

ORANGE COUNTY  
CONTINUUM OF CARE BOARD MEETING  
Wednesday, December 17, 2025  
2:00 p.m. – 5:00 p.m.

**Location:**

**County Administration South (CAS) Building  
County 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: 941 3616 4277**

***\*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** – Nishtha Mohendra, Vice 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.

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

### **CONSENT CALENDAR**

1. Approve the CoC Board minutes from October 22, 2025.
2. Receive and file the CoC Strategic Plan monthly update.
3. Approve the 2026 CoC Board Meeting Calendar, as recommended by the Office of Care Coordination.
4. Receive and file list of agencies and jurisdictions approved for Homeless Management Information System (HMIS) access from August 22, 2025, to December 11, 2025.

### **BUSINESS CALENDAR**

1. **CoC Strategic Plan Working Group** – Aubrey Sitler, ACStrategies and Felicia Boehringer, Interim CoC Manager, Office of Care Coordination
  - a. Establish a CoC Strategic Plan Working Group that will include participation from Strategy Owners of CoC Board-approved prioritized Strategies.
2. **New CalAIM Community Support: Transitional Rent** – Mia Arias, Director of CalAIM Operations, CalOptima Health
3. **Fiscal Year (FY) 2025 CoC Program Notice of Funding Opportunity (NOFO) Update** – Zulima Lundy, Director of Operations and Felicia Boehringer, Interim CoC Manager, Office of Care Coordination
4. **CoC Board Recommendations** – Felicia Boehringer, Interim CoC Manager, Office of Care Coordination

- a. Ratify the results from the CoC Board election to appoint the following candidates to the CoC Board for the term of January 1, 2026, through December 31, 2028.
  - (1) Andrew Crowe
  - (2) Dr. Shelby Feliciano-Sabala
  - (3) Kelita Gardner
  - (4) Becks Heyhoe-Khalil
  - (5) Nishtha Mohendra
  - (6) Tim Shaw
  - (7) Dr. Shauntina Sorrells
- 5. **2026 Point-In-Time (PIT) Count** – Felicia Boehringer, Interim CoC Manager, Office of Care Coordination
- 6. **HMIS Lead Updates** – Erin DeRycke, Director, Data Analytics, 2-1-1 Orange County (211OC), Orange County United Way
- 7. **Orange County Homelessness Updates** – Douglas Becht, Director and Jasmin Miranda, Interim CoC Administrator, Office of Care Coordination
  - a. System of Care Update
  - b. CoC Update
- 8. **Next Meeting:** Special meeting on Monday, December 22, 2025, from 9:00 a.m. – 10:30 a.m.

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## MINUTES

**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  
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**Call to Order** – Dr. Shauntina Sorrells, Chair

Chair Dr. Shauntina Sorrells called the meeting to order at 2:02 p.m.

**Board Member Roll Call** – Nichole Gideon, Secretary

Present: Judson Brown, Andrew Crowe, Nichole Gideon, Shakoya Green Long, Becks Heyhoe-Khalil, Marisol Johnson, Melanie McQueen, Nishtha Mohendra, Robert “Santa Bob” Morse, Jason Phillips, Dawn Price, Maricela Rios-Faust, George Searcy, Tim Shaw and Dr. Shauntina Sorrells.

Absent Excused: LaVal Brewer, Sandra Lozeau, Sammie MarTínez and Dr. Tiffany Mitchell.

Absent: Dr. Kelly Bruno-Nelson and Talesha Payne.

Jason Phillips arrived during the Consent Calendar. George Searcy arrived during the Business Calendar Item 1. Shakoya Green Long left during Business Calendar Item 3 and did not vote on Business Calendar Item 4. Nichole Gideon left during Business Calendar Item 4 and did not vote on Business Calendar Item 4.

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

**CONSENT CALENDAR**

1. Approve CoC Board Meeting Minutes from August 27, 2025.
2. Approve the CoC Board and Commission to Address Homelessness Joint Special Meeting Minutes from September 10, 2025.
3. Approve CoC Board Meeting Minutes from September 25, 2025.

Nishtha Mohendra motioned to approve Consent Calendar Items 1 through 3. Dawn Price seconded the motion. Chair Dr. Shauntina Sorrells called for a voice vote. No nays and no abstentions. The motion passed.

## **BUSINESS CALENDAR**

### **1. HomeAid Family Care Center Update** – Gina Cunningham, Executive Director, HomeAid Orange County and Los Angeles

Gina Cunningham shared background on HomeAid with its primary purpose as a housing developer before opening and operating a family shelter, the Family Care Center (FCC). Gina Cunningham explained that FCC has been sold to Homeless Intervention Services of Orange County (HIS-OC) and thanked Christine Stellino, Executive Director for HIS-OC, for supporting the transition into the system of care, emphasizing its role in providing emergency and transitional housing. HIS OC works with partners to support families, Transitional Age Youth (TAY), and seniors, offering innovative housing solutions tailored to each population. Christine Stellino shared success stories, as well as the structure for new food operations to provide three meals and two snacks daily. HIS-OC collaborates with the City of Orange Police Department to enhance safety and community relationships. Christine Stellino highlighted that the FCC has extended housing stability and partnered with California Advancing and Innovating Medi-Cal (CalAIM) to strengthen support systems. Gina Cunningham urged continued awareness of family homelessness in the County and expressed gratitude to HomeAid and HIS-OC for their commitment and impact to the system.

#### **Board Member Discussion:**

- On behalf of Sammie MarTínez, Chair Dr. Shauntina Sorrells asked how an individual accesses HIS-OC services and what is the age eligibility for services.
- Vice Chair Nishtha Mohendra thanked Gina Cunningham and Christine Stellino for continued support and collaboration to ensure families stay housed and continue to be served.

### **2. Policies, Procedures and Standards (PPS) Committee Recommendations** – Nishtha Mohendra, PPS Committee Chair, Andrew Crowe, Coordinated Entry System (CES) Steering Committee Chair and Felicia Boehringer, Interim CoC Manager, Office of Care Coordination

Felicia Boehringer provided background and timelines outlining the ongoing work to review the CES Policies and Procedures. Felicia Boehringer emphasized the importance of discussions within both the Lived Experience Advisory Committee and the PPS Committee, noting that the review aims to align with the CES vision statement, ensuring equitable access to long-term housing stability for all; with the overall goal to promote a low-barrier and inclusive approach. Douglas Becht added context, explaining that the proposed removal of the shelter policy is part of broader feedback and Office of Care Coordination review. Douglas Becht explained this change aligns with CoC principles, which do not mandate a specific path out of homelessness reminding members that many individuals enter, or do not enter, shelter for various reasons, and requiring shelter entry as a condition can be exclusionary. Douglas Becht elevated the 2023 Homeless Survey concerns about safety and privacy in shelters, and data suggests that extended shelter stays are more reflective of limited housing options rather than CES policy shortcomings. Andrew Crowe expressed appreciation for the input from CoC Board members and Office of Care Coordination. Andrew Crowe noted that PPS feedback emphasized that shelter status should not be a barrier or prerequisite for accessing services.

Felicia Boehringer also presented updates to the CoC Governance Charter, incorporating feedback from the PPS Committee. Felicia Boehringer shared key revisions included clarifying the process for filling board vacancies, reaffirming the three-year board term with flexibility for periodic review, and initiating a survey to gauge current board members' interest in continuing their service. Felicia Boehringer also reviewed the overall timeline for these changes, noting that while Riverside CoC is not making immediate updates, they are following a similar schedule and working with consultants to ensure compliance with CoC grant requirements.

Felicia Boehringer explained the rationale behind each proposed change, including the use of an updated prioritization tool for board composition and nominations. Felicia Boehringer emphasized the importance of using HUD-approved data sources and other relevant metrics to guide decisions. Additional updates aim to improve consistency in general membership and support a full charter review when feasible. Felicia Boehringer shared that the CoC Nominating Ad Hoc confirmed plans to continue using the prioritization tool, with the Office of Care Coordination reporting back to the CoC Board for accountability. If approved, these changes will launch the nomination and election process for the current year

Recommended Action a: Approve revised CES Policies and Procedures, including the removal of shelter status from the prioritization schema, updates to formatting, and other clarifying language, as recommended by the PPS Committee, Lived Experience Advisory Committee (LEAC) and CES Steering Committee.

Maricela Rios-Faust motioned to approved Recommended Action a. Melanie McQueen seconded the motion. Chair Dr. Shauntina Sorrells called for a roll call vote. Andrew Crowe, Shakoya Green Long, Becks Heyhoe-Khalil, Marisol Johnson, Melanie McQueen, Nishtha Mohendra, Robert “Santa Bob” Morse, Jason Phillips, Dawn Price, Maricela Rios-Faust, George Searcy, Tim Shaw and Dr. Shauntina Sorrells voted yes. Judson Brown voted no. Nichole Gideon abstained. The motion passed.

Recommended Action b: Approve the recommended changes to the Orange County CoC Governance Charter, as recommended by the PPS Committee, 2025 CoC Nominating Ad Hoc and Collaborative Applicant.

Andrew Crowe motioned to approve Recommended Action b. Melanie McQueen seconded the motion. During discussion, a substitute motion was introduced by Tim Shaw but was withdrawn. Chair Dr. Shauntina Sorrells called for a roll call vote. Judson Brown, Andrew Crowe, Nichole Gideon, Becks Heyhoe-Khalil, Melanie McQueen, Nishtha Mohendra, Robert “Santa Bob” Morse, Jason Phillips, Dawn Price, Maricela Rios-Faust, George Searcy and Dr. Shauntina Sorrells voted yes. Shakoya Green Long and Tim Shaw voted no. Marisol Johnson abstained. The motion passed.

Substitute Motion: Approve Recommended Action b, excluding Section V.B.2 CoC Board Composition, to take as a separate Recommended Action Item.

Tim Shaw motioned to approve Substitute Motion. George Searcy seconded the motion. During discussion, Tim Shaw withdrew the Substitute Motion.

Public Comment:

- Aubrey Sitler expressed appreciation for the group and acknowledged the work to embed diversity into the process. Aubrey Sitler emphasized the importance of continuing the conversation in the months ahead and maintaining a commitment to equity, not just in written language but through meaningful action. Aubrey Sitler encouraged CoC Board members to support new members during transitions and to critically engage with upcoming changes, including executive orders and new funding competitions. Aubrey Sitler cautioned that certain types of language may no longer be permissible in future contexts, underscoring the need to preserve the ethos already reflected in the current work. Aubrey Sitler framed this as a strategic move to stay ahead of potential challenges and reminded the group that the CoC Governance Charter is updated annually, allowing for continued refinement.

Board Member Discussion:

- Tim Shaw expressed interest in the specific conversation and dialogue from the LEAC regarding the proposed CES Policies and Procedures and emphasized the importance of clarity that the CES Policies and Procedures were reviewed by the LEAC. For the governance charter revisions, Tim Shaw

emphasized the importance of recognizing the significant time, money, and effort invested in developing policies and procedures that promote racial accessibility and inclusion. Tim Shaw reflected on the thoughtful and difficult conversations that led to meaningful changes in the nomination process and cautioned against removing language that reflects that progress. Tim Shaw expressed concern that eliminating the language would undermine the intentional work done to diversify the board; and stated he could not support the motion as written, as it would erase the values and commitments that were carefully built into the process. Tim Shaw agreed with George Searcy concerns, noting that even small changes in elected leadership could shift the direction of policies and stressed that is should be considered. Tim Shaw acknowledged the difficulty of the conversation and emphasized the importance of having it publicly. Tim Shaw expressed concern about the CoC Board not crossing a line where demands become unsustainable and thanked everyone for their thoughtful contributions.

- Robert “Santa Bob” Morse clarified that LEAC was consulted on the CES Policies and Procedures and voted to approve what is stated in the recommended action. Robert “Santa Bob” Morse stated that the current CoC Nominating Ad Hoc has made it clear they are willing to drop the language but will continue to be able hold the values by using the prioritization tool.
- Judson Brown thanked Douglas Becht for the additional context but stated he would be the sole “no” vote. Judson Brown acknowledged bias and explained the strong stance stems from concerns about the City of Santa Ana housing unsheltered individuals from outside the City of Santa Ana, particularly from areas less committed to housing solutions. Judson Brown framed the issues as a policy question with two parts, first should outreach and engagement staff prioritize referring people to shelter or housing and second should shelters be the preferred option for those experiencing homelessness. Judson Brown believed shelter should remain a priority and should not have been removed from the preference for those experiencing chronic homelessness in 2022. Judson Brown respects the importance of choice and safety but is deeply concerned about the increasing length of shelter stays and argues that the data suggest the CoC is warehousing individuals in emergency shelters. Judson Brown emphasized that the City of Santa Ana does not support this approach.
- Marisol Johnson shared feelings of conflict, noting that removing shelter preference could benefit those with disabilities since many individuals prefer to decide what is best for themselves. Marisol Johnson highlighted that people with disabilities and “trans” individuals often feel unsafe or find shelters inaccessible. Marisol Johnson stated that comfort and safety should be prioritized and could open doors for those who typically fall through the system. Marisol Johnson praised the inclusive work of the CoC Nominating Ad Hoc in the CoC Governance Charter revisions and emphasized the importance of recording progress. Marisol Johnson expressed joy at finally being included and advocated for keeping inclusive language in place to ensure lasting change.
- Chair Dr. Shauntina Sorrells added that trans individuals, people with disabilities, and people of color are less likely to engage with shelter services. Chair Dr. Shauntina Sorrell reflected on the significance of being able to move forward alongside colleagues who sit at the CoC Board. Chair Dr. Shauntina Sorrell described that the CoC Board faced many challenges over the past year, emphasizing the gap between intent and impact. Chair Dr. Shauntina Sorrell highlighted the power of language and how it shapes reality, especially when addressing housing equity. Chair Dr. Shauntina Sorrell noted that while inclusive language was adopted six months ago to support equity in housing, the current conversation risks undoing that progress. Chair Dr. Shauntina Sorrell stressed that actions speak louder than words and agreed with Dawn Price’s call to preserve the prioritization tools and language that promote equity. Chair Dr. Shauntina Sorrell advocated for reinserting inclusive language into the CoC Governance Charter by 2029, underscoring the importance of aligning principles with lasting impact.
- Dawn Price offered a different perspective as a shelter provider, explaining that outreach efforts typically aim for shelter placement, but it is up to the individual to decide. Dawn Price mentioned that while paperwork can be completed on the street, safety remains the highest concern and cautioned against misinterpreting shelter stay data. Dawn Price supported the conversation of the CoC

Governance Charter revisions and highlighted the loss of 1,300 housing opportunities if the language not being removed is used against the CoC. Dawn Price warned that policy changes could quickly impact housing access and urged the group to stay ahead of potential risks. Dawn Price advocated for continued use of the prioritization tool when moving elected candidates forward to be approved by the CoC Board.

- Melanie McQueen thanked everyone for the robust discussion and acknowledged both sides of the issue and noted that during the PPS Committee discussion many of these conversations were discussed. Melanie McQueen agreed that shelter stay duration is a concern and emphasized that longer stays are likely directly linked to limited housing opportunities.
- Vice Chair Nishtha Mohendra thanked the staff, PPS Committee, and CoC Nominating Ad Hoc, and recalled the CoC Board leadership's request to review all existing external documents for potential diversity, equity, and inclusive language. Vice Chair Nishtha Mohendra echoed many sentiments shared and spoke as an immigrant and trained social worker. Vice Chair Nishtha Mohendra emphasized the importance of written commitments and warned against removing identity-based language, which could impact future leaders.
- George Searcy shared his perspective, acknowledging the passion others have expressed and affirming that it resonates with his own approach to the work. George Searcy stated that he would not support the motion if it undermined the committee structure and policies that have been carefully developed and are set to sunset in December. While George Searcy views the proposed changes as a potential slippery slope, he expressed trust in the group's ability to uphold its values and continue implementing inclusive administrative policies. George Searcy emphasized that even if certain public-facing language is removed, the individuals involved will carry forward the spirit and integrity of the work.
- Andrew Crowe recalled similar conversations at the PPS Committee regarding the CoC Governance Charter revisions and acknowledged the tension between principles and funding. Andrew Crowe noted as a representative of local Indigenous communities, the values discussed are importance but prioritizing and securing resources to house people is the main goal.
- Maricela Rios-Faust shared that the CoC Governance Charter revisions has been emotionally difficult and emphasized the importance of embedding equity and representation into actual practices, not just discussions. Maricela Rios-Faust shared that a key concern was ensuring that the data being collected is truly comprehensive and reflective of the communities served. Maricela Rios-Faust stressed that if the right data is not captured, representation will continue to fall short and advocated for explicitly integrating inclusive values into procedures, so they are not lost over time, and highlighted the need to safeguard the progress made under the current board leadership. Maricela Rios-Faust commended the Office of Care Coordination and ACStrategies for their work on the prioritization tool and urged continued focus on the data sources that best support equitable decision-making.

Chair Dr. Shauntina Sorrells declared a short recess at 3:34 p.m. Chair Dr. Shauntina Sorrells called the meeting to order at 3:42 p.m.

### **3. CoC Program – Felicia Boehringer, Interim CoC Manager, and Zulima Lundy, Director of Operations, Office of Care Coordination**

Zulima Lundy presented an update on the CoC Program highlighting that most of the CoC Program Notice of Funding Opportunity (NOFO) funding is directed toward Permanent Housing placements. Zulima Lundy emphasized that current data reflects only a baseline, with CoC-funded programs often exceeding expectations to serve those at risk of homelessness. Zulima Lundy shared that the Office of Care Coordination convened CoC Executive Directors to discuss strategic system improvements, with a shared focus on sustaining housing placements and preventing returns to homelessness. The discussion included exploring alternative program models, funding sustainability, particularly through California Advancing and Innovating Medi-Cal (CalAIM) and CalOptima Health, and the need for long-term solutions. Zulima Lundy noted that many organizations are

actively engaging in follow-up conversations and are open to new approaches. The Commission to Address Homelessness highlighted for its role in keeping households permanently housed, and a motion was approved at the Commission meeting to address funding gaps through a coordinated, system-wide strategy. Zulima Lundy noted that the Office of Care Coordination was directed to draft a memo recommending the identification of additional funding sources such as Proposition 1, CalWORKs, and CalAIM.

Douglas Becht added that significant policy changes are anticipated, and the CoC must be prepared to adapt. Douglas Becht reaffirmed the importance of aligning priorities and ensuring the collaborative application reflects these shifts, committing the Office of Care Coordination's support during this critical time.

#### Public Comment:

- Julia Bidwell explained that Public Housing Authorities (PHAs) across the country are in varying positions, and not all have the capacity to absorb additional vouchers, this is referred to as a shortfall. Orange County Housing Authority (OCHA) is scheduled to meet on November 18, 2025, to discuss changes that would allow OCHA to offer rental assistance, with U.S. Housing and Urban Development (HUD) recommending grant-funded programs to help address limitations in federal voucher availability. Julia Bidwell noted that Emergency Housing Vouchers (EHV) are available, but Mainstream Vouchers (MSV) are fully allocated, and while Veterans Affairs Supportive Housing (VASH) vouchers exist, the CoC grant criteria limit flexibility. Julia Bidwell emphasized that there's currently no capacity to absorb more families into Housing Choice Vouchers and urged the group to assess what can realistically be done. Julia Bidwell stressed the importance of reviewing HUD data and understanding the constraints, while continuing to explore solutions. Julia Bidwell explained background context as to why OCHA was the only housing authority eligible to apply for rental assistance, pointing out that others are navigating different challenges and should be considered in future planning.

#### Board Member Discussion:

- Becks Heyhoe-Khalil thanked the team for the update and shared recent advocacy developments. Becks Heyhoe-Khalil shared that Vice Chair Nishtha Mohendra, along with the Orange County United Way team met with five legislative members from the Orange County Delegation to discuss key priorities. Following up on previous CoC Board efforts, materials were submitted to the delegation and shared with the team with 837 letters being sent in support of the initiative. Becks Heyhoe-Khalil also noted ongoing engagement with local governmental entities and the philanthropic community, emphasizing the importance of partnership and collective advocacy during this critical time.
- Dawn Price asked a clarifying question about the timing of the memo to the Board of Supervisors, emphasizing the importance of presenting it at the right moment to support advocacy efforts. Dawn Price explained that the intent behind the memo was to leverage the influence of the Supervisors to accelerate progress on key issues.
- Judson Brown shared insights from conversations with PHA colleagues, emphasizing the urgency of addressing the \$18.3 million in funding as substantial risk. Judson Brown noted that while cities often request support for emergency shelters, they are not consistently stepping up to contribute alongside the County and OCHA. Judson Brown urged cities and housing authorities to actively engage and do more to prevent homelessness, especially for the 1,300 families currently at risk. Judson Brown highlighted the importance of adopting a grant-funded "at risk of homelessness" preference, pointing to strong leadership already recommending this approach. Judson Brown stressed that this \$18.3 million is an annual opportunity, and cities like Anaheim, Santa Ana, and Garden Grove must be part of the solution by aligning with this strategy and helping secure long-term housing stability for vulnerable families.
- Chair Dr. Shauntina Sorrells emphasized the importance of keeping everyone informed, noting that sharing updates is both valuable and necessary for collective understanding and progress.

- Maricela Rios-Faust emphasized that providers presenting from a prevention perspective highlighted a critical issue, that funding has run out. Maricela Rios-Faust stressed the need for clear prioritization and urged that prevention efforts are not overlooked. Maricela Rios-Faust called for providers to have a seat at the table where funding decisions are made, ensuring their voices help guide where prioritization can and should occur.

**4. Homeless Housing, Assistance and Prevention (HHAP) Program** – Douglas Becht, Director and Zulima Lundy, Director of Operation, Office of Care Coordination

Zulima Lundy provided several updates, noting that fourteen (14) agencies have applied for the recently released Request for Proposals (RFP). Zulima Lundy submitted a budget modification on behalf of the CoC to support previously recommended action items. Zulima Lundy also shared context around the proposed Rapid Rehousing (RRH) RFP, emphasizing that while RRH is designed to meet participant needs, the 24-month timeframe for Transitional Age Youth (TAY) should not be weighed equally with family proposals. Zulima Lundy referenced feedback from the TAY Collaborative Meeting and advocated for a more robust approach to transitional housing. Zulima Lundy discussed implementing a per diem rate within existing funding structures to ensure consistency across program types and emergency shelter models. Zulima Lundy outlined a three-tier shelter framework, explain this structure helps clarify program operations and application intent. Zulima Lundy also presented recommendations for obtaining subsidies and emphasized the CoC's deep investment in shelter funding. Zulima Lundy urged the group to preserve these investments, warning that changes could jeopardize compliance with HHAP guidelines and have long-term impacts.

As a HHAP Program ad hoc member, Jason Phillips acknowledged the difficulty of the decision and expressed a desire to focus on what is most helpful. Jason Phillips emphasized the importance of listening and balancing obligations without losing sight of the core mission.

Chair Dr. Shauntina Sorrells highlighted that for youth, the need for RRH is even greater. Chair Dr. Shauntina Sorrells stressed the importance of maintaining programs like Covenant House and HomeAid, which provide critical shelter beds for youth and families. Chair Dr. Shauntina Sorrells urged the group not to lose these resources and requested a recap to ensure that the minimum level of support is sustained for those most vulnerable.

Recommended Actions:

- c. Approve the following recommendations for the programming of HHAP Round 5 funding allocated to the Orange County CoC, as recommended by the HHAP Round 5 Ad Hoc, by the County of Orange's Office of Care Coordination:
  - (1) Approve the issuance of a Request for Proposals to solicit for Rapid Rehousing Programs that utilize a short-term (up to 3 months) or medium-term (4 to 24 months) models to award the remaining \$773,200.01 under the Rapid Rehousing eligible use category and \$434,991.06 under the Rapid Rehousing Youth Set-Aside eligible use category, to prioritize serving youth (ages 18 to 24) and older adults (ages 62 and older). The Request for Proposals will prioritize current CoC-funded agencies whose funding is at jeopardy.
  - (2) Approve the issuance of a Request for Proposals to solicit Emergency Shelter Operations and Services Programs to award \$1,224,432.36 in Operating Subsidies Interim Housing eligible use category utilizing the proposed rate schedule as detailed in the staff report to standardize the per diem contribution amounts for emergency shelter programs receiving HHAP Round 5 funding allocated to the Orange County CoC.
  - (3) Approve the award and contracting of \$2,448,862.73 of HHAP Round 5 funding allocated to the Orange County CoC under the Operating Subsidies Interim Housing and Operating

Subsidies Interim Housing Youth Set-Aside eligible use categories to sustain current CoC-funded emergency shelter projects and other key projects serving people experiencing as detailed below:

- a. \$500,000 for Emergency Shelter Operations and Services for Transitional Aged Youth with Covenant House California to be expended by June 30, 2026.
  - b. \$500,000 for Emergency Shelter Operations and Services for Families with HomeAid Orange County for \$500,000, to be expended by June 30, 2026.
  - c. \$869,318 for Emergency Shelter Operations and Services for Individuals in the North Service Planning Area with Mercy House to be expended by June 30, 2026.
  - d. \$579,544.73 for Emergency Shelter Operations and Services for Individuals in the North Service Planning Area with The Salvation Army to be expended by June 30, 2026.
- (4) Approve the award and contracting of up to \$500,000 of HHAP Round 5 funding allocated to the Orange County CoC under the Permanent Housing Delivery eligible use category to help bridge and transition the CoC funded Permanent Supportive Housing program operated by American Family Housing through June 30, 2026.
- (5) Authorize the Office of Care Coordination as the Administrative Entity of the Orange County CoC to submit a budget modification request to support the above recommended actions.

Becks Heyhoe-Khalil motioned to approve Recommended Actions c.(1) and c.(2). Melanie McQueen seconded the motion. Chair Dr. Shauntina Sorrells issued a voice vote. No nays and no abstentions. The motion passed.

Robert "Santa Bob" Morse motioned to approve Recommended Actions c.(3), c.(4) and c.(5). George Searcy seconded the motion. Chair Dr. Shauntina Sorrells issued a voice vote. No nays, no abstentions. The motion passed.

#### Public Comments:

- Shalei L'Heureux thanked the CoC Board for funding contributions and helping put into words what many already know that shelters for TAY are critical. Shalei L'Heureux stated more than 50% of youth experiencing homelessness do so before the age of 25. Covenant House provides safety, stability, and care creating lasting change. Shalei L'Heureux shared that Covenant House has opened their doors to hundreds, with over 300 youth still on the waitlist. Shalei L'Heureux expressed that additional support will help them continue navigating the challenges, advocating for those often unseen, and shining a spotlight on youth homelessness. Shalei L'Heureux shared that through Youth HOPE Month, Covenant House aims to make the invisible, visible and offer tangible support to those who need it most.
- Lailanie and Tanesha shared continued gratitude for ongoing investment with Covenant House. Lailanie stated that the HHAP funding advocacy has helped youth transition out of shelter and begin taking meaningful steps toward stability. The impact is visible young people are working, engaging, and making progress in their lives. Tanesha shared a powerful moment, emphasizing that the work is rooted in love and focused on helping everyone reach the next level. Tanesha shared the help participants received are being used in the right way and is making a real difference.
- Milo Peinemann from American Family Housing expressed gratitude for the recommended HHAP funding and acknowledged the consolidation of the CoC funded grant, which is set to begin January 1, 2026. Milo Peinemann noted that while the timeline is ambitious, many member agencies lack the luxury of time or resources to fully prepare. Milo Peinemann emphasized the ongoing work of mapping, engaging property owners, and winding down current efforts, while remaining hopeful that something new and impactful will emerge. Milo Peinemann encouraged the Board to keep these realities in mind as they move forward with today's decisions.

Board Member Discussion:

- Judson Brown raised concerns about the upcoming expenditure deadline for HHAP Round 3 and the obligation deadline for Round 5. Judson Brown asked the HHAP Program Ad Hoc to clarify the rationale behind their funding decisions.
- Chair Dr. Shauntina Sorrells explained that allocations were based on the number of participants served.
- Dawn Price inquired whether an RFP had been used to identify the groups receiving funding. Dawn Price addressed concerns about smaller bed sizes and reductions, emphasizing that youth shelters often serve specialized populations and offer a wide range of services, which can result in higher cost and lower bed counts than expected.
- Melanie McQueen asked for clarification on the per diem contribution amount, noting that while a dollar figure was listed, it appeared to be based on a percentage.

**5. Orange County CoC Fiscal and Resource Mapping Kick-Off** – Mark Mora, Senior Policy Analyst, Homebase; Riley Meve, Policy Analyst, Homebase; and Felicia Boehringer, Interim CoC Manager, Office of Care Coordination

Due to time restrictions, Business Calendar Item 5 was not presented.

**6. Orange County United Way Homeless Management Information System (HMIS) Data Request** – Erin DeRycke, Director, Data Analytics, 2-1-1 Orange County (211OC), and Becks Heyhoe-Khalil, Executive Director, United to End Homelessness, Orange County United Way

Due to time restrictions, Business Calendar Item 6 was moved to Item 5 on the agenda.

Becks Heyhoe-Khalil highlighted the importance of raising awareness around Hunger and Homelessness awareness week. Becks Heyhoe-Khalil emphasized the need for specific data on subpopulations, including the number of individuals who have fallen into homelessness and those currently housed. Becks Heyhoe-Khalil explained that the data request for talking points, would be aggregate data by age and subpopulation, as well as statistics on exits into permanent housing. Becks Heyhoe-Khalil noted a concerning trend and that more people are entering the homelessness system than exiting it, underscoring the urgency of addressing these gaps.

Recommended Action b: Approve Orange County United Way's HMIS data request for the period of November 1, 2024, through October 31, 2025, for a one-time export of aggregate data to be used during its annual campaign for Hunger and Homelessness Awareness Week.

Tim Shaw motion to approve Recommended Action b. Melanie McQueen seconded the motion. Chair Dr. Shauntina Sorrells asked for a voice vote. No nays and no abstentions. The motion passed.

**7. Orange County Homelessness Updates** – Douglas Becht, Director, and Jasmin Miranda, Interim CoC Administrator, Office of Care Coordination

Due to time restrictions, Business Calendar Item 7 was not presented.

Nishtha Mohendra motioned to adjourn. Maricela Rios-Faust seconded the motion. Chair Dr. Shauntina Sorrells adjourned the meeting at 4:58 p.m.

**8. Next Meeting:** Wednesday, November 19, 2025, from 2:00 p.m. – 5:00 p.m.

# Orange County CoC Strategic Plan: Monthly Progress Update

**Strategic Plan Progress Reporting Month:** November 2025  
**CoC Board Meeting Date:** 12/17/25

**CoC Strategic Plan Background:** Finalized by the CoC Board in September 2025, the Orange County CoC Strategic Plan outlines the Orange County CoC's strategic aims, objectives, goals, and actions from October 1, 2025 – September 30, 2028. Implementation is currently being managed by Aubrey Sitler (ACStrategies). This monthly progress update aims to provide transparency and accountability for the current strategies of focus.

**General Update:** Strategy owners continued working to refine their timelines and milestones in November. Holiday schedules and the CoC NOFO have imposed significant barriers to progress due to time constraints and other pressures. In December, the CoC Board will review the option to launch a Working Group consisting of strategy owners to enable the group to convene regularly to advance collective progress. Aubrey will continue working directly with strategy owners to offer capacity, thought partnership, and other support as needed.

Strategy	Owner(s)	Current Status	Progress Notes
<b>1: Staff Training</b>	Andrew Crowe, SantaBob	On track	Drafted initial milestones. Drafted initial provider/staff feedback survey to identify training assets and needs.
<b>2: Coordinated Investment Planning</b>	Felicia Boehringer	On track	Ad Hoc was established at the November CoC Board meeting. Ad Hoc will start convening soon, though scheduling during holidays and CoC NOFO process has been challenging.
<b>3: Support for People with Lived Experience</b>	Felicia Boehringer	On track	OCC and OCUW are working to finalize Program Policies and Procedures for establishing a YAB and continuing to support LEAC. This includes establishing a comprehensive welcome and exit process for participants entering and exiting the YAB and LEAC. OCC is working with County Counsel to understand how compensation is classified.

Strategy	Owner(s)	Current Status	Progress Notes
<b>4: Policy Agenda</b>	Becks Heyhoe-Khalil & Nichole Gideon	On track	Milestones discussed; Nichole joined as a co-owner. Aubrey working with owners to finalize milestones and identify next steps.
<b>5: Improve Data Collection &amp; Analysis</b>	Melanie McQueen	On track	No update this month. Next step is to bring plans to SPF in 2026.
<b>6: Written Standards</b>	Tiffany Mitchell, Maricela Rios-Faust	On track	Planning to review written standards from other CoCs to inform a comprehensive plan for implementing this strategy. Meeting with Aubrey in December to discuss milestones
<b>7: CES Evaluation</b>	Shauntina Sorrels, Nishtha Mohendra	On track	Worked to align evaluation purpose and expected deliverables across key partners. Planning to finalize the scope of work with the selected evaluation team in December.
<b>8: Evaluation of Key Partners</b>	Tim Shaw	On track	Clarified scope and worked on a detailed project plan, set to be completed by the end of December. It currently focuses first on setting up an evaluation framework for the CoC Board and Collaborative Applicant/Administrative Entity. Hoping establish an Ad Hoc to be able to collaborate with key partners in January to finalize the detailed project plan.
<b>9: Manage &amp; Implement Strategic Plan</b>	Aubrey Sitler	On track	Actively coordinating with owners to ensure alignment and progress on their strategies and to offer support in organizing and executing the work.

# Continuum of Care Board 2026

## Consent Calendar Agenda Item 3

Meetings are held  
2:00 P.M. - 5:00 P.M.

January						
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
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 County Holiday

 Regular Meeting

**Date:** December 17, 2025

**Recommended Action:**

- a. Receive and file list of agencies and jurisdictions approved for Homeless Management Information System (HMIS) access from August 22, 2025, to December 11, 2025.

**Background and Analysis**

On June 23, 2021, the Orange County Continuum of Care (CoC) Board approved the recommendation to appoint membership to an HMIS Access Working Group to support the implementation of the updated HMIS Access and Minimum Participation policy. The HMIS Access Working Group meets monthly or as needed with Orange County United Way's 2-1-1 Orange County (211OC), as the HMIS Lead, and the Office of Care Coordination, as the Collaborative Applicant, to review HMIS Access Applications and agencies not meeting the HMIS minimum participation requirements. The HMIS Access Working Group has continued to refine the process for facilitating equitable review of applications received.

The HMIS Access Working Group, facilitated by the HMIS Lead and the Office of Care Coordination as the Collaborative Applicant, currently includes the following members: Nishtha Mohendra, Families Forward; Analisa Andrus, Friendship Shelter; Linda Ly, City of Anaheim; Sandra Lopez, Serving People In Need (SPIN); and Christina Weckerly-Ramirez, Orange County Health Care Agency.

The following agencies and judications were approved for Homeless Management Information System (HMIS) access from August 22, 2025, to December 11, 2025:

- Something More
- City of Anaheim

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

**Date:** December 17, 2025

**Subject:** Continuum of Care (CoC) Strategic Plan Working Group

**Recommended Action:**

- a. Establish a CoC Strategic Plan Working Group that will include participation from Strategy Owners of CoC Board-approved prioritized strategies.

**Background**

At the September 24, 2025, CoC Board meeting, the CoC Board approved the initial implementation of the CoC Strategic Plan. The Board also approved the recommendation of prioritizing the following strategies for completion in Year 1 (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.
- 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 to measurably improve the resources and performance of the CoC.
- 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.
- 6) Review and update Written Standards to more intentionally embed key principles, align with evidence-based approaches, and support achieving system performance goals.
- 7) Conduct a Coordinated Entry System evaluation.
- 8) Develop an evaluation plan for key partners (including the CoC Board, Collaborative Applicant/Administrative Entity, HMIS Lead, and CES Lead).

Each of these strategies has an assigned owner or two co-owners, and the CoC's consultant, Aubrey Sitler (ACStrategies), has been managing the implementation of the plan. Each strategy owner and co-owner has been tasked with refining milestones and measures of success for their strategy to ensure transparency and accountability in making progress.

However, there is currently no avenue through which the strategy owners can convene together outside of CoC Board meetings. To effectively implement the CoC Strategic Plan, we need to establish a working group that can convene anyone assigned an ownership or other key role related to the prioritized strategies to:

- ensure that each owner has a consistent group of people with whom to collaborate and utilize as sounding boards
- enable alignment across strategies and avoid duplication of efforts
- strategize when and how to make any requests for feedback or participation to specific groups (e.g., CoC Committees) that multiple strategy owners wish to consult

Approval of the CoC Strategic Plan Working Group will support moving the priorities of the CoC Strategic Plan forward.

**Date:** December 17, 2025

**Subject:** Continuum of Care (CoC) Board Recommendations

**Recommended Actions:**

- a. Ratify the results from the CoC Board election to appoint the following candidates to the CoC Board for the term of January 1, 2026, through December 31, 2028.
  - 1) Andrew Crowe
  - 2) Dr. Shelby Feliciano-Sabala
  - 3) Kelita Gardner
  - 4) Becks Heyhoe-Khalil
  - 5) Nishtha Mohendra
  - 6) Tim Shaw
  - 7) Dr. Shauntina Sorrells

**Background**

**CoC Nominating Ad Hoc**

The Orange County CoC Board establishes a CoC Nominating Ad Hoc to support the annual review of the Orange County CoC Governance Charter (Charter) and facilitate the CoC Board selection process for the CoC Board seats expiring in December. During the August 27, 2025, meeting, the CoC Board approved the recommendation to establish the 2025 CoC Nominating Ad Hoc (Ad Hoc) to facilitate the Charter review and nominating and selection process. Additionally, CoC Board members suggested that the Ad Hoc consider reviewing a special process for selecting Board members when vacancies occur between regular election cycles, and whether it would be beneficial to establish a policy and process that ensures only one third of the CoC Board seats expire each year.

The Office of Care Coordination supported the CoC Board to recruit for the 2025 Ad Hoc membership, receiving interest via a submitted SurveyMonkey interest form. The Ad Hoc includes one (1) current CoC Board Member that is not up for re-election as well as additional members, including CoC General Members and non-CoC General Members, representing different entities of the homeless service system. The Ad Hoc membership includes Shawndrea Bronson, Elizabeth Flores, Jason Mercado, Robert “Santa Bob” Morse, Dr. Apphia-Yaya Schramenko, and Melissa Welsh. Throughout the months of September, October, November, and December 2025, the Ad Hoc met to facilitate the Charter review and nomination and election process and had robust discussion to ensure the Charter remains compliant with regulations from the U.S. Department of Housing and Urban Development (HUD), including the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act, relevant Federal Executive Orders and the Fiscal Year (FY) 2024 CoC Program grant agreements.

The Ad Hoc reviewed Section V.B.2. on CoC Board Composition and proposed removing language related to race, ethnicity, gender, sexual orientation, and diversity in the Charter. As an alternative, the Ad Hoc

supported maintaining a process to prioritize desired representation and expertise within the CoC Board membership, utilizing the most recently available data to ensure that the CoC Board membership background and experience recommendations align with current trends in who experiences homelessness in Orange County.

At the October 22, 2025, meeting, the CoC Board approved the proposed changes to the Charter, as recommended by the PPS Committee, 2025 CoC Nominating Ad Hoc and Collaborative Applicant, which allowed for the launch of the nomination process.

Key activities to highlight the work of the Ad Hoc include:

- Revisions of Charter to ensure the Charter remains compliant with regulations
- Identified a special process for selecting Board members when vacancies occur
- Review of Board member terms to establish a process of one-third of the CoC Board member terms expiring each year
- Revisions of the CoC Board candidate interest form
- Targeted outreach to individuals interested in becoming CoC Board members prior to the nomination period

#### CoC Board Nomination and Election Process

On October 27, 2025, the Office of Care Coordination on behalf of the Orange County CoC provided email communication with details of the nomination and election process and timeline. The nomination period was open from October 27, 2025, through November 5, 2025, inviting interested candidates to apply and complete Candidate Interest Forms online via SurveyMonkey. The Candidate Interest Forms were due to the Office of Care Coordination on November 7, 2025. As Candidate Interest Forms were received, the Office of Care Coordination worked to confirm interested candidates were voting CoC General members as all CoC Board members are required to be CoC General Members.

Upon review of all eligible candidates, the Ad Hoc made a recommendation for candidates to proceed in the nomination and election process as all eligible candidates met the CoC Board eligibility criteria. The candidates were introduced to the CoC General Membership at the virtual Candidate Meet and Greet on November 17, 2025, opening the voting period. The voting period closed on November 26, 2025, at 5:00 p.m.

Following the voting period, the Ad Hoc met to confirm and review election results utilizing a voting tool, which was first developed by the CA REAL technical assistance provider and utilized in 2023 for the CoC Board election process. The voting tool accounted for information on the identities, background, and experience of all CoC Board members whose term expires December 2026 and all candidates, aligned with updated and desired identity, background, and experience categories that the Ad Hoc identified as desirable, as noted in previous iterations of the Charter.

To determine who was elected, the Ad Hoc reviewed the twelve (12) CoC Board members whose term expires December 2026 and identified the amount of desired CoC Board seats to be between five (5) and nine (9) seats. The Charter states the CoC Board can have a minimum of seventeen (17) and a maximum of twenty-one (21) Board members, requiring an odd number in total members during election. Utilizing the voting tool, the CoC Nominating Ad Hoc put forth seven (7) candidates to be presented to the CoC Board

for ratification to serve as CoC Board members, inclusive of the candidates with the highest number of votes, as well as the candidates who, in order of number of votes, were the next candidates selected to meet the minimum representation of desired CoC Board composition identified by the Ad Hoc.

The table below details the CoC Board nomination and election timeline followed:

Date	Timeline Tasks
August 27, 2025	CoC Board approved the recommendation to establish the Ad Hoc to facilitate the annual Charter review and nomination and election process.
October 22, 2025	CoC Board approved recommended changes to the Charter.
October 27, 2025	Nomination period opened
November 5, 2025	Nomination period closed
November 7, 2025	Candidate Interest Forms due New and Updated CoC General Membership Forms due
November 10, 2025	CoC Nominating Ad Hoc recommended candidates for election by the CoC General Membership
November 17, 2025	Virtual Candidate Meet and Greet Voting period opened
November 26, 2025	Voting period closed at 5:00 p.m.
December 17, 2025	Candidates with the most votes who are representative of the desired CoC Board composition are presented to the CoC Board for ratification

The Office of Care Coordination and the Ad Hoc have facilitated the above-described processes for the CoC Board election, on behalf of the Orange County CoC. As a result, the Ad Hoc recommends the candidates listed below to the CoC Board for ratification. By approving this recommended action, the Orange County CoC Board will appoint the following candidates for a three-year term (January 1, 2026, to December 31, 2028) in support of the Orange County CoC functions:

- 1) Andrew Crowe
- 2) Dr. Shelby Feliciano-Sabala
- 3) Kelita Gardner
- 4) Becks Heyhoe-Khalil
- 5) Nishtha Mohendra
- 6) Tim Shaw
- 7) Dr. Shauntina Sorrells