

ORANGE COUNTY
CONTINUUM OF CARE BOARD
MEETING
Wednesday, January 25, 2023
2:00 p.m. – 4:00 p.m.

Location:
County Administration South (CAS) Building
Conference Center
425 West Santa Ana Blvd. Room 104/106
Santa Ana, CA 92701-4599
[Click Here](#) for parking information.

AGENDA

Board Members

Nichole Gideon, Individual
Elida Sanchez, OC Department of Education
Eric Richardson, Volunteers of America
Nishtha Mohendra, Families Forward
Judson Brown, City of Santa Ana
Maricela Rios-Faust, Human Options [Chair]
Dr. Shauntina Sorrells, Orangewood Foundation
Christina Weckerly Ramirez, Health Care Agency
Jason Phillips, Individual

Kelly Bruno-Nelson, CalOptima Health
Dawn Price, Friendship Shelter
George Searcy, Jamboree Housing
Sandra Lozeau, City of Anaheim
Melanie McQueen, PATH
Robert “Santa Bob” Morse, Individual
Ami Rowland, Covenant House California
Becks Heyhoe, OC United Way [Vice Chair]
Tim Shaw, Individual

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Call to Order – Maricela Rios-Faust, Chair

Board Member Roll Call – Becks Heyhoe, Vice Chair

Public Comments: Members of the public may address the Continuum of Care (CoC) Board on items listed within this agenda or matters not appearing on the agenda so long as the subject matter is within the jurisdiction of the CoC Board. Members of the public may address the CoC Board with public comments on agenda items in the business calendar after the CoC Board member discussion. Comments will be limited to three minutes. If there are more than five public speakers, this time will be reduced to two minutes.

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Board Member Comments: Members of the CoC Board may provide comments on matters not appearing on the agenda so long as the subject matter is within the jurisdiction of the CoC Board.

CONSENT CALENDAR

All matters are approved by one motion unless pulled by a Board Member for discussion or separate action. The CoC Board requests that only pertinent information be discussed during this time.

1. **Approve CoC Board Meeting Minutes from November 16, 2022**
2. **Approve CoC Board Meeting Minutes from December 21, 2022**
3. **Agencies and Jurisdictions Approved for Homeless Management Information System (HMIS) Access**
 - a. Receive and file list of agencies and jurisdictions approved for HMIS access from November 10, 2022, through January 20, 2023.

BUSINESS CALENDAR

1. **2023 CoC Board Appointments** – Zulima Lundy, Director of Operations, Office of Care Coordination
 - a. Elect CoC Board Officers for the upcoming term:
 - i. Appoint the Chair
 - ii. Appoint the Vice Chair
 - iii. Appoint the Secretary
 - b. Appoint CoC Committee Chairs to fill current vacancies:
 - i. Appoint CoC Board Vice Chair to Chair the Policies, Procedures and Standards (PPS) Committee
 - ii. Appoint Homeless or Formerly Homeless Individual Representative of the CoC Board to Chair the Lived Experience Advisory Committee
 - iii. Appoint a CoC Board Member to Chair the Service Provider Forum
 - c. Commission to End Homelessness
 - i. Recommend two CoC Board Members to the two CoC Representative seats for the Commission to End Homelessness
2. **CoC Committee Governance Charters Recommendations** – Zulima Lundy, Director of Operations, Office of Care Coordination
 - a. Approve new and revised CoC Committee Governance Charters to align with the CoC Board Leadership Vision, include commitment to racial equity efforts and incorporate CoC Committee Chairs' and Vice Chairs' feedback.
 - i. Approve Lived Experience Advisory Committee Governance Charter
 - ii. Approve Service Provider Forum Committee Governance Charter
 - iii. Approve Coordinated Entry System Steering Committee Governance Charter
 - iv. Approve Transitional Age Youth Collaborative Committee Governance Charter

- v. Approve revised Policies, Procedures and Standards Committee Governance Charter
 - vi. Approve revised Housing Opportunities Committee Governance Charter
 - vii. Approve Veterans Committee Governance Charter
3. **CalOptima Health’s HMIS Data Release Updated Request and Housing and Homelessness Incentive Program Update** – Zulima Lundy, Director of Operations, Office of Care Coordination and Danielle Cameron, Director of Program Development, CalAIM at CalOptima Health
 - a. Approve CalOptima Health’s HMIS data updated request to support CalOptima Health’s participation in the California Department of Health Care Services Housing and Homelessness Incentive Program.
 - b. Housing and Homelessness Incentive Program Notice of Funding Opportunity and update
 4. **CoC Board Calendar Year 2023 - 2025 Leadership Vision and Objectives** – Zulima Lundy, Director of Operations, Office of Care Coordination and CoC Vision Ad Hoc Membership
 - a. Adopt the CoC Board Calendar Year 2023 - 2025 Leadership Vision and Objectives.
 5. **OC Aging Services Collaborative HMIS Data Release Request**
 - a. Approve OC Aging Services Collaborative HMIS data request to support with a report on the current housing climate for older adults in the published Report on Aging in Orange County 2023.
 6. **Racial Equity Framework Update** – Felicia Boehringer, CoC Administrator, Office of Care Coordination
 - a. Update on Racial Equity Roadmap action planning, implementation and sustainability recommendations provided by C4 Innovations.
 7. **Orange County Homelessness Updates** – Zulima Lundy, Director of Operations, and Felicia Boehringer, CoC Administrator
 - a. System of Care Update
 - b. Continuum of Care Update
 8. **Next Meeting:** Wednesday, February 22, 2023, from 2:00 p.m. – 4:00 p.m.

ORANGE COUNTY
CONTINUUM OF CARE BOARD
MEETING
Wednesday, November 16, 2022
2:00 p.m. – 4:00 p.m.

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425 West Santa Ana Blvd. Room 104/106
Santa Ana, CA 92701-4599
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Board Members

Matt Bates, City Net [Secretary]
Judson Brown, City of Santa Ana
Donald Dermit, The Rock Church
Becks Heyhoe, OC United Way [Vice Chair]
Tim Houchen, Hope4Restoration
Patti Long, Mercy House
Nishtha Mohendra, Families Forward
Dawn Price, Friendship Shelter

Eric Richardson, Volunteers of America
Maricela Rios-Faust, Human Options [Chair]
Soledad Rivera, Families Together of OC
Elida Sanchez, OC Department of Education
Dr. Shauntina Sorrells, Orangewood Foundation
George Searcy, Jamboree Housing
Tim Shaw, Individual
Christina Weckerly Ramirez, Health Care Agency

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Call to Order – Maricela Rios-Faust, Chair

Chair Maricela Rios-Faust called the meeting to order at 2:04 p.m.

Board Member Roll Call – Becks Heyhoe, Vice Chair

Present: Judson Brown, Becks Heyhoe, Patti Long, Dawn Price, Eric Richardson, Maricela Rios-Faust, Soledad Rivera, Elida Sanchez, Dr. Shauntina Sorrells, Christina Weckerly Ramirez

Absent Excused: Matt Bates, Donald Dermit, Nishtha Mohendra, George Searcy

Absent: Tim Houchen

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- No public comments

Board Member Comments: Members of the CoC Board may provide comments on matters not appearing on the agenda so long as the subject matter is within the jurisdiction of the CoC Board.

- Vice Chair Becks Heyhoe shared that the third week of November is Hunger and Homelessness Awareness Week and thanked those who presented at the State of Homelessness Address hosted by United to End Homelessness. Vice Chair Becks Heyhoe also shared that the State of Homelessness Address is available on YouTube for anyone who would like to watch.

CONSENT CALENDAR

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1. **Approve CoC Board Meeting Minutes from October 26, 2022**
2. **HMIS Access Working Group: Agencies Approved for HMIS Access**

Judson Brown, Becks Heyhoe, Patti Long, Dawn Price, Eric Richardson, Maricela Rios-Faust, Soledad Rivera, Elida Sanchez, Dr. Shauntina Sorrells, and Christina Weckerly Ramirez voted yes to approve consent calendar. Item passed unanimously.

BUSINESS CALENDAR

1. **Fiscal Mapping Presentation and Overview** – Dusty Olson, U.S. Department of Housing and Urban Development (HUD) Technical Assistance Provider, Abt Associates

Dusty Olson presented two tools that HUD has made available to allow Continuum of Cares (CoCs) to process information and determine the best planning tool for the community. The first tool, Stella Modeling (Stella M), is an interactive tool to help communities conduct system modeling by calculating inventory and performance recommendations based on data inputs. Using data on homelessness, current inventory, and performance goals, Stella M calculates the inventory needed for an ideal homeless response system, guiding resource investment decisions to serve individuals and households experiencing homelessness needing assistance most effectively, efficiently, and equitably. Dusty Olson noted that the tool works best with stakeholder collaboration and encourages a diverse range of stakeholders, as well as

noting that Stella M is based on the development of an ideal system, therefore, those using the tool would have to work backwards to understand what is needed to achieve the ideal system. The second tool that Dusty Olson presented was the Rehousing and Coordinated Investment Planning Tool (RCIPT) which differs from Stella M because the RCIPT is a reality-based tool. This means it is impacted by the current dollars, expenditures, and focuses on the idea of the current dollars that a system has and what can be achieved.

CoC Board Member Comments:

- Vice Chair Becks Heyhoe inquired whether the resource inventory on the RCIPT included private funding.
- Dawn Price asked if the RCIPT can evaluate the one-time private funding for an ongoing basis. Additionally, Dawn Price inquired if the tools give insight on what programs or areas may have over investment.

2. CoC Nominating Committee Update – Zulima Lundy, Director of Operations, Office of Care Coordination, and CoC Nominating Committee Membership

Zulima Lundy gave brief background on the CoC Nominating Committee, which was approved by the CoC Board on the September 28, 2022. The CoC Nominating Committee was tasked with ensuring that the CoC Governance Charter is compliant with HUD and Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act regulations, reviewing and recommending changes to the CoC Governance Charter and facilitating the CoC Board election process for the expiring seats.

The CoC Nominating Committee met on three occasions and had robust discussion regarding the need for ensuring the most qualified nominees move through the CoC Board selection process. The CoC Nominating Committee reviewed the relevant sections of the CoC Governance Charter in detail and are recommending the proposed revisions. The proposed revisions were presented to the Policy, Procedures and Standards (PPS) Committee membership on Tuesday, November 7, 2022, who unanimously recommended to be presented to the CoC Board for approval.

Amended Recommended Action A: Approve the revisions to the Orange County CoC Governance Charter as recommended by the CoC Nominating Committee and approved by the PPS Committee and revise language regarding experience for the Homeless or Formerly Homeless Individual representative seat.

Recommended Action i: Assign Nikki Buckstead’s now vacant At Large Seat term with Homeless Service Expertise for Families to the new designated seat for the expertise on homeless services for families.

Recommended Action ii: Assign Dr. Shauntina Sorrells’s At Large Seat term with Homeless Service Expertise for Transitional Aged Youth (TAY) to the new designated seat for the expertise on homeless services for TAY.

Dawn Price motioned to approve the recommended actions a, i, and ii, and George Searcy seconded the motion. Judson Brown, Becks Heyhoe, Patti Long, Dawn Price, Eric Richardson, Maricela Rios-Faust, Soledad Rivera, Elida Sanchez, Dr. Shauntina Sorrells, and Christina Weckerly Ramirez voted yes. Motioned passed unanimously.

CoC Board Member Comment:

- Dr. Sorrells shared their concern regarding having the three-year experience requirement for the Homeless or Formerly Homeless Individual representative since that may potentially exclude TAY.

3. Homeless Housing, Assistance and Prevention (HHAP) – Zulima Lundy, Director of Operations, Office of Care Coordination

Zulima Lundy gave an update on HHAP funding. On November 3, 2022, the Office of Governor Gavin Newsom announced his intentions of withholding the remaining 80 percent of HHAP Round 3 funding to jurisdictions due to his dissatisfaction with the Local Homeless Action Plans each jurisdiction submitted through the application process. As of January 2022, the Office of Care Coordination had received the 20 percent allocation of HHAP Round 3 funds, which represents \$2.05 million for the CoC. The Orange County CoC has been proactive around the programming and spending of the HHAP funds, with nearly 60 percent of the entire HHAP Round 3 funds already committed, representing \$6 million.

The Office of Care Coordination is working to identify potential solutions that could support the ongoing provision of services and diminish and will continue to provide updates on this situation as more information becomes available. Additionally, the Office of Care Coordination has been in constant communication with local HHAP eligible jurisdictions to coordinate a response to the State, as they have also received similar communication.

CoC Board Member Comments:

- Judson Brown shared observations regarding the proposed budget and eligible activities, and encouraged the CoC Board to revisit those percentages to emphasize on housing as the solution to end homelessness. Additionally, Judson Brown suggested a summary of the HHAP funds to review the breakdown in percentages by eligible activity to have a deliberate conversation when determining HHAP Round 4 allocations.
- Dawn Price agreed regarding housing solutions and explained that the CoC does not know how all the funding fits together due to not having completed the in-depth fiscal mapping process yet.

4. CoC Response to the Orange County Grand Jury – Zulima Lundy, Director of Operations, Office of Care Coordination

Zulima Lundy gave background on the Orange County Grand Jury report. On June 23, 2022, the Orange County Grand Jury released a report entitled “How is Orange County Addressing Homelessness?” This report requested responses to findings and recommendations to the Orange County CoC Board. The Orange County CoC Board leadership worked to coordinate a response to the report. Approval of the recommended action will support the Orange County CoC Board in providing a response to the findings and recommendations on behalf of the Orange County CoC.

Amended Recommended Action: Approve the Orange County CoC Board draft response, in response to the Orange County Grand Jury report titled “How is Orange County Addressing Homelessness?” and update recommendations 1 and 2 to state that the findings are agreed upon.

Judson Brown motioned to approve the item. Dawn Price seconded the motion. Judson Brown, Becks Heyhoe, Patti Long, Dawn Price, Eric Richardson, Maricela Rios-Faust, Soledad Rivera, Elida Sanchez, Dr. Shauntina Sorrells, and Christina Weckerly Ramirez voted yes. Motion passed unanimously.

CoC Board Comments:

- Judson Brown shared that he did not agree with the drafted responses for recommendation #1 and #2 because it does not require further analysis.

- Dawn Price commented that she does think that some of the recommendations would require further analysis because funding is not always be the problem, noting there may be funding but people do not always apply.
- Eric Richardson asked if the draft responses could be revised.

5. **Orange County Homelessness Updates** – Zulima Lundy, Director of Operations, Office of Care Coordination and Felicia Boehringer, CoC Administrator

Item continued to the December 21, 2022, meeting.

6. **Next Meeting:** Wednesday, December 21, 2022, from 2:00 p.m. – 4:00 p.m.

ORANGE COUNTY
CONTINUUM OF CARE BOARD
MEETING
Wednesday, December 21, 2022
2:00 p.m. – 4:00 p.m.

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Call to Order – Maricela Rios-Faust, Chair

Chair Maricela Rios-Faust called the meeting to order at 2:07 p.m.

Board Member Roll Call – Felicia Boehringer, CoC Administrator

Present: Judson Brown, Becks Heyhoe, Patti Long, Dawn Price, Eric Richardson, Maricela Rios-Faust, Elida Sanchez, Dr. Shauntina Sorrells, George Searcy, Tim Shaw

Absent Excused: Matt Bates, Donald Dermit, Soledad Rivera, Elida Sanchez

Absent: Tim Houchen

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No public comments.

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- Zulima Lundy shared that Donald Dermit was not be able to make the meeting due to illness but thanked everyone on behalf of Donald Dermit for all that has been accomplished and for being part of the CoC Board.
- Chair Maricela Rios-Faust requested a moment of silence in recognition for The Longest Night to honor homelessness neighbors who have died this past year in Orange County without a permanent, safe, or secure place to call home.
- Tim Shaw thanked everyone for all the work that has been done throughout the years and asked that everyone be mindful that not everyone will be taking time off during the holidays.

CONSENT CALENDAR

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1. **Approve the 2023 CoC Board Meeting Calendar as recommended by the Office of Care Coordination.**

Nishtha Mohendra motioned to approve the Consent Calendar. Eric Richardson seconded the motion. The motion passed by unanimous consent.

BUSINESS CALENDAR

1. **CoC Board Recommendations** – Zulima Lundy, Director of Operations, Office of Care Coordination and CoC Nominating Committee Membership

Zulima Lundy provided an overview of the CoC Board nomination and election process, including CoC Board seats to be filled, and the timeline of the nomination and election process from October 2022 to present. The Orange County CoC has identified ten candidates to fill the CoC Board seat vacancies and has one seat vacancy.

CoC Board Member Comments:

- Dawn Price suggested the idea of shuffling board seats to fill the Family Representative seat.

Recommended Action: Ratify the results from the CoC Board election to appoint the following candidates to the available CoC Board seats.

- i. Judson Brown for the Public Housing Authority (PHA) Representative seat
- ii. Nichole Gideon for the Homeless or Formerly Homeless Individual Representative seat
- iii. Maricela Rios-Faust for the Domestic Violence Agency Representative seat
- iv. Christina Weckerly-Ramirez for the at-large seat representing Behavioral Health Expertise
- v. Jason Phillips for the at-large seat prioritizing Faith-Based Representation
- vi. Kelly Bruno-Nelson for the at-large seat representing Health Care Expertise
- vii. Sandra Lozeau to the at-large seat representing expertise on homeless services and/or subpopulation focus, prioritizing Black, Indigenous and People of Color (BIPOC) and LGBTQ.
- viii. Melanie McQueen to the at-large seat representing expertise on homeless services and/or subpopulation focus, prioritizing Diversion, People with Disabilities, Prevention, Rapid Rehousing and Older Adults
- ix. Robert “Santa Bob” Morse to the at-large seat representing expertise on homeless services and/or subpopulation focus, prioritizing Older Adults and People with Disabilities
- x. Ami Rowland to the at-large seat representing expertise on homeless services and/or subpopulation focus, prioritizing Prevention

Dr. Shauntina motioned to approve the Recommended Action. Tim Shaw seconded the motion. The motion passed by unanimous consent.

2. CalOptima Health’s Homeless Management Information System (HMIS) Data Updated Request – Zulima Lundy, Director of Operations, Office of Care Coordination

Zulima Lundy provided an overview of CalOptima Health’s HMIS Data Request included background information on the original request. On September 2022, the CoC Board approved an HMIS data request from CalOptima Health to receive regular and recurring monthly data downloads of all persons, including adults and children, within HMIS to allow for member matching with CalOptima Health enrollment data. The purpose of the original request is to track housing and homelessness status of members, of which reporting on will enable CalOptima Health to obtain critical incentive funds from California Department of Health Care Services (DHCS) that will support efforts to link persons to health and housing-related Community Supports, enhanced care management (ECM) and other relevant programs and services.

After reviewing the data already received and discussing with the Information Technology Services team, CalOptima Health determined that having the Social Security Number (SSN) is necessary to ensure matches with the greatest level of confidence. To maximize the earning potential for Housing and Homelessness Incentive Program (HHIP), the match needs to be accurate, or as close to accurate as possible. CalOptima Health previously noted that no individual level data will be shared publicly.

CoC Board Member Comments:

- Nishtha Mohendra asked for clarification regarding SSN and HMIS unique identifier number. Nishtha Mohendra also inquired on how other CoCs are navigating these data requests.
- Judson Brown noted that the four Public Housing Authorities (PHAs) are negotiating a Memorandum of Understanding (MOU) with CalOptima Health that will be finalized within the next few months and the PHAs have received a similar request of data. Judson Brown emphasized that the more ways that the CoC can integrate with CalOptima Health, the better it will be for individuals the CoC is serving.

- Chair Maricela Rios-Faust encouraged the CoC Board to consider different ways to provide this information and to consider how it would feel if they were in the client’s position and their information was being shared.
- Christina Weckerly-Ramirez shared an experience with how cross-matching was achieved in another program and commented that the minimum necessary standard is usually the best practice. Christina Weckerly-Ramirez commented that if the SSN is being requested to only cross reference clients, the minimum last four digits would be best.
- George Searcy inquired on the disclosure and consent forms that clients sign.
- Patti Long asked if the last four digitals of the SSN will sufficed for purpose as described in the data request.
- Tim Shaw commented that the CoC Board should consider the entity requesting the data information and whether there is trust in the entity. Tim Shaw stated that he supports the data request as is and did not feel comfortable proposing only the last four digitals of the SSN.
- Dawn Price shared that she believes that there is no harm in this data request because CalOptima Health is a Health Insurance Portability and Accountability Act (HIPAA) entity.

Recommended Action: Approve CalOptima Health’s HMIS data updated request to support CalOptima Health’s participation in the DHCS HHIP.

Eric Richardson motioned to approve the Recommended Action. Dawn Price seconded the motion. Judson Brown, Dawn Price, Eric Richardson, George Searcy, and Tim Shaw voted yes. Becks Heyhoe, Patti Long, Nishtha Mohendra, Maricela Rios-Faust, Dr. Shauntina Sorrells, and Christina Weckerly Ramirez voted no. Motion did not pass.

Amended Recommended Action: Approve CalOptima Health’s HMIS data request to only obtain the last four digits of SSN to support CalOptima Health’s participation in the DHCS HHIP.

Dawn Price motioned to approve the Amended Recommended Action. Vice Chair Becks Heyhoe seconded the motion. The motion passed by unanimous consent.

3. CoC Governance Charter Recommendations – Zulima Lundy, Director of Operations, Office of Care Coordination

Zulima Lundy provided an overview of the CoC Governance Charter recommendations and Veteran Committee Charter.

At the November 16, 2022, meeting, the CoC Board approved the initial recommended revisions of the CoC Board Governance Charter with the request to amend language regarding experience requirements for the Homeless or Formerly Homeless Individual representative seat. Following the November 16, 2022, meeting, the Office of Care Coordination incorporated additional revisions to the CoC Board Governance Charter, as discussed and recommended by the CoC Board. Additionally, the Office of Care Coordination noticed a minor revision needed for the timeline of the elections and has made an update to note the election period is held in December of each year, with candidates seated in January of the new year.

At the August 24, 2022, meeting, the CoC Board approved the establishment of a Veterans Committee focused on ending homelessness for veterans in Orange County with Eric Richardson being nominated to serve as the Committee Chair. Eric Richardson met with the Office of Care Coordination to create the Veterans Committee Governance Charter and finalize committee membership details.

CoC Board Member Comments:

- Christina Weckerly Ramirez commented that they did not see veterans' representation in the membership of the Veterans Committee Governance Charter.
- Nishtha Mohendra suggested a collaboration with Strong Families, Strong Children (SFSC) in the Veteran Committee Charter.
- George Searcy asked for clarification regarding the Veteran Committee's responsibilities as detailed in the Committee Governance Charter and recommended to revise the language to clarify that the committee is responsible for advising the CoC in Veterans matters.
- Vice Chair Becks Heyhoe commented that she did not see mention of functional zero for veteran homelessness in the Veterans Committee Governance Charter. She also spoke about the need to align this with the new vision for the CoC Board.
- Dawn Price suggested to add the functional zero language under "Purpose" section of the Veterans Committee Governance Charter to align with the CoC Vision.
- Tim Shaw commented that the functional zero language should be considered, but also be mindful on how other groups feel about the language.

Recommended Action A: Approve revised CoC Board Governance Charter.

Dr. Shauntina Sorrells motioned to approve the Recommended Action A. Nishtha Mohendra seconded the motion. The motion passed by unanimous consent.

Recommended Action B: Approve Veterans Committee Governance Charter

Item was continued to the January 2023 meeting of the CoC Board.

4. Orange County Homelessness Updates – Doug Becht, Director of Care Coordination and Felicia Boehringer, CoC Administrator, Office of Care Coordination

a. System of Care Updates – Doug Becht provided the following System of Care Updates:

- Commission to End Homelessness – The Orange County Commission to End Homelessness met on Wednesday, December 14, 2022, and welcomed new membership:
 - Hospital Representative – Christy Cornwall from Providence-Mission Hospital,
 - Business Representative – Monique Davis from Habitat for Humanity of OC,
 - Municipal Fire Representative – Chief Sean deMetropolis from the City of Orange Fire Department, and
 - Behavioral Health Representative – Richard Afafe from Be Well Orange County.
- 2023 Homelessness Survey – The Office of Care Coordination, in collaboration with the Commission to End Homelessness, will be conducting a 2023 Homelessness Survey for individuals experiencing unsheltered homelessness in Orange County. The 2023 Homelessness Survey will seek to gather information to gain a better understanding of the current population experiencing unsheltered homelessness, including barriers to services and types of services needed.
- Continuum of Care Manager Recruitment – Doug Becht shared that the Office of Care Coordination is currently in the process of reviewing candidates for the Continuum of Care Manager position. Doug Becht shared that the CoC Board leadership will be included in the recruitment process.
- 2022 Housing Funding Strategy Update – On December 20, 2022, OC Community Resources (OCCR) presented the 2022 Housing Funding Strategy Update at the Board of Supervisors meeting. The 2022 Housing Funding Strategy identifies an updated goal of producing 2,396 units of supportive housing by 2029 to meet the current needs based on the 2022 Point In Time (PIT). Doug

Becht shared that an OCCR representative will be invited to provide in-depth presentation at a future CoC Board Meeting.

b. Continuum of Care Updates – Felicia Boehringer provided the following CoC updates:

- 2023 Housing Inventory Count (HIC) and Sheltered PIT: The 2023 HIC and Sheltered PIT Count will start with training on January 19, 2023. Projects must participate whether or not they are participating in HMIS, therefore, agencies can start with completing data entry and data clean-up in HMIS. The Night of the Count will be on January 23, 2023.
- Orange County CoC Racial Equity Roadmap: The Office of Care Coordination contracted with C4 Innovations for the development of a Racial Equity Roadmap for the Orange County CoC, and it is to be completed in three phases. It is currently in Phase 3, which includes the finalizing and discussion on the implementation and sustainability aspects of the Racial Equity Roadmap Action Plan. The Office of Care Coordination plans to present on the Racial Equity Roadmap Action Plan and final report of recommendations provided by C4 Innovations at the January 2023 meeting of the CoC Board.
- Emergency Housing Vouchers (EHV) Update – The CoC has partnered with PHAs to distribute EHV's to assist individuals and families who are experiencing homelessness; at risk of homelessness; fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or human trafficking; or were recently homeless and for whom providing rental assistance will prevent the household's homelessness or having high risk of housing instability. It was mentioned that the deadline to lease up these vouchers has been extended into 2023 and the Office of Care Coordination would be in touch with involved Service Providers soon.
- Centering Clients in Homeless Data Collection – At the end of October 2022, the U.S. Department of Housing and Urban Development (HUD) announced proposed changes to the race, ethnicity, and gender identity data elements, and is inviting communities to join in the collaboration to improve the process. HUD will be accepting feedback through December 31, 2022. To submit feedback, use the [HUD Exchange AAQ portal](#) and select "HMIS: Homelessness Management Information System" for the "My question is related to:" prompt.
- HUD 2022 Annual Homeless Assessment Report (AHAR) Part 1 – On December 19, 2022, HUD released its 2022 AHAR Part 1 to Congress. HUD releases the AHAR to Congress in two parts. Part 1 provides PIT estimates, offering a snapshot of homelessness on a single night. Part 2 provides estimates of the scale of sheltered and unsheltered homelessness in the United States. More information can be found via the [2022 Annual Homeless Assessment Report Part 1 by the numbers fact sheet](#) and [summary](#).
- All In: The Federal Strategic Plan to Prevent and End Homelessness – On December 19, 2022, the Biden-Harris Administration released All In: The Federal Strategic Plan to Prevent and End Homelessness which set the goal to reduce homelessness 25 percent by 2025. The plan incorporates public input from more than 500 people who have experiencing homelessness, as well as leaders, providers, advocates, developers, and other partners from more than 600 communities, tribes, and territories, and more than 1,500 online comments and more than 80 listening sessions. The White House and the U.S. Interagency Council on Homelessness (USICH) are also announcing a new initiative dedicated to partnering with state and local governments to improve and accelerate their efforts to get people off the streets and into homes.

CoC Board Member Comments:

- Tim Shaw commented that Orange County conducted two demographic profiles a while ago with two professors from the University of California, Irvine School of Social Ecology and shared that they can assist with making an introduction to those professors.

- Dr. Shauntina Sorrells shared that she participated in a recent conference that discussed using phone surveys for Transitional Age Youth (TAY) PIT Counts and suggested to look into conducting phone surveys.
- Nishtha Mohendra commented that she hopes this survey will be able to make it to harder to reach populations and shared that she is happy to provide learnings from the 2022 PIT Count and happy to help however needed.

Tim motioned to adjourn the meeting. Dr. Shauntina Sorrells seconded the motion. The motion passed by unanimous consent. Meeting adjourned at 3:59 pm.

5. **Next Meeting:** Wednesday, January 25, 2023, from 2:00 p.m. – 4:00 p.m.

Date: January 25, 2023

Subject: Agencies and Jurisdictions Approved for Homeless Management Information System (HMIS) Access

Recommended Action:

- a. Receive and file list of agencies and jurisdictions approved for HMIS access from November 10, 2022, through January 20, 2023.

Background and Analysis

On June 23, 2021, the Orange County CoC Board approved the recommendation to appoint membership to a Homeless Management Information System (HMIS) Access Working Group to support the implementation of the updated HMIS Access and Minimum Participation policy. The HMIS Access Working Group meets monthly with 2-1-1 Orange County (211OC), HMIS Lead, and the Office of Care Coordination to review HMIS Access Applications and has continued to refine the process for facilitating equitable review of applications received.

At the May 25, 2022, meeting of the CoC Board, the CoC Board membership requested that the agencies and jurisdictions approved for HMIS access be reported to the CoC Board on a recurring basis. The following agency has been approved for HMIS access by the HMIS Access Working Group for the time period of November 10, 2022, through January 20, 2023:

- HOPE Center

The Office of Care Coordination, in partnership with 211OC and the HMIS Access Working Group, will continue providing quarterly updates to the CoC Board to report on new agencies approved for HMIS access.

Date: January 25, 2023

Subject: 2023 Continuum of Care (CoC) Board Appointments

Recommended Actions:

- a. Elect CoC Board Officers for the upcoming term:
 - i. Appoint the Chair
 - ii. Appoint the Vice Chair
 - iii. Appoint the Secretary
- b. Appoint CoC Committee Chairs to fill current vacancies:
 - i. Appoint CoC Board Vice Chair to Chair the Policies, Procedures and Standards Committee
 - ii. Appoint Homeless or Formerly Homeless Individual Representative of the CoC Board to Chair the Lived Experience Advisory Committee
 - iii. Appoint a CoC Board Member to Chair the Service Provider Forum
- c. Commission to End Homelessness
 - i. Recommend two CoC Board Members to the two CoC Representative seats for the Commission to End Homelessness

Background and Analysis

The Orange County Continuum of Care (CoC) Board and its committees are chaired by designated representatives, primarily CoC Board members, to ensure the sustained vision and support of CoC Board initiatives. At the first CoC Board meeting of each calendar year, the CoC Board elects the Board Officers – Chair, Vice-Chair and Secretary – to serve one-year terms. As stated in the CoC Board Governance Charter as approved on December 21, 2022, the CoC Board members may serve for more than one term as an Officer. This revision is an update to the language in the CoC Board Governance Charter that limited the number of consecutive terms that could be served by a CoC Board member as an Officer. During the CoC Board meeting, nominations and election of Officers will occur amongst CoC Board membership via roll call vote. The CoC Board Officers are expected to attend a monthly planning meeting with the Office of Care Coordination, as well as commit to responsibilities outlined in Attachment A.

In addition to the CoC Board Officer appointments, current CoC Committee Chair vacancies are also to be filled to ensure continuity of established committees. As outlined in the CoC Board Governance Charter, the CoC Board Vice Chair is responsible for chairing the Policies, Procedures and Standards (PPS) Committee for the duration of their term as Vice Chair. Additionally, the Lived Experience Advisory Committee (LEAC) Governance Charter designates the CoC Board member in the Homeless or Formerly Homeless Individual Representative seat to Chair the LEAC for the duration of their CoC Board term. Though both of these seat representatives are designated to Chair their respective committees based on the Committee Governance Charters, the Office of Care Coordination is formalizing the appointment of the Chairs for the PPS Committee and LEAC for the upcoming term.

The CoC Board membership is also being asked to appoint a Chair to the Service Provider Forum (previously named the Homeless Provider Forum), as well as recommend two CoC Board representatives to the Commission to End Homelessness. The roles and committee descriptions included in Attachment A are provided to assist the CoC Board membership in making informed decisions in the nomination and selection process.

Attachments

Attachment A – CoC Board Officer and Representative Descriptions

Orange County Continuum of Care Board Officer Role Descriptions

CoC Board Chair

- Responsible for facilitating the work of the Orange County Continuum of Care (CoC), including:
 - Build community awareness of the needs of all populations at risk of homelessness and experiencing homelessness
 - Ensure, to the greatest extent possible, access to homeless services by all subpopulations
 - Ensure relevant organizations and projects serving various homeless and at-risk subpopulations are represented in the planning and decision-making for the overall coordination of homeless services
 - Promoting regional coordination and collaboration across service providers and sectors
 - Promoting utilization of the Homeless Management Information System and the Coordinated Entry System
- In partnership with CoC Board and the Office of Care Coordination:
 - Coordinate the CoC federal programs and State homeless service grants
 - Set goals and priorities for ending homelessness in Orange County
- Responsible for leading the monthly CoC Board meetings, including calling the meeting to order, managing the agenda, taking votes and adjourning meetings
- Meet monthly with Vice Chair, Secretary and Office of Care Coordination to discuss the work of the CoC and plan for upcoming meetings of the CoC. This includes:
 - Matters referred to the CoC Board by the CoC Committees to be placed on calendar for consideration and action by the CoC Board or CoC General Membership
 - If there is an issue of importance to the CoC Board, the Chair will work with the Vice Chair and Secretary to coordinate with Office of Care Coordination staff prior to placing the item on the calendar
- Responsible for signing documents on behalf of the Orange County CoC Board

CoC Board Vice Chair

- Responsible for Chairing CoC Board meetings in the absence of Chair or when Chair must recuse himself/herself
- Meet monthly with Chair, Secretary and Office of Care Coordination to discuss the work of the CoC and plan for upcoming meetings of the CoC. This includes:
 - Matters referred to the CoC Board by the CoC Committees to be placed on calendar for consideration and action by the CoC Board or CoC General Membership

Item 1. Attachment A

- If there is an issue of importance to the CoC Board, the Vice Chair will work with the Chair and Secretary to coordinate with Office of Care Coordination staff prior to placing the item on the calendar
- Responsible for supporting the Chair on matters related to the CoC
- Responsible for chairing the Policy, Procedures and Standards Committee meetings

CoC Board Secretary

- Responsible for chairing CoC Board meetings in the absence of both the Chair and Vice Chair, or when Chair and Vice Chair must recuse themselves
- Meet monthly with Chair, Secretary and Office of Care Coordination to discuss the work of the CoC and plan for upcoming meetings of the CoC. This includes:
 - Matters referred to the CoC Board by the CoC Committees to be placed on calendar for consideration and action by the CoC Board or CoC General Membership
 - If there is an issue of importance to the CoC Board, the Secretary will work with the Chair and Vice Chair to coordinate with Office of Care Coordination staff prior to placing the item on the calendar
- Responsible for calling roll and tracking attendance at CoC Board meetings
- Responsible for calling roll and tracking motions and votes during CoC Board meetings when action items are being considered
- Responsible for reviewing the draft CoC Board minutes recorded by the Office of Care Coordination

Item 1. Attachment A

Committee Chair Descriptions

Please note, CoC Committee Chair responsibilities are further detailed in each committee governance charter.

Policies, Procedures and Standards (PPS) Committee Chair

- The PPS Committee shall be chaired by the CoC Board's Vice Chair.
- The PPS Committee chair will meet for a monthly PPS Committee Planning Meeting with the Office of Care Coordination.
- In addition to facilitating the committee meeting, the PPS Committee chair will support in bringing committee recommendations or presentations to the CoC board as appropriate.
- The PPS Committee is responsible for the following functions:
 - Recommending any committees, workgroups, and ad hoc groups necessary for the proper and efficient functioning of the Orange County CoC and recommending dissolving any committees, workgroups, and ad hoc groups, if they are determined to be unnecessary for the proper and efficient functioning of the Orange County CoC.

Lived Experience Advisory Committee (LEAC) Chair

- The LEAC shall be chaired by the CoC Board's Homeless or Formerly Homeless Individual Representative.
- The LEAC chair will meet for a monthly LEAC Planning Meeting with the Office of Care Coordination.
- In addition to facilitating the committee meeting, the PPS Committee chair will support in bringing committee recommendations or presentations to the CoC board as appropriate.
- The LEAC is responsible for the following functions:
 - Supporting the development of policies and procedures which impact homeless services in Orange County.
 - Ensuring that the CoC Board is supporting programs, policies and procedures that are mindful of and take into consideration the expertise of people with lived experience of homelessness.
 - Creating forums and other meetings to engage persons with lived experience of homelessness in the community.

Service Provider Forum Chair

- The Service Provider Forum shall be chaired by a member of the CoC Board and shall serve for the duration of their term on the CoC Board.
- The Service Provider Forum chair will meet for a monthly PPS Committee Planning Meeting with the Office of Care Coordination.

Item 1. Attachment A

- In addition to facilitating the committee meeting, the PPS Committee chair will support in bringing committee recommendations or presentations to the CoC board as appropriate.
- The Service Provider Forum is responsible for the following functions:
 - Convening the CoC General Membership, local service providers, and community partners
 - Sharing updates on efforts of the Orange County CoC, CoC Board and Office of Care Coordination, as the CoC Collaborative Applicant
 - Providing trainings that support organizations and community partners in being knowledgeable on evidence-based practices, as well as trainings required by the U.S. Department of Housing and Urban Development (HUD)

Commission to End Homelessness Representative Description

- The purpose of the Commission to End Homelessness (Commission) is to:
 - Work in collaboration with County government, City governments, philanthropy, business sector, community- and faith-based organizations, and other interested stakeholders to focus on regional policy and implementation strategies, affordable housing development, data and gaps analysis, best practice research, social policy, and systemic change to promote an effective response to homelessness within Orange County.
 - Act as an advisory Commission to the Board of Supervisors (BOS), having no independent authority to act on matters such as legislation or lobbying.
 - Foster regional leadership that promotes resource development to address homelessness within Orange County.
- Non-voting members of the Commission shall have the following terms of office and only serve while a member of the Continuum of Care Board:
 - All non-voting members will have two-year terms; terms of office may be renewed at the discretion of the Commission. Maximum term will be (four terms) eight years.
 - A member, who has not been reappointed or replaced at the expiration of his/ her term, shall serve as a member of the Commission until reappointed or replaced by the Commission

Date: January 25, 2023

Subject: Continuum of Care (CoC) Committee Governance Charters Recommendations

Recommended Actions:

- a. Approve new and revised CoC Committee Governance Charters to align with the CoC Board Leadership Vision, include commitment to racial equity efforts and incorporate CoC Committee Chairs' and Vice Chairs' feedback.
 - i. Approve Lived Experience Advisory Committee Governance Charter
 - ii. Approve Service Provider Forum Committee Governance Charter
 - iii. Approve Coordinated Entry System Governance Charter
 - iv. Approve Transitional Age Youth Collaborative Committee Governance Charter
 - v. Approve revised Policies, Procedures and Standards Committee Governance Charter
 - vi. Approve revised Housing Opportunities Committee Governance Charter
 - vii. Approve Veterans Committee Governance Charter

Background and Analysis

CoC Committee Governance Charters

In mid-2022, the Office of Care Coordination and the CoC Committee Chairs met to discuss CoC Committee Governance Charter feedback and recommendations for revisions. Each committee Chair and/or Vice Chair was asked to review the charter for their respective committee and provide feedback on the charter. The Office of Care Coordination consolidated the feedback received from the committee Chairs and/or Vice Chairs and revised each of the committee governance charters, seeking to ensure consistency in the governance structure of the established CoC Committees. A notable recommendation incorporated into the governance charters is the added option for CoC Committee Chairs to appoint a Vice Chair to support with the committee's efforts. Additionally, all committee governance charters were revised to include language that aligns with the CoC Board Leadership Vision and commitment to racial equity efforts as part of the Racial Equity Roadmap action planning implementation.

Prior to being recommended to the CoC Board membership for approval, the final drafts of each committee governance charter were shared with the current CoC Committee Chairs and Vice Chairs (if applicable) for review and additional feedback. Approval of the committee governance charters will ensure the alignment and consistency in structure and vision across the multiple CoC Committees.

Veterans Committee Governance Charter

At the August 24, 2022, meeting, the CoC Board approved the establishment of a Veterans Committee focused on ending homelessness for veterans in Orange County with Eric Richardson being appointed to serve as the Veterans Committee Chair. Eric Richardson met with the Office of Care Coordination to create the Veterans Committee Governance Charter and finalize committee membership details. At the December 21, 2022, meeting, the CoC Board recommended to move the approval of the Veterans Committee

Governance Charter to the January 2023 CoC Board meeting to allow further revisions to be made. Following the December 21, 2022, meeting of the CoC Board, the Office of Care Coordination incorporated additional revisions to the Veterans Governance Charter, as discussed and recommended by the CoC Board. These revisions included adding language to note alignment with the CoC Board Vision, commitment to advancing racial equity efforts, responsibility for advising the CoC Board and designated representative with current or past lived experience of homelessness as a Veteran. Approval of the Veterans Committee Governance Charter will support the structure for the committee as regular meetings and membership are established.

Attachments

Attachment A – Lived Experience Advisory Committee Governance Charter

Attachment B – Service Provider Forum Committee Governance Charter

Attachment C – Coordinated Entry System Steering Committee Governance Charter

Attachment D – Transitional Age Youth Collaborative Committee Governance Charter

Attachment E – Policies, Procedures and Standards Committee Governance Charter – Redline Version

Attachment F – Policies, Procedures and Standards Committee Governance Charter – Clean Version

Attachment G – Housing Opportunities Committee Governance Charter – Redline Version

Attachment H – Housing Opportunities Committee Governance Charter – Clean Version

Attachment I – Veterans Committee Governance Charter

**Orange County Continuum of Care
Lived Experience Advisory Committee
Governance Charter**

At the meeting dated November 18, 2020, the Orange County Continuum of Care (CoC) Board approved the creation of the Lived Experience Advisory Committee. The Lived Experience Advisory Committee was created to obtain and include community-level feedback from persons with current and past lived experience of homelessness in the CoC's efforts to end homelessness in Orange County. This includes, creating working relationships with persons with current and past lived experience of homelessness on policies, procedures, and standards development and input on improving the quality and types of services provided.

1. Name

The technical name of this committee is the Lived Experience Advisory Committee, hereinafter referred to as the "Advisory Committee".

2. Purpose of this Document

This document will outline the Advisory Committee's purpose and operations, who may participate, and expectations of members and chair. The governance charter will be reviewed and updated annually, as needed, by the CoC Collaborative Applicant and Advisory Committee membership.

3. Purpose of the Advisory Committee

The Advisory Committee will function in an advisory capacity to the CoC Board and align its efforts to those of the Orange County CoC Board Vision. The Advisory Committee has no direct policymaking authority but may make recommendations to the CoC Board on matters within its purview. The Advisory Committee is intended to ensure that the voices and perspectives of persons with current and/or past lived experience of homelessness are heard and considered in the decision-making process of the Orange County CoC, and to provide a way to share recommendations and feedback on the CoC Board and the programs and services. The Advisory Committee may be called on to collaborate with and/or support other Committees of the CoC Board for the purposes of evaluation and systems improvement.

4. Responsibilities

The Advisory Committee is key to developing a homeless response system that provides fair and effective services to those most vulnerable in our population. The Advisory Committee will be responsible for making recommendations for improvement, providing input on development, and sharing feedback on improving the quality and types of services provided. The Advisory Committee responsibilities are shaped around supporting the CoC, the CoC Board and its committees and working groups in the development and improvement of a homeless response system and completing activities in accordance with § 578.7 Responsibilities of the Continuum of Care and in the HEARTH Act and § 578.79.

The Advisory Committee will fulfill its responsibilities by working with the CoC Collaborative Applicant (County of Orange). Specific roles and responsibilities of the Advisory Committee include:

- Supporting the development of policies and procedures which impact homeless services in Orange

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County.

- Ensuring that the CoC Board is supporting programs, policies and procedures that are mindful of and take into consideration the expertise of people with lived experience of homelessness.
- Creating forums and other meetings to engage persons with lived experience of homelessness in the community.
- Assisting in leading focus groups that provide feedback on the homeless response system and specific issues to the CoC Board.
- Committing to advancing equity in the Orange County CoC, specifically addressing populations who have been most disproportionately impacted by homelessness, to ensure all people in Orange County experiencing homelessness and those at-risk will have equitable access to navigation, housing, and supportive services in ways that ensure equitable outcomes including overall well-being and long-term housing stability.

5. Chair and Vice Chair

The Advisory Committee will be chaired by the CoC Board member elected to serve in the seat designated for individuals with lived experience or formerly experienced homeless for the duration of the elected term. The Chair may appoint a Vice Chair from the Advisory Committee membership to support the Chair's responsibilities and the Advisory Committee's efforts.

Responsibilities of the Chair:

- Establish meeting agendas in collaboration with the CoC Collaborative Applicant.
- Facilitate and coordinate meetings of the Advisory Committee in collaboration with the CoC Collaborative Applicant.
- Provide reports and carry forward recommendations from the Advisory Committee to the CoC Board.

Responsibilities of the Vice Chair:

- Establish meeting agendas in collaboration with the Chair and CoC Collaborative Applicant.
- Support the facilitation and coordination of meetings of the Advisory Committee in collaboration with the Chair and the CoC Collaborative Applicant.
- Facilitate meetings in collaboration with the CoC Collaborative Applicant in the Chair's absence.

6. Membership

The Advisory Committee will consist of no more than eleven members, including the Chair. To be eligible to serve on the Advisory Committee, interested individuals must identify themselves as having an experience of homelessness, past or present. Those whose experience took place in Orange County will be prioritized for membership.

The CoC aims to build a diverse and inclusive Advisory Committee. As such, the membership of the Advisory Committee should also be representative of the different regions within Orange County and subpopulations experiencing homelessness. The following representation within the Advisory Committee is highly desirable:

- Individual who experienced homelessness within the North Service Planning Area

Item 2. Attachment A

- Individual who experienced homelessness within the Central Service Planning Area
- Individual who experienced homelessness within the South Service Planning Area
- Individual who experienced homelessness as part of a family (household with minor child)
- Individual who served in the Armed Forces (veterans) and experienced homelessness
- Individual who is ages 18 to 24 (Transitional Aged Youth) and experienced homelessness
- Individual who experienced homelessness as a result of Domestic Violence
- Individual who represents the LGBTQ community and experienced homelessness
- Individual who represents BIPOC (black, indigenous, and people of color)
- Individual who represents behavioral health or disabling conditions
- Individual who is age 62 or older (older adult) and experienced homelessness

For the first meeting, each member will be randomly assigned a term of two (2) years or three (3) years. After the initial term, all members will have three-year terms; The Advisory Committee will, at its first meeting, confirm the initial, randomly selected two and three-year terms.

Maintaining Membership

Resignation: If a member chooses to voluntarily resign from the Advisory Committee, the member should provide notice to the CoC Collaborative Applicant as soon as possible. The CoC Collaborative Applicant will communicate the resignation to the Chair and its membership.

Attendance-Based: If a member misses three meetings in a row with no advance notice to the CoC Collaborative Applicant, then that missing member can be presumed to have resigned and be dismissed. In this situation, a majority vote of members present can dismiss the missing member. Before dismissing such a member, other members should attempt to get into contact with the individual and resolve the situation in a manner in line with the missing member's desired outcome if possible.

Removal: A member may be removed from the Advisory Committee through vote to remove by two-thirds of all current Advisory Committee members. The member at issue does not participate in the vote and must be out of the room while voting takes place.

7. Meeting Schedule

Regular meetings will be held on a monthly basis. Meetings will be held at a time of day agreed upon by members as most convenient. The Advisory Committee will schedule additional meetings as needed at the recommendation by the CoC Board or the Policies, Procedures and Standards Committee.

8. Voting and Quorum

Quorum describes the number of members who need to be present for decisions to be made or activities to occur. For a vote to be held, a majority (more than half) of existing members must be present. A quorum is necessary to conduct business and make recommendations.

A majority vote of those members present and voting is required to take any action. Each member will be entitled to one vote; no proxy votes will be accepted. No quorum is needed to hold a meeting, but quorum is needed to make decisions affecting the whole group.

9. Conflict of Interest

Conflict of interest is defined as a situation in which decisions made in a person's official capacity may result in personal benefit or harm. A member who has a conflict of interest should disclose the potential conflict to the other members and must abstain from participating in any vote or decision making that implicates the conflict.

10. New Member Orientation

Each new member will be required to review the New Member Orientation materials, will be asked to review the Orange County CoC Board Governance Charter and the Lived Experience Advisory Committee Charter before serving as an Advisory Committee member. The Continuum of Care staff will support new members in reviewing the New Member Orientation materials and provide additional support to the member.

DRAFT

Orange County Continuum of Care Service Provider Forum Governance Charter

The Continuum of Care (CoC) Board approved the creation of the Orange County Service Provider Forum, previously named the Orange County Homeless Provider Forum. The Orange County Service Provider Forum was created to convene the CoC General Membership semiannually, recruit additional members for the Orange County CoC and promote information and resource sharing for service providers and community partners working on the frontlines of the homeless response system.

1. **Name**

The technical name is the Orange County Service Provider Forum hereinafter referred to as the "Service Provider Forum".

2. **Purpose:**

Service Provider Forum meetings will function as spaces for the CoC General Membership, local service providers and community partners to receive information related to the Orange County CoC, participating in relevant trainings, and share resources to promote a collaborative approach for the Orange County homeless response system. Additionally, the Service Provider Forum will align its efforts to those of the Orange County CoC Board Vision.

3. **Responsibilities**

The Service Provider Forum is responsible for exercising the following functions:

- a. Convening the CoC General Membership, local service providers, and community partners;
- b. Sharing updates on efforts of the Orange County CoC, CoC Board and Office of Care Coordination, as the CoC Collaborative Applicant;
- c. Providing trainings that support organizations and community partners in being knowledgeable on evidence-based practices, as well as trainings required by the U.S. Department of Housing and Urban Development (HUD);
- d. Creating opportunities for service providers and community partners to share information and resources to better assist individuals and families at-risk of or experiencing homelessness;
- e. Recruiting additional members for the Orange County CoC; and
- f. Committing to advancing equity in the Orange County CoC, specifically addressing veteran populations who have been most disproportionately impacted by homelessness, to ensure all people in Orange County experiencing homelessness and those at-risk will have equitable access to navigation, housing, and supportive services in ways that ensure equitable outcomes including overall well-being and long-term housing stability.

4. **Chair and Vice Chair**

The Service Provider Forum shall be chaired by a member of the CoC Board and shall serve for the duration of their term on the CoC Board. The Chair may appoint a Vice Chair to support with the Service Provider Forum functions and assist with planning, facilitation, and coordination of the Service Provider Forum meetings. The Vice Chair shall serve for the duration of the Chair's term.

5. **Membership**

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The Service Provider Forum is open to the CoC General membership, local service providers and community partners for active and ongoing participation. All meeting participants will be invited and encouraged to actively participate in the discussion, dialogue and sharing of relevant information and resources.

6. **Meeting Schedule**

The Service Provider Forum shall meet on a quarterly basis and meetings will be open to the public. Any person who attends a meeting may be asked by the Chair to leave if the person is disruptive or if an agenda item(s) is deemed by the Chair to be of such nature that it involves only Orange County CoC closed session business.

7. **Voting and Quorum**

The Service Provider Forum is non-voting entity. Any recommendations raised during the Service Provider Forum will be noted and redirected for public comment at the CoC Board meeting or appropriate CoC Committee meeting.

DRAFT

Orange County Continuum of Care
Coordinated Entry System Steering Committee
Governance Charter

The Coordinated Entry System (CES) Steering Committee is an approved standing, ongoing committee of the Orange Continuum of Care (CoC). The CES Steering Committee was created to continuously review and advise the CoC Board and Policies, Procedures and Standards (PPS) Committee on items related to the policies, procedures and operation of the CES in Orange County. This includes designating and assigning tasks to workgroups to improve the CES core elements of access, assessment, prioritization and referral.

1. Name

The technical name of is the Coordinated Entry System Steering Committee hereinafter referred to as the “CES Committee.”

2. Purpose

The CES Committee will function as an advisory group to the CoC Board and PPS Committee to align its efforts to those of the Orange County CoC Board Vision including but not limited to reviewing CES policies and procedures for process review, policy formation, assessment of current policies and procedures and formation and conduct of committees in the service of the CoC, Coordinated Entry System (CES) and Homeless Management Information System (HMIS). The CES Committee will support the CoC Board with policy development, supporting strategic implementation of the CES and evaluating the efficiency and effectiveness of CES.

3. Responsibilities

The CES Committee is responsible for the following functions:

- a. Creating any workgroups necessary for the proper and efficient functioning of the CES and dissolving workgroups, if they are determined to be unnecessary for the proper and efficient functioning of the CES.
- b. Vetting all proposed policies arising from workgroups to ensure adherence to the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act, U.S. Department of Housing and Urban Development (HUD) Notices and regulations, and evidence-based practices. The CES Committee will then determine whether proposed policies and standards will be referred for additional input and recommendation to the PPS Committee.
- c. Identify opportunities and develop recommendations to strengthen and improve the CES core elements of access, assessment, prioritization and referral.
- d. Identify opportunities and develop recommendations to align HMIS functionality with CES policies and procedures.
- e. Working with the CES Lead Agency (County of Orange) to update the CES Policies and Procedures at minimum every five years, which will include all procedures and policies needed to comply with HUD mandates and HEARTH Act regulations.
- f. Committing to advancing equity in the Orange County CoC, specifically addressing populations who have been most disproportionately impacted by homelessness, to ensure all people in Orange County experiencing homelessness and those at-risk will have equitable access to navigation, housing, and

Item 2. Attachment C

supportive services in ways that ensure equitable outcomes including overall well-being and long-term housing stability.

4. Recommendations

Matters referred to the CES Committee by workgroups shall be placed on the calendar for consideration and recommendation at the first meeting of the CES Committee after such reference. If there is an issue of importance to the CES Committee, the CES Committee may submit recommendations to the PPS Committee and/or the CoC Board for their consideration in coordination with the CoC Collaborative Applicant. The PPS Committee and/or CoC Board may recommend, amend, or reject the recommendations of the CES Committee when considering moving recommendations forward for implementation for the Orange County CoC.

5. Chair and Vice Chair

The CES Committee shall be chaired by a CoC Board Member appointed by the CoC Board, ensuring continuity and alignment with the CoC Board. The Chair will serve for the duration of their CoC seat term. The Chair may appoint a Vice Chair to assist in the planning of the CES Committee functions and assist with planning, facilitation, and coordination of the CES Committee meetings.

6. Membership

As an advisory committee seeking inclusive input, all meeting participants of the CES Committee will be invited and encouraged to actively participate in the discussion and dialogue regarding all matters regarding CES. No additional membership will be appointed by the CoC Board or CES Committee Chair. Recommendations to the PPS Committee will be made through consensus by the CES Committee meeting participants.

The CES Committee is open to the CoC General membership, CoC funded agencies and the general public for active and ongoing participation as the matters for consideration and action impact policies, procedures, and standards for the CES.

7. Meeting Schedule

The CES Committee shall meet on an as-needed basis but no less than every six months and meetings will be open to the public except as otherwise determined by the CES Committee. Any person who attends a meeting may be asked by the CES Chair to leave if the person is disruptive; if a conflict of interest applies; or if an agenda business item(s) is deemed by the CES Chair to be of such nature that it involves only Orange County CoC closed session business.

8. Voting and Quorum

The CES Committee is an advisory, non-voting entity. Recommendations from the CES Committee to the PPS Committee will be made by the CES Committee Chair.

Orange County Continuum of Care Transitional Aged Youth Collaborative Committee Governance Charter

At the meeting dated October 23, 2019, the Orange County Continuum of Care (CoC) Board approved the creation of the Transitional Aged Youth (TAY) Collaborative Committee. TAY Collaborative Committee was created to coordinate services, enhance collaboration, and recommend best practices for TAY experiencing homelessness in Orange County. This includes recommending policies, procedures and sharing input on improving the quality and types of services provided to the Orange County CoC Board.

1. Name

The technical name of is the Transitional Aged Youth Collaborative Committee hereinafter referred to as the “TAY Collaborative”.

2. Purpose

The TAY Collaborative will function as an advisory group to the CoC Board and will align its efforts to those of the Orange County CoC Board Vision. The TAY Collaborative will support the CoC Board in recommending policy, establishing best practices, and providing feedback to create a youth homeless response system to prevent and end youth homelessness. The TAY Collaborative will ensure that housing interventions within the purview of the Orange County CoC for Orange County’s youth provide stable housing, permanent connections, education, employment, and well-being so Orange County’s most vulnerable youth and young adults can enjoy a healthy transition to adulthood.

3. Responsibilities

The TAY Collaborative is key to enhancing collaboration and recommending policy that provides equitable and effective services to youth between the ages of 16 to 24 experiencing homelessness. The TAY Collaborative is responsible for the following functions in support of the Orange County CoC and in coordination with the CoC Board:

- a. Recommend best practices and policy related to preventing and ending youth homelessness
- b. Utilize data to evaluate gaps in youth homelessness response system to support the development of new policy
- c. Develop a shared understanding of evidence-informed practices to address youth homelessness, current Orange County and national resources, and what interventions increase positive outcomes
- d. Support system mapping efforts to better integrate services targeted to youth to create an effective youth homelessness response system in Orange County
- e. Develop a method to effectively coordinate services and enhance collaboration among youth service providers
- f. Ensuring housing interventions for youth address stable housing, permanent connections, education, employment, and well-being.
- g. Supporting the planning and implementation efforts of the Point in Time (PIT) Count, especially TAY-focused efforts
- h. Support the creation and ongoing work of the Youth Action Board (YAB).
- i. Committing to advancing equity in the Orange County CoC, specifically addressing TAY populations who have been most disproportionately impacted by homelessness, to ensure all people in Orange County experiencing homelessness and those at-risk will have equitable access to navigation, housing,

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and supportive services in ways that ensure equitable outcomes including overall well-being and long-term housing stability.

4. Recommendations

Matters referred to the TAY Collaborative by the CoC Board and/or the Policies, Procedures and Standard Committee shall be placed on the calendar for consideration and action at the first meeting of the TAY after such reference. If there is an issue of importance to the TAY Collaborative, the TAY Collaborative may submit recommendations to the Policies, Procedures, and Standards Committee and/or CoC Board for their consideration in coordination with the CoC Collaborative Applicant. The CoC Board may adopt, amend, or reject the recommendations of the TAY Collaborative.

5. Chair and Vice Chair

The TAY Collaborative shall be chaired by the CoC Board member elected to serve in the seat designated for expertise on homeless services of TAY, ensuring continuity and alignment with the CoC Board. The Chair will serve the duration of their CoC seat term. The Chair may appoint a Vice Chair to assist in the planning of the TAY Collaborative functions and assist with planning, facilitation, and coordination of the TAY Collaborative meetings. The Vice Chair term will mirror the Chair's CoC Board term.

6. Membership

Additional membership of the TAY Collaborative shall be comprised of CoC General Members, including service providers, youth providers, representatives from the K-12 school district, representatives from local colleges, and McKinney Vento Liaisons.

The TAY Committee is open to the CoC General membership and CoC-funded agencies for active and ongoing participation as the matters for consideration and action impact policies, procedures, and standards for the CoC.

7. Meeting Schedule

Regular meetings will be held on a bi-monthly basis on the odd months of the year. Meetings will be held at a time of day agreed upon by members as most convenient.

8. Voting

A majority vote of those members present and voting is required to take any action. Each CoC General Member will be entitled to one vote; no proxy votes will be accepted.

9. Conflict of Interest

Membership of the TAY Collaborative shall abstain from voting on any issue in which they may be personally vested to avoid a conflict of interest in accordance with County, State and Federal laws, regulations and ordinances and shall refrain from engaging in any behavior that conflicts with the best interest of CoC.

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Orange County Continuum of Care Policies, Procedures and Standards Committee Governance Charter

At the meeting dated October 23~~rd~~, 2019, the Continuum of Care (CoC) Board approved the creation of the Policies, Procedures and Standards Committee. The Policies, Procedures and Standards Committee was created to continuously review and advise the CoC Board on items related to the governing and committee structures, operational guidelines, decision-making protocols, appointment processes and other matters related to ~~the~~ policies, procedures and standards related to the conduct and operation of the Orange County CoC and the CoC Board. This includes designating and assigning tasks to workgroups and ad hoc groups to improve project performance, assessments, and policies.

1. Name

The technical name ~~of~~ is the Policies, Procedures and Standards Committee hereinafter referred to as the “PPS Committee”.

2. Purpose

The PPS Committee will function as an advisory group to the CoC Board and align its efforts to those of the Orange County CoC Board Vision. This committee aligns with the intent of ensuring that the CoC has clearly documented policies and standards for process review, policy formation, assessment of current policies and procedures and formation and conduct of committees in the service of the CoC, Coordinated Entry System (CES) and Homeless Management Information System (HMIS). The PPS Committee will support with creating a clear structure for policy development and subsequent revisions, monitoring and vetting work done through committees, work groups and ad hoc groups will create efficiencies and improve the amount of work that the CoC Board can accomplish.

3. Responsibilities

The PPS Committee is responsible for the following functions:

- a. Recommending any committees, workgroups and ad hoc groups necessary for the proper and efficient functioning of the Orange County CoC and recommending dissolving any committees, workgroups and ad hoc groups, if they are determined to be unnecessary for the proper and efficient functioning of the Orange County CoC.
- b. Vetting all proposed policies arising from committees/workgroups to ensure adherence to the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act, U.S. Department of Housing and Urban Development (HUD) Notices and regulations, and evidence-based practices. The PPS Committee will then determine whether proposed policies and standards will be referred for additional input, recommended to the CoC Board for adoption through a consent item, or head for further conversation and vote by the full CoC Board.
- c. Establishing a clear standard for the level of care that agencies should provide by program type. This level of care and service delivery will support a minimum threshold and consistent practices across the CoC.
- d. Working with the CoC Collaborative Applicant (County of Orange) to update the CoC Board Governance Charter annually, which will include all procedures and policies needed to comply with HUD mandates and HEARTH Act regulations.

Last updated 1-12-2023

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~~d.e. Committing to advancing equity in the Orange County CoC, specifically addressing populations who have been most disproportionately impacted by homelessness, to ensure all people in Orange County experiencing homelessness and those at-risk will have equitable access to navigation, housing, and supportive services in ways that ensure equitable outcomes including overall well-being and long-term housing stability.~~

4. Recommendations

Matters referred to the PPS Committee by the CoC Committees or working groups shall be placed on the calendar for consideration and action at the first meeting of the PPS Committee after such reference. If there is an issue of importance to the PPS Committee, the PPS Committee may submit recommendations to the CoC Board for their consideration in coordination with the Collaborative applicant. The CoC Board may adopt, amend, or reject the recommendations of the PPS Committee

5. ~~Membership~~Chair and Vice Chair

The PPS Committee shall be chaired by the CoC Board's Vice Chair, ensuring continuity and alignment with the CoC Board. The Chair may appoint a Vice Chair to support with the PPS Committee functions and assist with planning, facilitation, and coordination of the PPS Committee meetings. The Vice Chair must be selected from the PPS Committee membership as detailed below. ~~Additional membership shall be comprised of the chairs of any ongoing CoC Board Committees, as well as no fewer than one and no more than two at large board members. The PPS Committee Chair and Vice Chair and members that chair any ongoing CoC Board Committees, shall remain on the PPS Committee so long as they hold their seat as Vice Chair of the CoC Board or Chair of any CoC Board Committees. At large members shall be nominated by the CoC Board annually upon completion of the CoC Board Officer elections, with the exception of the first year.~~

~~The PPS Committee is open to the CoC General membership and CoC funded agencies for active and ongoing participation as the matters for consideration and action impact policies, procedures, and standards for the CoC.~~

6. Membership

The PPS Committee Additional membership shall be comprised of the CoC Board's Vice Chair and chairs of any ongoing CoC Board Committees, as well as no fewer than one and no more than two at large board members. The PPS Committee Chair and Vice Chair and members that chair any ongoing CoC Board Committees, shall remain on the PPS Committee so long as they hold their seat as Vice Chair of the CoC Board or Chair of any CoC Board Committees. At large members shall be nominated by the CoC Board annually upon completion of the CoC Board Officer elections, with the exception of the first year.

The PPS Committee is open to the CoC General membership and CoC-funded agencies for active and ongoing participation as the matters for consideration and action impact policies, procedures, and standards for the CoC.

6.7. Meeting Schedule

The PPS Committee shall meet on an as-needed basis but no less than every other month and meetings will be open to the public except as otherwise determined by the PPS Committee. Any person who attends a meeting may be asked by the PPS Chair to leave if the person is disruptive; if a conflict of interest applies;

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or if an agenda business item(s) is deemed by the PPS Chair to be of such nature that it involves only Orange County CoC closed session business.

7.8. Voting and Quorum

A quorum is necessary to conduct business and make recommendations. A quorum shall be constituted by the presence of a majority of more than 50% of the appointed members of the PPS Committee.

A majority vote of those members present and voting is required to take any action. Each member shall be entitled to one vote; no proxy votes will be accepted.

8.9. Conflict of Interest

Membership of the PPS Committee shall abstain from voting on any issue in which they may be personally vested to avoid a conflict of interest in accordance with County, State and Federal laws, regulations and ordinances and shall refrain from engaging in any behavior that conflicts with the best interest of CoC.

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Orange County Continuum of Care Policies, Procedures and Standards Committee Governance Charter

At the meeting dated October 23, 2019, the Continuum of Care (CoC) Board approved the creation of the Policies, Procedures and Standards Committee. The Policies, Procedures and Standards Committee was created to continuously review and advise the CoC Board on items related to the governing and committee structures, operational guidelines, decision-making protocols, appointment processes and other matters related to policies, procedures and standards related to the conduct and operation of the Orange County CoC and the CoC Board. This includes designating and assigning tasks to workgroups and ad hoc groups to improve project performance, assessments, and policies.

1. Name

The technical name is the Policies, Procedures and Standards Committee hereinafter referred to as the “PPS Committee”.

2. Purpose

The PPS Committee will function as an advisory group to the CoC Board and align its efforts to those of the Orange County CoC Board Vision. This committee aligns with the intent of ensuring that the CoC has clearly documented policies and standards for process review, policy formation, assessment of current policies and procedures and formation and conduct of committees in the service of the CoC, Coordinated Entry System (CES) and Homeless Management Information System (HMIS). The PPS Committee will support with creating a clear structure for policy development and subsequent revisions, monitoring and vetting work done through committees, work groups and ad hoc groups will create efficiencies and improve the amount of work that the CoC Board can accomplish.

3. Responsibilities

The PPS Committee is responsible for the following functions:

- a. Recommending any committees, workgroups and ad hoc groups necessary for the proper and efficient functioning of the Orange County CoC and recommending dissolving any committees, workgroups and ad hoc groups, if they are determined to be unnecessary for the proper and efficient functioning of the Orange County CoC.
- b. Vetting all proposed policies arising from committees/workgroups to ensure adherence to the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act, U.S. Department of Housing and Urban Development (HUD) Notices and regulations, and evidence-based practices. The PPS Committee will then determine whether proposed policies and standards will be referred for additional input, recommended to the CoC Board for adoption through a consent item, or head for further conversation and vote by the full CoC Board.
- c. Establishing a clear standard for the level of care that agencies should provide by program type. This level of care and service delivery will support a minimum threshold and consistent practices across the CoC.
- d. Working with the CoC Collaborative Applicant (County of Orange) to update the CoC Board Governance Charter annually, which will include all procedures and policies needed to comply with HUD mandates and HEARTH Act regulations.
- e. Committing to advancing equity in the Orange County CoC, specifically addressing populations who have been most disproportionately impacted by homelessness, to ensure all people in Orange County

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experiencing homelessness and those at-risk will have equitable access to navigation, housing, and supportive services in ways that ensure equitable outcomes including overall well-being and long-term housing stability.

4. Recommendations

Matters referred to the PPS Committee by the CoC Committees or working groups shall be placed on the calendar for consideration and action at the first meeting of the PPS Committee after such reference. If there is an issue of importance to the PPS Committee, the PPS Committee may submit recommendations to the CoC Board for their consideration in coordination with the Collaborative applicant. The CoC Board may adopt, amend, or reject the recommendations of the PPS Committee

5. Chair and Vice Chair

The PPS Committee shall be chaired by the CoC Board's Vice Chair, ensuring continuity and alignment with the CoC Board. The Chair may appoint a Vice Chair to support with the PPS Committee functions and assist with planning, facilitation, and coordination of the PPS Committee meetings. The Vice Chair must be selected from the PPS Committee membership as detailed below.

6. Membership

The PPS Committee membership shall be comprised of the CoC Board's Vice Chair and chairs of any ongoing CoC Board Committees, as well as no fewer than one and no more than two at large board members. The PPS Committee Chair and Vice Chair and members that chair any ongoing CoC Board Committees, shall remain on the PPS Committee so long as they hold their seat as Vice Chair of the CoC Board or Chair of any CoC Board Committees. At large members shall be nominated by the CoC Board annually upon completion of the CoC Board Officer elections, with the exception of the first year.

The PPS Committee is open to the CoC General membership and CoC-funded agencies for active and ongoing participation as the matters for consideration and action impact policies, procedures, and standards for the CoC.

7. Meeting Schedule

The PPS Committee shall meet on an as-needed basis but no less than every other month and meetings will be open to the public except as otherwise determined by the PPS Committee. Any person who attends a meeting may be asked by the PPS Chair to leave if the person is disruptive; if a conflict of interest applies; or if an agenda business item(s) is deemed by the PPS Chair to be of such nature that it involves only Orange County CoC closed session business.

8. Voting and Quorum

A quorum is necessary to conduct business and make recommendations. A quorum shall be constituted by the presence of a majority of more than 50% of the appointed members of the PPS Committee.

A majority vote of those members present and voting is required to take any action. Each member shall be entitled to one vote; no proxy votes will be accepted.

9. Conflict of Interest

Membership of the PPS Committee shall abstain from voting on any issue in which they may be personally vested to avoid a conflict of interest in accordance with County, State and Federal laws, regulations and ordinances and shall refrain from engaging in any behavior that conflicts with the best interest of CoC.

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Orange County Continuum of Care Housing Opportunities Committee Governance Charter

The Housing Opportunities Committee ~~was developed as~~ a committee of the Orange County Continuum of Care (CoC) Board ~~upon the inaugural meeting of the CoC Board~~. The purpose of the Housing Opportunities Committee ~~was created to~~ identify, coordinate and evaluate ~~available~~ housing opportunities for people experiencing homelessness in the Orange County CoC. The Housing Opportunities Committee fulfills this goal by coordinating information and resources amongst regional housing providers, identifying gaps in affordable and permanent supportive housing, and supporting the creation of more housing opportunities in coordination with ~~regional~~ affordable housing developers, homeless service providers, cities and Public Housing Authorities. The mission of the Housing Opportunities Committee is to provide more housing opportunities for people experiencing homelessness in Orange County.

1. Name

The technical name is the Housing Opportunities Committee hereinafter referred to as the "Committee".

2. Purpose

The Committee will function as an advisory group to the CoC Board and the Policies, Procedures and Standards (PPS) Committee. The Committee assists in the overall coordination of efforts and information sharing to foster the development of housing opportunities for people experiencing homelessness. The Committee will facilitate regional and systemwide collaboration in the development and implementation of affordable housing programs ~~and opportunities~~ that ~~provide~~ permanent housing solutions, such as housing choice vouchers, short-term rental assistance and/or permanent supportive housing, to reduce homelessness and to increase the supply of affordable and permanent supportive housing in Orange County. In addition to the facilitation and regional collaboration of housing opportunities in Orange County, the Committee will align its efforts with the five key areas as stated in the Orange County CoC Board Vision.

3. Responsibilities

The Committee is responsible for the following functions in coordination and collaboration with the Orange County CoC:

- a. Coordinate information and resources amongst regional housing providers to reduce homelessness.
- b. Implement regional, system wide collaboration that includes the participation of regional affordable housing developers, homeless service providers, cities and Public Housing Authorities.
- c. Identify opportunities to increase housing ~~resources opportunities~~ for ~~those people~~ experiencing homelessness ~~and affordable housing programs~~, including sharing information on various funding opportunities and ~~strategies to submit more competitive applications~~ implementing strategies to provide more housing opportunities, including affordable and permanent supportive housing.

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- d. Track the development and utilization of tenant-based and project-based housing opportunities including permanent supportive housing, rapid rehousing, housing choice vouchers and other affordable housing programs, utilizing readily available data ~~and in HMIS to reduce homelessness.~~
- e. Provide recommendations on the types of housing interventions needed to effectively reduce homelessness to the Orange County CoC.
- f. ~~Establish a partnership with~~Coordinate the activities of Orange County's four Public Housing Authorities and entitlement jurisdictions administering federally funded programs and grants allocated by the U.S. Department of Housing and Urban Development (HUD). HUD Programs include but are not limited to the Housing Choice Voucher Program, Mainstream Voucher Program, Veterans Affairs Supportive Housing, Emergency Housing Vouchers, Family Unification Program/Foster Youth to Independence Vouchers, Community Development Block Grant (CDBG) Program, Emergency Solutions Grant (ESG) Program, HOME Investments Partnerships (HOME) Program and Housing Opportunity for Persons with AIDS (HOPWA) Program.
- g. Identify innovative solutions that create synergy, collaboration and ~~housing program~~ partnerships with a broad range of stakeholders to create more ~~access to housing options~~housing opportunities for people experiencing homelessness
- h. ~~Develop~~Manage a housing analysis and resources map of housing opportunities for people experiencing homelessness in Orange County
- i. Identify gaps, disparities, and unmet needs of Orange County's homeless population to reduce and close the gaps in the homelessness response system.
- ~~h.~~i. Commit to advancing equity in the Orange County CoC, specifically addressing populations who have been most disproportionately impacted by homelessness, to ensure all people in Orange County experiencing homelessness and those at-risk will have equitable access to navigation, housing, and supportive services that ensure equitable outcomes including overall well-being and long-term housing stability.

4. Recommendations

Matters referred by the Committee to the Policies, Procedures and Standards (PPS) Committee shall be placed on the calendar for consideration and action at the first meeting of the PPS Committee after such reference. If there is an issue of importance to the Committee, the Committee may submit recommendations to the CoC Board for their consideration in coordination with the Collaborative Applicant. The CoC Board may adopt, amend, or reject the recommendations of the Committee.

5. Chair and Vice Chair

The CoC Board shall assign a member of the CoC Board as the Chair of the Committee to ensure alignment with the CoC Board and facilitate coordination and collaboration between the CoC Board and Committee. The Chair of the Committee shall remain Chair of the Committee so long as he/she holds his/her seat on the CoC Board. The Chair may appoint a Vice Chair from one of the voting members of the Committee to support the Committee functions and assist with planning, facilitation, and coordination of the Committee meetings. The Vice Chair will act as interim chair if the Chair is unavailable, absent, or resigns. The Vice Chair term will mirror the Chair's CoC Board term

5.6. Membership

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~~The CoC Board shall assign a member of the CoC Board as the Chair of the Committee to ensure alignment with the CoC Board and facilitate coordination and collaboration between the CoC Board and Committee. The Chair of the Committee shall remain Chair of the Committee so long as he/she holds his/her seat on the CoC Board. The Chair may appoint a Vice Chair from one of the voting members of the Committee to support the Committee functions and assist with planning, facilitation, and coordination of the Committee meetings. The Vice Chair will act as interim chair if the Chair is unavailable, absent, or resigns. The Vice Chair term will mirror the Chair's CoC Board te~~

Additional membership of the Committee shall be comprised of members of Orange County's four Public Housing Authorities, CalOptima Health, the Orange County Housing Finance Trust, Orange County United Way, the Kennedy Commission, the Orange County Housing Advocacy Collaborative, regional affordable housing developers/providers, Emergency Solutions Grant (ESG) funded entitlement jurisdictions, ~~and~~ homeless service providers and other housing advocacy organizations.

The specific voting members of the Committee shall be Orange County's four Public Housing Authorities, CalOptima, the Orange County Housing Finance Trust, Orange County United Way, the Kennedy Commission, the Orange County Housing Advocacy Collaborative, and Emergency Solutions Grant (ESG) funded jurisdictions. The membership of the Committee will be appointed by the Chair and Vice Chair.

~~The Chair may appoint a ViceCo Chair to share equal responsibilities from one of the voting members of the Committee to support the Committee functions and assist with planning, facilitation, and coordination of the Committee meetings. The Vice Chair will act as interim chair if the Chair is unavailable, absent, or resigns. The Vice Chair term will mirror the Chair's CoC Board term.~~

6.7. Meeting Schedule

The Committee shall meet on every even numbered month and meetings will be open to the public except as otherwise determined by the Committee. Any person who attends a meeting may be asked by the Chair to leave if the person is disruptive; if a conflict of interest applies; or if an agenda business item(s) is deemed by the Chair to be of such nature that it involves only Orange County CoC closed session business.

7.8. Voting and Quorum

No quorum is needed to hold a meeting, but quorum is needed to make decisions affecting the whole group. A quorum shall be constituted by the presence of a majority of more than 50% of the appointed voting members of the Housing Opportunities Committee. Each agency-voting member agency shall be entitled to one vote; proxy votes will not be accepted.

8.9. Conflict of Interest

Membership of the Committee shall abstain from voting on any issue in which they may be personally vested to avoid a conflict of interest in accordance with County, State and Federal laws, regulations and ordinances and shall refrain from engaging in any behavior that conflicts with the best interest of CoC.

Orange County Continuum of Care Housing Opportunities Committee Governance Charter

The Housing Opportunities Committee is a committee of the Orange County Continuum of Care (CoC) Board. The purpose of the Housing Opportunities Committee is to identify, coordinate and evaluate housing opportunities for people experiencing homelessness in the Orange County CoC. The Housing Opportunities Committee fulfills this goal by coordinating information and resources amongst regional housing providers, identifying gaps in affordable and permanent supportive housing, and supporting the creation of more housing opportunities in coordination with affordable housing developers, homeless service providers, cities and Public Housing Authorities. The mission of the Housing Opportunities Committee is to provide more housing opportunities for people experiencing homelessness in Orange County.

1. Name

The technical name is the Housing Opportunities Committee hereinafter referred to as the “Committee”.

2. Purpose

The Committee will function as an advisory group to the CoC Board and the Policies, Procedures and Standards (PPS) Committee. The Committee assists in the overall coordination of efforts and information sharing to foster the development of housing opportunities for people experiencing homelessness. The Committee will facilitate regional and systemwide collaboration in the development and implementation of affordable housing programs and opportunities that provide permanent housing solutions, such as housing choice vouchers, short-term rental assistance and/or permanent supportive housing, to reduce homelessness and to increase the supply of affordable and permanent supportive housing in Orange County. In addition to the facilitation and regional collaboration of housing opportunities in Orange County, the Committee will align its efforts with the Orange County CoC Board Vision.

3. Responsibilities

The Committee is responsible for the following functions in coordination and collaboration with the Orange County CoC:

- a. Coordinate information and resources amongst regional housing providers to reduce homelessness.
- b. Implement regional, system wide collaboration that includes the participation of regional affordable housing developers, homeless service providers, cities and Public Housing Authorities.
- c. Identify opportunities to increase housing opportunities for people experiencing homelessness, including sharing information on various funding opportunities and implementing strategies to provide more housing opportunities, including affordable and permanent supportive housing.
- d. Track the development and utilization of tenant-based and project-based housing opportunities including permanent supportive housing, rapid rehousing, housing choice vouchers and other affordable housing programs, utilizing readily available data and HMIS.
- e. Provide recommendations on the types of housing interventions needed to effectively reduce homelessness to the Orange County CoC.
- f. Coordinate the activities of Orange County’s four Public Housing Authorities and entitlement jurisdictions administering federally funded programs and grants allocated by the U.S. Department of

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Housing and Urban Development (HUD). HUD Programs include but are not limited to the Housing Choice Voucher Program, Mainstream Voucher Program, Veterans Affairs Supportive Housing, Emergency Housing Vouchers, Family Unification Program/Foster Youth to Independence Vouchers, Community Development Block Grant (CDBG) Program, Emergency Solutions Grant (ESG) Program, HOME Investments Partnerships (HOME) Program and Housing Opportunity for Persons with AIDS (HOPWA) Program.

- g. Identify innovative solutions that create synergy, collaboration and partnerships with a broad range of stakeholders to create more housing opportunities for people experiencing homelessness
- h. Manage a housing analysis and resources map of housing opportunities for people experiencing homelessness in Orange County
- i. Identify gaps, disparities, and unmet needs of Orange County's homeless population to reduce and close the gaps in the homelessness response system.
- j. Commit to advancing equity in the Orange County CoC, specifically addressing populations who have been most disproportionately impacted by homelessness, to ensure all people in Orange County experiencing homelessness and those at-risk will have equitable access to navigation, housing, and supportive services that ensure equitable outcomes including overall well-being and long-term housing stability.

4. Recommendations

Matters referred by the Committee to the Policies, Procedures and Standards (PPS) Committee shall be placed on the calendar for consideration and action at the first meeting of the PPS Committee after such reference. If there is an issue of importance to the Committee, the Committee may submit recommendations to the CoC Board for their consideration in coordination with the Collaborative Applicant. The CoC Board may adopt, amend, or reject the recommendations of the Committee.

5. Chair and Vice Chair

The CoC Board shall assign a member of the CoC Board as the Chair of the Committee to ensure alignment with the CoC Board and facilitate coordination and collaboration between the CoC Board and Committee. The Chair of the Committee shall remain Chair of the Committee so long as he/she holds his/her seat on the CoC Board. The Chair may appoint a Vice Chair from one of the voting members of the Committee to support the Committee functions and assist with planning, facilitation, and coordination of the Committee meetings. The Vice Chair will act as interim chair if the Chair is unavailable, absent, or resigns. The Vice Chair term will mirror the Chair's CoC Board term.

6. Membership

Additional membership of the Committee shall be comprised of members of Orange County's four Public Housing Authorities, CalOptima Health, the Orange County Housing Finance Trust, Orange County United Way, the Kennedy Commission, the Orange County Housing Advocacy Collaborative, regional affordable housing developers/providers, Emergency Solutions Grant (ESG) funded jurisdictions, homeless service providers and other housing advocacy organizations.

The specific voting members of the Committee shall be Orange County's four Public Housing Authorities, CalOptima Health, the Orange County Housing Finance Trust, Orange County United Way, the Kennedy Commission, the Orange County Housing Advocacy Collaborative, and Emergency Solutions Grant (ESG)

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funded entitlement jurisdictions. The membership of the Committee will be appointed by the Chair and Vice Chair.

7. Meeting Schedule

The Committee shall meet on every even numbered month and meetings will be open to the public except as otherwise determined by the Committee. Any person who attends a meeting may be asked by the Chair to leave if the person is disruptive; if a conflict of interest applies; or if an agenda business item(s) is deemed by the Chair to be of such nature that it involves only Orange County CoC closed session business.

8. Voting and Quorum

No quorum is needed to hold a meeting, but quorum is needed to make decisions affecting the whole group. A quorum shall be constituted by the presence of a majority of more than 50% of the voting members of the Housing Opportunities Committee. Each voting member agency shall be entitled to one vote; proxy votes will not be accepted.

9. Conflict of Interest

Membership of the Committee shall abstain from voting on any issue in which they may be personally vested to avoid a conflict of interest in accordance with County, State and Federal laws, regulations and ordinances and shall refrain from engaging in any behavior that conflicts with the best interest of CoC.

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Orange County Continuum of Care Veterans Committee Governance Charter

At the meeting dated August 24, 2022, the Continuum of Care (CoC) Board approved the creation of the Veterans Committee. The Veterans Committee was created to ensuring that the CoC is actively working to prevent, reduce, and end homelessness for veterans, and measuring progress on these efforts.

1. Name

The technical name of this committee is the Veterans Committee, hereinafter referred to as the "Committee".

2. Purpose

The Committee will function as an advisory group to the CoC Board and align its efforts to those of the Orange County CoC Board Vision. This Committee aligns with the intent of ensuring that the CoC is actively working to prevent, reduce, and end homelessness for veterans, and measuring progress on these efforts. The Committee will provide leadership on the issue of veteran homelessness and coordinate efforts to better serve veterans and their families in becoming permanently housed and achieving housing stability.

3. Responsibilities

The Committee is responsible for advising the CoC Board and exercising the following functions:

- Support the CoC in identifying all veterans experiencing homelessness and connecting them to the Veteran Registry.
- Coordinate efforts of the CoC's measuring progress towards ending veteran homelessness through the analysis of data and information sharing.
- Coordinate the delivery of services to support veterans at risk of homelessness become achieve housing stability and veterans experiencing homelessness quickly secure housing.
- Convening local, state, federal and regional stakeholders working to address veteran homelessness together to share information on events, funding opportunities, and troubleshoot problems.
- Educate and inform the CoC on the needs and issues of veterans and veteran homelessness.
- Commit to advancing equity in the Orange County CoC, specifically addressing veteran populations who have been most disproportionately impacted by homelessness, to ensure all people in Orange County experiencing homelessness and those at-risk will have equitable access to navigation, housing, and supportive services in ways that ensure equitable outcomes including overall well-being and long-term housing stability

4. Recommendations

Matters referred to the Committee by the CoC Board, sub-committees or workgroups shall be placed on the calendar for consideration and action at the first meeting of the Veterans Committee after such reference. If there is an issue of importance to the Committee, the Committee may submit recommendations to the Policies, Procedures and Standards Committee and/or CoC Board for their consideration in coordination with the Collaborative Applicant. The CoC Board may adopt, amend, or reject the recommendations of the Committee in the best interest of the CoC.

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5. Membership

The Committee shall be chaired by the CoC Board member elected to serve in the seat designated for a veteran or veteran services agency representative. The Chair may appoint a Vice Chair, if desired.

The CoC aims to build a diverse and inclusive Committee. The Committee is to be representative of different regions, service providers, and stakeholders involved in the work of preventing and ending veteran homelessness within Orange County. The following representation within the Committee is highly desirable:

- Representative from U.S. Department of Veterans Affairs (VA)
- Representative from the Orange County Veterans & Military Families Collaborative (OCVMFC)
- Representative with current or past lived experience of homelessness as a Veteran
- Representative (s) from Orange County Supportive Services for Veteran Families (SSVF) service provider agencies
- Representative from United Way Welcome Home OC Program
- Representative (s) from Orange County housing providers and/or Public Housing Authorities
- Representative from a health care agency that serves veterans at risk of or experiencing homelessness
- Representative from an employment-focused agency that serves veterans at risk of or experiencing homelessness

6. Meeting Schedule

The Committee will meet bi-monthly, every odd month, and will be open to the public except as otherwise determined by the Committee. Any person who attends a meeting may be asked by the Committee Chair to leave if the person is disruptive; if a conflict of interest applies; or if an agenda business item(s) is deemed by the Committee Chair to be of such nature that it involves only Orange County CoC closed session business.

7. Voting and Quorum

A quorum is necessary to conduct business and make recommendations. A quorum shall be constituted by the presence of a majority of more than 50% of the appointed members of the Veterans Committee.

A majority vote of those members present is required to take any action. Each member shall be entitled to one vote; no proxy votes will be accepted.

8. Conflict of Interest

Membership of the Committee shall abstain from voting on any issue in which they may be personally vested to avoid a conflict of interest in accordance with County, State and Federal laws, regulations and ordinances and shall refrain from engaging in any behavior that conflicts with the best interest of CoC.

Date: January 25, 2023

Subject: CalOptima Health's HMIS Data Release Updated Request

Recommended Actions:

- a. Approve CalOptima Health's HMIS data updated request to support CalOptima Health's participation in the California Department of Health Care Services Housing and Homelessness Incentive Program.

Background

Purpose of Data Request

The California Department of Health Care Services (DHCS) established the Housing and Homelessness Incentive Program (HHIP) to improve health outcomes and access to whole person care services by addressing housing insecurity and instability as a social determinant of health. Incentives earned through this program are to be invested back in the community to address and prevent homelessness – not to CalOptima Health benefit, but to support persons experiencing homeless and organizations on the front lines doing the work.

There are multiple key measures directly tied to accurately matching member data with HMIS data. It is essential to accomplish this to maximize earning potential through this one-time funding opportunity. Without it, the ability for CalOptima Health to fund critical investments will be hindered.

As demonstrated through the most recent Notice of Funding Opportunity (NOFO), CalOptima Health is preparing to award over \$41 million in community grants to programs that bolster the System of Care and aid in increased housing opportunities in Orange County. The intent is to continue making large investments as funds are earned through HHIP.

Prior CoC Board Action Taken

In September 2022, the CoC Board approved a data request from CalOptima to receive regular and recurring (monthly) data downloads of all individuals within the Homeless Management Information System (HMIS) to allow for member matching with CalOptima Health enrollment data.

In December 2022, CalOptima Health sought CoC Board approval to obtain the full Social Security Number (SSN), as preliminary efforts to match HMIS data with member information were heavily impacted without it. The CoC Board ultimately only approved access to the last four of the SSN – which has continued to limit the CalOptima Health's ability to successfully match member data.

Analysis

CalOptima Health is returning to the CoC Board to request the full SSN be included in the HMIS data request to ensure the member match with HMIS data is as accurate as possible. The inherent data quality issues

associated with HMIS means more information is needed to achieve a successful member match – first and last name, date of birth and last four of SSN is often not enough.

It should be stated that CalOptima Health already has access to these individuals' SSN. By not sharing the full SSN, it is not protecting an individuals' SSN; rather it is preventing CalOptima Health from having a complete picture of the person for whom they are caring.

Other Managed Care Plans (MCPs) across the State of California are using SSN as one of a few core data elements in which they base their member match – this includes both LA Care and HealthNet in Los Angeles County.

DHCS has provided the following statement to share with local Continuums of Care (CoCs) to increase understanding of the importance of sharing the appropriate HMIS data elements:

“HHIP provides a unique opportunity for MCPs to directly engage in the housing sector, as one of the primary goals is to ensure MCPs develop the necessary capacity and partnership to connect their members to needed housing services. While many MCPs are offering housing supports and navigation services for their members, housing and healthcare systems are not well-coordinated and integrated. As a foundational step to bridge this gap, DHCS is encouraging data sharing among MCPs and CoCs via HMIS.

DHCS anticipates this will serve as a first and critical step in connecting MCPs to the larger homeless system of care while also providing an opportunity for CoCs to understand how MCPs can support local and county efforts to address homelessness. Data sharing will allow MCPs and CoCs to coordinate service delivery. It will also allow MCPs to effectively participate in the CoC's Coordinated Entry System (CES) and HMIS, support their partners in the homeless system of care, and provide services for their members experiencing homelessness.”

Additional Information

As a MCP subject to the Health Insurance Portability and Accountability Act (HIPAA) and other laws, CalOptima Health has the appropriate privacy and security mechanisms in place to ensure access to the data is limited and stored in a safe repository. CalOptima Health will not use these data for reasons other than those specific within the original request and is prepared to enter into a formal Memorandum of Understanding with 211OC as the HMIS Lead, the County of Orange as the CoC Collaborative Applicant, etc. as deemed appropriate in the future.

No individual level data will be shared publicly, although any resulting aggregated analyses and/or reports might be shared in the following public venues including, but not limited to: CalOptima Health's Board of Directors, Advisory Committees, and to DHCS as part of HHIP reporting requirements.

Date: January 25, 2023

Subject: CoC Board Calendar Year 2023 - 2025 Leadership Vision and Objectives

Recommendation Action:

- a. Adopt the CoC Board Calendar Year 2023 - 2025 Leadership Vision and Objectives.

Background and Analysis

On February 20, 2021, the Orange County CoC Board approved the creation of a CoC Vision Ad Hoc. The CoC Vision Ad Hoc was comprised of Tim Shaw, Patti Long, Becks Heyhoe, Dawn Price, George Searcy and the Office of Care Coordination. The CoC Vision Ad Hoc developed a draft of a three-year Leadership Vision for the Orange County CoC Board, focusing on efforts that:

- Permanently house those experiencing homelessness
- Ensure an efficient, dignified system
- Promote an equitable and just system
- Drive system-wide engagement and collaboration
- Strengthen regional leadership and accountability
- Smartly allocate funds to match the greatest needs

At the December 15, 2021, meeting, the CoC Board approved the adoption the Orange County CoC Leadership Vision for Calendar Years (CY) 2022 - 2024. Following the December 15, 2021, meeting, the CoC Vision Ad Hoc and the Office of Care Coordination reconvened to discuss further aligning the vision with specific goals and strategies and decided to break down each strategic aim of the vision statement to be discussed further in smaller working groups. The CoC Vision Ad Hoc and the Office of Care Coordination collaboratively developed drafted objectives under each strategic aim of the vision document, ensuring objectives were specific, measurable, achievable, relevant, time-bound, inclusive, and equitable (SMARTIE). The drafted objectives were shared at the August 12, 2022, meeting of the CoC Vision Ad Hoc and further refined to incorporate feedback and recommendations. The Office of Care Coordination merged the CoC Vision and Objective drafts into one document, for review at the December 9, 2022, meeting of the CoC Vision Ad Hoc. As the ad CoC Vision hoc reached consensus on appropriate objectives to include under each strategic aim, the CoC Board Leadership Vision and Objectives document was finalized

To provide an overview of objectives developed, please reference Attachment A.

Attachments

Attachment A –CoC Board Calendar Year 2023 - 2025 Leadership Vision and Objectives

Orange County Continuum of Care Board
Calendar Year 2023 - 25 Leadership Vision and Objectives

Strategic Aim 1: Permanently House those Experiencing Homelessness

Long-Term Goal 1: The CoC has led the collaborative effort to build and sustain a fluid system to prevent homelessness and quickly intervene with solutions to end homelessness among veterans, Transitional Aged Youth (TAY), and families, while making significant, measurable progress for all populations experiencing homelessness.

Objectives:

- 1.1 The CoC Board has adopted evidence-based approaches to effectively assist those at-risk of losing housing through activities and funding requirements associated with prevention and diversion efforts within the System of Care in Orange County and annual evaluation and review of relevant data reports.
- 1.2 The CoC Board has a consistent data collection methodology, using an equity lens, providing annual data updates so that all providers, members, and the public have access to clear, consistent, and regular analyses of the demand for resources in every intervention and/or project type within the System of Care.
- 1.3 The CoC Board has implemented a System of Care dashboard, in collaboration with the Commission to End Homelessness and other key stakeholders, generating real time updates on system/CoC capacity to provide resources and information, consistent with the needs of providers, members, and the public, to address homelessness.
- 1.4 The CoC Board is engaging in ongoing, rigorous review and evaluation of Orange County's homeless service system to understand service needs and gaps and assign funding priorities, ensuring appropriate funding allocations, and shifting or resources as needed.

Strategic Aim 2: Ensure an Efficient, Dignified System

Long-Term Goal 2: The regional homelessness response system provides multiple points of access for all populations experiencing homelessness, reduces length of stay in shelters through more housing opportunities, creates fluidity among interventions in the Coordinated Entry System, promotes long-term housing stability, and measurably reduces returns to homelessness.

Objectives:

- 2.1 The CoC Board promotes and supports collaboration across the CoC to create consistency among providers in training on evidence-based practices and participant engagement.
- 2.2 The CoC Board works collaboratively with public housing authorities, the Orange County Housing Finance Trust, and other local housing partners, to create consistency within housing project types and facilitate fluidity among housing opportunities to better meet the needs of people experiencing homelessness.
- 2.3 The CoC Board ensures data is communicated in ways that provide meaningful, actionable strategies and practices that reduce the length of homelessness, promote increased housing stability, and reduce returns to homelessness.
- 2.4 The CoC Board provides multi-platform opportunities for and incorporates feedback regarding the accessibility and efficiency of the Orange County homeless response system through intentional engagement with people with lived expertise, frontline staff, and system leaders.

Strategic Aim 3: Promote an Equitable, Just System

Long-Term Goal 3: The CoC has assessed the homelessness response system and implemented policies, procedures, and practices rooted in deep understanding of historical, systemic inequities and injustices in housing and homeless services for underrepresented and marginalized groups to promote more equitable outcomes.

Objectives:

- 3.1 The CoC Board, committees and Administrative Entity membership demonstrate understanding of the dynamics of systemic racial and cultural barriers to housing as evidenced by a clear and consistent focus on priority actions and policies which promote equity and justice.
- 3.2 The CoC Board has implemented the highest priority recommendations from the C4 Innovations-led CoC Racial Equity Assessment and assesses recommendations on a six-month basis to evaluate the impact of change.
- 3.3 The CoC Board employs a comprehensive and continuous process to assess and develop appropriate responses to racial inequities outside of the CoC's jurisdiction when they adversely impact unhoused people or impede the end of homelessness.
- 3.4 In addition to the racial equity framework, the CoC Board has developed and implemented strategies to address systemic inequities and injustices for other historically marginalized groups.

Strategic Aim 4: Drive System-Wide Engagement and Collaboration

Long-Term Goal 4: The CoC is a model for community education and engagement, creating broad and better understanding of the CoC's role, aligning with cities, the County and private resources, partnering to reimagine law enforcement's role in homelessness response, strengthening policy agenda partnerships with other CoCs, and centering the voices of those with lived experience in decision-making.

Objectives:

- 4.1 The CoC Board, in collaboration with the Administrative Entity, offers educational opportunities for service providers and community partners, resulting in strong alignment and partnership, and increased understanding and agreement of the role and purview of the CoC Board and program among CoC members, city representatives, County departments, and private funders.
- 4.2 The CoC Board regularly coordinates resource allocation priorities with and has achieved broad understanding of the role and participation of private funding sources, as evidenced by comprehensive investment and resource mapping.
- 4.3 The CoC Board has implemented an ongoing process of engagement with local police departments and the Sheriff's Department and launched at least one collaborative initiative to reimagine the role of law enforcement in homelessness.
- 4.4 The CoC Board has developed a policy agenda and legislative priorities and is working closely with other California CoCs to enact federal and state changes to measurably improve the resources and performance of the CoC.
- 4.5 CoC policies, processes, plans, and priorities are evaluated and informed by those with lived experience.

Strategic Aim 5: Strengthen Regional Leadership and Accountability

Long-Term Goal 5: The CoC is primarily accountable for the strategy to end homelessness in Orange County, and promote a human right to housing, aligned with the state action plan and federal programs, and recognized as the model for innovative approaches through decision-making processes undeterred by politics or bureaucracy, with decisions and strategy set by experts, practitioners, and those with lived experience.

Objectives:

- 5.1 The CoC Board has agreed on a strategic vision for preventing and ending homelessness in Orange County that impacts decision-making towards CoC funding opportunities and initiatives.
- 5.2 All CoC Board members and related subcommittee members receive training and education to ensure they have comprehensive knowledge about the CoC strategic vision, acknowledged best practices, the CoC's scope of influence related to its policies, and funding decisions.

Item 4. Attachment A

Strategic Aim 6: Smartly Allocate Funds to Match the Greatest Needs

Long-Term Goal 6: The CoC partners with all relevant stakeholders on comprehensive fiscal and resource mapping and analysis of data to inform funding decisions and priorities, ensure clear performance metrics, maximize pooled resources, and allocate funding in a fiscally accountable way.

- 6.1 The CoC Board analyzes other funding sources, identifies leveraging opportunities to support addressing homelessness, and engages in outreach to other CoCs to learn about additional funding initiatives and best practices.
- 6.2 The CoC Board plans and conducts an in-depth analysis of investment and resource mapping tools to identify and target relevant fiscal resources for CoC funding decisions and priorities.

Date: January 25, 2023

Subject: OC Aging Services Collaborative’s HMIS Data Release Request

Recommended Action:

- a. Approve OC Aging Services Collaborative’s HMIS data request to support with a report on the current housing climate for older adults in the published Report on Aging in Orange County 2023.

Background and Analysis

On January 6, 2023, the OC Aging Services Collaborative submitted a data request to 2-1-1 Orange County (211OC) requesting a single data download of all individuals within the Orange County Continuum of Care’s HMIS who are age 55 and older. The OC Aging Services Collaborative is working to develop a new section in their “Report on Aging in Orange County” specific to housing. The purpose of this HMIS data request is to gather temporary and permanent housing data on older adults in Orange County which will be used in addition to other information already obtained by the OC Ageing Services Collaborative to help create an overview of the current housing climate in Orange County. The “Report on Aging in Orange County,” including the new section on housing will be published and available to the public on the [OC Aging Services Collaborative](http://www.ocagingservicescollaborative.org/) website - <http://www.ocagingservicescollaborative.org/>.

The OC Aging Services Collaborative’s HMIS data request is for unidentified data for the reporting period of calendar years 2017 to 2022. This request would be inclusive of all project types (e.g. homelessness prevention, street outreach, emergency shelter, transitional housing, rapid rehousing, permanent supportive housing, other permanent housing) and all populations, as applicable.

The following U.S. Department of Housing and Urban Development (HUD) data elements needed for the OC Ageing Services Collaborative reporting purposes are detailed below:

- System generated - Client Unique Identifier
- 3.04 Race
- 3.05 Ethnicity
- 3.06 Gender
- 3.08 Disabling Condition
- 2.02 Project Type
- 4.02 Incomes and Sources
- 4.03 Non-cash Benefits
- 4.04 Health Insurance
- 4.05 Physical Disability
 - 4.05A Expected to be of long, continued and indefinite duration and substantially impairs ability to live independently
- 4.06 Developmental Disability
- 4.07 Chronic Health Condition

- 4.07A Expected to be of long, continued and indefinite duration and substantially impairs ability to live independently
- 4.08 HIV/AIDS
- 4.09 Mental Health Disorder
 - 4.09A Expected to be of long, continued and indefinite duration and substantially impairs ability to live independently
- 4.10 Substance Use Disorder
 - 4.10A Substance Use Disorder Expected to be of long, continued and indefinite duration and substantially impairs ability to live independently
- Calculated Field - Age
- Calculated Field - Household Type
- Calculated Field - Chronic Homelessness
- Custom Question - Employment Status
- Custom Question - First Time Homeless (yes/no)
- Custom Question - What city were you in immediately prior to entry into this project?

Date: January 25, 2023

Subject: Racial Equity Framework Update

Background and Analysis

In December 2021, the Office of Care Coordination contracted with C4 Innovations for the development of a Racial Equity Roadmap for the Orange County Continuum of Care (CoC) to guide the work and establish equitable policies and practices in homeless service delivery. The development of the Racial Equity Roadmap took place in three phases, from December 2021 through December 2022:

- Phase 1: Assessment and Learning
- Phase 2: Action Planning and Continued Learning
- Phase 3: Implementation Support and Sustainability

Each phase of the Racial Equity Roadmap development has involved participation from various stakeholders, including the Office of Care Coordination, 2-1-1 Orange County as the Homeless Management Information System (HMIS) Lead Agency, Coordinated Entry System (CES) leaders, CoC Board members, local system leaders, service providers and people with lived expertise.

In December 2022, C4 Innovations facilitated two implementation planning session and one sustainability coaching session with the Office of Care Coordination, Results Academy Team, and relevant stakeholders to review the final draft of the OC Racial Equity Roadmap Action Plan and discuss the implementation of the strategies and action steps identified. Phase 3 of the Racial Equity Roadmap initiative concluded with a working draft of the Racial Equity Roadmap Action Plan and recommendations from C4 Innovations on how to implement and sustain the collaboratively designed goals and strategies. The Orange County CoC Racial Equity Roadmap and Recommendations for Implementation and Sustainability brief, produced by C4 Innovations, is available for reference in Attachment A.

Attachments

Attachment A – Orange County CoC Racial Equity Roadmap and Recommendations for Implementation and Sustainability Final Brief



Orange County CoC

Racial Equity Roadmap and
Recommendations for Implementation
and Sustainability

Acknowledgements

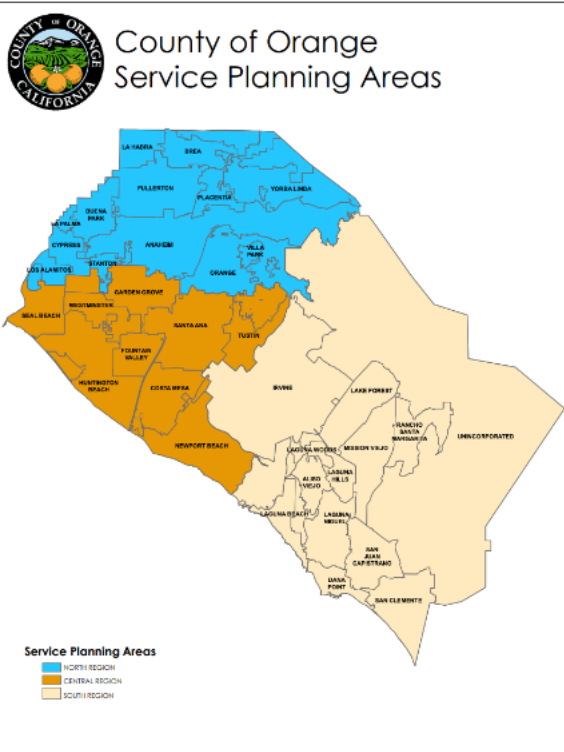
The C4 REDI Team would like to express our sincere appreciation to all those who participated in the Orange County CoC racial equity analysis and roadmap development. The [OC Racial Equity Roadmap/Action Plan - Working Draft](#) reflects a shared vision for a more equitable homeless response system across the region, and it provides a path forward that can improve access and outcomes for Black, Indigenous and communities of color who are most disproportionately impacted by homelessness. This brief will highlight particular areas of the plan that need further development and provide recommendations to address technical challenges (e.g., needed resources, additional trainings, evaluation, etc.) as well as adaptive leadership challenges (e.g., shifts in power, more inclusive decision-making, cultural shifts) to ensure successful implementation and sustainability.

ACKNOWLEDGEMENTS

**Orange County Office
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Special thanks to
Felicia Boeringer and
Zulima Lundy**

**Orange County CoC
Board**

**Orange County CoC Data
Leads - Special Thanks
to Erin DeRycke**



**County of Orange
Service Planning Areas**

Service Planning Areas

- NORTHERN REGION
- CENTRAL REGION
- SOUTHERN REGION

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*Thank
You*

Background

The County of Orange partnered with C4 Innovations to engage and support the Orange County CoC to assess its homeless response system, prioritize areas for action, and develop implementation strategies to achieve more racially equitable outcomes.

The C4 Racial Equity Design and Implementation (REDI) Team has developed a framework for racially equitable systems change that starts with acknowledging that every system in this country has been built on the foundation of white supremacy ideology, designed to advantage White individuals, while systematically disadvantaging Black, Brown, and Indigenous people. The long-lasting and intergenerational damage caused by this faulty foundation can be seen in the racial disparities that exist across health, education, employment, justice system, and housing outcomes. The REDI framework has three major pillars that shape our approach. Across all three, we ask, *“How can CoCs de-center whiteness and explicitly center the Black, Indigenous, People of Color (BIPOC) they aim to serve?”*



1. Culture Shift: There must be a seismic shift away from [White Supremacy Cultural \(WSC\) Characteristics](#) in order to move to a more inclusive and anti-racist culture. The foundation must be examined, torn apart/broken down, and rebuilt based on shared values that promote equitable outcomes for all. The REDI framework creates space for exploration and processing through a series of foundational learning sessions as well as opportunities for continued learning and self-reflection. During this project, network providers and community members attended a series of foundational learning sessions to build a shared language, examine the historical and current conditions that have led to Black, Indigenous and people of color (BIPOC) experiencing homelessness at higher rates, and disrupt implicit biases. This not only helps to build commitment towards designing a more equitable homeless response system, but it also ensures that any resulting changes can be sustained. As part of this culture shift, it is important to recognize that leadership and decision-making roles cannot continue to be reserved for those in powerful positions. Power must be given back to community, and the people who will be most impacted by policies must be involved in driving and sustaining system change.



2. Centering Lived Experience: To develop community-driven solutions that are sustainable, it is necessary to authentically engage and partner with those who have the best vantage point and most relevant expertise at decision-making tables. The County was provided with coaching and support to convene a Results Academy Team made up of stakeholders who were racially and ethnically representative of those most disproportionately impacted by homelessness and inclusive of partners with lived experience of homelessness, frontline staff, and system leaders. The team met biweekly over the course of the 15-month engagement to analyze quantitative and qualitative data and keep the experiences of people who are using the homeless response system at the center of strategy development. They identified racial inequities, envisioned a desired end result

for regional change, and worked to develop strategies that can impact the policies, mental models, and structures that have led to these disparities.



3. Implementation of Anti-Racist Practices, Policies, Tools, and Frameworks:

Undoing racist structures requires that communities move from awareness of inequities to action. The foundation must be rebuilt, brick by brick, to ensure an equitable homeless response system. This is a long-term commitment that requires intentionality, action, and shared accountability. The REDI framework supports community members to operationalize what they have learned and apply their knowledge in ways that will lead to improved outcomes for those most disproportionately impacted by homelessness. Participants build the capacity and skills to interrogate every part of the homeless response system and integrate racial equity into processes such as reviewing policies and procedures with a racial equity lens and embedding cultural humility into services. Throughout the course of the project, Results Academy team members began to move away from “business as usual,” engaging community members in the planning and decision-making process who, historically, have been excluded and strengthening commitments from system leaders to ensure the successful implementation and sustainability of the racial equity action plan.

Technical and Adaptive Leadership Challenges and Recommendations

Authentic Engagement of Partners with Lived Experience:

In the initial phase of the project, the County of Orange recruited members for the Results Academy team. Great efforts were made to engage people with lived experience, from diverse racial and ethnic backgrounds, and varied positions within the homeless service system. There was a clear commitment to compensating partners with lived experience for their time and knowledge. However, the County had little flexibility in how the payments could be made. Compensating persons with lived experience is not one size fits all. It is important that individuals have the ability to choose how they are compensated. This could include checks, gift cards, cash, or electronic cash transfers.

Recommendation:

Identify a nonprofit or philanthropic partner that can compensate partners with lived experience in various ways that best meet their needs.

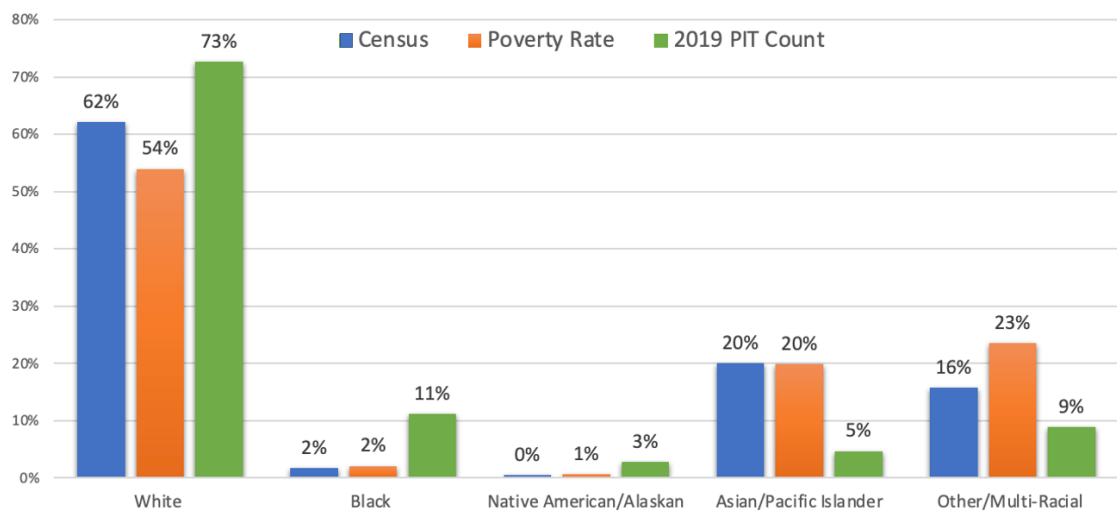
It is also important to ensure there is a supportive infrastructure that enables partners with lived experience to *lead* the work of system change. Inviting them to the table is only the beginning. The CoC must ensure that partners with lived experience are building their skills and capacity and given opportunities to facilitate meetings and trainings, set the agenda, sit in positions of leadership, and make impactful decisions about the system (e.g., resource allocation, policy change, program design, etc.).

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Shared Power and Decision-Making with Black/African American Stakeholders:

Quantitative data analysis reveals that across the Orange County CoC, Black and/or African American households are the most overrepresented demographic group experiencing homelessness when comparing the racial and ethnic population distributions in Census data to Point-in-Time (PIT) count data from 2019.

Table 1 - Census, Poverty, and PIT Count Data by Race



Although the Results Academy team members were diverse in many ways, (gender, age, race, ethnicity, etc.), only one individual identified as Black/African American. This was also the case across other planning bodies.

Recommendation:

Increase representation of Black/African American stakeholders in every part of the process to advance racial equity. They understand what works best for their communities and should share decision-making power in developing the strategies to address inequities, as well as in the implementation and monitoring/evaluation phases of the racial equity action plan.

Multiple Equity Initiatives:

In Orange County, there are several collaboratives working in different spaces to promote and advance equity in the healthcare and homeless service systems. These systems often operate independently from each other, their policies and practices solely reflecting their own bodies of knowledge, producing and reinforcing fragmentation.

Recommendation:

Align the Orange County CoC Racial Equity Roadmap/Action Plan with the objectives of other racial equity initiatives. Specifically, ensure the plan is aligned with California Advancing and Innovating Medical (CalAIM's) racial equity strategies, the CA Racial Equity Action Lab (facilitated by TAC), Equity in OC, and the equity objectives of the CoC Leadership Vision. Develop a shared vision for what equitable housing and healthcare looks like in Orange County and shared

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measures of progress. This will ensure that systems are working together to address the holistic concerns of community members, especially those that have been most marginalized.

Building Buy-In:

To achieve successful implementation of the Racial Equity Action Plan, there must be involvement from the entire network of CoC members. The Results Academy team are not meant to be solely responsible for the plan. Currently, the plan still has many recommended action steps without any responsible parties identified to lead the work. It is important that partners take ownership of areas where they may have the most influence/impact.

There is also concern that many partners may lack capacity to take on some of the work. However, there will never be a better time than now to engage in the work of racial equity. There will always be competing priorities. Therefore, it is important to consider how partners can build capacity and skills to do this work and engage in ways that they are able to now.

Network providers should have opportunities, and be provided with any information necessary, to define their priorities within the plan.

Recommendation:

Share the plan with stakeholders across the CoC and partners from adjacent systems in a dynamic and engaging way that builds commitment and collaboration. Plan an Equity Summit/Convening for the Homeless Response System to map out everybody's roles in the plan and get partners to take ownership (early in the year, maybe in February).

Participants can engage in a "Gallery Walk" with the Racial Equity Roadmap displayed on the walls, allowing community members to leave comments on each part of the plan where there is already progress or where they see themselves taking on some of the work.

Additionally, the County can survey agencies to determine how they are currently working on advancing racial equity to leverage work that is already happening and conduct a focused listening session with some of the providers to determine their priorities.

Culture Shift:

Several CoC Board members have been involved in system analysis and action planning to develop the Racial Equity Roadmap/Action Plan. The CoC has embedded equity objectives into their leadership vision and are committed to advancing racial equity. However, they have expressed that making time and space to create more inclusive spaces for authentic partnering with people with lived experience and Black, Indigenous, people of color has been difficult. The Board meetings are governed by processes that can perpetuate exclusion, and packed agendas leave little time to orient new members or ensure everyone's voice is heard.

The culture of the CoC also shapes the experiences of frontline staff. The goal is to ensure that all providers can be racial equity practitioners who are working to achieve equitable access and outcomes for all. It is extremely important to consider the current demands on homeless

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service staff and receive their input prior to mandating a series of new trainings. Most frontline staff in homeless service systems across the country are overworked and underpaid.

Recommendation:

Continue to strengthen Board engagement and educate Board members around racial equity objectives. The CoC Board has to be intentional about making space to discuss and implement racial equity principles and disrupt existing White supremacy cultural characteristics.

The Board may benefit from coaching sessions around the CoC governance structure to determine how racial equity principles and practices can be embedded in different committees, roles, etc. Initially, an ad hoc committee that is primarily focused on racial equity may be beneficial.

Additional trainings for service providers and Board members can also support the continued application of racial equity principles and practices. This may require contracting with a subject matter expert who can provide a series of knowledge and skill building sessions.

The CoC will need to find resources to support some of these cultural shifts (e.g., increased pay for frontline staff, flexible service dollars, the hiring of peers, trainings, etc.). Examine all federal funding streams to identify available service dollars, and partner with additional funders to explore additional funding that may be more flexible.

Accountability Structure:

It is important that the community feels a shared sense of accountability for reaching benchmarks related to racial equity. There have to be identified champions who lead the work as well as a way to incentivize partners to participate.

Recommendation:

If the CoC sets expectations (e.g., equity will be established as a part of the scoring/ranking process), it will be important to provide support to ensure they can meet those expectations.

Facilitate an Equity Retreat/Implementation Working Session for the CoC Board. Start the year by taking the time to embed racial equity principles into existing processes and orient new board members to the priorities within the Racial Equity Roadmap/Action Plan.

Create accountability pathways. In every meeting CoC Board members can check themselves on indicators that they set for themselves that are public (e.g., making space to respond thoughtfully to public comment). Accountability pathways can also be integrated into other committee structures.

Set benchmarks and utilize the Racial Equity Dashboard to hold each other accountable to affecting real change. Identify system performance measures specific to racial equity and share data in ways that lead to greater accountability and impact. Continually ask, “Who will implement

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changes for the larger system? How is data being used? What policies/practices have changed? etc.”

Empower the Results Academy Team as a subcommittee under Vision Ad Hoc Committee or under Policies, Procedures, and Standards Committee.

After collecting feedback from the community, work to frame some of the strategies under each committee (e.g., Lived Experience Committee) and continue to share updates to the plan with all partners.

Summary

Orange County CoC has developed shared foundational knowledge across the community, built an infrastructure to move the work forward, and committed time and resources to addressing racial disparities. Working towards racial equity is a long-term commitment, and at times, the work may need to pause or even take a few steps back before it can move forward again.

Implementation to achieve maximum impact will require:

- Public accountability and community-wide ownership
- A process to collect ongoing feedback and work through challenges/barriers
- Full integration of people with lived experience
- Acknowledging that there will be a need for ongoing evaluation of impact and course correction