

ORANGE COUNTY CONTINUUM OF CARE BOARD CANDIDATE INTEREST FORM

INTEREST FORM: PART ONE

1. Name *

Jordan Hoiberg

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

Illumination Health + Home, Director of Housing Strategy and Community Partnerships

3. Pronouns (for example: she/her, he/him, they/them, xe/hir):

he/him/his

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 have worked in the homeless services sector serving people experiencing homelessness in Orange County since 2017. During that time, I worked at the Orange County Catholic Worker where I worked with Elder Law and Disability Rights Center on a federal lawsuit related to abatement of the Anaheim Riverbed encampment. I also worked at the Orange County United Way on the Welcome Home OC. However, most of my time working in this sector has been spent at Illumination Health + Home, previously known as the Illumination Foundation. At Illumination Health + Home, I have served as Director of Housing, supervising all nonclinical services across Illumination Health + Home's operations in Orange, Riverside, San Bernardino, and Los Angeles counties. In this role, I was responsible for approximately 150 staff. Additionally, I administered emergency shelter, recuperative care, homelessness prevention, rapid rehousing, and permanent supportive housing programs. These programs received funding from a variety of sources including ESG, HHAP, HOME TBRA, HUD CoC, CalAIM, and local funding. This administrative experience gives me a strong, first hand understanding of the compliance related complexities of operating successful programs. In my current role, I serve in Illumination Health + Home's senior leadership, bringing community based organizations, community stakeholders, and government actors together to address the various service needs of the clients Illumination Health + Home serves. My experience as a recuperative care provider gives me a unique perspective on the intersection between homelessness and healthcare.

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:

I work for Illumination Health + Home which received CoC NOFO funding to operate two PSH programs and HHAP funding to operate three family emergency shelters.

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? *

Objectives 4B and 5B resonate with me the most. The current homeless services funding landscape is fragmented involving a high number of potential funder and funding streams. Each funder and funding stream comes with its unique goals and compliance related requirements. Additionally, various funders or funding sources must often be braided together to operate successful programs. These conflicting goals and compliance requirements limit our efficacy at a systems level, and the CoC can play an important role in streamlining funding for providers to allow them to focus on the people they serve. The Coordinated Entry System (CES) is the primary tool through which people experiencing homelessness access affordable housing subsidies. The foundational best practices of CES such as the no-wrong-front-door approach and equitable prioritization require a commitment to ongoing refinement. A fully optimized CES allows us to maximize utilization of scarce resources and ensures that scare resources are fairly used to rapidly assist the most vulnerable in our community.

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? *

The obvious answer, and the one in alignment with housing first best practices, is the availability of affordable housing, but that feels unoriginal and a little vague. I'd like to answer the question by first acknowledging that homeless services is an emergency response system akin to hospitals, firefighters, or the police. 58% of Orange County residents are rent burdened. If 58% of Orange County residents experienced a medical emergency at the same time, we would, of course acknowledge the immediate need for medical attention, but, at a systemic level, we'd be focusing the conversation on upstream public health solutions like vaccination campaigns or masking policies. However, with our current housing crisis, homeless services is treated as the primary response to a public emergency. This is an emergency we are not equipped, nor will we ever be fully equipped, to completely address. But solutions obviously exist. We can see this in our PIT data: specifically the increases in homelessness leading up to covid, the reductions during covid, and the subsequent increases our community is currently experiencing. Covid related policies such as eviction moratoriums, expansion of the child tax credit, massive expansions in unemployment benefits, and rent freezes are evidence based solutions that reduced homelessness locally and resulted in the most significant reduction in poverty rates nationally in modern history. So, if I could wave my wand, it truly would be to wish the social and political will into place that would allow us to implement the upstream, evidence based policies we know will allow us to make progress toward functional zero.

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

19. Are you 2SLGBTQQIA+ (2-spirit, lesbian, gay, bisexual, trans, queer, questioning, intersex, asexual/aromantic, +)? Please check all of the following that apply and that you feel comfortable disclosing. *

- ☒ Yes - I'm 2SLGBTQQIA+ based on my sexual and/or romantic orientation (e.g., I'm lesbian, gay, bi, pan, queer+)
- ☐ Yes - I'm 2SLGBTQQIA+ based on my gender identity and/or expression (e.g., I'm trans, non-binary, intersex, gender fluid, 2-spirit, gender non-conforming+)
- ☐ No, I'm not 2SLGBTQQIA+
- ☐ Prefer not to answer

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