



AGENDA STAFF REPORT

Control: 26001704

MEETING DATE: 09/29/2026
LEGAL ENTITY TAKING ACTION: Board of Supervisors
BOARD OF SUPERVISORS DISTRICT(S): All Districts
SUBMITTING AGENCY/DEPARTMENT: County Executive Office
DEPARTMENT CONTACT PERSON(S): Douglas Becht, 714-834-2323
Zulima Lundy, 714-834-6805

SUBJECT: Approve Model Contract for Emergency Shelter Operations and Services

CEO CONCUR

COUNTY COUNSEL REVIEW

CLERK OF THE BOARD

Concur

No Legal Objection

DISCUSSION

3 Votes Board Majority

Budgeted: Yes

Current Year Cost: \$830,000

Annual Cost: FY 2027-28

\$1,962,246

Staffing Impact: No

Sole Source: No

Current Fiscal Year

Funding Source: See Financial Impact

County Audit in Last 3

Revenue: N/A

Section

years: No

Levine Act Review

Completed? Yes

Prior Board Action: N/A

RECOMMENDED ACTION(S):

1. Select and approve Respondents from the Solicitation Results list in Attachment C resulting from Request for Proposal No. 017-2968501-EA for Emergency Shelter Operations and Services for Individuals, Families, Survivors and Transitional Age Youth in order of highest to lowest score for all program components.
2. Approve Model Contract for Emergency Shelter Operations and Services for Individuals, Families, Survivors and Transitional Age Youth.
3. Authorize the County Procurement Officer, or their Deputized designee, to negotiate and execute Contracts for Emergency Operations and Services for Individuals, Families, and Survivors until funding is exhausted, upon County Counsel approval to form, the approved Contracts without substantive changes with the Respondents selected by the Board of Supervisors, in an amount not to exceed \$1,919,680, for a term beginning January 1, 2027, through June 30, 2028, renewable for three additional one-year terms.
4. Authorize the County Procurement Officer, or their Deputized designee, to negotiate and execute Contracts for Emergency Operations and Services for Transitional Aged Youth until funding is

exhausted, upon County Counsel approval to form, the approved Contract(s) without substantive changes with the Respondent(s) selected by the Board of Supervisors, in an amount not to exceed \$872,566, for a term beginning January 1, 2027, through June 30, 2028, renewable for three additional one-year terms.

5. Pursuant to Contract Policy Manual Section 3.3-113, authorize the County Procurement Officer or Deputized designee to exercise a contingency contract cost increase, not to exceed a total of 10 percent of the Contract amount for the first year of the Contract, for the entire term of the Contract, including renewals, and within the scope of work set forth in the Contract. The use of this contingency cost interest is subject to approval requirements established by the County Procurement Officer.

SUMMARY:

Approval of the Model Contract for Emergency Shelter Operations and Services and authorization of the County Procurement Officer or their authorized designee to negotiate and execute the Contracts with the selected Respondents will provide individuals, families, survivors of domestic violence and transitional aged youth experiencing homelessness in Orange County access to emergency shelter programming and housing-focused case management.

BACKGROUND INFORMATION:

The Homeless Housing, Assistance and Prevention (HHAP) Program provides local jurisdictions with funds to support regional coordination, the development of a unified response to homelessness, and funding to continue the efforts to end homelessness through permanent housing and supportive services informed by best-practices. The County of Orange's (County) Office of Care Coordination, in collaboration with the Orange County Continuum of Care (CoC) Board, serves as the administrative entity for the HHAP Program for the Orange County CoC. The Office of Care Coordination also serves as the administrative entity for the HHAP Program for the County.

On October 22, 2025, the Orange County CoC Board approved the recommendation to issue a Request for Proposals (RFP) for Emergency Shelter Operations and Services to be funded with HHAP and/or other state funding. This recommendation included recommended rates per emergency shelter bed funded, along with expected supportive services and housing-focused case management activities that would support people experiencing homelessness in transitioning to permanent housing and increasing their income. The rate schedule outlines expected shelter services such as beds, meals, showers, Coordinated Entry System (CES) support and case management, and creates equity and consistency in funding models across programs.

On May 27, 2026, the Office of Care Coordination issued an RFP to seek qualified organizations to provide Emergency Shelter Operations and Services (ESOS) for Individuals, Families, Survivors of Domestic Violence (Survivors) and Transitional Aged Youth. The services solicited two program components:

- Program A - ESOS for Individuals, Families and Survivors
- Program B - ESOS for Transitional Age Youth

A total of nine proposals were received by the solicitation deadline of July 8, 2026. All nine proposals were deemed responsive.

The following is a breakdown of the number of responsive proposals submitted by program component:

- Program A - ESOS for Individuals, Families and Survivors: seven proposals
- Program B - ESOS for Transitional Age Youth: two proposals

Responsive proposals were evaluated utilizing the evaluation criteria listed below. A five-member panel with expertise in homeless service program administration and operational knowledge of emergency shelter programming evaluated the proposals. The panel was comprised of three external panelists and two internal County panelists.

Evaluation Criteria

Criteria	Weight
Respondent's Background, Qualifications & Experience	150
Program Design	200
Performance Objectives	100
Staffing	100
Facility	125
Compliance with the County Model Contract	25
Interview	200
Cost Proposal (scored administratively)	100
Total	1000

A Notice of Solicitation Results was issued on August 28, 2026; no protests were received.

Program A - ESOS for Individuals, Families and Survivors

Respondent	Score
Interval House	2589
Illumination Health + Home	2368
Pathways of Hope	2324
Mercy House Living Centers	2321
Family Promise of Orange County	2262
Homeless Intervention Services Orange County	2038
The Salvation Army	1862

Program B - ESOS for Transitional Age Youth

Respondent	Score
Covenant House California	2319
Friendship Shelter	2186

Scope of Services

The scope of services for the ESOS, as detailed in the Model Contract (Attachment A), will provide safe, temporary shelter services for the persons experiencing homelessness in general, or for specific segments of the homeless population with the goal to ensure a household's experience with homelessness is as brief as possible. ESOS will incorporate evidence-based approaches such as Motivational Interviewing, Progressive Engagement, trauma-informed care, harm reduction and risk management, to address barriers to housing and economic stability.

The ESOS Contracts will operate in accordance with the County of Orange Standards of Care for Emergency Shelter Providers, a comprehensive set of administrative, operational, and facility-based standards designed to support the quality and consistency of program operations, evidence-based participant services, core organizational/administrative functions, and facility design/operations.

The ESOS Model Contract includes the following activities at minimum:

- Intake and assessment to understand the history of participation in other homeless service assistance programs and collection of needed demographic information from participants.
- Housing-focused case management to support program participants with locating housing options that meet the participant's individual needs.
- Implementation of an Individualized Housing and Service Plan (IHSP) that incorporates participant goals, addresses specific needs and barriers to housing, focuses on identifying, securing and maintaining permanent housing, and tracks progress on established goals and milestones.
- Housing navigation services to support the participant in identifying available housing units and community resources, completing needed forms and applications for housing, as well as providing support through in-person or teleconference meetings relating to housing search and placements.
- CES Access Point to support participants in accessing the CES through the completion of an assessment and the collection of required documentation to verify length of homelessness, homelessness status and/or disabling condition.

The recommended Scope of Service outlined in the Model Contract is in alignment with the Shelter Pillar's best practices, guiding principles and commitment as detailed in the Homeless Service System Pillar Report as approved by the Commission to Address Homelessness.

Performance Objectives

The performance objectives for ESOS are detailed below:

- Maintain a bed occupancy/utilization of 90 percent or higher through the term of the Contract
- 90 percent of participants will be connected to the CES within 30 days of program enrollment
- At minimum, 20 percent of participants will exit to a permanent housing destination
- At minimum, 75 percent of participants will engage in the development of an IHSP during their program enrollment
- At minimum, 15 percent of participants will have a higher income than at program entry due to employment and or mainstream benefits

The Orange County Preference Policy is not applicable to these solicitation results. The appropriate due diligence has been conducted, and the Office of Care Coordination has verified that the Respondents are in good standing. An analysis was completed to verify the Model Contract provides County with people specially trained, experienced, expert and competent to perform the special services in accordance with the law.

The Office of Care Coordination requests that the Board of Supervisors approve the Model Contract, and authorize the County Procurement Office, or their Deputized designee, to negotiate and execute, until funding is exhausted, the approved Contracts with the Selected Respondents as referenced in the Recommended Actions above. Approval of these Contracts will support the County's effort to build a responsive System of Care that meets the needs of different segments of the homeless population seeking access to emergency shelter programs and in achieving housing and increased income.

FINANCIAL IMPACT:

Appropriations for this Contract are included in Budget Control 018 FY 2026-27 Budget and will be included in the budgeting process for future years.

The proposed funding sources are:

State: 100%

- Homeless Housing, Assistance Prevention allocation for the County (HHAP County 62%)
- Homeless Housing, Assistance Prevention allocation for the CoC (HHAP CoC 28%)
- State Emergency Solutions Grant (State ESG 11%)

The proposed Contract includes provisions allowing the County Executive Office (CEO) to terminate the Contract, reduce the level of services, and/or renegotiate the levels of services provided, as necessary. This includes a notice that allows CEO adequate time to transition or terminate services to clients, if necessary.

STAFFING IMPACT:

N/A

REVIEWING AGENCIES/DEPARTMENTS:

N/A

ATTACHMENTS:

Attachment A - Model Contract

Attachment B - Contract Summary Form

Attachment C - Notice of Solicitation Results