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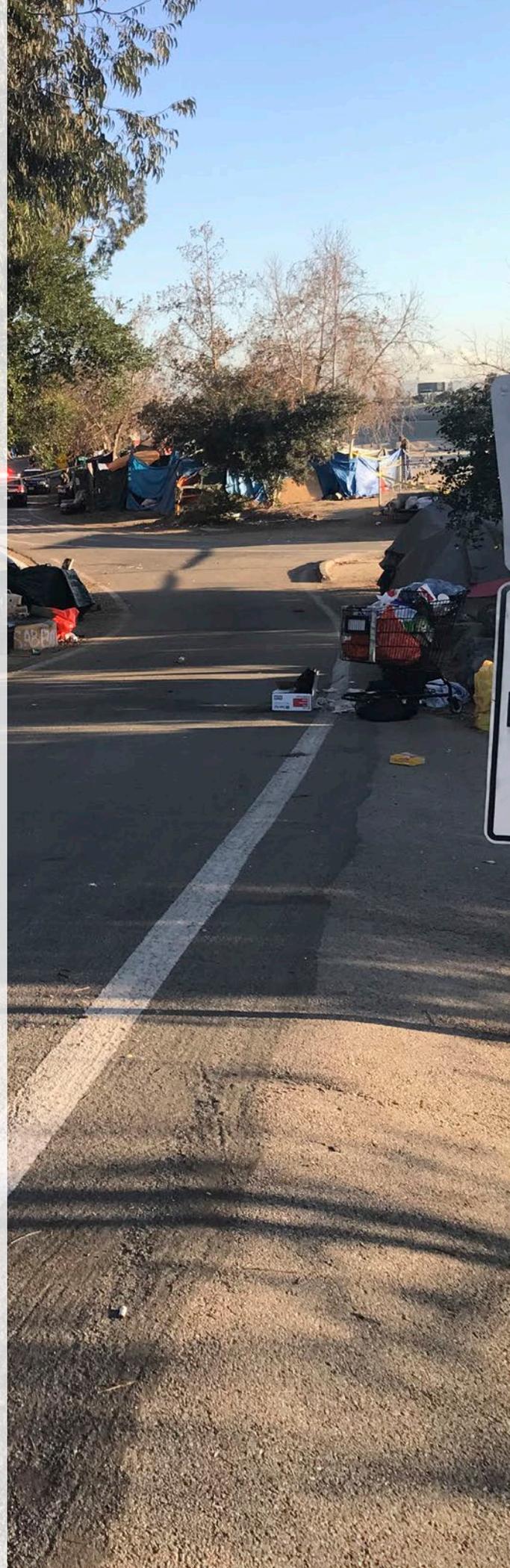
A digital magazine for and about County of Orange employees

DECEMBER 2018



CONTENTS

- 3** **A Thank You from Your Board of Supervisors**
- 4** **Frankly Speaking**
- 6** **County of Orange Departments Team Up for Flood Control Channel Project**
A Timeline of Events
- 8** **Blue Shirts First**
Health Care Agency
- 12** **Ensuring Public Safety Through Professionalism, Teamwork**
OC Sheriff's Department
- 16** **Clean Up with Care**
OC Public Works
- 20** **Restoration Comes From Closure**
OC Parks
- 24** **Finding Flexibility in Responding to Need**
OC Housing Community Development & Homeless Services
- 28** **Relationships Built to Protect Pets**
OC Animal Care
- 32** **Providing Services to Clients Where They Are**
Social Services Agency
- 36** **Partnering to Promote Public Safety**
OC Probation
- 38** **More Than Just Court Appearances**
County Counsel
- 42** **Delivering Solutions through Leadership and Coordination**
County Executive Office
- 46** **Whole Person • United Communities • One County**
How You Can Help
- 47** **Career Pages**
Search open career opportunities within the County of Orange
- 48** **Service Awards**
Recognizing our long-serving employees and their accomplishments
- 49** **OC Events Calendar**
Exciting County events to attend in December





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A thank you from your

BOARD of SUPERVISORS

This Special Edition of County Connection is dedicated to recognizing you – County of Orange employees – and all you have done over the past year to address homelessness in Orange County.

Homelessness is one of the most significant challenges we face, and addressing this complex issue requires commitment and coordination among all of us working for the County of Orange as well as community partners.

Your dedication and hard work was on full display throughout the year as you worked to address homelessness, especially during the focused efforts beginning around November 2017 to assist individuals encamped along the Flood Control Channel.

In the following pages, you'll read examples of how County staff went above and beyond during that project – performing unconventional work in a variety of locations at all hours of the day and night – as well as continuing efforts to address homelessness across the county.

As County employees, whether you were directly involved in the Flood Control Channel efforts or whether your day-to-day job remained the same during that time, know that you are part of efforts to build a System of Care to more effectively address homelessness. By understanding the issue of homelessness and supporting the County's operations, you each play a valuable role in the development of sustainable, long-term solutions for those experiencing homelessness in Orange County.

Thank you for all you do,

**ORANGE COUNTY
BOARD OF SUPERVISORS**





**We are building
out a System of
Care to effectively
meet the needs of
those experiencing
homelessness in
Orange County.**

Welcome to this Special Edition of County Connection, which highlights the work you as County employees have done to help address homelessness in Orange County throughout 2018.

In particular, this edition features the County's focused efforts along the Flood Control Channel, which began in November 2017. You'll also read about what we as a County learned from those efforts and how we are applying those lessons learned as we continue to work to address homelessness in Orange County.

As I think back to the busiest times of the Flood Control Channel project, I'm so proud of each and every member of our County family. I remember being out along the flood control channel and seeing County staff work tirelessly in very difficult conditions and for long hours. I know staff were also supporting the project from afar or filling in for coworkers taken away from their regular tasks. Whether you were picking

FRANKLY SPEAKING

a message from CEO Frank Kim

up debris along the trail or even just discussing the County's efforts with your friends and neighbors, you as a County employee played a vital role in the project. I truly cannot thank you enough.

I hope that you take the time to read the stories in this special edition, and that you appreciate how much you can accomplish as a member of the County family. Many of the staff featured in the following pages share how powerful it was for them to work side-by-side with employees from other County departments and realize the synergy they could have when working together for a common goal. When we worked together as one County team along the Flood Control Channel, we were able to achieve what once seemed impossible – returning the trail to its intended use and providing resources to many of those who had been encamped in the area. Whatever your day-to-day work entails, I encourage you to remember how you fit into the County as a whole and consider opportunities to work together with your colleagues in other departments.

As we look ahead to 2019, the County remains dedicated to working with our regional partners to address homelessness. We are building out a System of Care to effectively meet the needs of those experiencing homelessness in Orange County. Building this sustainable System of Care is a journey, and we will not get there overnight. Each of you as County employees can help address homelessness in Orange County, and I appreciate your contributions during this journey.

With heartfelt gratitude,
Frank Kim



COUNTY OF ORANGE DEPARTMENTS TEAM U

Between early January and early April 2018, workers from across the County of Orange focused their efforts on hundreds of homeless individuals who had established encampments along a three-mile stretch of the Flood Control Channel. Through the coordinated work of numerous employees – ranging from outreach workers to park rangers to social workers to Sheriff’s deputies and others – the County successfully connected more than 730 homeless people with motel stays and shelter, removed 404 tons of debris from the area, and reopened the portion of the Santa Ana River Trail for recreational use.

On January 8, the County announced the project to return the Santa Ana River Trail area to its intended purpose – as flood control channel property with recreational trail use – while offering homeless individuals available resources and shelter options. While the project officially began in January 2018, Health Care Agency (HCA) staff had been conducting outreach in the area for several years while the County-contracted nonprofit City Net had engaged in intensive case management with individuals encamped along the trail since July 2017.

Beginning January 22, deputies from the OC Sheriff’s Department began asking individuals encamped in the area to voluntarily relocate; as outreach workers offered transportation to shelter, free storage of essential personal property and free kenneling of pets; and as OC Parks staff closed the trail to all recreational users.

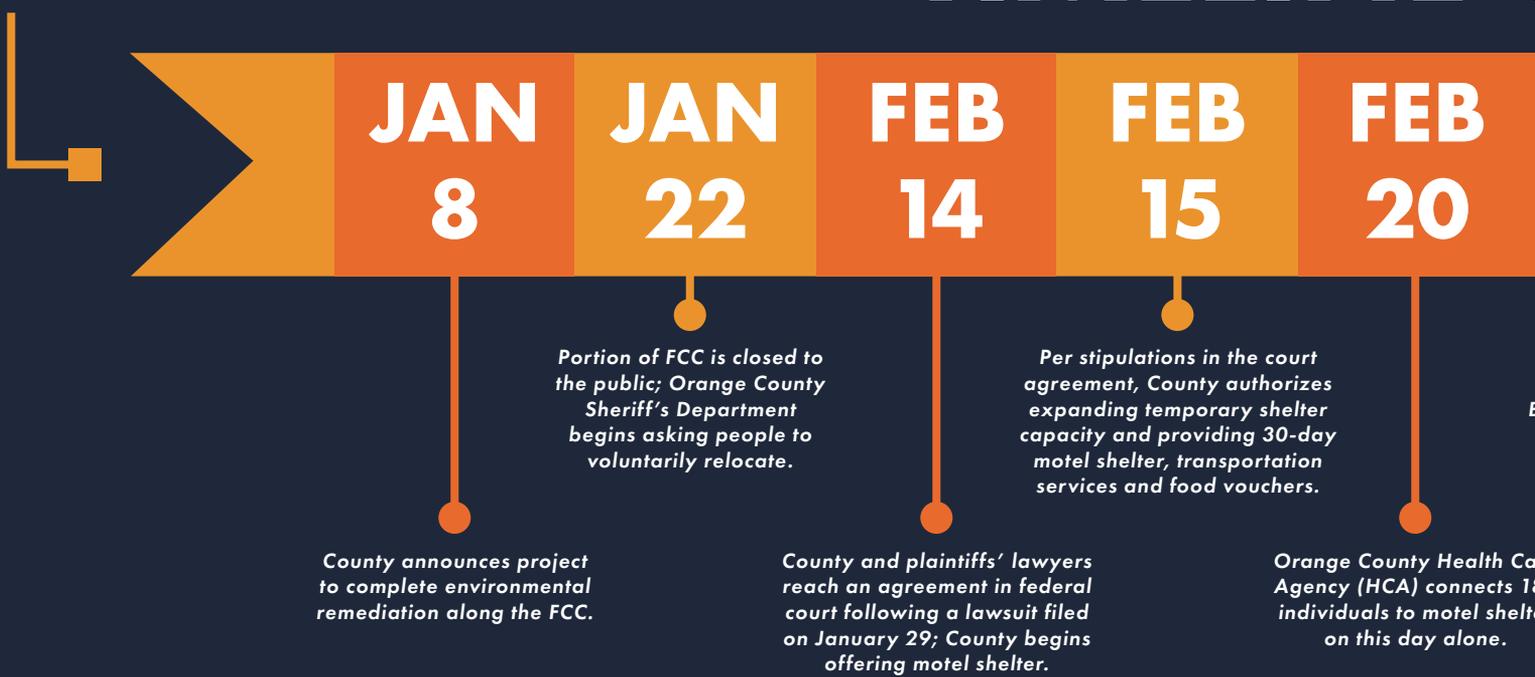
Over the following weeks, the County faced a lawsuit and came to an agreement in court with lawyers representing homeless individuals. The Orange County Board of Supervisors implemented the court agreement by authorizing additional resources for individuals encamped along the FCC, including 30-day motel shelter, transportation services and food vouchers.

From February 14, the day that the agreement was reached, through February 25, the County connected 697 individuals with motel shelter and connected another 35 with other shelter options – for a total of 732 people connected with motel shelter in less than two weeks.

County staff worked around the clock to overcome challenges involved in connecting more than 700 homeless individuals with resources. Behind the scenes, HCA employees made countless

County engaged in intensive case management with individuals encamped along the Flood Control Channel (FCC) to offer resources and available shelter.

TIMELINE C



UP FOR FLOOD CONTROL CHANNEL PROJECT

phone calls to motels to track down enough rooms available for those interested in the 30-day motel shelter. Once motel rooms were secured, OC Public Works (OCPW) helped those without government ID by printing IDs at a mobile unit along the FCC.

Word of the motel-shelter program quickly spread, and staff from HCA Behavioral Health Services and City Net worked around 12 to 15 hours each day to assess individuals and connect them with motel shelter and other resources. February 20 proved to be the busiest day, with HCA connecting 180 individuals with motel shelter that day.

In the months that followed, the County continued to provide additional resources to homeless individuals who had been encamped along the FCC. To accommodate additional people in County-operated shelters, the County expanded the capacity at the Bridges at Kraemer Place shelter in Anaheim, provided an additional 100 beds at the SAFEPlace by WISEPlace shelter for women in Santa Ana and authorized additional housing and shelter for couples through American Family Housing. The Orange County Board of Supervisors also authorized the expenditure of \$70.5 million of Mental Health Services Act (MHSA) Community

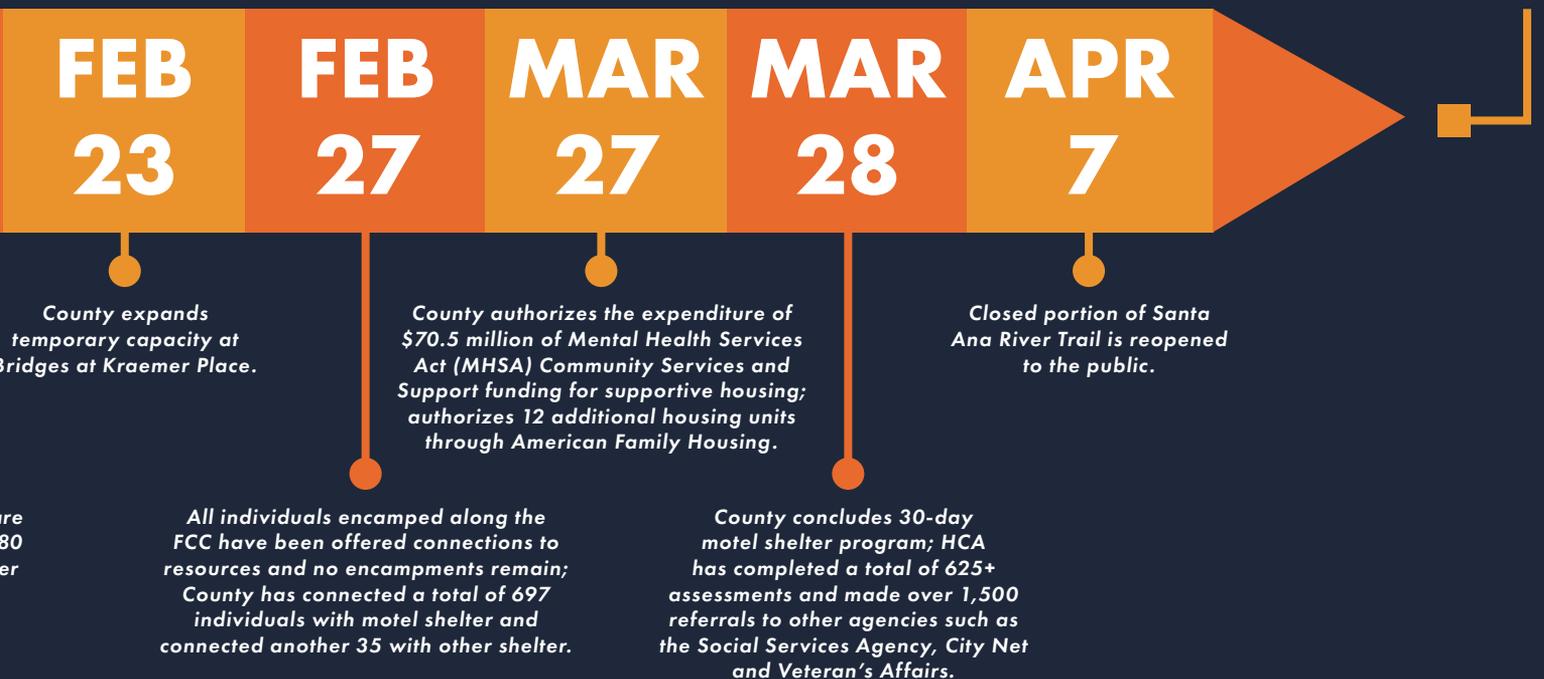
Services and Support funding for supportive housing for people experiencing mental illness.

With encampments no longer along the Flood Control Channel, OCPW completed overdue flood control channel maintenance and environmental remediation of the land, removing the top layer of soil in some areas, trimming trees and making sure the land was safe for recreational use. In addition to the 404 tons of debris, OCPW removed nearly 14,000 needles and more than 5,000 pounds of hazardous waste.

The closed portion of the trail reopened to the public on April 7, marking the end of the Flood Control Channel project – but not the end of the efforts to address homelessness across Orange County. While County staff demonstrated intense dedication to assist a large number of homeless individuals from January to April 2018, there remains much work to be done. Ongoing efforts to address homelessness continue every day, as the County partners with cities, nonprofits, businesses and other community members to develop and implement long-term solutions for increased housing stability in Orange County.

OF EVENTS

County continues to address homelessness through ongoing efforts to engage with homeless individuals, provide shelter and access to resources, and facilitate each individual's pathway out of homelessness.





BLUE SHIRTS

first

(LEFT) - Orange County Health Care Agency Outreach & Engagement workers (also known as Blue Shirts) meet with individuals experiencing homelessness. Their assessment will connect those individuals to the appropriate services. Photo courtesy of CEO Communications.

As the sun rose along the Flood Control Channel (FCC) each morning, County of Orange employees in blue shirts began their work for the day: engaging each homeless individual encamped in the area, letting them know they could no longer camp there, and offering appropriate resources and services based on their needs.

From mid- to late February 2018, the employees carried out the concept of “Blue Shirts first,” in which Blue Shirts – members of the Orange County Health Care Agency (HCA) Behavioral Health Services (BHS) team – were the first people at the FCC each day to engage people there experiencing homelessness. The phrase “Blue Shirts first” originated in court agreements, and HCA and others involved in the project quickly embraced the concept.

The “Blue Shirts first” effort ramped into high gear on February 14, the day the County agreed in court to provide additional resources to individuals encamped along the FCC, including 30 days of shelter in motels.

“The court agreement was reached on a Tuesday, and we started connecting people with motels on Wednesday, so we had to pull this together quickly,” said Jason Austin, Division Manager for Navigation, Innovation and Training and the BHS Homeless Coordinator. While members of the HCA BHS Outreach & Engagement (O&E) team were initially the primary Blue Shirts working on the project, HCA recognized the need for additional staff, activated the BHS Disaster Response Team, and called upon employees from across the department to help assist those encamped along the Flood Control Channel.

HCA Disaster Coordinator Nicole Garcia worked behind the scenes every day throughout the project, and HCA staff from divisions such as Adult and

Older Adult Behavioral Health and Children and Youth Prevention Behavioral Health were temporarily reassigned from their day-to-day duties for around two months. A total of 161 HCA employees worked on the homeless coordination activities, including 108 BHS staff, 33 BHS Disaster Response Team members and 20 employees from other HCA teams.

HCA staff set up tables to screen individuals in a designated sector of the trail area each day, with hundreds of people lined up some mornings to speak with health care professionals and be linked to motel shelter and/or other resources and services. Blue Shirts also walked tent to tent, talking with homeless individuals about their options and helping those who were ready to pack and move out.

“We worked very closely with the Sheriff’s Department as we moved in and out of tent

“It was a team effort ... Most people wanted to help; we just had to ask.”

- JASON AUSTIN

Division Manager for Navigation, Innovation and Training and the Behavioral Health Services Homeless Coordinator



structures,” Jason said, noting that Sheriff’s Deputies as well as Probation Officers were available nearby to ensure everyone’s safety. “And we had OC Public Works following behind us, offering to store homeless individuals’ essential items and picking up debris left



Homeless people living along the Flood Control Channel line up with their possessions to board a bus to go to motel rooms, after having been connected with 30-day motel stays by OC Health Care Agency (HCA) Blue Shirt employees. HCA workers engaged with individuals encamped along the FCC to offer shelter options and a variety of services, depending on each person's individual needs. Photo courtesy of CEO Communications.

over from encampments. It was a team effort.”

As O&E team members spoke with those encamped along the trail, the outreach workers' prior experiences engaging in the community proved beneficial. Since the Health Care Agency had been conducting outreach along the Flood Control Channel for years, O&E team members were able to quickly connect with people in encampments and begin working toward solutions for each individual.

“I think what was important was that we had already built rapport with these clients, so there was a lot of trust there. We knew the history about them and what obstacles or barriers they were facing,” said Yvonne Rodriguez, a mental health specialist on the O&E team.

more,’ and ‘I’ve got six more.’ It was what we needed every single day; it was amazing.”

With motel rooms identified and people from the encampments ready to go, HCA and other County staff faced the logistical challenges of transportation. Unable to transport all the individuals and their property to motels in their handful of county outreach vehicles, HCA staff requested assistance. The County arranged for buses from the Orange County Transportation Authority (OCTA) to shuttle people from the Flood Control Channel to motels. HCA staff also recognized that IDs were another barrier to shelter for some of the individuals, and that driving people back and forth to Department of Motor Vehicle locations was



“We had teams of clinicians and outreach workers going out to each hotel, along with Social Services Agency (SSA) employees, conducting assessments of each individual’s needs, providing resources such as weekly food vouchers and problem-solving with clients.”

- ANNETTE MUGRDITCHIAN

Director of Adult and Older Adult Behavioral Health

Behind the scenes, HCA staff were working to find available motel rooms – getting more and more lined up each day to meet the demand.

“We literally had staff back here in the building calling all week and all weekend, just cold-calling every motel we could find in the county,” Jason said. “And you know, we never ran out. We would be down to the last room, and I’d get a call saying ‘Okay, I’ve got 10

too time-consuming. As a solution, OC Public Works (OCPW) came up with a process for printing County-issued IDs, which were then accepted at a large portion of the motels.

“Most people wanted to help; we just had to ask,” Jason said, thinking back on the cooperation from OCTA, OCPW and other organizations. “We were all on board. There wasn’t a negative attitude in the group;



Health Care Agency Outreach and Engagement Mental Health Specialist Chuck Dewitt is part of the Blue Shirts.
Photo courtesy of County Counsel

everybody had the mindset of ‘What do we need to do to get this done?’ and ‘How do we make that happen?’”

That drive and determination led to 697 individuals being connected with motel shelter and another 35 people being connected with other shelter in just 12 days.

“Once that happened, I remember thinking, ‘We can take any challenge on.’ If we can move 700 people in such a short amount of time, then we can do a lot of things – we can do anything,” said Enrique Ortiz, a mental health specialist on the O&E team.

As individuals entered into motel shelter, the FCC encampment area was cleared, but the Blue Shirts’ work was not done.

“We had teams of clinicians and outreach workers going out to each hotel, along with Social Services Agency (SSA) employees, conducting assessments of each individual’s needs, providing resources such as weekly food vouchers and problem-solving with clients,” said Annette Murgditchian, Director of Adult and Older Adult Behavioral Health.

At the end of the 30-day motel-shelter program, HCA staff had completed more than 625 assessments and made over 1,500 referrals to other agencies such as SSA, City Net and Veteran’s Affairs. HCA employees attempted to conduct a Psychosocial, Community Functioning Evaluation and Diagnosis Form on every individual who was identified to have behavioral health needs. Those with severe mental illness were determined to be eligible for an intensive Full Service

Partnership (FSP) program and others were given referrals for other services and placements based on their needs.

“The volume and intensity of those efforts were really huge, and I’m really glad that people took advantage of the opportunity to engage in services,” said Ashley Hutton, an HCA licensed clinical social worker who was activated as part of the BHS Disaster Response Team. “I had a couple of clients I engaged with on the FCC, took to a motel, and then worked with over that month to link up with services. That was powerful for me to be a small part of their life and help them get to a different place.”

Today HCA staff continue to engage with members of the community to address homelessness, with O&E team members conducting outreach in areas across the county and also responding to community calls via their behavioral health information line (1-800-364-2221). Part of the O&E mission, in addition to working directly with those experiencing homelessness, is also to help increase understanding of homelessness among county residents.

“I encourage people to challenge their own beliefs a bit, to learn that these are just other people in a different phase of life than you, who still need care and support,” Jason said. “Instead of potentially reacting out of fear, you can call OC Links (855-OC-LINKS or 855-625-4657) and learn more about the services that the County has available to those experiencing homelessness.”



ENSURING
PUBLIC SAFETY
Through
PROFESSIONALISM,
TEAMWORK



Returning the Flood Control Channel area to its intended purpose was an extremely complex operation that required departments across the County to work together to address the health and safety emergency. The Orange County Sheriff's Department (OCSD), which served as the initial lead organization for the project, established the framework necessary for County staff to work together as an effective team.

"It was my experience that sometimes we can be a little siloed within our own departments [in the County]. This project brought us together ... and when we broke those silos down and worked together as a team, the amount of work that we were able to accomplish – I've never seen anything like it before," said Capt. Jeffrey Puckett, who in January 2018 was the North Patrol

Bureau Commander overseeing patrol operations for the unincorporated areas of north Orange County.

OCSD responded to the needs along the Flood Control Channel by utilizing the Incident Command System to establish command, control and coordination, and by taking the necessary steps to ensure overall public safety.

"We used the same protocol that we would have used if there had been any major operation or natural disaster," Capt. Puckett said. Whether staff were from OCSD, the Health Care Agency, Public Works or other departments, the Sheriff's Department established a team structure in which, "everybody had a specific role and we collaborated on almost an hourly basis to make sure that we were working together."

To reinforce the Incident Command System

(PREVIOUS) - Capt. Jeffrey Puckett, the Orange County Sheriff's Department North Patrol Bureau commander during the beginning of the Flood Control Channel project, briefs County staff. Photo courtesy of Orange County Sheriff's Department.

structure, OCSD established a mobile command center where representatives from each of the County departments involved gathered at least daily – seven days a week – to discuss the project's progress, sharing data such as the number of people accepting County resources, the number of tents and the amount of debris collected.

“We needed to see if we were making progress like we should, because every day we had the possibility of making plan adjustments,” Capt. Puckett said, noting that the daily reports also helped keep County leadership informed about the project.

In addition to establishing the command structure for County stakeholders to work together as a coordinated team, OCSD members also played a vital role on the ground, establishing and maintaining public safety throughout the project.

Beginning in late January 2018, Sheriff's Deputies began going tent to tent, asking those encamped in the area to voluntarily relocate, while letting them know of the various County resources available. Sheriff's Deputies also began addressing concerns about a criminal element in the encampment, making arrests as needed – not related to the condition of being homeless – but for other crimes such as the illegal possession of weapons.

“Believe it or not, the general, law-abiding homeless population supported our efforts at addressing the criminal element [along the Flood Control Channel]. Our approach to the FCC was the exact same as we



focus on outreach and engagement, Sheriff's Deputies maintained a consistent presence along the Flood Control Channel, ensuring the safety of everyone in the area and beginning to enforce the closure of areas as they were vacated.

A few Sheriff's Deputies also served as liaison officers throughout the project, keeping in regular contact with advocates who opposed the project, including some who set up their own camp along the Flood Control Channel.

“This project brought us [County departments] together ... and when we broke those silos down and worked together as a team, the amount of work that we were able to accomplish – I’ve never seen anything like it before.”

- CAPT. JEFFREY PUCKETT
Former North Patrol Bureau Commander



would have treated patrolling any neighborhood: treat everybody with dignity and respect, and perform our duty with professionalism, fairness, and free from prejudice,” said Deputy David Wise, a member of the OCSD Homeless Outreach Team.

As the project shifted in February to an even greater

“We established relationships with the activists, and throughout the project, maintained a great relationship in terms of trust, accountability and simply doing what we said we were going to do – which was to answer the phone anytime they called and get them answers anytime they requested information,” said OCSD



Orange County Sheriff's Deputies and Probation Offices patrol the Flood Control Channel, letting individuals know they could no longer camp there while sharing information about available resources. Photo courtesy of Orange County Sheriff's Department.

Investigator De Anne Wigginton, who served as a liaison officer during the project along with Deputy Andrea Bogdanovich.

The defining moment of the liaison efforts, according to Capt. Puckett, occurred when advocates themselves communicated with people encamped in the various sectors and told them it was time to pack up and go.

“Due to our communication with one of the activists with a large social media following, we were able to feed him factual information that he shared on social media, and it was a huge success to have accurate information going out in real-time to spread the word,” said Investigator Wigginton, who maintains positive relationships with some of the activists to this day. “I ran into one of the activists at an event a few weeks ago, and we had a wonderful exchange. She congratulated the Sheriff’s Department on being professional and reasonable throughout the entire project.”

As the project along the Flood Control Channel came to a close, OCSO personnel took valuable lessons learned and began applying them to ongoing efforts to address homelessness across the County.

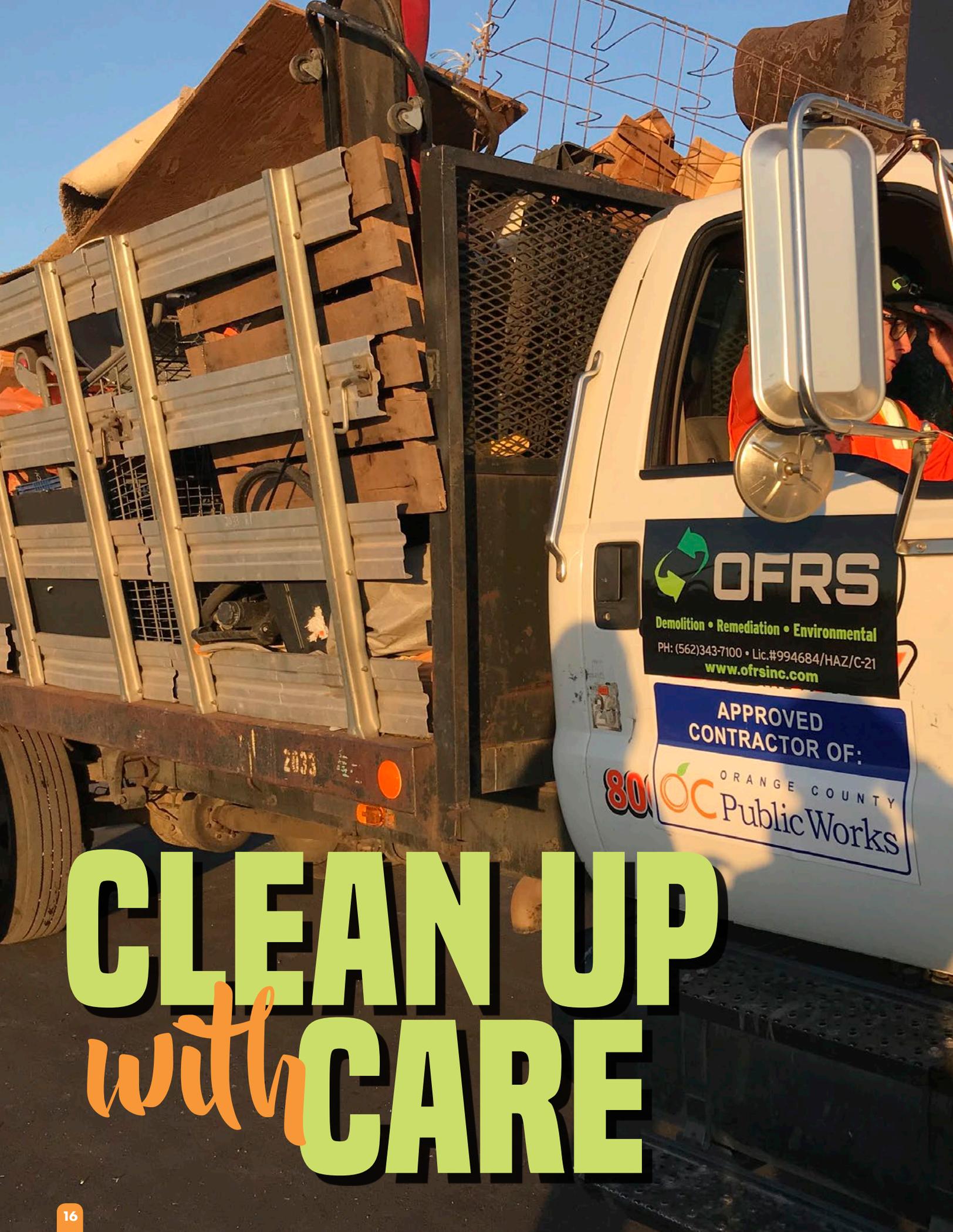
In south Orange County, for example, OCSO now operates two Homeless Outreach Teams, which

each have a sergeant and several deputies dedicated to the team. The teams were established in south Orange County following the efforts along the FCC, and they adopt a similar “outreach first” approach. Deputies work together with County departments such as the Health Care Agency and with city-contracted nonprofits such as City Net and Mercy House to offer services to individuals in need.

“We learned to enforce when we have to enforce, but to first see what we can do to help people out. We’ve realized we have access to resources, and Deputies now have a ton of resources at their fingertips,” said Lt. Mike Peters, Chief of Police Services for the City of San Clemente.

Peters acknowledges that Deputies work with numerous variables as they work to address homelessness in different cities, including working with city departments and various cities’ contracted nonprofits and community groups. When it comes to addressing homelessness, according to Lt. Peters, working with municipalities is successful due to a shared commitment to a common goal.

“Everyone is working together to figure out the best path forward to resolve the issue of homelessness.” Lt. Peters said.



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CLEAN UP *with* CARE



(LEFT) - OC Public Works staff and contractors conducted environmental remediation of the trail, collecting a total of 404 tons of debris throughout the project. Photo courtesy of Orange County Sheriff's Department.

Along with all the personal protective equipment required to pick up debris and property, OC Public Works (OCPW) staff brought compassion and kindness to the Flood Control Channel (FCC) project in early 2018.

When the environmental remediation project started in late January 2018, OCPW coordinated with OC Health Care Agency (HCA), OC Sheriff's Department (OCSD) and others to facilitate the move of over 700 people from flood control property to temporary housing and facilities.

For OCPW that meant disposing of possessions no longer wanted by those individuals or that could not go with clients to motels and other programs, as well as storing individuals' essential items.

OCPW, based on the outcome of a previous lawsuit, created an internal policy on how to determine which items could be stored for up to 90 days in about a dozen shipping containers placed across Orange County, with the highest concentration being near the FCC. Items included sleeping bags, operational bicycles, clothing, prescriptions, any kind of documentation from doctors or lawyers, and any personal items.

"We generally kept a little bit more than what was required at times, but what we did keep, had to be fairly clean," said Theodore "Ted" Luckham, Manager of General Maintenance for OCPW's Operations and Maintenance.

Items were placed in bags then tagged with a number that went on paperwork given to the owner for when they were ready to pick up their possessions. "We created our own forms for folks to fill out," Ted said. "At some point, they would call and we would direct them to which container and set up an appointment to return their items."

Robert "Bob" Barilla, an OCPW Supervisor I in the Operations and Maintenance Unit, oversaw the contract crews who assisted in removing large amounts of trash and debris to make the river trail usable for recreational purposes and to prevent hazardous materials from entering the Santa Ana River and traveling toward beaches.

"Bob spent a lot of time out there, even before the move, talking to those encamped there," Ted said. "He knew a lot of people and got a lot done because of the relationships he built."

In trying to encourage those experiencing homelessness into accepting services, Bob would tell them to at least get a roof over their head. "The young ones, I remind them some day they won't be able to handle it," he said.



OC Public Works staff used specific criteria to determine what qualified as essential items. Photo courtesy of Orange County Sheriff's Department.



The environmental remediation project on the Flood Control Channel started as out of concerns for public safety. Photo courtesy of County Counsel.

Bob also advises that residents who want to help need to work with established groups. “People think [by dropping off items at the Flood Control Channel] they’re helping these folks, but oh my gosh, no, you’re not,” he said. “If you want to help, go to the people who already are.”

Seeing the circumstances many found themselves in on the FCC took an emotional toll on OCPW staff.

“I’ve been doing this for 20 years,” Bob said. “It’s hard to keep staff motivated. Your heart gets hardened after a while. That’s not good for your own self. You have to hold onto your own compassion.”

Ted agreed. “You try to smile along the way somewhere to keep your wits about you,” noting that OCPW staff and contractors maintained empathy while working in challenging conditions along the FCC. “There is compassion, caring, a concern for these folks by our crews,” Ted said.

A big portion of OCPW’s compassion came from concerns about public health and safety for those experiencing homelessness and the general public who live and travel through the area.

Kevin Onuma, Deputy Director of OC Operations and Maintenance, outlined some of the issues posed by people living along the Flood Control Channel. The biggest worry was the possibility of water during the rainy season topping the banks and washing away everyone and everything in the channel. For those living and traveling near the FCC, debris such as homeless individuals’ possessions could block drains and pipes, causing them to back up and flood surrounding areas. Additionally, human waste — and the bacteria and

other pathogens it contains — could be flushed down the channel, possibly causing illness for others down river and at the beach where the river spills out between Newport and Huntington beaches.

Bob said, “In the winter, when it rains, flood waters rise higher and you encounter slippery surfaces. There’s no light. Inhabitants can be swept away.” In short, the Flood Control Channel and river trail are not a safe place to live.

“The river trail and channels are not a safe place to be whether it is summer or winter, and especially during times of inclement weather,” Bob said.

It’s important to reiterate that message as OCPW continues to find people sheltering in the tributaries and box tunnels, cutting fencing to get into closed channels and plugging them up. Some have built rooms underground, weakening the earthen river bank.

Whenever OCPW staff see any congregating, even if it’s only one or two people, they contact HCA and OCSD to get those experiencing homelessness connected to services and out of the area for their safety. “We worry about if they all get together and bombard it, within an hour, it’s a camp, it’s a city again,” Bob said, adding that he appreciates how tough it is to be homeless in one of the most expensive areas of the state.

“Now we have to go on the search because we have to protect public safety,” he said. “Methane can float through at high levels. Possessions from upstream during flooding can damage bridges.”

Incredibly, none of the OCPW staff got hurt on the FCC, the largest portion of the roughly 380 miles of



OC Public Works stored essential items in a dozen shipping containers spread across Orange County, with most concentrated near the Flood Control Channel project. Photo courtesy of County Counsel.

flood control channels throughout Orange County and beyond that the men and women of OC Public Works improve and maintain.

He commends HCA staff for all their hard work in connecting people with services.

“This was a tough project,” Bob said. “We really had to come together as one team to accomplish a very large task in a short amount of time.”

Part of that coming together included printing County-issued IDs after HCA recognized clients needed them to check into motels.

OCPW Director Shane Silsby and Becky Juliano, OCPW’s former Deputy Director of Administrative Services, approached Senior Information Technologist Ray O’Grady on a Wednesday to see if his team, which creates the employee badges for the entire County, could print IDs on the FCC.

Working with OC Information Technology (OCIT) and the Social Services Agency (SSA), the team came up with a solution using remote connectivity into OCIT systems and electricity provided by the SSA Mobile Response Vehicle.

Originally, the idea was to bring clients to OCPW’s office to receive their IDs, but the team quickly figured out a more efficient method to print at the FCC.

“It was completely mobile,” Ray said. “Everything we are able to do in the office, we were able to do there.”

With approval from all the departments involved,

the team was ready to start the following Monday, which was a holiday.

Ray said, “That Sunday, as soon as I put my foot into a snowboard boot, I get a call saying, ‘Ray, we need to print today!’” He called team members Javier Perales and Edalia Velazquez, who all quickly deployed to the FCC and started printing badges in a couple hours. The team, including Lisa Harris, Jennifer Coontz, Nicholson Ballon and Gerry Ray, worked 12-hour days for seven days to get an ID to anyone on the FCC who needed one.

“My team responded admirably to this challenge and I was proud to work with a group of people



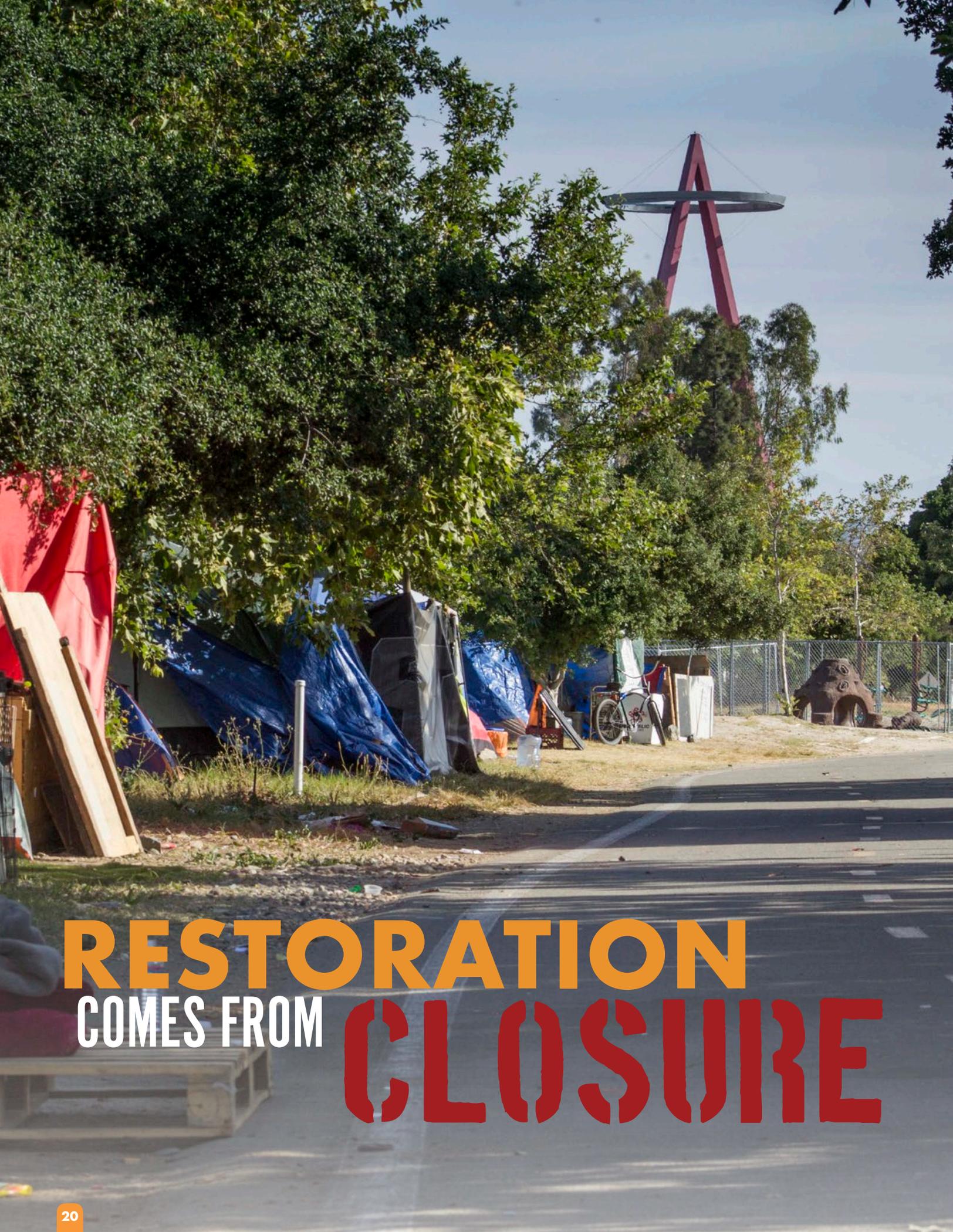
“The river trail and channels are not a safe place to be whether it is summer or winter and especially during times of inclement weather.”

- BOB BARILLA

OC Public Works Supervisor I

that repeatedly said, ‘Yes’ when asked to come back tomorrow,” Ray said.

ID recipients frequently stated, “I’ve never had anything with my picture on it before!” and “I’ve never had an ID!” But mainly, they expressed gratitude. “We heard, ‘Thank you for being here!’” Ray said.



RESTORATION
COMES FROM **CLOSURE**

(LEFT) - OC Parks maintains the 30-mile Santa Ana River Trail, which is intended for recreational use such as walking and cycling. Photo courtesy of CEO Communications.

By January 2018, faced with a growing homeless encampment along the Flood Control Channel (FCC) and daily challenges to keep up with needed maintenance and repairs, OC Parks and the County as a whole had reached a tipping point: Something needed to be done to address not only the deteriorating conditions of the trail but also, and more importantly, the needs of the hundreds of homeless people encamped in the area.

On January 8, the County announced that a portion of the SART from Memory Lane in Orange to Taft Avenue/Ball Road in Anaheim would close beginning January 22 for an environmental remediation project, while County outreach teams would offer homeless individuals resources including free storage of essential property, kenneling of animals at no cost and transportation to available shelters.

In the weeks leading up to the project, OC Parks and OC Community Resources (the department that oversees OC Parks) worked to inform trail users about the project and explain the County's intent.

"While we recognize that the closure will temporarily inconvenience recreational users, it is a critical step in maintaining one of the most widely used trails in the County as a safe and secure place for public use," Dylan Wright, Director of OC Community Resources, said in a press release the County issued on January 8.

As the project began, OC Parks staff reported to

work along the FCC, with 15 to 20 staff working each day to redirect trail users and to help pick up debris. OC Parks' Systems and Resources Division Manager Bill Kirk also represented OC Community Resources as a whole in the mobile command center.

"We would provide transportation, traffic control, connections to shelter, and whatever we could to support the efforts of all the team members doing the hard work along the trail," Bill said.

To inform trail users about the project and redirect those attempting to access the closed portion of the trail, OC Parks personnel were stationed at trail access points during hours when trail use is popular, such as weekend mornings.

OC Parks staff and contractors also worked alongside OC Public Works to pick up debris along the FCC that had been identified by encamped individuals as waste.

"My crew had two trucks with two trailers right

on-scene to pick up whatever they could,” said James Wootten, Supervising Maintenance Inspector/Specialist for the Regional Trails Division. “Our contractors would also come down to clean up whatever we asked them to, because they specialized in biohazards and could handle waste like syringes. All of that was in addition to everything that OC Public Works did; it really was a monumental effort.”

The County’s focused efforts along the FCC continued through early April. By February 25, the County had connected more than 700 people with motel shelter; and by March 3, the County had removed approximately 404 tons of debris, approximately 5,300 pounds of hazardous waste, and approximately 13,950 needles from the trail area.

On April 7, the County reopened the portion of the trail that had been closed since January 22, with public access hours enforced along the entirety of the trail and with new pedestrian gates being opened and closed at the beginning and end of the public access hours each day.

“The operation of the trail gates and enforcement of the operating hours has been a huge shift. Folks aren’t allowed to be in the trail area when the gates are closed,” Bill said.

With the project along the Flood Control Channel complete and the trail reopened, OC Parks personnel like Bill and James can now reflect on their roles as part of such a significant County effort.

“I’ve been involved in big projects before that involved multiple County departments, but nothing on this scale. This project was weeks long, seven days a week, working 10 to 14 or 15 hours a day, and the level of professionalism and commitment the entire time was really gratifying,” Bill said. “I felt really proud and honored to just be allowed to be a part of it. There were plenty of others who did so much more and so



“I don’t think anybody thought it was a great idea for people to be living on the river, and it was a challenge coming to the solution we did,” Bill said. “Now we have this model to follow, and we’re much more engaged with connecting folks with resources.”

“Now that we have this framework, we’re in much

“Now that we have this framework, we’re in much closer communication with the Sheriff’s Department and Public Works if we see any of these issues beginning to take place. We try to stop things before they start to get out of hand. We go about it in the most diligent, humane and law-abiding way, and it takes constant effort.”

- JAMES WOOTTEN

Supervising Maintenance Inspector/Specialist for the Regional Trails Division



much harder work than I did, and I felt really proud and honored just to be part of that work.”

Both Bill and James attest to the lessons that OC Parks learned through working along the FCC, and how those lessons are being applied now to how OC Parks addresses situations.

closer communication with the Sheriff’s Department and Public Works if we see any of these issues beginning to take place,” James added. “We try to stop things before they start to get out of hand. We go about it in the most diligent, humane and law-abiding way, and it takes constant effort.”



In this photo from January 29, 2018, a man rides past a 'Trail Closed' sign along the Santa Ana River Trail. During the County's project along the trail, 15 to 20 OC Parks staff reported to the SART each day to redirect trail users and to help pick up debris. Photo by Paul Bersebach/Orange County Register via Getty Images.

Another lesson that OC Parks learned – and that they hope other members of the community can learn too – is that it is best for community members to be strategic and targeted in their efforts to help homeless people, rather than simply dropping items off near encampments like those previously along the FCC.

“People would come [to the Flood Control Channel] and drop off boxes and boxes of food, as well as furniture, beds, couches, filing cabinets, books and clothes. It would just pile up everywhere, and the items weren't being used,” James said. “If you throw stuff out there and hope to ‘catch the right fish,’ you may be wasting your efforts and your own resources; whereas, if you fine-tune your efforts you can make the help you provide 100 times more effective.”

The County encourages members of the community to coordinate with service organizations, such as the ones listed below, to find out about specific needs and make contributions that support long-term solutions.

- **Courtyard Transitional Center operated by The Midnight Mission**
- Bridges at Kraemer Place operated by Mercy House at 714-836-7188 ext. 112 or marissan@mercyhouse.net
- SAFEPlace by **WISEPlace for Women**
- **City Net**, which coordinates meals and other services at the Courtyard Transitional Center and regularly conducts outreach and engagement across the county.



FINDING
flexibility
in RESPONDING to NEED



For Continuum of Care Manager Jim Wheeler and his team in Orange County Homelessness Housing and Community Development (Homeless Prevention), the Flood Control Channel (FCC) project served as a catalyst for improving and expanding the System of Care.

“Two years ago we didn’t have any shelters other than the armories,” Jim said. Since then the Courtyard Transitional Center and Bridges at Kraemer Place have opened up, providing 625 beds. In fact, construction at Bridges centered around sheltering people even as work was ongoing. “We’re very proud of the expansion at Bridges,” Jim said. “We had not planned to have up to 200 clients there while we built it.”

Homeless Prevention’s efforts started nearly two

years before the FCC project when OC Community Resources (OCCR), the County Executive Office (CEO), and OC Health Care Agency (HCA) came together in late spring 2017 to address the increase in encampments. Out of that came a contract with nonprofit City Net to provide street outreach and community engagement and to conduct a census of those encamped from Chapman Avenue to Katella Avenue.

“We needed good data on who was there to determine what could be done,” Jim said. HCA was already working hard in the field, but the County wanted to ramp up efforts.

City Net was also tasked with resource redirection. Groups of well-intentioned residents would drop off items — ranging from food to clothes to furniture —



Bridges at Kraemer Place boasts a commercial kitchen to provide hot meals to clients. Photo courtesy of CEO Communications.



creating an inefficiency that reduced the incentive for those experiencing homelessness to accept County services.

“We would hear, ‘Why should I take what you offer when I can get food and clothes for free?’” Jim said of the situation.

“If you want to make a real, long-term difference, you should understand how the System of Care works and be part of it,” Jim said of anyone who wants to help those experiencing homelessness. “Going outside the system may seem compassionate but it isn’t.”

When the FCC project started in late January

holidays, working alongside other County departments.

“It was really a coordinated effort with OCCR, HCA, OC Public Works, OC Parks, OC Sheriff’s Department and Social Services Agency,” Jim said, praising the hard work of all involved, but especially HCA and their Blue Shirts who took the lead in connecting those experiencing homelessness with services.

As soon as word got out that the County was offering motel shelter, people who hadn’t been encamped on the FCC were suddenly being dropped off, including four families, which dismayed the Homeless Prevention team. Before the FCC project started, “We worked

hard to make sure no children were on the Flood Control Channel,” Jim said. The day the families were dropped off, City Net and others worked to find them a place in the Continuum

“Our system is more pliable than we thought. It’s more responsive than we thought.”

- JIM WHEELER
Continuum of Care Manager



2018, Jim’s team was determined to connect people to services. Work for the Homeless Prevention team intensified in mid-February 2018, when the County faced a lawsuit and came to an agreement in Court to authorize additional resources for individuals encamped along the FCC, including 30-day motel shelter, transportation services and food vouchers. Jim was at the FCC every day, including weekends and

of Care system.

In the midst of the flurry to find people housing, Homeless Prevention came up with two options that were later approved by the Board of Supervisors: SAFEPlace by WISEPlace for Women in Santa Ana and American Family Housing.

Those two options serve as a way to address some barriers to entering the System of Care and accepting



Partners, pet and possessions — 3P’s — can be a barrier to some accepting services. Bridges at Kraemer Place and the Courtyard Transitional Center have storage space for possessions. Photo courtesy of CEO Communications.

shelter. Those experiencing homelessness may not want to go to a shelter because they would have to part with their pets, partners and/or possessions, also known as the 3P’s.

“We didn’t have a regular pet policy,” Jim said. “I’m very proud that we were able to get it written into our protocols.” The efforts included adding funding to provide animal services, and housing one pet per person, up to 20 pets overall, at Bridges, while the Courtyard takes in pets as needed.

As for partners, American Family Housing accepted 8 couples, for 16 people total, while the Courtyard created a couples section. “Most shelters are built around single people or families with children,” Jim said.

Both Courtyard and Bridges have created storage space for possessions, but do require clients to reduce the amount to two storage bins.

Mercy House and Midnight Mission really stepped up, Jim said. And the Continuum of Care partner agencies have done so much, from being at the FCC to conducting weekly meetings with the County, they all really want to make a difference.

“I’m so appreciative of our team,” Jim said. “They have gone over and above.”

Overall, Jim said, “Our system is more pliable than we thought. It’s more responsive than we thought.”

“We have to be responsive to need,” Jim said. “We

have to have resources available. We could not have done so much without the complete coordination of County resources.”

Moving forward, Homeless Prevention is working on enhancing the system, working with our regional partners to create more housing. “Ideally we would have more ‘street to housing’ options, but the system can be ‘street to shelter to bridge to housing,’” Jim said.

The team will also continue to work with the Orange County Sheriff’s Department, OCPW, HCA and the Office of Care Coordination to address encampments. One goal is to implement Arc GIS technology with the Point in Time count in January to notify agencies like HCA and have them come out and engage with individuals in need of services.

RELATIONSHIPS B U I L T T O PROTECT PETS

When Sgt. Russell Onkka, a Senior Animal Control Officer, arrived to work in mid-January he didn't know that he would soon become OC Animal Care's liaison to the

individuals encamped along the Flood Control Channel. For this complex, multi-agency project, he did as he and his fellow OC Animal Care colleagues always do: employed a solution-oriented, customer service-based approach. To encourage homeless individuals to feel at ease interacting with OC Animal Care, Sgt. Onkka swapped out his uniform for a black polo shirt and hopped into OC Animal Care's van with a giant bunny on the side.

"I didn't want to look like I was part of law enforcement," he said. "I had plenty of food, snacks and leashes, all in the name of making both the pets and owners comfortable."

The OC Health Care Agency contacted OC Animal

Care whenever an individual experiencing homelessness wanted to take advantage of OC Animal Care's many programs, including spay or neutering, microchipping, veterinarian exams and treatments, dog vaccinations and licensing, and boarding for up to 90 days.

About 35 animals came in from the flood control channel, Sgt. Onkka said, but the number increased as clients transitioned out of motels to other housing options. "Surprisingly, we picked up more cats than any other animals," he said. "We also picked up a rabbit."

Most days, Sgt. Onkka would be on the FCC for at least three to four hours and often only picked up one pet. In that time, though, he would make hundreds of contacts and answer a lot of questions.

"I explained all the services we provide and made it clear that there would be no bills," he said of the offer available in the beginning of the project. He also assured the pet owners that they could visit their pets at OC Animal Care's shelter. "We really tried to



Sgt. Russell Onkka from OC Animal Care's Animal Control takes a pup out to play at the new shelter in Tustin. Animal Care moved facilities during the Flood Control Channel Project, so Sgt. Onkka made sure anyone who agreed to board an animal could still visit their pets. Photo courtesy of CEO Communications.



The Courtyard Transitional Center accepts pets like this dog. OC Animal Care boarded many animals from the Flood Control Channel for 90 days while their owners secured housing options. Photo courtesy of CEO Communications.

accommodate their desires to see their pets, especially one-on-one time,” he said. When OC Animal Care moved into its new shelter in Tustin, Sgt. Onkka and his team made sure anyone from the FCC whose animals were boarded there knew about the move and could still visit their pets.

The pets’ owners had the option to decline any or all services, but about 90 percent of those who opted for services took advantage of all of them.

Sgt. Onkka also had a little help from a familiar face.

“Every day I was at the shelter, I gave the dog treats and made sure to practice his commands,” he said. “When I would see his owner, I’d give him an update.”

Sgt. Onkka and the dog’s owner ran into each other on the FCC. The owner told all his friends to trust Sgt. Onkka, that he would be good to their animals.

Building those relationships is a large part of OC Animal Care’s customer service model. The goal is to support and facilitate the needs of the animals. Sgt. Onkka also thinks in the case of the Flood Control Channel project having one person as the liaison fostered more trust because he presented the same information each time without deviation.

Even into the end of summer, Sgt. Onkka continued to respond to calls from homeless individuals looking for help with their animals. He went to Bridges at Kraemer Place to address concerns from two women considering boarding four dogs at OC Animal Care. As usual, he brought along treats and such to interact with the dogs while making sure the owners received all the information necessary to make their decision.

“Every day I was at the shelter, I gave the dog treats and made sure to practice his commands. When I would see his owner, I’d give him an update.”

- SGT. RUSSELL ONKKA
Senior Animal Control Officer



A while back, OC Animal Care’s Animal Control Field Services received a call about an abandoned dog outside a Jack in the Box. When Sgt. Onkka arrived, the dog looked well cared for. It turned out his owner, who was experiencing homelessness, was inside meeting with an outreach group. With the owner’s permission Sgt. Onkka took the dog back to OC Animal Care.



Bradeine Trinque holds her cat, Baby, at Bridges at Kraemer Place, which accepts pets on a case-by-case basis. Sgt. Russell Onkka of OC Animal Care's Animal Control has worked with clients at Bridges to provide services to their pets. Photo courtesy of CEO Communications.

Sgt. Onkka is proud of the success stories like the couple who went to a sober living facility and turned things around. They came down in August and picked up their two dogs.

While many assume Animal Control officers are the bad guys trying to take pets away, Sgt. Onkka and the rest of the OC Animal Care team are only interested in doing what's best for the animals they encounter, whether it's handling rattlesnakes, rescuing ducklings from drains, or temporarily boarding a pet while its owner takes steps to secure housing.

Sgt. Onkka understands that for those experiencing homelessness it can be hard to let go of a companion who never judges you, especially when it feels like society has rejected you. But in the long run, a little time apart can enable both the owner and the pet to get the help they need to improve their situation and be reunited.

"When you have nothing else, an animal is unconditional love," Sgt. Onkka said.

***If you see an animal
who needs assistance,
call Animal Control at
714-935-6848.***

***State you are calling
about a welfare check and
include information about the
animal's condition.***



PROVIDING SERVICES TO CLIENTS WHERE THEY ARE

(LEFT) - Social Services Agency (SSA) staff work inside the Mobile Response Vehicle, a converted recreational vehicle that can be stationed in remote locations to provide clients on-the-spot connections to assistance programs. Photo courtesy of Social Services Agency.

For Social Services Agency (SSA) employees, connecting those in need with services is part of their everyday jobs. Even so, the County's efforts beginning in early 2018 to assist homeless individuals were exceptional – with SSA employees tirelessly working around the clock to assist people along the Flood Control Channel (FCC), in motels and in shelters.

On February 14, SSA staff received a request to station the Mobile Response Vehicle (MRV) along the FCC to support outreach and engagement efforts led by the Health Care Agency (HCA). Using the MRV, which is essentially a converted recreational vehicle, more than 30 SSA staff members worked along the FCC to help people apply for critical assistance programs such as Medi-Cal, CalFresh, CalWORKs and General Relief.

“We deployed the Mobile Response Vehicle team the very next day,” said Tawnya Reveles, Regional Manager of the Central Regional Office for SSA. “We worked toward a common goal of ensuring everybody from the FCC was placed in some sort of shelter, and our role in that was identifying what services the individuals needed, whether that was a General Relief payment, food stamps, Medi-Cal, a copy of their Electronic Benefits Transfer (EBT) card or whatever it was.”

While the MRV was stationed along the FCC, SSA staff set up in the early morning and assisted people beginning around 8 a.m. and continuing for as long as the need was there each day. Through close coordination with HCA, SSA staff stationed the MRV in a different location each day to be as close as possible to potential clients. In addition to offering connections to SSA

assistance programs, the MRV served a new purpose along the FCC: providing County-issued IDs printed by OC Public Works.

“It was all about just making things work to get the job done,” Tawnya said. “We were out there every single day for 10 days, and there was never one complaint. I even had people saying, ‘Oh, it’s my flex day, but I’ll still come in,’ and ‘Sign me up for this weekend,’ and ‘You need me to stay late? I’ll definitely do that.’ It was an amazing show of support from staff; they wanted to do this.”

The MRV team assisted 60 to 80 people each day the vehicle was stationed along the FCC and processed hundreds of applications. The most touching encounters for staff, according to Tawnya, were the instances in which SSA helped track down identification for homeless individuals so they could apply for much-needed services.

“Through the MRV being stationed along the FCC, we were able to assist members of the population that had been living without any form of identification for many years. The County helped them get a tangible proof of their identity again and helped connect them to services so they could start to reconnect with

society,” Tawnya said.

There was one client Tawnya remembers clearly: a young man who was in his early 20s and had just moved to Orange County from another state. An SSA eligibility technician (ET) was trying to help him, but the young man had no identification documents – not an ID or birth certificate. In order to be placed by HCA, he was required to show proof of identification.

The young man left the MRV that day, but the next day the ET came back to the MRV determined to take care of him. The ET saw the young man at the MRV later that day and was able to work with other County partners to locate an ID for the young man, to help him obtain an EBT card and Medi-Cal benefits.

“He was placed in a motel, and I remember the ET feeling so overwhelmed with emotion, saying, ‘We did it, we took care of this one person,’” Tawnya said.

Once everyone had relocated from the FCC, SSA was called upon to offer services to the individuals who had been connected with 30-day motel shelter.

hour shifts, 24 hours a day, from March 23 through April 8 – working there a total of nearly 700 hours.

“We received a phone call asking for volunteers at 11 a.m. on a Friday, and by 2 p.m. that same day we had volunteers lined up. Not only did we get volunteers for that day, but we also had enough volunteers step up to work the whole week,” said Lorraine Daniel, Deputy Division Director of SSA’s Family Self-Sufficiency & Adult Services division. “We had so many SSA employees ask to volunteer that we just couldn’t select everyone.”

SSA workers at SAFEPlace by WISEPlace performed a variety of tasks involved in running the shelter, including setting up bedding, washing clothes, serving food, sorting donations and putting care packages together.

“SSA staff stepped in and did whatever was needed to get the job done,” Lorraine said. “Not all of us at SSA see interactions with clients every day, and staff working at the shelter liked seeing first-hand the

“Through the MRV being stationed along the FCC, we were able to assist members of the population that had been living without any form of identification for many years. The County helped them ... start to reconnect with society,” ...”

- TAWNIA REVELES

Regional Manager of the Central Regional Office



SSA staff worked closely with HCA employees every day for about three weeks to visit each of the nearly 700 individuals in motel rooms to offer connections to services and assistance programs.

In addition to assisting individuals who had lived along the FCC, SSA employees also served as temporary emergency staff to operate the SAFEPlace by WISEPlace shelter for women. While OC Community Resources worked with WISEPlace to create and finalize a contract for the shelter’s operation, there weren’t enough contracted staff to operate the shelter. To accommodate clients in need of shelter at that time, SSA employees stepped up to staff the shelter in eight-

difference they were making.”

For Stacy Lee, Program Manager for SSA’s In-Home Supportive Services (IHSS) program, her team’s involvement in efforts to address homelessness ramped up in July 2018, when social workers visited the Baymont Inn & Suites to enroll eligible clients into the IHSS program. The IHSS team expedited the process to establish 27 people as clients within around a week, when state regulations allow up to 45 days to process an application. Through the IHSS program, the clients could have the necessary support systems in place to successfully transition into other permanent locations.

As SSA employees like Stacy look back on the



The Mobile Response vehicle was deployed along the Flood Control Channel during the County's focused efforts there, assisting about 60 to 80 individuals each day. Photo courtesy of Social Services Agency.

efforts their department has supported since February 2018, one lesson learned is the importance of believing that anything can be accomplished.

“Start from a place of ‘yes,’” Stacy said. “You can always find a way. You just have to step back and say, ‘Here’s the problem. Let’s assume we can do this. How are we going to make this work?’”

That attitude is evidenced among SSA employees today, with staff working in offices across the county

otherwise have little accessibility to services.

While many SSA employees are especially well-equipped and passionate when it comes to serving those in need, addressing homelessness is an effort that all County employees – and all Orange County residents – can and should take part in.

“One of my social workers felt like she had nothing to offer when it came to the homelessness issue, but we saw through her work at the Baymont that she really



“Start from a place of ‘yes.’ You can always find a way. You just have to step back and say, ‘Here’s the problem. Let’s assume we can do this. How are we going to make this work?’”

- STACY LEE

Program Manager for SSA's In-Home Supportive Services program

and with the MRV team deploying staff to Bridges at Kraemer Place and deploying the MRV to the Courtyard Transitional Center on a regular basis. As of October 2018, SSA staff has also been working at the Family Assistance Ministries food distribution center in San Clemente, offering assistance to clients there who

did. She had compassion for the people she assisted and the willingness to help wherever she could,” Stacy said. “I think everybody in this agency and everybody in the county has an ability to help in some way, and I think everyone needs to say ‘I can make a difference. Let me find out where I can help.’”



Orange County Sheriff's Deputies and Probation Officers worked together along the Flood Control Channel to establish and maintain public safety. Photo courtesy of OC Probation.

PARTNERING TO PROMOTE PUBLIC SAFETY

A critical element throughout the Flood Control Channel (FCC) project was establishing and maintaining public safety. These important functions were performed by not only the Sheriff's Department and surrounding jurisdictions' police departments, but also by OC Probation.

Deputy Probation Officers worked with OC Sheriff's Department (OCSD) Deputies patrolling along the Flood Control Channel beginning in September 2017. When the project along the FCC began in earnest in late January 2018, Deputy Probation Officers were already accustomed to working with OCSD Deputies, and both departments engaged individuals encamped

in the area to let them know about available resources and the upcoming trail closure.

"Probation was side-by-side with the Sheriff's Department from the beginning," said Deputy Probation Officer II (DPO) Kelly McCleary, who worked shifts along the SAR.

During the County's efforts along the FCC, 12 Deputy Probation Officers were assigned to the project on a given day and accompanied OCSD Deputies patrolling the area. OC Probation personnel could look up individuals' probation status and share that valuable information with OCSD Deputies on the spot.

"If people said they were on probation, we made



sure they were in good status with their probation officers. If they were not, they were arrested,” DPO McCleary said. “We also assisted searches and the transportation of those arrested with the Sheriffs.”

While Deputy Probation Officers devoted much of their time along the FCC addressing an existing criminal element, many individuals encamped along the FCC had positive interactions with OC Probation personnel and expressed appreciation for their efforts.

“By OC Probation and the Sheriff’s Department being out there to address the criminal element, it appeared to have made people contacted along the FCC feel safe and that the Officers assigned to FCC were also there to help,” DPO McCleary said.

Around mid-February 2018, the focus of efforts along the FCC shifted to Health Care Agency (HCA) outreach and engagement, and Deputy Probation Officers continued to work along the FCC to maintain safety.

“We accompanied HCA workers through the encampments that would not have been safe otherwise,” DPO McCleary said.

By late February 2018, all the individuals who had been encamped along the FCC had been offered connections to resources, and no encampments remained along the trail. Although OC Probation no

longer needed to patrol that area, there were other areas across Orange County where Deputy Probation Officers could apply lessons they learned along the FCC.

OC Probation now has 13 dedicated Deputy Probation Officers assigned to the Coordinated Homeless Assessment and Response Teams (CHART) conducting outreach and engagement across the County on an ongoing basis.

“During the efforts along the Flood Control Channel, we learned to work closely with our fellow departments like HCA and the Sheriff’s Department,” DPO McCleary said. In addition to looking up probation status and warrant information, DPO McCleary now sees her role as one part of a coordinated,

“Probation was side-by-side with the Sheriff’s Department from the beginning.”

- KELLY MCCLEARY
Deputy Probation Officer II

comprehensive effort to address homeless individuals’ needs. “We do the same thing as we did along the FCC: We provide services and offer people any resources the County has available for them.”



MORE THAN JUST **COURT APPEARANCES**

(LEFT) - Judge David O. Carter, center, leads a group of County officials on a walk along the Flood Control Channel (FCC). The County Counsel team frequently met with him on the Santa Ana River Trail or in the Angels Stadium parking lot during the FCC project. Photo courtesy of County Counsel.

A young woman sits on the Flood Control Channel (FCC) with her pit bull and possessions, frozen, unable to decide her next step. Her boyfriend flits around the area. She's apprehensive because they've had an altercation.

An OC Health Care Agency (HCA) outreach worker — one of the Blue Shirts — asks her what her plan is. She doesn't respond.

County Counsel Leon J. Page sits with her, offering to help with her suitcase.

"If I get a van, will you let me put your suitcase in it?" he asks. Likely because she feels safe, she agrees.

"If I get a van, will you get in it? What if we find a place for your dog?" Leon asks. Eventually the woman agrees to connect to services that can help her get out of homelessness.

Attorneys working in the Office of County Counsel spent long days out on the FCC, starting with daily 7 a.m. meetings at the command post and ending often at 7:30 p.m. or later with case hearings with Judge David O. Carter on the river trail or in the Angels Stadium parking lot. Add in hearings frequently held on weekends and the team was always on, said Laura D. Knapp, Supervising Deputy County Counsel.

County Counsel served as legal advisor to County leaders and staff leading up to and during the FCC project. Once the County was faced with lawsuits, County Counsel attorneys served as liaisons between

the County and the attorneys whose clients were encamped along the FCC, sometimes jumping in to gently coax stubborn cases who were resistant to accepting services.

In late 2017, Leon anticipated that litigation would be a natural consequence of the FCC project. To prepare the County for litigation, Leon and his team worked with all the departments touched by homelessness to document the operational, environmental, public health, and public safety impacts of the FCC encampments.

County Counsel also needed to be mindful of a settlement agreement negotiated in a prior case, *Tammy Schuler et al. v. County of Orange*, that established protocols for the removal and storage of essential items owned by homeless persons, thereby avoiding unconstitutional seizures of property. The team later praised OC Public Works' Theodore Luckham and HCA'S Jason Austin, saying they were vital to the "arduous process of dealing with property, trash and waste."

To restore the FCC and river trail to its intended flood and recreational purposes, the County began by encouraging those living there to voluntarily leave. As part of this effort, in the fall of 2017, the Orange County Sheriff's Department increased its presence to address criminal activity.

Leon calls Capt. Puckett another hero of the project. "He would do whatever was needed as commander," he said, referring to Capt. Puckett's role in establishing



County Counsel Leon J. Page, center, and Marianne Van Riper, Senior Assistant County Counsel, bottom right, stand with OC Sheriff's Deputies and OC Health Care Agency Blue Shirts. The legal team served as liaison between County staff and opposing counsel on the Flood Control Channel project. Photo courtesy of County Counsel.

an Incident Command. Part of that need was making sure OCPW and HCA staff could do their jobs without fear.

The next notch up was OC Probation in late 2017 checking for probation violations out on the FCC.

When it seemed those left on the FCC weren't likely to leave voluntarily, Leon said the next response would have been to advise those remaining that they were subject to arrest for trespassing, a violation of Penal Code 602.

At that point, the opposing counsel asked the federal court to issue a temporary restraining order to keep the County from removing anyone encamped along the FCC. After initially denying the plaintiffs' application for a restraining order, Judge Carter ruled

the County would not be able to proceed with criminal law enforcement without a sufficient number of shelter beds.

In a Hall of Administration second floor conference room, County Counsel and other departments would come up with the first of many necessary solutions.

"We asked, 'What resources are available?'" Leon said. "Orange County is a tourist destination so there are lots of hotels that we can use."

With that, both sides agreed to provide 30 days of shelter to 450 individuals, who during their motel stay would also be assessed for mental health needs and then referred to services. Announcement of the parties' stipulation caused many who hadn't been in the FCC to show up expecting a "voucher" to a motel

(RIGHT) - Judge David O. Carter holds trash found along the Flood Control Channel. County Counsel made sure items removed from the FCC were handled in accordance with *Tammy Schuler et al. v. County of Orange* case. Photo courtesy County Counsel.



room, ballooning the number of those who received motel shelter to nearly 700.

“One nice thing about the stipulation is instead of disappearing, clients went to motels where they could continue to connect with services,” said Marianne Van Riper, Senior Assistant County Counsel.

County Counsel continued to field requests and complaints from those placed in the motels. Vanessa D. Atkins, Deputy County Counsel, answered 20-30 emails a day from opposing counsel. In one case, the opposing attorney asked the County to re-assess a woman housed at the Baymont Motel in Anaheim to help her get away from a threatening partner.

“She requalified for a program,” Laura explained. “While she was in the program, her partner was arrested. Now, she’s doing amazing.”

Kayla N. Watson, Deputy County Counsel, praised HCA Outreach & Engagement staff for its patience. “They knew the population so well, right down to their pets’ names.”

Senior Deputy County Counsel Massoud Shamel said the solution wasn’t just about finding shelter. “It’s about the services provided. We’re reviewing laws, accommodating requests, really finding solutions to everybody’s needs.”

Interacting with the individuals experiencing homelessness along the FCC was an eye-opening experience.

Leon said, “Homelessness is not an easy problem to fix. Each homeless person has their own unique story and their own unique solution, and they all have a right of self-determination. It’s their decision to accept services or not.”

“We all had ideas about the homelessness population,” Laura added. “But in reality, that was very inaccurate. We got to know each person, their families. ... I walked away with a better understanding of the incredible challenge they all face.”

The team agreed the project highlighted how amazing the County is, with all County employees

regularly going above and beyond.

“I was blown away by all the effort,” Laura said. “I can’t even name all the staff who jumped in.”

Vanessa pointed to department heads like Dylan Wright, Director of OC Community Services, Susan Price, Director of Care Coordination, and CEO Frank Kim continuing to show up in court.

“One nice thing about the stipulation is instead of disappearing, clients went to motels where they could continue to connect with services.”

- MARIANNE VAN RIPER
Senior Assistant County Counsel



As of mid-November, the County is still working to reach a final settlement in the case. According to Leon, the principles outlined in a publicly-disclosed proposed settlement outline will “provide the County with a positive roadmap for engagement with homeless individuals while also preserving the amazing quality of life we enjoy in Orange County.”

JANUARY 30, 2018



MARCH 13, 2018



(LEFT) - OC Public Works drone imagery shows the stretch of the Santa Ana River Trail from Katella Avenue to Ball Road on January 30, 2018 (above) compared with March 13, 2018 (below). Photo courtesy of OC Public Works.

DELIVERING **solutions** through **LEADERSHIP** and **COORDINATION**

The County Executive Office (CEO) implements policy as directed by the Board of Supervisors and provides guidance and capacity for the County's 23 departments to implement solutions.

When it comes to the complex issue of homelessness in Orange County, the CEO's task is front and center, is extraordinarily complicated and requires strong collaboration across the County departments.

"The Board has devoted a tremendous amount of resources and has given us policy direction in terms of allocation of resources to address these challenges," CEO Frank Kim said, noting that it is his responsibility — and the responsibility of CEO divisions working in conjunction with Director of Care Coordination Susan Price — to ensure the Board's investments produce the intended results.

From the outset of the Flood Control Channel (FCC) efforts, it was clear that an interdepartmental approach would be needed. OC Public Works (OCPW) teams worked with Susan in 2017 to create encampment protocols to address circumstances like land jurisdiction authority, public notification of maintenance work in public spaces, and incorporating street outreach and law enforcement notifications if homeless persons were in the areas. Protocols for storing personal property and caring for animals were included, as the departments worked together to identify and remove barriers to individuals accepting services. All of these protocols were established to align the newly developed components of the System of Care with compassionate engagement of those experiencing homelessness.

In fall 2017, the interdepartmental coordination protocols were deployed on the nonpublic side of the FCC at West Oranewood Avenue, where OCPW performed flood control maintenance to store sand

used for erosion replenishment. This led to the FCC encampment on the other, public side of the channel, which has bike lanes and intersected with public right of ways.

Under the ensuing federal court injunction, OCPW, Health Care Agency (HCA), Social Services Agency and OC Sheriff's Department (OCSA) increased their collaboration to continue addressing this complex situation. OCSA led the FCC initiative, directing the Incident Command Structure, given the project's magnitude.

CEO Communications, the division that served as the communications lead for the project, coordinated public information for this high-profile process, which eventually put Orange County in the national news.

"The collaboration regarding communications was really important because everything else needed to be a collaborative effort," said Carrie Braun, former CEO Communications Public Information Manager and current OC Sheriff's Department Public Information Officer. "When there are so many different departments and agencies all working on the same thing, each one has their own focus. If each one just told their own piece of the story, it wouldn't have come together cohesively."

The CEO divisions' responsibility, oftentimes, was to remove barriers, increase capacity and make decisions about unconventional solutions when challenges rose above the department level. For example, when HCA raised the issue of transporting homeless individuals to motels, Frank coordinated directly with OCTA to arrange shuttle services. However, Frank is quick to note that most issues were resolved at the staff level.

"I think we can attribute the successes during this project to the dedication of County staff; it wasn't just me that solved problems," Frank said. "At every



Director of Care Coordination Susan Price is interviewed by reporter Jill Replogle along the Flood Control Channel. Photo courtesy of Office of Care Coordination.

County’s efforts while overcoming changing dynamics. She facilitated significant partnerships and leveraged discussions in Court to generate regional capacity and investments to improve the overall response to homelessness.

“I was trying to evaluate the system as well as the needs of the individuals I was interacting with along the way, and how those were going to line up after the project. Building the early stages of the System of Care while clearing an encampment with nearly 700 people was a daunting task that required all hands on deck. The County teams were extraordinary. Our nonprofit partners also stepped up in huge ways to meet the sheltering needs of those exiting the motels,” Susan said.

“The County demonstrated in a short period of time what was possible,” she added. “Our unsheltered population was 2,584 when we last counted in January 2017, and more than 1,100 people were clinically assessed through our behavioral health teams during this project (at the FCC and Plaza of the Flags). About half of that population made a decision to access a voluntary resource, which is an impressive yield that challenged the perception of service resistance.”

The success of HCA’s Outreach and Engagement teams, which the Board expanded just prior to the project, has likely cemented their roles in the System of Care. Law enforcement, both OCSD and municipal, have expanded teams specializing in homelessness response, behavioral health and compassionate linkages from street outreach to care. The coordinated

individual level, every individual staff person that was out there working had their own problems every day and they were solving them on their own.”

Throughout the FCC efforts what most impressed Frank was the commitment of County employees.

“It’s inspirational to see County staff working so hard, devoting long hours in very difficult conditions. I was out there 10-12 hours a day with them, and I never heard anyone complain,” Frank said. “It’s really heartwarming to see the level of dedication from all of

“It’s inspirational to see County staff working so hard, devoting long hours in very difficult conditions ... It’s really heartwarming to see the level of dedication from all of our department staff, and I can’t thank them enough.”

- FRANK KIM

County Executive Officer



our department staff, and I can’t thank them enough.”

He also pointed to Susan for her critical role leading up to, during and after the FCC project.

“All the efforts made in this project were under direct coordination from Susan,” Frank said. “Without Susan’s ongoing and incredible depth of knowledge in regard to homelessness issues and project management, we would not have the same outcome in the Flood Control Channel.”

That knowledge is reflected in the way the Office of Care Coordination continually engages stakeholders across Orange County to coordinate resources in order to prevent and address homelessness. During the FCC project, Susan assisted with day-to-day operations and provided guidance along the way to expedite the

efforts are expanding to respond effectively across the County.

Susan emphasizes that successful engagement and assistance also came from partnerships with a variety of stakeholders, including

nonprofits.

Just a few of the County’s many nonprofit partners include City Net, which conducted engagement with the County along the FCC; the Midnight Mission, which operates the Courtyard Transitional Center and accommodated many individuals from the FCC; Mercy House, which operates Bridges at Kraemer Place and also accommodated individuals from the FCC; WISEPlace, which accommodates women in its SAFEPlace shelter for women; American Family Housing, which accommodates couples; and Illumination Foundation, which provides supportive housing services.

Addressing homelessness requires partnership with every sector — from the 34 cities in Orange County to health care and law enforcement to nonprofit and



During the Flood Control Channel project, Director of Care Coordination Susan Price assisted with day-to-day operations and provided guidance along the way to expedite the County's efforts while overcoming changing dynamics. Photo courtesy of OC Community Resources.

faith-based organizations. Regional Service Planning Area meetings have become the forum for updates on building out the System of Care, working with cities to implement regionally focused initiatives and gathering feedback from each sector on gaps, needs and priorities. The Commission to End Homelessness, seated in November 2018, represents this cross-sector engagement of countywide leadership, and will ensure that development of the System of Care is strategic and effective in promoting broad community partnership to improve the overall response to homelessness well into the future.

Every jurisdiction operates within the context of a complex political climate where perceptions often drive legislative activity, which is why data and community education are so critical. The FCC project contributed to shifting the narrative in Orange County, where cities are now working with the County toward solutions, both short and long term.

Susan gives credit to the County's Board of Supervisors for their leadership and courage in tackling this challenging policy matter.

"The Board of Supervisors has demonstrated the commitment to drive this effort, to apply resources and promote the regional leadership to turn this corner. Many attribute some of the countywide progress to the Court's Judge David Carter. He has definitely adopted the regional Service Planning Area concept, in an effort to inspire the cities to contribute emergency shelter beds to mitigate the crisis of street homelessness. There has also been some leveraging across cities to ensure neighboring cities have 'skin in the game,'" Susan said.

As the System of Care continues forming, it will

include improved regional street outreach, expanded shelter capacity, bed reservation from outreach to shelter, and public-private partnerships to create 2,700 permanent supportive housing units under the Housing Finance Trust, a partnership with the Association of California Cities – Orange County, 34 cities, the County and private sector stakeholders. The Coordinated Entry System will ensure that resource investments in cities will be targeted to meet local priorities, serving residents who have been homeless the longest in Orange County. Employment programs

"The County teams were extraordinary. Our nonprofit partners also stepped up in huge ways to meet the sheltering needs of those exiting the motels."

- SUSAN PRICE
Director of Care Coordination



and a landlord incentive program will reduce barriers to self-sufficiency for those working hard to exit homelessness.

Community engagement has increased noticeably, with contributions coming from every sector of the county with more people supporting action to get involved. The momentum in Orange County is high, and in the past year with this big effort accomplished, the narrative is shifting to a greater emphasis on contributions, investments and solutions that improve the quality of life for all in Orange County.

"Throughout the year and because of this project's success, hearts and minds are shifting across Orange County," Susan said. "The momentum and progress continues, and the County looks forward to 2019 being another productive year in our efforts to build an effective and responsive System of Care."



Whole Person • United Communities

ONE COUNTY

The County is so proud of all that staff has achieved since late January 2018, but this is just one phase of a work in progress. Your help in the months and years to come will continue to be invaluable.

Cities like Anaheim, Buena Park, Costa Mesa, Santa Ana and Tustin are working toward creating more shelter for those experiencing homelessness. The County is working with organizations like United Way to implement programs such as the Landlord Incentive, which removes financial barriers for landlords who make units available to rent to homeless individuals in the County's housing programs. And we encourage you to tell your friends and family about ways they can get involved to help some of our county's most vulnerable residents regain dignity and hope by volunteering at County programs like Operation Santa Claus, and the Orangewood Children and Family Center. You can volunteer in the January 2019 Point In Time count, whether you're out in the field surveying those who are unsheltered or providing support at the deployment centers. You can also donate money or items like shampoo and conditioner, or a new suitcase to help transport belongings through the County's partner organizations. Every little bit adds up to helping our neighbors who are experiencing homelessness in Orange County.

“At community meetings I always ask, ‘How many of you are impacted by homelessness?’ and 100 percent of people raise their hands,” said Care Coordination Director Susan Price. “How many of them are actively contributing to the solution? At the end of the day, the more people that raise their hands as being part of the solution, the closer we'll be to ending homelessness.” There is an opportunity for everyone to contribute in this work.

To find a way you can get involved or just to get more information on homelessness in Orange County, visit https://cms.ocgov.com/gov/occr/occs/hcd/homeless/shelter_programs/default.asp.

CAREER PAGES

AVAILABLE JOB OPPORTUNITIES
AT THE COUNTY OF ORANGE

See below for this month's highlighted career opportunities with the County. Please check out the County's website at www.ocgov.com/jobs for details on all current opportunities or follow us on social media.



Dates included below refer to closing deadlines as of publication date. Please refer to the job announcement for specific details.

OPPORTUNITY AWAITS

Don't miss these career opportunities

OPEN NOW

Learning Management System Administrator (Staff Development Specialist) – ASAP

Sheriff's Correctional Services Assistant Trainee – ASAP

Sheriff's Community Services Officer – ASAP

Assistant Emergency Manager (Administrative Manager I) – ASAP

Mental Health Specialist – ASAP

Communications Installer – ASAP

Recruiter – ASAP

Plumber (Steamfitter / Pipefitter) – ASAP

Safety and Training Officer – ASAP

Behavioral Health Clinician I – ASAP

Behavioral Health Clinician II – ASAP

Equipment Operator – ASAP

Correctional Services Technician – ASAP

Environmental Control Systems Specialist II – ASAP

Senior Disease Intervention Specialist – ASAP

Facilities Mechanic Lead Worker (Night Shift) – ASAP

Fleet Technician II (Fleet Fabricator) – ASAP

PROMOTIONAL

Public Assistance Investigator Trainee – 12/10/18

Sheriff's Special Officer I - ASAP

Be sure to check the website often for any career opportunities that may be listed!

2018 SERVICE AWARDS

Recognizing our long-serving employees and their years of dedication to the County of Orange

To view the December list in its entirety, which also includes recipients of 5-, 10-, 15-year Service Awards, please click [here](#).

40 YEARS

SOCIAL SERVICES AGENCY
DIXON, STEVEN W

35 YEARS

SHERIFF-CORONER
DOWLING, ELAYNE N

SOCIAL SERVICES AGENCY
ARROYO, CECILIA M
RANGEL, RAMONA G

30 YEARS

COUNTY EXECUTIVE OFFICE
PRADO, FRANK R

HEALTH CARE AGENCY
GROGAN, TIMOTHY C
HORTON, GLORIA
SOLARTE, BRANDI M
STRICKLAND, RUTH E
WOHKITTEL, NORMAN P

OC PUBLIC WORKS
JAIME, ARTEMIO

SHERIFF-CORONER
AGUILAR, MIGUEL
CASTRO, DENISE
SENRANS, GEORGE

SOCIAL SERVICES AGENCY
BARKER, MARGENE L
BARRETT, MARY
CLEVERINGA, WES J
FOROUGH, HOSSEIN
NGUYEN, PHUC T
PAULSEN SMITH, LAURIE A
PEREZ, SHERENE L
PHAM, KIM T
SALAS, CHRISTINE C

TREASURER-TAX COLLECTOR
DOBBINS, MELISSA M

25 YEARS

CHILD SUPPORT SERVICES
MARROQUIN, MARION R
SANTILLAN, ANNETTE Y

DISTRICT ATTORNEY
MOLFETTA, ELIZABETH M
MURPHY, MATTHEW D
OLIVIERI, REBECCA L
WAGNER, DANIEL V

HEALTH CARE AGENCY
GUTIERREZ, MARIO M
VIRAMONTES, ESTHER V

PROBATION
ORTEGA, MICHAEL G

SHERIFF-CORONER
BARBOUR, JOHN W
BEELER, DAVID M
GAUL, WILLIAM J
LUTZ, EDWARD J
QUEROL, KENNETH L
RAMOS, ARCADIO J
SCOTT-MOODY, JOYCE
TANGARD, SHAWN A
WADE, KEVIN M
ZAMORA, RICARDO

SOCIAL SERVICES AGENCY
INFANTE, SIRENIA
LAZENBY, EILEEN
ROBLES, GUADALUPE C
TOVAR, LISA M
WEISS, JEFFREY J

20 YEARS

AUDITOR-CONTROLLER
LAW, PHOEBE

CHILD SUPPORT SERVICES
BENAK, PRIHARUMALINAH
LYDON, MELINDA K

COUNTY EXECUTIVE OFFICE
FLOREZ, SANDRA M
LOMELI, AIDA L

DISTRICT ATTORNEY
BLAY, STEPHANIE M
CARRILLO, LYDIA
HERNANDEZ, MONICA
RIVERA, LOURDES
ROSS, STEPHANIE L

HEALTH CARE AGENCY
BISHOP, PAULA R
FINKE, IRENE C
GUZMAN, GARY J
NGUYEN, THANH B
NGUYEN, THU-THUY T
TOWNES, DEBORAH L

OC COMMUNITY RESOURCES
ARTZNER, LORI F
CONDON, HEATHER R

OC PUBLIC WORKS
HARRIS, LISA L

OC WASTE & RECYCLING
DELGADO, ADOLFO
GUTIERREZ, ALBERTO

PROBATION
APODACA-FLORES, JANET M
ESPINOZA, ARMANDO R
GANN, DORINDA M
LOPEZ, CARLA M
MARTINEZ, TAMMY Y
MENDOZA, CLEMENTE J
SARGEANT, SEAN P
SLATER, JAY R
WHALEY, KENDALL D

PUBLIC DEFENDER
REESE, CHRISTINE L
SALVONI, BETTY

SHERIFF-CORONER
ARCINIEGA, JUAN C
BLOOM, MELONIE J
BRADY, AARON A
CHAVEZ, JERRY
ESPINOZA, LUIS A
FRANKLIN, KEITH S
GILBERT, RYAN R
KILTZ, TAMI J
NUNEZ, NOHEMI
OSTROW, RICHARD D
REYES, RONALD T
TUNSTALL, SETH J
VOLKEL, CHARLES E

SOCIAL SERVICES AGENCY
ANDERSON, KATHLEEN C
BINETTE, CHARLES E
DAAG, AILEEN MICHELLE D
EASTON, SHANDAREA K
ELYASZADEH, AZAM
ESQUIVEL, ABEL
GUZMAN, GABRIEL
MENDEZ, JOSE J
PAEZ, ROSANNE M
RYCHLIK, AMY M
SANCHEZ DE TAGLE, MAUREEN
SANTILLAN, ADRIAN
SMYTH, CHERYL K
TORRES, FREDY
TRAN, AN D
TU, FRANCES S
VILLEGAS, JAVIER S

If you would like to have your name not printed in the Service Awards section, email CEOcom@ocgov.com. If you believe there has been an error or omission in reporting your years of service, please email Aida.Lomeli@ocgov.com.

DECEMBER 2018

Check out these County events scheduled for December and for details on these and other events, visit the [OC Events](#) Calendar online!

						1
2	3	4	5	6	JWA Volunteer Recognition Luncheon <i>John Wayne Airport</i>	8
9	10	11	12	13	14	15
16	Mental Health Steering Committee <i>Health Care Agency</i>	18	19	20	21	22
23/30	24/31	25	26	27	28	29

COUNTY OF ORANGE MISSION STATEMENT

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.



THANK YOU FOR READING

COUNTY CONNECTION

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COUNTY CONNECTION is distributed monthly by the County Executive Office and is published by CEO Communications. Call 714-834-2053 or email ceocom@ocgov.com with any suggestions and comments.