

**ORANGE COUNTY CONTINUUM OF CARE  
HOUSING OPPORTUNITIES COMMITTEE**

Tuesday, February 25, 2025  
10:00 a.m. – 12:00 p.m.

**Location:**  
**Orange County Housing Authority  
(OCHA) 1501 E. St. Andrew Pl, 1<sup>st</sup> Floor,  
Conference Room A, Santa Ana, CA 92705**  
**[Click Here](#) for parking information.**

**Committee Chair:** Judson Brown, City of Santa Ana

**Committee Vice-Chair:** January Johnson, Orange County Housing Authority

**Committee Members**

- Orange County Housing Authority
- Anaheim Housing Authority
- Santa Ana Housing Authority
- Garden Grove Housing Authority
- CalOptima Health
- Orange County Housing Finance Trust
- Orange County United Way
- Kennedy Commission
- Orange County Housing Advocacy Collaborative
- Emergency Solutions Grant (ESG) funded entitlement jurisdictions

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

**AGENDA**

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](mailto:CareCoordination@ocgov.com). Request received less than 72 hours prior to the meeting will still receive every effort to reasonably fulfill within the time provided.

**Welcome and Call to Order** – Judson Brown, Chair and January Johnson, Vice Chair

**Public Comments** – Members of the public may address the Housing Opportunities Committee 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 Housing Opportunities Committee. Comments will be limited to three minutes. If there are more than five public speakers, this time will be reduced to two minutes. Members of the public utilizing interpreter services will be given double the amount of time to provide public comment.

To address the Housing Opportunities Committee, 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 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 Housing Opportunities Committee members and all comments will be added to the administrative records of the meeting. Please include “Housing Opportunities Committee Meeting Comment” in the email subject line.

- 1. Housing Opportunities Committee Vision Setting Follow-Up** – Judson Brown, Chair and January Johnson, Vice Chair
- 2. CoC Strategic Plan** – Sarah Jones, CoC Manager, Office of Care Coordination; Felicia Boehringer, CoC Administrator, Office of Care Coordination; Judson Brown, Chair; and January Johnson, Vice Chair
- 3. Project-Based Housing Updates**
  - a. Project-Based Voucher Pipeline – Public Housing Authority (PHA) Representatives
- 4. Tenant-Based Housing Updates**
  - a. Special Purpose Voucher Updates – PHA Representatives
- 5. Funding, Program, and Policy Updates**
  - a. Federal and State Legislation Updates – Cesar Covarrubias, The Kennedy Commission
- 6. CoC Updates** – Sarah Jones, CoC Manager, Office of Care Coordination
- 7. Coordinated Entry System (CES) Updates** – Daniel Garcia, CES Administrator, Office of Care Coordination

**Next Meeting:** Wednesday, April 9, 2025, from 10:00 a.m. – 12:00 p.m. at Orange County Housing Authority (OCHA), Conference Room, 1501 East Saint Andrew Place, 1st Floor Santa Ana, CA. 92705

## Housing Opportunities Committee Vision Setting Discussion & Analysis

This document provides a summary and examination of the discussion held during the Housing Opportunities Committee meeting on December 13, 2024. It serves as a resource to further understand and reflect on the conversation between committee members and the direction of the committee.

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### Key Findings:

1. **Coordination of Housing Authorities:** The Housing Opportunities Committee was formed to coordinate efforts among various housing authorities and organizations to address homelessness in Orange County. There is a clear need for more effective collaboration among the four Public Housing Authorities (PHA) in the region.
2. **Public Housing Authority Engagement:** The committee acknowledged the importance of having all four PHAs actively engaged in discussions, noting that their collaboration is vital for achieving long-term solutions.
3. **Call for More Inclusive Engagement:** The committee emphasized the need for more inclusive, hybrid meetings and public spaces for interaction, encouraging more participation from developers, service providers, and community members.
4. **Fragmented Approach:** There is a recognition that the housing system in Orange County is fragmented, with varying resources and programs based on geography, which leads to inequities for residents in different cities.
5. **Development Challenges:** The committee discussed the increasing cost of development, delays due to utility connections, and the challenges of securing consistent funding for affordable housing projects.
6. **Need for Strategic Planning:** A landscape analysis and a comprehensive blueprint for affordable housing development are needed to guide decision-making and improve coordination across multiple sectors.

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**Feedback and Discussion on Vision-Setting:** *This section is designed to be read as a conversation, illustrating how discussions unfolded and how they contributed to identifying the key findings. Comments from meeting participants are reflective of the December 13, 2024, Housing Opportunities Committee meeting minutes, which can be found [here](#).*

- Elizabeth Hansburg pointed out the fragmented nature of housing efforts across different cities in Orange County and proposed the idea of creating consistent public spaces for all four PHAs to meet and share information regularly to improve collaboration and the effectiveness of large-scale housing projects.
- Curtis Gibbs discussed the need for aggressive partnerships with non-profits to leverage housing opportunities for individuals experiencing homelessness and recommended the Housing Opportunities Committee better understand the roles of major and minor

## Item 1 Attachment A

players in the housing development space, including organizations like CAP OC, which is focused on helping families transition into permanent housing.

- Cesar Covarrubias acknowledged the unique position of the Housing Opportunities Committee in bridging the gap between cities and the County, suggesting more intentional information sharing and focus on projects happening in collaboration with housing authorities. Cesar Covarrubias noted that while the Housing Opportunities Committee's current structure is helpful, it could benefit from deeper discussions around regional collaboration.
- Michael Shepherd proposed conducting a landscape analysis to better understand the developments happening across the county and stressed the importance of creating a hybrid meeting space that is more accessible to a wide range of stakeholders, from developers to service providers, to ensure collective progress.
- Scott Simpson shared first-hand experience working on large-scale housing projects, emphasizing the importance of focusing on permanent housing rather than transitional housing and suggested that collaboration among developers, cities, and the Housing Opportunities Committee would lead to more cost-effective housing solutions. Scott Simpson also advocated for more career training programs to help individuals become self-sufficient once they are housed.
- Michelle Zdeba provided an update on the County's efforts to engage developers and streamline the development process, highlighting the challenges related to utility company efficiencies and the increasing costs of construction which have serious financial implications for the County and developers.
- Chair Judson Brown reiterated the need for a centralized space for all four PHAs to meet and collaborate and expressed concern that if this committee lost the participation of PHAs, it would result in a significant loss of key partners in the housing development process.
- Michelle Zdeba explained that the Housing Opportunities Committee could play a crucial role in supporting developer convenings before Requests for Proposals (RFPs) are issued, ensuring that key partners are engaged early in the process. Michelle Zdeba also mentioned that utility delays are a significant issue, with some projects experiencing delays of up to two years, causing financial strain on the system.
- Cesar Covarrubias noted that while it is important to address the concerns of developers, the committee should not turn into a platform solely for developers to air their grievances. Instead, the need for the Housing Opportunities Committee should focus on actionable information, resource sharing, and fostering a regional collaborative approach to housing development.
- Mia Arias echoed earlier comments about the fragmented nature of the housing system in Orange County, noting that clients served by different providers in different cities often face inconsistent outcomes. Mia Arias suggested that the Housing Opportunities Committee could be a space for better coordination and information sharing across the housing system to address this fragmentation.
- Elizabeth Hansburg pointed out that the inconsistency in resource availability based on city boundaries creates inequity for residents and emphasized the importance of developing a more consistent approach to housing across the county to ensure that all residents, regardless of location, have equal access to resources and opportunities.

## Item 1 Attachment A

- Chair Judson Brown asked if the committee members were familiar with the 2018 Housing Strategy and its 2022 amendment. This strategy provides updates on housing goals and funding strategies in the county, with the aim of developing 200,000 units over a seven-year period. However, the rising costs of development and increased homelessness have made it harder to meet these goals.
- Michael Shephard suggested that the Housing Opportunities Committee should focus on identifying funding opportunities, connecting to regional approaches for development, and exploring ways to address gaps in housing availability for people experiencing homelessness and proposed that the committee review its charter to ensure it is adequately addressing current challenges.
- Adam Eliason emphasized the need for the Housing Opportunities Committee to develop a blueprint for affordable housing development and identify opportunities for funding and suggested that the committee could assign tasks to members to bring back resources and support countywide efforts to increase affordable housing availability.
- Elizabeth Hansburg inquired about the differences between the Commission to End Homelessness and the CoC Board.

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### Conclusion:

The Housing Opportunities Committee continues to work on improving collaboration and information sharing between Orange County's Public Housing Authorities and other stakeholders involved in housing development. Despite the ongoing challenges, including rising construction costs, delays in utility connections, and a fragmented approach to service delivery, there is a shared commitment to finding sustainable solutions. The committee's discussions highlighted the need for more strategic planning, inclusive engagement, and a comprehensive blueprint for affordable housing development to effectively address homelessness in the county.

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**Date:** February 25, 2025

**Subject:** Continuum of Care (CoC) Strategic Plan

### Background

The Orange County CoC Board formed a CoC Leadership Vision Ad Hoc (Vision Ad Hoc) to collaborate with consultant Aubrey Sitler of AC Strategies and the Office of Care Coordination to develop a strategic plan framework for implementing the CoC's vision. Recognizing the importance of input from the CoC Board and CoC Committees, the Vision Ad Hoc opened a feedback period in November 2024 to review and finalize the Strategic Aims and Objectives of the CoC Strategic Plan. On December 18, 2024, the CoC Board approved the Strategic Plan, which includes the *Strategic Aims*, *Objectives*, *Strategies*, and *Action* Steps. The plan will serve as a living framework, with a six-month review at both the CoC Board and Committee levels before full implementation in July 2025. This review will outline specific actions for CoC Committees, prioritize initiatives, and estimate timelines for achieving the *Strategies* and *Actions*. While the *Strategic Aims* and *Objectives* are fixed as part of the framework, the strategies and actions can be adjusted based on feedback during the implementation planning process.

In preparation for the February 25, 2025, Housing Opportunities Committee meeting, the Office of Care Coordination met with Chair Judson Brown and Vice Chair January Johnson to discuss how to bring the CoC Strategic Plan to the committee for discussion. As a result, Objective 1C from the CoC Strategic Plan has been highlighted for the committee's focused review and input. Please note that this is not the complete CoC Strategic Plan, but an exercise aimed at outlining actions that will help drive the Strategic Aims and Objectives forward. To view the full CoC Strategic Plan, click [here](#).

### Attachments

Attachment A – CoC Strategic Plan Objective 1C.

CoC Strategic Plan Objective 1C.

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

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

**Strategy:** Collaborate and coordinate efforts with Public Housing Authorities (PHAs).

**Action:** Advocate with PHAs to increase flexibility of documentation/program requirements.

**Action:** Develop a strategy to expand Access to Housing Choice Vouchers.

**Action:** Develop a shared strategy to provide ongoing supportive services to ensure housing stability.

**Strategy:** Coordinate and collaborate with others who provide non-CoC housing resources.

**Action:** 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

**Strategy:** Collaborate with Housing Developers.

**Action:** Advocate for new housing complex development to not only meet the ADA requirement of accessible units but to exceed it as the populations of seniors and people with disabilities continues to grow.

**Action:** 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.

**Action:** Advocate for housing developers to partner with Orange County Transportation Authority (OCTA) when housing development is being built, to ensure there is a new bus stop within ¼ miles radius so that ACCESS is available for those who need it.

# 2025 Housing Opportunities Committee

Meetings are held the Second Wednesday of each even month from 10:00 a.m. - 12:00 p.m., except for the February 2025 meeting, which will be held the last Tuesday of the month from 10:00 a.m. - 12:00 p.m.

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County Holiday



Regular Meeting

Visit the CoC Webpage for meeting materials. Go to <https://ceo.ocgov.com/continuum-care> and click on "Homeless Services" to navigate to the CoC webpage.