

ORANGE COUNTY  
CONTINUUM OF CARE BOARD  
Wednesday, September 24, 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](mailto: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

**Public Comments:** Members of the public may address the CoC Board on items listed within this agenda or matters not appearing on the agenda so long as the subject matter is within the jurisdiction of the CoC Board. Members of the public may address the CoC Board with public comments on agenda items in the business calendar after the agenda item presentation. Comments will be limited to three minutes. If there are more than five public speakers, this time will be reduced to two minutes. Members of the public utilizing interpreter services will be given double the amount of time to provide public comment.

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

Members of the public, including those listening in via the virtual meeting option, may also submit public comment by emailing [CareCoordination@ceo.oc.gov](mailto:CareCoordination@ceo.oc.gov). All comments submitted via email at least 24 hours before the start of the CoC Board meeting will be distributed to the CoC Board members for their consideration and all comments submitted prior to the meeting will be added to the administrative records of the meeting. Please include “CoC Board Meeting Comment” in the email subject line.

**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.

## **BUSINESS CALENDAR**

1. **HomeAid Family Care Center Update** – Gina Cunningham, Executive Director, HomeAid Orange County and Los Angeles
2. **Orange County CoC Fiscal and Resource Mapping Kick-Off** – Meadow Robinson, Sr. Directing Attorney – Team Lead, Homebase
3. **CoC Notices of Funding Opportunity (NOFOs)** – Felicia Boehringer, Interim CoC Manager, and Zulima Lundy, Director of Operations, Office of Care Coordination
  - a. CoC Builds NOFO Application Submission
  - b. Fiscal Year (FY) 2025 CoC Program Funding
  - c. Federal Legislation Updates
4. **Homeless Management Information System (HMIS) Lead Updates** – Erin DeRycke, Director, Data Analytics, 2-1-1 Orange County (211OC), Orange County United Way
5. **CoC Strategic Plan Implementation** – Dr. Shauntina Sorrells, Chair; Nishtha Mohendra, Vice Chair; and Nichole Gideon, Secretary
  - a. Update on CoC Strategic Plan implementation planning.
  - b. Approve the following recommended Strategies to be prioritized during Year 1 of the CoC Strategic Plan implementation, from October 1, 2025, through September 30, 2026:

- (1) Assess the staff training landscape and needs to develop a plan to fill gaps, align practices, ensure accountability in using best practices, and deliver on the promise to ensure people feel like they're being treated with dignity and respect. *(See Objective 1A)*;
- (2) Review and update Written Standards to more intentionally embed key principles, align with evidence-based approaches, and support achieving system performance goals *(See Objective 1B)*;
- (3) Embed deeper support for people with lived experience to get compensated, gain expertise, and hold decision-making power *(See Objective 1D)*;
- (4) Develop or adopt a policy agenda to measurably improve the resources and performance of the CoC *(See Objective 2D)*;
- (5) Develop and implement data collection and analysis processes that seek to hear people's experiences in the system, understand holistic system performance, and address gaps in our understanding of people's experiences and outcomes *(See Objective 3A)*;
- (6) Conduct a strategic coordinated investment planning process to map current funding resources, analyze current funding impacts, and identify gaps *(See Objective 4B)*; and
- (7) Conduct a Coordinated Entry System evaluation *(See Objective 5b)*.

6. **Homeless Housing, Assistance and Prevention (HHAP) Program Update** – Zulima Lundy, Director of Operations, and Felicia Boehringer, Interim CoC Manager, Office of Care Coordination

7. **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

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

**Date:** September 24, 2025

**Subject:** CoC Notices of Funding Opportunity (NOFOs)

## Background

### CoC Builds NOFO Application Submission

On July 22, 2024, the U.S. Department of Housing and Urban Development (HUD) announced approximately \$175 million in funding through the through the Continuum of Care (CoC) Builds (CoC Builds) Notice of Funding Opportunity (NOFO) – a first of its kind funding for new construction, acquisition, or rehabilitation of permanent supportive housing (PSH). At the November 5, 2024, meeting of the CoC Board, the Orange County CoC Board approved the recommendation to approve Jamboree’s PSH project proposal called Costa Mesa Senior submitted in response to the CoC Builds Projects Request for Proposal (RFP), for inclusion in the Orange County CoC Builds NOFO Application to HUD, as recommended by the CoC Builds NOFO ad hoc. On November 20, 2024, the County of Orange, as the Collaborative Applicant for the Orange County CoC, with collaboration from Jamboree Housing Corporation, submitted the final CoC Builds Application to HUD via Grants.Gov.

On May 16, 2025, HUD sent a letter via email to CoC Builds Applicants sharing that a CoC Builds NOFO was published on May 16, 2025, and that the NOFO supersedes the CoC Builds NOFO published July 19, 2024, and includes several changes. The CoC Builds NOFO competition was announced publicly via the Office of Special Needs Assistance Programs (SNAPS) email listserv on Monday, May 20, 2025. Applications received before the publication of the May 16, 2025, NOFO were not considered for funding unless resubmitted under the May 16, 2025, CoC Builds NOFO. On June 25, 2025, the County of Orange, as the Collaborative Applicant for the Orange County CoC, submitted the final CoC Builds Project Listing to HUD via e-snaps, which included a project application from Jamboree Housing Corporation called Costa Mesa Senior.

On September 5, 2025, HUD released a new CoC Builds NOFO which superseded the NOFO published on May 16, 2025, and made \$75 million available in funding. Through the new CoC Builds NOFO, HUD was seeking applications for the construction of new PSH units designed to serve the elderly and individuals with physical disabilities in a medical respite setting. The submission deadline for the CoC Builds NOFO was Friday, September 12, 2025, by 12:00 p.m. PDT.

Given the one-week turnaround for an application submission, the County of Orange’s Office of Care Coordination as the Collaborative Applicant for the Orange County CoC worked with the previous Project Applicant Jamboree Housing Corporation (Jamboree Housing) and the CoC Board leadership to confirm a desire to move forward with applying for the September 5, 2025, CoC Builds NOFO. Jamboree Housing and the CoC Board leadership confirmed the desire to continue applying as the funding opportunity was identified as important to support the ongoing efforts to continue developing housing opportunities and address and reduce the number of people experiencing homelessness.

The Office of Care Coordination worked with Jamboree Housing to make needed updates to the Orange County CoC Builds NOFO Application in accordance with the September 5, 2025, CoC Builds NOFO. On September 11, 2025, the County of Orange, as the Collaborative Applicant for the Orange County CoC, submitted the final CoC Builds NOFO application to HUD via Grants.Gov, which included a project application from Jamboree Housing Corporation called Costa Mesa Senior.

Further details on the CoC Builds NOFO released on September 5, 2025, including the timeline, available funds, application process and more information can be found in **Attachment A**.

## **Attachments**

Attachment A – CoC Builds NOFO Overview

## Continuum of Care Builds Notice of Funding Opportunity Overview

### Overview

On July 22, 2024, the U.S. Department of Housing and Urban Development (HUD) announced approximately \$175 million in funding through the Continuum of Care (CoC) Builds (CoC Builds) Notice of Funding Opportunity (NOFO) – a first of its kind funding for new construction, acquisition, or rehabilitation of permanent supportive housing (PSH). On November 20, 2024, County of Orange, as the Collaborative Applicant for the Orange County CoC, with collaboration from Jamboree Housing Corporation, submitted the final CoC Builds Application to HUD via [Grants.gov](https://www.grants.gov).

On May 16, 2025, HUD sent a letter via email to CoC Builds Applicants sharing that a CoC Builds NOFO was published on May 16, 2025, and that the NOFO supersedes the CoC Builds NOFO published July 19, 2024, and includes several changes. Applications received before the publication of the May 16, 2025, NOFO were not considered for funding unless resubmitted under the May 16, 2025, published CoC Builds NOFO. On May 20, 2025, HUD announced the publication of the [CoC Builds NOFO](#) via the email through the Office of Special Needs Assistance Programs listserv. On June 25, 2025, the County of Orange, as the Collaborative Applicant for the Orange County CoC, submitted the final CoC Builds Project Listing to HUD via e-snaps, which included a project application from Jamboree Housing Corporation called Costa Mesa Senior.

On September 5, 2025, HUD released a new [CoC Builds NOFO](#) which superseded the NOFO published on May 16, 2025, and made \$75 million available in funding.

Through the new CoC Builds NOFO, HUD was seeking applications for the construction of new PSH units designed to serve the elderly and individuals with physical disabilities in a medical respite setting. Given the select number of projects that may receive funding, HUD shared commitment to serving the most vulnerable in a manner that prioritizes:

- Elderly and/or physically disabled individuals for PSH,
- Short-to-medium-term assistance for individuals and families to regain self-sufficiency and economic independence,
- Wraparound health and supportive services, and
- Public safety in local communities.

The CoC Builds NOFO was available on [Grants.gov](https://www.grants.gov) and the [CoC Program webpage](#) on HUD's website. The submission deadline for the CoC Builds NOFO was Friday, September 12, 2025, by 12:00 p.m. PDT.

### Timeline:

- **Friday, September 5, 2025** – Funding opportunity published by HUD
- **Friday, September 12, 2025** – Application submission deadline
- **Tuesday, September 30, 2025** – Anticipated award date
- **Thursday, January 1, 2026** – Estimated performance period start date
- **Wednesday, December 31, 2031** – Estimated performance period end date

### Links for Reference

### Item 3. Attachment A

- CoC Builds NOFO on Grants.gov: <https://www.grants.gov/search-results-detail/360486>
- HUD’s CoC Program Webpage: <https://www.hud.gov/hud-partners/community-coc>
- HUD’s CoC Builds NOFO FAQs (9/5/2025):  
[https://www.hud.gov/sites/default/files/CPD/documents/CoC/CoCBuilds\\_FAQs.pdf](https://www.hud.gov/sites/default/files/CPD/documents/CoC/CoCBuilds_FAQs.pdf)

#### Available Funds:

- Approximately \$75,000,000 nationwide
- The maximum award amount under this CoC Builds NOFO was based on each CoC’s FY 2025 Final Pro Rata Need (FPRN), which is the higher of the CoC’s Preliminary Pro Rata Need based on FY 2025 CoC Program Registration or Annual Renewal Demand which is based on the eligible renewal amount for FY 2025 CoC Program funding consideration. CoCs that submitted two project applications, with one project proposing new PSH units located on Tribal reservations, trust lands, or in Tribal projects located in IHBG formula areas, were able to request an additional \$2,000,000 above the maximum amount as indicated in the following chart. The maximum award amount for a single project may not exceed the maximum amount listed in the Maximum Amount for a Single Project column of the following chart.

FPRN Amount	Maximum Amount for a Single Project	Maximum Amount for Projects Submitted by CoCs with Units Located on Tribal Reservations, Trust Lands, or in Tribal Projects located in Indian Housing Block Grant Program (IHBG) Formula Areas
\$40,000,000 and above	\$12,000,000	\$14,000,000
\$10,000,000 to \$39,999,999	\$9,000,000	\$11,000,000
\$0 to \$9,999,999	\$6,000,000	\$8,000,000
CoCs that are the only CoC within their State or Territory	\$12,000,000	\$14,000,000

- The Orange County CoC was **eligible to apply for a maximum of \$9,000,000**

#### Eligible Applicants:

- CoC-designated Collaborative Applicants – For the Orange County CoC, this is the County of Orange’s Office of Care Coordination
- Eligible Project Applicants – State governments, County governments, City or township governments, Special district governments, Native American tribal governments (Federally recognized), Public housing authorities/Indian housing authorities, Native American tribal organizations (other than Federally recognized tribal governments), Nonprofits having a 501(c)(3) status with the IRS, other than institutions of higher education, and Others.

#### Application Process:

- Collaborative Applicants were required to submit applications on behalf of project applicants through Grants.gov.
  - HUD will conditionally select projects based on application score using the following process:
    - HUD will determine whether the application meets the threshold requirements;

### Item 3. Attachment A

- HUD will then select the applications in order of submission timestamp that affirm “Yes” to all the criteria in the merit review and are from states with fewer than 2,500,000 people until \$30,000,000 in awards are made. HUD may award less than that amount if an insufficient number of eligible applications from small states are received.
- HUD will then select the remaining applications in order of submission timestamp that affirm “Yes” to all the criteria in the merit review until the total amount of funding for awards for applications is up to \$75,000,000.
- Project Applications
  - Project applications were able to include multiple project sites and multiple subrecipients. However, only one application per CoC may be submitted, except for CoCs that are able to submit two project applications because one project proposes new PSH units located on Tribal reservations, trust lands, or in Tribal projects located in IHBG formula areas.
  - Project applications will be disqualified if the submitted budget forms do not include funding requests for new units of permanent supportive housing through new construction, acquisition, or rehabilitation.

#### Opportunities for New Funding:

For the CoC Builds NOFO, the following was considered for funding:

- Permanent Housing – Permanent Supportive Housing (PH-PSH) projects which must include a capital costs budget for new construction, acquisition, or rehabilitation; and
- the application may also request no more than 20 percent of an award for CoC Program eligible activities and costs associated with such new PH-PSH projects (see Section IV.G.1 of this NOFO), and no more than 10 percent for administrative costs.

#### Criteria for Eligible Program Participants:

Eligible program participants are individuals and families experiencing homelessness outlined in 24 CFR 578.37(a)(1)(i), (permanent supportive housing for persons with disabilities (PSH)) where at least one individual in the household has a disability. This includes individuals and families who meet the definition of homelessness under paragraphs 1, 2, and 4 of the definition of homeless (24 CFR 578.3).

#### Other Program-specific Requirements

1. Project Applications:
  - a. must include a capital costs budget for new construction, acquisition, or rehabilitation;
  - b. may include costs for other eligible CoC Program Costs associated with the PSH project that are no more than 20 percent of the total budget requested; and
  - c. may include administrative costs of no more than 10 percent of the total amount requested for capital costs.
2. Grant terms may be two, three, four, or five years. Projects selected for conditional award must be able to:
  - a. provide proof of site control (24 CFR 578.25) prior to execution of the grant agreement
  - b. demonstrate, prior to grant agreement execution, that the project is financially feasible (24 CFR 578.21(c); see Section III.G of this NOFO for more information); and

### Item 3. Attachment A

- c. execute the grant agreement with HUD within the timeframe permitted.
- d. have a completed environmental review before awarded funds can be drawn for project activities;
- e. complete a subsidy layering review (SLR) in accordance with 24 CFR 578.29 and Section III.G of the NOFO; and
- f. meet the timeliness standards outlined in 24 CFR 578.85 for new construction or rehabilitation activities.

#### Standard Forms, Assurances, and Certifications:

Required Standard Forms/Assurances/Certifications
Application for Federal Assistance (SF-424)
Applicant and Recipient Assurances and Certifications (HUD 424-B)
Applicant/Recipient Disclosure/Update Report (HUD 2880)
Certification Regarding Lobbying
Disclosure of Lobbying Activities (SF-LLL)
Certification for a Drug-Free Workplace (HUD-50070)
Assurances for Construction Programs (SF-424D)
Certification for Opportunity Zone Preference Points (HUD-2996)

Additionally, all applications needed to include an attached form HUD-2991, Certification of Consistency with the Consolidated Plan.

Following award announcement, applicants must be prepared to submit evidence of site control and a completed financial feasibility review conducted by a Housing Credit Agency (i.e., a state housing finance agency or other state housing agency that meets the definition of "housing credit agency" under Section 42 of the internal revenue code of 1986), or through another program administered by the Secretary, or be able to submit any additional information required by HUD to conduct a financial feasibility review within the timeline established by HUD. The financial feasibility review must demonstrate that there is sufficient funding for the project to be sustainable

#### Budget:

A budget must be submitted with the application to support the project narrative. At a minimum, the budget must indicate direct and any indirect costs. The form HUD-426 must be submitted, based on the requirements in Section III.E. of the NOFO.

Required Budget Form/Document
Indirect Cost Information Certification (HUD-426)

#### Narratives and Other Attachments:

Required Narratives and Other Attachments
Response to Rating Factors
Nonprofit Status – Documentation
Code of Conduct

## Goals

HUD had the following goals for the competition:

- *Increasing Supportive Housing for Elderly and Disabled.* HUD is seeking PSH projects that are dedicated to serving elderly individuals and/or individuals with a physical disability in a medical respite setting.
- *Partnering with Housing, Health, and Service Organizations.* HUD seeks PSH projects that integrate healthcare organizations (e.g. primary healthcare, substance use disorder treatment, mental health treatment) into the provision of housing.

## Changes from Previous CoC Builds NOFOs:

This NOFO superseded the CoC Builds NOFO published May 16, 2025, and included significant changes. Applicants that applied under the previously published NOFOs had to submit a new application under this NOFO through Grants.gov. The Office of Care Coordination observed some of the following significant changes:

- **Rating Factors.** The application was based on Yes/No responses to a set of updated criteria. These criteria included:
  - serving elderly and physically disabled individuals;
  - requiring participation in supportive services;
  - prohibition on public camping in the city, county, and state in which the project will be located; and
  - cooperation with federal law enforcement.
- **Application Selection Process.** No numerical scores will be provided. Awards will be made in the order that application submissions are received in which the applicant affirms “Yes” to all of the Rating Factors criteria.
- **Emphasis of the Elderly and Physically Disabled Individual populations.** CoC Builds projects must be designed to house individuals over age 62 and/or is a medical respite project designed to house individuals with at least one physical disability as allowable under 24 CFR 578.93(b)(2).
- **Application Platform.** Under this NOFO, Collaborative Applicants must submit applications on behalf of project applicants online through Grants.Gov, rather than e-snaps.

**Date:** September 24, 2025

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

**Recommended Actions:**

- b. Approve the following recommended Strategies to be prioritized during Year 1 of the CoC Strategic Plan implementation, from October 1, 2025, through September 30, 2026:
  - (1) Assess the staff training landscape and needs to develop a plan to fill gaps, align practices, ensure accountability in using best practices, and deliver on the promise to ensure people feel like they’re being treat with dignity and respect. (See Objective 1A);
  - (2) Review and update Written Standards to more intentionally embed key principles, align with evidence-based approaches, and support achieving system performance goals (See Objective 1B);
  - (3) Embed deeper support for people with lived experience to get compensated, gain expertise, and hold decision-making power (See Objective 1D);
  - (4) Develop or adopt a policy agenda to measurably improve the resources and performance of the CoC (See Objective 2D);
  - (5) Develop and implement data collection and analysis processes that seek to hear people’s experiences in the system, understand holistic system performance, and address gaps in our understanding of people’s experiences and outcomes (See Objective 3A);
  - (6) Conduct a strategic coordinated investment planning process to map current funding resources, analyze current funding impacts, and identify gaps (See Objective 4B); and
  - (7) Conduct a Coordinated Entry System evaluation (See Objective 5b).

**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 Strategic Plan 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. 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. During the August 27, 2025, CoC Board Meeting the Strategic Goals were approved unanimously, representing a significant step forward and intended to guide ongoing discussion, implementation and refinement of the Strategic Plan. The OCC and CoC Board Officers also noted that the prioritized Strategies for Year 1 would come to the September 24, 2025, meeting, for CoC Board approval.

As the CoC works to begin implementation to the Strategic Plan in October 2025, OCC, ACStrategies, and the CoC Board Officers taken the feedback and recommendations received from the CoC through Board meeting discussion, CoC Committee meetings, and the CoC Strategic Plan Working Session, to establish the

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.

Proposed Year 1 Strategies:

1. Assess Staff Training Needs (Objective 1A)
  - Asses the staff training landscape and needs to develop a plan to fill gaps, align practices, ensure accountability in using best practices, and deliver on the promise to ensure people feel like they're being treat with dignity and respect.
2. Update Written Standards (Objective 1B)
  - Review and update Written Standards to more intentionally embed key principles, align with evidence-based approaches, and support achieving system performance goals.
3. Elevate Lived Experience Leadership (Objective 1D)
  - Embed deeper support for people with lived experience to get compensated, gain expertise, and hold decision-making power.
4. Develop a Policy Agenda (Objective 2D)
  - Develop or adopt a policy agenda to measurably improve the resources and performance of the CoC.
5. Improve Data Collection and Analysis (Objective 3A)
  - Develop and implement data collection and analysis processes that seek to hear people's experiences in the system, understand holistic system performance, and address gaps in our understanding of people's experiences and outcomes.
6. Plan for Coordinated Investments (Objective 4B)
  - Conduct a strategic coordinated investment planning process to map current funding resources, analyze current funding impacts, and identify gaps.
7. Evaluate Coordinated Entry System (CES) (Objective 5B)
  - Conduct a Coordinated Entry System evaluation.

In preparation for the October 1, 2025, launch of the Strategic Plan, CoC Board members are being asked to review and adopt the recommended Year 1 Strategies. The OCC, in partnership with Aubrey Sitler and the CoC Board Officers, will provide additional support through informational meetings to ensure CoC Board members are informed on next steps relating to the Strategic Plan.

## Attachments

Attachment A – CoC Strategic Plan

Attachment B – CoC Strategic Plan Logic Model

## CoC Vision Statement

All people in Orange County experiencing homelessness and those at-risk will have fair access to navigation, housing, and supportive services in ways that ensure equitable outcomes including overall well-being and long-term housing stability.

## 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

### Item 5. Attachment A

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.

### 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.

## Strategic Plan (by Strategic Aim & Objective)

- Year 1
- Year 2
- Years 2 and 3
- Year 3

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

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

Strategy	Actions
<p><b>Assess the staff training landscape and needs to develop a plan to fill gaps, align practices, ensure accountability in using best practices, and deliver on the promise to ensure people feel like they’re being treated with dignity and respect. Provide training to CoC Board members and agency staff on effective methods and practices that focus on understanding the history and lasting impact of housing and homelessness response systems across different communities to promote fair, just, and positive outcomes for everyone.</b></p>	<p><b>1A1:</b> Work with direct service providers to assess staff training landscape, identify training needs, and develop a core competency standards. Develop a curriculum of trainings and minimum standards and levels of care needed for all staff, as well as staff in specific roles or programs, including but not limited to:</p> <ul style="list-style-type: none"> <li>• Housing First</li> <li>• Authentic collaboration with people experiencing homelessness</li> <li>• Motivational Interviewing</li> <li>• Trauma-Informed Care Practices, including trauma and brain development</li> <li>• Population-specific supports</li> <li>• Cultural competence and humility</li> <li>• Culturally-informed outreach and service provision</li> <li>• Harm Reduction</li> <li>• History of housing segregation and homelessness</li> <li>• Anti-ableism</li> <li>• Disability acceptance and etiquette training</li> <li>• Targeted universalism</li> <li>• Legal Rights and Protections</li> <li>• DV Trainings (Safety Planning, Crisis Intervention, Violence Prevention, Housing Options for Survivors, etc.)</li> </ul> <p><b>1A2:</b> Develop a plan for creating and delivering training curricula for staff across roles and within specific types of programs on an ongoing basis. Ensure ongoing availability of live and recorded training.</p> <p><b>1A3:</b> Aligned with Objective 4B, ensure funding to develop training and ensure staff can participate in trainings. Develop a plan for ensuring accountability in implementing principles included in trainings.</p>

Strategy	Actions
<p><b>Collaborate with direct service providers to create streamlined and trauma-informed documentation and processes</b></p>	<p><b>1A4:</b> Develop a toolkit for direct service providers to:</p> <ul style="list-style-type: none"> <li>● Review their policies and processes</li> <li>● Assess alignment with best practices</li> <li>● Evaluate how well they are implemented across staff</li> <li>● Understand how clients experience engaging in services</li> <li>● Identify opportunities for ongoing improvement.</li> </ul> <p><b>1A5:</b> Perform an audit of CoC programs (legal and policy review) to identify the essential documentation required for each program and eliminate unnecessary paperwork or steps to simplify the process for both program participants and staff</p> <p><b>1A6:</b> Adopt a universal documentation system to standardize the required paperwork for accessing programs and services across the board.</p> <p><b>1A7:</b> Develop a people-centered, holistic, trauma-informed case management model in collaboration with a wide array of local partners, ensuring the working group includes partners with lived experience to represent communities served.</p> <p><b>1A8:</b> Co-create guest bill of rights that sets expectations on communication and relationship building</p> <p><b>1A9:</b> Develop performance measures to ensure that staff and the agency adhere to the new case management model.</p> <p><b>1A10:</b> Develop a fair and transparent grievance process using clear protocols, consistent communication, and neutral third-party involvement when needed.</p>
<p><b>Support CoC agencies in building a workforce where every person can thrive across all positions in the system and organizations</b></p>	<p><b>1A11:</b> Develop tools and standards to support organizations in building a more representative workforce, including:</p> <ul style="list-style-type: none"> <li>● Standards and practices for staffing infrastructure that fosters support and provides opportunities for team members, including peers</li> <li>● Supports and pathways for staff/partners with lived experience (e.g., mentorship opportunities)</li> <li>● Practices to engage partners with lived experience in authentic ways and supported as necessary to be able to inform system change (e.g., compensation, knowledge sharing to support onboarding, assistance to address barriers to participation, etc.)</li> <li>● Pathways to organizational leadership for Black, Indigenous, people of color and others who have traditionally been excluded from leadership positions</li> </ul> <p><b>1A12:</b> Add project performance measure for agencies receiving funding to display progress towards this strategy.</p>
<p><b>Support grassroots organizations in building capacity to become CoC-funded agencies</b></p>	<p><b>1A13:</b> Identify gaps in culturally specific service providers, and identify potential culturally specific service providers interested in becoming grant recipients or subrecipients. Build capacity and knowledge of CoC if needed</p>

**Objective 1B: Improve CoC policies and processes**

Strategy	Action
Review & update Written Standards to more intentionally embed key principles, align with evidence-based approaches, and support achieving system performance goals	1B1: Review & Update Prevention / Diversion Written Standards
	1B2: Review & Update Outreach / Engagement Written Standards
	1B3: Review & Update Emergency Shelter Written Standards
	1B4: Review & Update Transitional Housing Written Standards
	1B5: Review & Update Rapid Re-Housing (RRH) Written Standards
	1B6: Review & Update Permanent Supportive Housing (PSH) Written Standards
Improve Coordinated Entry System (CES) policies & processes to address gaps in housing access and outcomes	1B7: Develop more strategic outreach and culturally-informed service provision to Black/African American households
	1B8: Conduct a comprehensive review and/or impact assessment on all CES policies and procedures that impact access to resources. Evaluate how they affect access to resources and housing outcomes for people across backgrounds. Make recommendations to update policies and procedures based on findings.
	1B9: Improve access to the system and available materials for non-English speakers and English learners
	1B10: Improve Survivor Coordinated Entry System (SCES) policies and processes (SCES Matching, Survivor Prioritization, expanding to include Human Trafficking and Sexual Assault definitions)

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

Strategy	Action
Collaborate and coordinate efforts with Public Housing Authorities (PHAs)	1C1: Advocate with PHAs to increase flexibility of documentation/program requirements
	1C2: Develop a strategy to expand Access to Housing Choice Vouchers
	1C3: Develop a shared strategy to provide ongoing supportive services to ensure housing stability.
Coordinate and collaborate with others who provide non-CoC housing resources	1C4: Develop and implement a strategy of engagement and collaboration to support quick and sustainable housing for people experiencing homelessness with: <ul style="list-style-type: none"> <li>● Orange County Housing Finance Trust</li> <li>● Affordable housing developers</li> <li>● Landlords</li> <li>● Host home model</li> <li>● Other housing partners</li> </ul>
	1C5: Increase Special Purpose Voucher (SPV) utilization to align with HUD performance measures
	1C6: Expand housing navigation and landlord incentives for Special Purpose Vouchers (SPV) and regular vouchers
	1C7: Reduce requirements for clients with experiences that impose barriers (i.e. justice involvement) to obtain housing

Strategy	Action
	<b>1C8:</b> Advocate for the Commission to Address Homelessness to create a housing committee or working group and work with the current CoC Housing Opportunities Committee.
<b>Collaborate with Housing Developers</b>	<b>1C9:</b> Advocate for new housing complex developments to not only meet the ADA requirement of accessible units but to exceed it as the population of seniors and people with disabilities continues to grow.
	<b>1C10:</b> Ensure that ADA-compliant and otherwise accessible units are prioritized for individuals with disabilities and older adults who need those units' features, rather than being assigned on a first-come, first-served basis.
	<b>1C11:</b> Advocate for housing developers to partner with Orange County Transportation Authority (OCTA) when housing development is being built, to ensure that there is a new bus stop within ¼ miles radius so that ACCESS is available for those who need it.
	<b>1C12:</b> Advocate for deeper affordability levels for families, special needs populations and PSH units.
	<b>1C13:</b> Develop an Affordable Housing Access Platform.

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

Strategy	Action
<b>Embed deeper support for people with lived experience to get compensated, gain expertise, and hold decision-making power.</b>	<b>1D1:</b> Aligned with Objective 4A and 4B, ensure consistent and adequate funding to ensure people with lived experience can be in all spaces where decisions are being made. Ensure fair compensation for their time and contributions (i.e., for attending meetings, participating in committees, and contributing to strategic planning). Cover costs of transportation, parking, and any other costs that might otherwise prevent participation.
	<p><b>1D2:</b> Aligned with Objective 4A and 4B, ensure consistent and adequate funding to implement a robust strategy that ensures people with lived expertise have the technology and ability to participate in meetings and plans. This may include:</p> <ul style="list-style-type: none"> <li>● Providing laptops or tablets, covering costs of Wi-Fi or phone data, and reserving meeting space.</li> <li>● Ensuring that all meetings where people with lived experience will attend have an option to join virtually when needed.</li> <li>● Providing interpretation and translation services/translated materials that meet the participant's language needs</li> </ul>
	<b>1D3:</b> Create leadership and skill development opportunities for people with lived experience. Provide training and capacity-building programs that enhance the skills and knowledge of people with lived expertise, empowering them to contribute more effectively in meetings and decision-making processes.
	<b>1D4:</b> Develop and implement a plan to pair individuals with lived experience with peers who can help guide them through the CoC and become more active in leadership roles within the CoC or with the community partners.

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

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

Strategy	Action
<p><b>Provide training opportunities to partners across systems on homelessness and the homeless system</b></p>	<p><b>2A1:</b> Create regular, ongoing cross-system trainings to increase other systems’ abilities to understand and meet the varying and unique needs of people experiencing homelessness to reduce bias and harm against people experiencing homelessness, and to increase opportunities and housing stability for people experiencing homelessness Identify opportunities to use training materials and topics from <b>Objective 1A</b>. Include the following systems and resources:</p> <ul style="list-style-type: none"> <li>• Food providers</li> <li>• Education systems and providers (includes Orange County Department of Education (OCDE), County-wide McKinney Vento (MV) Liaisons, special education/specialized programs, Head Start/Early Head Start, and higher education)</li> <li>• Workforce systems and providers</li> <li>• Hospitals, healthcare, mental healthcare, and behavioral healthcare systems and providers</li> <li>• Law enforcement (including local police departments and sheriffs)</li> <li>• Legal / justice system</li> <li>• Child welfare / foster care system</li> <li>• Providers and systems that support people with disabilities</li> <li>• Providers and systems that support older adults</li> <li>• Transportation systems and providers</li> <li>• Veterans systems and providers</li> <li>• Faith communities</li> <li>• Advocacy groups</li> <li>• General public / community members</li> </ul> <p><b>2A2:</b> Develop and implement a Learning Management System (LMS) database for CES and CoC trainings</p>

Strategy	Action
<p><b>Improve coordination and collaboration across systems and resources</b></p>	<p><b>2A3:</b> Create and continuously update a database of resources for service providers to use. Identify resource gaps in wraparound or complementary supports that people experiencing homelessness need. Include the following systems:</p> <ul style="list-style-type: none"> <li>• Food providers</li> <li>• Education systems and providers (includes Orange County Department of Education (OCDE), County-wide McKinney Vento (MV) Liaisons, special education/specialized programs, Head Start/Early Head Start, and higher education)</li> <li>• Workforce systems and providers</li> <li>• Hospitals, healthcare, mental healthcare, and behavioral healthcare systems and providers</li> <li>• Law enforcement (including local police departments and sheriffs)</li> <li>• Legal / justice system</li> <li>• Child welfare / foster care system</li> <li>• Providers and systems that support people with disabilities</li> <li>• Providers and systems that support older adults</li> <li>• Transportation systems and providers</li> <li>• Veterans systems and providers</li> <li>• Faith communities</li> <li>• Advocacy groups</li> <li>• General public / community members</li> </ul>

Strategy	Action
	<p><b>2A4:</b> Develop and implement an ongoing process of engagement, collaboration, and communication across systems to best support people experiencing homelessness. Ensure other systems and resource providers are aware of homeless system resources and best practices and vice versa. This may include ensuring their representation on CoC Committees and Ad Hocs, ensuring CoC representation in spaces they facilitate, or pursuing other methods of coordination as needed to have the impacted need for people experiencing homelessness.</p> <ul style="list-style-type: none"> <li>• Food providers</li> <li>• Education systems and providers (includes Orange County Department of Education (OCDE), County-wide McKinney Vento (MV) Liaisons, special education/specialized programs, Head Start/Early Head Start, and higher education)</li> <li>• Workforce systems and providers</li> <li>• Hospitals, healthcare, mental healthcare, and behavioral healthcare systems and providers</li> <li>• Law enforcement (including local police departments and sheriffs)</li> <li>• Legal / justice system</li> <li>• Child welfare / foster care system</li> <li>• Providers and systems that support people with disabilities</li> <li>• Providers and systems that support older adults</li> <li>• Transportation systems and providers</li> <li>• Veterans systems and providers</li> <li>• Faith communities</li> <li>• Advocacy groups</li> <li>• General public / community members</li> </ul>

**Objective 2C: Strengthen partnerships with philanthropic partners**

Strategy	Action
<p><b>Build partnerships with philanthropic entities to strategically align funding and strengthen impact</b></p>	<p><b>2C1:</b> Aligned with the findings from strategic investment planning conducted in Objective 4B, develop a strategy to build ongoing collaborative relationships and spaces with funders</p>

**Objective 2D: Engage in data-informed policy and funding advocacy to improve housing interventions and outcomes for people experiencing homelessness in Orange County.**

Strategy	Action
<p><b>Develop or adopt a policy agenda and priorities to measurably</b></p>	<p><b>2D1:</b> Develop a plan and structure to work with other CoCs, collaboratives, housing developers, and advocacy groups to understand, align, and (when possible) strategize shared policy and funding advocacy agendas on all levels:</p>

Strategy	Action
<p>improve the resources and performance of the CoC</p>	<ul style="list-style-type: none"> <li>● Local policies and funding (cities, counties, and Tribal entities)</li> <li>● State policies and funding</li> <li>● Federal policies and funding</li> </ul>

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

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

Strategy	Action
<p>Develop and implement data collection and analysis processes that seek to hear people's experiences in the system, understand holistic system performance, and address gaps in our understanding of people's experiences and outcomes.</p>	<p><b>3A1:</b> Identify any gaps in data available for groups that face significant and unique barriers (e.g., youth, veterans, survivors).</p> <p><b>3A2:</b> Aligned with this plan's goals, develop goals, measures, data collection plans, and analysis strategies to understand people's experiences in each part of the system (i.e., while unsheltered, staying in shelter, when connected to housing, and after moving into housing) that get at what it means to have a dignified, effective system</p> <p><b>3A3:</b> Create and implement data collection and analysis plans that will allow the system to develop and implement strategies to address system gaps for every household. Include a plan to regularly get feedback from people with lived experience on CoC policies and programs.</p> <p><b>3A4:</b> Conduct listening sessions regularly to understand and improve the experiences of people utilizing the homeless service system</p> <p><b>3A5:</b> Conduct participant, agency and other service partner feedback surveys, in alignment with the goals included in this plan and with the data analysis and training plans developed above.</p> <p><b>3A6:</b> Develop a standard method and timeline for soliciting, analyzing, reporting out on, and integrating feedback from clients and staff on CoC policies, processes, projects, and priorities. Continuously adjust strategies based on their feedback to ensure their needs are met and their involvement remains meaningful.</p>
	<p><b>[new] 3A7:</b> Identify and launch methods to connect service providers with each other to learn from each other's experiences, tools, and practices.</p>
<p>Support data integration projects and ensure HMIS database is</p>	<p><b>3A7:</b> Conduct an assessment of cross-system data systems and integration potential. Based on findings, develop CoC Board recommendations for data integration initiatives.</p>

Strategy	Action
<p><b>capable of communicating data out and of data integration without manual data imports or exports - minimize need for assessments, self-report or service engagement</b></p>	<p><b>3A10:</b> Review HMIS contract to identify what is already in their scope. Identify additional resources and funding needed to accomplish items related to HMIS in this strategy.</p>
	<p><b>3A8:</b> Based on CoC Board decisions and priorities, develop data integration plans, including funding and other resources needed and timelines.</p>
	<p><b>3A9:</b> Enhance tracking of DV cases not reported through HMIS and improve overall reporting accuracy</p>

**Objective 3B: Develop a method to analyze and publicly share project and system performance data to understand barriers to and promote transformative progress toward implementing an effective, efficient, and data-informed system in alignment with this plan.**

Strategy	Action
<p><b>Develop real-time homelessness system data dashboards that provide community-wide transparency, promote CoC accountability, and translate directly into actionable strategies.</b></p>	<p><b>3B1:</b> Identify system performance measures to include in a public-facing data dashboard that may include HUD- and state-required system performance measures in addition to other measures informed by data collection and analysis methods established in Objective 3A.</p>
	<p><b>3B2:</b> Develop a dashboard that includes these system performance measures.</p>
	<p><b>3B3:</b> Monitor progress toward goals (in Objective 3A) through regular review of dashboard to measure progress against determined benchmarks.</p>
<p><b>Utilize disaggregated quantitative data and qualitative data for continuous quality improvement and accountability</b></p>	<p><b>3B4:</b> Strengthen ongoing feedback loop/mechanism to monitor for quality standards of services</p>
	<p><b>3B5:</b> Monitor the impact of CES prioritization criteria and referral processes using disaggregated data analysis that evaluates how different demographic groups are prioritized for and enrolled in different types of resources and housing programs</p>
	<p><b>3B6:</b> Regularly conduct listening sessions with representative groups of people to understand and improve the experiences of people utilizing the homeless services system</p>
	<p><b>3B7:</b> Alongside Strategic Aim 4, use these data to inform funding opportunities to pursue and funding decisions.</p>
<p><b>Report out information about funding and spending</b></p>	<p><b>3B8:</b> Develop a plan to report out on funding decisions and ongoing spending tracking (including project and funding stream spending and leftover amounts at project implementation milestones) to improve fiduciary accountability and transparency.</p>

**Strategic Aim 4: Pursue and allocate funding to strategically address system inefficiencies and fill system gaps.**

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

Strategy	Action
Use data collection and analysis conducted in Strategic Aim 3 to inform funding priorities	4A1: Establish a routine schedule for reviewing and analyzing data to keep funding priorities aligned with current community needs and ensuring that resources are effectively and efficiently distributed.
	4A2: Based on the data, develop clear funding priorities to support initiatives aimed at improving effectiveness., such as funding for programs or services that support those whose needs are not being met.
	4A3: Establish clear, measurable funding opportunities focused on addressing the identified gaps.
Develop a standard scoring & decision-making framework to use with existing funds to ensure funding decisions align with this plan	4A4: Ensure funding tool embeds threshold for strengthening the infrastructure for the work to ensure effective systems and programs, supporting staff retention, and building a workforce in alignment with this plan.
	4A5: Set up a continuous evaluation process for funded programs to assess impact and identify areas for improvement. Use insights gained from evaluations to redirect funds where necessary.

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

Strategy	Action
Conduct a strategic coordinated investment planning process to map current funding resources, analyze current funding impacts, and identify gaps	4B1: Recruit key collaborators to participate in resource mapping and strategic investment analysis and planning
	4B2: Hire consultants to conduct comprehensive resource mapping and strategic investment analysis and planning that focuses on resource allocation & investment in <ol style="list-style-type: none"> <li>1. Housing and services across intervention types</li> <li>2. Housing and services that will increase access and outcomes for everyone</li> <li>3. Support for administrative and planning activities needed to execute this plan</li> <li>4. Strategies to support collaboration and braided resource allocation / service provision across systems noted in Strategic Aim 2.</li> </ol>
In alignment with resource mapping and strategic investment planning, identify potential new funding opportunities to fill gaps in housing, services, and system-level supports	4B3: Establish a sustainable funding stream and process to compensate partners with lived experience
	4B4: Identify funding to pay for culturally specific training and training on best practices to equip staff to best support every population, in alignment with Objective 1A
	4B5: Identify other funding sources and leveraging opportunities to support addressing homelessness
	4B6: Reach out to other CoCs to learn about additional funding initiatives, strategies, and best practices
	4B7: Develop a proposed funding strategy to fill gaps in the system (e.g., OC Navigation Center / One-Stop Shop, prevention, street outreach, housing/system navigation, ES, TH, RRH, and PSH).
	4B8: Identify funding to ensure staff are paid a fair living wage commensurate with the work they do.
	4B9: Secure ongoing flexible, low-barrier / quick-access funding that can address common challenges that contribute to people's housing instability and homelessness (e.g., transportation/bus passes, childcare, bridge funding).

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

**Objective 5A: Manage and implement this strategic plan**

Strategy	Action
<p><b>Educate all CoC Board and Subcommittee members on this plan’s components and intended impact</b></p>	<p><b>5A1:</b> Develop standard communication materials to describe this plan, its components, its goals, timeline, and key partners for Board members.</p>
	<p><b>5A2:</b> Develop standard communication materials to describe this plan, its components, its goals, timeline, and key partners for the public.</p>
<p><b>Develop a structure to ensure accountability and progress with this plan</b></p>	<p><b>5A3:</b> Using a standard template and process, each lead entity determines the timeline for accomplishing strategies and action items and measurement of progress, impact, and accountability.</p>
	<p><b>5A4:</b> Develop a method for revising this strategy and refining concrete tasks and work plans to achieve objectives, strategies, and actions.</p>
	<p><b>5A5:</b> Develop a standard method for monitoring and reporting out progress on this plan, tracking deadlines, managing information and communications.</p>

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

Strategy	Action
<p><b>Conduct a Coordinated Entry System evaluation</b></p>	<p>[separated out from below] Conduct a Coordinated Entry System evaluation</p>
<p><b>Evaluate and provide feedback to key partners about their effectiveness and performance</b></p>	<p><b>5B1:</b> Develop an ongoing plan to evaluate and provide feedback and recommendations to the <u>CoC Board</u>, the <u>Collaborative Applicant</u>, the <u>HMIS Lead</u>, and the <u>CES Lead</u> on their effectiveness and performance</p>

## Strategic Plan Strategies (by Year)

### Year 1 (10/1/25-9/30/26)

1. Assess the staff training landscape and needs to develop a plan to fill gaps, align practices, ensure accountability in using best practices, and deliver on the promise to ensure people feel like they're being treated with dignity and respect.
  - Implementing the plan / providing training to start in Year 2 and continue into Year 3.
2. Conduct a strategic coordinated investment planning process to map current funding resources, analyze current funding impacts, and identify gaps
3. Embed deeper support for people with lived experience to get compensated, gain expertise, and hold decision-making power.
4. Develop or adopt a policy agenda and priorities to measurably improve the resources and performance of the CoC.
5. Develop data collection and analysis processes that seek to hear people's experiences in the system, understand holistic system performance, and address gaps in our understanding of people's experiences and outcomes.
  - Implementation of these processes starts in Year 2
6. Review & update Written Standards to more intentionally embed key principles, align with evidence-based approaches, and support achieving system performance goals.
7. Conduct CES evaluation
8. **Project manager tasks:**
  - Educate all CoC Board and Subcommittee members on this plan's components and intended impact
  - Develop a structure to ensure accountability and progress with this plan

### Year 2 (10/1/26-9/30/27)

1. Provide training to CoC Board members and agency staff on effective methods and practices that focus on understanding the history and lasting impact of housing and homelessness response systems across different communities to promote fair, just, and positive outcomes for everyone.
  - Plan development to take place in Year 1
  - Implementation continues into Year 3
2. Collaborate with direct service providers to create streamlined and trauma-informed documentation and processes
  - Continues into Year 3
3. Improve Coordinated Entry System (CES) policies & processes to address gaps in housing access and outcomes
  - Should start after CES evaluation is completed
  - Continues into Year 2
4. Improve coordination and collaboration across systems and resources
  - Continues into Year 3
5. Provide training opportunities to partners across systems on homelessness and the homeless system
  - Continues into Year 3

### Item 5. Attachment A

6. Build partnerships with philanthropic entities to strategically align funding and strengthen impact
7. Implement data collection and analysis processes that seek to hear people's experiences in the system, understand holistic system performance, and address gaps in our understanding of people's experiences and outcomes.
  - o Development to take place in Year 1
  - o Implementation continues into Year 3
8. Develop real-time homelessness system data dashboards that provide community-wide transparency, promote CoC accountability, and translate directly into actionable strategies.
9. Utilize disaggregated quantitative data and qualitative data for continuous quality improvement and accountability.
  - o Continues into Year 3
10. Use data to develop and implement strategies to address system inefficiencies.
11. In alignment with resource mapping and strategic investment planning, identify potential new funding opportunities to fill gaps in housing, services, and system-level supports
12. Report out information about funding and spending
  - o Continues into Year 3
13. Use data collection and analysis conducted in Strategic Aim 3 to inform funding priorities. Develop a standard scoring & decision-making framework to use with existing funds to ensure funding decisions align with this plan

### **Year 3 (10/1/27-9/30/28)**

1. Provide training to CoC Board members and agency staff on effective methods and practices that focus on understanding the history and lasting impact of housing and homelessness response systems across different communities to promote fair, just, and positive outcomes for everyone.
  - o Development to take place in Year 1
  - o Implementation starts in Year 2
2. Collaborate with direct service providers to create streamlined and trauma-informed documentation and processes
  - o Starts in Year 2
3. Collaborate with PHAs
4. Collaborate with others who provide non-CoC housing resources
5. Collaborate with housing developers
6. Improve coordination and collaboration across systems and resources
  - o Starts in Year 2
7. Provide training opportunities to partners across systems on homelessness and the homeless system
  - o Starts in Year 2
8. Implement data collection and analysis processes that seek to hear people's experiences in the system, understand holistic system performance, and address gaps in our understanding of people's experiences and outcomes.
  - o Development to take place in Year 1
  - o Implementation starts in Year 2

#### Item 5. Attachment A

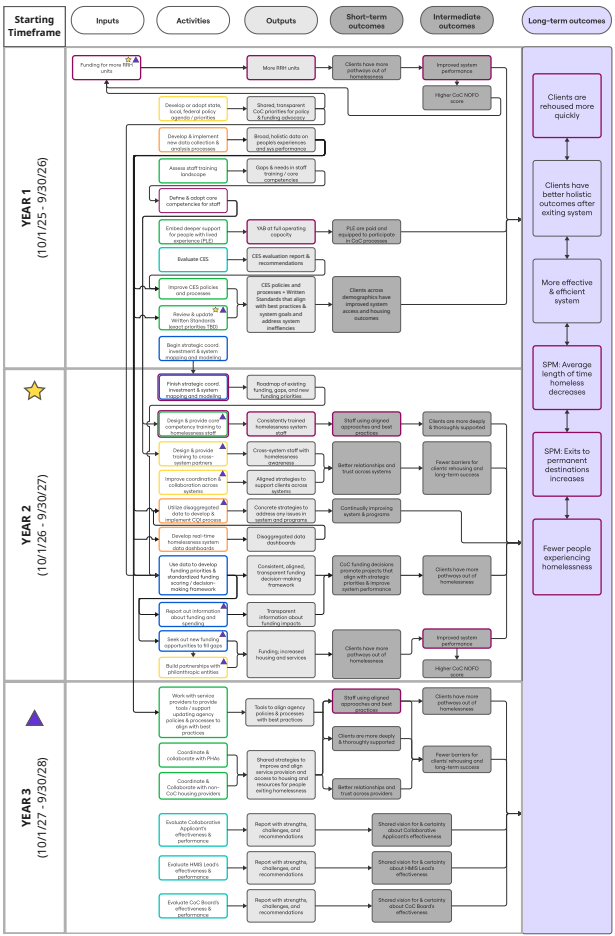
9. Utilize disaggregated quantitative data and qualitative data for continuous quality improvement and accountability.
  - Starts in Year 2
10. Report out information about funding and spending
  - Starts in Year 2
11. Evaluate the Collaborative Applicant, HMIS Lead, and CoC Board on their effectiveness and performance

#### **Not Currently Prioritized for Next 3 Years**

1. Support CoC agencies in building a workforce where every person can thrive across all positions in the system and organizations
2. Support grassroots organizations in building capacity to become CoC-funded agencies
3. Support data integration projects and ensure HMIS database is capable of communicating data out and of data integration without manual data imports or exports - minimize need for assessments, self-report or service engagement

# Item 5. Attachment B

Strategies & Actions      Results & Measures of Success



### COLOR & SYMBOL KEY

- Strategy from Strategic Aim 1
- Strategy from Strategic Aim 2
- Strategy from Strategic Aim 3
- Strategy from Strategic Aim 4
- Strategy from Strategic Aim 5
- Aligned with Strategic Goal

★ Input or Activity that would also take place in Year 2  
 ▲ Input or Activity that would also take place in Year 3

### Strategic Goals

**YEAR 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).
- By April 1, 2026, the Youth Action Board (YAB) will be a full operating capacity.
- By July 1, 2026, the CoC Board will define and adopt core competencies essential for the Orange County CoC.

**YEAR 2:**

- 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.
- By January 31, 2027, the Orange County Continuum of Care (CoC) will have completed system mapping and modeling projects that will provide guidance 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:
  - By January 31, 2027, the system will have 719 RRH units, as measured by the HIC.
  - 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 CoC and Homeless Management Information System (HMIS) Data Quality.

**YEAR 3:**

- By January 31, 2028, the system will have 754 RRH units, as measured by the HIC.
- By July 1, 2028, 85% of people who interact 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.
- By July 1, 2028, 50% of staff within the homeless system will have aligned core competencies as measured by the standardized training process.
- By October 1, 2028, the system will have reduced the average of length of time homeless by 15% 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.
- By October 1, 2028, households served in shelter and housing programs will exit to successful situations at these rates, as measured by the System Performance Measure (SPM) report:
  - Street Outreach (SO): 25%
  - ES, TH, RRH: 35%
- By October 1, 2028, the rate of which people exited to the system to successful destinations will have increased by at least 2% annually, as measured by the SPM report.
- By October 1, 2028, the system will have an average return to homelessness 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
- 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.
- 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.
- By October 1, 2028, the system will reduce the number of people experiencing unmet/underl sheltered homelessness by at least 2% (in each unsheltered Point-in-Time (PIT) Count, as measured by the PIT Count data.
- 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 SPM).
- 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.

**Date:** September 24, 2025

**Subject:** Homeless Housing, Assistance and Prevention (HHAP) Program Update

### Background

At the July 23, 2025, meeting, the Continuum of Care (CoC) Board approved a substitute motion directing the Office of Care Coordination, as the Collaborative Applicant, 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 Department of Housing and Community Development (HCD). **Attachment A** provides an overview of the HHAP Program funding allocated to the Orange County CoC, inclusive of the budget and spend down for Rounds 1-5. Please note, the additional requested information related to HHAP Program funding is forthcoming.

### Attachments

Attachment A – Orange County CoC HHAP Program Budget Summary

Item 6. Attachment A

Orange County Continuum of Care  
Homeless Housing, Assistance and Prevention (HHAP) Program - Budget Summary

HHAP Round	Expenditure Deadline	Awarded	Unobligated	Obligated	Invoiced Awaiting to go to the State	Expended	Remaining Balance*
HHAP 1	6/30/2025	\$ 8,081,115.98	\$ -	\$ 8,081,115.98		\$ 8,081,115.98	\$ -
HHAP 2	6/30/2026	\$ 3,823,692.00	\$ -	\$ 3,823,692.00	\$ 854,777.26	\$ 2,380,252.12	\$ 1,443,439.88
HHAP 3	6/30/2026	\$ 10,267,303.85	\$ 3,155,867.95	\$ 7,111,435.00	\$ 364,400.37	\$ 3,741,224.57	\$ 6,526,079.28
HHAP 4	6/30/2027	\$ 7,600,841.88	\$ 4,564,481.12	\$ 3,036,360.76		\$ 1,014,569.94	\$ 6,586,271.94
HHAP 5	6/30/2028	\$ 8,699,841.23	\$ 7,317,652.24	\$ 1,382,188.99		\$ -	\$ 8,699,841.23
<b>TOTAL</b>		<b>\$ 38,472,794.94</b>	<b>\$ 15,038,001.31</b>	<b>\$ 23,434,792.73</b>	<b>\$ 1,219,177.63</b>	<b>\$ 15,217,162.61</b>	<b>\$ 23,255,632.33</b>

Amounts listed reflect reporting through July 31, 2025

\*Does not include invoices awaiting to be submitted to the State