

**ORANGE COUNTY CONTINUUM OF CARE  
LIVED EXPERIENCE ADVISORY COMMITTEE**

Wednesday, February 5, 2025

10:00 a.m. – 11:30 a.m.

**Location:**

**County Administration North (CAN) Building  
Multi-Purpose Room 101**

**400 W. Civic Center Dr., Santa Ana, CA 92701**

**[Click here](#) for parking instructions.**

**Virtual Meeting Option:**

**Zoom Meeting Link: [Click here](#) for meeting link**

**Join by phone: +1 669 444 9171**

**Webinar ID:**

***\*Listen-in option only\****

**Committee Chair:** Robert “Santa Bob” Morse, Individual

**Committee Vice Chair:** Paul Kaiser, Individual

**Committee Members:**

Reha Agar, Individual

Elizabeth Flores, Individual

Nichole Gideon, Individual

Deborah Kraft, Individual

Miranda Mears, Individual

Jason Mercado, Individual

Larry “Smitty” Smith, Individual

Vinny Zarrella, Individual

**AGENDA**

**Welcome and Meeting Overview** – Robert “Santa Bob” Morse, Chair

**Public Comments** – Members of the public may address the Lived Experience Advisory Committee (LEAC) 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 LEAC. Public 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 LEAC during the Public Comment period, members of the public are to complete a Request to Address the Committee form prior to the beginning of each agenda item and submit it to Continuum of Care (CoC) staff. Staff will call your name in the order received.

Members of the public may also submit public comment by emailing [CareCoordination@ocgov.com](mailto:CareCoordination@ocgov.com). All comments submitted via email at least 24 hours before the start of the meeting will be distributed to the LEAC members, and all comments will be added to the administrative records of the meeting. Please include "LEAC Meeting Comment" in the email subject line.

**LEAC Member Comments** – Members of the LEAC may provide comments on matters not appearing on the agenda so long as the subject matter is within the jurisdiction of the LEAC. Comments will be limited to three minutes. If there are more than five members wishing to speak, this time will be reduced to two minutes.

### **CONSENT CALENDAR**

1. Approve the LEAC Meeting Minutes from January 9, 2025.

### **BUSINESS CALENDAR**

1. **CoC Strategic Plan** – Felicia Boehringer, CoC Administrator, and Cameron Pastrano, CoC Staff Specialist, Office of Care Coordination
  - a. Discuss focus areas within the strategic aims of the CoC Strategic Plan.
2. **CoC Board Updates** – Nichole Gideon, CoC Board Secretary
3. **CoC Updates** – Felicia Boehringer, CoC Administrator, Office of Care Coordination

**Next Meeting:** Wednesday, March 5, 2025, 10:00 a.m. to 11:30 a.m., at the County Administrative North (CAN) Building Multi-Purpose Room 101, 400 W. Civic Center Dr., Santa Ana, CA 92701

**ORANGE COUNTY CONTINUUM OF CARE  
LIVED EXPERIENCE ADVISORY COMMITTEE**

Thursday, January 9, 2025  
10:00 a.m. – 11:30 a.m.

**Location:**

**County Administration North (CAN) Building  
Multi-Purpose Room 101  
400 W. Civic Center Dr., Santa Ana, CA 92701  
[Click here](#) for parking instructions.**

**Virtual Meeting Option:**

**Zoom Meeting Link: [Click here for meeting link](#)  
Join by phone: +1 669 444 9171  
Webinar ID: 975 8177 1571**

***\*Listen-in option only\****

**Committee Chair:** Robert “Santa Bob” Morse, Individual

**Committee Vice Chair:** Paul Kaiser, Individual

**Committee Members:**

Reha Agar, Individual  
Elizabeth Flores, Individual  
Nichole Gideon, Individual  
Deborah Kraft, Individual  
Miranda Mears, Individual  
Jason Mercado, Individual  
Larry “Smitty” Smith, Individual  
Vinny Zarrella, Individual

**MINUTES**

**Welcome and Meeting Overview** – Robert “Santa Bob” Morse, Chair

Chair Robert “Santa Bob” Morse called the meeting to order at 10:03 a.m.

Present: Reha Agar, Nichole Gideon, Paul Kaiser, Miranda Mears, Robert “Santa Bob” Morse, and Larry “Smitty” Smith

Absent Excused: Elizabeth Flores, Deborah Kraft, Jason Mercado, and Vinny Zarrella

**Public Comments** – Members of the public may address the Lived Experience Advisory Committee (LEAC) on items listed within this agenda or matters not appearing on the agenda so long as the subject matter

**MINUTES**

**January 9, 2025**

is within the jurisdiction of the LEAC. Public 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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Public Comment:

- A member of the public provided public comment via email in advance of the LEAC meeting which was read aloud. The member of the public shared frustrations in dealing with the Legal Aid system.
- Melody L. Lark provided public comment via email in advance of the LEAC meeting, sharing insights from *Evicting from Uninhabitable to Unsheltered Homes: 10 Legal Pits*. Melody L. Lark's investigation highlights systemic barriers tenants face during eviction trials, including overlooked evidence of uninhabitable conditions and gaps in tenant protections under the California Tenant Protection Act (TPA) of 2019. Melody L. Lark emphasizes the urgent need for policy reforms to address these issues and protect tenants' health and well-being. Melody L. Lark also provided information on an investigation outlining the three barriers to obtaining free food resources, inclusive of clothing and shoes, mobility for the body and personal items, and emotional and mental capacity of people seeking free food.
- Alan Achterberg provided public comment via email in advance of the LEAC meeting, expressing gratitude for allowing public participate in a live LEAC meeting. Alan Achterberg hopes that opportunities can be discussed to get more involvement of people in the Continuum of Care and for both clients receiving care and services as well as providers to have discussions in open meetings using the full breadth of tools, including the written comments and the three minute comments. Alan Achterberg would invite the committee to keep this in mind during this agenda and under consideration for future agendas and in community outreach efforts.

**LEAC Member Comments** – Members of the LEAC may provide comments on matters not appearing on the agenda so long as the subject matter is within the jurisdiction of the LEAC. Comments will be limited to three minutes. If there are more than five members wishing to speak, this time will be reduced to two minutes.

- Vice Chair Paul Kaiser expressed understanding of the member of the public's frustration with Legal Aid and noted challenges in the CoC Board's power to make changes within that system.
- Reha Agar stated that the situation described by the member of the public has unfortunately played out many times where people are not able to get help from Legal Aid, noting that a lack of a timely response to requests for assistance can result in homelessness. Reha Agar suggested the LEAC consider investigating ways to provide resources and guidance on typical response times for Legal Aid services. Reha Agar also suggested that paralegals be more sensitive on how they are recording client information.
- Chair Robert "Santa Bob" Morse expressed concerns for 2025, including the end of a needle exchange program, corporations removing Diversity, Equity and Inclusion (DEI) centered policies,

elimination of fact-checking on social media platforms, and continued targeted discrimination for the LGBTQ+ community.

### **CONSENT CALENDAR**

1. Approve the LEAC Meeting Minutes from December 4, 2024.
2. Approve the 2025 LEAC Meeting Calendar.

Nichole Gideon motioned to approve Consent Calendar Items 1-2. Paul Kaiser seconded the motion. Motion passed unanimously.

### **BUSINESS CALENDAR**

1. **2025 Homeless Survey Update** – Doug Becht, Director, and Sarah Jones, CoC Manager, Office of Care Coordination
  - a. Update on development of County of Orange Office of Care Coordination’s 2025 Homeless Survey.

Doug Becht provided background information regarding the development of the 2025 Homeless Survey, with a goal to focus on the subpopulation of those who are experiencing homelessness for the first time in the past 12 months. The Office of Care Coordination has been working closely with City Net to formulate the survey questions and design the survey implementation methodology and will be hosting two listening sessions: one with the LEAC and one with the Commission to End Homelessness and the CoC Board. Zulima Lundy shared the structure and timeline of the survey and noted that the Office of Care Coordination will be accepting additional written feedback via email until end of day on Monday, January 20, 2025. Two representatives from City Net were also present to participate in the discussion and respond to inquiries.

#### Public Comment:

- A member of the public provided public comment via email in advance of the LEAC meeting, emphasizing the importance of accurate street counts to ensure that the "official numbers" reported by cities and jurisdictions reflect reality. The member of the public referenced feedback from an anonymous volunteer in the Continuum of Care, who noted that actual counts often differ significantly, with higher numbers than those officially reported. Member of the public suggested questioning the decision not to conduct a live count this year and raised concerns about potential under-reporting by jurisdictions. Additionally, the member of the public proposed involving additional Continuum of Care members to informally review and audit the process to promote greater transparency.
- Alan Achterberg shared that early feedback from individuals on the street highlighted concerns about jurisdictions potentially manipulating street count data. Alan Achterberg emphasized the importance of engaging with people during counts and acting as a triage resource, connecting them with appropriate support even if not all issues can be resolved immediately. Alan Achterberg noted the value of peer support networks and recommended leveraging available funds to align resources effectively, ensuring they promote independence and efficiency.

#### Committee Discussion:

- Larry “Smitty” Smith highlighted significant flaws in the survey process, emphasizing that the survey lacks empathy and fails to help the individuals being surveyed. Larry “Smitty” Smith criticized the script for focusing on helping others rather than the person being approached,

leading to skewed and unreliable data. Larry “Smitty” Smith also questioned the validity of the statistic revealed in the Point In Time (PIT) Count that 48% of people interviewed had been experiencing homelessness for less than 12 months. Finally, Larry “Smitty” Smith pointed out challenges in gaining trust from encampment communities and stressed the importance of having experienced personnel who can build genuine relationships with those experiencing homelessness.

- Miranda Mears highlighted that the survey results might not accurately reflect the full scope of the homeless population, as there are individuals who remain unreachable and, therefore, unaccounted for. Miranda Mears also advocated for a more personal and compassionate approach, suggesting that outreach workers and service providers build trust by making individuals feel seen and valued, rather than treating them as data points.
- Chair Robert “Santa Bob” Morse questioned whether anything besides gift cards is offered, suggesting the inclusion of resources like Medi-Cal and EBT information. Chair Robert “Santa Bob” Morse also recommended asking how long someone has been homeless.
- Reha Agar discussed the challenges of addressing different types of homelessness and noted that first-time homeless individuals may not know what help they need. Reha Agar suggested tailoring surveys for first-timers with more specific follow-up questions and involving case managers to provide tangible support and hope.
- Nichole Gideon emphasized clarifying the survey's purpose to participants and offering more than just gift cards, such as resources or contact with caseworkers. Nichole Gideon suggested a more approachable and supportive interaction, possibly by bringing items like food or toiletries to build rapport before asking questions, noting that word of resources offered will travel and people will start coming to where the resources are being provided to be surveyed. Nichole Gideon also suggested that the gift card amounts for all surveyed individuals should be the same amount, regardless of length of homelessness, so that no one provides false information in order to receive a greater incentive.
- Vice Chair Paul Kaiser agreed the opening script needs revision to emphasize improving access for the individual and maintaining anonymity. Vice Chair Paul Kaiser proposed connecting participants with caseworkers for better assistance and questioned the relevance of certain personal questions in the survey, specifically Questions 3-4. Vice Chair Paul Kaiser agreed that all individuals who participate in the survey, or a portion of the survey, should still receive a gift card.

## **2. Coordinated Entry System (CES) Policies and Procedures – Felicia Boehringer, CoC Administrator, Office of Care Coordination**

Felicia Boehringer discussed the goal of CES and what is covered by the CES Policies and Procedures. During the LEAC Meeting on September 4, 2024, members were asked to review and discuss the current policy that notes participants are made inactive in CES after 90 days of non-engagement. In previous meeting discussions, LEAC members emphasized the importance of client communication, case manager training, reactivation processes within the CES Community Queue, and addressing barriers for unsheltered individuals in verifying homelessness. The LEAC agreed to bring a recommendation for further review of the policy to the CES Steering Committee, with the final decision postponed to ensure Vice Chair Paul Kaiser could attend when it is presented. Felicia Boehringer noted that the LEAC was being asked to consider approving Vice Chair Paul Kaiser to attend and upcoming CES Steering Committee to present on ideas for potential CES Policies and Procedures changes, as well as possible training ideas for service providers and CES Access Points.

Recommended Action a: Approve Vice Chair Paul Kaiser, as a representative of the LEAC, to attend an upcoming CES Steering Committee meeting to recommend reviewing the CES Policies and Procedures to:

- 1) Revise the policy stating that CES participants will be made inactive in CES after 90 days of nonengagement.
- 2) Discussing potential policy revisions and training ideas.

Nichole Gideon motioned to approve recommended action a. Miranda Mears seconded the motion. Motion passed unanimously.

Public Comment:

- A member of the public provided public comment via email in advance of the LEAC meeting, expressing hope that there is some discussion on this idea with the current group and invite comments from the broader community. It will be interesting to see if there are concerns about removing people too fast and also concerns about the negative effects of continuing to be in the system as it appears that visibility of participation in the HMIS system is broad and can involve effective tracking and changes in how services are provided. It would be important to begin to understand these differences.
- Alan Achterberg shared that many individuals are unaware of CES and have to navigate the system independently, often relying on online resources rather than direct support, noting personal experience with this, as well. Alan Achterberg emphasized the importance of informing people of how personal information is tracked and shared in CES or HMIS and raised concerns about the potential misuse of this information, which could lead to further targeting of vulnerable individuals. Alan Achterberg noted that while the system can provide support, it can also feel scrutinizing, making it challenging to figure out the specific steps needed to access resources. Alan Achterberg highlighted the importance of transparency about data and ensuring individuals understand the implications of being in the system.

Committee Discussion:

- Paul Kaiser highlighted that without being proactive in learning about CES policies and procedures, Paul Kaiser would have become inactive during participation in CES. Paul Kaiser expressed concern that individuals unaware of CES policies or lacking regular contact with case managers could fall off the prioritization list and face long delays before being re-engaged and referred for housing.
- Nichole Gideon expressed support for the recommendation and was pleased to see the issue elevated through formal channels. Nichole Gideon acknowledged the limitations of discussions at the LEAC level and commended the pivot to engaging the CoC for actionable change.

**3. LEAC Nominating Ad Hoc Update** – Cameron Pastrano, CoC Staff Specialist, Office of Care Coordination

Cameron Pastrano shared an update regarding the LEAC Nominating Ad Hoc. Following the October 2, 2024, LEAC meeting, the Office of Care Coordination was unable to confirm a desire from two (2) of the three (3) selected candidates to proceed with participating in the LEAC. During the December 20, 2024, LEAC Nominating Ad Hoc Meeting the Committee concluded that none of the candidates in this round of recruitment would be the best fit to represent the two open seats, and recommended reopening recruitment in April or May.

Public Comment:

- A member of the public provided public comment via email in advance of the LEAC meeting, expressing gratitude for the update. Member of the public shared hope that this meeting might include discussion about how to again enhance and improve a broader participation in all of the Continuum of Care committees and meetings from people withing the Lived Experience community, both on this Committee and from the broader community.

4. **CoC Updates** – Felicia Boehringer, CoC Administrator, Office of Care Coordination and Nichole Gideon, CoC Board Secretary
  - a. CoC Board Updates
  - b. CoC Strategic Vision

Felicia Boehringer presented the following CoC updates:

- **November 5, 2024, CoC Board Special Meeting Updates:** CoC Board Approved Jamboree Housing Corporation’s permanent supportive housing project proposal called Costa Mesa Senior submitted in response to the CoCBuils Projects Request for Proposals (RFP), for inclusion in the Orange County CoC Buils Notice of Funding Opportunity (NOFO) Application to the U.S. Department of Housing and Urban Development (HUD), as recommended by the CoCBuils NOFO ad hoc. The Board also approved CoC Board Chair and Officers’ letter of support for application submission of the CoCBuils NOFO.
- **December 18, 2024, CoC Board Meeting Updates:** The CoC Strategic Plan was approved as a living framework to be refined before its implementation in July 2025. The Board ratified election results, appointing new members for the 2025-2026 term. Updates included amending the Policies, Procedures and Standards (PPS) Committee Charter to allow alternate representatives and approving HMIS data requests from Orange County United Way and the University of Chicago for housing referral and research projects.
- **CoC Board Membership and Decision-Making Process:** Discussed CoC Board membership composition, process for reviewing recommendations, and process for voting on recommendations.
- **Collaborative Agenda Setting:** LEAC members will be able use a template to draft agenda items for consideration, which would be shared with the LEAC leadership and Office of Care Coordination prior to each month’s LEAC planning meeting. The Office of Care Coordination will provide more information via email to the LEAC membership on the proposed collaborative agenda-setting process, including the timeline for submitting agenda item requests prior to the LEAC Planning Meetings.
- **CoC Strategic Vision:** At the December 18, 2024, meeting, the CoC Board approved the CoC Strategic Plan as a living framework to be continually refined in preparation for implementation in July 2025. The CoC Strategic Plan can be referenced on the CoC webpage. Committees of the CoC will be involved in the implementation planning over the course of the next several months.
- **LEAC Compensation** - The Office of Care Coordination provided an update on compensation methods. LEAC members are encouraged to contact the Office of Care Coordination to ensure your compensation preferences are recorded.
- **Upcoming Meetings:** Provided updates on upcoming meetings of the CoC Board and subcommittees.

Public Comment:

- Alan Achterberg provided public comment via email in advance of the LEAC meeting, sharing that it would be beneficial to discuss ways to increase participation from the Lived Experience community. Alan Achterberg suggested offering free rides to CoC Board meetings, emphasizing the impact of having individuals directly affected present during discussions and decisions, even if they do not speak. Alan Achterberg also proposed promoting and training individuals on how to effectively participate in these meetings and recommended posting Board agendas in as many Continuum of Care member offices as possible. Alan Achterberg expressed hope that these efforts would encourage people to believe in their ability to create positive changes by actively participating.
- Alan Achterberg explained that the University of Chicago study is similar to another multi-generational study on the economic impact of social programs, which had led to a professor being recruited away. Alan Achterberg expressed concerns about the study's vague details regarding the sharing of information with the Census Bureau, emphasizing the potential risks if sensitive data, such as a history of homelessness, were accessible. Alan Achterberg also mentioned outreach efforts, including collaboration with BYU students, to track down the professor behind the similar study to understand their data tracking methods but had not received a response. Additionally, Alan Achterberg highlighted the importance of creating opportunities for individuals with lived experience to attend and actively participate in meetings, noting the power of having these individuals present in the room. Alan Achterberg suggested forming ad hoc committees to address these concerns and increase engagement.

Committee Discussion:

- Nichole Gideon offered to provide information and updates from the CoC Board meetings, as well as share feedback or topics of discussion from the LEAC to the CoC Board. Nichole Gideon provided further context around the University of Chicago's HMIS data request, noting that concerns about data sharing led to the request not being approved as originally listed on the CoC Board meeting agenda.

Meeting adjourned at 11:39 a.m.

**Next Meeting:** Wednesday, February 5, 2025, 10:00 a.m. to 11:30 a.m., at the County Administrative North (CAN) Building Multi-Purpose Room 101, 400 W. Civic Center Dr., Santa Ana, CA 92701

# [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:

## Item 1. Attachment A

- 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  |
|---|--|
| <p><b>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.</b></p> | <p>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:</p> <ul style="list-style-type: none"> <li>● Housing First</li> <li>● Authentic collaboration with people experiencing homelessness</li> <li>● Motivational Interviewing</li> <li>● Trauma-Informed Care Practices, including trauma and brain development</li> <li>● Racial equity</li> <li>● LGBTQ+ identities and equity</li> <li>● Intersectionality</li> <li>● Cultural competence and humility</li> <li>● Culturally-informed outreach and service provision</li> <li>● Harm Reduction</li> <li>● History of housing segregation and homelessness</li> <li>● Anti-ableism</li> <li>● Disability acceptance and etiquette training</li> <li>● Targeted universalism</li> <li>● Legal Rights and Protections</li> </ul> <p>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.</p> <p>Aligned with Objective 4B, ensure funding to develop training and ensure staff can participate in trainings.</p> |
| <p><b>Collaborate with direct service providers to create streamlined and trauma-informed documentation and processes</b></p>   | <p>Develop a toolkit for direct service providers to:</p> <ul style="list-style-type: none"> <li>● Review their policies and processes</li> <li>● Assess alignment with best practices</li> <li>● Evaluate how well they are implemented across staff</li> <li>● Understand how clients experience engaging in services</li> <li>● Identify opportunities for ongoing improvement.</li> </ul> <p>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</p> <p>Adopt a universal documentation system to standardize the required paperwork for accessing programs and services across the board.</p>   |
| <p><b>Collaborate with direct service providers to implement a</b></p>  | <p>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.</p>  |

| Strategy  | Actions   |
|---|---|
| <p><b>people-centered, holistic, trauma-informed, case management model standard</b></p>  | 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.   |
| <p><b>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</b></p> | <p>Develop tools and standards to support organizations in building a more equitable workforce, including:</p> <ul style="list-style-type: none"> <li>● Standards and practices for staffing infrastructure that can also be supportive and inclusive of peers</li> <li>● Supports and pathways for staff/partners with lived experience (e.g., mentorship opportunities)</li> <li>● 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.)</li> <li>● Pathways to organizational leadership for Black, Indigenous, people of color and others who have traditionally been excluded from leadership positions</li> </ul> |
|   | Add project performance measure for agencies receiving funding to display progress towards equity and/or diversity of staff.  |
| <p><b>Support grassroots organizations in building capacity to become CoC-funded agencies</b></p>   | 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  |
| <p><b>Use data to develop and implement strategies to address systemic inequities.</b></p>  | 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  |
|--|---|
| <p><b>Update Written Standards to more intentionally embed racial and intersectional equity principles and align with evidence-based approaches</b></p>                      | 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  |
| <p><b>Improve Coordinated Entry System (CES) policies &amp; processes to address racial and intersectional inequities and disparities in housing access and outcomes</b></p> | 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   |
|---|--|
| <b>Collaborate and coordinate efforts with Public Housing Authorities (PHAs)</b>    | 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.  |
| <b>Coordinate and collaborate with others who provide non-CoC housing resources</b> | Develop and implement a strategy of engagement and collaboration to support quick and sustainable housing for people experiencing homelessness with: <ul style="list-style-type: none"> <li>● Orange County Housing Finance Trust</li> <li>● Affordable housing developers</li> <li>● Landlords</li> <li>● Other housing partners</li> </ul> |
| <b>Collaborate with Housing Developers</b>  | 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 ¼ 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  |
|---|---|
| <b>Provide compensation, transportation, technology, and access for people with lived expertise</b> | 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: <ul style="list-style-type: none"> <li>● Providing laptops or tablets, covering costs of Wi-Fi or phone data, and reserving meeting space.</li> <li>● Ensuring that all meetings where people with lived experience will attend have an option to join virtually when needed.</li> <li>● Providing interpretation and translation services/translated materials that meet the participant’s language needs</li> </ul> |
| <b>Create leadership and skill development opportunities for people with lived experience</b>       | 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   |

Item 1. Attachment A

| <b>Strategy</b>  | <b>Action</b>   |
|--|---|
| <b>Engage in continuous feedback, evaluation, and quality improvement of support for &amp; collaboration with people with lived experience</b> | 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   |
|---|--|
| <b>Provide training opportunities to partners across systems on homelessness and the homeless system</b>                      | 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  |
| <b>Improve coordination and collaboration with <u>food providers</u></b>  | 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   |
| <b>Improve coordination and collaboration with Orange County <u>education systems</u></b>                                     | 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  |
| <b>Improve coordination and collaboration with the <u>workforce system</u></b>  | 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                       |
| <b>Improve coordination and collaboration with <u>hospitals, healthcare, mental health, and behavioral health systems</u></b> | 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   |
| <b>Improve coordination and collaboration with <u>law enforcement</u></b>   | 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.  |

Item 1. Attachment A

| Strategy   | Action   |
|--|--|
| <b>Improve coordination and collaboration with <u>the legal system</u></b>   | Identify needs and develop training resources specifically for legal system partners to promote equity and reduce harm for people experiencing homelessness.   |
| <b>Improve coordination and collaboration with the <u>child welfare / foster care system</u></b>                     | 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.   |
| <b>Improve coordination and collaboration with <u>Organizations that work with individuals with disabilities</u></b> | 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. |
| <b>Improve coordination and collaboration with <u>Older adult organizations</u></b>                                  | 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.             |
| <b>Improve coordination and collaboration with <u>transportation organizations</u></b>                               | 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  |
|--|---|
| <b>Engage with faith communities</b>   | 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.  |
| <b>Encourage more housing production by partnering with and providing data, guidance, and policy information to housing advocacy organizations</b> | 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: <ul style="list-style-type: none"> <li>• Organize informational sessions or workshops where policy experts from the Continuum of Care (CoC) can present key housing policies and legislative updates.</li> <li>• Develop and distribute policy briefs that offer actionable recommendations for local governments, developers, and advocates to promote housing production.</li> </ul> |
| <b>Engage with local non- housing-specific advocacy groups whose values and priorities align with the CoC</b>                                      | 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  |

Item 1. Attachment A

| 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<br>Maintain consistent representation of CoC at the Equity in OC meetings. |
| <b>Engage with general community members to promote public leadership and compassion toward ending homelessness</b> | 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  |
|--|---|
| <b>Build partnerships with philanthropic entities to strategically align funding and strengthen impact</b> | 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  |
|--|---|
| <b>Develop a policy agenda and priorities to measurably improve the resources and performance of the CoC</b> | 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: <ul style="list-style-type: none"> <li>● Local policies and funding (cities, counties, and Tribal entities)</li> <li>● State policies and funding</li> <li>● Federal policies and funding</li> </ul> |

**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  |
|--|---|
| <p><b>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.</b></p> | <p>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.</p>               |
|  | <p>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</p> |
|  | <p>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.</p>   |
|  | <p>Conduct listening sessions regularly to understand and improve the experiences of people utilizing the homeless service system</p>   |
|  | <p>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.</p>  |
|  | <p>Develop a standard method and timeline for soliciting and analyzing feedback from clients and staff on CoC policies, processes, projects, and priorities.</p>  |
| <p><b>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</b></p>    | <p>Conduct an assessment of cross-system data systems and integration potential. Based on findings, develop CoC Board recommendations for data integration initiatives.</p>   |
|  | <p>Based on CoC Board decisions and priorities, develop data integration plans, including funding and other resources needed and timelines.</p>   |

**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   |
|---|--|
| <p><b>Develop real-time homelessness system data dashboards that provide community-wide transparency, promote CoC accountability, and translate</b></p> | <p>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.</p> |
|   | <p>Develop a dashboard that includes these system performance measures and racial &amp; intersectional equity goals and measures.</p>  |

Item 1. Attachment A

| Strategy  | Action   |
|---|--|
| <b>directly into actionable strategies.</b>   | Monitor progress toward racial and intersectional equity goals (in Objective 3A) through regular review of Racial Equity Dashboard to measure progress against determined benchmarks.  |
| <b>Utilize disaggregated quantitative data and qualitative data for continuous quality improvement and accountability</b> | 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  |
| <b>Report out information about funding and spending</b>  | Alongside Strategic Aim 4, use these data to inform funding opportunities to pursue and funding decisions.   |
|   | 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   |
|---|--|
| <b>Use data collection and analysis conducted in Strategic Aim 3 to inform funding priorities</b>   | 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.<br>Establish clear, measurable funding opportunities focused on addressing the identified inequities and/or social gaps. |
| <b>Develop a standard scoring &amp; decision-making framework to use with existing funds to ensure funding decisions align with this plan</b> | 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   |
|--|--|
| <b>Conduct a strategic coordinated investment planning process to map current funding resources, analyze current funding impacts, and identify gaps</b>                                | 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 <ol style="list-style-type: none"> <li>1. Housing and services across intervention types</li> <li>2. Housing and services that will increase equitable access and outcomes for specific populations and marginalized groups</li> <li>3. Support for administrative and planning activities needed to execute this plan</li> <li>4. Strategies to support collaboration and braided resource allocation / service provision across systems noted in Strategic Aim 2.</li> </ol> |
|  | 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   |
| <b>In alignment with resource mapping and strategic investment planning, identify potential new funding opportunities to fill gaps in housing, services, and system-level supports</b> | 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   |
|---|--|
| <b>Educate all CoC Board and Subcommittee members on this plan’s components and intended impact</b> | 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.  |
| <b>Develop a structure to ensure accountability and progress with this plan</b>                     | 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  |
|--|---|
| <b>Evaluate and provide feedback to key partners about their effectiveness and performance</b> | Develop an ongoing plan to evaluate and provide feedback and recommendations to the <u>CoC Board</u> on its effectiveness and performance               |
|  | Develop an ongoing plan to evaluate and provide feedback and recommendations to the <u>Collaborative Applicant</u> on its effectiveness and performance |
|  | Develop an ongoing plan to evaluate and provide feedback and recommendations to the <u>HMIS Lead</u> on its effectiveness and performance               |
|  | Develop an ongoing plan to evaluate and provide feedback and recommendations to the <u>CES Lead</u> on its effectiveness and performance                |