

**ORANGE COUNTY CONTINUUM OF CARE
DOMESTIC VIOLENCE COMMITTEE**

Tuesday, February 18, 2025
9:00 a.m. – 10:30 a.m.

Location:
The Village at 17th Street
Large Community Room
1505 17th St, Santa Ana, CA 92705

Virtual Meeting Option*:
Zoom Meeting Link: [Click here for meeting link](#)
Join by phone: +1 669 444 9171
Webinar ID: 918 5645 3249

Listen-in option only

Committee Chair: Maricela Rios-Faust, Human Options

Committee Members:

Jude Abusham, Student in Orange County
Brateil Aghasi, WISEPlace
Patience Biosah, Individual
Barbara Burke, Individual
Deborah Kraft, Lived Experience Advisory Committee, Orange County Family Violence Council's (OCFVC) Homelessness Domestic Violence (DV)-Sexual Assault (SA) Task Force, Housing is a Human Right OC (HHROC), Stronger Women United, DV Policy Advocate
Mark Lee, Radiant Futures
Nishtha Mohendra, Families Forward
Lydia Nationalesta, City of Lake Forest
Wendy Seiden, OCFVC Homelessness-DV-SA Task Force
Tianna Terry, Friendship Shelter, Individual Coordinated Entry System (CES)
Cynthia Thouvenel, Ohlone Tribe Non-Profit
Katherine Tan, Individual
Sharon Wie, Interval House

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. Requests received less than 72 hours prior to the meeting will still receive every effort to reasonably fulfill within the time provided.

Welcome and Introductions – Maricela Rios-Faust, Chair

Public Comments – Members of the public may address the DV 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 DV Committee. Public 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 DV 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 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. All comments submitted via email at least 24 hours before the start of the meeting will be distributed to the DV Committee members, and all comments will be added to the administrative records of the meeting. Please include “Domestic Violence Committee Meeting Comment” in the email subject line.

DV Committee Member Comments – Members of the DV Committee may provide comments on matters not appearing on the agenda so long as the subject matter is within the jurisdiction of the DV Committee. 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 DV Committee Meeting Minutes from December 17, 2024.
2. Approve the 2025 DV Committee Meeting Calendar.

BUSINESS CALENDAR

1. **CoC Updates** – Felicia Boehringer, CoC Administrator, Office of Care Coordination
2. **CoC Strategic Plan** – Sarah Jones, CoC Manager, Office of Care Coordination and Maricela-Rios Faust, Chair
 - a. Focused discussion related to CoC Strategic Plan.

Adjournment to: Regular meeting on Tuesday, May 20, 2025, from 9:00 a.m. – 10:30 a.m. at The Village at 17th Street Large Community Room (1505 17th St, Santa Ana, CA 92705).

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MINUTES

Welcome and Introductions – Maricela Rios-Faust, Chair

Present: Brateil Aghasi, Mark Lee, Nishtha Mohendra, Maricela Rios-Faust, Wendy Seiden, Cynthia Thouvenel, Katherine Tan, and Sharon Wie

Absent Excused: Jude Abusham, Barbara Burke, Deborah Kraft, Lydia Natoinalesta, and Tianna Terry

Absent: Patience Biosah

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To address the DV 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 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. All comments submitted via email at least 24 hours before the start of the meeting will be distributed to the DV Committee members, and all comments will be added to the administrative records of the meeting. Please include “Domestic Violence Committee Meeting Comment” in the email subject line.

- A member of the public provided public comment via email in advance of the DV Committee meeting. Member of the public shared experiences and current challenges faced when approaching the County Healthcare system while suffering from extreme symptoms of complex Post Traumatic Stress Disorder (PTSD).

CONSENT CALENDAR

1. Approve the DV Committee Meeting Special Meeting Minutes from August 27, 2024.
2. Approve the DV Committee Meeting Minutes from October 15, 2024.

Nishtha Mohendra motioned to approve Consent Calendar, Items 1 - 2. Wendy Seiden requested that an edit be made on page three of the October 15, 2024, DV Committee meeting minutes under committee discussion, stating that the end of the third sentence can be deleted. Nishtha Mohendra agreed to an amended motion to incorporate edits requested by Wendy Seiden for the October 15, 2024, DV Committee meeting minutes. Sharon Wie seconded the motion. Motion passed unanimously.

BUSINESS CALENDAR

1. **Coordinated Entry System (CES) for Survivors Assessment Recommendation** – Sarah Jones, CoC Manager, Office of Care Coordination

Sarah Jones provided background on the CES Pre-Assessment Screening and CES Survivor Assessment Tool recommendation. The public feedback period for the revised draft of the CES Pre-Assessment Screening and CES Survivor Assessment Tool occurred from September 26, 2024, through October 9, 2024. Additionally, following the feedback received during the October 9, 2024, meeting, the Office of Care Coordination made updates to the Survivor Assessment Tool Guide, to ensure instructions for the assessments included disclosing any mandated reporting requirements.

Public Comment:

- Alan Achterberg provided public comment via email in advance of the DV Committee meeting. Alan Achterberg stated that someone who has experienced recent or recurring trauma has most likely had their senses of reality altered, which takes time to recover, often in bits and pieces. Alan Achterberg suggested that those administrating and evaluating the Pre-Screening tool interview questions should take an Orange County standardized class on Trauma Informed Care to help develop a base vocabulary and dialogue for the community.

Committee Discussion:

- Sharon Wie thanked the Office of Care Coordination staff for their efforts and expressed appreciation for the preparation of the agenda packet.

Recommended Action a: Approve revised CES Pre-Assessment Screening and CES Survivor Assessment Tool.

Sharon Wie motioned to approve recommended action a. Mark Lee seconded the motion. Motion passed unanimously.

- 2. Domestic Violence Committee Vision Setting** – Sarah Jones, CoC Manager, Office of Care Coordination and Maricela Rios-Faust, Chair
- a. Continued discussion related to goals and vision for the Domestic Violence Committee.

Sarah Jones and Chair Maricela Rios-Faust led a vision-setting discussion with the DV Committee, using the DV Committee Governance Charter as a foundation. Building from previous discussions, the DV Committee discussed the purpose and role of the committee in addressing the needs of survivors in Orange County, as well as priorities to seek for Calendar Year 2025.

Public Comments:

- Alan Achterberg expressed appreciation for the work on the CoC Strategic Plan, especially in regard to trauma-informed care. Alan Achterberg noted trainings and technology being used nationally and internationally to incorporate cultural diversity within mental health trainings, which could be beneficial to Orange County. Alan Achterberg emphasized that discussions at the committee could lead to grant applications for nonprofit agencies.

Committee Discussion:

- Sharon Wie highlighted the need for long-term housing vouchers for survivors and suggested setting aside a specific percentage for survivors of domestic violence. Sharon Wie emphasized a need to continue improving the CES matching process and noted that increased outreach may lead to receiving more reports of domestic violence, reflecting increased survivor trust with service providers.
- Mark Lee raised concerns about assisting DV victims confidentially, particularly when the abuser is involved in housing applications.

- Nishtha Mohendra emphasized integrating advocacy for survivors into broader CoC discussions, focusing on prevention and education and fostering knowledge-sharing across teams.
- Chair Maricela Rios-Faust stressed that there is an underreporting of domestic violence cases, highlighted the importance of trauma-informed care, and noted the importance of integrating survivor needs into all support areas. Chair Maricela Rios-Faust stated the importance of access and service integration with CES as well as training around prevention for victims and survivors. Chair Maricela Rios-Faust also suggested cross-collaboration with the Lived Experience Advisory Committee and sharing successes during DV Committee meetings.
- Wendy Seiden advocated for including human trafficking and sexual assault in definitions and discussions about services for survivors. Wendy Seiden noted gaps in the CoC Strategic Plan survey regarding domestic violence survivor services integration.
- Katherine Tan shared lived experience as a survivor who navigated the housing process and suggested early intervention programs and financial literacy training for survivors could be beneficial.
- Brateil Aghasi noted that the CoC has a great strategic plan, but that it does not mention survivors of domestic violence. Brateil Aghasi questioned how the DV Committee can help incorporate a focus on survivors into the CoC Strategic Plan.

3. CoC Updates – Sarah Jones, CoC Manager, Office of Care Coordination

Felicia Boehringer requested feedback from the committee regarding the meeting calendar for 2025. Sarah Jones presented the following CoC updates:

- 2025 Sheltered Point In Time (PIT) Count and Housing Inventory Count: The Orange County CoC's 2025 Sheltered PIT Count will be taking place the night of Monday, January 27, 2025. Orange County United Way's 2-1-1 Orange County (211OC) will be facilitating training for agencies that are required to submit data as part of the Sheltered PIT Count and Housing Inventory Count (HIC). If your agency is required to participate in the Sheltered PIT and/or HIC, please note email communication from 211OC and the Office of Care Coordination will be forthcoming.
- The Office of Care Coordination provided details on upcoming CoC meetings.
- The Office of Care Coordination is Hiring: The Office of Care Coordination is currently recruiting to fill one Staff Specialist – Extra Help position to support with CoC and CES projects and initiatives being led by the Office of Care Coordination. Questions pertaining to this recruitment or interested applicants may contact or submit a resume to Aida Lomeli at aida.lomeli@ocgov.com.
- CoC Board Nomination and Election Timeline: Selected candidates will be presented to the CoC Board for ratification at the December 18, 2024, CoC Board meeting.
- CES for Survivors: The CES Administrator responsibilities for CES for Survivors is transitioning from the Office of Care Coordination to Friendship Shelter. The Office of Care Coordination will support to ensure a smooth transition.

Committee Discussion:

- Nishtha Mohendra inquired about a Request for Proposals (RFP) for the CES for Survivors administration. Nishtha Mohendra thanked Maricela Rios-Faust for the work invested in the DV Committee.
- Chair Maricela Rios-Faust noted that there had been discussion on switching to a quarterly schedule for the DV Committee meeting. Chair Maricela Rios-Faust also shared that term limits for CoC Board members and CoC Committee Chairs may be explored. Additionally, Chair Maricela Rios-Faust encouraged DV Committee members to considering applying for the CoC Board for next year.
- Mark Lee asked whether there is any written guidance stating who is required to participate in the Sheltered PIT Count and Housing Inventory Count.
- Sharon Wie expressed a desire for trainings to incorporate success stories and case studies from service providers who had positive outcomes using creative solutions to addressing the needs of survivors.

Next Meeting: To be determined, pending the 2025 CoC Board and Committee Calendar approval.

2025 Domestic Violence (DV) Committee

Meetings are held quarterly on the Third Tuesday of the month from 9:00 a.m. - 10:30 a.m.

January						
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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.

Date: February 18, 2025

Subject: Continuum of Care (CoC) Strategic Plan

Background

On December 17, 2024, the Domestic Violence (DV) Committee held a vision-setting discussion to reassess the committee's purpose, goals, and focus for the 2025 calendar year. During this meeting, several committee members raised valuable concerns and suggestions for enhancing the support system for survivors and victims of all forms of domestic violence within the Orange County CoC and Coordinated Entry System (CES). Key feedback included:

- Providing further CES access and service integration for survivors;
- Collaborating with the Lived Experience Advisory Committee for the planning and facilitation of training on various topics;
- Having space for DV Committee members to provide comments during each meeting on learnings and success related to meeting the needs of survivors in Orange County; and
- Facilitating more system collaboration.

The Orange County CoC Board established a CoC Leadership Vision Ad Hoc (Vision Ad Hoc) to work with consultant Aubrey Sitler of AC Strategies and the Office of Care Coordination to create a strategic plan framework for implementation of the CoC's vision. The Vision Ad Hoc recognized the importance of involving the CoC Board and CoC Committees in the review and finalization of the Strategic Aims and Objectives of the CoC Strategic Plan (Strategic Plan) and opened a feedback period in November 2024. On December 18, 2024, the CoC Board approved the Strategic Plan, inclusive of the Strategic Aims, Objectives, Strategies and Action Steps, as a living framework set to undergo an additional six-month review at both the CoC Board and Committee level before implantation in July 2025. The further review of the Strategic Plan will outline specific Actions to be led or supported by CoC Committees, while prioritizing initiatives and estimating timelines for accomplishing Strategies and Actions.

Following the DV Committee's December 17, 2024, meeting discussion and the CoC Board's approval of the Strategic Plan, the Office of Care Coordination took the DV Committee's feedback to identify correlations between the committee's vision and the proposed Strategic Plan.

Below, the Office of Care Coordination has outlined feedback aligned with the proposed Strategic Plan. While the Strategic Aims and Objectives are fixed as part of the framework for the Strategic Plan, the Strategies and Actions can be adjusted to reflect the feedback provided during the implementation planning process.

Analysis

There are two key overarching topics that were discussed within the DV Committee that encompass feedback on the entirety of the CoC Strategic Plan:

1. **Increased Survivor Focus/Influence within the CoC Strategic Plan**

2. Enhanced Cross-Committee Collaboration within the CoC

These focus areas reflect the DV Committee's commitment to elevating the concerns and contributions of DV survivors and victims. While refining language is not the focus of committee conversations, the DV Committee has noted it is important to incorporate DV-specific terminology where relevant for consideration by the CoC Board. Furthermore, as some CoC Committees address parts of the plan in parallel, the Office of Care Coordination and CoC Board will support coordinated and intentional efforts in the implementation planning of the Strategic Plan.

Ideas for consideration under various Strategic Aims and Objectives are included, based on the DV Committee's vision-setting conversation.

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 practice to improve clients' experiences in and outcomes from interacting with the system.

- *Strategy:* 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.
- *Strategy:* Collaborate with direct service providers to create streamlined and trauma-informed documentation and processes.
- *Strategy:* Collaborate with direct service providers to implement a people-centered, holistic, trauma-informed, case management model standard.
- *Strategy:* Use data to develop and implement strategies to address systemic inequities.

Objective 1A. DV Committee Vision-Setting Ideas:

- **Improve Trauma-Informed** trainings/practices.
- **Improve** trainings for **Homelessness Prevention Strategies for Survivors & Victims**
- **Provide Financial Literacy Training** for Survivors
- **Integrate Survivor Needs** into all support areas
- **Increased Knowledge-Sharing** across teams

Objective 1B: *Improve CoC Policies and Processes*

- *Strategy:* Improve Coordinated Entry System (CES) policies & processes to address racial and intersectional inequities and disparities in housing access and outcomes.

Objective 1B. DV Committee Vision-Setting Ideas:

- **Improve Survivor CES Matching Process**
- **Integrate Survivor Needs** into all support areas
- **Include Human Trafficking and Sexual Assault Definitions**

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

Objective 1C. DV Committee Vision-Setting Ideas:

- **Provide Long-Term Housing Vouchers for Survivors**

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

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

- *Strategy:* Provide training opportunities to partners across systems on homelessness and the homeless system.

Objective 2A. DV Committee Vision-Setting Ideas:

- **Improve Trauma-Informed** trainings/practices
- **Improve** trainings for **Homelessness Prevention Strategies for Survivors & Victims**
- **Increased Survivor Advocacy** within CoC

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:* Develop and Implement data collection and analysis processes that seek to hear people's experience in the system, understand holistic system performance, and address gaps in equity/inequity data.

Objective 3A. DV Committee Vision-Setting Ideas:

- **Improve DV Case Reporting**

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

- *Strategy:* Develop real-time homelessness system data dashboard that provide community-wide transparency, promote CoC accountability, and translate directly into actionable strategies
- *Strategy:* Utilize disaggregated quantitative data and qualitative data for continuous quality improvement and accountability.

Objective 3B. DV Committee Vision-Setting Ideas:

- **Improve Survivor CES Matching Process**
- **Increased Survivor Advocacy** within CoC
- **Integrate Survivor Needs** into all support areas

It is important to note that this analysis is intended to be a starting point for the DV Committee membership in the continued review and feedback on the Strategic Plan's Strategies and Actions.

[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 2. 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>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.</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"> ● 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 <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>Collaborate with direct service providers to create streamlined and trauma-informed documentation and processes</p>	<p>Develop a toolkit for direct service providers to:</p> <ul style="list-style-type: none"> ● 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. <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>Collaborate with direct service providers to implement a</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>

Item 2. Attachment A

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: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> ● 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 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
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: <ul style="list-style-type: none"> ● 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

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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 systems</u>	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 system</u>	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 system</u>	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: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> ● 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
<p>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.</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>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</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>Develop real-time homelessness system data dashboards that provide community-wide transparency, promote CoC accountability, and translate</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 & intersectional equity goals and measures.</p>

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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
Report out information about funding and spending	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
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 <ol style="list-style-type: none"> 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.
	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
In alignment with resource mapping and strategic investment planning, identify potential new funding opportunities to fill gaps in housing, services, and system-level supports	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 <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