

ORANGE COUNTY
CONTINUUM OF CARE BOARD
Wednesday, August 27, 2025
2:00 p.m. – 5:00 p.m.

Location:

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

Virtual Meeting Option*:

**Zoom Meeting Link: [Click here for meeting link](#)
Join by phone: +1 669 444 9171
Webinar ID: 948 5702 2698**

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

AGENDA

Board Members

LaVal Brewer, South County Outreach
Judson Brown, City of Santa Ana
Dr. Kelly Bruno-Nelson, CalOptima Health
Andrew Crowe, Scholarship Prep
Nichole Gideon, Individual [Secretary]
Shakoya Green Long, Thomas House Family Shelter
Becks Heyhoe-Khalil, OC United Way
Marisol Johnson, Dayle McIntosh Center
Sandra Lozeau, City of Anaheim
Sammie MarTínez, Individual
Melanie McQueen, PATH

Dr. Tiffany Mitchell, Orangewood Foundation
Nishtha Mohendra, Families Forward [Vice Chair]
Robert “Santa Bob” Morse, Individual
Talesha Payne, Individual
Jason Phillips, Individual
Dawn Price, Friendship Shelter
Maricela Rios-Faust, Human Options
George Searcy, Individual
Tim Shaw, Individual
Dr. Shauntina Sorrells, Individual [Chair]

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

Supporting documentation is available for review by the public at least 72 hours prior to regular meetings and at least 24 hours prior to special meetings of the Continuum of Care (CoC) Board. Those wishing to review supporting documentation can visit the CoC Webpage [here](#) or the lobby of the County Administration North (CAN) Building, located 400 West Civic Center Drive, Santa Ana, CA 92701-4599, and request a copy of the

meeting materials from the Office of Care Coordination during normal business hours of 8:00 a.m. – 5:00 p.m. Monday through Friday (excluding holidays).

Call to Order – Dr. Shauntina Sorrells, Chair

Board Member Roll Call – Nichole Gideon, Secretary

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

CONSENT CALENDAR:

1. Approve CoC Board Meeting Minutes from July 23, 2025.
2. Receive and file list of agencies and jurisdictions approved for Homeless Management Information System (HMIS) access from April 18, 2025, through August 21, 2025.

BUSINESS CALENDAR

1. **Lived Experience Compensation Framework Recommendations** – Robert “Santa Bob” Morse, Lived Experience Advisory Committee (LEAC) Chair and Felicia Boehringer, Interim CoC Manager, Office of Care Coordination
 - a. Overview of the Compensation for Lived Experience Program
 - b. Approve the recommended Lived Experience Compensation Rate Determination Table to be used as the compensation framework for People with Lived Experience partnering with the Orange County CoC, as recommended by the LEAC, and to be reviewed by the Youth Action Board (YAB), once developed.
 - (1) \$45 per hour for the Storyteller Role
 - (2) \$50 per hour for the Advisor Role
 - (3) \$55 per hour for the Leadership Role
 - c. Approve People with Lived Experience partnering with the Orange County CoC who travel more than 30 miles one-way to a meeting location to be eligible for an additional one (1) hour of compensation, as recommended by the LEAC, and to be reviewed by the YAB, once developed.

2. **HMIS Access Working Group Member Appointment** – Felicia Boehringer, Interim CoC Manager, Office of Care Coordination
 - a. Appoint Sandra Lopez and Christina Weckerly-Ramirez to the HMIS Access Working Group.
3. **HMIS Lead Updates** – Erin DeRycke, Director, Data Analytics, 2-1-1 Orange County (211OC), Orange County United Way
 - a. Gender Data Element Update
 - b. CoC Dashboard
 - c. 2025 Housing Inventory Count and Sheltered Point in Time Count
4. **Policies, Procedures and Standards (PPS) Committee Recommendations** – Nishtha Mohendra, PPS Committee Chair and Felicia Boehringer, Interim CoC Manager, Office of Care Coordination
 - a. Recommend establishing the following CoC Board Member Term policy that will be incorporated into the CoC Governance Charter for approval by the CoC Board, to go into effect with the ratification of new CoC Board members at the December 2025 meeting of the CoC Board, as recommended by the PPS Committee.
 - (1) CoC Board members will serve a three (3) year term;
 - (2) CoC Board members will be given the option to renew their term after the completion of one (1) term, membership on the CoC Board will be confirmed through the election process by the CoC General membership;
 - (3) CoC Board members will serve no more than two (2) consecutive full terms;
 - (4) CoC Board members who have served two (2) consecutive full terms must wait one (1) year before being eligible to serve again on the CoC Board.
5. **2025 CoC Nominating Ad Hoc** – Felicia Boehringer, Interim CoC Manager, Office of Care Coordination
 - a. Establish the 2025 CoC Nominating Ad Hoc to support the nomination and election for the CoC Board, including the review of the CoC Board composition, qualifications, nomination and election process as detailed within the CoC Governance Charter.
 - b. Appoint Shawndrea Bronson, Elizabeth Flores, Jason Mercado, Robert “Santa Bob” Morse, Dr. Apphia-Yaya Schramenko, and Melissa Welsh to the 2025 CoC Nominating Ad Hoc.
6. **CoC Strategic Plan** – Dr. Shauntina Sorrells, Chair; Nishtha Mohendra, Vice Chair; and Nichole Gideon, Secretary
 - a. Approve recommended Strategic Goals to guide the implementation of the CoC Strategic Plan.
7. **CoC Program Notice of Funding Opportunity (NOFO)** – Felicia Boehringer, Interim CoC Manager, Office of Care Coordination
8. **Orange County Homelessness Updates** – Doug Becht, Director, and Jasmin Miranda, Interim CoC Administrator, Office of Care Coordination
 - a. System of Care Update
 - b. CoC Update
9. **Next Meeting:** Wednesday, September 24, 2025, from 2:00 p.m. – 5:00 p.m.

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MINUTES

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Dr. Kelly Bruno-Nelson, CalOptima Health
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Office of Care Coordination during normal business hours of 8:00 a.m. – 5:00 p.m. Monday through Friday (excluding holidays).

Call to Order – Nishtha Mohendra, Vice Chair

Vice Chair Nishtha Mohendra called the meeting to order at 2:03 p.m.

Board Member Roll Call – Nichole Gideon, Secretary

Present: LaVal Brewer, Judson Brown, Dr. Kelly Bruno-Nelson, Nichole Gideon, Marisol Johnson, Sandra Lozeau, Sammie MarTínez, Melanie McQueen, Dr. Tiffany Mitchell, Nishtha Mohendra, Robert “Santa Bob” Morse, Dawn Price, Maricela Rios-Faust, George Searcy and Tim Shaw.

Absent Excused: Andrew Crowe, Becks Heyhoe-Khalil, Shakoya Green Long, Jason Phillips, and Dr. Shauntina Sorrells.

Absent: Talesha Payne

Dawn Price arrived during Public Comments. George Searcy arrived during Consent Calendar. Judson Brown left during Business Calendar Item 4.

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- No public comments.

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

- Maricela Rios-Faust read the names of people who have passed away without fixed abode in May 2025.
- As someone with lived experience of homelessness and who has provided direct services across both Orange County and Los Angeles County and City, Sammie MarTínez expressed experience with both frontline knowledge and strategic insight into how systems operate — and how they often fall short of the people they are meant to serve. Sammie MarTínez expressed support for the Homeless Housing, Assistance and Prevention Round 6 budget and recognizes the urgency to move funding forward. Sammie MarTínez noted that money alone does not fix broken systems — it’s implementation, training,

and how we hold each other accountable that determines real impact. Sammie MarTínez named specific gaps and recommendations.

- Vice Chair Nishtha Mohendra announced that on June 27, 2025, the 2024-2025 Orange County Grand Jury (Grand Jury) released the report titled, “Homelessness: Is Orange County Moving in the Right Direction?” Vice Chair Nishtha Mohendra shared that there are many questions that must be responded to and there is a section that requests responses from the CoC Board should the CoC Board respond. Vice Chair Nishtha Mohendra stated that the CoC Board officers were made aware of the report and will bring the item for discussion at the August 2025 meeting to weigh in on the next steps as the CoC Board officers prepare responses to the questions. Vice Chair Nishtha Mohendra asked that if anyone on the CoC Board feels strongly about whether or not to respond, please contact the CoC Board Officers.

CONSENT CALENDAR:

1. Approve CoC Board Meeting Minutes from June 25, 2025.

Melanie McQueen motioned to approve Item 1 on the Consent Calendar. Maricela Rios-Faust seconded the motion. Judson Brown, Nichole Gideon, Marisol Johnson, Sandra Lozeau, Sammie MarTínez, Melanie McQueen, Dr. Tiffany Mitchell, Nishtha Mohendra, Robert “Santa Bob” Morse, Dawn Price, Maricela Rios-Faust, and Tim Shaw voted yes. LaVal Brewer and Dr. Kelly Bruno-Nelson abstained. The motion passed.

BUSINESS CALENDAR

1. Homeless Housing, Assistance and Prevention (HHAP) Program Round 6 – Zulima Lundy, Director of Operations, Office of Care Coordination

Zulima Lundy provided a HHAP Round 6 application update. HHAP-6 funding allocations include the jurisdictions of County of Orange, Orange County CoC, City of Anaheim, City of Santa Ana, and City of Irvine. Regions must apply together and submit a single Regionally Coordinated Homelessness Action Plan that builds upon the state approved HHAP-5 Regionally Coordinated Homelessness Action Plan. For the development of the HHAP-6 application and the Regionally Coordinated Homelessness Action Plan, community listening sessions and presentations were planned and hosted by on the following dates: City of Santa Ana Community Listening Session: Monday, July 7, 2025, City of Anaheim Community Listening Session: Tuesday, July 8, 2025, and County of Orange’s Community Listening Session: Thursday, July 10, 2025.

The community listening sessions included a review of the Orange County CoC’s performance as it relates to the California System Performance Measures (SPM). Attendees were asked for feedback regarding key actions that the Orange County region should take to improve the Orange County CoC’s system performance within the California SPMs. Key actions from the community listening sessions, previous rounds of HHAP funding and the CoC Board’s feedback helped inform a draft HHAP-6 budget for the Orange County CoC funding allocation.

Recommended Action b: Approve recommended budget for inclusion in the HHAP Round 6 application.

Tim Shaw motioned to approve Recommended Action b. Dawn Price seconded the motion. During discussion, a substitute motion was introduced by Judson Brown.

Substitute Motion: Approve recommended budget for inclusion in the HHAP Round 6 application, with direction to CoC staff to return to the September 2025 meeting with a detailed analysis of the unobligated funds for

Rounds 1-5, including the administrative funds that are unexpended; provide a more user-friendly, transparent analysis of obligated funds for Rounds 1-5; and provide a more accessible presentation with a detailed process for requesting a budget modification with the California Housing and Community Development (HCD).

Judson Brown motioned to approve the Substitute Motion. Robert “Santa Bob” Morse seconded the motion. LaVal Brewer, Judson Brown, Dr. Kelly Bruno-Nelson, Nichole Gideon, Marisol Johnson, Sandra Lozeau, Sammie MarTínez, Melanie McQueen, Dr. Tiffany Mitchell, Nishtha Mohendra, Robert “Santa Bob” Morse, Dawn Price, Maricela Rios-Faust, George Searcy and Tim Shaw voted yes. The substitute motion passed.

Board Member Discussion:

- Maricela Rios-Faust asked the following questions: when will HHAP rounds 3-5 be fully obligated, what is the County vs CoC allocation, who is responsible for the Regionally Coordinated Homelessness Action Plan, who puts the Regionally Coordinated Homelessness Action Plan together, and would it be possible to see the Regionally Coordinated Homelessness Action Plan? Maricela Rios-Faust noted that potential impact of the CoC Program Notice of Funding Opportunity on staff time.
- Tim Shaw noted that for the term “region”, there is an assumption of incorporation of the entire CoC and cities which does not consider the nuances and size of the county as the work standpoint will be more difficult in some regions. Tim Shaw shared that the CoC Board put in hours of work and some of the commentary sounded like criticism. Tim Shaw expressed that there are multiple opportunities of bringing the listening sessions forward and other places where that can happen. Tim Shaw inquired if there would be enough time to convene the HHAP Program ad hoc and have an update by the August 2025 meeting.
- Dawn Price asked if there is a vetting process to ensure funding is equitable as some other jurisdictions have their own allocations and to prevent double dipping. Dawn Price asked if the summary of actions can go to the HHAP Program ad hoc first and have the HHAP Program ad hoc come forward with a report.
- Melanie McQueen asked if prevention is an eligible activity.
- Dr. Tiffany Mitchell asked the following questions: are any of the unobligated dollars youth set-aside dollars, are there thoughts of increasing the youth set-aside amount, how are decisions being made, and what was the rationale for the two buckets of youth. Dr. Tiffany Mitchell expressed concern about whether the right people were at the table for the HHAP Program ad hoc.
- Judson Brown asked the following questions: when will HHAP rounds 3-5 be fully obligated, how much of HHAP rounds 3-5 have been allocated for, what are the expenditure deadlines of HHAP rounds 3-5, where was HHAP rounds 3-5 funds budgeted, and what can the CoC Board do for the unobligated and unexpended funds. Judson Brown highlighted that there is an appropriate 24 million dollars of unexpended funds and 15 million of unobligated funds. Judson Brown emphasized that there needs to be a conversation and staff should come back with a detailed analysis.
- Dr. Kelly Bruno-Nelson expressed support for the action going to the September 2025 meeting as the application is due at the end of August 2025.
- George Searcy who is the chair of the HHAP Program Ad Hoc and asked Judson Brown if he were willing to chair the ad hoc to convene a meeting expeditiously to look at the questions raised during the meeting.

2. **CoC Program Notice of Funding Opportunity (NOFO)** – Felicia Boehringer, Interim CoC Manager, and Zulima Lundy, Director of Operations, Office of Care Coordination

Zulima Lundy provided a follow up presentation on the Fiscal Year (FY) 2024 and FY 2025 CoC Program Competition Debriefing including information on the System Performance Measures (SPM) Report as it relates to system performance change throughout the years.

Board Member Discussion:

- Marisol Johnson inquired as to how the “Returns to Homelessness” data is being captured.
- Sandra Lozeau shared that in the National Alliance to End Homelessness conference, there was emphasis on highlight “glimmers” in the work and noted that there may be opportunities to highlight success stories throughout the year. Sandra Lozeau suggested that the SPM Report can be shared at the Service Provider Forum. Sandra Lozeau noted that in one of the strategic planning meetings, a suggestion came up of reviewing the Homeless Management Information System (HMIS) with fresh eyes and the reviewer can be someone else that has previous experience of evaluating HMIS systems.
- Dawn Price asked for clarification on whether there is a narrative component for the “Length of Time Homeless–CoC’s Strategy to Reduce” measure of the CoC program NOFO. Dawn Price suggested that if there is a narrative then if a strategy is being copy-pasted, then that might be a reason to lose points.
- Melanie McQueen agreed that the Service Provider Forum can be a space to provide on the ground training and increased awareness and understanding of the SPM. Melanie McQueen noted that some of the measures, there is an increased need but decreased points and that is the wrong way to look at it, therefore, it would be good to have collective advocacy with other Coc Boards to advocate to HUD for consistent methodology. Melanie McQueen emphasized the importance of embedding SPM to contract monitoring focus and having an increased focus on that side will drive improvement.

3. 2026 Point In Time Count – Felicia Boehringer, Interim CoC Manager, Office of Care Coordination

The U.S. Department of Housing and Urban Development (HUD) requires that Continuums of Care (CoC) across the nation complete a biennial unsheltered count and an annual sheltered count of all individuals experiencing homelessness in the community on a single point in time during the last 10 days of January. The Office of Care Coordination, as the Collaborative Applicant for the Orange County CoC, is recommending that a 2026 Point In Time (PIT) Count Planning Ad Hoc be established. Approval of a 2026 PIT Count Planning Ad Hoc will support the formation and planning of a 2026 PIT Count, including outreach to local providers, stakeholders, and system leaders, to ensure all populations experiencing homelessness are considered in the planning for the count.

Recommended Actions:

- a. Approve the Office of Care Coordination, as the Collaborative Applicant, to conduct the 2026 Point In Time Count of persons experiencing unsheltered homelessness in Orange County.
- b. Establish the 2026 Point In Time Count Planning Ad Hoc.

Maricela Rios-Faust motioned Recommended Actions a and b and Robert “Santa Bob” Morse seconded the motion. The motion passed unanimously.

Board Member Discussion:

- LaVal Brewer asked what is considered “enhanced data strategies”.

4. FY 2024 Longitudinal Systems Analysis Report – Erin DeRycke, Director, Data Analytics, 211OC, Orange County United Way

The Longitudinal Systems Analysis (LSA) report is produced from each CoC's HMIS and compiled to create the Annual Homeless Assessment Report (AHAR) report submitted to the United States Congress by the U.S.

Congress by HUD. The AHAR is a national-level report that provides information about homeless service providers, people and households experiencing homelessness, and various characteristics of that population. It also informs strategic planning for federal, state, and local initiatives designed to prevent and end homelessness. The LSA includes Emergency Shelter, Safe Haven, Transitional Housing, Rapid Re-Housing, Permanent Supportive Housing, and Other Permanent Housing projects that are participating in HMIS during the reporting period, which is October 1st through September 30th. The LSA report is submitted annually to HUD via the Homelessness Data Exchange (HDX) 2.0 and provides HUD and CoCs with critical information about how people experiencing homelessness use the homeless service system.

Board Member Discussion:

- George Searcy asked if it is possible to look at longitudinal trends of the LSA data in the future.
- Dawn Price asked if this data includes services being provided with CalAim and noted that many of the shelters services are coming through CalAim. As the CoC Board draws system conclusions, Dawn Price noted that a key piece of information is missing, including what kinds of support are available.
- Sammie MarTínez asked for the definition of what “rapid re-housing” is. Sammie MarTínez asked if rapid re-housing is an option for domestic violence services and asked if the community knows where they can go.
- Dr. Tiffany Mitchell asked for clarity on “children and youth” metric.

5. Orange County Homelessness Updates – Doug Becht, Director, and Felicia Boehringer, Interim CoC Manager, Office of Care Coordination

- a. System of Care Updates – Doug Becht provided the following System of Care Update:
 - The Orange County’s Office of Care Coordination is seeking applications from Orange County residents to serve on the Commission to Address Homelessness and recruitment is being conducted to fill six (6) seats on the Commission to Address Homelessness.
 - The Office of Care Coordination is hosting a second Same-Day Solutions Fair on July 24, 2025, at Saddleback Church located at 1 Saddleback Pkwy, Lake Forest, CA 92630.
 - The Office of Care Coordination is drafting a response to the Grand Jury Report and will seek Board of Supervisors approval in September 2025.
- b. CoC Updates – Felicia Boehringer provided the following CoC Updates:
 - The National Alliance to End Homelessness provided information for local agencies and partners regarding recent changes to exceptions under a federal law called the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (PRWORA). For further details, please visit the National Alliance to End Homelessness webpage: [CEO Corner | Week of July 21](#)
 - The OC Health Care Agency (HCA) is currently engaging in the Community Program Planning process for the BHSA. As part of this process, HCA is facilitating focus groups and community forums for local community members and system partners. Community feedback gathered will directly inform the County’s first BHSA Integrated Plan, which will go into effect on July 1, 2026. Two 90-minute Behavioral Health Services Focus Groups are being offered and specifically geared toward the Orange County CoC, including local services providers, advocates, community members, and people with lived expertise.
 - HCA will be hosting three regional, interactive community forums. These forums are an opportunity for individuals affected by mental health and substance use challenges – including community members, families, providers, advocates, and system partners – to provide valuable input into the development of Orange County’s Behavioral Health System of Care. If you have any questions, please feel free to reach out to HCA at BHSA@ochca.com.

- On January 15, 2025, the U.S. Department of Labor (DOL) announced the HVRP Funding Opportunity Announcement (FOA). HVRP is an employment-focused, competitive federal grant program intended to enable veterans experiencing or at risk of homelessness reach their full employment potential and obtain high-quality career outcomes. The Orange County CoC Board leadership provided letters of support to Goodwill Industries of Orange County California (Goodwill OC), PATH, and The Salvation Army. On June 27, 2025, the DOL announced the award of more than \$23 million in grants to organizations that help veterans experiencing homelessness find meaningful employment and assist them in overcoming barriers to transition back successfully into the workforce. As part of the award announcement, Goodwill OC and The Salvation Army received awards for the Orange County service areas.
- The Office of Care Coordination has been providing CoC Board members with updates regarding upcoming CoC activities. Calendar Year 2025 Quarter 3 activities are highlighted in the CoC Board Presentation. Activities in bold require active participation from CoC Board members outside of normal meetings
- Upcoming meetings of the Orange County CoC can be viewed at: <https://ceo.ocgov.com/continuum-care>

6. HMIS Lead Update – Elizabeth Andrade, Executive Director, 211OC and Erin DeRycke, Director, Data Analytics, 211OC, Orange County United Way

Erin DeRycke provided the following HMIS Lead updates: HMIS User Recertifications started this month, results of the data request submitted by the UCI Capstone students in March have been provided in the CoC Board Meeting Materials, and the HMIS team is contacting the HMIS vendor and other CoCs to see how other communities are implementing the change of gender no longer being required to be collected in HMIS by HUD. Upcoming meetings and trainings can be viewed at: <https://ochmis.org/ochmiscalendar/>

Board Member Discussion:

- As a person of the public, Tim Shaw expressed wanting to go on record to state how pathetic it is that “we are erasing people”. Tim Shaw stated, “I personally see you and see that you exist, and I think it’s just pathetic to me that it has come to this point”. Tim Shaw noted that will not solve anything, but the action runs counter to personal values and wanted to go on record of saying that.
- Maricela Rios-Faust asked for clarification on the legal guidance received.
- Marisol Johnson agreed with Tim Shaw and shared about a workshop of inclusivity and accessibility that they provide. Marisol Johnson asked if the HMIS trainings are mandatory.
- Robert “Santa Bob” Morse asked for clarification on the gender ideology information.
- Dr. Tiffany Mitchell asked if it was required to remove historical data of gender and expressed that it is hard to sit with the idea of going back and removing data from older reports.
- Dawn Price noted that the CoC grant agreements reference the recent executive orders. By removing the gender data element, Dawn Price noted that frontline workers may be compromising their values and potentially their identities.
- Melanie McQueen acknowledged strong feelings around the issue and emphasized being mindful of the language being used in the public meeting. Melanie McQueen encouraged reframing to prevent getting hung up on the emotive aspect.

Meeting adjourned at 5:03 p.m.

7. Next Meeting: Wednesday, August 27, 2025, from 2:00 p.m. – 5:00 p.m.

Date: August 27, 2025

Recommended Action: Receive and file list of agencies and jurisdictions approved for Homeless Management Information System (HMIS) access from April 18, 2025, through August 21, 2025.

Background and Analysis

On June 23, 2021, the Orange County CoC Board approved the recommendation to appoint membership to a HMIS Access Working Group to support the implementation of the updated HMIS Access and Minimum Participation Policy. The HMIS Access Working Group meets monthly with the HMIS Lead and the Office of Care Coordination to review HMIS Access Applications and has continued to refine the process for facilitating equitable review of applications received.

At the May 25, 2022, meeting of the CoC Board, the CoC Board membership requested that the agencies and jurisdictions approved for HMIS access be reported to the CoC Board on a recurring basis.

The following agencies and jurisdictions have been approved for HMIS access by the HMIS Access Working Group from April 18, 2025, through August 21, 2025:

- Veterans Affairs (VA) Long Beach Homeless System
- Mindful Living Center
- Independent Living Systems, LLC
- Recovery Road, Inc.

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

Date: August 27, 2025

Subject: Lived Experience Compensation Framework Recommendations

Recommended Actions:

- a. Approve the recommended Lived Experience Compensation Rate Determination Table to be used as the compensation framework for People with Lived Experience partnering with the Orange County CoC, as recommended by the Lived Experience Advisory Committee (LEAC), and to be reviewed by the Youth Action Board (YAB), once developed.
 - (1) \$45 per hour for the Storyteller Role
 - (2) \$50 per hour for the Advisor Role
 - (3) \$55 per hour for the Leadership Role
- b. Approve People with Lived Experience partnering with the Orange County CoC who travel more than 30 miles one-way to a meeting location to be eligible for an additional one (1) hour of compensation, as recommended by the LEAC, and to be reviewed by the YAB, once developed.

Background and Analysis

The Orange County CoC Board established the LEAC, at the November 18, 2020, meeting. The LEAC is designed to intentionally solicit guidance, feedback, and review from People with Lived Experience, representing diverse subpopulations such as Veterans, Transitional-Age Youth (TAY), Survivors, and Families with current and/or past lived experience of homelessness. The purpose of the LEAC is to function in an advisory capacity to the CoC Board, ensure that the voices and perspectives of persons with current and/or past lived experience of homelessness are heard and considered in the decision-making process of the Orange County CoC, and to provide a way to share recommendations and feedback on the CoC Board and CoC programs and services.

Since September 2021, the LEAC held regular, closed monthly meetings, which transitioned to in-person public meetings in August 2024 as the committee became more established. The LEAC continues meeting monthly to review, recommend, and advocate for changes throughout the CoC, ensuring that lived experience is consistently prioritized in the development and review of CoC projects, policies, and procedures.

Recognizing that meaningful participation requires acknowledging and valuing the lived experience of individuals through fair compensation, the Office of Care Coordination (OCC) initially implemented a temporary financial assistance plan to support LEAC members' engagement and attendance at meetings. This interim approach was intended to honor the time, insight, and expertise contributed by participants. Although the assistance was designed as a short-term solution, OCC has since worked to identify a third-party provider to help establish a more permanent and sustainable compensation framework, as outlined below.

- March – July 2023: OCC issued an initial Request for Proposals (RFP) to identify a third-party provider to coordinate compensation but only received one proposal, which did not advance to contract negotiations.
- August 2023: LEAC provided input emphasizing the need for a fiscal agent focused solely on compensation coordination (e.g., high hourly wage payments), rather than additional supportive services.
- September 2023: OCC gathered feedback on preferred compensation structures, such as hourly wages, flat meeting rates, or alternative methods like gift cards, and engaged County Procurement Office (CPO) to explore options.
- January – April 2024: OCC issued a Request for Information (RFI) to explore compensation and supportive service providers; received two proposals but neither resulted in contract negotiations.
- December 2024 – May 2025: OCC conducted extensive contract negotiations and identified Orange County United Way (OCUW) as the preferred provider to amend its existing CoC contract to administer the lived experience compensation program.
- June 2025: Orange County Board of Supervisors approved OCUW as the selected provider.

The [amended contract between the OCC and OCUW](#) outlines three key components that define OCUW's role in supporting compensation for individuals with lived experience. These components include the coordination of participation, financial management of compensation, and overall program administration. Together, they establish a structured and accountable approach to ensuring that individuals with lived experience are meaningfully and fairly compensated for their contributions to the CoC.

This Compensation for People with Lived Experience program focuses specifically on people with lived experience partnering with the County and/or Orange County CoC, including members of the LEAC, YAB, and other identified groups as determined by the County and CoC.

[Recommended Compensation Framework and LEAC Review](#)

OCC conducted extensive research, including review of the U.S. Department of Housing and Urban Development (HUD) guidance, national best practices, regional cost-of-living data from the Massachusetts Institute of Technology (MIT) living wage calculator, and consultant recommendations, to determine appropriate and equitable compensation rates for People with Lived Experience partnering with the CoC. People with Lived Experience is also inclusive of youth with lived experience, who will participate in the YAB. The OCC is seeking to have input from youth on the preferred payment rate and structure as youth determine their governance practices throughout the development of the Orange County CoC YAB.

At the July 16, 2025, special meeting of the LEAC, the OCC presented a Lived Experience Compensation Rate Rubric and Determination table for feedback and discussion, which included a pay range for each role, with the specific compensation rate determined through use of a rubric that assigned points based on 1) monthly time commitment, 2) expertise or experience, and 3) CoC Board leadership role (if applicable). The LEAC members provided feedback that the framework was difficult to understand and that some criteria within the rubric could be further clarified. Further, the LEAC members discussed concerns that travel reimbursement would not be provided through the proposed compensation framework. The OCC noted that the compensation will include thirty (30) minutes of meeting preparation time and one (1) hour of travel time for in-person meetings. One LEAC member recommended adding an additional 30 minutes of compensated travel time for those who travel farther to a meeting location, stressing that individuals with

lived experience should not have their compensation consumed by travel expenses. The OCC committed to review feedback received return to the August LEAC meeting with an updated recommendation.

At the August 6, 2025, LEAC meeting, OCC presented a revised and simplified version of the compensation framework for People with Lived Experience, incorporating prior committee feedback. Rather than using a rubric to determine the compensation rate, OCC presented a revised approach that sets a fixed, higher compensation rate in alignment with the committee's recommendations. The highest rate in the original proposed range for each role was included in the recommended action for consideration. Additionally, one (1) extra hour of compensation was added for individuals who travel more than 30 miles to attend a meeting. The committee engaged in substantial discussion around the revised compensation framework, including the tax implications of the increased compensation, whether the 30-mile travel threshold referred to one-way or round-trip distance, how the OCC is ensuring a budget for the proposed rates for people participating in various committees and initiatives, and clarifying questions around how OCUW would be operating the Compensation for Lived Experience program. OCC noted additional information around the operation of the Compensation for Lived Experience program would be forthcoming and highlighted that referrals for support with navigating tax implications would be offered, along with individual onboarding meetings with each Person with Lived Experience who is eligible for compensation. Further, the OCC committed to following up regarding the travel threshold recommendation. Following the discussion, the LEAC unanimously approved the revised recommended compensation framework for review and final approval by the CoC Board.

On August 18, 2025, OCC sent a follow-up email to the LEAC clarifying that the intent is to define the 30-mile travel threshold as one-way, noting that people traveling more than 30 miles one-way to a meeting location will be eligible for an additional one (1) hour of compensation. OCC also noted that there will be coordination with OCUW to bring a representative to a future LEAC meeting to provide additional information as ramp up for the Compensation for Lived Experience program continues.

The recommended compensation framework is broken down into three primary roles for both youth and adults, inclusive of a pay rate for each, further reflected in the Lived Experience Compensation Rate Overview and Determination Table in **Attachment A**:

Storyteller Role

- This includes People with Lived Experience sharing personal insights and experiences to inform and support committee and project work as participating members within CoC Committees, working groups, or ad hocs (i.e. LEAC member, and YAB member).
- This is inclusive of members or individuals invited to present at or attend a meeting.
- Compensation Rate: \$45 per hour

Advisor Role

- This includes People with Lived Experience providing an advisory role through leadership of a CoC Committee, working group, or ad hoc (i.e. LEAC Chair and Vice Chair).
- Compensation Rate: \$50 per hour

Leadership Role

- This includes People with Lived Experience serving on the CoC Board.
- Compensation Rate: \$55 per hour

The scope of compensation includes payment for participation, including but not limited to CoC Board meetings, CoC Committee meetings, ad hocs, working groups, and planning meetings. If approved, the recommended compensation framework will support with creating an equitable process of determining the compensation rate for People with Lived Experience based on their type of involvement within the CoC, as well as provide a foundation for the future YAB to review and provide feedback towards once developed.

Attachments

Attachment A – Lived Experience Compensation Rate Overview and Determination Table

Lived Experience Compensation Rate Determination Overview and Table

The compensation framework for People with Lived Experience is outlined below. There are three (3) primary compensation roles proposed for youth and adults, inclusive of a pay rate for each. Further detail is included in the Compensation Rate Determination Table, including additional time compensated for preparation and travel.

Roles:

Storyteller Role

- This includes People with Lived Experience sharing personal insights and experiences to inform and support committee and project work as participating members within CoC Committees, working groups, or ad hocs (i.e. LEAC member, and YAB member).
- This is inclusive of members or individuals invited to present at or attend a meeting.
- Compensation Rate: \$45 per hour

Advisor Role

- This includes People with Lived Experience providing an advisory role through leadership of a CoC Committee, working group, or ad hoc (i.e. LEAC Chair and Vice Chair).
- Compensation Rate: \$50 per hour

Leadership Role

- This includes People with Lived Experience serving on the CoC Board.
- Compensation Rate: \$55 per hour

Lived Experience Compensation Rate Determination Table:

People with Lived Experience will receive compensation for 30 minutes of meeting preparation time for all meetings and an additional one (1) hour of compensation for travel for in-person meetings.

Role	Rate
Storyteller	\$45/hour
Advisor	\$50/hour
Leadership	\$55/hour

Date: August 27, 2025

Subject: HMIS Access Working Group Member Appointment

Recommended Action:

- a. Appoint Sandra Lopez and Christina Weckerly-Ramirez to the HMIS Access Working Group.

Background and Analysis

On June 23, 2021, the Orange County CoC Board approved the recommendation to appoint membership to an HMIS Access Working Group to support the implementation of the updated HMIS Access and Minimum Participation policy. The HMIS Access Working Group meets monthly or as needed with Orange County United Way's 2-1-1 Orange County (211OC), as the HMIS Lead, and the Office of Care Coordination, as the Collaborative Applicant, to review HMIS Access Applications and agencies not meeting the HMIS minimum participation requirements. The HMIS Access Working Group has continued to refine the process for facilitating equitable review of applications received. The HMIS Access Working Group, facilitated by the HMIS Lead and the Office of Care Coordination as the Collaborative Applicant, currently includes the following members: Nishtha Mohendra, Families Forward; Analisa Andrus, Friendship Shelter; and Linda Ly, City of Anaheim.

At the August 23, 2023, meeting of the CoC Board, the CoC Board approved the appointment procedure and desired qualifications for HMIS Access Working Group members to establish an appointment procedure following a vacancy and desired qualifications for the HMIS Access Working Group membership, which is reflected in the [HMIS Policies and Procedures pages 13 - 14](#). On May 29, 2024, the Office of Care Coordination, on behalf of the Orange County CoC, sent out an email via the CoC distribution list notifying the CoC General Membership of a vacancy in the HMIS Access Working Group. The HMIS Access Working Group Interest Form was made available on SurveyMonkey and open from May 29, 2024, through June 14, 2024, inviting interested CoC General Members to apply and complete an interest form.

At the May 28, 2025, meeting of the CoC Board, the CoC Board approved the recommended revisions to the HMIS Policies and Procedures which included revisions to increase the HMIS Access Working Group membership to allow for a range of three (3) to five (5) members. In August 2025, the HMIS Access Working Group, Office of Care Coordination and 211OC used the approved HMIS Access Working Group desired qualifications as well as the list of individuals who had previously expressed interest, and selected two additional members to recommend for appointment by the CoC Board: Sandra Lopez, Serving People In Need (SPIN) and Christina Weckerly-Ramirez, Orange County Health Care Agency. As detailed in the HMIS Policies and Procedures, membership to the HMIS Access Working Group is recommended by the current HMIS Access Working Group members, the CoC Collaborative Applicant and the HMIS Lead Agency, for approval and appointment by the CoC Board. As such, the CoC Board is being asked to appoint Sandra Lopez and Christina Weckerly-Ramirez to the HMIS Access Working Group to increase the HMIS Access Working Group membership.

Date: August 27, 2025

Subject: Continuum of Care (CoC) Dashboard

Background and Analysis

Orange County United Way as the Homeless Management Information System (HMIS) Lead has been working to transition existing dashboards to a new data visualization software to reduce staff time updating dashboards, allow for more flexible filtering, and allow for more regular updates to dashboards. On July 9, 2025, the HMIS Lead met with the CoC Board Leadership to review the first draft of the new CoC Dashboard. This dashboard was modeled from the [current CoC Dashboard](#) with small edits. During the meeting, CoC Board Leadership expressed interest in a redesign of the dashboard, and suggested modeling the dashboard on the [Multnomah County dashboard](#). Since that meeting, the HMIS Lead has worked to develop a new CoC Dashboard to incorporate the feedback from the CoC Board Leadership.

The attached documents reflect the latest draft of the new CoC Dashboard. This is draft data, and does not reflect current data for the CoC. When the dashboard is published, it will be interactive and allow for filtering. Each attachment reflects a tab of the CoC Dashboard. Descriptions of each tab are below.

Population – Unduplicated count of clients in the homeless system of care

Shelters – All enrollments in Emergency Shelter and Transitional Housing projects

Housing – All enrollments in Permanent Supportive Housing, Other Permanent Housing, and Rapid Re-Housing projects

Prevention – All enrollments in Homelessness Prevention projects

Coordinated Entry – Clients served and housing opportunities available through the Coordinated Entry System

Street Outreach – All enrollments in Street Outreach projects

The HMIS Lead is continuing to work on data validation, formatting, chart descriptions, and incorporating feedback from the CoC Board Leadership. The CoC Board is welcome to share feedback during the August CoC Board meeting, and will also be able to provide feedback over email through September 5th. When the dashboard is finalized and published, it will be available on the ochmis.org website, and will be included in the CoC Board meeting materials.

Attachments

Attachment A – Population

Attachment B – Shelters

Attachment C – Housing

Attachment D – Prevention

Attachment E – Coordinated Entry

Attachment F – Street Outreach

This Dashboard provides an overall view of people experiencing homelessness in Orange County, focusing on the number of people experiencing homelessness, population characteristics, and trends. Click on the "Chronic Homelessness" filter to view data for that population.

Last refreshed on Aug 12, 2025

Chronic Homelessness Filter

All

Homelessness by Population

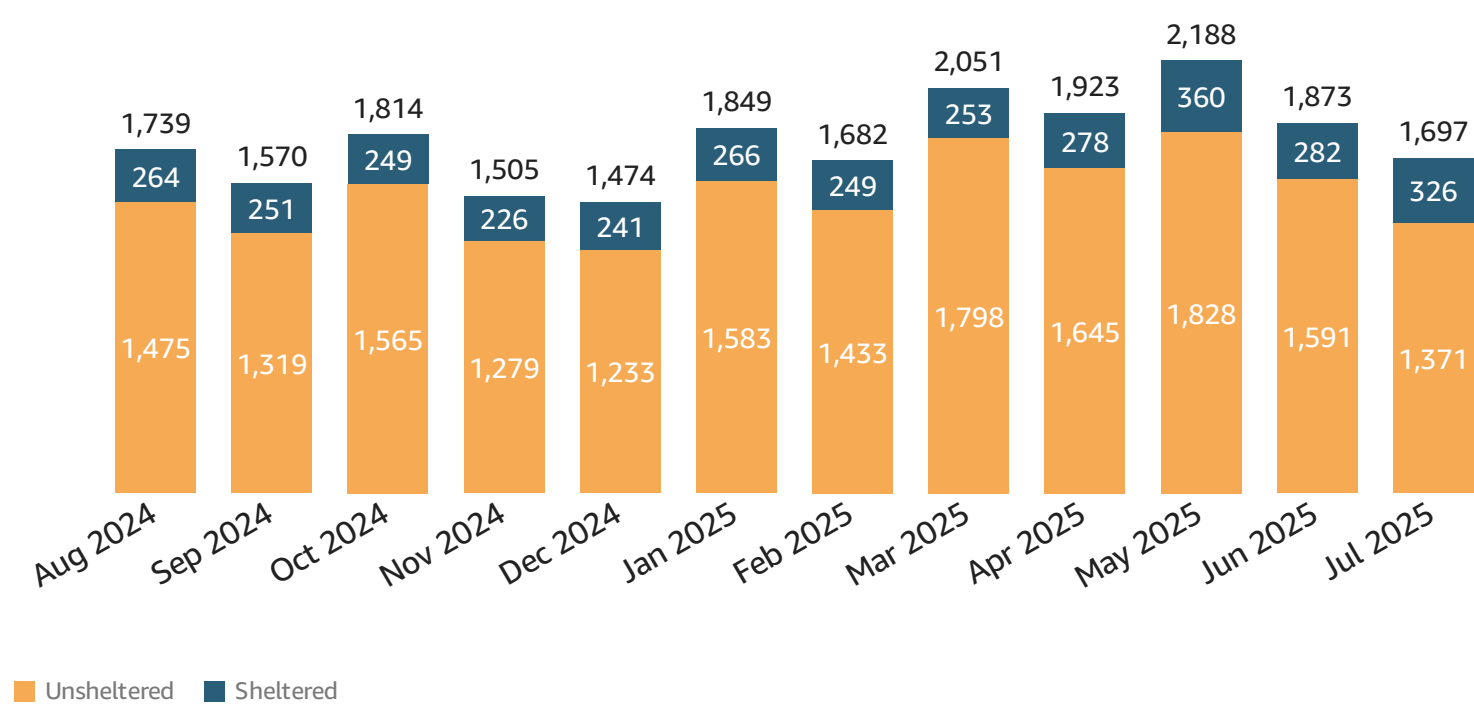
People experiencing homelessness may come into our system of care as **unsheltered** persons who are living outside, in vehicles, or other places that are not safe or suitable to live in or **sheltered** persons who are staying in temporary places, like emergency shelters or transitional housing programs. This data reflects clients active at any point in the previous quarter.



People Experiencing Homelessness

21,365

People Experiencing Homelessness by Month

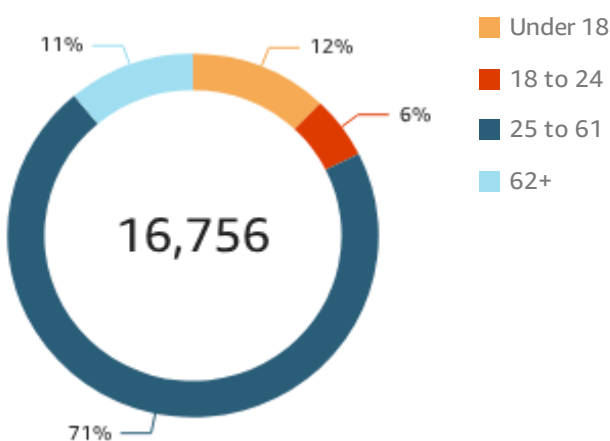


Who is experiencing homelessness in Orange County?

This demographic breakdown of the total population experiencing homelessness represent clients who are active at any point in the previous quarter.

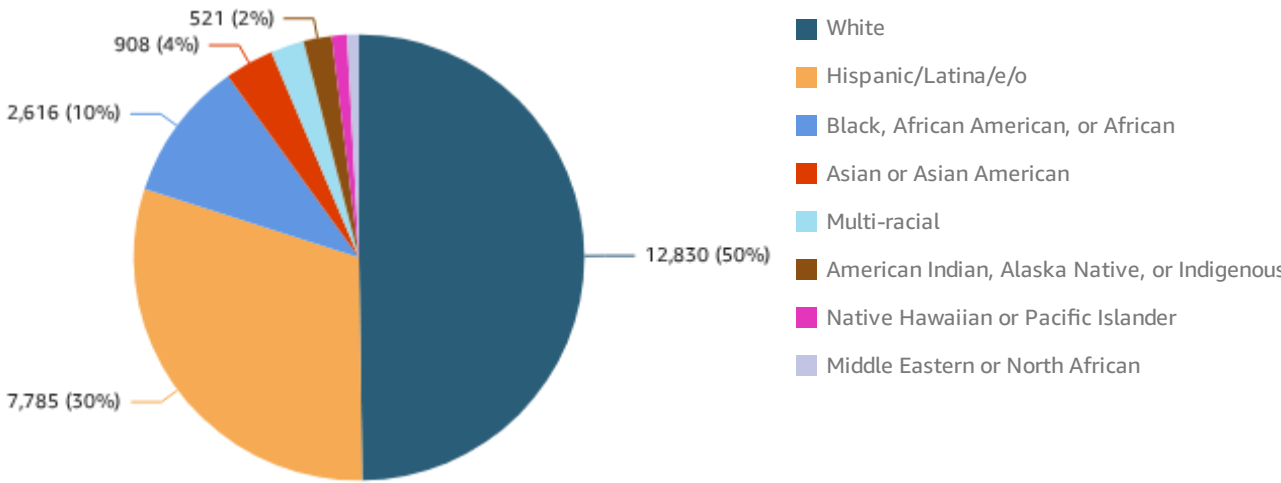
Age Group

*Note: Age groups may not add up to the total population due to clients who choose not provide this information.



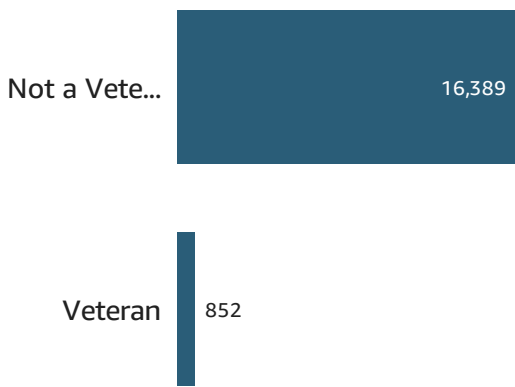
Race and Ethnicity

*Note: People may identify with more than one race or ethnicity so this data may add up to more than the population total.



Veteran Status

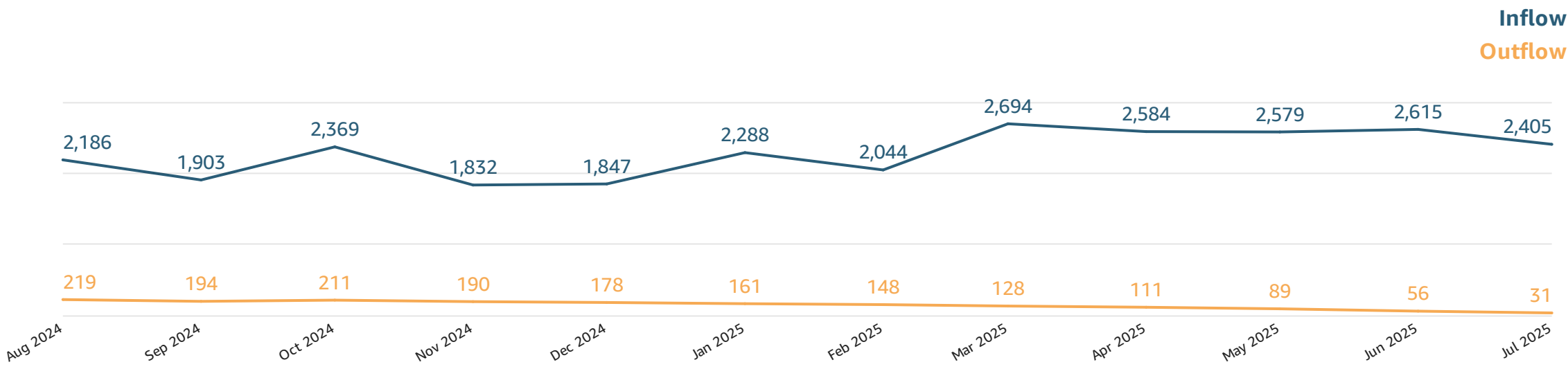
*Note: People under the age of 18 have been excluded from this visualization.



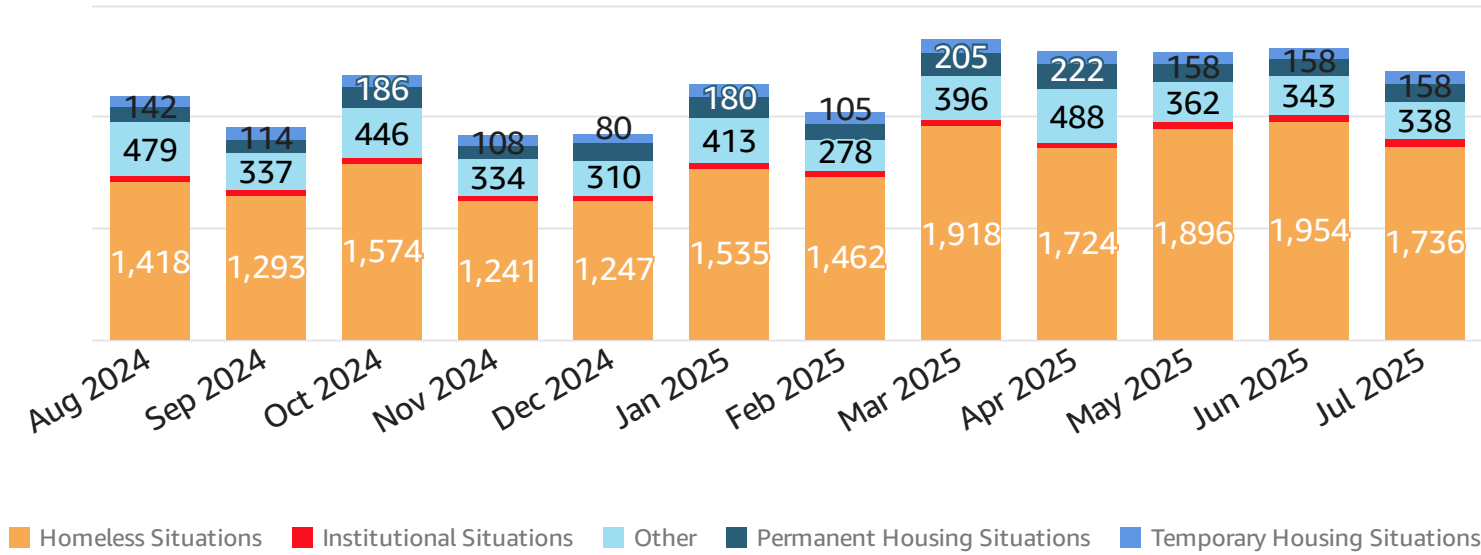
Trends

Changes in the number of people experiencing homelessness are tracked using **inflow** and **outflow**. **Inflow** is the number of people who become homeless over a specific period while **outflow** is the number of people who exited homelessness during that same period. If the inflow is higher than the outflow, this means that the number of people experiencing homelessness has increased. Conversely, if the outflow is higher than the inflow, then the number of people experiencing homelessness has decreased. Inflow data reflects the number of people who are homeless for the first time in the previous quarter and outflow data reflects those who have exited in the previous quarter.

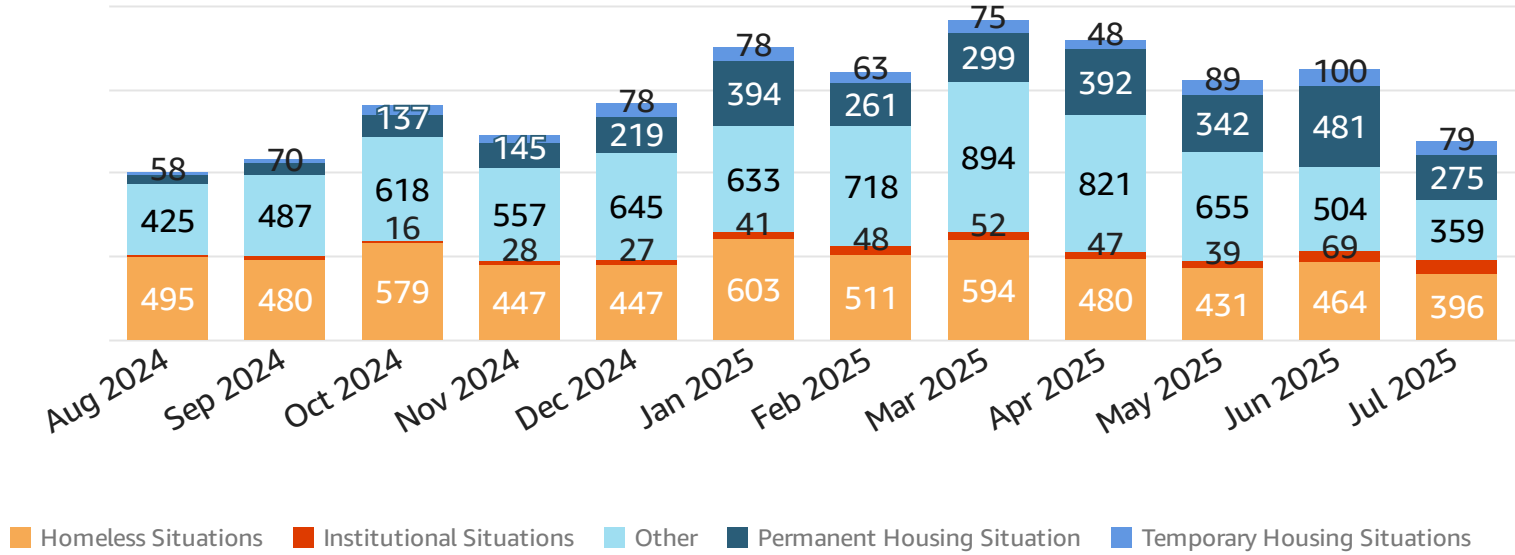
Inflow and Outflow



Inflow by Prior Living Situation



Outflow by Destination



Item 3b. Attachment B

Orange County Continuum of Care: Shelters

DRAFT

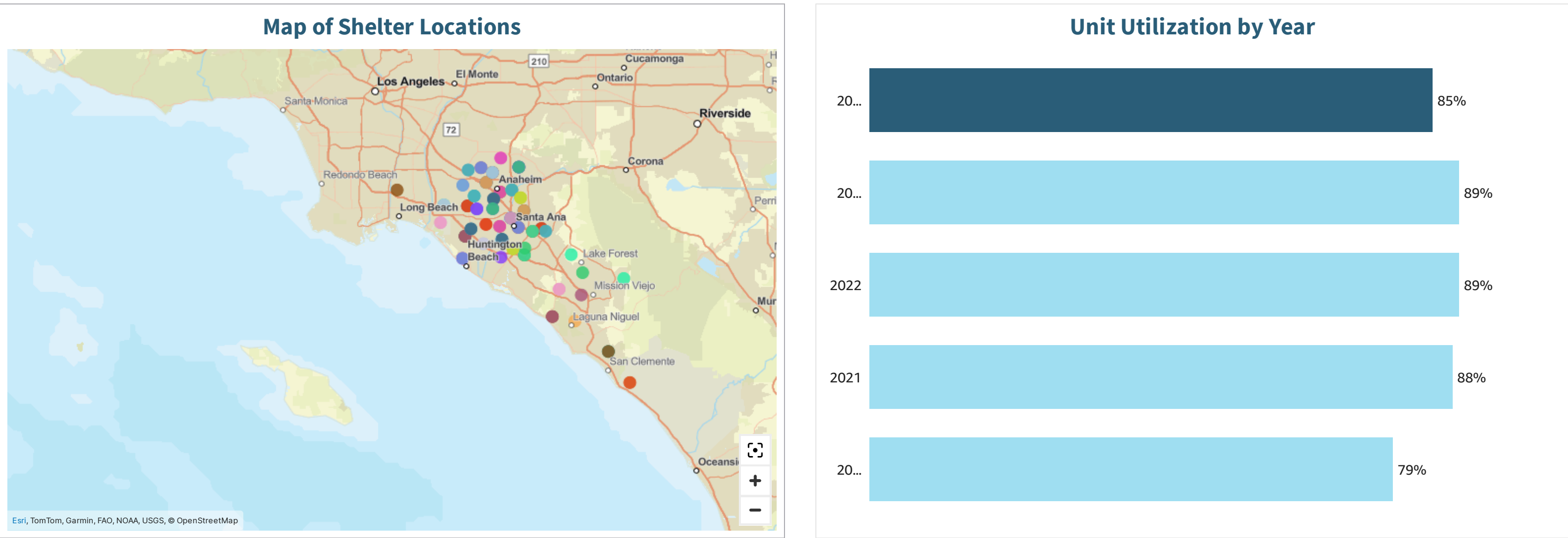
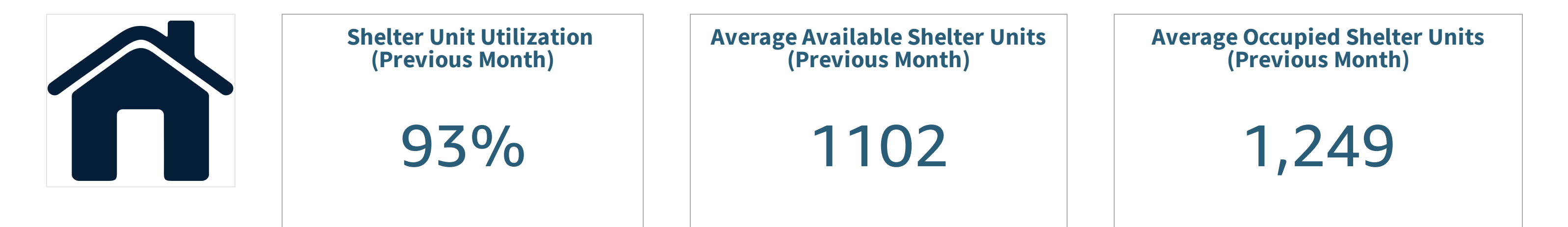
This Dashboard provides an overview of the shelter system in Orange County. Shelters include Emergency Shelters (both Entry-Exit and Night-By-Night) and Transitional Shelters that enter their data into the Homelessness Management Information System (HMIS). Please note that this does not include domestic violence shelters or non-participating HMIS shelters. Click on the "Chronic Homelessness" filter to view data for that population.

Last refreshed on Aug 12, 2025

Chronic Homelessness Filter
All

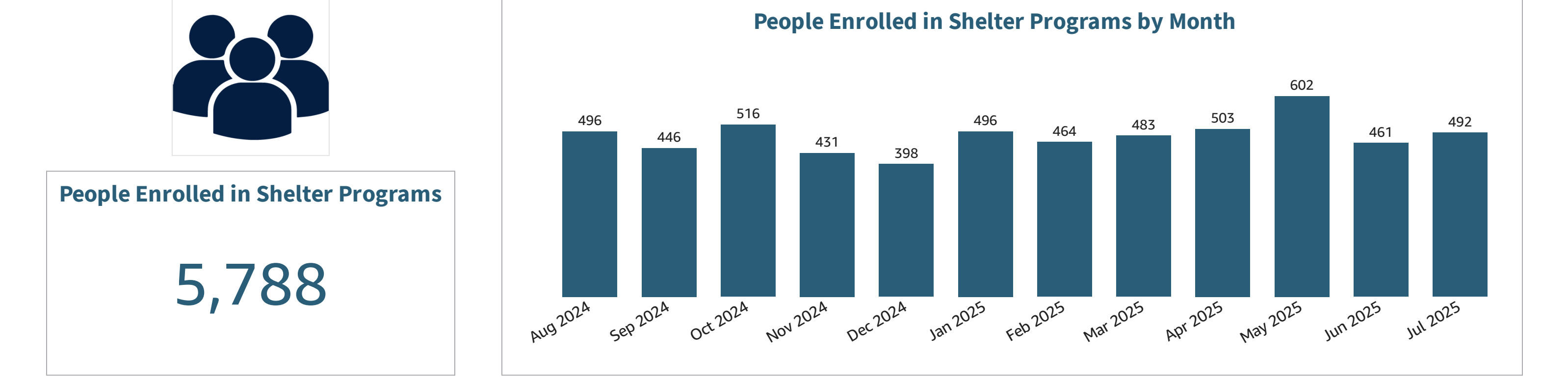
How much shelter is available in Orange County?

Shelter availability in Orange County is measured by how many shelter units are available ("capacity") and how often those units are being used ("occupancy") on any given night. "Unit Utilization" is determined by dividing the number of available units by the number of people occupying units. Tracking these trends helps us understand how to improve access to shelters and reduce barriers for people seeking support. Data reflects clients who are active and stayed in shelters within the previous month.

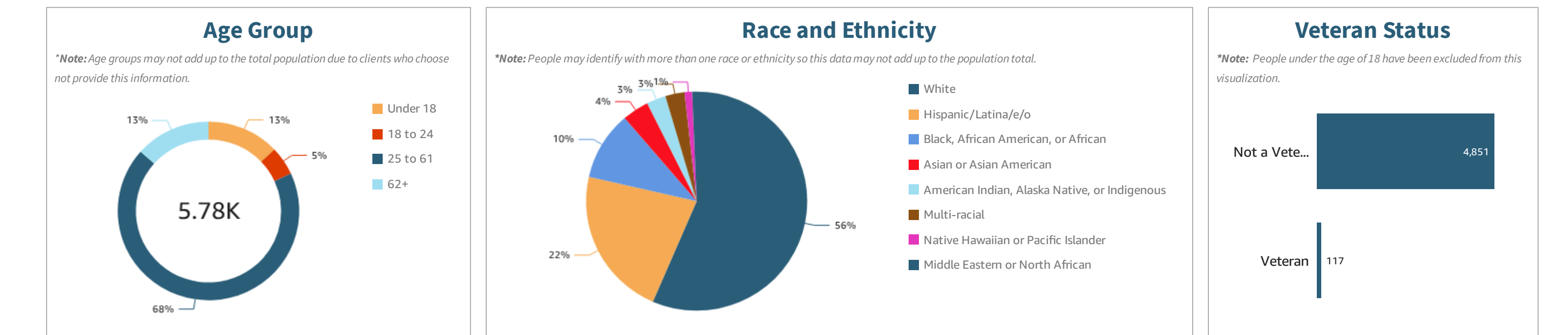


How many people are staying in shelters in Orange County?

People included in this measure stayed in a shelter for at least one night at any point during the previous quarter. This data does not include those people who were fleeing domestic violence. Data reflects clients who are active and stayed in shelters within the previous quarter.

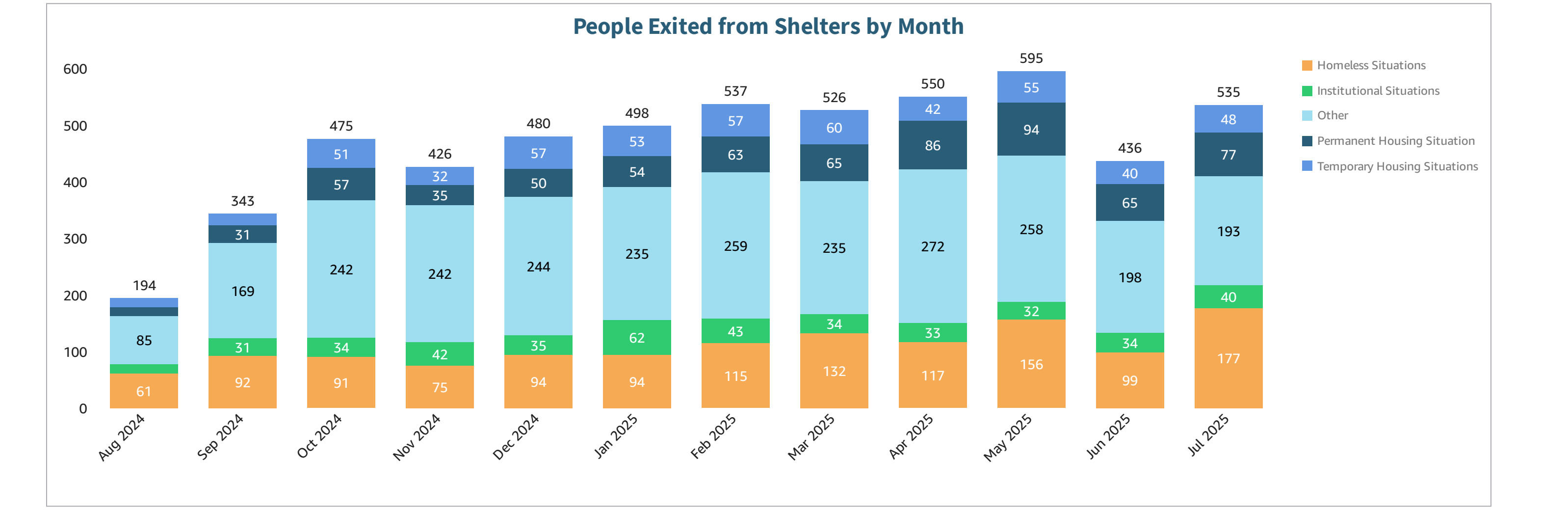


What are the characteristics of the population staying in shelters?

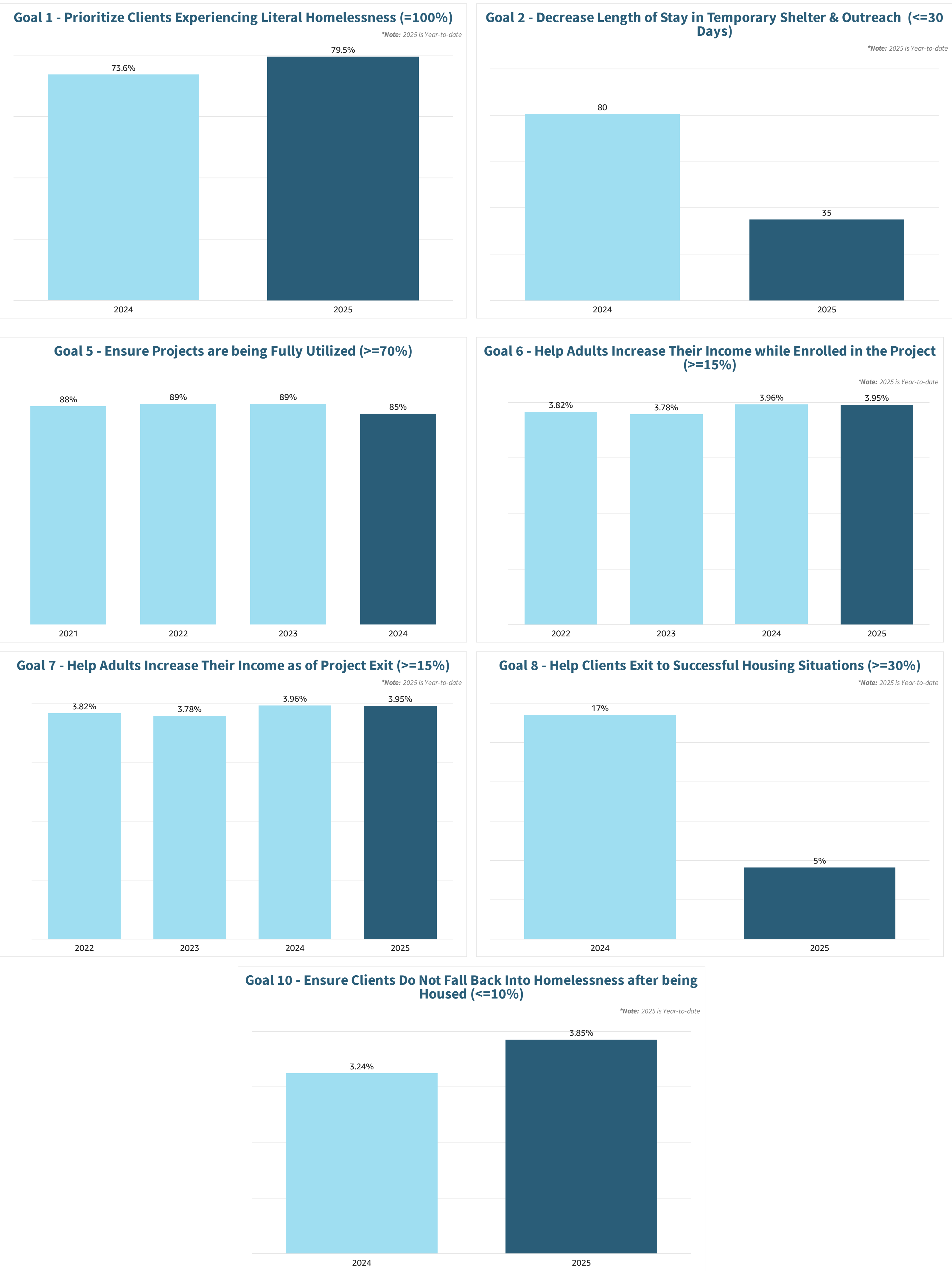


Exits

When people leave a shelter, they may exit to one of several destinations: permanent housing, temporary housing (such as staying with family or friends for a while), go to an institutional setting, or return to homelessness. Exit destination helps track how well the shelter system works at helping people access long-term stability and highlights areas where more work and resources are needed, in order to reach our goals. Data reflects clients who have exited shelters within the previous quarter.



How Effective are these Projects Serving Clients?



Item 3b. Attachment C

Orange County Continuum of Care: Housing

DRAFT

This Dashboard provides an overview of the housing programs in Orange County which are dedicated to help end a person's homelessness. Housing programs included in this dashboard consist of both short-term programs such as Rapid Re-housing and long term programs such as Permanent Supportive Housing and Housing Only, and are only those projects that enter their data into the Homelessness Management Information System (HMIS). Those fleeing domestic violence are not included in these counts. In order to maintain their privacy and safety, these clients are excluded from metrics that could potentially identify them .

Last refreshed on Aug 12, 2025

Chronic Homelessness Filter

All

How many people access housing programs in Orange County?

Shelter availability in Orange County is measured by how many shelter units are available ("capacity") and how often those units are being used ("occupancy") on any given night. "Unit Utilization" is determined by dividing the number of people occupying units by the number of available units. Tracking these trends helps us understand how to improve access to shelter and reduce barriers for people seeking support. Data reflects clients who are active and stayed in shelters within the previous quarter.

People Housed in Housing Projects

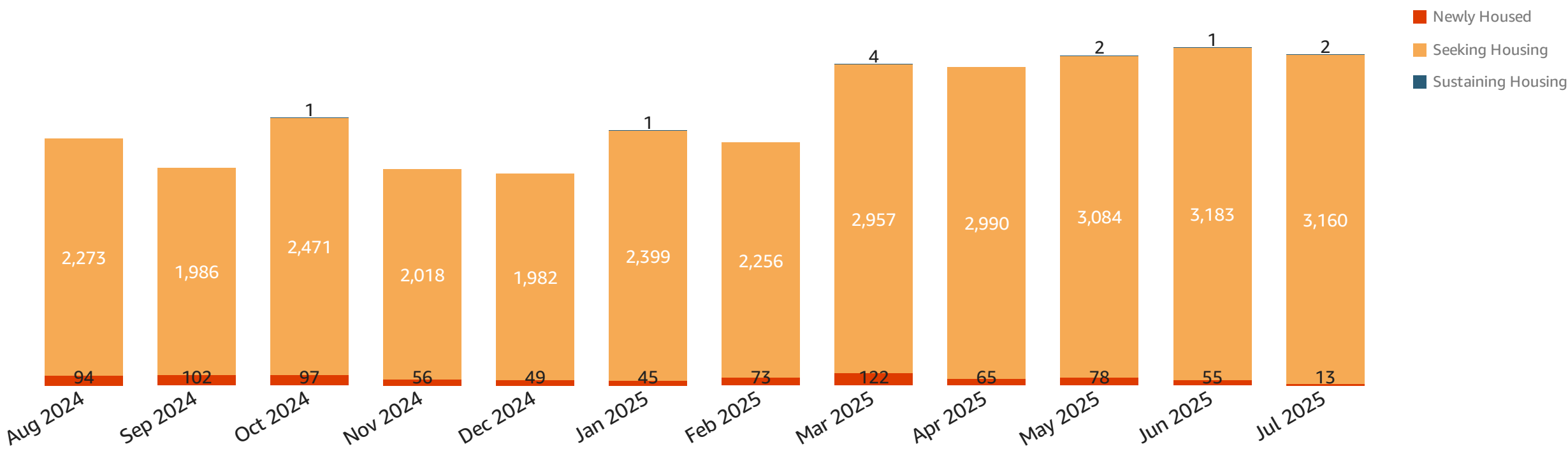
27,346



People Newly Housed

1,043

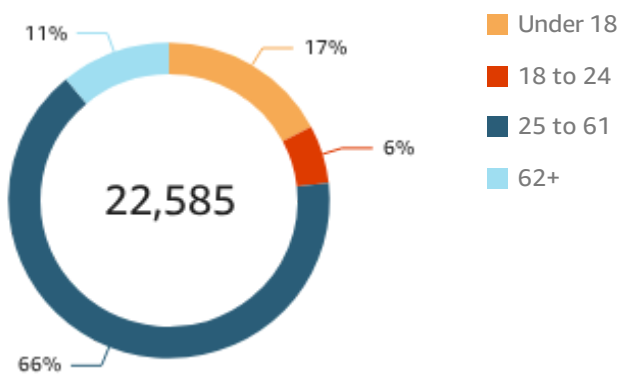
People in Housing Projects by Month



What are the characteristics of the population accessing housing programs?

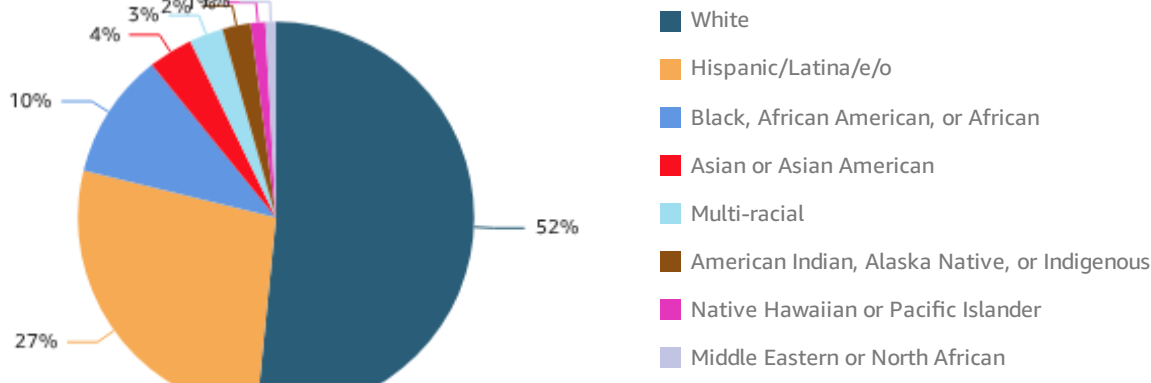
Age Group

**Note: Age groups may not add up to the total population due to clients who choose not provide this information.*



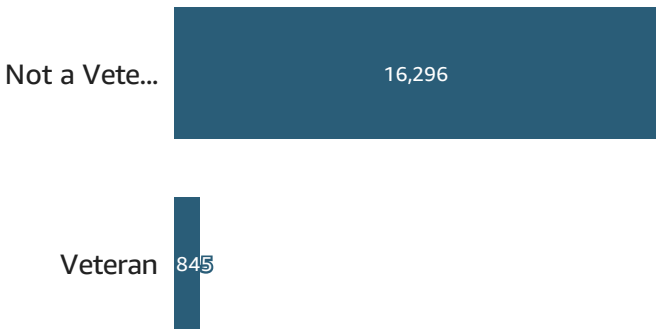
Race and Ethnicity

**Note: People may identify with more than one race or ethnicity so this data may not add up to the population total.*



Veteran Status

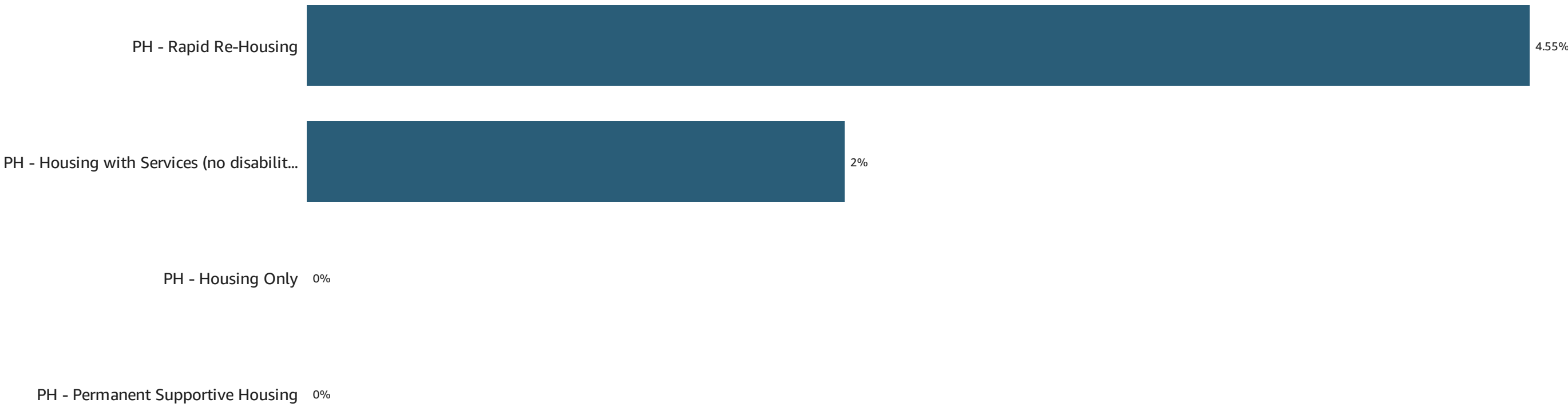
**Note: People may identify with more than one race or ethnicity so this data may not add up to the population total.*



How many people stay housed long term?

This visualization shows how many people stay in stable housing after being serviced by a housing program. This data is valuable in understanding the long-term success of housing programs in Orange County and how effective they are at resolving homelessness. The more people who retain their permanent housing after support ends suggests that programs are helping them achieve lasting stability. It helps identify successful strategies for ending homeoelessness and also, show areas where additional support or resourses are needed. Data reflects clients who exited a permanent housing situation in the previous quarter.

Returns to Homelessness after Permanent Housing



This Dashboard provides an overview of Homelessness prevention projects in Orange County. Prevention programs provide financial assistance, case management and other support to keep clients in their current housing. This data includes only projects that enter their data into the Homelessness Management Information System (HMIS) and does not include clients who are fleeing domestic violence to maintain their privacy and safety. Data reflects clients who are active and stayed in shelters within the previous quarter.

Last refreshed on Aug 12, 2025

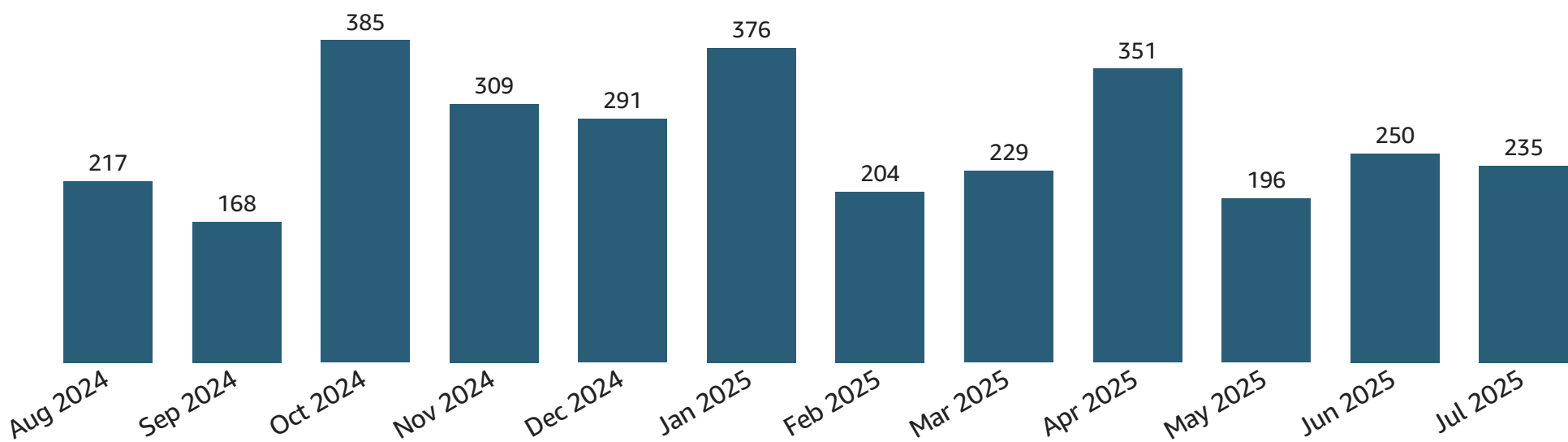
Who accesses prevention projects in Orange County?



People Assisted through Prevention Projects

2,748

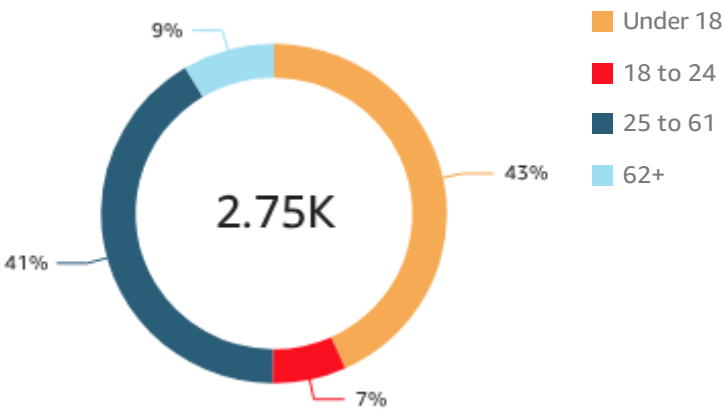
People Assisted through Prevention Projects by Month



What are the characteristics of the population receiving prevention assistance?

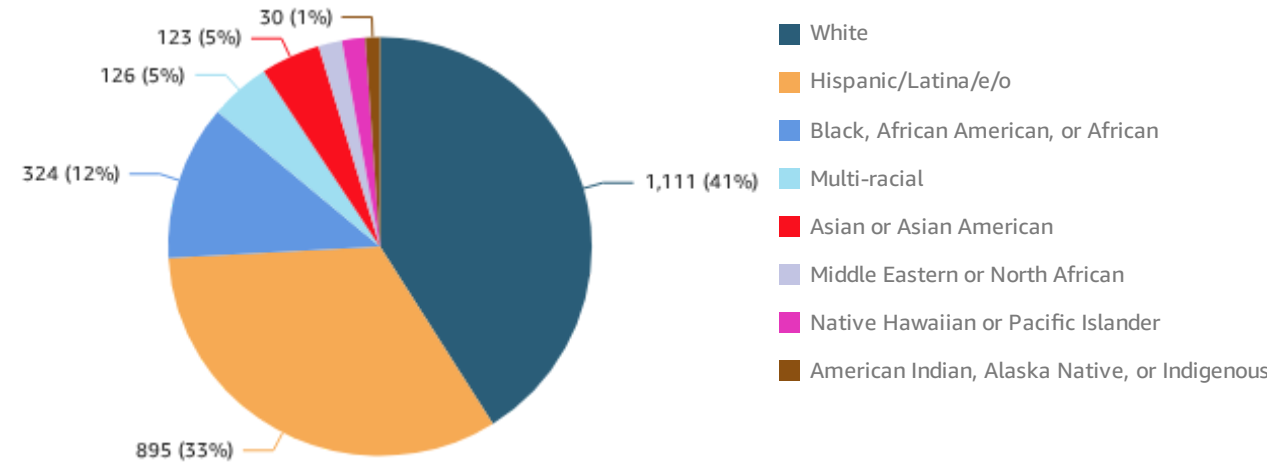
Age

**Note:* Age groups may not add up to the total population due to clients who choose not provide this information.



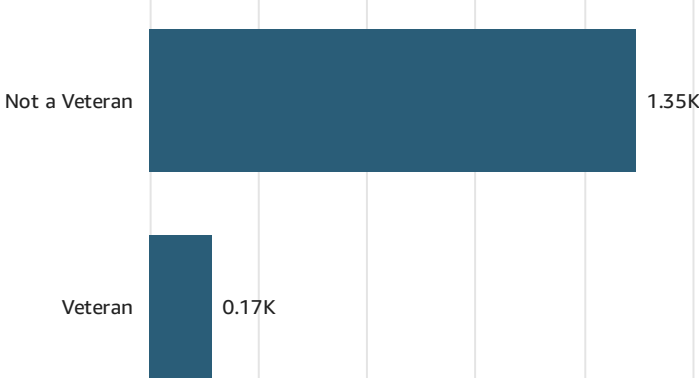
Race and Ethnicity

**Note:* People may identify with more than one race or ethnicity so this data may not add up to the population total.



Veteran Status

**Note:* Clients who were under the age of 18 at project start are excluded from this chart.



The goal of the Coordinated Entry System (CES) is to effectively connect individuals and families at-risk of homelessness or experiencing homelessness to appropriate services and housing interventions to secure permanent and stable housing in Orange County. This process helps prioritize resources based on vulnerability and severity of service needs to ensure that those who need help the most can receive it. This Dashboard provides an overall view of people who are being served through the Coordinated Entry System (CES). Click on the "Chronic Homelessness" filter to view data for that population.

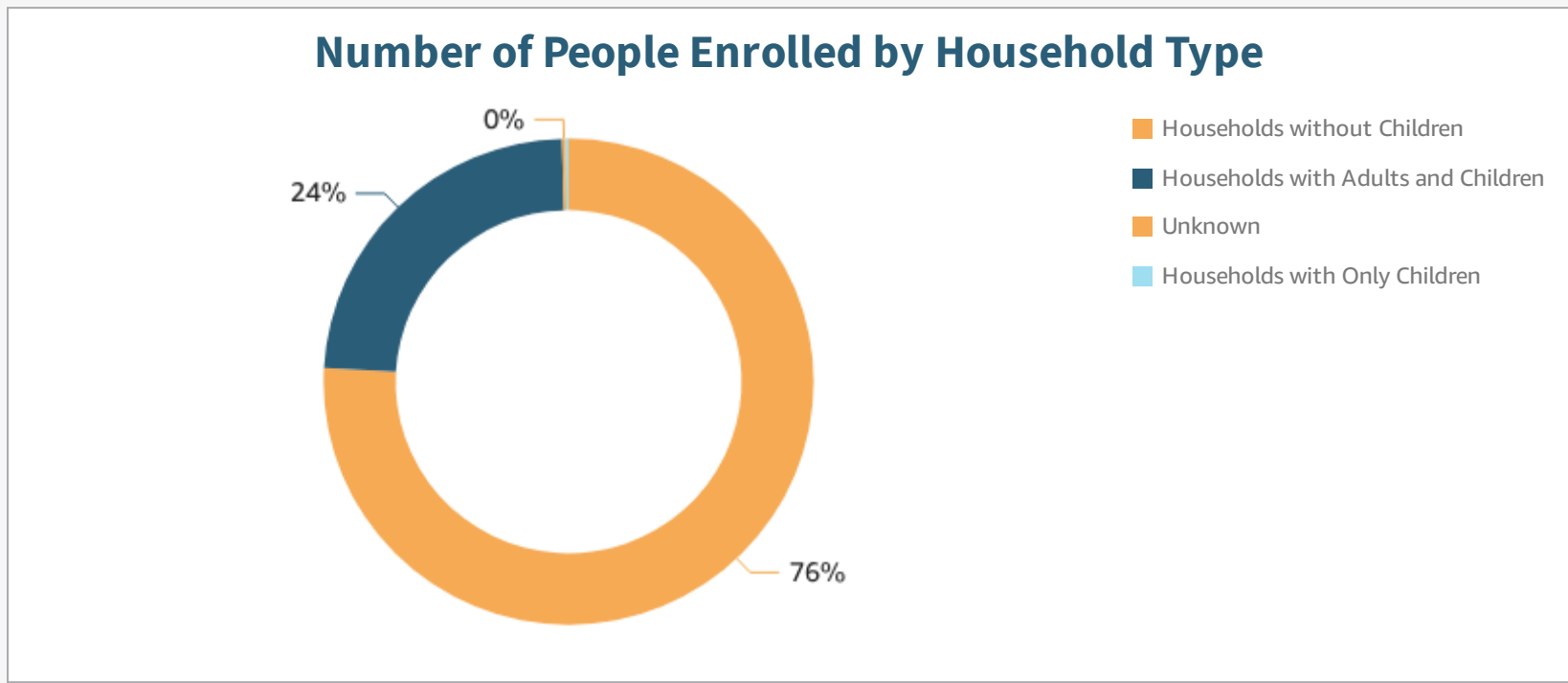
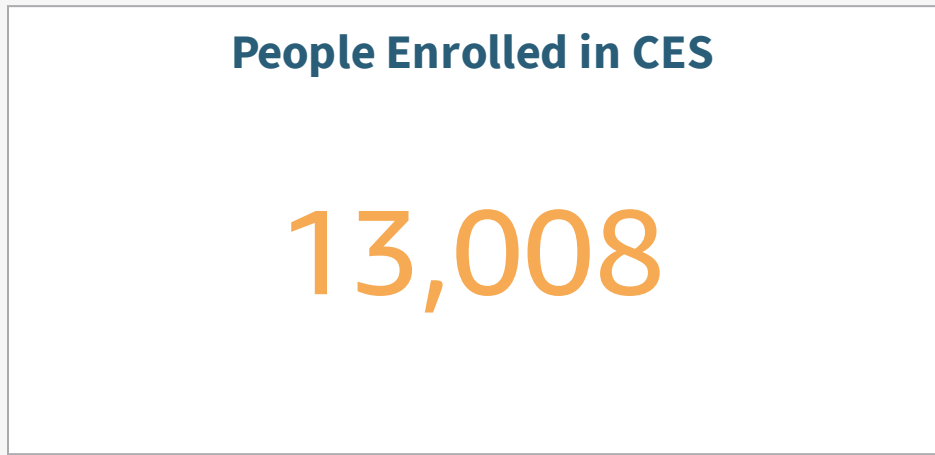
Last refreshed on Aug 14, 2025

Chronic Homelessness Filter

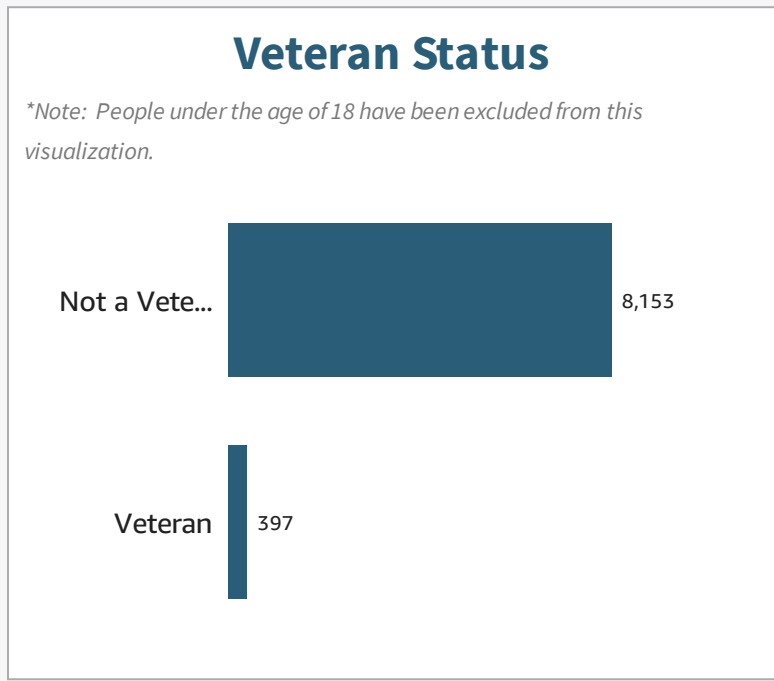
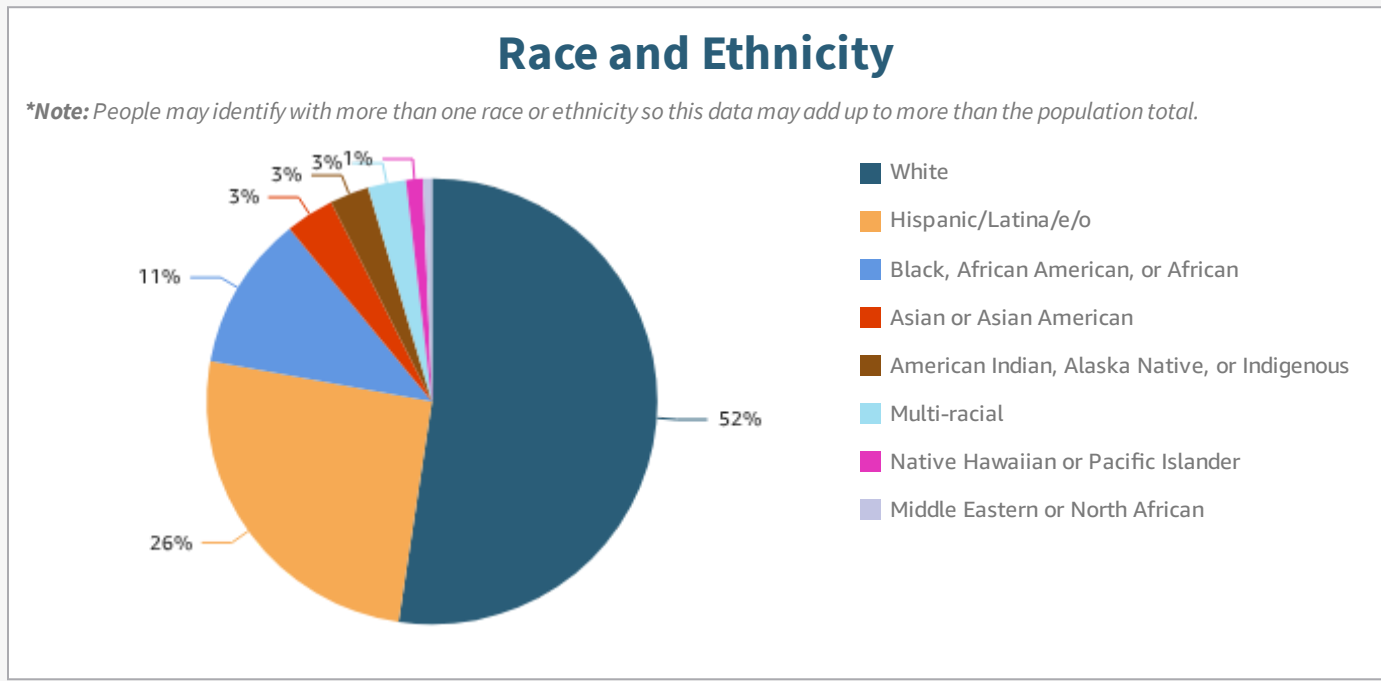
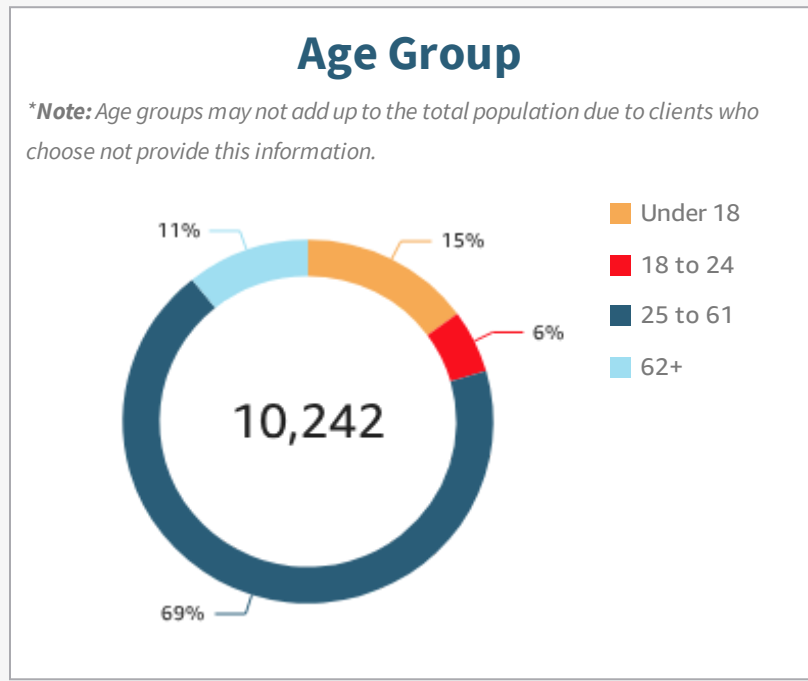
All

Who is participating in the Coordinated Entry System?

Individuals and familes engage with Coordinated Entry using either the **Individuals CES** for single adults and **Family CES** for families. Sub populations served include veterans, transitioned age youth (TAY), and child-only households. Data reflects clients active at any point in the previous quarter.

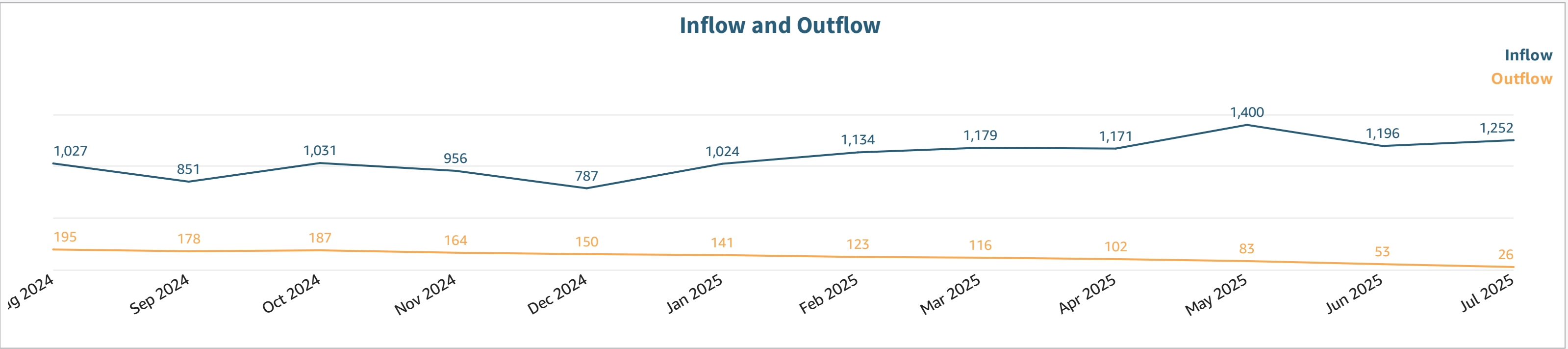


What are the characteristics of the population accessing Coordinated Entry?

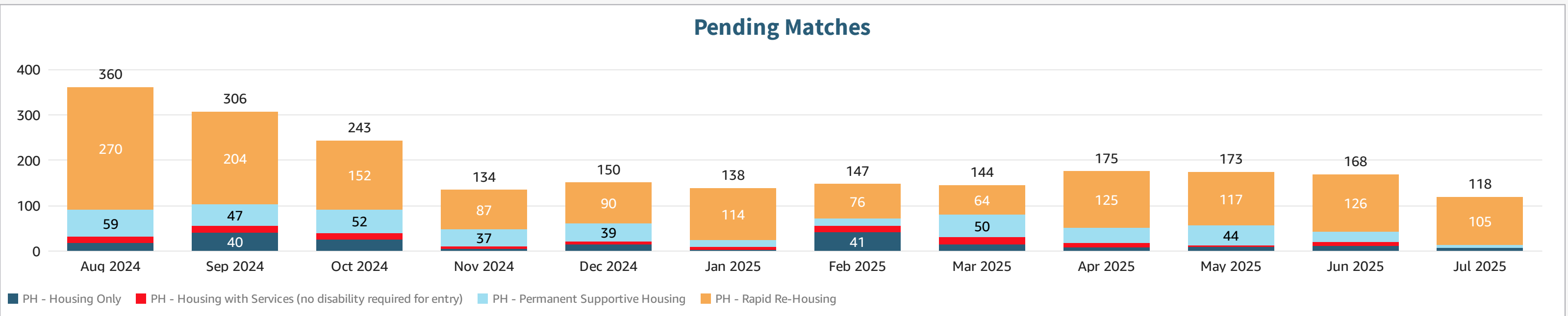
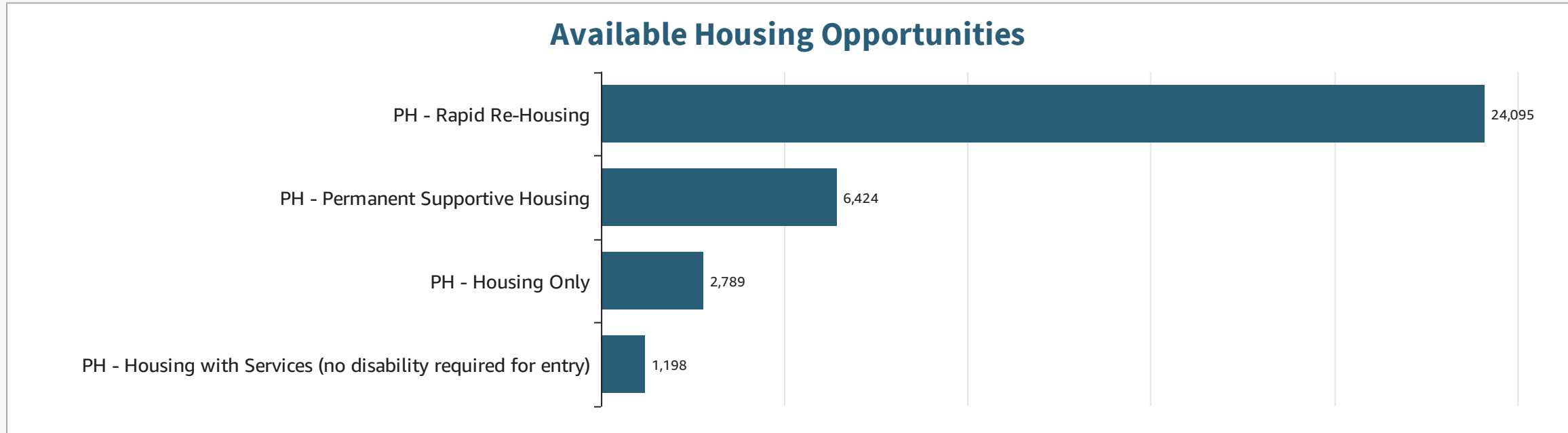
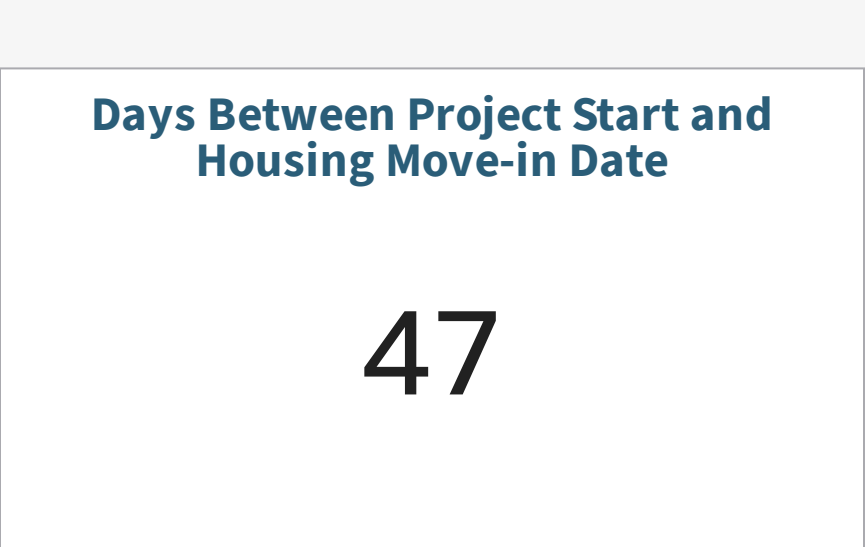


Trends

Changes in the number of people experiencing homelessness are tracked using **inflow** and **outflow**. **Inflow** is the number of people who become homeless over a specific period while **outflow** is the number of people who exited homelessness during that same period. If the inflow is higher than the outflow, this means that the number of people experiencing homelessness has increased. Conversely, if the outflow is higher than the inflow, then the number of people experiencing homelessness has decreased. Inflow data reflects the number of people who are homeless for the first time in the previous quarter and outflow data reflects those who have exited in the previous quarter.

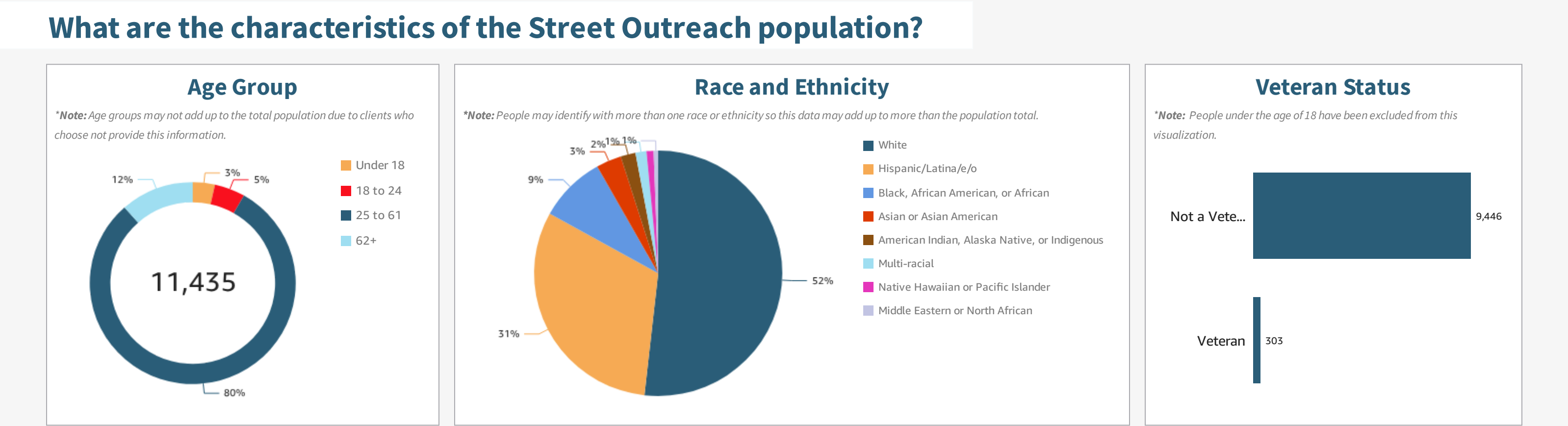
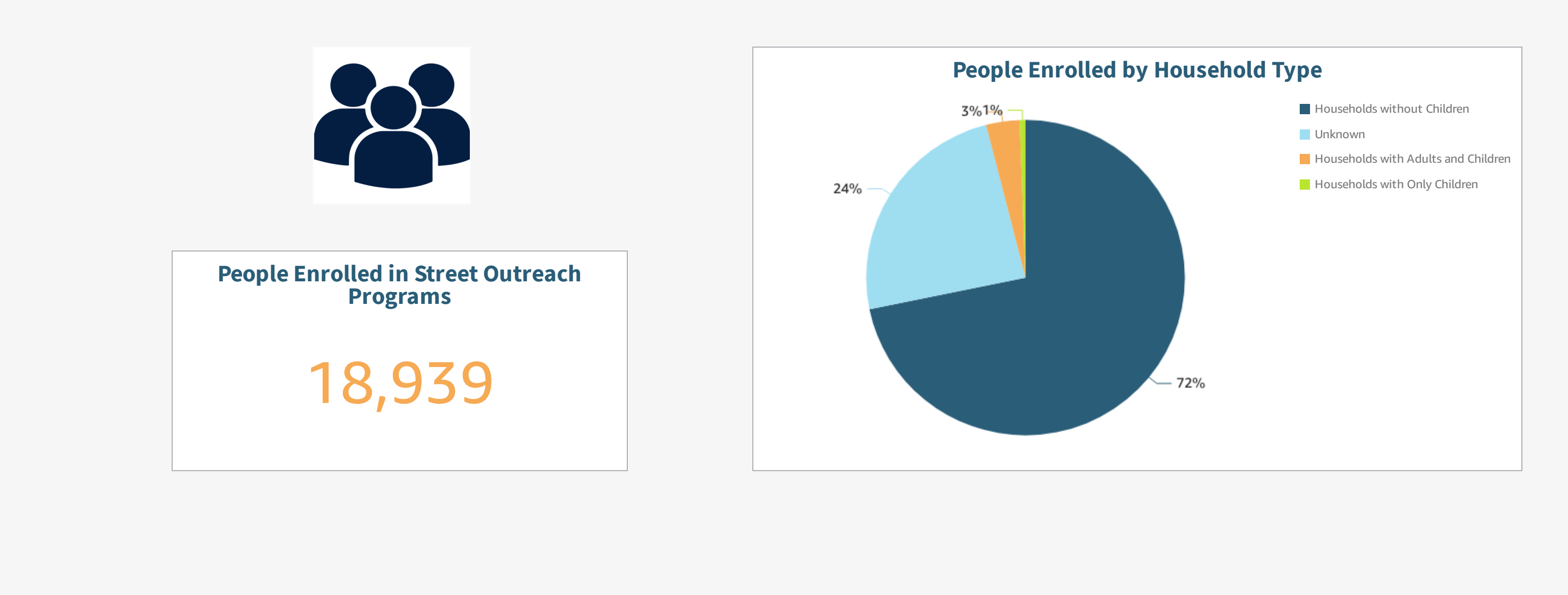


Coordinated Entry Outcomes



How many Clients are Served through Street Outreach?

Data reflects clients active at any point in the previous quarter.



Date: August 27, 2025

Subject: 2025 Housing Inventory Count (HIC) and Sheltered Point-in-Time Count (PIT)

Background and Analysis

The HIC is a point-in-time inventory of housing programs within a Continuum of Care (CoC) that provide beds and units dedicated to serve people experiencing homelessness, or for permanent housing projects, were homeless at entry per the U.S Department of Housing and Urban Development (HUD) homeless definition. The HIC includes Safe Haven, Emergency Shelter, Transitional Housing, Rapid Re-Housing, Permanent Supportive Housing, and Other Permanent Housing projects operating in Orange County on the night of the count.

The Point-in-Time (PIT) count is a count of sheltered and unsheltered people experiencing homelessness on a single night in January. HUD requires that CoCs conduct an annual count of people experiencing homelessness who are sheltered in Safe Haven, Emergency Shelter, and Transitional Housing on a single night.

The HIC and Sheltered PIT reports are produced from the CoC's HMIS data, as well as data submitted from agencies not participating in HMIS. Data is submitted annually to HUD via the Homelessness Data Exchange (HDX 2.0), and provides HUD and CoCs with critical information about people experiencing homelessness.

The HMIS Lead for the Orange County CoC, 2-1-1 Orange County (211OC) at the Orange County United Way, completed the HIC and Sheltered PIT submissions by the deadline. Attachment A and B were prepared by 211OC using data submitted to HUD.

HIC Highlights:

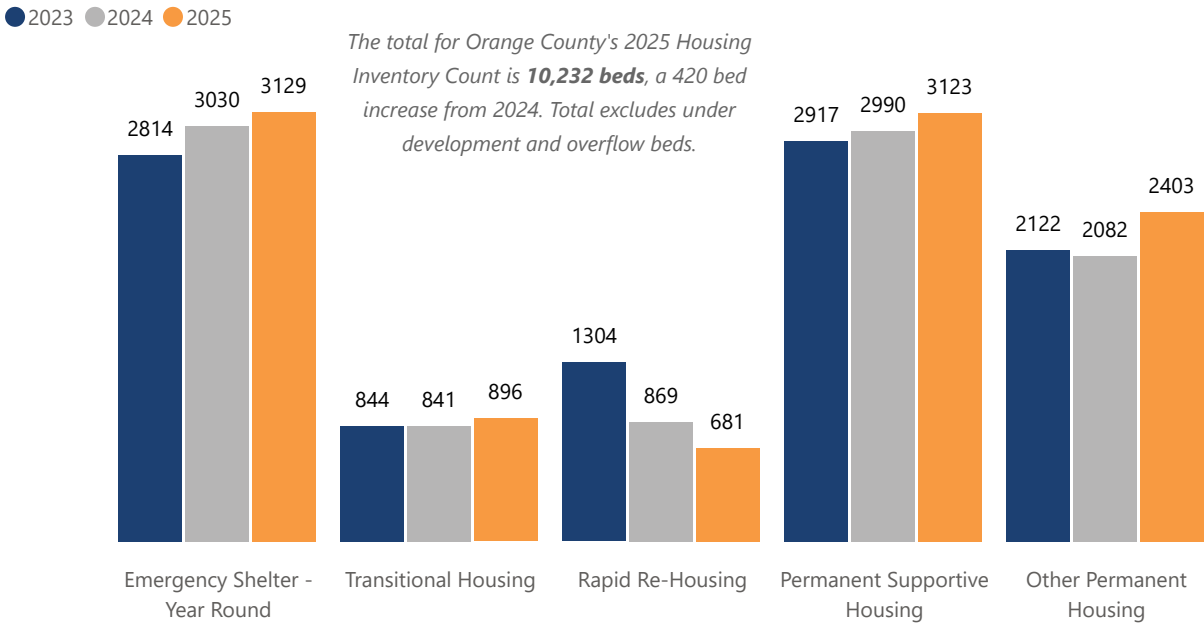
- Bed capacity in Orange County has increased by 420 beds since the previous HIC. 10,232 total beds were counted for people experiencing homelessness during the HIC. All project types reflected an increase in available beds except Rapid Re-Housing.
- The proportion of beds available by population type are not in alignment with the proportion of people counted on the Sheltered PIT. There are less beds available for Adult Only households, Youth, Domestic Violence Survivors, and Chronically Homeless than their representation on the Sheltered PIT.

PIT Highlights:

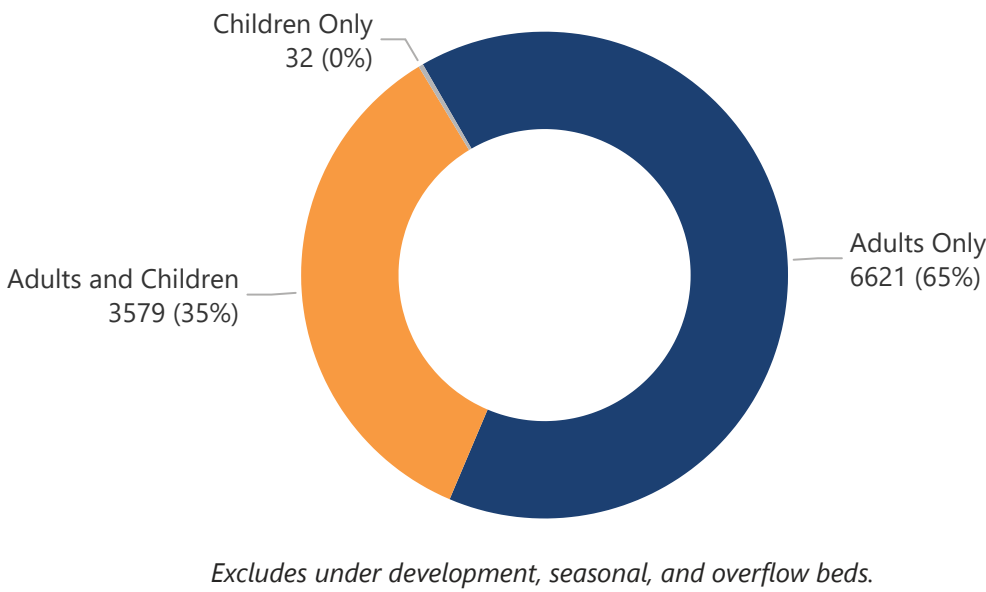
- The Sheltered PIT increased by 388 people since last year's count, for a total of 3,537 people experiencing sheltered homelessness. The majority of this increase was in Adult Only households.
- People who identify as American Indian/AK Native, Black/African American, Hispanic/Latina/e/o, Middle Eastern/ North African, or Native Hawaiian/API are all experiencing homelessness at higher rates than their representation in the Orange County population, while those that identify as Asian/Asian American are experiencing homelessness at lower rates.

Orange County, CA (CA-602): 2025 Housing Inventory Count

Total Bed Count by Project Type

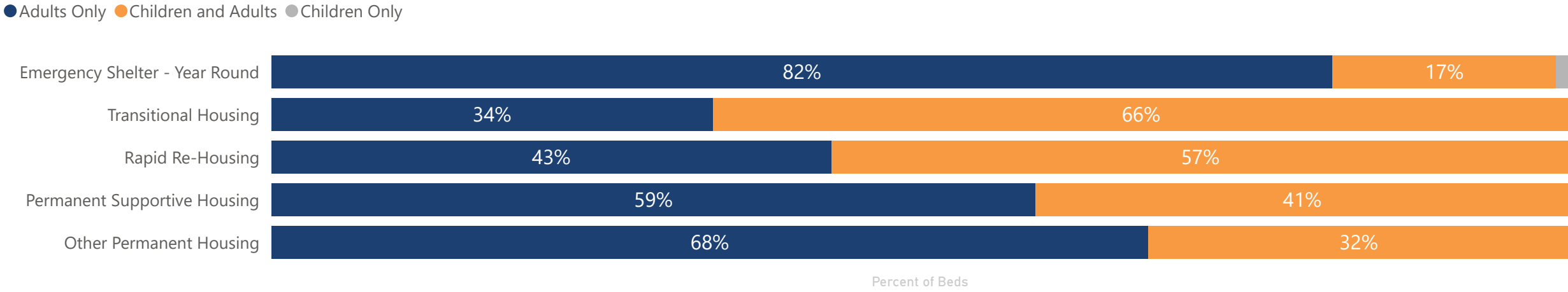


Total Bed Count by Household Type

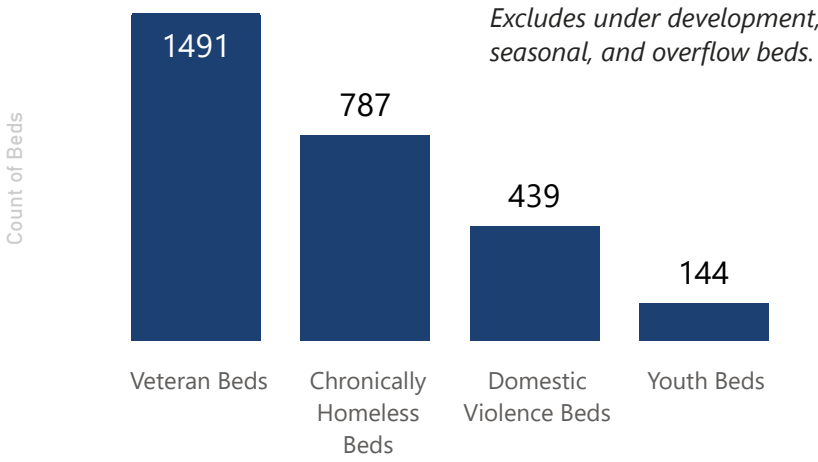


Bed Count by Project Type and Bed Type

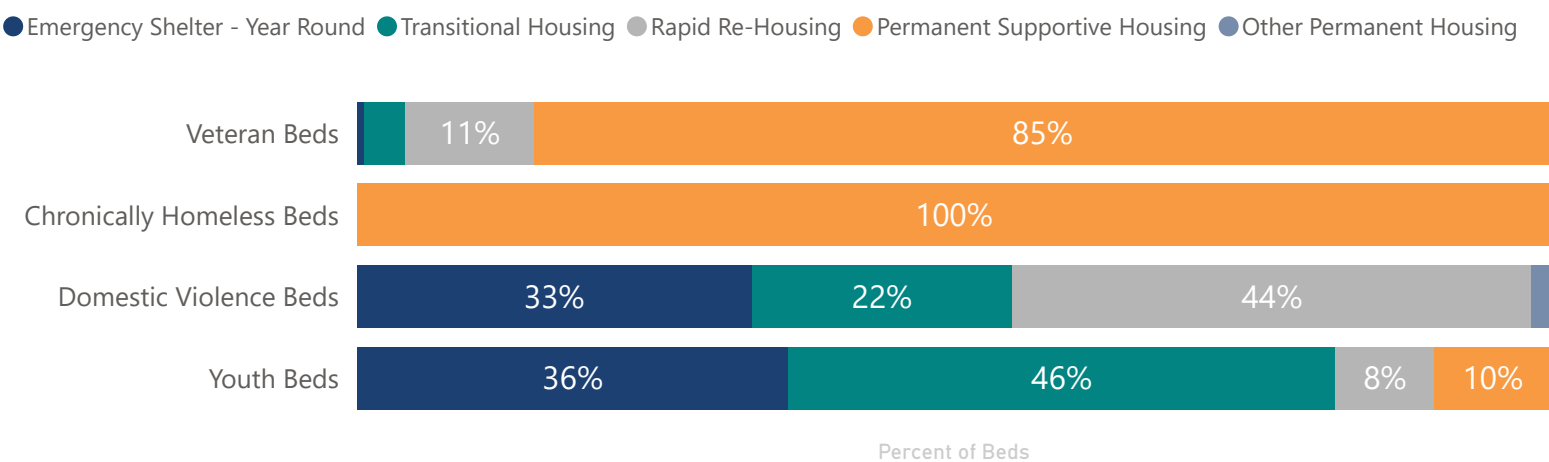
Excludes under development, seasonal, and overflow beds.



Special Population Beds

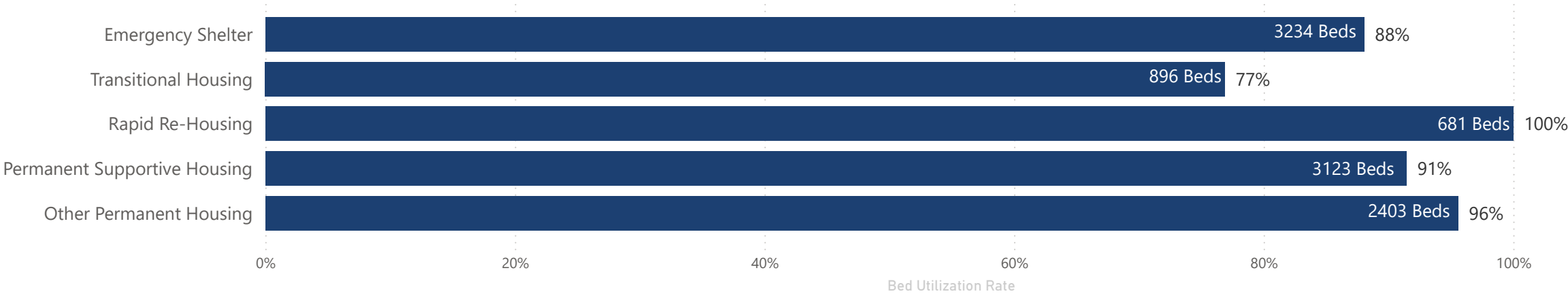


Special Population Beds Distribution



Bed Utilization

Includes year-round, seasonal, and overflow beds

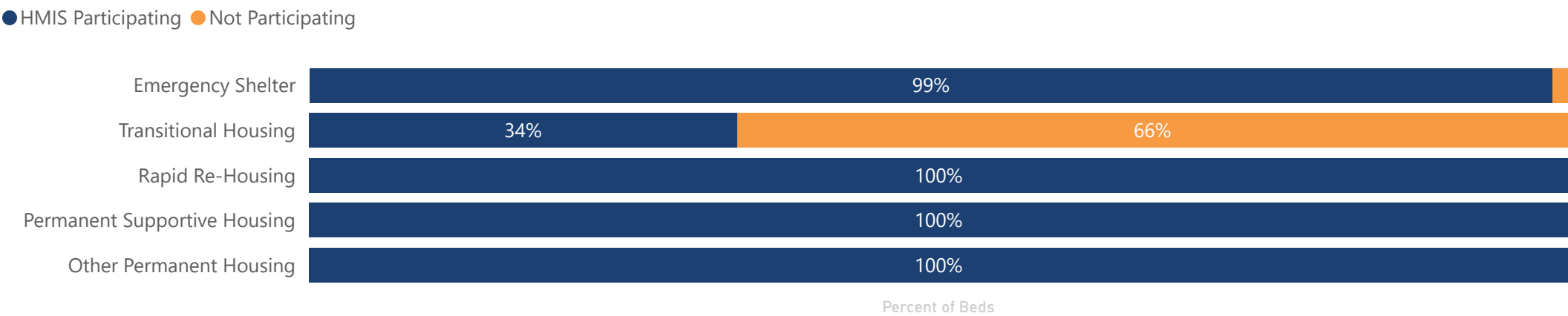


16 projects do not participate in HMIS:

5 Emergency Shelter
11 Transitional Housing

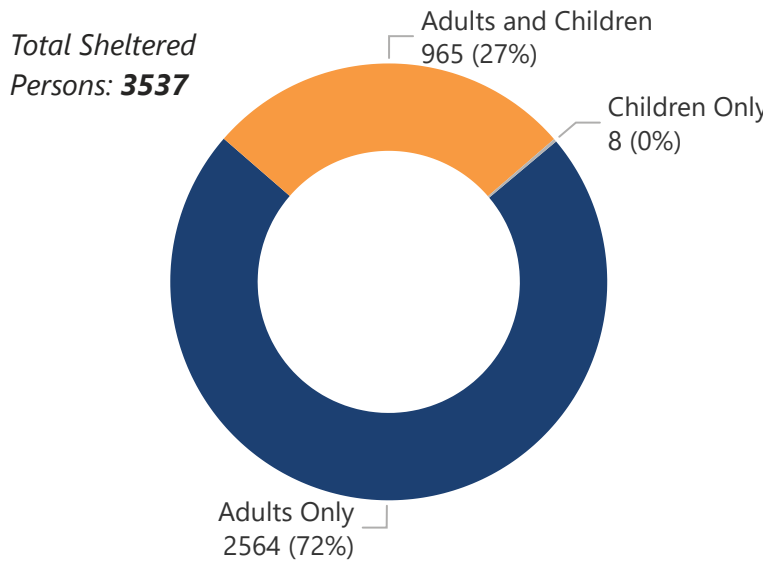
HMIS Participation

Excludes under development, overflow, seasonal, and domestic violence beds.

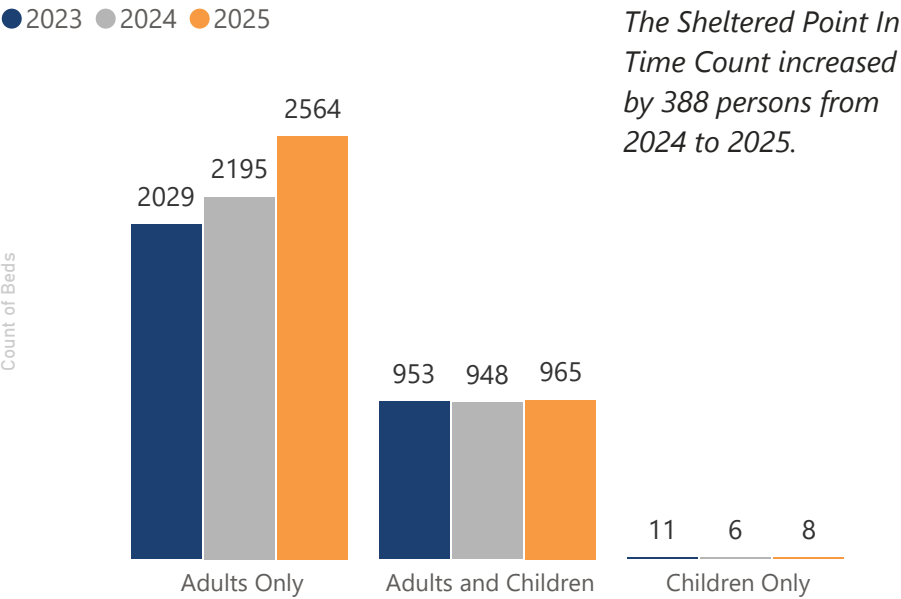


Orange County, CA (CA-602): 2025 Sheltered Point In Time Count

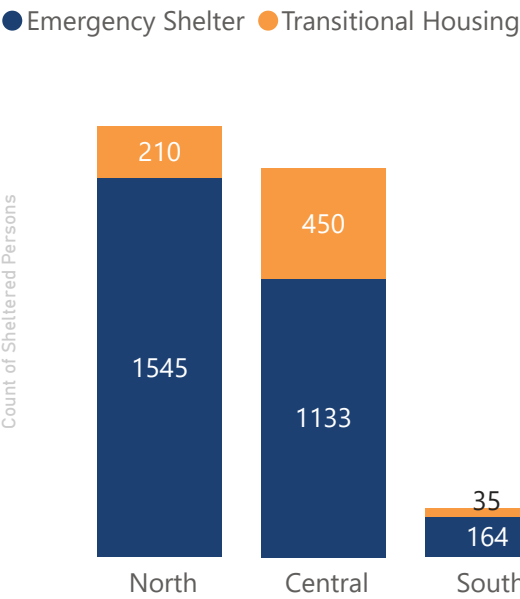
Sheltered PIT Count by Household Type



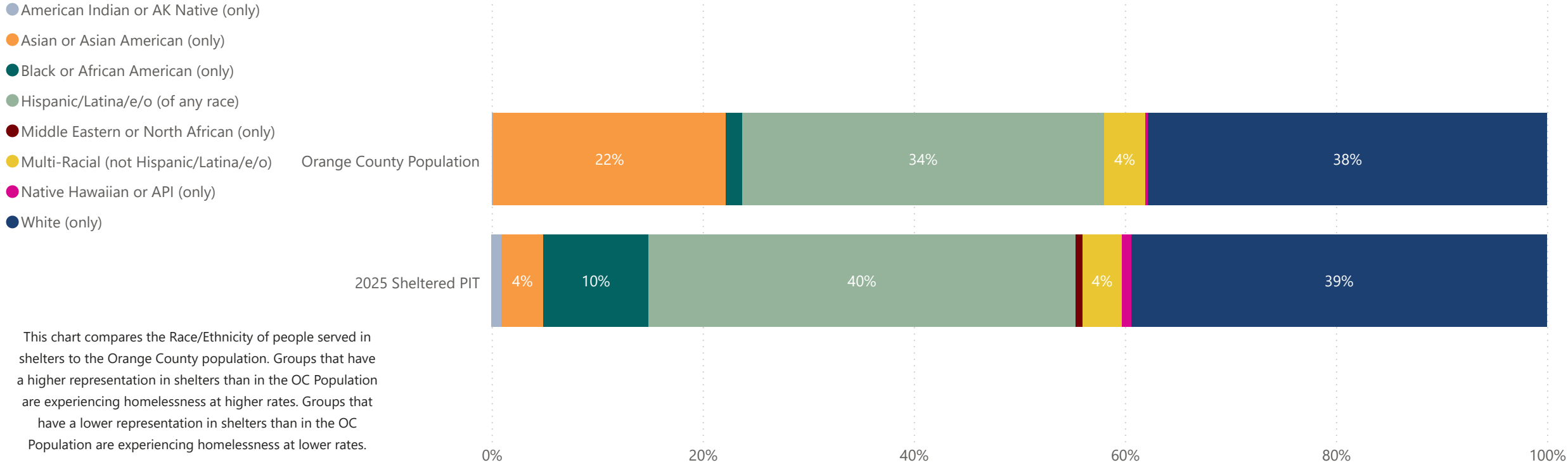
Sheltered PIT Count from 2023 to 2025



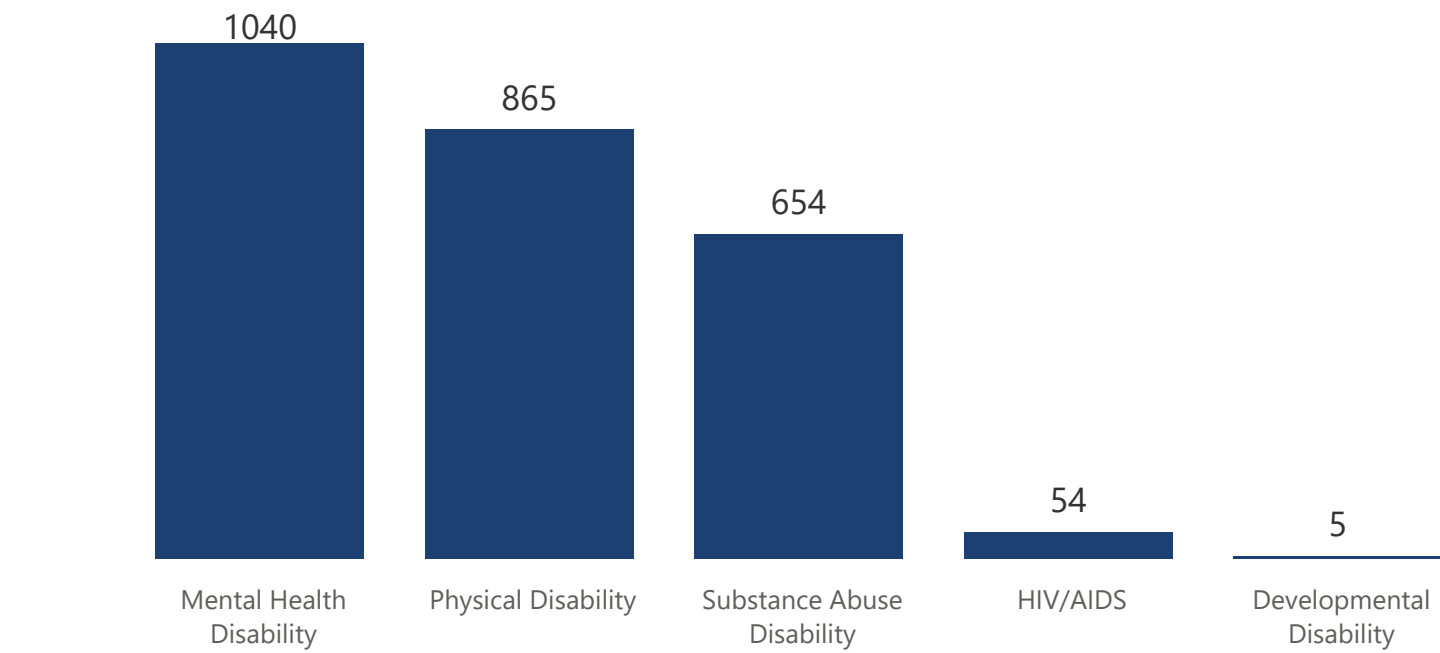
Service Planning Area



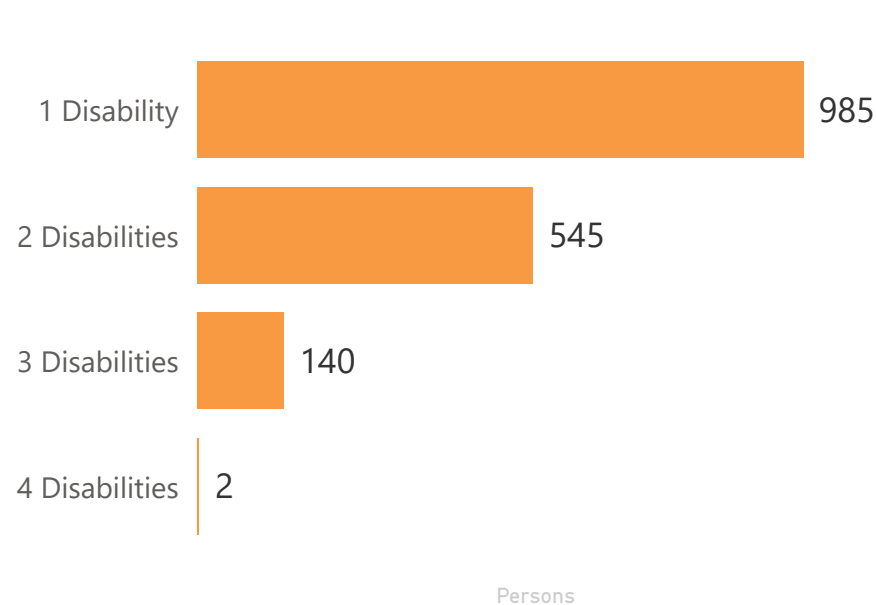
Race/Ethnicity Comparison of Sheltered People to the OC Population



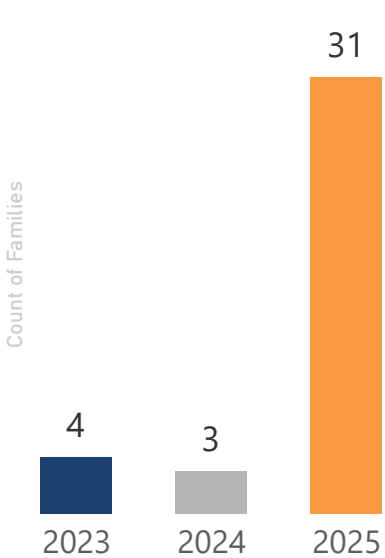
Disabilities Reported by Persons in Shelter



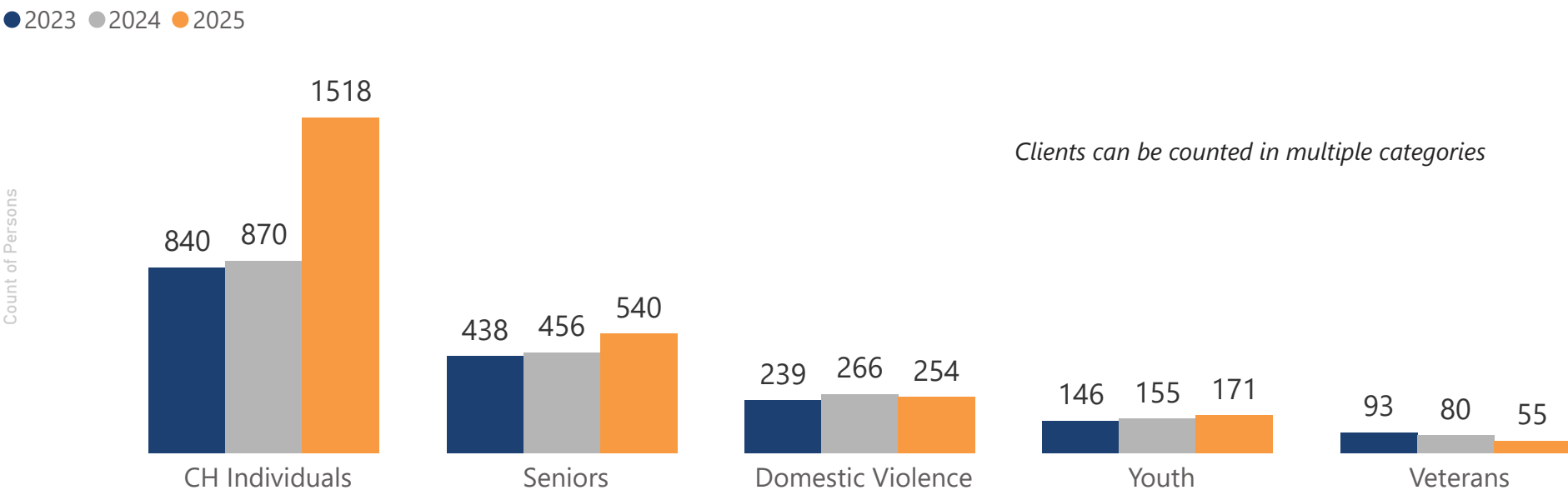
Prevalence of Comorbidity Among Persons in Shelter with Disabilities



Chronically Homeless Families



Special Populations (Individuals)



Date: August 27, 2025

Subject: Policies, Procedures and Standards (PPS) Committee Recommendations

Recommended Actions:

- a. Recommend establishing the following CoC Board Member Term policy that will be incorporated into the CoC Governance Charter for approval by the CoC Board, to go into effect with the ratification of new CoC Board members at the December 2025 meeting of the CoC Board, as recommended by the PPS Committee.
 - (1) CoC Board members will serve a three (3) year term;
 - (2) CoC Board members will be given the option to renew their term after the completion of one (1) term, membership on the CoC Board will be confirmed through the election process by the CoC General membership;
 - (3) CoC Board members will serve for no more than two (2) consecutive full terms;
 - (4) CoC Board members who have served two (2) consecutive full terms must wait one (1) year before being eligible serve again on the CoC Board.

Background

As outlined in the [CoC Governance Charter](#), the CoC nomination and election process takes place on an annual basis from August through December, to support with filling CoC Board member vacancies. The Office of Care Coordination (OCC) partners with the CoC Nominating Ad Hoc to facilitate this process, which includes a review of the CoC Governance Charter and proposal of any recommended revisions to the CoC Board composition and/or nomination and election process. Currently, the CoC Board is to be comprised of an odd number of members with 17 to 21 total seats in a given year. CoC Board members are serving two-year terms, with the option to re-apply for the Board at the end of their term. The CoC General Membership votes on the slate of candidates presented each year, and the CoC Nominating Ad Hoc utilizes a prioritization tool that identifies candidates with the highest votes and ensures desired representation of various identities, experiences, and backgrounds for the CoC Board membership. The selected candidates are then presented to the CoC Board for ratification at the December meeting. This applies to all Board seats except for the Lived Experience seat, as the Lived Experience Advisory Committee (LEAC) will select one person to represent them on the CoC Board. The CoC General Membership will not vote on this person's participation on the CoC Board. With the current practice of CoC Board members serving two-year terms, approximately half of the CoC Board will have terms expiring each year. For example, nine (9) of the (21) current Board members have terms expiring in 2025. Historically, some Board members will re-apply and be selected to serve additional Board terms.

At the October 9, 2024, CoC Board special meeting, some CoC Board members recommended further review of the Orange County CoC Governance Charter to include language on terms and term limits to promote rotation of CoC Board Members, as encouraged by the U.S. Housing and Community Development (HUD). During the PPS Committee Meeting on November 12, 2024, members discussed language regarding CoC Board member term limits, aiming to align with best practices while preserving institutional knowledge

and referencing best practices from HUD and local CoCs. The conversation focused on potential term lengths, with suggestions including two-, three-, or six-year term limits, structured as two or three-year term lengths. CoC Committee member terms were also discussed, however, given that each CoC Committees have varying membership structures, additional research and work is needed to engage in a thoughtful approach to committee member terms. The OCC committed to facilitating additional research and returning to the PPS Committee.

The OCC connected with surrounding CoCs through the HUB for Urban Initiatives' California CoC Collaborative Applicant Alliance to gather information on how other CoCs have implemented board term limits and lengths. There was a strong response from both local and State-wide CoCs, providing a range of examples and approaches that closely aligned with ideas discussed by PPS Committee members. Utilizing responses from CoCs, feedback from PPS Committee members, and best practices, the OCC prepared two primary options for consideration. At the PPS Committee on July 8, 2025, the OCC presented two options for Board terms and term limits: Option 1 recommended two (2) year term lengths, renewable for up to three (3) consecutive terms, followed by a one (1) year hiatus before eligibility for reelection. Option 2 recommended three (3) year term lengths, renewable for up to two (2) consecutive terms, followed by a one-year hiatus before eligibility for reelection. PPS Committee Members highlighted the benefits and drawbacks of each option. While Option 1 aligns more closely with the current structure of the CoC Board member nomination and election process, several members emphasized that a two-year term may be too short for board members to fully engage with and contribute meaningfully to the work of the CoC. As a result, PPS members recommended that Option 2 continue to be explored as a potentially more effective alternative, directing OCC staff to reach out to CoCs who currently have three (3) year terms for Board members and return to the August 12, 2025, PPS Committee meeting.

OCC reached out to seven CoCs throughout California to better understand how CoCs operating under three-year Board term lengths manage their CoC Board structure, and what benefits or challenges they have experienced. OCC was able to make contact with four of the seven CoCs to gather insight on the positives, challenges, and administrative aspects being navigated. Responses from CoCs with three-year Board term lengths can be found in **Attachment A**.

At the August 12, 2025, PPS Committee meeting, the OCC provided an update on the additional research conducted and a revised recommendation for CoC Board terms and term limits. The OCC highlighted that overall, responses received from other CoCs noted that the three-year term provides sufficient time for Board members to become acclimated, and that other CoCs are seeing sustained engagement throughout the entirety of the term. Some CoCs highlighted that the implementation of the three-year Board term is still in the early stages, so the process of Board member turnover and staggering of terms has not been fully experienced. Further, the OCC shared that the administrative process of changing from a two- to a three-year Board term would be manageable, so long as Board members have staggering terms. For effective implementation the OCC stated that the new policy would apply beginning with the new CoC Board members selected through the 2025 nomination and election process. PPS Committee members expressed strong appreciation to OCC for the thoughtful review of both previously presented options and the follow-up on clarifying items related to a potential transition to three-year (3) term lengths for CoC Board members. Key points raised during the discussion included the importance of staggering CoC Board member terms and clarifying when and how this would go into effect, if approved. PPS Committee members also noted the importance of exploring whether the CoC Governance Charter and CoC Committee Charters would need revisions to Board Officer and Chair terms to align with the proposed three-year structure, and whether this shift could support more intentional succession planning.

Overall, the PPS Committee was supportive of the transition to three-year terms, noting that it would provide new members with more time to acclimate and allow longer-serving members to preserve and transfer institutional knowledge. Additionally, the PPS Committee recommended that the CoC Nominating Ad Hoc take the lead in proposing and implementing strategies for the transition, including exploring the staggering of CoC Board member terms so that only one-third of the Board is up for election each year rather than half. This could include but is not limited to determining the appropriate number of Board members up for re-election each year, aligning Chair and Officer roles with the new term structure, and developing a robust succession planning process. Following the discussion, the PPS Committee membership approved the CoC Board Member Term Policy to be incorporated into the CoC Governance Charter, for recommendation to the CoC Board.

The CoC Board is being asked to approve the revised CoC Governance Charter, as reflected in **Attachment B** and **Attachment C**, to incorporate the CoC Board Member Term Policy, which will go into effect with the ratification of new CoC Board members at the December 2025 meeting of the CoC Board. Should the CoC Board approve the recommended CoC Board Member Term Policy, CoC Board members whose terms expire in 2026 would not be impacted by any change in Board term policy or process. Additionally, the recommended policy will ideally allow for a reduction in the amount of elections needed, promoting continuity of Board membership and expertise, and easing the administrative burden of the nomination and election process.

Attachments

Attachment A – Feedback Received from Other CoCs

Attachment B – CoC Governance Charter Revisions: CoC Board Term Policy (Redlined)

Attachment C – CoC Governance Charter Revisions: CoC Board Term Policy (Clean)

Continuum of Care (CoC) Board Term Length Feedback

The feedback below was received from other CoCs regarding 3-year term length for Board members.

Positives

We began implementing these term limits at the end of 2022. As such, the first set of Board members eligible for additional terms will be approaching the end of their initial terms later this year (end of 2025). This means that we are still in the early stages of observing the full impact of this structure, including term renewals and transitions due to term limits. That said, here are some initial insights and reflections based on our experience so far:

Pros:

- A three-year term provides sufficient time for Board members to become acclimated, build relationships, and contribute meaningfully to long-term CoC initiatives.
 - It supports strategic continuity, especially on complex policy and system transformation issues that require historical knowledge and commitment.
 - The term limits language (two terms followed by a three-year break) encourages leadership development and a pipeline for new voices without disrupting institutional knowledge.
-

Regarding term limits: We don't have a term limit policy on any of our Committees or Board*. We are hoping to change that in our next round of governance review and Charter changes. We've had some folks on our Board for 10, 20 years and no real mechanism for asking them to take a break or leave. As you can imagine, there are both pros and cons with having such experienced and legacied Board members. It does help knowledge management and historical context as there has been a lot of turnover in the backbone entity and the collaborative applicant for our CoC, but we also find it can sometimes hinder progress and new ways of doing things.

*We do have a term limit for co-chairs - co-chair terms are 2 years and they can serve 2 terms in a row before they have to rotate out. This has been a good thing! We defer a lot to our co-chairs so rotating that influence and power is important.

And as a final note, this current iteration of the Governance and Committee structure has only been in effect since 2023 (though the CoC and Board itself have been around a long time). So definitely still working out the kinks as we live into the structure.

Challenges

Yes, three years is accurate. We will be updating our Governance Charter this fall, and this will be one of the things we'll be discussing. The duration itself feels fine, but we have struggled to find a good cadence for staggering terms. For example, we were supposed to have elections this past January, but we did not due to the wildfire disaster in our CoC. As a result, pretty much our whole board is up for reelection next year. I think the original goal was for 2-3 terms to expire each year with elections held

annually, but we haven't managed to hit that rhythm. I would like to end up in a situation where we only have elections every other year.

Since we are still early in implementation, we have not yet seen the full turnover cycle. That said, anticipating and planning for staggered transitions will require proactive planning.

Regarding 3 year term lengths: For our Board, we find most people stay for their entire term and add on terms (will address later). We have a very large Board - 32 seats and around 8 of them are shared between two people and we have lots of proxies. We hit quorum for 95% of our meetings I would say, and just anecdotally I think a 3-year term has worked for our Board. We also have 8 Committees with 15 voting members each. Retention for those 3-year terms is not as great. We see a lot more turnover in our Committee membership and many terms cut short. However, when asking folks for feedback on their experiences and engagement, the 3-year commitment isn't the problem - the turnover is often more related to job turnover, moving, decreased capacity, life circumstances, etc. We've been told that 3 years feels very reasonable for folks as they're signing on. I would recommend a minimum of 2-year terms just for the sake of knowledge management and projects.

Administrative Considerations

From an administrative standpoint, managing a three-year term length has been manageable. We track member terms and plan structured onboarding processes to maintain consistency as renewals and transitions begin. The biggest challenge we anticipate is ensuring smooth knowledge transfer when multiple members reach their term limits simultaneously, and we aim to mitigate this through staggered terms and continued member engagement.

Administratively, we open applications for open seats once or twice a year and go through a few months of process - applications, nominations committee convening, Board votes, etc. When seats open up mid-cycle, we keep them open until the next round of applications/nominations. So we expect a larger administrative lift for recruiting and onboarding new members twice a year, but between those times we just let people leave and don't have to do much. For the Board, we also initially staggered some terms so that not everyone would come off the Board at once. We staggered it so that 1/3 of the Board was up for renewal each year regardless of other folks voluntarily stepping down.

3. Continuum of Care Board Selection Process

In advance of each term expiration, the following steps are to be completed to select new CoC Board Members:

- a. A Nominating Ad Hoc of at least six (6) people will be appointed annually by the CoC Board Chair.
 - i. At least one (1) member of the Nominating Ad Hoc will be a CoC Board member whose seat is not up for election.
 - ii. At least one (1) member of the Nominating Ad Hoc will be a Voting General Member or represent an organization that has a Voting General Member.
 - iii. At least four (4) members of the Nominating Ad Hoc will not be current CoC Board members.
- b. The Nominating Ad Hoc will review the CoC Governance Charter (Charter) and make any proposed revisions needed to ensure the CoC Board composition, selection process, and qualifications align with the community's priorities and the identities, background, and experiences of key partners, including people with lived experience, in the community. The Nominating Ad Hoc will review the most recently available data to provide due diligence to ensure that the CoC Board membership identity, background, and experience recommendations align with current trends in who experiences homelessness in Orange County. The recommended Charter changes will go to the CoC Board for approval. Should the CoC Board provide feedback or recommendations to the proposed changes, the Nominating Ad Hoc will review feedback and incorporate the CoC Board recommendations into the Charter to inform the nomination and election process. In the event that the Nominating Ad Hoc is not in agreement with the CoC Board feedback and recommendations to the Charter, the Nominating Ad Hoc will submit a new version of the Charter for the CoC Board to review and approve before the rest of the CoC Board nomination and election process moves forward.
- c. The Nominating Ad Hoc will support the Collaborative Applicant in outreach to potential CoC Board candidates to make them aware of the upcoming CoC Board election. These outreach efforts will help ensure adequate representation of identities, backgrounds, and experiences listed in the CoC Board composition.
- d. The Voting General Membership will be notified of the nomination period, start and end, as well as the process to nominate a candidate or express interest in being a candidate.
- e. The Nominating Ad Hoc will support the Collaborative Applicant in reviewing submitted applications and verifying qualifications and identities, background, and experience of all candidates who apply to serve as CoC Board Members or Officers. The Nominating Ad Hoc will determine a process to verify all candidates meet minimum qualifications before referring such candidates to the CoC General Membership.
- f. The CoC General Membership will vote by secret ballot on the slate of qualified candidates. The Nominating Ad Hoc will utilize a prioritization tool that identifies candidates with the highest votes and ensures desired representation of various identities, experiences, and backgrounds for the CoC Board membership. The selected candidates will be presented to the CoC Board for ratification.

CoC Governance Charter Section I.5.B.3.

- g. The Lived Experience Advisory Committee (LEAC) will select one person to represent them on the CoC Board. The CoC General Membership will not vote on this person's participation on the CoC Board.
- h. The same process as outlined above in items a. through f. will be completed to fill any vacancies left by a member before the expiration of the term of that member, should the designated CoC Board composition require their seat to be filled. Appointments made to fill a vacancy left by a member before the expiration of the term of that member shall be for the remaining term of that member.
- i. The traditional nominating and election timeline is as follows:
 - i. August/September – CoC Board Chair appoints Nominating Ad Hoc
 - ii. September/October – Nominating Ad Hoc convenes to review and update sections of the Charter that pertain to the CoC Board composition, selection process, and qualifications
 - iii. October/November – Nominating Ad Hoc outreaches to potential CoC Board candidates. The Nominating Ad Hoc may interview eligible CoC Board candidates to verify that they meet minimum qualifications for the Board.
 - iv. November/December – Candidates who moved forward based on their interview are presented to the CoC General Membership for voting/election.
 - v. December – CoC Board ratifies slate of elected candidates by the CoC General membership.
 - vi. January – CoC Board seating takes place. Outgoing CoC Board and Board staff will provide training and orientation for incoming CoC Board.

j. CoC Board Member Terms

- i. The following CoC Board Member Term policy will go into effect with the ratification of new CoC Board members at the December 2025 meeting of the CoC Board, to establish terms and term limits.

- 1. CoC Board members will serve a three (3) year term;
- 2. CoC Board members will be given the option to renew their term after the completion of one (1) term, membership on the CoC Board will be confirmed through the election process by the CoC General membership;
- 3. CoC Board members will serve no more than two (2) consecutive full terms;
- 4. CoC Board members who have served two (2) consecutive full terms must wait one (1) year before being eligible to serve again on the CoC Board

- j-k. At the first meeting of the calendar year, the CoC Board will elect the Board Officers (Chair, Vice-Chair and Secretary) to serve for one-year terms. CoC Board Officers may serve for more than one (1) term.

3. Continuum of Care Board Selection Process

In advance of each term expiration, the following steps are to be completed to select new CoC Board Members:

- a. A Nominating Ad Hoc of at least six (6) people will be appointed annually by the CoC Board Chair.
 - i. At least one (1) member of the Nominating Ad Hoc will be a CoC Board member whose seat is not up for election.
 - ii. At least one (1) member of the Nominating Ad Hoc will be a Voting General Member or represent an organization that has a Voting General Member.
 - iii. At least four (4) members of the Nominating Ad Hoc will not be current CoC Board members.
- b. The Nominating Ad Hoc will review the CoC Governance Charter (Charter) and make any proposed revisions needed to ensure the CoC Board composition, selection process, and qualifications align with the community's priorities and the identities, background, and experiences of key partners, including people with lived experience, in the community. The Nominating Ad Hoc will review the most recently available data to provide due diligence to ensure that the CoC Board membership identity, background, and experience recommendations align with current trends in who experiences homelessness in Orange County. The recommended Charter changes will go to the CoC Board for approval. Should the CoC Board provide feedback or recommendations to the proposed changes, the Nominating Ad Hoc will review feedback and incorporate the CoC Board recommendations into the Charter to inform the nomination and election process. In the event that the Nominating Ad Hoc is not in agreement with the CoC Board feedback and recommendations to the Charter, the Nominating Ad Hoc will submit a new version of the Charter for the CoC Board to review and approve before the rest of the CoC Board nomination and election process moves forward.
- c. The Nominating Ad Hoc will support the Collaborative Applicant in outreach to potential CoC Board candidates to make them aware of the upcoming CoC Board election. These outreach efforts will help ensure adequate representation of identities, backgrounds, and experiences listed in the CoC Board composition.
- d. The Voting General Membership will be notified of the nomination period, start and end, as well as the process to nominate a candidate or express interest in being a candidate.
- e. The Nominating Ad Hoc will support the Collaborative Applicant in reviewing submitted applications and verifying qualifications and identities, background, and experience of all candidates who apply to serve as CoC Board Members or Officers. The Nominating Ad Hoc will determine a process to verify all candidates meet minimum qualifications before referring such candidates to the CoC General Membership.
- f. The CoC General Membership will vote by secret ballot on the slate of qualified candidates. The Nominating Ad Hoc will utilize a prioritization tool that identifies candidates with the highest votes and ensures desired representation of various identities, experiences, and backgrounds for the CoC Board membership. The selected candidates will be presented to the CoC Board for ratification.

CoC Governance Charter Section I.5.B.3.

- g. The Lived Experience Advisory Committee (LEAC) will select one person to represent them on the CoC Board. The CoC General Membership will not vote on this person's participation on the CoC Board.
- h. The same process as outlined above in items a. through f. will be completed to fill any vacancies left by a member before the expiration of the term of that member, should the designated CoC Board composition require their seat to be filled. Appointments made to fill a vacancy left by a member before the expiration of the term of that member shall be for the remaining term of that member.
- i. The traditional nominating and election timeline is as follows:
 - i. August/September – CoC Board Chair appoints Nominating Ad Hoc
 - ii. September/October – Nominating Ad Hoc convenes to review and update sections of the Charter that pertain to the CoC Board composition, selection process, and qualifications
 - iii. October/November – Nominating Ad Hoc outreaches to potential CoC Board candidates. The Nominating Ad Hoc may interview eligible CoC Board candidates to verify that they meet minimum qualifications for the Board.
 - iv. November/December – Candidates who moved forward based on their interview are presented to the CoC General Membership for voting/election.
 - v. December – CoC Board ratifies slate of elected candidates by the CoC General membership.
 - vi. January – CoC Board seating takes place. Outgoing CoC Board and Board staff will provide training and orientation for incoming CoC Board.
- j. CoC Board Member Terms
 - i. The following CoC Board Member Term policy will go into effect with the ratification of new CoC Board members at the December 2025 meeting of the CoC Board, to establish terms and term limits.
 - 1. CoC Board members will serve a three (3) year term;
 - 2. CoC Board members will be given the option to renew their term after the completion of one (1) term, membership on the CoC Board will be confirmed through the election process by the CoC General membership;
 - 3. CoC Board members will serve no more than two (2) consecutive full terms;
 - 4. CoC Board members who have served two (2) consecutive full terms must wait one (1) year before being eligible to serve again on the CoC Board
- k. At the first meeting of the calendar year, the CoC Board will elect the Board Officers (Chair, Vice-Chair and Secretary) to serve for one-year terms. CoC Board Officers may serve for more than one (1) term.

Date: August 27, 2025

Subject: 2025 Continuum of Care (CoC) Nominating Ad Hoc

Recommended Actions:

- a. Establish the 2025 CoC Nominating Ad Hoc to support the nomination and election for the CoC Board, including the review of the CoC Board composition, qualifications, nomination and election process as detailed within the CoC Governance Charter.
- b. Appoint Shawndrea Bronson, Elizabeth Flores, Jason Mercado, Robert “Santa Bob” Morse, Dr. Apphia-Yaya Schramenko, and Melissa Welsh to the 2025 CoC Nominating Ad Hoc.

Background and Analysis

Each year, the Orange County CoC Board establishes a CoC Nominating Ad Hoc to support the annual review of the Orange County CoC Governance Charter (Charter) and facilitate the CoC Board selection process for the CoC Board seats expiring in December. As part of the 2023 CoC Board nomination and selection process, the Office of Care Coordination and CoC Board leadership partnered with a technical assistance provider through the California Interagency Council on Homelessness Racial Equity Action Lab (CA REAL) with a goal to align with recommendations from the C4 Innovations racial equity assessment of the Orange County CoC and increase diversity and representation within the CoC Board. At the October 25, 2023, meeting, the CoC Board Ad Hoc recommended revisions to the Charter including changing total number of CoC Board seats from 19 to an odd number between 17 and 21 and removing designated seats and replacing with a minimum number of Board members who have specified identities, experiences, and backgrounds. The 2023 CoC Nominating Ad Hoc identified the ability to meet all minimum requirements in the 2023 election cycle, even though the Charter provided benchmarks for building a more representative CoC Board membership through two election cycles by January 2025. The 2025 CoC Nominating Ad Hoc will be tasked with carrying forward the work of ensuring the CoC Board membership is diverse and representative in the nomination and selection process for the upcoming Board election.

On August 1, 2025, the Office of Care Coordination, on behalf of the Orange County CoC, announced the recruitment of the 2025 CoC Nominating Ad Hoc membership through the CoC email distribution list. Individuals interested in participating were invited to submit an interest form via SurveyMonkey by August 19, 2025. The individuals selected for the 2025 CoC Nominating Ad Hoc were Shawndrea Bronson, Elizabeth Flores, Jason Mercado, Robert “Santa Bob” Morse, current CoC Board member; Dr. Apphia-Yaya Schramenko, voting general member; and Melissa Welsh.

As detailed in the Charter, the timeline below notes the associated activities of the annual CoC Board Election process.

Months	Timeline Tasks
August/September	CoC Board Chair appoints Nominating Ad Hoc
September/October	Nominating Ad Hoc convenes to review and update sections of the Charter that pertain to the CoC Board composition, selection process, and qualifications.
October/November	Nominating Ad Hoc outreaches to potential CoC Board candidates. The Nominating Ad Hoc will interview eligible CoC Board candidates who meet criteria.
November/December	Candidates who moved forward based on their interview are presented to the CoC General Membership for voting/election.
December	CoC Board ratifies slate of elected candidates by the CoC General membership.
January	CoC Board seating takes place. Outgoing CoC Board and Board staff will provide training and orientation for incoming CoC Board.

The establishment and appointment of a 2025 CoC Nominating Ad Hoc will support the Office of Care Coordination in ensuring the for the CoC Governance Charter is compliant with United States Department of Housing and Urban Development (HUD) and Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) regulations, proposing recommended updates to the CoC Board composition and nomination and selection process, and nominating and recommending candidates for ratification to the CoC Board in December 2025.

Date: August 27, 2025

Subject: Continuum of Care (CoC) Strategic Plan

Recommended Actions:

- a. Approve recommended Strategic Goals to guide the implementation of the CoC Strategic Plan.

Background

At the December 18, 2024, meeting, the CoC Board approved the adoption of the CoC Strategic Plan (Strategic Plan) as a living framework to be continually refined in preparation for implementation in July 2025. Over the past several months, the Office of Care Coordination (OCC), CoC Board Officers, and ACStrategies consultant Aubrey Sitler have collaborated to support the CoC Board and CoC Committees with finalizing strategies and actions within the Strategic Plan. This ongoing process has focused on aligning goals, clarifying roles, and preparing for a successful implementation phase. A timeline of key activities can be viewed below.



Since January 2025, OCC has brought the Strategic Plan to all CoC Committees for initial feedback and review to ensure that the proposed strategies and actions align with the mission of the CoC. The consistent feedback was that the plan felt overwhelming, too ambitious, and risked stretching the CoC’s capacity too thin. In response, OCC, ACStrategies, and the CoC Board Officers convened a full-day CoC Working Session on April 30, 2025. The purpose of the session was to bring the CoC Board, OCC, Vision Ad Hoc and ACStrategies together to identify Strategy and Action Owners, strategically abandon elements of the plan that were not feasible and reassess timelines and success metrics. Many CoC Board members echoed the concerns raised by Committee members. Following the session, OCC, CoC Officers, and ACStrategies collaborated to incorporate this feedback into a revised version of the Strategic Plan.

At the June 25, 2025, CoC Board Meeting, ACStrategies consultant Aubrey Sitler and CoC Board Vice Chair Nishtha Mohendra provided an update on the Strategic Plan. They presented the seven (7) Strategies prioritized for Year 1, clarified the MOCHA (Manager, Owner, Consultant, Helper, Approver) roles, and

outlined potential pathways for determining Strategy Owners across the plan. Additionally, the implementation timeline was adjusted, with a new target launch date of October 1, 2025. This extension allows additional time to ensure that key foundational elements, such as Strategic Goals using the SMART (strategic, measurable, ambitious, realistic, time-bound) goals framework, clearly identified Strategy Owners, and effective communication systems are in place before launch.

The conversation continued at the July 8, 2025, Policies, Procedures, and Standards (PPS) Committee meeting, where a more in-depth discussion was held regarding the synthesized Strategic Plan, the MOCHA model, and the establishment of a steering space for reporting and tracking progress. During the meeting, the PPS Committee directed OCC to review the Year 1 prioritized strategies, clarify the proposed Owners, and begin configuring the PPS Committee as the steering body for Strategic Plan updates, providing focused oversight and adjusting direction as needed over the course of the three-year plan. During planning meetings with OCC, CoC Board Officers, and ACStrategies, it was evident that the developing Strategic Goals for adoption by the CoC Board would be key to effectively guiding implementation of the Strategic Plan. Based on feedback from the CoC Board, the group emphasized aligning these Strategic Goals with the System Performance Measures (SPM) reported to U.S. Department of Housing and Urban Development (HUD) through the CoC Notice of Funding Opportunity (NOFO), which are collected and reported by 2-1-1 Orange County (211OC).

To ensure cross-system collaboration and alignment, the group partnered with Erin DeRycke, Director of Data Analytics at 211OC, Orange County United Way (OCUW) as the HMIS Lead. OCC worked with 211OC to review data sets including the SPM Report, Housing Inventory Count (HIC), and the California System Performance Measures (CA SPMs). The data sets were utilized to inform and create the Strategic Goals to ensure that the goals are well-defined, measurable, and realistic based on current data of the Orange County CoC. On August 11, 2025, the CoC Board Officers, OCC, and HMIS Lead met to finalize the Strategic Goals outlined in **Attachment A**. These goals provide a strategic framework across three key domains: improving system performance, engaging people with lived experience, and ensuring cross-system coordination. Notable objectives include reducing the average length of homelessness, increasing exits to permanent housing, and lowering recidivism rates. These Strategic Goals represent a significant step forward and are intended to guide ongoing discussion, implementation and refinement of the Strategic Plan.

To promote focused and manageable implementation, each Strategic Goal has been directly linked to a set of Year 1 Strategies designed to advance the Strategic Plan. These Strategies reflect the foundation work necessary to build system capacity, align practices, and drive measurable progress.

Year 1 Strategies Aligned with Strategic Goals:

1. Assess Staff Training Needs (Objective 1A)
 - Evaluate the current training landscape to identify gaps, align practices, ensure accountability in the use of best practices, and fulfill the commitment to treat people with dignity and respect.
2. Update Written Standards (Objective 1B)
 - Review and revise the CoC's Written Standards to more intentionally embed key principles, align with evidence-based approaches, and support the achievement of system performance goals.
3. Elevate Lived Experience Leadership (Objective 1D)

- Expand support for individuals with lived experience through compensation, skill development, and increased decision-making power.
- 4. Develop a Policy Agenda (Objective 2D)
 - Create a local, state, and federal policy agenda with clear priorities aimed at improving CoC resources and performance.
- 5. Improve Data Collection and Analysis (Objective 3AS)
 - Design and implement processes to capture the experiences of people in the system, gain a holistic view of system performance, and address existing knowledge gaps.
- 6. Plan for Coordinated Investments (Objective 4B)
 - Conduct a strategic planning process to map current funding sources, analyze their impacts, and identify gaps in investment.
- 7. Evaluate Coordinated Entry System (CES) (Objective 5B)
 - Assess the effectiveness of the Coordinated Entry system to ensure it is meeting the needs of those it serves.

In preparation for the October 1, 2025, launch of the Strategic Plan, CoC Board members are being asked to review and adopt the recommended Strategic Goals, recognizing both their evolving nature as the work progresses and their role in guiding successful implementation of the Strategic Plan.

Attachments

Attachment A – CoC Strategic Plan Strategic Goals

CoC Strategic Goals

The CoC Board's Strategic Plan strives to achieve the following Strategic Goals. These goals were created using the SMART framework, meaning that they are:

- **Strategic**
- **Measurable**
- **Ambitious**
- **Realistic**
- **Time-Bound**

System Performance Goals:

Length of Time Homeless

1. Starting on October 1, 2026, the system will reduce the average length of time homeless by at least 5% annually, as measured by the SPM report.
2. By October 1, 2028, the system will have reduced the average of length of time homeless by 10% for each measure, as measured by the System Performance Measure (SPM) report, resulting in the following goals:
 - 184 days for Emergency Shelter (ES) and Transitional Housing (TH) projects
 - 1146 days of total time homeless

System Exits

1. By October 1, 2028, households served in shelter and housing programs will exit to successful situations at these rates, as measured by the SPM report, resulting in the following goals:
 - Street Outreach (SO): 25%
 - ES, TH, RRH: 38%
2. By October 1, 2028, the rate of which people exited the system to successful destinations will have increased by at least 2% annually, as measured by the SPM report.

System Returns

1. By October 1, 2028, the system will have an average return to homeless of 4% or less for both metrics, as measured by the SPM report:
 - Returns to homelessness within 6 months
 - Returns to homelessness from 6 - 12 months

Income Growth

1. By October 1, 2028, the rate of CoC Program participants with income from non-employment cash sources will have increased by 2% annually, as measured by the SPM report.
2. By October 1, 2028, the rate of CoC Program participants with income from employment will be 20% or higher, as measured by the SPM report.

Item 6. Attachment A

System Inventory

1. By January 31, 2026, the homeless service system in Orange County CoC will have 685 Rapid Re-housing (RRH) units, as measured by the Housing Inventory Count (HIC).
2. By January 31, 2027, the Orange County Continuum of Care (CoC) will have completed system mapping and modeling process that will provide guideposts for continued strategic funding distribution across program types in Orange County. The CoC will also assign actions based on the findings in these processes to achieve the following goals:
 - 1) By January 31, 2027, the system will have 719 RRH units, as measured by the HIC.
 - 2) By January 31, 2028, the system will have 754 RRH units, as measured by the HIC.

Homeless Housing, Assistance and Prevention (HHAP) System Goals

1. By October 1, 2028, the system will reduce the number of people experiencing unsheltered homelessness by at least 2% in each unsheltered Point-in-Time (PIT) Count, as measured by the PIT Count data.
2. By October 1, 2028, the number of people experiencing homelessness who are accessing services will have increased by at least 2%, as measured by the California System Performance Measures (CA SPMs).

People with Lived Experience Goals:

1. By April 1, 2026, the Youth Action Board (YAB) will be at full operating capacity.
2. By July 1, 2028, 85% of people who have interacted with the Orange County homeless services system and who choose to participate in data collection and feedback will say that they felt like they were treated with dignity and respect by staff, as measured by ongoing data collection efforts to be launched during this strategic planning phase.

Staff within CoC agencies and Cross-System Goals:

1. By July 1, 2026, the CoC Board will define and adopt core competencies essential for the Orange County CoC. By October 1, 2028, 95% of staff working at CoC agencies will have completed standardized training that supports their implementation of core competencies as defined and adopted by the CoC Board.
2. By July 1, 2027, there will be a standardized training process for the CoC and CoC-funded agencies aligned with the identified core competencies of the Orange County CoC, inclusive of trainings on the CES and Homeless Management Information System (HMIS) Data Quality.
3. By July 1, 2028, 90% of staff within the homeless system will have aligned core competencies as measured by the standardized training process.