counties in the future.
- *Coordination of Services* - final plans are being implemented with the Coalition of Community Clinics for the Eye Mobile van to provide vision services monthly at various community clinic sites, providing vision services, outreach and education to the parents and providers at these sites.

Family Assistance Ministries Emergency Shelter Project Terms and Conditions	
Background	<p>On September 9, 2015 HomeAid Orange County, at the direction of the Children and Families Commission of Orange County, released a Request for Applications (RFA) to provide emergency shelter for families in Orange County. The RFA placed an emphasis on funding an emergency shelter in south Orange County. Family Assistance Ministries (FAM) was the only respondent to apply with a viable shelter location in South Orange County.</p> <p>In February 2016, FAM entered escrow for a four-unit, multifamily building at 605 Calle Canasta, San Clemente to serve as an emergency shelter for homeless families. FAM currently operates a transitional housing facility across the street, which is an identical, four-unit property that currently serves as a transitional shelter serving families and children. It includes one-three bedroom, two-two bedroom, and one-one bedroom units.</p> <p>FAM was founded in 1999 by Ellen Gilchrist to assist families that a local church was no longer able to serve. In 2015, FAM had over 50,000 encounters with people in need. Forty percent of these individuals were children (minors). Nearly \$1.8 million in food to the hungry was distributed throughout south Orange County and over \$120,000 in cash aid was granted in the form of vouchers and bills paid, and over 60 individuals were sheltered.</p>
Property Description	<p>The Property is a two-story, four-unit (3,680 sf), wood frame, multifamily building constructed in the 1973 on a 0.19 acre parcel located within San Clemente. The general land use designation for the property is Residential Medium Density, and the Zoning designation is RM (Multi-Family Residential, up to 24 units/acre). Per the San Clemente Zoning Code, housing homeless families on a temporary basis are not allowed by right and it remains to be seen whether or not a conditional use permit will be required by the city.</p> <p>FAM's office is located within four miles of the shelter, and families will be able to access a variety of services at this location such as food assistance, counseling, job coaching, transportation, and other supportive services.</p> <p>After some preliminary due diligence, FAM and HomeAid agree that the structure can be remodeled at minimal cost, to allow for 24-28 beds and the capacity to serve up to eight homeless families at any given time. Currently the improvements include: repairs to the roof, renovation of the kitchen, bathroom, and living areas of all units, replace aging plumbing and electrical, new windows, improve site security and privacy with additional fencing, improve and renovate existing common area and amenity space, and provide additional furniture for the units. The total estimated renovation budget is \$150,000 - \$250,000.</p> <p>Due to the need for emergency shelter in south Orange County, FAM is also proposing to strategically repurpose a three-bedroom unit at Gilchrist House to serve additional homeless families. This will allow for a total of 11 families to be served in this new emergency shelter program.</p>

	<p><i>Financing</i> Estimated Project Costs</p> <table border="1" data-bbox="415 264 1406 569"> <thead> <tr> <th rowspan="2">Costs</th> <th rowspan="2"></th> <th colspan="2">Revenue</th> </tr> <tr> <th>Leveraged</th> <th>Commission</th> </tr> </thead> <tbody> <tr> <td>Purchase</td> <td>\$1,225,000</td> <td>\$380,000</td> <td>\$845,000</td> </tr> <tr> <td>Rehabilitation</td> <td>\$250,000</td> <td>\$250,000</td> <td>\$0</td> </tr> <tr> <td>Operations (5 Years)</td> <td>\$2,030,000</td> <td>\$1,8030,000</td> <td>\$200,000</td> </tr> <tr> <td>Project Management</td> <td>\$72,500</td> <td>\$0</td> <td>\$72,500</td> </tr> <tr> <td>TOTAL</td> <td>\$2,547,500</td> <td>\$1,430,000</td> <td>\$1,117,500</td> </tr> </tbody> </table> <p>*Project management is not included in per unit cost allocation as it is not paid to the shelter provider but is part of the administrative oversight provided by HomeAid.</p> <p><i>Leveraged Funding</i> The FAM board of directors understands the need to embark on a capital campaign to raise the funds needed for the purchase of the property and to complete the building renovations and expansion. It is estimated that this total amount will be approximately \$1,375,000 - \$1,475,000 to be completely debt free. To reduce this amount, HomeAid and its partners will seek in-kind contributions and reductions in the costs to renovate the property.</p> <p><i>Proposed Commission Contribution</i> HomeAid is proposing an allocation to FAM of \$1,045,000 in funding from the Commission's Catalytic Emergency Shelter Investment administered by HomeAid. The Commission funds will be used for two purposes (1) \$845,000 for the acquisition and renovation of the property and (2) \$200,000 for startup operations for the first two years of the program.</p>	Costs		Revenue		Leveraged	Commission	Purchase	\$1,225,000	\$380,000	\$845,000	Rehabilitation	\$250,000	\$250,000	\$0	Operations (5 Years)	\$2,030,000	\$1,8030,000	\$200,000	Project Management	\$72,500	\$0	\$72,500	TOTAL	\$2,547,500	\$1,430,000	\$1,117,500
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<p>Program Overview</p>	<p>Since its founding in 1999, Family Assistance Ministries has continued to offer transitional housing, case management, budgeting and financial counseling, work force development, clothing, personal care items, and a large food pantry. FAM's goal is to help families become self-sufficient as quickly as possible by offering supportive services that will prepare the clients and their children to live independent lives. FAM will provide:</p> <ul style="list-style-type: none"> • low-threshold, short term interim housing to homeless families with children with the goal of placing them into permanent housing or other stable housing within 30 days and not to exceed a 90 day stay • connection and/or referral to rapid re-housing (RRH) resources including rapid rehousing service made available through FAM using privately raised funds. FAM will also continue to seek grant funding for additional RRH services • case management on site and linkage to counseling, childcare, medical, dental services, and job assistance. 																										
<p>Terms of Funding</p>																											
<p>Commission Financial Contribution</p>	<p>HomeAid is recommending an allocation of \$1,045,000 (\$95,000 per unit) in funding from the Children and Families Commission Orange County to allow for the creation of this key resource for homeless families in south Orange County. Funding will be used primarily for acquisition and capital, and remaining funds will be used for operations.</p>																										
<p>Service Payback</p>	<p>Family Assistance Ministries will provide services to families with children ages 0-5. Services will include, but are not limited to, the support services described above for a</p>																										

	<p>minimum of five-years. Annual service payback amount will be determined by the number of units occupied by a Commission eligible family. The agency estimates 11 units valued at \$550 a month (with a three-percent increase assumed annually) will be occupied by an eligible family. At this rate the service payout will be completed in less than 10 years for funding related to acquisition and construction.</p>
Funding Security	<p>Commission catalytic investments are typically secured by means of a Letter of Credit, a Deed of Trust in first position on title, or Performance Bond. Security instruments are reduced in value annually as service payback is completed. FAM anticipates that they will be able to comply with this requirement as described below.</p> <p><i>Security on Purchase and Rehabilitation</i></p> <p>The Commission's investment will be secured by a first deed of trust on the property throughout the construction and service payout phases. Commission will receive a comprehensive appraisal of the property establishing the value of the property to be greater than the \$845,000 investment of the Commission.</p>
Programmatic Oversight	<p>Family Assistance Ministries will be required to implement an operational business plan and report on a work plan to HomeAid Orange County to be provided to the Commission including the services as described above. They must also report on the demographic and outcome information for each client.</p> <p>HomeAid Orange County will also provide project management oversight and managing the relationship with the corporate donors, trade contractors, suppliers and captain builder/general contractor.</p>
Conditions be met prior to Funding	<p>FAM will</p> <ul style="list-style-type: none"> • Secure approvals for entitlement and renovation of facility for new use and occupancy. • Close of escrow and transfer of ownership to FAM and the Commission to be on a Deed of Trust in first position of title prior to release of any funding for capital. • Sign final agreement with the Commission • Document having raised at least 50 percent of the needed capital for renovation and first year of operating costs. • Ensure property is vacant of existing tenants.

CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY

RESOLUTION NO. ___-16-C&FC

April 6, 2016

A RESOLUTION OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY DIRECTING THE EXECUTIVE DIRECTOR AND COMMISSION COUNSEL TO PREPARE AND NEGOTIATE AGREEMENT FCI-HA-06 WITH FAMILY ASSISTANCE MINISTRIES AND SHELTER PROVIDERS OF ORANGE COUNTY, INC., DBA HOME AID ORANGE COUNTY, INC. TO PROVIDE EMERGENCY SHELTER SERVICES AND AUTHORIZING APPROVAL AND EXECUTION OF SUCH AGREEMENT ON BEHALF OF THE COMMISSION

WHEREAS, in order to facilitate the creation and implementation of an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development, the legislature adopted legislation set forth in the California Children and Families Act of 1998, Health and Safety Code Section 130100, *et seq.* (as amended, the “Act”) implementing the Children and Families First Initiative passed by the California electorate in November, 1998 and establishing the California Children and Families Commission and County Children and Families Commissions, including this Children and Families Commission of Orange County (“Commission”); and

WHEREAS, Commission adopted its Strategic Plan to define how funds authorized under the Act and allocated to the Commission should best be used to meet the critical needs of Orange County’s children prenatal to five years of age as codified in the Act; and

WHEREAS, the Executive Director and Commission Counsel have prepared a standard Non-Profit Agreement, which was approved by the Commission; and

WHEREAS, the Commission desires to enter Agreement FCI-HA-06 (“Agreement”) with Family Assistance Ministries and Shelter Providers of Orange County, Inc., DBA HomeAid Orange County, Inc., in an amount not to exceed \$1,045,000 for a period of twenty (20) years to provide emergency shelter services on the terms and conditions as specified in the April 6, 2016 staff report and Attachment 4; and

WHEREAS, Family Assistance Ministries and Shelter Providers of Orange County, Inc., DBA HomeAid Orange County, Inc. desire to enter into the Agreement with Commission in furtherance of the purposes of the Act and the Strategic Plan on the terms and conditions set forth in the applicable Agreement; and

WHEREAS, Commission has reviewed the staff report for the April 6, 2016 Commission meeting relating to the scopes of services to be provided and hereby finds and determines that the proposed Agreement is in furtherance of and consistent with the Commission’s Strategic Plan; and

WHEREAS, Commission desires to authorize the Commission Chair and Commission Clerk to execute the Agreement with Family Assistance Ministries and Shelter Providers of Orange County, Inc., DBA HomeAid Orange County, Inc. in the amount not to exceed \$1,045,000 for a period of twenty (20) years to provide emergency shelter services on the terms and conditions specified in the April 6, 2016 staff report and Attachment 4 for this Agenda Item;

NOW, THEREFORE BE IT RESOLVED BY THE COMMISSIONERS OF THE CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY AS FOLLOWS:

Section 1 Commission finds and determines the foregoing Recitals are true and correct and are a substantive part of this Resolution.

Section 2 Commission authorizes the Executive Director, or designee, and Commission Counsel to prepare and negotiate the Agreement with Family Assistance Ministries and Shelter Providers of Orange County, Inc., DBA HomeAid Orange County, Inc. in the amount not to exceed \$1,045,000 for a period of twenty (20) years to provide emergency shelter services for the terms and conditions specified in the April 6, 2016 staff report and Attachment 4 for this Agenda Item.

Section 3 The form of the Agreement with Family Assistance Ministries and Shelter Providers of Orange County, Inc., DBA HomeAid Orange County, Inc., in the amount not to exceed \$1,045,000 for a period of twenty (20) years to provide emergency shelter services for the terms as specified in the April 6, 2016 staff report and Attachment 4 for this Agenda Item, shall be substantially similar to the form of the Standard Non-Profit Agreement, subject to minor, non-substantive revisions as reviewed and approved by the Executive Director or designee and Commission Counsel. The approval by the Executive Director or designee of the Agreement shall be conclusively evidenced by the execution of such Agreement by the Commission Chair and delivery thereof to the Commission Clerk.

Section 4 Commission hereby approves the Agreement with Family Assistance Ministries and Shelter Providers of Orange County, Inc., DBA HomeAid Orange County, Inc. not to exceed \$1,045,000 for a period of twenty (20) years to provide emergency shelter services as described in the April 6, 2016 staff report and Attachment 4 for this Agenda Item.

Section 5 The Commission Chair and the Clerk of the Commission are hereby authorized to execute and attest, respectively, the Agreement on behalf of the Commission.

Section 6 A copy of the Agreement when executed by the Commission Chair and attested by the Clerk of the Commission shall be appended hereto as a part of Exhibit A to this Resolution. Exhibit A is hereby fully incorporated as a part of this Resolution by this reference and made a part hereof. The final executed Agreement shall be placed on file in the office of the Clerk of the Commission.

Section 7 In addition to the authorization of Section 2 above, the Executive Director, or designee, is hereby authorized, on behalf of the Commission, (i) to sign all documents necessary and appropriate to carry out and implement the Agreement(s), (ii) to cause the issuance of warrants, (iii) to administer the Commission's obligations, responsibilities, and duties to be performed under such agreement(s), and (iv) during the term thereof to provide waivers, administrative interpretations, and minor modifications of the provisions of such agreement(s) in the furtherance thereof.

Section 8 The Clerk of the Commission shall certify to the adoption of this Resolution.

The foregoing resolution was passed and adopted by the following vote of the Children and Families Commission of Orange County on April 6, 2016 to wit:

AYES Commissioners: _____

NOES Commissioner(s): _____

EXCUSED Commissioner(s): _____

ABSTAINED Commissioner(s): _____

CHAIR

STATE OF CALIFORNIA)
)
COUNTY OF ORANGE)

I, ROBIN STIELER, Clerk of the Commission of Orange County, California, hereby certify that a copy of this document has been delivered to the Chair of the Commission and that the above and foregoing Resolution was duly and regularly adopted by the Children and Families Commission of Orange County.

IN WITNESS WHEREOF, I have hereto set my hand and seal.

ROBIN STIELER
Clerk of the Commission, Children and Families Commission of
Orange County, County of Orange, State of California

Resolution No: __-16-C&FC

Agenda Date: April 6, 2016

Item No. __



I certify that the foregoing is a true and correct copy of the Resolution adopted by the

ROBIN STIELER, Clerk of the Commission

By: _____
Deputy

EXHIBIT A TO RESOLUTION OF COMMISSION

(Attach copy(ies) of final executed Agreement)



Donate



DIAPERS



WIPES



FOOD

April 29 - May 8, 2016

Find a drive, donate and get involved.
homeaidessentials.org



>1.5 million diapers needed!

HomeAid Essentials, in partnership with the Children and Families Commission of Orange County, is a community outreach campaign to provide a year's supply of diapers to homeless babies in our Orange County shelters.



DIAPERS



WIPES



FOOD

All sizes are welcome but size 4 and above are greatly needed.

Did you know?

61% living in Orange County shelters are families

1,000+ homeless babies need your help

\$1,000 on average is the annual cost to diaper a baby

15,000+ people in Orange County are experiencing homelessness every year

3,000 average numbers of diapers used by one child annually

1 in 3 American families struggle to provide diapers

4 in 10 mothers in America have to choose between buying diapers and other necessities

1 in 5 mothers in America report they have personally run out of funds for diapers



homeaidessentials.org

HomeAid Orange County is a 501 (c)(3) nonprofit.
Federal Tax ID# 33-0568079

Community Partners



Children & Families Commission of Orange County



4-6-16

#3

You're Invited to a Groundbreaking



We invite you to help us break ground on this exciting new development for homeless families

Wednesday, April 27, 2016

9am - 10am

Illumination Foundation Oak Street House

10862 Oak Street

Stanton, CA 92804

Thank you to the following Oak Street House contributors



Ambiance Heating & Air
 CDC Designs
 Concrete Alliance
 David Neault & Associates
 Fire Sprinkler Systems, Inc.
 First American Corporation
 Focus 360
 GOUVIS Engineering
 Hunsaker & Associates Irvine, Inc.
 Interior Specialists
 Larry Methvin Installations

Merit Framing
 Milgard Windows & Doors
 NMG Geotechnical, Inc.
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 RCA Construction Clean-Up Inc.
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Rick Mauer Title 24, Inc.
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 Surecraft Door & Hardware, Inc.
 Susan Case, Inc.
 T&R Construction Group
 T-9 Enterprises
 TAD Consulting, Inc.
 Tetra Tech, Inc.
 Trilogy Plumbing, Inc.
 West Coast Drywall & Paint

Please kindly reply by April 22, 2016 to Julia Ung at HomeAid Orange County
julia@homeaidoc.org or call 949-777-3867