ORANGE COUNTY CONTINUUM OF CARE
POLICIES, PROCEDURES AND STANDARDS COMMITTEE
SPECIAL MEETING

Monday, November 10, 2025

10:00 a.m. – 11:30 a.m.

Location:
County Administration South (CAS)
Multipurpose Room
601 N. Ross St., Rooms 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
Meeting ID: 999 5994 4290

Committee Chair: Nishtha Mohendra, Families Forward

Committee Members:
Judson Brown, City of Santa Ana
Andrew Crowe, Scholarship Prep
Melanie McQueen, PATH
Dr. Tiffany Mitchell, Orangewood Foundation
Robert "Santa Bob" Morse, Individual
Dawn Price, Friendship Shelter
Maricela Rios-Faust, Human Options

AGENDA

In compliance with the Americans with Disabilities Act, and County Language Access Policy, those requiring accommodation and/or interpreter services for this meeting should notify the Office of Care Coordination 72 hours prior to the meeting at (714) 834-5000 or email CareCoordination@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.

Welcome and Introductions – Nishtha Mohendra, Chair

Public Comments – Members of the public may address the Policies, Procedures and Standards (PPS) Committee on items listed within this agenda or matters not appearing on the agenda so long as the subject matter is within the jurisdiction of the PPS Committee. Public comments will be limited to three

minutes. If there are more than five public speakers, this time will be reduced to two minutes. Members of the public utilizing interpreter services will be given double the amount of time to provide public comment.

To address the PPS Committee during the Public Comment period, members of the public are to complete a Request to Address the Committee form prior to the beginning of each agenda item and submit it to Continuum of Care (CoC) staff. Staff will call your name in the order received.

Members of the public may also submit public comment by emailing CareCoordination@ceo.oc.gov. All comments submitted via email at least 24 hours before the start of the meeting will be distributed to the PPS Committee members and all comments will be added to the administrative records of the meeting. Please include "PPS Committee Meeting Comment" in the email subject line.

CONSENT CALENDAR

1. Approve the PPS Committee Meeting minutes from October 14, 2025.

BUSINESS CALENDAR

1. **2-for-1 Match Policy Recommendation** – Felicia Boehringer, Interim CoC Manager, Office of Care Coordination
    a. Approve the proposed 2-for-1 Match Policy for review and approval by the CoC Board, as recommended by the Lived Experience Advisory Committee (LEAC) and Coordinated Entry System (CES) Steering Committee.

2. **CES Prioritization** – Felicia Boehringer, Interim CoC Manager, Office of Care Coordination
    a. Update on suggested changes to CES Prioritization

3. **CoC Updates** – Jasmin Miranda, Interim CoC Administrator, Office of Care Coordination

Adjournment to: *Next meeting to be determined, pending approval of the 2026 committee calendar.*

ORANGE COUNTY CONTINUUM OF CARE
POLICIES, PROCEDURES AND STANDARDS COMMITTEE MEETING
Tuesday, October 14, 2025
3:30 p.m. – 5:00 p.m.

> **Location:**
> **County Administration South (CAS)**
> **Multipurpose Room**
> **601 N. Ross St., Rooms 104/106**
> **Santa Ana, CA 92701-4599**
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MINUTES

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Welcome and Introductions – Nishtha Mohendra, Chair

Chair Nishtha Mohendra called the meeting to order at 3:31 p.m.

Present: Judson Brown, Andrew Crowe, Melanie McQueen, Dr. Tiffany Mitchell, Nishtha Mohendra, Robert "Santa Bob" Morse, Dawn Price, and Maricela Rios-Faust.

Public Comments – Members of the public may address the Policies, Procedures and Standards (PPS) Committee on items listed within this agenda or matters not appearing on the agenda so long as the subject matter is within the jurisdiction of the PPS Committee. Public comments will be limited to three minutes. If there are more than five public speakers, this time will be reduced to two minutes. Members of the public utilizing interpreter services will be given double the amount of time to provide public comment.

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Public Comments:
- Milo Peinemann discussed the anticipated need for changes in response to federal funding shifts, to support households that are housed in programs such as Permanent Supportive Housing and may be at risk of losing their housing.

CONSENT CALENDAR

1. Approve the PPS Committee Meeting minutes from August 12, 2025.

Robert "Santa Bob" Morse motioned to approve the Consent Calendar. Maricela Rios-Faust seconded the motion. Chair Nishtha Mohendra issued a voice vote. The motion passed unanimously.

BUSINESS CALENDAR

1. **Orange County CoC Governance Charter Revisions** – Jasmin Miranda, Interim CoC Administrator, Office of Care Coordination

Jasmin Miranda provided background on the CoC Board nomination and election process and reviewed feedback received through the Nominating Ad Hoc's Governance Charter review, such as board term lengths, the special election process for vacancies, and changes to language on Board Composition. 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 and facilitate the CoC Board selection process for the CoC Board seats expiring in December. Section V.B.2 – Section V.B.4 of the Governance Charter was reviewed in detail, and the 2025 CoC Nominating Ad Hoc and Collaborative Applicant are recommending the proposed revisions to the Governance Charter.

Recommended Action a: Approve the recommended changes to the Orange County CoC Governance Charter for review and approval by the CoC Board, as recommended by the 2025 CoC Nominating Ad Hoc and Collaborative Applicant.

Dawn Price motioned to approve Business Calendar Item 1. Melanie McQueen seconded the motion. During discussion, Judson Brown motioned for a substitute motion. However, the substitute motion did not receive a second motion and was not voted on. Shortly after, Melanie McQueen proposed an amended recommended action.

Amended Recommended Action a: Approve the recommended changes to the Orange County CoC Governance Charter for review and approval by the CoC Board, as recommended by the 2025 CoC Nominating Ad Hoc and Collaborative Applicant, and direct the Office of Care Coordination to make minor edits to ensure consistency of revised language and include relevant, corresponding data sources to ensure representation is captured within the makeup of the CoC Board membership.

Dawn Price motioned to approve amended Recommended Action a. Melanie McQueen seconded the motion. Chair Nishtha Mohendra issued a roll call vote. Judson Brown, Andrew Crowe, Melanie McQueen, Dr. Tiffany Mitchell, Nishtha Mohendra, Robert "Santa Bob" Morse, Dawn Price and Maricela Rios-Faust voted yes. The motion passed unanimously.

Committee Discussion:
- Judson Brown asked if the governance charter is shared with the U.S. Department of Housing and Urban Development (HUD) and discussed concerns about making the proposed changes without seeing how other CoCs will respond. Judson Brown proposed a substitute motion to maintain diversity, equity, and inclusion language while removing outdated language around dates and previous goals but the motion did not receive a second.
- Chair Nishtha Mohendra asked which other CoCs will be removing language surrounding identities from their governance charters and how identities will be determined for Board Composition in the future. Chair Nishtha Mohendra proposed updating the motion to include edits to page 16 in alignment with proposed edits on page 9 and citing data sources to be used in determining Board composition.
- Maricela Rios-Faust asked what data would be used to determine Board Composition, if the CoC would be in breach of contract with HUD if the proposed changes are not made, and the required timeline for approval of these changes. Maricela Rios-Faust proposed that data sources to be used in determining Board composition be cited in the Governance Charter.
- Andrew Crowe suggested waiting to adopt the proposed changes to see how other CoCs respond and noted the various areas of the Governance Charter that contain language around identities. Andrew Crowe noted a section of the Governance Charter on page 16 where edits had been missed.
- Dawn Price asked for clarification on the substitute motion proposed by Judson Brown, and whether the term "representative characteristic" could be used instead of "identity". '
- Melanie McQueen acknowledged the concerns shared about setting a precedent by removing identity-focused language and highlighted that the changes would allow for added flexibility as federal changes occur.
- Dr. Tiffany Mitchell asked how to ensure that future committee and board members will serve and represent the community in the same way as they have previously.
- Robert "Santa Bob" Morse shared support for the item and expressed that the 2025 CoC Nominating Ad Hoc will continue to uphold thoughtful processes to represent the community.

2. **Coordinated Entry System (CES) Policies and Procedures Recommended Changes** – Felicia Boehringer, Interim CoC Manager, Office of Care Coordination and Andrew Crowe, CES Steering Committee Chair

Felicia Boehringer provided background on and reviewed the revised CES Policies and Procedures, including the removal of shelter status from the prioritization schema, updates to formatting, and other clarifying language. The Office of Care Coordination sent an updated version of the CES Policies and Procedures for public feedback from June 26, 2025, to July 6, 2025, announced via the CoC and Coordinated Entry email distribution lists. The Office of Care Coordination also received feedback from the Lived Experience Advisory Committee (LEAC) and CES Steering Committee. Recommended revisions reflected in the revised CES Policies and Procedures that are informed by community feedback include explaining CES prioritization in depth, additional clarification on how Access Points can indicate the populations they serve, defining Open and Closed Access Points, clarifying language on grievance procedures and dynamic matches, and more information on emergency transfers due to concerns relating to domestic or other violence.

Recommended Action a: Approve the revised CES Policies and Procedures, including the removal of shelter status from the prioritization schema, updates to formatting, and other clarifying language, for review and approval by the CoC Board, as recommended by the LEAC and CES Steering Committee.

Melanie McQueen motioned to approve Business Calendar Item 2. Maricela Rios-Faust seconded the motion. Chair Nishtha Mohendra issued a roll call vote. Andrew Crowe, Melanie McQueen, Robert "Santa Bob" Morse, Dawn Price and Maricela Rios-Faust voted yes. Judson Brown and Dr. Tiffany Mitchell voted no. Nishtha Mohendra abstained from voting. The motion passed.

Public Comments:
- Carina Bravo of Salvation Army discussed shelter performance expectations, in which participant stays should be 90 days or less, and expressed concerns regarding how the removal of shelter preferences may impact those numbers.
- Juan Montiel of the City of Santa Ana shared opposition to the removal of shelter preference, expressing a belief that unsheltered participants are not prepared for housing and emphasizing that housing should be used as a reward for those who are enrolled and compliant in shelter. Juan Montiel also expressed that participants in shelter learn valuable life skills that better prepare them for housing.

Committee Discussion:
- Dawn Price asked if LEAC involvement in CES Policies and Procedures changes is a required or an optional process, and shared insight as a shelter provider on the vulnerability of unsheltered populations, while expressing the importance of housing as a human right. Dawn Price shared that historically, data has shown shelter prioritization in Orange County has not impacted shelter flow and/or length of stay.
- Judson Brown shared that the City of Santa Ana and the City of Anaheim are in opposition to the removal of shelter preference and asked that the PPS Committee members respect the decision of these cities, noting that both cities have the largest number of shelter beds and PSH units when compared to other cities in Orange County. Judson Brown expressed concern that the public comment period had included a holiday and cited the length of shelter stays increasing over the previous five years as the reason for opposition to this change.

- Andrew Crowe shared insights on the process the CES Steering Committee went through to move forward with the proposed changes.
- Melanie McQueen expressed that the changes uphold low-barrier practices, and that shelter placement is not a condition or prerequisite for participants to access housing opportunities.
- Chair Nishtha Mohendra shared that shelter preference is detrimental to families, due to a low number of shelter beds for families and asked how the amendment originated.

3. **CoC Updates** – Jasmin Miranda, Interim CoC Administrator, Office of Care Coordination

Jasmin Miranda reviewed upcoming CoC meetings, an upcoming Small-Scale Housing Summit, changes to the National Standards for the Physical Inspection of Real Estate (NSPIRE) implementation deadline, and dates for the 2026 Point in Time Count.

Committee Discussion:
- Maricela Rios-Faust shared the importance of committing to being open to changes and revisiting topics as changes occur, specifically in regards to the federal funding landscape.

Chair Nishtha Mohendra adjourned the meeting at 5:00 p.m.

Adjournment to: Regular meeting on November 11, 2025, from 3:30 p.m. to 5:00 p.m., at the CAS Multipurpose Rooms 103/105, located at 601 N. Ross St., Santa Ana, CA 92701.

Date: November 10, 2025

Subject: 2-for-1 Match Policy Recommendation

Recommended Action:

a. Approve the proposed 2-for-1 Match Policy for review and approval by the Continuum of Care (CoC) Board, as recommended by the Lived Experience Advisory (LEAC) Committee and Coordinated Entry System (CES) Steering Committee.

Background and Analysis

The Office of Care Coordination, as the CES Lead for the Orange County CoC, utilizes the CES Policies and Procedures to guide the prioritization and match process to connect people to housing through CES. Typically, this includes matching a single household to a single unit, however, some of the local Public Housing Authorities have previously requested an additional match per a single vacant unit. While no formal policy or guidance currently exists within the CES Policies and Procedures, this practice was allowed to occur in a few instances to mitigate the amount of time a unit was left vacant.

As this practice began to be used more frequently in 2024 and 2025, some of the Public Housing Authorities requested for a formal policy or guidance to be issued. The Office of Care Coordination developed and proposed a 2-for-1 Match Policy (Policy) for housing providers that wish to opt-in to this process for specific units and vacancies. The aim of this policy is to establish the criteria and steps for the 2-for-1 match process, ensuring transparency for participants involved. In creating this guidance, the Office of Care Coordination considered partner feedback around the lease-up and turnover process, prior practice of these matches in this and other communities, and the experience of participants in this process. Specific goals include providing a person-centered and trauma-informed approach, ensuring existing housing programs are utilized to the highest extent possible and enabling success for new housing programs to attract continued support from the local development community to create more housing.

The Policy documents the situations in which the Office of Care Coordination will consider a 2-for-1 match request, including:

1. A unit has been vacant for 15 days, and
2. A need to meet financing and other deadlines near the end of initial lease-up for new properties.

Additionally, the Policy outlines requirements around these requests. This includes a requirement for the confirmed agreement of all stakeholders in the lease-up process, to emphasize consensus and collaboration. In order to enable participants to make informed choices about accepting a secondary match, the Policy also includes a form for the matched households to complete. The Policy also stipulates that while both households referred to as a primary and secondary match can go through the application process at the same time, the household assigned as a secondary match cannot move in unless the primary

match is denied or returned as unresponsive by the housing provider, or unless the primary match declines the housing opportunity. This is to create a more equitable process rather than a "first-come, first-served" process, where the participant with the least barriers will have the advantage to move in. Participants face differing barriers to attaining necessary documents, some of which affect people based on membership in protected groups or other arbitrary factors. For example, participants who had to change their name based on marriage, divorce, or other reasons may need to get documentation of that name change. Further, some participants may face greater difficulty obtaining birth certificates or other documents based on the jurisdiction they were born in, due to distance, different procedures, or other reasons. In avoiding a "first-come, first-served" process, the Office of Care Coordination seeks to honor the guiding principles of Coordinated Entry in prioritizing fair and transparent access to limited housing for those in the most need.

The proposed Policy was first shared during the July 9, 2025, CES Steering Committee Meeting. The Office of Care Coordination received initial feedback from those in attendance, including representatives from CES Administrators, local cities, service providers, and Public Housing Authorities, and noted that a public feedback period would be held before the Policy returned to the CES Steering Committee in September 2025. A public feedback period was then opened from July 10 – July 25, 2025, and announced via the CoC and Coordinated Entry email distribution lists.

During the September 3, 2025, CES Steering Committee meeting, the Office of Care Coordination returned with a revised draft Policy, which incorporated feedback received from the committee participants and public feedback period. The CES Steering Committee meeting included representatives from two (2) of the local Public Housing Authorities, service providers, and CES Administrators. Discussion centered around the policy scenarios and criteria for requesting a 2-for-1 match, noting challenges that components of the current draft policy could pose specifically to housing providers. Ultimately, the CES Steering Committee recommended to approve the proposed CES 2-for-1 Match Policy for review and approval by the Lived Experience Advisory Committee, (LEAC), inclusive of the following changes:

- **Scenarios for Requesting a 2-for-1 Match**: Remove requirement of unit(s) approaching 60 day vacancy date; remove requirement for unit to be vacant or in the possession of a housing provider for at least 60 days before request can be made; and update to allow requests to be made if unit has been vacant or in possession of the housing provider for a minimum of 15 days, and if the unit is move-in ready.
- **Criteria for 2-for-1 Match Requests**: Update language to state that a housing provider will provide a secondary match a housing opportunity with the next available unit in their respective housing inventory, with the goal of housing the secondary match within 45 days (rather than requiring them to be housed within 45 days), if both a primary and secondary match are approved and the primary match signs a lease.

The Office of Care Coordination presented jointly with Andrew Crowe, CES Steering Committee Chair, at the October 1, 2025, LEAC meeting, reflecting discussion that took place at the September CES Steering Committee meeting. Discussion amongst LEAC members focused on the experience of the Secondary Match as well as operational considerations within the Homeless Management Information System (HMIS) platform, and overall highlighted support for the proposed Policy. The LEAC requested that should the Policy be approved, that the Office of Care Coordination facilitate an evaluation after one year of implementation. Further, it was recommended that any proposed changes to the Policy return to the LEAC for review and approval. Following discussion, the LEAC voted unanimously to recommend the drafted Policy proceed to the Policies, Procedures and Standards (PPS) Committee for review and approval.

Feedback received during the public feedback period and from the September 3, 2025, CES Steering Committee, and October 1, 2025, LEAC was compiled into **Attachment A** for reference. Following the CES Steering Committee, the Office of Care Coordination worked with Andrew Crowe, as the CES Steering Committee Chair, to confirm that the feedback and recommendations from the committee discussion were accurately reflected in the revised draft of the Policy. The Policy was included on the October 14, 2025, PPS meeting agenda as Business Calendar Item 3 but due to time restrictions, Business Calendar Item 3 was not presented. The PPS Committee is being asked to review and approve the CES 2-for-1 Match Policy in **Attachment B**. If approved, the Policy will be shared with the CoC Board for review and final approval.

Attachments

Attachment A – 2-for-1 Match Policy Feedback Received
Attachment B – 2-for-1 Match Policy – Redlined Version
Attachment C – Sample 2-for-1 Match Confirmation Form
Attachment D – Sample 2-for-1 Match Request Form

Coordinated Entry System (CES) 2-for-1 Match Policy
Feedback Received from July 2025 – October 2025

2-for-1 Match Policy Public Feedback Received July 10, 2025 – July 25, 2025

Topic	Feedback	Response	Additional Details
Concurrent processing of both matches	Proposed policy requires that the Secondary match only proceeds with the application process after a determination from the Primary match is made	Revised policy: Both Primary and Secondary matches can have the application reviewed concurrently. Primary match will be considered first and a Secondary match will be considered second for the housing opportunity.	
Confirmation of 2-for-1 Match Submission	Request that all housing and supportive service providers are in agreement prior to approval of 2-for-1 Matches	This language was previously incorporated into original draft of the Policy.	
Housing opportunities presented to Secondary Match	Request that Secondary match maintains similar unit type, i.e. Mental Health Services Act (MHSA) to MHSA; Project Based Voucher (PBV) to PBV	Added clarifying language to match this feedback received	
	Recommend Secondary match being utilized as a primary match for a unit within same property as a vacancy becomes available	Policy states Secondary matches must maintain their original unit matched. However, should the Secondary match become fully approved, they will be presented with the next available unit within the housing provider's inventory.	

Timeframe to return a Secondary match who declines accepting being a Secondary match	Request that housing providers return the Secondary match back to the Community Queue in three (3) days	Policy maintains originally drafted language of seven (7) days to return Secondary match to Community Queue. Three (3) days will be extremely difficult for OCC staff to maintain administrative role and confirm with accepting CES Access Point	
Criteria when 2-for-1 Matches can be requested	Requesting transparent criteria for when a 2-for-1 match may be requested	Policy includes two main scenarios for when a 2-for-1 Match can be submitted with additional clarifying criteria	
HMIS technical capabilities	Housing providers should need to submit or enter two separate housing opportunities in HMIS for same unit	Policy includes language that for each approved 2-for-1 Match Request includes two separate housing opportunities to be entered	
Confirmation of accepting a Secondary Match	Concern that a Secondary match would not be presented other housing opportunities while matched as a Secondary match	Policy states that HMIS does not have the technical capability to have one household have two concurrent housing program referrals. Thus the Secondary matches will not being presented other housing opportunities. Secondary match will sign confirmation form confirming understanding.	
Identifying a Secondary Match	The process of how a Secondary match is identified is unclear within Policy	Policy contains step by step example of how a Secondary match is identified on the Community Queue	

Dynamic matching for Secondary Match	Secondary match should be allowed to be prioritized for a dynamic match request, should they not move-into a unit for which they were the Secondary match	Secondary matches can decide to return to the Community Queue at any time. Should a Secondary match choose to be returned to the Community Queue, the CES Access Point can submit a dynamic prioritization request where a consensus is needed during each match meeting.	

CES Steering Committee Feedback Received during the July 9, 2025, Meeting

Topic	Feedback	Response	Additional Details
General support	Support enacting a 2-for-1 match policy to prevent delays in filling vacant units	Feedback was recorded.	
Required Timeframe	Suggest shortening the time frame a unit must be vacant for a 2-for-1 match to be requested, from 90 days to 60 days.	Revised policy: Policy was updated to reflect the requested timeframe a unit must be vacant from 90 days to 60 days	
Simultaneous processing	The policy should explicitly state applicants should go through the eligibility process at the same time.	Revised policy: Policy was updated to allow both Primary and Secondary matches to begin the application process concurrently	
Clarity on process and timeframes	Request for more information around timeframes and a clarifying graphic	Originally drafted Policy contained timeframe for each step except for application/background review	

Consideration of secondary matches	Due to the undetermined time in being processed for a match, some back-up option (such as being prioritized for future dynamic matches) should be provided to the secondary match to account for the time they spent being processed.	Secondary matches can decide to return to the Community Queue at any time. Should a Secondary match choose to be returned to the Community Queue, the CES Access Point can submit a dynamic prioritization request where a consensus is needed during each match meeting	
Timeframes	Further discussion should be held if housing provider timelines are expected to change with new policies.	The Office of Care Coordination will track all 2-for-1 matches and analyze any data and implement revisions based on findings	

CES Steering Committee Feedback Received during the September 3, 2025, Meeting

Topic	Feedback	Response	Additional Details
Criteria when 2-for-1 Matches can be requested	Remove 60-day vacancy requirement (and any language that indicates 60 days) before requesting matches, and change it to 15 days	Revised policy: The 15-day vacancy requirement was incorporated as part of the approved Policy by the CES Steering Committee. The Office of Care Coordination originally revised this section from 90 days to 60 days in a previous iteration.	The Office of Care Coordination confirmed revised Policy language with CES Steering Committee Chair prior to LEAC meeting.
	Remove requirement to house the Secondary match in 45 days, change to house to the next available unit	Revised policy: Language was added to further clarify that the Secondary match would be presented the "next available unit with the goal of housing the Secondary match within 45 days" as part of the approved Policy by the CES Steering Committee	The Office of Care Coordination confirmed revised Policy language with CES Steering Committee Chair prior to LEAC meeting.

Lived Experience Advisory Committee Feedback Received during the October 1, 2025, Meeting

Topic	Feedback	Response	Additional Details
HMIS technical capabilities	Inquired whether HMIS has the ability to support maintaining a Secondary match on the Community Queue and a referral to another housing opportunity at the same time.	Currently there is no option for any match to remain on the Community Queue while maintaining a housing referral. The Office of Care Coordination would need to consult with Orange County United Way's 2-1-1 Orange County (211OC) as the HMIS Lead, to determine if this a possibility.	

2-for-1 Match Policy and Procedure
~~August~~ September 2025

CoordinatedEntry@ceo.oc.gov | ceo.ocgov.com/care-coordination/homeless-services/coordinated-entry-system

Contents

2-for-1 Match Policy and Procedure
~~August~~ September 2025

CoordinatedEntry@ceo.oc.gov | ceo.ocgov.com/care-coordination/homeless-services/coordinated-entry-system

Background

The 2-for-1 Match Policy and Procedure provides guidance to when and how 2-for-1 matches can be requested by Housing Providers, as well as the needed communication with households who are the identified secondary match.

Housing Providers (housing provider, public housing authorities, developer, etc.) may request a secondary match for a single unit vacancy, commonly referred to as 2-for-1 matches. In this practice, the two (2) households from the Coordinated Entry System (CES) Community Queue are matched to one (1) housing opportunity, as made available by the Housing Provider. This updates the households to a "pending referral" status in the CES Community Queue as they work through the application process for the housing opportunity that were made available.

The Homeless Management Information System (HMIS) does not have the technical capability to keep a household active on the CES Community Queue, while also matched to a housing opportunity as the "secondary match". As such, households who have a "pending referral" status may not be considered for additional housing opportunities concurrently. The 2-for-1 matches will only be used with Office of Care Coordination approval.

Scenarios for Requesting a 2-for-1 Match

2-for-1 matches can only be requested by the Housing Provider, when one of the two following scenarios is applicable:

1. ~~Property has unit(s) that is approaching the 120-day vacancy date.~~ The request for 2-for-1 match can only be submitted ~~after the unit has been vacant for 60 days, and any of~~when the following conditions are met:
   a. ~~Unit has been in the possession of the housing provider for at minimum 60 days,~~Unit has been vacant for at minimum 15 days;
   b. Unit has been ~~move-in~~ in the possession of the housing provider for ~~ready for~~ at minimum ~~60~~ 15 days~~; and~~; and,
   c. ~~And 60 days have passed since the original match request date.~~Unit is move-in ready
2. A newly opened property needs to achieve a specified occupancy rate by a specified date. The request for 2-for-1 match can only be submitted no earlier than 60 days before the specified date.

The Office of Care Coordination as the CES Lead reserves the right to request documentation confirming either of the data points previously listed with any 2-for-1 Match Request submissions.

2-for-1 Match Policy and Procedure
~~August~~ September 2025

CoordinatedEntry@ceo.oc.gov | ceo.ocgov.com/care-coordination/homeless-services/coordinated-entry-system

Criteria for 2-for-1 Match Requests

When requesting a 2-for-1 Match, the Housing Provider is agreeing to processing the matches as detailed below. The following guidance must be followed to ensure that any 2-for-1 match requests are handled appropriately and that the process is trauma-informed by promoting safety, ensuring participant choice and autonomy, building trust, and providing a strengths-based, compassionate approach for all households involved. All guidelines points below are in alignment with current CES policies and procedures.

1. "Primary" and "Secondary" matches will proceed with the initial application process for the available unit. Housing opportunity will be reserved for Primary match and not utilize a "first come – first served" approach.
2. If a Primary match declines, is denied (including an appeal period if applicable), or is considered unresponsive after 14 days of no contact from the original match email date, then the housing opportunity will be made available for the Secondary match.
   a. The Primary match will be returned to the Community Queue.
   b. Should the Primary Match become unresponsive for a period of 30 consecutive days after beginning the application process, they will be considered unresponsive and can be returned to the Community Queue with approval from all parties including the assigned case manager.
3. In the event that both Primary and Secondary matches become fully approved, the Secondary match is not allowed to be returned to the Community Queue (unless requested by the Secondary Match). Should the Secondary Match not request to be returned to the Community Queue the requesting housing provider ~~must~~ will provide the Secondary match a housing opportunity in their respective housing inventory with the next available unit, and with the goal of housing the Secondary match within 45 days.
   a. Whenever possible, the housing provider will prioritize offering the Secondary match a similar and/or comparable housing opportunity to the original housing opportunity.
      i. (Mental Health Service Act Units to Mental Health Service Act Units, Project Based Voucher to Project Based Voucher, location, unit size, ADA needs, etc.)
4. Only when both matches are denied, decline, considered unresponsive, or a combination of the three, may the Housing Provider can submit another 2-for-1 match request form for that same unit for two new matches.
   a. This means that a new Secondary match cannot be requested, after the Primary match is denied, declines, or considered unresponsive.
   b. A matched household, Primary or Secondary, will be considered unresponsive after 14 calendar days from the original match email date.
5. All stakeholders (Property Manager, Public Housing Authority, developer, supportive services provider, etc.) associated with the specific housing opportunity where a 2-for-1 match request is being requested must agree with the 2-for-1 match request. The Office of Care Coordination will verify via email with all stakeholders that this agreement exists.

2-for-1 Match Policy and Procedure
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6. The Secondary household matched must sign (wet or digitally) the 2-for-1 Secondary Match Confirmation indicating authorization of removal from the CES Community Queue and must be

   returned to the Office of Care Coordination via email to the original match email within seven (7) calendar days after being received.
   a. The Office of Care Coordination will follow up with the staff member who submitted the 2-for-1 Secondary Match Confirmation form if the form has not been signed by the secondary household by the seven (7) days.
   b. On the 8th day, the secondary household match will be voided and returned to the CES Community Queue.
7. Secondary matches reserve the right to be returned to the CES Community Queue for other housing opportunities in which the household wishes to be considered for at any time.
8. 2-for-1 Match Requests are only available for two referrals for every one housing unit.
   a. If there are two available units to accept referrals, Housing Providers must submit two separate match request forms and so on.

If any of the following steps are not followed, the Office of Care Coordination reserves the right to deny any future requests submitted by the same housing provider, public housing authority, or developer.

Procedure

The Secondary match will only be matched once all other primary matches have been identified based on the number of housing opportunities available for the specific match meeting taking place. This procedure is meant to ensure that the CES Prioritization Policy is followed, and that a household is not considered as a secondary match prior to being matched as a primary to other housing opportunities based on their length of homelessness, disabling conditions and other eligibility criteria.

Example: If there are three (3) units who received approval from the Office of Care Coordination for 2-for-1 Matches, this means that six (6) households will be removed from the CES Community Queue.

The first secondary match, would be the fourth household to appear on the CES Community Queue, and not the second household to appear on the CES Community Queue.

CES Community Queue and matches to Housing Opportunities:

1. John Doe ← Primary match to unit #1
2. Jane Doe ← Primary match to unit #2
3. John Smith ← Primary match to unit #3
4. Jane Smith ← Secondary match to unit #1
5. John Jones ← Secondary match to unit #2
6. Jane Jones ← Secondary match to unit #3

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This practice will ensure that the higher prioritized households will be the primary match in the order of prioritization and maintain the integrity of the CES Community Queue that align with the CES policies and procedures as approved by the Orange County Continuum of Care.

Matches may not be shifted to other units in cases where a property has more than one (1) approved 2-for-1 Match Requests. All secondary matches must maintain their originally matched unit. This process will only be utilized after Office of Care Coordination approval and is outlined using the example above:

1. Both John Doe (primary) and Jane Smith (secondary) were matched to unit #1
2. Both John Doe and Jane Smith were returned to the Community Queue.
3. John Jones and as the highest prioritized remaining secondary match can be moved to the Primary match for unit #1.
   a. A new 2-for-1 Match Request can be requested if John Jones is returned to the Community Queue.
4. All other remaining secondary matches will remain to the original matched unit.

Any Secondary Matches are only to be made after all current housing opportunities available have identified Primary Matches.

If any of the following steps are not followed, the Office of Care Coordination reserves the right to deny any future requests submitted by the same housing provider, public housing authority, and developer.

How to Request a 2-for-1 Match

Housing Providers requesting a 2-for-1 match, shall complete the following steps:

1. The Housing Provider must submit the 2-for-1 Match Request Form for a specific housing opportunity to the CES Lead Agency, through the linked Google Form.
   a. The Office of Care Coordination can supply this link as requested.
2. Once the Office of Care Coordination reviews a request for completion and additional verification as needed, the Office of Care Coordination will respond with an approval or denial of the request within three (3) business days from the date of form submission.
   a. If approved proceed to step 3
   b. If denied proceed to step 5
3. If the Office of Care Coordination has approved the request in writing, the Housing Provider may proceed to enter the two separate housing opportunities into HMIS.
   a. All 2-for-1 match requests entered in HMIS must include a label of "Primary" or "Secondary" or be included in the opportunity description.
   b. All 2-for-1 match requests will require a unit number to be entered into the HMIS opportunities.

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    c. These housing opportunities will receive matches the following week in which they were approved, and if the housing opportunities were entered by Friday, or last business day of the week, at 12pm, Pacific Standard Time.

4. A 2-for-1 Secondary Match Confirmation must be filled out by *both* CES Access Point case manager and the Secondary matched household (once the matches have been confirmed)
    a. This document will be provided by the Office of Care Coordination via the original match email for the secondary matched household.
    b. The 2-for-1 Secondary Match Confirmation must be completed and returned within seven (7) calendar days from the date of the original match email.

5. If the 2-for-1 Match Request is denied, the Office of Care Coordination will provide reason for the denial via email to the original requesting staff member as indicated in the 2-for-1 Match Request Form. The Housing Provider may appeal the decision by responding to the denial email that was sent by the Office of Care Coordination indicating that the 2-for-1 Match Request was denied. The appeal should include any pertinent information that clearly illustrates the need for a secondary match.

6. The Office of Care Coordination will respond to all appeals in a timely manner to ensure that if the decision is overturned, two matches can be received by the next planned match meeting.

7. For all approved 2-for-1 Match Request, <u>weekly</u> updates on the application process for the Primary match must be provided to the Office of Care Coordination via email at the coordinatedentry@ceo.oc.gov every Friday by 2pm with the most updated information. While updates are provided on the Secondary match regularly.
    a. Failure to provide weekly updates on the application process and status for both households will result in automatic denial of future requests.

If any of the following steps are not followed, the Office of Care Coordination reserves the right to deny any future requests.

All questions regarding 2-for-1 Match Requests should be directed to coordinatedentry@ceo.oc.gov.

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2-for-1 Secondary Match Confirmation

This form must be completed in its entirety and attached to the email reply, in the same thread as the original match email that was sent by the CES Match Maker. This form must be submitted within seven (7) calendar days from the date of the original match email. Failure to do so will result in the Office of Care Coordination voiding this Secondary match.

The following section is to be completed by the CES Access Point:

1. CES Access Point who accepted the Secondary match:

   _____

2. CES User who accepted this secondary match (first name, last name):

   _____

3. CES User email:

   _____

4. CES User contact phone number:

   _____

5. Name of housing opportunity that was accepted as used in the original match email:

   _____

6. Household's HMIS ID and full name as it appears in HMIS:

   _____

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The following section is to be completed by the CES Household:

You have been matched to a housing opportunity as a Secondary match. This means you are the second applicant to a unit in which a primary applicant was identified. If you choose to proceed as a Secondary match, you can begin the application process. Should the Primary match become approved for move-in, you will have the option to be returned to the Community Queue for other housing opportunities, or the housing provider will present you another as close as similar housing option as possible, within a goal of 45 days. **There is no definitive timetable as to when the Primary match will be approved or denied for the same housing opportunity.**

As a Secondary match you will **not be matched to other housing opportunities** *while the proceeding with the application process. As a Secondary match you can deny being a Secondary match at any time and be considered for other housing opportunities through the Community Queue as they become available. If you wish to deny being a Secondary match at a later time, please communicate this with your case manager.*

The benefit of being a Secondary match is that you are the next person to be matched to this specific housing opportunity, if and only if, the primary applicant declines or is denied for any reason. However, there is no definitive timetable, when the primary applicant will decline, or be denied for this opportunity.

You have the right to deny this Secondary match for any reason and wait for a housing opportunity where you can be considered a Primary match. A Primary match gives you priority to the housing opportunity when matched.

1. Are you aware that by accepting this Secondary match you will not be considered for any other housing opportunities (with no definitive timetable), including housing opportunities where you may have been considered a *Primary* match?

   ☐ Yes   ☐ No

2. Do you accept being a Secondary match to this housing opportunity and understand you will only be considered for this housing opportunity only when and if the Primary match declines or is denied for any reason?

   ☐ Yes   ☐ No

3. Please sign indicating you authorize and accept this Secondary match:

   _____   Date: _____

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2-for-1 Match Request Form

Question:	Response:
Please list your full name and title	
Please list your email address	
Please list your **direct** phone number	
Please list your CES participating agency name:	
Please list the Housing Opportunity or HMIS Program for which you are requesting a secondary match:	
Please list the unit number associated with this request:	
Please list any eligibility criteria for this unit (MHSA, Veteran preference, senior, etc). If none, type "N/A":	
Please indicate the public housing authority partnering with this housing community:	Anaheim Housing Authority Garden Grove Housing Authority Orange County Housing Authority Santa Ana Housing Authority N/A
Please list the property management organization partnering with this housing community	
Please initial your understanding of the following: As the CES participating agency and HMIS data entry agency, can you confirm that all parties, including the property manager, Public Housing Authority, and/or supportive services agency, have approved this 2-for-1 Match Request?	Initial
Please initial your understanding of the following: Do you understand that two housing opportunities must be entered into HMIS and include a label of "primary" and "secondary" or will be subject to deletion or not receiving a second match?	Initial

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Please initial your understanding of the following: Do you understand that should both the Primary and Secondary match be approved for the same unit; the Primary match will be the household who gets the unit? *This means a "first-come-first-served" practice will not be utilized, and follows a trauma-informed care approach.*	Initial
Please initial your understanding of the following: Do you understand that should both the Primary and Secondary match be approved the same unit, the Secondary match is not allowed to be returned to the Community Queue (unless requested by the Secondary Match) and it is your responsibility to provide the Secondary match a housing opportunity in your respective housing inventory with the next available unit, and with the goal of housing the Secondary match within 45 days.	Initial
Please initial your understanding of the following: Do you understand that failure to comply with these guidelines may result in future 2-for-1 match requests being denied?	Initial
Please initial your understanding of the following: Do you understand that you will only be able to enter both housing opportunities **after** receiving written approval from the Office of Care Coordination?	Initial
Please initial your understanding of the following: Do you understand that a secondary match reserves the right to return to the CES Community Queue to be considered for other housing opportunities. This will not allow for a new Secondary only match.	Initial
Please initial by the following statements as confirmation of your understanding and commitment to adherence to the 2-for-1 Match Policy as approved by the CoC Board. The 2-for-1 Secondary Match Confirmation form must be filled out by both the CES Access Point and CES Household who is the secondary match. The secondary match has the right to deny being a secondary match, if there is a denial, this will not result in receiving a secondary match.	Initial