ORANGE COUNTY
CONTINUUM OF CARE BOARD
Wednesday, December 18, 2024
2:00 p.m. – 5:00 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.**

Virtual Meeting Option*:

**Zoom Meeting Link: Click here for meeting link
Join by phone: +1 669 444 9171
Webinar ID: 984 6956 9421**

Listen-in option only

AGENDA

Board Members

Judson Brown, City of Santa Ana	Talesha Payne, Individual
LaVal Brewer, South County Outreach	Jason Phillips, Individual
Dr. Kelly Bruno-Nelson, CalOptima Health	Dawn Price, Friendship Shelter
Andrew Crowe, Scholarship Prep	Maricela Rios-Faust, Human Options
Nichole Gideon, Individual [Secretary]	Ami Rowland, Covenant House California
Becks Heyhoe-Khalil, OC United Way	George Searcy, Individual
Sandra Lozeau, City of Anaheim	Dr. Shauntina Sorrells, Individual [Vice Chair]
Melanie McQueen, PATH	Tim Shaw, Individual [Chair]
Nishtha Mohendra, Families Forward	Christina Weckerly Ramirez, Health Care Agency
Robert "Santa Bob" Morse, Individual	

In compliance with the Americans with Disabilities Act, and County Language Access Policy, those requiring accommodation and/or interpreter services for this meeting should notify the Office of Care Coordination 72 hours prior to the meeting at (714) 834-5000 or email CareCoordination@ocgov.com. Requests received less than 72 hours prior to the meeting will still receive every effort to reasonably fulfill within the time provided.

Supporting documentation is available for review by the public at least 72 hours prior to regular meetings and at least 24 hours prior to special meetings of the CoC Board. Those wishing to review supporting documentation can visit the CoC Webpage here or the lobby of the CAS Building, located 601 N. Ross Street., Santa Ana, CA 92701-4599, and request a copy of the meeting materials from the Office of Care Coordination during normal business hours of 8:00 a.m. – 5:00 p.m. Monday through Friday (excluding holidays).

<u>Call to Order</u> – Tim Shaw, Chair

<u>Board Member Roll Call</u> – Nichole Gideon, Secretary

<u>Public Comments</u>: Members of the public may address the 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 agenda item presentation. 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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<u>Board Member Comments:</u> 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.

<u>CONSENT CALENDAR</u>
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 September 25, 2024
2. Approve CoC Board Special Meeting Minutes from October 9, 2024
3. Approve CoC Board Special Meeting Minutes from November 5, 2024
4. 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 July 20, 2024, through December 13, 2024.
5. Approve the 2025 CoC Board Meeting Calendar, as recommended by the Office of Care Coordination.

<u>BUSINESS CALENDAR</u>

1. **CoC Strategic Plan** – Aubrey Sitler, Consultant, AC Strategies; Tim Shaw, Chair; and CoC Vision Ad Hoc Membership
    a. Approve the CoC Strategic Plan as a living framework to be continually refined in preparation for implementation in July 2025.

2. **CoC Board Recommendations** – Sarah Jones, CoC Manager, Office of Care Coordination and CoC Nominating Ad Hoc
    a. Ratify the results from the CoC Board election to appoint the following candidates to the CoC Board for the term of January 1, 2025, through December 31, 2026.
        (1) Judson Brown
        (2) Dr. Kelly Bruno-Nelson
        (3) Shakoya Green Long
        (4) Marisol Johnson

(5)   Sandra Lozeau
(6)   Sammie MarTínez
(7)   Melanie McQueen
(8)   Dr. Tiffany Mitchell
(9)   Robert "Santa Bob" Morse
(10)   Jason Phillips
(11)   Maricela Rios Faust

b. Accept the appointment of Nichole Gideon to the CoC Board seat for an individual with lived experience of homelessness for the term of January 1, 2025, to December 31, 2026, as recommended by the Lived Experience Advisory Committee.

3. **Policies, Procedures and Standards (PPS) Committee Recommendations** – Sarah Jones, CoC Manager, Office of Care Coordination and Nishtha Mohendra, PPS Committee Chair
    a. Approve recommended changes to the PPS Committee Charter, specifically Section 6 detailing Membership, to allow for a CoC Committee representative to be appointed as a PPS Committee member should a CoC Committee Chair be unable to participate, as recommended by the PPS Committee.

4. **Homeless Management Information System (HMIS) Data Requests** – Elizabeth Andrade, Executive Director, 2-1-1 Orange County (211OC), Orange County United Way; Erin DeRycke, Director of Data Analytics, 211OC, Orange County United Way; Bruce D. Meyer, McCormick Foundation Professor, University of Chicago Harris School of Public Policy; and Angela J. Wyse, Assistant Professor of Economics, Dartmouth College
    a. Approve University of Chicago's HMIS data request for the period of January 1, 2018, through December 31, 2024, for a one-time export of data for a Comprehensive Income Dataset Project to increase understanding of homelessness in Orange County by considering research questions related to income, employment, safety net programs, housing transitions, and demographics.
    b. Approve Orange County United Way, 211OC's HMIS data request for the period January 1, 2022, through December 31, 2024, for a one-time export of data to analyze whether housing referrals from the 211 Contact Center are resulting in housing enrollments in HMIS.

5. **Orange County Homelessness Updates** – Zulima Lundy, Director of Operations and Sarah Jones, CoC Manager, Office of Care Coordination
    a. System of Care Update
    b. CoC Update

6. **Next Meeting:** Wednesday, January 22, 2025, from 2:00 p.m. – 5:00 p.m.

ORANGE COUNTY
CONTINUUM OF CARE BOARD
Wednesday, September 25, 2024
2:00 p.m. – 5:00 p.m.

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MINUTES

Board Members

Judson Brown, City of Santa Ana	Talesha Payne, Individual
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Dr. Kelly Bruno-Nelson, CalOptima Health	Dawn Price, Friendship Shelter
Andrew Crowe, Scholarship Prep	Maricela Rios-Faust, Human Options
Nichole Gideon, Individual [Secretary]	Ami Rowland, Covenant House California
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<u>Call to Order</u> – Tim Shaw, Chair

Chair Tim Shaw called the meeting to order at 2:00 p.m.

<u>Board Member Roll Call</u> – Nichole Gideon, Secretary

Present: Judson Brown, LaVal Brewer, Nichole Gideon, Becks Heyhoe-Khalil, Melanie McQueen, Nishtha Mohendra, Robert "Santa Bob" Morse, Talesha Payne, Jason Phillips, Dawn Price, Maricela Rios-Faust, Ami Rowland, Dr. Shauntina Sorrells, Tim Shaw, and Christina Weckerly Ramirez.

Absent Excused: Dr. Kelly Bruno-Nelson, Andrew Crowe, Sandra Lozeau, and George Searcy.

Nishtha Mohendra arrived during Public Comments. LaVal Brewer arrived during Business Calendar Item 1. Christina Weckerly Ramirez left during Business Calendar Item 3.

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- John Haw provided public comment via email in advance of the CoC Board meeting. John Haw inquired as to how to get 'street addict/alcoholics' off the streets if they do not want assistance. In regard to people already in shelters, John Haw asked why they are being enabled to do drugs or drink alcohol and noted that they are not tested or have any addict related policies in place to help direct them to places that deal with their addiction. John Haw stated that time and money is being wasted by treating the 'addict/alcoholics' as the same as the homeless that need help. John Haw provided statistics related to individuals facing substance use in the shelters and shared about wanting to help the ongoing problem.

<u>Board Member Comments:</u> 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.
- Dawn Price shared information related to the organization Fund the People, which is a group advocating to raising wages for the nonprofit workforce. Dawn Price provided information on the California Regional Gathering and Statewide Conference. Information can be fund at https://fundthepeople.org/california/
- Jason Phillips read the names of people who have passed away without a fixed abode in August 2024.

<u>BUSINESS CALENDAR</u>

1. **Good News Story: Friendship Shelter Rapid Re-Housing Program -** Abigail Fluegge, Supportive Services Supervisor, Rapid Re-Housing Program and Megan Tambio, Community Engagement Associate, Friendship Shelter

Abigail Fluegge and Megan Tambio shared information and a good news story regarding Friendship Shelter's rapid re-housing program.

CoC Board Member Discussion:
- Melanie McQueen emphasized the focus of hearing good news stories as there is often information about improvements that need to be made and that there needs to be recognition and celebration for the successes within the homeless system of care.
- Judson Brown shared appreciation for the "move on" vouchers and provided kudos to the Orange County Housing Authority (OCHA) for incorporating move on vouchers.

2. **Advance OC's Homeless Management Information System (HMIS) Data Request –** Erin DeRycke, Director, Data Analytics, 2-1-1 Orange County (211OC), Orange County United Way; Katie Kalvoda, Founder, Advance OC; and Kate Marr, Executive Director, Community Legal Aid SoCal

Erin DeRycke provided an overview of Advance OC's HMIS Data Request including background information on the original request. Advance OC has partnered with Community Legal Aid SoCal (CLA SoCal) on the Social Determinants of Justice (SDJ) Project, the first of its kind in Orange County. The Project would allow CLA SoCal to utilize equity mapping to better understand the justice gaps in the communities they currently serve, illustrate their impact, and contribute to a regional understanding of the interconnection between social determinants of health and the civil justice system. The HMIS data would allow Advance OC to determine any correlation between homelessness and access to justice, the lack thereof, and legal outcomes. Advance OC is returning to the CoC Board to request HMIS data for research purposes.

Recommended Action a: Approve Advance OC's HMIS data request for the period of October 1, 2017, through December 31, 2023, for a one-time export of data for research purposes to determine any correlation between homelessness and access to justice in Orange County.

Nishtha Mohendra motioned to approve the recommended action a. Talesha Payne seconded the motion. Judson Brown, LaVal Brewer, Nichole Gideon, Becks Heyhoe-Khalil, Melanie McQueen, Robert "Santa Bob" Morse, Talesha Payne, Jason Phillips, Dawn Price, Maricela Rios-Faust, Ami Rowland, Dr. Shauntina Sorrells, and Christina Weckerly Ramirez voted yes. Nishtha Mohendra stepped out of the room and did not vote. Tim Shaw recused himself and abstained from voting. The motion passed.

Public Comments:
- Alan Achterberg provided public comment via email in advance of the CoC Board meeting. Alan Achterberg stated that the privacy of those within the HMIS database should be preserved throughout the temporary research activity and after, which requires careful handling of the data handed over, and a close tracking of how it is used, by whom and ensuring any data that identifies people in the HMIS system is permanently removed from the environment(s) after the research is complete. Alan Achterberg noted that it was unknown if Advance OC staff will be the only people handling the HMIS data and others, or if Advance OC will be relying on and coordinating with members of other groups. Alan Achterberg stated every person involved in the project should undergo training on HIPPA and CMIA prior to and during the project and provided the example of the banking industry. Alan Achterberg suggested that each organization involved in the project should provide a statement to the CoC that lays out their planned involvement prior to handing the data over and each participating organization should provide a positive certification that all staff have been adequately trained on HIPPA

and CMIA, and track the chain of access to any data that includes PII (including aforementioned "shadow" identification of those who appear in the HMIS data). Alan Achterberg suggested that at the conclusion of the project, after some designated waiting period, all data that includes PII or identifying information should be deleted and certified by the organization that handled the data. Alan Achterberg commented that the staff should also take the opportunity to review the procedures and reporting of Community Legal Aid in the support of all issues affecting homelessness, including improper actions taken to illegally evict people and provided insight on the process of calling Community Legal Aid. Alan Achterberg stated that the community might be better served to not provide any false promises of assistance that cannot or will not materialize, which would allow tenants in tight spots to better spend their time and resources finding solutions themselves. Alan Achterberg recommended that in conjunction with "sizing the need" in order to justify any additional resources being allocated, the CoC might look to improve the way resources are provided and put in place measurements of the responsiveness and efficacy.

CoC Board Member Discussion:
- Dawn Price thanked Advance OC for the responsiveness to the last discussion.

3. **CoC Committees General and 2024 Point In Time (PIT) Count Discussion Updates –** CoC Board Officers and Committee Chairs
    a. Coordinated Entry System (CES) Steering Committee General Updates – Andrew Crowe was absent excused for the meeting.
    b. Domestic Violence (DV) Committee General and PIT Count Discussion Updates – Maricela Rios-Faust shared that the DV Committee had questions regarding the PIT Count such as, how are the questions being asked and what is the environment when asking the questions. Maricela Rios-Faust inquired on what is the data for when victimization happened, is it a result of being unhoused or is it the cause of being unhoused. Maricela Rios-Faust also shared the importance of thinking of what information from the PIT Count can help with allocation of resources.
    c. Housing Opportunities Committee General Updates – Judson Brown shared the metric of the 80% vouchers utilization from the June 2024 meeting and explained the importance of the information as it relates to housing updates. Judson Brown also shared PIT Count information as it relates to the City of Santa Ana.
    d. Lived Experience Advisory Committee General and PIT Count Discussion Updates – Nichole Gideon stated that the committee felt that the PIT Count numbers were underreported, especially the youth numbers, and highlighted the percentage of people experiencing homelessness for the first time as it may be causing a bottleneck to the system.
    e. Service Provider Forum General and PIT Count Discussion Updates – Melanie McQueen shared that there was general feeling that the numbers of unaccompanied minors were underreported, some of the areas were inaccessible during the count such as the railroads, and there was missed opportunities for new areas to canvas. Melanie McQueen inquired as to how the PIT Count mapping is conducted.
    f. Transitional Aged Youth (TAY) Collaborative Committee General and PIT Count Discussion Updates – Ami Rowland expressed that the committee felt that the PIT Count was not accurately counting TAY due to the methodology and not including the McKinney Vento definition. Ami Rowland suggested that the methodology consider phone calling. Ami Rowland highlighted that November is National Runaway Prevention Month (NRPM).
    g. Veterans Committee General and PIT Count Discussion Updates – Becks Heyhoe-Khalil shared that there is a disparity of veterans experiencing homeliness to the general population, veterans are older and experiencing significant health challenges, and the CES by-name list and the PIT Count is not catching the same data in a similar way. Becks Heyhoe-Khalil also shared the involvement of

the national guard gets technical and there may be undercounting with the way questions are being asked.

h. Policies, Procedures and Standards (PPS) Committee General and PIT Count Discussion Updates – Nishtha Mohendra shared in the July 2024 meeting, the PPS Committee discussed the HMIS Policies and Procedures, CES housing assessments, Grants Pass ruling, and the methodology improvement suggestion for subpopulations in the PIT Count.

i. Street Outreach Team Meetings PIT Count Discussion Updates – Dr. Shauntina Sorrells, CoC Board Vice Chair, attended the Street Outreach Team Meetings and shared that the street outreach teams have seen an increase of seniors, the underreporting of youth, and that there is a need to consider the mapping differently. Some of the questions that arose from the street outreach team meetings were in regard to rain and if changes the process of the PIT Count and what are the resources for seniors.

Public Comments:

- Jordan Hoiberg from Illumination Foundation shared that families are a subpopulation that deserve to be highlighted and can be pushed towards functional zero. Jordan Hoiberg suggested ideas to bring families into the Access Points, transportation, and the opportunity costs regarding the Come and Be Counted sites.

CoC Board Member Discussion:

- Becks Heyhoe-Khalil suggested at ways to improve for the 2026 PIT Count such as getting ahead of the Come and Be Counted sites, preparing sites ahead of time while providing incentives for participation, inclusion of the Orange County Aging Services Collaborative, and asking if CoC Board members can be briefed in advance.
- Nishtha Mohendra suggested the methodology of engaging school districts and locations where families can be best accessed.
- Ami Rowland shared that attempts to provide leadership and influence from deviating methodology and suggested that the methodology should be altered to include phone interviews as other communities have conducted phone interviews.

4. **CoC Notice of Funding Opportunity (NOFO) Updates –** Sarah Jones, CoC Manager, Office of Care Coordination and Felicia Boehringer, CoC Administrator, Office of Care Coordination

a. Fiscal Year (FY) 2024 and FY 2025 CoC Program NOFO – Sarah Jones highlighted a notable change in the FY2024 and FY2025 CoC Program NOFO of Tier 1 of the Priority Listing being equal to 90% of the CoC's Annual Renewal Demand (ARD), which means approximately $3,280,113 of renewal funding will fall into Tier 2 and renewal project(s) will fall into Tier 2.

b. CoC Builds (CoCBuilds) NOFO – On September 12, 2024, the County of Orange on behalf of the Orange County CoC made available the FY2024 Request for Proposals for CoCBuilds Projects on the CoCBuilds webpage. The final selected project, as determined by the ad hoc, will be included in the final Orange County CoC CoCBuilds NOFO Application that is submitted to HUD.

CoC Board Member Discussion:

- Judson Brown suggested that information about utilization and returned funds for the CoC program NOFO should be provided and noted that an inquiry will be provided next CoC Board meeting.

5. **Orange County Homelessness Updates** – Doug Becht, Director of Office of Care Coordination and Sarah Jones, CoC Manager, Office of Care Coordination

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

- The County's Office of Care Coordination is seeking proposals from qualified organizations including but not limited to cities within Orange County, non-profit agencies, homeless service

providers, faith-based organizations, and other related providers to establish an Inclement Weather Emergency Response Services Program.
- The next Commission to End Homelessness meeting will be held on October 2, 2024.

b. CoC Updates – Sarah Jones provided the following CoC Updates:
- As the HMIS Lead, Orange County United Way has been working with the HOPE Center and Outreach Grid on an implementation plan to incorporate Outreach Grid data into HMIS. After the live date in January 2025, Orange County United Way will present a full update to the CoC Board including next steps for other agencies participating in Outreach Grid.
- The Office of Care Coordination will bring a more robust update regarding the CoC Strategic Investment Planning to the CoC Board in the next couple of months.
- The Office of Care Coordination provides regular updates on the calendar of activities for the Orange County CoC during Quarter 4, highlighting activities and meetings.
- Upcoming meetings:
  o Lived Experience Advisory Committee (IN PERSON): Wednesday, October 2, 2024, from 10:00 a.m. – 11:30 a.m.
    ▪ Location: County Administration North (CAN) Multipurpose Room 101, 400 West Civic Center Drive, Santa Ana, CA 92701
  o CoC Board Special Meeting (IN PERSON): Wednesday, October 9, 2024, from 3:00 p.m. – 5:00 p.m.
    ▪ Location: County Administration South (CAS) County Conference Center Room 104/106, 601 N Ross St, Santa Ana, CA 92701
  o Housing Opportunities Committee (IN PERSON): Friday, October 11, 2024, from 10:00 a.m. – 12:00 p.m
    ▪ Location: CAS Multipurpose Rooms 103/105, 601 N Ross St, Santa Ana, CA 92701
  o Domestic Violence Committee: (IN PERSON): Tuesday, October 15, 2024, from 9:00 a.m. – 10:00 a.m.
    ▪ Location: The Village at 17th Street Large Community Room, 1505 17th St, Santa Ana, CA 92705
  o CoC Board Special Meeting (IN PERSON): Tuesday, November 5, 2024, from 3:00 p.m. – 5:00 p.m.
    ▪ Location: CAS County Conference Center Room 104/106, 601 N Ross St, Santa Ana, CA 92701
- The Office of Care Coordination as the Collaborative Applicant of the Orange County CoC is facilitating the annual CoC Board Nomination and Election process. The CoC Nominating Ad Hoc has convened and begun the process of reviewing and updating the noted sections of the CoC Board Governance Charter and will support with facilitating the 2024 CoC Board nomination and election process.
- The CoC Governance Charter identifies that each Individual Member and Agency that is a General Member of the CoC will be allowed one vote for the CoC Board election. The CoC Governance Charter states that a CoC Board member must be CoC General Member, either as an organization or individual. There is still time to become a CoC General Member if you are interested in applying for the CoC Board.

Dr. Shauntina Sorrells motioned to adjourn the meeting. Becks Heyhoe-Khalil seconded the motion. The motion passed with unanimous consent. Meeting adjourned at 3:53 p.m.

6. **Next Meeting:** Special meeting on Wednesday, October 9, 2024, from 3:00 p.m. – 5:00 p.m.

ORANGE COUNTY
CONTINUUM OF CARE BOARD
SPECIAL MEETING
Wednesday, October 9, 2024
2:00 p.m. – 5:00 p.m.

Location:

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Conference Center
425 West Santa Ana Blvd. Room 104/106
Santa Ana, CA 92701-4599
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MINUTES

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Melanie McQueen, PATH
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Robert "Santa Bob" Morse, Individual

Talesha Payne, Individual
Jason Phillips, Individual
Dawn Price, Friendship Shelter
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Tim Shaw, Individual [Chair]
Christina Weckerly Ramirez, Health Care Agency

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Call to Order – Tim Shaw, Chair

Chair Tim Shaw called the meeting to order at 3:01 p.m.

Board Member Roll Call – Dr. Shauntina Sorrells, Vice Chair

Present: Judson Brown, LaVal Brewer, Dr. Kelly Bruno-Nelson, Andrew Crowe, Nichole Gideon, Becks Heyhoe-Khalil, Sandra Lozeau, Melanie McQueen, Nishtha Mohendra, Robert "Santa Bob" Morse, Talesha Payne, Jason Phillips, Dawn Price, Maricela Rios-Faust, Ami Rowland, Dr. Shauntina Sorrells, Tim Shaw, and Christina Weckerly Ramirez.

Absent Excused: George Searcy

Nishtha Mohendra arrived during Business Calendar 1. Talesha Payne left during Business Calendar Item 2 and did not vote on Business Calendar Item 2. Nichole Gideon left during Business Calendar Item 2 and did not vote on Business Calendar Item 2. Becks Heyhoe-Khalil left during Business Calendar Item 2 and did not vote on Business Calendar Item 2. Judson Brown left during Business Calendar Item 3. Dr. Kelly Bruno-Nelson left during Business Calendar Item 3. Nishtha Mohendra left during Business Calendar Item 3. Ami Rowland left during Business Calendar Item 3.

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- John H. provided public comment via email in advance of the CoC Board meeting. John H. shared concern with the people experiencing homelessness in Orange County. John H. shared gratefulness for the Office of Care Coordination and other resources to help end homelessness. John H. shared concern with the money provided to shelters and outreach organizations that do not or unable to deal with the 'real cause (addiction estimated at 75%) for so many that live on the streets'. John H. estimated 90% of the addicts on the street do not seek help from what the county offers so, they avoid confrontation from anyone such as police, outreach workers, etc. and then an estimated 75% of the people that do access shelter, have either an addiction problem and or a mental illness. John H. stated there is no substance testing required at any of the shelters, which means there is no way to really help the "addict/alcoholics" and are enabling these people who really need consequences to hopefully change their behavior, their path. John H. shared that Orange County spends over 1 billion dollars a year on the homeless crisis and half of the money is spent enabling the people suffering from addiction. John

H. shared personal experiences of witnessing substance use concerns in public locations. John H. shared hope for the discussion about drug testing at shelters and on the streets where there is reasonable suspicion to swab a person who looks intoxicated. John H. stated the problem is not being helped by waiting for the person on drugs or alcohol to ask for help or prolong their 'bottom' by allowing those with an addiction to not have consequences. John H. explained that the current method of helping the addicts on the streets, or in shelters, is like giving an adult child that lives at home money and the freedom to come and go as they please, when deep down, they are using, and a blind eye is turned to what is really going on. John H. suggested to help the "addicts" by testing, implementing consequences, such as 3-6 months on a 'Work Farm' along with detoxification and a 12-step program, mandatory with a second offense possibly a 6 month to a year 'Work Farm Program'. John H. asked that this be a topic to discuss and hopefully educate people about how to help an "addict/alcoholic".

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.

- Maricela Rios-Faust thanked the CoC Board for having Human Options present on Domestic Violence (DV) awareness month.

CONSENT CALENDAR

1. Approve CoC Board Meeting Minutes from August 28, 2024

Robert "Santa Bob" Morse motioned to approve item 1 on the Consent Calendar. Melanie McQueen seconded the motion. The motion passed with unanimous consent.

BUSINESS CALENDAR

1. Fiscal Year (FY) 2024 and FY2025 CoC Program Notice of Funding Opportunity (NOFO) – Sarah Jones, CoC Manager, Office of Care Coordination

The U.S. Department of Housing and Urban Development (HUD) announced the release of the FY 2024 and FY 2025 CoC Program Competition NOFO on July 31, 2024. For the first time, HUD is issuing a two-year CoC Program NOFO as authorized by the consolidated Appropriations Act, 2024. The Orange County CoC is eligible to apply for an estimated amount of $3,936,136 in CoC Bonus Funding and an estimated $3,623,391 in DV Bonus funding. Renewal project applications for the CoC NOFO were due on August 19, 2024, and proposals in response to the Request for Proposals (RFP) for CoC Bonus, DV Bonus and Reallocation Funding were due on September 12, 2024. Renewal projects were reviewed by the CoC NOFO Ad Hoc, while the CoC Bonus and DV Bonus project proposals were reviewed by the Review Panel comprised of non-conflicted members.

The CoC NOFO Ad Hoc and the Office of Care Coordination, as the CoC Collaborative Applicant, developed an updated CoC Project Ranking and Tiering Policy (Policy) for FY2024. By utilizing The Policy, all renewal, consolidated, expansion and new projects were able to be scored and ranked, as noted in the agenda attachments.

Recommended Actions:
- a. Approve the selection of proposals submitted in response to the FY2024 CoC Bonus, DV Bonus and Reallocation RFP as recommended by the RFP Review Panel for inclusion in the FY2024 and FY2025 Orange County CoC Program NOFO Application.

       i.   Mercy House Living Centers' permanent supportive housing project proposal called OC PSH Collaboration Project II – Expansion 2 for an amount not to exceed $3,775,254 as part of the CoC Bonus funding.

      ii.   Human Options Inc.'s rapid rehousing project proposal called DV Bonus RRH Project for an amount not to exceed $3,623,391 as part of the DV Bonus funding.

b. Approve Pathways of Hope's permanent supportive housing project proposal called FY24 Reallocation – PSH for Seniors in the amount of $242,702 as part of the reallocation funding.

c. Approve the CoC Project Ranking and Tiering Policy as recommended by the CoC NOFO Ad Hoc.

d. Approve the CoC Project Priority Listing, including all renewal, consolidated, expansion and new projects, to be included in the Orange County CoC's FY2024 and FY2025 CoC Program NOFO Application as recommended by the CoC NOFO Ad Hoc.

Robert "Santa Bob" Morse motioned to approve recommended actions a and b. Dr. Shauntina Sorrells seconded the motion. Judson Brown, LaVal Brewer, Dr. Kelly Bruno-Nelson, Andrew Crowe, Nichole Gideon, Sandra Lozeau, Melanie McQueen, Robert "Santa Bob" Morse, Talesha Payne, Jason Phillips, Ami Rowland, Dr. Shauntina Sorrells, Tim Shaw, and Christina Weckerly Ramirez voted yes. Becks Heyhoe-Khalil, Nishtha Mohendra, Dawn Price, and Maricela Rios-Faust recused themselves during discussion and abstained from voting. The motion passed.

Robert "Santa Bob" Morse motioned to approve recommended action c. Melanie McQueen seconded the motion. LaVal Brewer, Dr. Kelly Bruno-Nelson, Andrew Crowe, Nichole Gideon, Sandra Lozeau, Melanie McQueen, Robert "Santa Bob" Morse, Talesha Payne, Jason Phillips, Ami Rowland, Dr. Shauntina Sorrells, Tim Shaw, and Christina Weckerly Ramirez voted yes. Becks Heyhoe-Khalil, Nishtha Mohendra, Dawn Price, and Maricela Rios-Faust recused themselves during discussion and abstained from voting. Judson Brown abstained. The motion passed.

Robert "Santa Bob" motioned to approve recommended action d. Talesha Payne seconded the motion. Upon further discussion, an amended recommended action was introduced by Judson Brown.

Amended Recommended Action: Approve the CoC Project Priority Listing, including all renewal, consolidated, expansion and new projects, to be included in the Orange County CoC's FY2024 and FY2025 CoC Program NOFO Application, and move Human Options, Inc.'s DV Bonus RRH Project (DV Bonus) to straddle Tier 1 and Tier 2 as rank 23, place Friendship Shelter, Inc.'s, Friendship Shelter Rapid Re-Housing as rank 24, Serving People In Need's CoC Rapid Rehousing 2024 as rank 25, Mercy House Living Centers' OC PSH Collaboration Project II - Expansion 2 as rank 26, and Orange County Housing Authority's (OCHA) #3 Consolidated Continuum of Care TRA 2024 Renewal Project as rank 27.

Robert "Santa Bob" motioned to approve the amended recommended action. Talesha Payne seconded the motion. Judson Brown and LaVal Brewer voted yes. Dr. Kelly Bruno-Nelson, Andrew Crowe, Sandra Lozeau, Melanie McQueen, Robert "Santa Bob" Morse, Jason Phillips, Ami Rowland, Tim Shaw, and Christina Weckerly Ramirez voted no. Nichole Gideon, Talesha Payne, and Dr. Shauntina Sorrells abstained. Becks Heyhoe-Khalil, Nishtha Mohendra, Dawn Price, and Maricela Rios-Faust recused themselves during discussion and abstained from voting. The motion did not pass.

Recommended Action d: Approve the CoC Project Priority Listing, including all renewal, consolidated, expansion and new projects, to be included in the Orange County CoC's FY2024 and FY2025 CoC Program NOFO Application as recommended by the CoC NOFO Ad Hoc.

Robert "Santa Bob" motioned to approve recommended action d. Talesha Payne seconded the motion. Judson Brown, LaVal Brewer, Dr. Kelly Bruno-Nelson, Andrew Crowe, Nichole Gideon, Sandra Lozeau, Melanie

McQueen, Robert "Santa Bob" Morse, Talesha Payne, Jason Phillips, Ami Rowland, Dr. Shauntina Sorrells, Tim Shaw, and Christina Weckerly Ramirez voted yes. Becks Heyhoe-Khalil, Nishtha Mohendra, Dawn Price, and Maricela Rios-Faust recused themselves during discussion and abstained from voting. The motion passed.

CoC Board Member Discussion:

- Talesha Payne asked if the DV Bonus project can increase their funding amount, if the agency was the only eligible agency to apply, and if the DV Bonus project can be bumped up in the tiering. Talesha Payne explained that the section of unspent funds scoring criteria is scored by the Office of Care Coordination.
- Judson Brown inquired on OCHA's utilization and unspent funds. Judson Brown introduced an amended recommended action to propose OCHA as the straddling project due to OCHA not fully spending funds and noted the CoC Bonus and DV Bonus proposed projects have higher scores. Judson Brown shared his experience of being on a CoC Board for 10 years, served as Chair of the CoC Board, served as Chair for a previous board and shared understanding of the authority that can be done as a board. Judson Brown explained that the Collaborative Applicant was notified that the utilization and unspent funds inquiry would be brought forward. Judson Brown shared that the CoC Program NOFO is now a two-year decision and explained the importance of the decision, noting he would never recommend putting families at risk of homelessness and would not put forward the decision if there were concerns about OCHA's funding. Judson Brown expressed certainty that there are other steams of funding to supplement this project should this funding be lost, which is the foundation of the recommendation.
- Melanie McQueen remarked that the amended recommended action is a significant change and expressed concern with making a large decision without understanding the impact. Melanie McQueen stated that she does not feel that the CoC Board has been presented with enough information on OCHA. Melanie McQueen suggested program analysis be provided before a decision is made on changing the ranking and tiering of OCHA's project.
- Sandra Lozeau provided insight as a CoC NOFO Ad Hoc member and explained that the Ad Hoc was given information on how to review projects, noting that a project's previous history was not a scoring criterion. Sandra Lozeau reiterated that OCHA's project is now straddling Tier 1 and Tier 2, that the information on the CoC and DV Bonus applications was taken into consideration and that the CoC NOFO renewal applications were objectively evaluated based on the information provided by agencies in the applications.
- Christina Weckerly Ramirez explained that is it difficult to make an informed decision when the CoC Board is unaware of how OCHA would be impacted and stated that wishing OCHA was present to provide more insight.
- Chair Tim Shaw shared agreement and support for the decision that was made by the CoC NOFO Ad Hoc.
- Jason Phillips provided insight as an CoC NOFO Ad Hoc member and shared that the Ad Hoc reviewed information based on the applications, had conversations regarding funds, and discussed as an ad hoc reasoning why placing projects requesting new funding in Tier 2 is strategic.
- Andrew Crowe asked for further context on the funds for OCHA's project.

2. **2024 CoC Nominating Ad Hoc Recommendation** – Sarah Jones, CoC Manager, Office of Care Coordination; Felicia Boehringer, CoC Administrator, Office of Care Coordination; and CoC Nominating Ad Hoc Membership

Each year, the Orange County CoC Board establishes a CoC Nominating Ad Hoc to support the annual review of the Orange County CoC Governance Charter (Charter) and facilitate the CoC Board selection process for the CoC Board seats expiring in December. The 2024 CoC Nominating Ad Hoc convened two times from September

to October 2024 to review Sections V.B.1 – V.B.4 of the current Charter, with the support of the Office of Care Coordination, and provided feedback on changes that should be proposed this year, and changes that should be considered the next time the Charter is reviewed. Given the substantive changes made to the Charter in 2023, the CoC Nominating Ad Hoc confirmed it would be best to only propose minor grammatical, formatting, and clarification-related changes at this time to allow for the new CoC Board composition and nominating and selection process to be facilitated for another election cycle.

Recommended Action a: Approve the recommended changes to the CoC Board responsibilities, composition, nominating and selection process, and qualifications detailed in the Orange County CoC Governance Charter, as recommended by the CoC Nominating Ad Hoc.

An amended recommended action was introduced by Melanie McQueen. Andrew Crowe seconded the motion.

Amended Recommended Action:
  a. Approve the recommended changes to the CoC Board responsibilities, composition, nominating and selection process, and qualifications in the Orange County CoC Governance Charter, with the inclusion of HUD recommended serving terms and rotation policy that will be implemented January 2025.
  b. Charge the Policies, Procedures and Standards (PPS) Committee in early 2025 to take the HUD "Characteristics of a Healthy Board of Directors" language of best practices of term limits and rotation policy and return with a recommendation to amend the Orange County CoC Governance Charter.

Melanie McQueen motioned to approve the amended recommended action. Dawn Price seconded the motion. Judson Brown, LaVal Brewer, Dr. Kelly Bruno-Nelson, Andrew Crowe, Sandra Lozeau, Melanie McQueen, Nishtha Mohendra, Robert "Santa Bob" Morse, Jason Phillips, Dawn Price, Maricela Rios-Faust, Ami Rowland, Dr. Shauntina Sorrells, Tim Shaw, and Christina Weckerly Ramirez voted yes. The motion passed.

CoC Board Member Discussion:

- Melanie McQueen suggested the inclusion of language on the length of terms and the number of terms to promote rotation for CoC Board Members, as HUD encourages the practice.
- Dawn Price stated that the suggestion would be great addition for next calendar year, to allow for a thoughtful process in recommending changes.
- Secretary Nichole Gideon asked for clarification on HUD's recommended guidelines for Board term limits.
- Vice Chair Dr. Shauntina Sorrells stated that the suggestion would be more of a substantial change that could impact the recruitment of process for new CoC Board members, which has already started.
- Becks Heyhoe-Khalil shared support for the suggestion as it needs to be addressed, however, noted that HUD's guidance does not specifically state the exact preferred Board term limit.
- Nishtha Mohendra inquired on best practices for Orange County and asked if there is room to get more creative with how this is implemented.
- Maricela Rios-Faust agreed with the addition of term limits and asked if there was a way to revise the recommended action so that the term limits can be reviewed with adequate time and the addition of term limits be proposed in 2025.
- LaVal Brewer shared from personal experience that the inclusion of term limits can take some time and suggested that another ad hoc review the suggestion of term limits.

3. **Domestic Violence Awareness Month –** Sara Behmerwohld, Chief Operations Officer, Human Options

Sara Behmerwohld, Chief Operations Officer of Human Options, presented for DV Awareness Month and provided an overview of relationship violence, the impacts of domestic violence and children, and DV Hotline resources in Orange County. Sara Behmerwohld shared information on the impact of the DV Bonus funding from the CoC Program NOFO competition.

4. **CoC Vision Ad Hoc Update** – Sarah Jones, CoC Manager and Tim Shaw, Chair

Chair Tim Shaw provided an update on the work of the CoC Vision ad hoc and shared that a more robust update regarding the CoC Vision will be provided in the near future.

Maricela Rios-Faust motioned to adjourn the special meeting. Dr. Shauntina Sorrells seconded the motion. The motion passed with unanimous consent. Special meeting adjourned at 5:02 p.m.

5. **Next Meeting:** Special meeting on Tuesday, November 5, 2024, from 3:00 p.m. – 5:00 p.m.

ORANGE COUNTY
CONTINUUM OF CARE BOARD
SPECIAL MEETING
Tuesday, November 5, 2024
3:00 p.m. – 5:00 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.**

Virtual Meeting Option*:

**Zoom Meeting Link: Click here for meeting link
Join by phone: +1 669 444 9171
Webinar ID: 955 0599 5800**

*Listen-in option only

MINUTES

Board Members

Judson Brown, City of Santa Ana
LaVal Brewer, South County Outreach
Dr. Kelly Bruno-Nelson, CalOptima Health
Andrew Crowe, Scholarship Prep
Nichole Gideon, Individual [Secretary]
Becks Heyhoe-Khalil, OC United Way
Sandra Lozeau, City of Anaheim
Melanie McQueen, PATH
Nishtha Mohendra, Families Forward
Robert "Santa Bob" Morse, Individual

Talesha Payne, Individual
Jason Phillips, Individual
Dawn Price, Friendship Shelter
Maricela Rios-Faust, Human Options
Ami Rowland, Covenant House California
George Searcy, Individual
Dr. Shauntina Sorrells, Individual [Vice Chair]
Tim Shaw, Individual [Chair]
Christina Weckerly Ramirez, Health Care Agency

In compliance with the Americans with Disabilities Act, and County Language Access Policy, those requiring accommodation and/or interpreter services for this meeting should notify the Office of Care Coordination 72 hours prior to the meeting at (714) 834-5000 or email CareCoordination@ocgov.com. Requests received less than 72 hours prior to the meeting will still receive every effort to reasonably fulfill within the time provided.

Supporting documentation is available for review by the public at least 72 hours prior to regular meetings and at least 24 hours prior to special meetings of the CoC Board. Those wishing to review supporting documentation can visit the Continuum of Care (CoC) Webpage here or the lobby of the CAS Building, located 601 N. Ross Street., Santa Ana, CA 92701-4599, and request a copy of the meeting materials from the Office of Care

Coordination during normal business hours of 8:00 a.m. – 5:00 p.m. Monday through Friday (excluding holidays).

Call to Order – Tim Shaw, Chair

Chair Tim Shaw called the meeting to order at 3:09 p.m.

Board Member Roll Call – Dr. Shauntina Sorrells, Vice Chair

Present: Judson Brown, LaVal Brewer, Andrew Crowe, Becks Heyhoe-Khalil, Melanie McQueen, Nishtha Mohendra, Robert "Santa Bob" Morse, Jason Phillips, Dawn Price, Maricela Rios-Faust, George Searcy, Dr. Shauntina Sorrells, Tim Shaw, and Christina Weckerly Ramirez.

Absent Excused: Dr. Kelly Bruno-Nelson, Nichole Gideon, Sandra Lozeau, Talesha Payne, and Ami Rowland.

Becks Heyhoe-Khalil arrived during Public Comments.

Public Comments: Members of the public may address the 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 agenda item presentation. Comments will be limited to three minutes. If there are more than five public speakers, this time will be reduced to two minutes.

To address the CoC Board, members of the public who are attending in person are to complete a Request to Address the CoC Board form prior to the beginning of each agenda item and submit it to CoC Board staff. Staff will call your name in the order received.

Members of the public, including those listening in via the virtual meeting option, may also submit public comment by emailing CareCoordination@ocgov.com. All comments submitted via email at least 24 hours before the start of the CoC Board meeting will be distributed to the CoC Board members for their consideration and all comments submitted prior to the meeting will be added to the administrative records of the meeting. Please include "CoC Board Meeting Comment" in the email subject line.

- John H. provided public comment via email in advance of the CoC Board meeting. John H. shared concern with the people experiencing homelessness in Orange County. John H. shared gratefulness for the Office of Care Coordination and other resources to help end homelessness. John H. shared concern with the money provided to shelters and outreach organizations that do not or unable to deal with the 'real cause (addiction estimated at 75%) for so many that live on the streets'. John H. estimated 90% of the addicts on the street do not seek help from what the county offers so, they avoid confrontation from anyone such as police, outreach workers, etc. and then an estimated 75% of the people that do access shelter, have either an addiction problem and or a mental illness. John H. stated there is no substance testing required at any of the shelters, which means there is no way to really help the "addict/alcoholics" and are enabling these people who really need consequences to hopefully change their behavior, their path. John H. shared that Orange County spends over 1 billion dollars a year on the homeless crisis and half of the money is spent enabling the people suffering from addiction. John H. shared personal experiences of witnessing substance use concerns in public locations. John H. shared hope for the discussion about drug testing at shelters and on the streets where there is reasonable suspicion to swab a person who looks intoxicated. John H. stated the problem is not being helped by waiting for the person on drugs or alcohol to ask for help or prolong their 'bottom' by allowing those with an addiction to not have consequences. John H. explained that the current method

of helping the addicts on the streets, or in shelters, is like giving an adult child that lives at home money and the freedom to come and go as they please, when deep down, they are using, and a blind eye is turned to what is really going on. John H. suggested to help the "addicts" by testing, implementing consequences, such as 3-6 months on a 'Work Farm' along with detoxification and a 12-step program, mandatory with a second offense possibly a 6 month to a year 'Work Farm Program'. John H. asked that this be a topic to discuss and hopefully educate people about how to help an "addict/alcoholic".

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.

- No Board Member Comments.

BUSINESS CALENDAR

1. **Continuum of Care Builds (CoCBuilds) Notice of Funding Opportunity (NOFO)** – Sarah Jones, CoC Manager, Office of Care Coordination

The U.S Department of Housing and Urban Development (HUD) is making approximately $175 million in funding available through the CoCBuilds NOFO – a first-of-its kind funding for new construction, acquisition, or rehabilitation of permanent supportive housing (PSH). Through one-time awards under the CoC program, the CoCBuilds NOFO will enable communities to develop new units of rental housing with supportive services for people experiencing homelessness. The submission deadline for the CoCBuilds NOFO is November 21, 2024, at 9:00 p.m. PDT. The Orange County CoC is eligible to apply for $7,500,000 during the CoCBuilds NOFO.

Recommended Actions:
   a. Approve Jamboree Housing Corporation's permanent supportive housing project proposal called Costa Mesa Senior submitted in response to the CoCBuilds Projects Request for Proposals (RFP), for inclusion in the Orange County CoC CoCBuilds NOFO Application to the U.S Department of Housing and Urban Development (HUD), as recommended by the CoCBuilds NOFO ad hoc.
   b. Approve CoC Board Chair and Officers' letter of support for application submission of the CoCBuilds NOFO.

Robert "Santa Bob" Morse motioned to approve recommendation a and b. Becks Heyhoe-Khalil seconded the motion. Judson Brown, LaVal Brewer, Andrew Crowe, Becks Heyhoe-Khalil, Melanie McQueen, Robert "Santa Bob" Morse, Jason Phillips, Dawn Price, Maricela Rios-Faust, Dr. Shauntina Sorrells, Tim Shaw, and Christina Weckerly Ramirez voted yes. Nishtha Mohendra and George Searcy recused themselves during discussion and abstained from voting. The motion passed.

Public Comments:
- Alan Achterberg thanked everyone for the fast turnaround for the project application and shared their experience of 30 years in housing development. As feedback to solicit further participation, Alan Achterberg suggested that information on the projects be readily available.
- Tish Kelly with Jamboree Housing provided context on some of the requirements for the City of Costa Mesa such as wanting to see a mixed-income development. Tish Kelley explained that some of the units have Project-Based Vouchers (PBV) which allow for the lower AMI, while the other 60% AMI units would need additional subsidies to revise affordability levels. Tish Kelly shared that CoCBuilds funding request is not the last piece of financing for the project and Jamboree Housing will continue to apply to other opportunities. The current deal is 9%, there is uncertainty of the tie breaker for now, and Jamboree is seeking 3-5 from the City of Costa

Mesa. Regarding the MHSA units, Tish Kelley shared that they believed the number was 11 units and stated that follow up can be provided.

CoC Board Member Discussion:

- Judson Brown inquired as to why 34 of the units were set at 60% annual median income (AMI) and asked whether the AMI can be decreased to ensure affordability levels for all units. Judson Brown asked whether it is a 9% or 4% deal, what are the tie breakers, and the amount being sought from the City of Costa Mesa. Judson Brown suggested that the 60% AMI units should try to be decreased when working with the City of Costa Mesa.
- Christina Weckerly Ramirez noted the Mental Health Services Act (MHSA) funding and asked how many MHSA beds the development would have.

Nishtha Mohendra motioned to adjourn the special meeting. George Searcy seconded the motion. The motion passed with unanimous consent. Special meeting adjourned.

2. **Next Meeting:** Wednesday, November 20, 2024, from 2:00 p.m. – 5:00 p.m.

Date: December 18, 2024

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 July 20, 2024, through December 13, 2024.

Background and Analysis

On June 23, 2021, the Orange County CoC Board approved the recommendation to appoint membership to a 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 the 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 agencies and jurisdictions have been approved for HMIS access by the HMIS Access Working Group from July 20, 2024, through December 13, 2024:

- City of Laguna Niguel
- Abrazar, Inc.

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

Continuum of Care Board
2025

Meetings are held
2:00 P.M. - 5:00 P.M.

January

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County Holiday

Regular Meeting

Date: December 18, 2024

Subject: Continuum of Care (CoC) Strategic Plan

Recommended Action:

a. Approve the CoC Strategic Plan as a living framework to be continually refined in preparation for implementation in July 2025.

Background and Analysis

The CoC Board reconvened an Orange County CoC Leadership Vision Ad Hoc (Vision Ad Hoc) to finalize a strategic plan for the Orange County CoC, based on the approved CoC Board 3-Year Leadership Vision and Objectives. The Office of Care Coordination, on behalf of the Orange County CoC, partnered with the CoC Board leadership and a consultant Aubrey Sitler of ACStrategies for recruitment of the Vision Ad Hoc members. On June 26, 2024, information on how to express interest in participating in the Vision Ad Hoc was provided via email to the CoC email distribution list as well as through an update to at the CoC Board meeting.

A nine-person Vision Ad Hoc was convened in July 2024, facilitated by Aubrey Sitler and supported by Office of Care Coordination staff, which included the following members: David Gillanders, Shakoya Green Long, Marisol Johnson, Nishtha Mohendra, Angela Mooney D'Arcy, Jason Phillips, Dr. Tiffany Mitchell, Khloe Rios-Wyatt, and Tim Shaw. To receive initial feedback on the CoC Vision, which came to be formatted as a CoC Strategic Plan, members of the public were invited to either attend a virtual, public feedback on July 29, 2024, and/or submit written feedback by July 31, 2024. The Vision Ad Hoc met ten times from July through November 2024, using the previously approved 3-Year Leadership Vision strategic aims, goals and objectives; C4 Innovations' CoC Racial Equity Roadmap and Final Brief recommendations; and feedback received as a foundation to review, structure, and propose a CoC Strategic Plan to the CoC Board for adoption.

Throughout the course of the Vision Ad Hoc's work in 2024, the group aspired to create a strategic plan framework for the CoC Board to use to finalize the details of its work for the next three years. The Vision Ad Hoc strove to create high-level structure in the strategic to:
- Provide an actionable framework for all work conducted by the CoC, ensuring that work is aligned, intentional, and strategic.
- Embed a structure of internal and public-facing focus and accountability for the homelessness response system in Orange County.
- Serve as a decision-making filter for any new opportunities the CoC Board considers pursuing, to ensure time, capacity, and funds are used to support our strategic vision.
- Support the Board in ensuring our governance and Committee structure aligns with our strategic vision.

- Lay the groundwork for consistent and ongoing CoC task, project, and Committee management. Structurally embed the CoC's commitment to equity and authentic collaboration with people with lived experience in its ongoing initiatives and business

At the November 12, 2024, Policies, Procedures and Standards (PPS) Committee meeting, the Office of Care Coordination presented an update on the CoC Strategic Plan on behalf of the Vision Ad Hoc. The PPS Committee membership, as representatives of the CoC Committees, were asked to support to review the current draft of the CoC Strategic Plan and provide feedback. Following the meeting, email communication was shared with membership of the CoC Board and CoC Committees with an ask to provide input. Specifically, CoC Board and Committee members were asked to provide feedback on the following questions:

- **Which Strategies & Actions should the CoC Board prioritize accomplishing first?** What should the CoC Board prioritize accomplishing in Year 1, Year 2, and Year 3 of this plan?
- **Where do you see yourself / your committee or working group / other entities fitting into this Plan?** Which Strategies / Actions could you commit to leading or supporting?
- **When should the Plan's implementation timeline begin?** Should the Strategic Plan's 3-year implementation period include or start after a 6-month ramp-up to finalize lead/role assignments, (Strategic, Measurable, Ambitious, Realistic, Time-bound, Inclusive, and Equitable) SMARTIE goals, timelines, metrics for success, and progress reporting methods?

Nine (9) responses were received from CoC Board/ CoC Committee members following the Vision Ad Hoc's request for feedback. Overall, feedback indicated that people thought the proposed CoC Strategic Plan framework was on the right track, with some ideas for who should hold which pieces and some variation in when to prioritize different parts. The Vision Ad Hoc did not make any decisions to change the proposed CoC Strategic Plan based on the feedback offered. The proposed CoC Strategic Plan is reflected in **Attachment A**.

Should the CoC Board membership approve the CoC Strategic Plan, CoC Board and Committee members will be tasked with further refining SMARTIE goals and fleshing out details of how various strategies and action steps will be implemented, inclusive of metrics and methods for monitoring and reporting out on success and progress. A proposed timeline for implementation is listed below.

Implementation Timeline
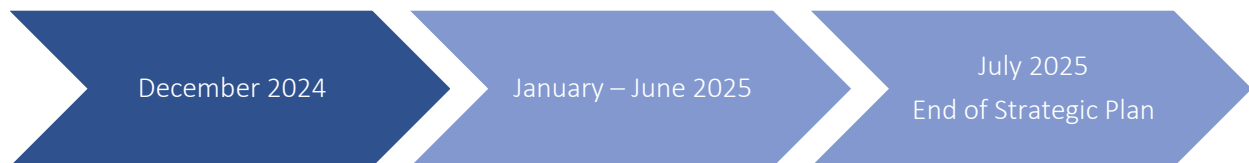
December 2024	January – June 2025	July 2025 End of Strategic Plan
• CoC Board reviews & approves whether to adopt **Strategic Aims & Objectives.** This includes adopting the **Strategies & Actions** as drafts that may evolve in the first part of 2025.	• Finalize **SMARTIE Goals** • Finalize **Strategies & Actions** • Assign **Strategy / Action Leads & Roles** • Determine implementation **Timelines**, and **Metrics** for success, and **Progress Reporting** process	• Implement Strategic Plan

The CoC Board is being asked to review and approve the Strategic Aims, Objectives, Strategies, and Actions reflected in the CoC Strategic Plan as a living framework, to be refined in preparation for implementation beginning July 2025.

Attachments

Attachment A – CoC Strategic Plan

[DRAFT for Review] Orange County CoC Strategic Plan

Land Acknowledgement

A Land Acknowledgement is a formal statement that recognizes and respects Indigenous Peoples as traditional stewards of this land and the enduring relationship that exists between Indigenous Peoples and their traditional territories. A Land Acknowledgement is also the first step in educating oneself on building a deeper and more meaningful decolonized relationship with Native peoples and the land itself. Truth and acknowledgment are critical to building mutual respect and a connection across all barriers of heritage and difference. Because of this, it is critical that institutions such as the CoC have land acknowledgments that address the full history of the lands they reside on.

The Orange County CoC occupies land located in the ancestral and unceded territories of the sovereign Acjachemen and Tongva Indigenous Peoples, whose traditions of caretaking and protecting this land continue today. We are grateful to these original stewards of the land where we live, work, and study, who despite the history of violence and racism, forced displacement, land theft, and colonialism still hold strong cultural, spiritual, and physical ties to this region and continue to assert their sovereignty by acting as caretakers of their ancestral lands as they have since time immemorial.

This Land Acknowledgement is informed and inspired by the statements from the University of California Irvine Land Acknowledgement Task Force, Department of Earth System Science, UCI Libraries, and Tongva and Acjachemen tribal community members.

Acknowledgements & Sources

This Strategic Plan was structured and drafted by a Vision Ad Hoc convened by the Orange County CoC Board from July-December 2024. Members included:

- Angela Mooney D'Arcy
- David Gillanders
- Jason Phillips
- Khloe Rios-Wyatt
- Marisol Johnson
- Nishtha Mohendra
- Shakoya Green Long
- Dr. Tiffany Mitchell
- Tim Shaw

Orange County Office of Care Coordination staff provided significant support in this process.

The Vision Ad Hoc brought their personal and professional experiences, backgrounds, and perspectives to build out the framework for this plan. They also pulled in strategies, ideas, and action items from three other sources:

- The C4 Racial Equity Analysis Report & Roadmap. All elements of these recommendation that had not already been accomplished or addressed were accounted for in this plan.
- The 2021 Vision Ad Hoc's Leadership Vision strategic aims, goals, and objectives.
- Public feedback offered in writing and on a virtual call in July 2024.

CoC Vision Statement

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.

CoC Strategic SMARTIE Goals

This section is currently a placeholder. The CoC Board will finalize this plan's SMARTIE goals in the first 6 months of 2025. They will likely include person-centered goals and system-centered goals. For example:

Example person-centered goals:

By [end date of strategic plan], 90% of people across historically marginalized identities (including but not limited to Black, Indigenous and people of color; people with a disability; transition-aged youth and young adults; people over 55; LGBTQ+ people; undocumented people) will report that:

- They felt understood and respected by staff they interacted with at CES access points, in shelter, and in housing projects.
- They felt safe accessing services and working with staff
- They were able to receive accessible materials, including
- They were aware of resources available
- They were informed about policies regarding discrimination and equity

Example system-centered goals:

- By December 31, 2026, the Orange County CoC will conduct a comprehensive analysis of the homelessness response system, identifying systemic inequities and injustices in housing and services for marginalized and underrepresented groups. This will include an analysis of whether and, if applicable, why certain groups tend to be more or less likely to be enrolled in shelter/TH, RRH, and PSH program types.
- Based on these findings, by [plan end date], the CoC will collaborate with people with lived experience and agency staff to design and implement at least three new policies, procedures, or practices that address these inequities, with the goal of improving equitable outcomes for at least 80% of individuals from historically marginalized communities who interact with the system. The CoC will also ensure that at least 95% of staff and partners working for CoC-funded agencies receive training on the history of systemic injustices and their impacts on homelessness.

Strategic Aim 1: Improve and expand the homelessness response system to permanently house people experiencing homelessness equitably, efficiently, and with dignity.

Objective 1A: Collaborate with Orange County homelessness service providers to embed evidence-based and best practices to improve clients' experiences in and outcomes from interacting with the system.

Strategy	Actions
Provide training to CoC Board members and agency staff on proven methods and practices that focus on understanding the historical and systemic inequalities in housing and homeless services for marginalized groups to promote fair and equal outcomes for everyone.	Work with direct service providers to identify training needs and develop a curriculum of trainings and supervision model needed for all staff, as well as staff in specific roles or programs, including but not limited to: ● Housing First ● Authentic collaboration with people experiencing homelessness ● Motivational Interviewing ● Trauma-Informed Care Practices, including trauma and brain development ● Racial equity ● LGBTQ+ identities and equity ● Intersectionality ● Cultural competence and humility ● Culturally-informed outreach and service provision ● Harm Reduction ● History of housing segregation and homelessness ● Anti-ableism ● Disability acceptance and etiquette training ● Targeted universalism ● Legal Rights and Protections
	Develop a plan for creating and delivering training curricula for staff across roles and within specific types of programs on an ongoing basis. Ensure ongoing availability of live and recorded training.
	Aligned with Objective 4B, ensure funding to develop training and ensure staff can participate in trainings.
Collaborate with direct service providers to create streamlined and trauma-informed documentation and processes	Develop a toolkit for direct service providers to: ● Review their policies and processes ● Assess alignment with best practices ● Evaluate how well they are implemented across staff ● Understand how clients experience engaging in services ● Identify opportunities for ongoing improvement.
	Perform an audit of CoC programs (legal and policy review) to identify the essential documentation required for each program and eliminate unnecessary paperwork or steps to simplify the process for both program participants and staff
	Adopt a universal documentation system to standardize the required paperwork for accessing programs and services across the board.
Collaborate with direct service providers to implement a	Develop a case management model in collaboration with a diverse group of local partners, ensuring the working group includes partners with lived experience to reflect racial and ethnic representation.

Strategy	Actions
people-centered, holistic, trauma- informed, case management model standard	Co-create guest bill of rights that sets expectations on communication and relationship building
	Develop performance measures to ensure that staff and the agency adhere to the new case management model.
Support CoC agencies in building a more equitable workforce where people with diverse identities and lived experience can thrive across all positions in the system and organizations	Develop tools and standards to support organizations in building a more equitable workforce, including: ● Standards and practices for staffing infrastructure that can also be supportive and inclusive of peers ● Supports and pathways for staff/partners with lived experience (e.g., mentorship opportunities) ● Practices to engage partners with lived experience and marginalized identities in authentic ways and supported as necessary to be able to inform system change (e.g., compensation, knowledge sharing to support onboarding, assistance to address barriers to participation, etc.) ● Pathways to organizational leadership for Black, Indigenous, people of color and others who have traditionally been excluded from leadership positions
	Add project performance measure for agencies receiving funding to display progress towards equity and/or diversity of staff.
Support grassroots organizations in building capacity to become CoC-funded agencies	Identify gaps in culturally specific service providers, and identify potential culturally specific service providers interested in becoming grant recipients or subrecipients. Build capacity and knowledge of CoC if needed
Use data to develop and implement strategies to address systemic inequities.	Analyze the data and information gathered from Objective 3A to identify specific systemic inequities affecting marginalized groups

Objective 1B: Improve CoC policies and processes

Strategy	Action
Update Written Standards to more intentionally embed racial and intersectional equity principles and align with evidence-based approaches	Review & Update Prevention / Diversion Written Standards
	Review & Update Outreach / Engagement Written Standards
	Review & Update Emergency Shelter Written Standards
	Review & Update Transitional Housing Written Standards
	Review & Update Rapid Re-Housing (RRH) Written Standards
	Review & Update Permanent Supportive Housing (PSH) Written Standards
Improve Coordinated Entry System (CES) policies & processes to address racial and intersectional inequities and disparities in housing access and outcomes	Develop more strategic outreach and culturally-informed service provision to Black/African American households
	Conduct a racial and intersectional equity impact assessment on all CES policies and procedures that impact access to resources. Account for racial and ethnic identity, gender identity, sexual orientation, languages spoken, nationality, disabilities, veteran status, age, experience of DV and trafficking, and household size and composition. Make recommendations to update policies and procedures based on findings.
	Improve access to the system and available materials for non-English speakers and English learners

Objective 1C: Collaborate with partners throughout Orange County that provide non-CoC housing resources and services

Strategy	Action
Collaborate and coordinate efforts with Public Housing Authorities (PHAs)	Advocate with PHAs to increase flexibility of documentation/program requirements
	Develop a strategy to expand Access to Housing Choice Vouchers
	Develop a shared strategy to provide ongoing supportive services to ensure housing stability.
Coordinate and collaborate with others who provide non-CoC housing resources	Develop and implement a strategy of engagement and collaboration to support quick and sustainable housing for people experiencing homelessness with: ● Orange County Housing Finance Trust ● Affordable housing developers ● Landlords ● Other housing partners
Collaborate with Housing Developers	Advocate for new housing complex developments to not only meet the ADA requirement of accessible units but to exceed it as the population of seniors and people with disabilities continues to grow.
	Ensure that accessible units are prioritized for individuals with disabilities and older adults who need them, rather than being assigned on a first-come, first-served basis.
	Advocate for housing developers to partner with Orange County Transportation Authority (OCTA) when housing development is being built, to ensure that there is a new bus stop within ¾ miles radius so that ACCESS is available for those who need it.

Objective 1D: Ensure support and funding for people with lived expertise to continue participating equitably in CoC- and provider-level work.

Strategy	Action
Provide compensation, transportation, technology, and access for people with lived expertise	Aligned with Objective 4A and 4B, ensure consistent and adequate funding to ensure people with lived experience can be in all spaces where decisions are being made. Ensure equitable compensation for their time and contributions (i.e., for attending meetings, participating in committees, and contributing to strategic planning). Cover costs of transportation, parking, and any other costs that might otherwise prevent participation.
	Aligned with Objective 4A and 4B, ensure consistent and adequate funding to implement a robust access strategy that ensures people with lived expertise have the technology and ability to participate in meetings and plans. This may include: ● Providing laptops or tablets, covering costs of Wi-Fi or phone data, and reserving meeting space. ● Ensuring that all meetings where people with lived experience will attend have an option to join virtually when needed. ● Providing interpretation and translation services/translated materials that meet the participant's language needs
Create leadership and skill development opportunities for people with lived experience	Provide training and capacity-building programs that enhance the skills and knowledge of people with lived expertise, empowering them to contribute more effectively in meetings and decision-making processes.
	Develop and implement a plan to pair individuals with lived experience with peers who can help guide them through the CoC and become more active in leadership roles within the CoC or with the community partners.
	Develop and implement a plan to regularly get feedback from people with lived experience on CoC policies and CoC programs

Strategy	Action
Engage in continuous feedback, evaluation, and quality improvement of support for & collaboration with people with lived experience	Develop and implement a plan to use feedback and data to refine and enhance the CoC's efforts. Continuously adjust strategies based on their feedback to ensure their needs are met and their involvement remains meaningful.
	Identify and launch methods to connect service providers with each other to learn from each other's experiences, tools, and practices.

Strategic Aim 2: Collaborate with leaders, providers, and community members across service systems to align practices, coordinate resources, and better support people experiencing homelessness.

Objective 2A: Strengthen partnerships with adjacent systems & providers in Orange County

Strategy	Action
Provide training opportunities to partners across systems on homelessness and the homeless system	Create cross-system trainings to increase other systems' abilities to understand and meet the varying and unique needs of people experiencing homelessness, and to promote equity and reduce harm for people experiencing homelessness.
	Develop and implement a Learning Management System (LMS) database for CES and CoC trainings
Improve coordination and collaboration with <u>food providers</u>	Create and continuously update a food insecurity/food provider database of resources easily accessible to service providers. Advocating for food delivery options for easy access
	Invite and maintain representation from food providers with the CoC Service Provider Forum
Improve coordination and collaboration with Orange County <u>education</u> systems	Identify needs and develop training opportunities specifically for education partners to promote equity and reduce harm for people experiencing homelessness.
	Coordinate an annual series of training events with Orange County Department of Education (OCDE), County-wide McKinney Vento (MV) Liaisons, special education/specialized programs, and CoC Board/partners focused on K-12
	Create and sustain regular communication and coordination with MV liaisons at each school district and OCDE to ensure case cross-referencing, direct problem-solving, and troubleshooting
Improve coordination and collaboration with the <u>workforce</u> system	Strengthen partnerships with the workforce development system to minimize bias against program participants and increase employment opportunities for people who have experienced homelessness
	Invite and maintain representation from the workforce development system with the CoC Service Provider Forum
	Identify needs and develop training resources specifically for workforce partners to promote equity and reduce harm for people experiencing homelessness.
	In partnership with other aligned organizations, create and continuously update policy and advocacy priorities and strategies for more job opportunities for housing insecure and homeless people with disabilities and older adults
Improve coordination and collaboration with <u>hospitals, healthcare, mental health, and behavioral health systems</u>	Identify needs and develop training resources specifically for healthcare/mental health, behavioral health partners to promote equity and access to care and to reduce harm for people experiencing homelessness.
	Partner with mental health organizations to assess and develop a plan for increased wrap around mental health care for program participants.
	Establish, formalize, and sustain the CoC's engagement with the larger collaborative around those addressing older adult wellbeing/services
	Conduct a landscape analysis of the current status, quality, accessibility, equity, cultural competence, and sustainability of mental health, behavioral health, disability services, and healthcare services provided to people experiencing homelessness
	Invite and maintain representation from the healthcare system with all relevant CoC committees
Improve coordination and collaboration with <u>law enforcement</u>	Develop and implement an ongoing process of engagement with local police, Sheriff's Department, and law enforcement
	Identify needs and develop training resources specifically for law enforcement partners to promote equity and reduce harm for people experiencing homelessness.

Strategy	Action
Improve coordination and collaboration with <u>the legal system</u>	Identify needs and develop training resources specifically for legal system partners to promote equity and reduce harm for people experiencing homelessness.
Improve coordination and collaboration with the <u>child welfare / foster care</u> system	Identify needs and develop training resources specifically for child welfare and foster care system partners to promote equity and reduce harm for people experiencing homelessness.
Improve coordination and collaboration with Organizations that work with individuals with disabilities	Identify opportunities to share information (including providing and receiving trainings) from partners that specifically work with people with disabilities, to promote equity, reduce harm, and promote more compassionate, informed, and culturally sensitive responses that address unique needs and challenges.
Improve coordination and collaboration with <u>Older adult organizations</u>	Identify opportunities to share information (including providing and receiving trainings) from partners that specifically work with older adults, to promote equity, reduce harm, and promote more compassionate, informed, and culturally sensitive responses that address unique needs and challenges.
Improve coordination and collaboration with <u>transportation organizations</u>	Identify transportation gaps and needs and develop an engagement strategy with transportation organizations to promote equity/access and reduce harm for people experiencing or exiting homelessness.

Objective 2B: Strengthen partnerships with the public & community members in Orange County

Strategy	Action
Engage with faith communities	Conduct asset mapping of faith communities providing resources
	Gather and host faith community leaders, starting with leaders from asset mapping for Homelessness 101, and other trainings for continued education and collaboration.
	Identify and inform faith communities about the possibilities of using their underutilized property for affordable housing and catalyzing collaboration with developers and other organizations.
Encourage more housing production by partnering with and providing data, guidance, and policy information to housing advocacy organizations	Identify Key Housing Advocacy Organizations. Develop a comprehensive list of local and regional housing advocacy organizations (e.g., affordable housing groups, tenant rights organizations, community development NGOs, real estate developers)
	Regularly provide housing advocacy partners with up-to-date data on local housing needs, trends, and gaps, including information on homelessness and housing affordability. Offer customized data reports that highlight specific areas of interest to each partner organization. Provide Policy Guidance and Recommendations: • Organize informational sessions or workshops where policy experts from the Continuum of Care (CoC) can present key housing policies and legislative updates. • Develop and distribute policy briefs that offer actionable recommendations for local governments, developers, and advocates to promote housing production.
Engage with local non- housing-specific advocacy groups whose values and priorities align with the CoC	Identify, continuously update, and work with partners engaged with racial equity objectives to share best practices and lessons learned and develop a shared racial equity vision for OC
	Identify, continuously update, and work with partners engaged with LGBTQIA+ objectives to share best practices and lessons learned and develop a shared equity vision for OC

Strategy	Action
	Identify, continuously update, and work with partners engaged with additional marginalized populations and advocacy work to share best practices and lessons learned and develop a shared equity vision for OC
	Maintain consistent representation of CoC at the Equity in OC meetings.
Engage with general community members to promote public leadership and compassion toward ending homelessness	Develop and implement a plan to raise awareness about the systemic inequities faced by marginalized groups through community outreach, workshops, and social media campaigns.

Objective 2C: Strengthen partnerships with philanthropic partners

Strategy	Action
Build partnerships with philanthropic entities to strategically align funding and strengthen impact	Aligned with the findings from strategic investment planning conducted in Objective 4B, develop a strategy to build ongoing collaborative relationships and spaces with funders

Objective 2D: Engage in policy and funding advocacy to improve equity and housing outcomes for people experiencing homelessness in Orange County.

Strategy	Action
Develop a policy agenda and priorities to measurably improve the resources and performance of the CoC	Develop a plan and structure to work with other CoCs, collaboratives, and advocacy groups to understand, align, and (when possible) strategize shared policy and funding advocacy agendas on all levels: ● Local policies and funding (cities, counties, and Tribal entities) ● State policies and funding ● Federal policies and funding

Strategic Aim 3: Engage in ongoing data collection, analysis, and evaluation to promote transparency and hold the CoC accountable for its role in ending homelessness.

Objective 3A: Improve data collection and analysis processes to collect more accurate data on system inequities, embed expertise from people with lived experience, and ensure data collection is trauma-informed and equitable.

Strategy	Action
Develop and implement data collection and analysis processes that seek to hear people's experiences in the system, understand holistic system performance, and address gaps in equity / inequity data.	Identify any gaps in data available for marginalized and intersectionally marginalized groups, including but not limited to: Black people, Indigenous or Native American people, people of color, people with visible and invisible disabilities, trans / non-binary / gender-expansive people, LGB / queer people, people over 60, TAY-headed households, and veterans.
	Aligned with this plan's SMARTIE goals, develop racial and intersectional equity goals, measures, data collection plans, and analysis strategies to understand people's experiences in each part of the system (i.e., while unsheltered, staying in shelter, when connected to housing, and after moving into housing) that get at what it means to have a dignified, equitable system
	Aligned with Objective 1A in this plan, create and implement data collection and analysis plans that will allow the system to develop and implement strategies to address systemic inequities and injustices for historically and currently marginalized groups of people.
	Conduct listening sessions regularly to understand and improve the experiences of people utilizing the homeless service system
	Conduct participant, agency and other service partner feedback surveys, in alignment with the SMARTIE goals included in this plan and with the data analysis plans developed above.
	Develop a standard method and timeline for soliciting and analyzing feedback from clients and staff on CoC policies, processes, projects, and priorities.
Support data integration projects and ensure HMIS database is capable of data integration without manual data imports or exports - minimize need for assessments, self-report or service engagement	Conduct an assessment of cross-system data systems and integration potential. Based on findings, develop CoC Board recommendations for data integration initiatives.
	Based on CoC Board decisions and priorities, develop data integration plans, including funding and other resources needed and timelines.

Objective 3B: Develop a method to analyze and publicly share project and system performance data to understand barriers to and promote progress toward implementing an equitable system in alignment with this plan.

Strategy	Action
Develop real-time homelessness system data dashboards that provide community-wide transparency, promote CoC accountability, and translate	Identify system performance measures to include in a public-facing data dashboard that may include HUD- and state-required system performance measures in addition to other measures informed by equity-focused data collection and analysis methods established in Objective 3A.
	Develop a dashboard that includes these system performance measures and racial & intersectional equity goals and measures.

Strategy	Action
directly into actionable strategies.	Monitor progress toward racial and intersectional equity goals (in Objective 3A) through regular review of Racial Equity Dashboard to measure progress against determined benchmarks.
Utilize disaggregated quantitative data and qualitative data for continuous quality improvement and accountability	Strengthen ongoing feedback loop/mechanism to monitor for quality standards of services
	Monitor the impact of CES prioritization criteria and referral processes using disaggregated data analysis that evaluates how different demographic groups are prioritized for and enrolled in different types of resources and housing programs
	Regularly conduct listening sessions with diverse groups of people to understand and improve the experiences of people utilizing the homeless services system
	Alongside Strategic Aim 4, use these data to inform funding opportunities to pursue and funding decisions.
Report out information about funding and spending	Develop a plan to report out on funding decisions and ongoing spending tracking (including project and funding stream spending and leftover amounts at project implementation milestones) to improve fiduciary accountability and transparency.

Strategic Aim 4: Pursue and allocate funding to strategically address racial and social inequities and fill system gaps.

Objective 4A: Allocate existing funding in alignment with this strategic plan.

Strategy	Action
Use data collection and analysis conducted in Strategic Aim 3 to inform funding priorities	Establish a routine schedule for reviewing and analyzing data to keep funding priorities aligned with current community needs and ensuring that resources are equitably distributed.
	Based on the data, develop clear funding priorities to support initiatives aimed at reducing inequities, such as funding for programs or services that specifically benefit marginalized communities whose needs are not being met. Establish clear, measurable funding opportunities focused on addressing the identified inequities and/or social gaps.
Develop a standard scoring & decision-making framework to use with existing funds to ensure funding decisions align with this plan	Ensure funding tool embeds threshold for strengthening the infrastructure for racial equity work, supporting staff retention, and diversifying the workforce in alignment with this plan.
	Set up a continuous evaluation process for funded programs to assess impact and identify areas for improvement. Use insights gained from evaluations to redirect funds where necessary.

Objective 4B: Identify funding gaps and develop funding strategies to fill those gaps in alignment with this plan's priorities.

Strategy	Action
Conduct a strategic coordinated investment planning process to map current funding resources, analyze current funding impacts, and identify gaps	Recruit key collaborators to participate in resource mapping and strategic investment analysis and planning
	Hire consultants to conduct comprehensive resource mapping and strategic investment analysis and planning that focuses on resource allocation & investment in 1. Housing and services across intervention types 2. Housing and services that will increase equitable access and outcomes for specific populations and marginalized groups 3. Support for administrative and planning activities needed to execute this plan 4. Strategies to support collaboration and braided resource allocation / service provision across systems noted in Strategic Aim 2.
In alignment with resource mapping and strategic investment planning, identify potential new funding opportunities to fill gaps in housing, services, and system-level supports	Establish a sustainable funding stream and process to compensate partners with lived experience
	Identify funding to pay for culturally specific training and training on best practices to equip staff to best support underserved populations, in alignment with Objective 1A
	Identify other funding sources and leveraging opportunities to support addressing homelessness
	Reach out to other CoCs to learn about additional funding initiatives, strategies, and best practices
	Develop a proposed funding strategy to fill gaps in the system (e.g., prevention, street outreach, housing/system navigation, ES, TH, RRH, and PSH).
	Identify funding to ensure staff are paid a fair and equitable
	Secure ongoing flexible, low-barrier / quick-access funding that can address common challenges that contribute to people's housing instability and homelessness (e.g., transportation, childcare, bridge funding)

Strategic Aim 5: Manage and ensure effectiveness of the CoC's operations and structure.

Objective 5A: Manage and implement this strategic plan

Strategy	Action
Educate all CoC Board and Subcommittee members on this plan's components and intended impact	Develop standard communication materials to describe this plan, its components, its goals, timeline, and key partners for Board members.
	Develop standard communication materials to describe this plan, its components, its goals, timeline, and key partners for the public.
Develop a structure to ensure accountability and progress with this plan	Using a standard template and process, each lead entity determines the timeline for accomplishing strategies and action items and measurement of progress, impact, and accountability.
	Develop a method for revising this strategy and refining concrete tasks and work plans to achieve objectives, strategies, and actions.
	Develop a standard method for monitoring and reporting out progress on this plan, tracking deadlines, managing information and communications.

Objective 5B: Evaluate the CoC Board, Collaborative Applicant, HMIS lead, and CES lead effectiveness and performance

Strategy	Action
Evaluate and provide feedback to key partners about their effectiveness and performance	Develop an ongoing plan to evaluate and provide feedback and recommendations to the CoC Board on its effectiveness and performance
	Develop an ongoing plan to evaluate and provide feedback and recommendations to the Collaborative Applicant on its effectiveness and performance
	Develop an ongoing plan to evaluate and provide feedback and recommendations to the HMIS Lead on its effectiveness and performance
	Develop an ongoing plan to evaluate and provide feedback and recommendations to the CES Lead on its effectiveness and performance

Date: December 18, 2024

Subject: Continuum of Care (CoC) Board Recommendations

Recommended Actions:

    a. Ratify the results from the CoC Board election to appoint the following candidates to the CoC Board for the term of January 1, 2025, through December 31, 2026.
- (1) Judson Brown
- (2) Dr. Kelly Bruno-Nelson
- (3) Shakoya Green Long
- (4) Marisol Johnson
- (5) Sandra Lozeau
- (6) Sammie MarTínez
- (7) Melanie McQueen
- (8) Dr. Tiffany Mitchell
- (9) Robert "Santa Bob" Morse
- (10) Jason Phillips
- (11) Maricela Rios Faust

    b. Accept the appointment of Nichole Gideon to the CoC Board seat for an individual with lived experience of homelessness for the term of January 1, 2025, to December 31, 2026, as recommended by the Lived Experience Advisory Committee.

Background and Analysis

CoC Nominating Ad Hoc

Each year, the Orange County CoC Board establishes a CoC Nominating Ad Hoc to support the annual review of the Orange County CoC Governance Charter (Charter) and facilitate the CoC Board selection process for the CoC Board seats expiring in December. During the August 28, 2024, meeting, the CoC Board approved the recommendation to establish the 2024 CoC Nominating Ad Hoc (Ad Hoc) to facilitate the annual Charter review and nominating and selection process. As part of the 2023 CoC Board nomination and selection process, the Office of Care Coordination and CoC Board leadership partnered with a technical assistance provider through the California Interagency Council on Homelessness Racial Equity Action Lab (CA REAL) with a goal to align with recommendations from the C4 Innovations racial equity assessment of the Orange County CoC and increase diversity and representation within the CoC Board. The 2024 Ad Hoc was tasked with carrying forward the work of ensuring the CoC Board membership is diverse and representative in the nomination and selection process.

The Office of Care Coordination supported the CoC Board to recruit for the 2024 Ad Hoc membership, receiving interest via a submitted SurveyMonkey interest form. The final membership of the Ad Hoc was confirmed by the CoC Board Chair, Vice Chair and Secretary. The Ad Hoc included three (3) current CoC Board Members that are not up for re-election as well as four (4) additional CoC General Members,

representing different entities of the homeless service system. The Ad Hoc membership includes Andrew Crowe, Scholarship Prep and CoC Board member; Madelynn Hirneise, Families Forward; Alejandro Santiago Ortega, Orange County United Way; Milo Peinemann, American Family Housing; Dawn Price, Friendship Shelter and CoC Board member; and Ami Rowland, Covenant House California and CoC Board member. Beck Levin represented Dayle McIntosh as an additional ad hoc member but had to step down from the ad hoc towards the end of October 2025. Throughout the months of September, October, November, and December 2024, the Ad Hoc met to facilitate the Charter review and nomination and election process and had robust discussion regarding the need for the CoC Board election process to continue being equitable and accessible.

Key activities to highlight the creation and work of the Ad Hoc include:
- Targeted outreach to individuals interested in becoming CoC Board members prior to the nomination period.
- Review of Charter to identify if any revisions were needed to move towards key goals for increasing diversity in the CoC Board membership.
- Revising of a candidate interest form that intentionally requested information on identities, experiences, and backgrounds of candidates.

CoC Board Nomination and Election Process

On October 29, 2024, the Office of Care Coordination on behalf of the Orange County CoC provided email communication with details of the nomination and election process and timeline. The nomination period was open from October 29, 2024, through November 5, 2024, inviting interested candidates to apply and complete Candidate Interest Forms online via SurveyMonkey. The Candidate Interest Forms were due to the Office of Care Coordination on November 7, 2024. As Candidate Interest Forms were received, the Office of Care Coordination worked to confirm interested candidates were voting CoC General members as all CoC Board members are required to be CoC General Members.

Upon review of all eligible candidates, the Ad Hoc made a recommendation for candidates to proceed in the nomination and election process as all eligible candidates met the CoC Board eligibility criteria. The candidates were introduced to the CoC General Membership at the virtual Candidate Meet and Greet on November 18, 2024, opening the voting period. The voting period closed on November 27, 2024, at 5:00 p.m.

The table below details the CoC Board nomination and election timeline followed:

Date	Timeline Tasks
August 28, 2024	CoC Board approved the recommendation to establish the Ad Hoc to facilitate the annual Charter review and nomination and election process.
October 29, 2024	Nomination period opens
November 5, 2024	Nomination period closes
November 13, 2024	Candidate Interest Forms are due New and Updated CoC General Membership Forms due

November 15, 2024	CoC Nominating Ad Hoc to recommend candidates for election by the CoC General Membership
November 18, 2024	Virtual Candidate Meet and Greet Voting period opens
November 27, 2024	Voting period closes at 5:00 p.m.
December 18, 2024	Candidates with the most votes who are representative of the desired CoC Board composition are presented to the CoC Board for ratification

Following the voting period, the Ad Hoc met to confirm and review election results utilizing a voting tool, which was first developed by the CA REAL technical assistance provider and utilized in 2023 for the CoC Board election process. The voting tool accounted for information on the identities, background, and experience of all CoC Board members whose term expires December 2025 and all candidates, aligned with updated and desired identity, background, and experience categories as required in the Charter. The Ad Hoc identified the ability to meet all minimum requirements in this election cycle.

To determine who was elected, the Ad Hoc reviewed the nine (9) CoC Board members whose term expires December 2025 and identified the amount of desired CoC Board seats to be between seven (7) and eleven (11) seats. The Charter states the CoC Board can have a minimum of seventeen (17) and a maximum of twenty-one (21) Board members, requiring an odd number in total members. Utilizing the voting tool, the CoC Nominating Ad Hoc put forth eleven (11) candidates to be presented to the CoC Board for ratification to serve as CoC Board members, inclusive of the candidates with the highest number of votes, as well as the candidates who, in order of number of votes, were the next candidates selected to meet the minimum representation of desired CoC Board composition noted in the revised Charter.

The Office of Care Coordination and the Ad Hoc have facilitated the above-described processes for the CoC Board election, on behalf of the Orange County CoC. As a result, the Ad Hoc recommends the candidates listed below to the CoC Board for ratification. By approving this recommended action, the Orange County CoC Board will appoint the following candidates for a two-year term (January 1, 2025, to December 31, 2026) in support of the Orange County CoC functions:

(1)   Judson Brown
(2)   Dr. Kelly Bruno-Nelson
(3)   Shakoya Green Long
(4)   Marisol Johnson
(5)   Sandra Lozeau
(6)   Sammie MarTínez
(7)   Melanie McQueen
(8)   Dr. Tiffany Mitchell
(9)   Robert "Santa Bob" Morse
(10)   Jason Phillips
(11)   Maricela Rios Faust

Lived Experience Advisory Committee Recommendation
As part of the 2023 CoC Board nomination and selection process, designated seats for the CoC Board were removed and replaced with a minimum number of people who have specified identities, experiences, and

backgrounds. The CoC Governance Charter notes that the Lived Experience Advisory Committee will select one person to represent them on the CoC Board and the CoC General Membership will not vote on the person's participation on the CoC Board. Additionally, the Charter states that at least 30% of the CoC Board must have current or past lived experience of homelessness. Starting with the 2024 nomination and selection process and moving forward, the Lived Experience Advisory Committee can elect one person with lived experience from the Lived Experience Advisory Committee to represent them and the seat for an individual with lived experience of homelessness on the CoC Board.

During the December 4, 2024, meeting of the Lived Experience Advisory Committee, the Lived Experience Advisory Committee approved the recommendation to appoint Nichole Gideon to the CoC Board seat for an individual with lived experience of homelessness for the term of January 1, 2025, to December 31, 2026. This recommendation will support the Orange County CoC in ensuring that the CoC Board has representation from people who have experienced homelessness or housing instability.

Date: December 18, 2024

Subject: Policies, Procedures and Standards (PPS) Committee Membership Recommendation

Recommended Action:

a. Approve recommended changes to the PPS Committee Charter, specifically Section 6 detailing Membership, to allow for a CoC Committee representative to be appointed as a PPS Committee member should a CoC Committee Chair be unable to participate, as recommended by the PPS Committee.

Background and Analysis

At the January 17, 2024, CoC Board meeting, a request was made during CoC Board member comments to revise the PPS Committee Charter. The proposed revisions aimed to remove the requirement for the CoC Board Vice Chair to serve as PPS Committee Chair and to expand the PPS Committee membership beyond CoC Committee chairs. This change would create opportunities for other CoC Board Members and/or CoC General Members to participate. At the February 13, 2024, meeting, the PPS Committee reviewed and recommended changes to the PPS Committee Charter, specifically removing the designation of the CoC Board Vice Chair as PPS Committee Chair. The PPS Committee also entered discussion about potential changes to the designated membership, noting the importance of intentionality in appointing representatives from each CoC Committee while maintaining a strong connection to the work of the CoC Board. The PPS Committee membership expressed support for a phased approach to revising the PPS Committee Charter, stating that additional proposed revisions related to the PPS Committee membership would be forthcoming. On February 28, 2024, the CoC Board reviewed and approved the proposed PPS Committee Charter, aimed at fostering further diversity and power-sharing within the decision-making roles of the CoC Board and PPS Committee.

The current PPS Committee Charter states that PPS Committee membership shall consist of the PPS Committee Chair and Vice Chair and chairs of any ongoing CoC Board Committees, and no fewer than one and no more than two at large board members. The CoC Board and PPS Committee previously discussed a Calendar Year 2024 goal of reviewing the Orange County CoC Governance Charter to address necessary updates, followed by a review of all CoC Committee Charters to ensure alignment. However, to prioritize the ongoing work of the CoC Vision ad hoc and strategic plan development, the review and update of the Orange County CoC Governance Charter were necessarily delayed. The PPS Committee membership composition returned to the November 12, 2024, PPS Committee meeting, where discussion focused on the purpose, scope and desired membership. The PPS Committee membership approved a recommended action for the Collaborative Applicant staff to integrate the committee's discussion and prepare recommended changes to the PPS Committee membership for consideration at the December 10, 2024, PPS Committee meeting.

In preparation for the December meeting, the Collaborative Applicant partnered with Nishtha Mohendra, PPS Chair, to incorporate the PPS Committee feedback and make proposed changes to the PPS Committee Charter, Section 6. Given the PPS Committee's role in recommending critical CoC policies and procedures to the CoC Board for final approval, it is still recommended that the CoC Committee Chairs participate as

members. However, recognizing that CoC Committee Chairs may not always have the capacity to dedicate their time and expertise to an additional committee, it is being recommended to allow for a representative to be appointed from a CoC Committee as an alternative. The proposed revisions enable a CoC Committee representative to serve as an appointed PPS Committee member, should a CoC Committee Chair be unable to participate. As reflected in the proposed revisions, the only requirement for appointed CoC Committee representatives is that they are to be CoC General Members. Additionally, the proposed revisions include clarifying language regarding the term length for each type of PPS Committee member alongside the recommended PPS Committee Charter change that CoC Committee representatives can be selected by the respective CoC Committee Chair and/or in partnership with the CoC Committee membership. The Collaborative Applicant will work with CoC Committee Chairs, as desired, to further build out and implement this process if a CoC Committee representative is appointed to the PPS Committee.

The PPS Committee reconvened on December 10, 2024, to review updated recommendations from the Collaborative Applicant regarding changes to the PPS Committee Charter, and approved the recommended changes, specifically Section 6 detailing membership, with direction to the Collaborative Applicant staff to make additional revisions based on the PPS Committee member discussion. Key clarifications were discussed, including a definition of "CoC General Member" and the removal of outdated references to the CoC Board Vice Chair serving as Chair of the PPS Committee. The Committee also explored an alternate process for appointing representatives when Chairs are unavailable. It was recommended that CoC Board members serving on the committee be approached first as alternates before opening the opportunity to other committee members. Additionally, it was clarified that the terms of alternate members should align with the Chair's tenure in their position rather than a fixed term length, ensuring that each Committee Chair can implement the alternate selection process as needed. The Office of Care Coordination further revised the PPS Committee Charter based on the PPS Committee membership recommendation, and proposed revisions are reflected in **Attachment A**.

Approval of the recommended action will support inclusivity of more diverse voices of the PPS Committee, while also being mindful of capacity of CoC Committee Chairs. Should the CoC Board approve the proposed changes, the revised PPS Committee Charter will take effect January 1, 2025.

Attachments
Attachment A – PPS Committee Charter – Redlined Version
Attachment B – PPS Committee Charter – Clean Version

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

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 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 Board term. 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. The Vice Chair term will mirror the Chair's CoC Board term.

6. **Membership**

The PPS Committee membership shall be comprised of the PPS Committee 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. Should a CoC Committee Chair be unable to participate as a member, a representative from their CoC Committee may be appointed as a PPS Committee member. Appointed CoC Committee representatives must be CoC General Members. At large members shall be nominated by the CoC Board annually upon completion of the CoC Board Officer elections. 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~~ on the CoC Board or Chair of any CoC ~~Board~~ Committees. Appointed CoC Committee representatives shall remain on the PPS Committee for the duration of their CoC Committee Chair's term. At large member terms will mirror their CoC Board term. ~~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.

<p style="text-align: center;">Orange County Continuum of Care</p>
<p style="text-align: center;">Policies, Procedures and Standards Committee</p>
<p style="text-align: center;">Governance Charter</p>

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.

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   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

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

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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.

Date: December 18, 2024

Subject: Homeless Management Information System (HMIS) Data Requests

Recommended Actions:

a. Approve University of Chicago's HMIS data request for the period of January 1, 2018, through December 31, 2024, for a one-time export of data for a Comprehensive Income Dataset Project to increase understanding of homelessness in Orange County by considering research questions related to income, employment, safety net programs, housing transitions, and demographics.

b. Approve Orange County United Way, 2-1-1 Orange County's (211OC) HMIS data request for the period January 1, 2022, through December 31, 2024, for a one-time export of data to analyze whether housing referrals from the 211 Contact Center are resulting in housing enrollments in HMIS.

Background and Analysis

University of Chicago's Request

In accordance with the HMIS Policies and Procedures, data requests from entities not participating in HMIS are approved by the Continuum of Care (CoC) Board prior to any data being released. Approved requests are carried out by Orange County United Way, 211OC as the HMIS Lead for the Orange County CoC. On October 30, 2024, 211OC, received a data request from University of Chicago on behalf of the Orange County CoC. This request includes client-level data for all clients active in any project in HMIS from January 1, 2018, through December 31, 2024, that had an active Release of Information record in HMIS as of the end of the reporting period.

According to the University of Chicago, this data will be used for research and analysis as part of their Comprehensive Income Dataset (CID) Project to increase understanding of homelessness in the Orange County CoC. The University of Chicago is proposing to incorporate HMIS records into the Census Bureau's secure data linkage infrastructure, permitting researchers to link HMIS clients to administrative data on taxes, safety net programs, and decennial Censuses. Administrative data contain information on individual histories (for up to 40 years) of earnings and the receipt of a dozen government programs (e.g., SNAP, HUD housing assistance, SSI, VA service-connected disability assistance), as well as mortality. Similar analyses have been conducted using HMIS data from Los Angeles, Houston and Chicago, and the University of Chicago is in the process of expanding agreements to other localities.

Data Elements Included in Request:

- 2.01 Organization Information
- 2.02 Project Information
- 3.01 Name
- 3.02 Social Security Number
- 3.03 Date of Birth

- 3.04 Race and Ethnicity
- 3.06 Gender
- 3.07 Veteran Status
- 3.08 Disabling Condition
- 3.10 Project Start Date

- 3.11 Project Exit Date
- 3.12 Destination
- 3.15 Relationship to Head of Household
- 3.20 Housing Move In Date
- 3.917 Prior Living Situation
- 4.02 Income And Sources
- 4.03 Non-Cash Benefits
- 4.04 Health Insurance
- 4.05 Physical Disability
- 4.06 Developmental Disability
- 4.07 Chronic Health Condition
- 4.08 HIV/AIDS
- 4.09 Mental Health Disorder
- 4.10 Substance Use Disorder

- 4.11 Domestic Violence
- 4.12 Current Living Situation
- 4.20 Coordinated Entry Event
- V1 Veteran's Information
- 5.06 Enrollment Identifier
- 5.07 User Identifier (added and last updated)
- 5.08 Personal Identifier
- 5.09 Household Identifier
- Custom field – Have you or someone in your family ever been legally evicted?
- Custom field – How may legal evictions?
- Custom field – Employment Status

With the approval of this request, HMIS data will be incorporated into the U.S. Census Bureau's secure data linkage infrastructure, to permit researchers to see linkages between HMIS clients and administrative data. The linkage process is automated by a computer program and client identifying data will be removed before data is sent to U.S. Census Bureau researchers.

The University of Chicago will consider the following research questions as part of this analysis:

- **What are the long-term patterns of formal income, employment, and connections to the safety net surrounding a period of HMIS enrollment?**
  - o Potential Impact: Reduce barriers in access to services by providing accurate data on population needs and gaps well before and after HMIS engagement.
- **How do government programs like Medicaid, HUD housing benefits, and disability assistance affect the housing, health, and well-being of people experiencing or at risk of homelessness?**
  - o Potential Impact: Identify opportunities to improve well-being by expanding eligibility for and supporting connections to mainstream safety net programs. Strengthen funding justifications for programs through robust evidence.
- **What are the long-term patterns of migration and transitions between housing, homelessness, and institutions like group homes and criminal justice facilities?**
  - o Potential Impact: Identifying opportunities to improve coordination across sectors and localities. Enhance long-term wellbeing through greater understanding of clients' housing conditions during periods when not experiencing literal homelessness.
- **What do disparities in the above-described outcomes tell us about pathways to and the experience of homelessness for marginalized communities?**
  - o Potential Impact: Understanding and addressing the causes of disproportionate homelessness among marginalized communities and reducing these disparities.

To ensure this analysis is to the benefit of the Orange County CoC, University of Chicago proposes to meet with Orange County CoC representatives to ensure alignment with CoC priorities, conduct regular meetings to update the CoC on progress and solicit feedback, and share results with the CoC as requested by the CoC Board. This research will provide new insights with minimal administrative burden to the CoC while maintaining the highest standards of data protection. The results of the analysis are anticipated to improve the lives of those experiencing or at risk of homelessness by providing a better understanding of population needs and gaps, encouraging cross-sector collaboration, and analyzing and reducing causes of

homelessness among marginalized communities. The CoC Board is being asked to review and approve the University of Chicago's HMIS data request for the period of January 1, 2018, through December 31, 2024, for a one-time export of data for research purposes to increase understanding of homelessness in Orange County by considering questions related to income, employment, safety net programs, housing transitions, and demographics.

211OC's Request

The HMIS Policies and Procedures states the Orange County CoC may release aggregate data about its own continuum at the discretion of the CoC. The policy does not currently outline situations where the HMIS Lead may release aggregate data. In the absence of a policy, this request is being brought to the CoC Board as a data request. Approved requests will be carried out by Orange County United Way as the HMIS Lead for the Orange County CoC.

On November 21, 2024, 211OC submitted a data request to be considered by the CoC Board. This request includes client-level data for all clients active in any project in HMIS from January 1, 2022, through December 31, 2024, that had an active Release of Information record in HMIS as of the end of the reporting period.

Data Elements Included in Request:

- 2.01 Organization Information
- 2.02 Project Information
- 3.01 Name
- 3.02 Social Security Number
- 3.03 Date of Birth
- 3.04 Race and Ethnicity
- 3.06 Gender
- 3.07 Veteran Status
- 3.10 Project Start Date

- 3.11 Project Exit Date
- 3.12 Destination
- 3.20 Housing Move In Date
- 3.917 Prior Living Situation
- 5.06 Enrollment Identifier
- 5.08 Personal Identifier
- 5.09 Household Identifier
- Custom Field – Household Type

This data will be used to analyze whether housing referrals from the 211 Contact Center result in housing enrollments in HMIS. Results of this analysis will be shared during 211 Day, an event hosted by 211OC and Orange County United Way. With the approval of this request, the HMIS Lead will link HMIS client records with GetHelpOC client records using client-identifying fields from both systems, including: First Name, Last Name, Date of Birth, and last 4 of Social Security Number. The linkage process is automated by a computer program, and client identifying data will not be used in the analysis once the records have been linked. The analysis will be completed by the HMIS Lead, so client-level data will not be shared with anyone who does not already have access to HMIS data.

According to 211OC, this analysis will allow the Orange County CoC to gain insight into the results of housing referrals. The data request and analysis will also provide an opportunity to identify successes and areas of improvement in the housing process. Results of the analysis will be shared with the CoC Board as directed.

The following research questions will be considered as part of this analysis:

- What percentage of housing referrals are resulting in housing enrollments in HMIS?
- Are referrals to certain housing types more likely to result in a successful connection to a project participating in HMIS?

- Do the characteristics of the caller impact the rate of successful connections to a housing project in HMIS?

The CoC Board is being asked to review and approve 211OC's HMIS data request for the period January 1, 2022, through December 31, 2024, for a one-time export of data to analyze whether housing referrals from the 211 Contact Center are resulting in housing enrollments in HMIS.