

ORANGE COUNTY CONTINUUM OF CARE BOARD CANDIDATE INTEREST FORM

INTEREST FORM: PART ONE

1. Name *

Becks Heyhoe-Khalil

2. If you represent a specific organization in Orange County, please list your organization & role: *

Orange County United Way, Executive Director, United to End Homelessness

6. What qualities, skills, and experience do you bring that would help the CoC Board to further its work in ending homelessness and furthering effectiveness and collaboration within the work of the Orange County CoC? *

I bring over a decade of experience leading collective-impact initiatives focused on ending homelessness, paired with a deep understanding of the Orange County landscape. As Executive Director of United to End Homelessness at Orange County United Way, I lead a team of 18 across program operations, community strategies, and systems coordination. Our work connects more than 200 partners across the public, private, and nonprofit sectors to align resources, expand housing access, and narrative change to mobilize support for solutions to homelessness.

My strengths lie in coalition-building, systems thinking, and strategic execution. I've successfully stewarded multimillion-dollar partnerships with government agencies, philanthropy, Medi-Cal providers, and property owners—translating shared vision into measurable outcomes. I have hands-on experience navigating CoC processes, federal and state funding streams, and data-driven performance management, and I've served on the CoC Board for the past six years in various leadership roles, including chairing committees on Veterans and Transitional-Age Youth homelessness.

I'm passionate about fostering collaboration rooted in trust, transparency, and shared accountability. I bring a pragmatic optimism—a belief that when we align systems and relationships around people rather than programs, we can achieve real, lasting change. I see my role on the CoC Board as helping strengthen coordination across agencies, champion equity and evidence-based practices, and ensure that every decision keeps people with lived experience at the center of our work.

7. While having a conflict of interest does not make you ineligible to serve on the CoC Board, it helps CoC staff for record keeping purposes. Do you have any current conflicts of interest or previous ties to any agency that is a recipient or sub-recipient of CoC funding in the Orange County CoC?

Examples of conflicts might include: Current or former staff, Board member, volunteer or client/participant at a CoC-funded agency, etc.

For further information on what constitutes a conflict of interest, please visit this link: <https://ceo.oc.gov/sites/ceo/files/2024-06/CoC%20Conflict%20of%20Interest%20Policy%20and%20Form%20Final.pdf>.

*For a current list of CoC-funded agencies, please visit this link: <https://ceo.oc.gov/sites/ceo/files/2025-10/FY2024%20CoC%20Program%20NOFO%20Awards.pdf>. **

☒ Yes

☐ No

☐ I'm not sure

8. If yes or not sure, please describe the potential conflict(s) of interest:

OCUW's 211 initiative is the HMIS provider for the CoC.

9. Are you able to commit to attending at least 75% of CoC Board meetings each year? The CoC Board meets monthly, in person, currently every fourth Wednesday from 2:00 p.m. - 5:00 p.m., though that time is subject to change. *

- ☒ Yes
- ☐ No
- ☐ I'm not sure

10. Are you able to commit to serving on at least one CoC committee, working group, or ad-hoc committee, and to attend at least 75% of that committee, working group, or ad-hoc's meetings each year? This is usually 1-2 hours per month for in-person or virtual meetings, though, depending on the group you choose to participate in, the time commitment could be higher. *

- ☒ Yes
- ☐ No
- ☐ I'm not sure

11. We want to make sure that people who are elected to the Board have the support from their employer, agency, or group they represent (if applicable) to fully participate in the CoC Board.

If applicable: is your employer, agency, or the group you represent aware that you plan to run for a CoC Board seat? *

- ☒ Yes
- ☐ No
- ☐ Not Applicable (N/A): I'm not affiliated with or representing a specific employer, agency, or group. I would be participating in the CoC Board on my own time.

12. If applicable: does your employer understand the full commitment that you're making to the CoC Board, including time commitments to meetings, potential time away from work, and responsibilities you'll hold? *

- ☒ Yes
- ☐ No
- ☐ Not Applicable (N/A): I'm not affiliated with or representing a specific employer, agency, or group. I would be participating in the CoC Board on my own time.

13. Do you currently live or work in Orange County? Please select all that apply. *

- ☒ I live in Orange County
- ☒ I work in Orange County
- ☐ I do not live or work in Orange County

14. As part of the CoC Strategic Plan, the CoC Board adopted the following strategies to accomplish in Year 1 of implementation, which occurs from October 1, 2025 – September 30, 2026 (see September 24, 2025, CoC Board meeting agenda on the CoC webpage <https://ceo.ocgov.com/continuum-care>):

a. 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.

b. 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.

c. Elevate Lived Experience Leadership (Objective 1D)

- Embed deeper support for people with lived experience to get compensated, gain expertise, and hold decision-making power.

d. Develop a Policy Agenda (Objective 2D)

- Develop or adopt a policy agenda to measurably improve the resources and performance of the CoC.

e. 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.

f. 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.

g. Evaluate Coordinated Entry System (CES) (Objective 5B)

- Conduct a Coordinated Entry System evaluation.

Which of these strategies resonates with you most, and where would you like to contribute to supporting these strategies? *

The strategies that resonate most with me are Developing a Policy Agenda (Objective 2D), Planning for Coordinated Investments (Objective 4B), Improving Data Collection and Analysis (Objective 3A), and Elevating Lived Experience Leadership (Objective 1D).

Developing a strong, values-based policy agenda is foundational to everything else we hope to achieve. Without alignment at the policy level—across local jurisdictions, funding partners, and systems—we end up reacting to circumstances instead of shaping them. I believe the CoC can play a pivotal role in driving policies that expand affordable housing, strengthen prevention, and ensure accountability for equitable outcomes across the county.

Hand in hand with that is planning for coordinated investments. Our current funding landscape is fragmented, and this limits our ability to drive systemic change. A shared investment framework that maps existing resources, analyzes impact, and identifies funding gaps would allow us to direct dollars more strategically and equitably—is essential at this time.

To do this well, we must also improve how we collect and interpret data. Beyond compliance metrics, we need to hear and understand people's real experiences within the system—what's working, what's not, and why.

Finally, none of this can be done effectively without centering lived experience leadership. People who've navigated homelessness must be empowered, compensated, and supported to shape the decisions that impact their lives. Their insight grounds our data, our policies, and our funding strategies in humanity.

Together, these four strategies create the foundation for a more integrated, equitable, and effective homelessness response system—one that truly works for the people it's meant to serve.

15. Please discuss one (1) significant challenge to addressing homelessness in Orange County. If you could wave a magic wand to address this challenge, what would your solution be? *

One of the most significant challenges we face in addressing homelessness in Orange County is the fragmentation of our systems — the number of agencies, programs, and funding streams that operate in silos, each with its own mandates, data, and priorities. Even though we all care deeply and work hard, our collective impact is often limited because the system as a whole isn't fully aligned. People experiencing homelessness don't experience their journey in program categories or funding silos — they experience it as a series of doors that either open or stay shut.

If I could wave a magic wand, I would create a truly integrated and person-centered system that aligns every partner around shared outcomes and shared accountability. A system where data flows seamlessly, service navigation is simple and human-centered, and funding is flexible enough to meet people where they are. Where landlords, health systems, outreach workers, and cities all see themselves as part of one team helping one person at a time into stability and dignity.

While I don't have a magic wand, I do believe that through collaboration, transparency, and courageous leadership we can get closer to that vision. My focus on the CoC Board is to continue building the trust, infrastructure, and shared measurement tools that make this integration possible — so that, together, Orange County can move from coordination to genuine collective action that ends homelessness for good.

INTEREST FORM: PART TWO

It is important to the Orange County CoC to ensure that the CoC Board is representative of the people in our community who tend to experience homelessness. To that end, we would like to know more about your personal/professional identities, experiences, and background.

This form will be viewed by the CoC Nominating Ad Hoc members and CoC staff helping to facilitate this process (10 total people). Please only share what you feel comfortable disclosing to this group. Note, however, that any information provided to the County through this form could be required to be disclosed if someone were to file a Freedom of Information Act (FOIA) request.

The CoC Nominating Ad Hoc will review all completed interest forms and will determine the full list of qualified candidates who will run for election to the Board. The full CoC general membership will then vote to elect new Board members, and information about those candidates will be posted publicly on the CoC Nomination and Election webpage. If you are included in the list of qualified candidates to participate in the election, you will have an opportunity to choose and consent to the information shared about you publicly. We will not publicly disclose any information included on this form without your consent.

Personal Identities & Experiences

16. Have you experienced homelessness? *

☒ Yes

☐ No

☐ Prefer not to answer

17. If you answered "yes" to the question above, please check all of the following that apply and that you feel comfortable disclosing.



- ☐ I have experienced homelessness in the last 5 years.
- ☐ I have experienced homelessness as a person under 25 years old in the last 5 years.
- ☒ I have experienced homelessness as an adult on my own or with a partner, but without children in my household.
- ☐ I have experienced homelessness as an adult with at least one child in my household.
- ☐ I have experienced homelessness as an older adult (age 62 or older)
- ☐ Prefer not to answer
- ☐ Not Applicable (N/A)

18. What is your race and/or ethnicity? Please select all that apply. *

- ☐ Black or African American
- ☐ Indigenous or Native American
- ☐ Person of Color (including but not limited to people who are: Asian, Asian-American, Pacific Islander, Native Hawaiian, Latino/a/e/x, Central American, South American, Caribbean, Middle Eastern, North African)
- ☐ Mixed race
- ☒ White
- ☐ Prefer not to answer
- ☐ Other

20. Do any of the following identities or experiences apply to you? *

- ☐ I have a disability or disabling condition (could be any type of disability including mental, physical, etc.)
- ☐ I'm neurodivergent (e.g., I have ADHD or am autistic)
- ☐ I have served in the military or armed forces
- ☒ Someone in my immediate family has served in the military or armed forces
- ☐ I have experienced domestic violence or intimate partner violence
- ☐ I'm an older adult (age 62 or older)
- ☐ I'm a young adult (age 18-25)
- ☐ No, none of these apply to me
- ☐ Prefer not to answer

Personal or Professional Background & Experiences

We are seeking people with an array of meaningful connections, whether personal or professional, to key partners and systems in our community. For example, you could be currently employed by one of these types of partners, or you could be currently participating in services/programs or previously participated in services/programs from one of these types of partners.

21. Please select all of the entities or areas with which you have **past and/or current** personal experience or **current** professional experience. *

- ☒ Veteran/military service-focused agency or programming
- ☐ Emergency Solutions Grant (ESG) Program funded agency or recipient agency
- ☒ Public Housing Agency (PHA)
- ☐ Domestic violence agency or programming
- ☐ Education field / McKinney-Vento liaison
- ☐ Behavioral health field
- ☐ Health care field
- ☒ Transition-Aged Youth (TAY) Agency
- ☐ Family Agency
- ☒ Homeless system programs: Diversion
- ☐ Homeless system programs: Street Outreach
- ☒ Homeless system programs: Prevention
- ☐ Homeless system programs: Emergency Shelter
- ☒ Homeless system programs: Rapid Rehousing
- ☒ Homeless system programs: Permanent Supportive Housing
- ☒ Faith-based organization or community
- ☐ Affordable housing development background
- ☐ I have no personal or professional connections to any of these