ORANGE COUNTY
CONTINUUM OF CARE BOARD MEETING
Wednesday, January 21, 2026
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: 917 1260 5590

***Listen-in option only**

AGENDA

Board Members

Judson Brown, City of Santa Ana
Dr. Kelly Bruno-Nelson, CalOptima Health
Andrew Crowe, Scholarship Prep
Dr. Shelby Feliciano- Sabala, Project Hope Alliance
Kelita Gardner, Second Baptist Church of Santa Ana
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
Jason Phillips, Individual
Maricela Rios-Faust, Human Options
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. 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).

<u>Call to Order</u> – Dr. Shauntina Sorrells, Chair

<u>Board Member Roll Call</u> – Nichole Gideon, Secretary

<u>Public Comments</u>: 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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<u>Board Member Comments:</u> 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.

<u>CONSENT CALENDAR</u>

1. Approve CoC Board Meeting Minutes from November 19, 2025.
2. Approve CoC Board Special Meeting from December 5, 2025.
3. Approve CoC Board Meeting Minutes from December 17, 2025.
4. Receive and file the CoC Strategic Plan monthly update.

<u>BUSINESS CALENDAR</u>

1. **2026 CoC Board Appointments** – Felicia Boehringer, Interim CoC Manager, Office of Care Coordination
    a. Elect CoC Board Officers for the upcoming term:
        (1) Appoint the Chair
        (2) Appoint the Vice Chair
        (3) Appoint the Secretary
    b. Appoint CoC Committee Chairs to fill current vacancies:
        (1) Appoint Nishtha Mohendra as Chair of the Policies, Procedures and Standards (PPS) Committee.
        (2) Appoint Andrew Crowe as Chair of the Coordinated Entry System (CES) Steering Committee.
    c. Appoint a CoC Board member to the PPS Committee as an at-large member.

2. **Fiscal Year (FY) 2024 and FY 2025 CoC Program Notice of Funding Opportunity (NOFO)** – Zulima Lundy, Director of Operations, and Felicia Boehringer, Interim CoC Manager, Office of Care Coordination
    a. Update on the CoC Program NOFO Competition
    b. CoC Reallocation Recommendations

(1) Accept the voluntary reallocation of $1,144,062 in funding from American Family Housing's Permanent Housing Collaborative project during the FY2025 CoC Program NOFO Competition.

(2) Approve the utilization of reallocated funding to expand current rapid rehousing and Homeless Management Information System CoC-Funded projects, as recommended by the CoC NOFO Ad Hoc.

(3) Approve Families Forward's rapid rehousing expansion project in the amount of $405,788 as part of the reallocation funding.

(4) Approve Interval House's rapid rehousing expansion project in the amount of $405,788 as part of the reallocation funding.

(5) Approve Orange County United Way's Homeless HMIS expansion project in the amount of $332,486 as part of the reallocation funding.

c. FY2025 Priority Listing Recommendations

(1) Approve the use of FY2024 Renewal Project Acores as approved by the CoC Board during the FY2024 CoC Program NOFO Competition during the FY2025 CoC Program NOFO competition.

(2) Approve the FY2025 Ranking and Tiering Strategy as detailed in the associated memo.

(3) Approve the Orange County CoC's FY2025 Priority Listing, including all renewal and new projects, in advance of the FY 2025 CoC Project Priority Listing deadline, subject to change based on court proceedings and/or updated guidance from the U.S. Department of Housing and Urban Development (HUD).

3. **Homeless Management Information System (HMIS) Data Request** – Erin DeRycke, Director, Data Analytics, 2-1-1 Orange County (211OC), Orange County United Way

a. Approve Homebase's one-time data request for the period of January 1, 2023, to December 31, 2025, for the purposes of understanding program funding sources for the Orange County's CoC Fiscal and Resource Mapping project.

4. **HMIS Lead Updates** – Erin DeRycke, Director, Data Analytics, 211OC, Orange County United Way

a. HMIS Data Quality Policy development

5. **CoC Board and Collaborative Applicant/Administrative Entity Evaluation Ad Hoc** – Tim Shaw, CoC Board Member

a. Establish an ad hoc to be appointed by the CoC Strategic Plan Working Group to design the process for evaluating the CoC Board and Collaborative Applicant/Administrative Entity.

6. **2026 Point In Time (PIT) Count** – Felicia Boehringer, Interim CoC Manager, Office of Care Coordination

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:** Wednesday, February 25, 2026, from 2:00 p.m. – 5:00 p.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
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Shakoya Green Long, Thomas House Family Shelter
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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]

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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).

<u>Call to Order</u> – Nishtha Mohendra, Vice Chair

Vice Chair Nishtha Mohendra called the meeting to order at 2:04 p.m.

<u>Board Member Roll Call</u> – Nichole Gideon, Secretary

Present: LaVal Brewer, Judson Brown, Dr. Kelly Bruno Nelson, Andrew Crowe, Nichole Gideon, Shakoya Green-Long, Marisol Johnson, Sandra Lozeau, Sammie MarTínez, Melanie McQueen, Dr. Tiffany Mitchell, Nishtha Mohendra, Robert "Santa Bob" Morse, Jason Phillips, Dawn Price, Maricela Rios-Faust, George Searcy, Tim Shaw, and Dr. Shauntina Sorrells.

Absent Excused: Becks Heyhoe-Khalil

Absent: Talesha Payne

Andrew Crowe arrived during CoC Board Member Roll Call. Dr. Tiffany Mitchell and George Searcy arrived during Public Comment. Sandra Lozeau arrived during Business Calendar Item 1. Dr. Kelly Bruno-Nelson left during Business Calendar Item 3 and did note vote on Business Calendar Items 4, 6 and 7. Maricela Rios Faust left during Business Calendar Item 4 and did not vote on Business Calendar Items 4, 6 and 7. Judson Brown left during Calendar Item 4 and did not vote on Business Calendar Items 4c, 6 and 7.

<u>Request for Virtual Participation</u>

The Brown Act allows exceptions for members of legislative bodies to participate remotely under two specified circumstances: (1) "Just Cause" or (2) "Emergency Circumstances". At least a quorum of the committee must be participating in-person for the exception(s) to be voted on and enacted. Following the Call to Order, Vice Chair Nishtha Mohendra referenced a request for CoC Board Members Dr. Shauntina Sorrells and Sammie MarTínez to join virtually due to "Just Cause".

<u>Recommended Action:</u> Allow Dr. Shauntina Sorrells and Sammie MarTínez to participate remotely for today's CoC Board meeting.

Maricela Rios-Faust motioned to approve the Recommended Action to allow Dr. Shauntina Sorrells and Sammie MarTínez to participate remotely. Andrew Crowe seconded the motion. Vice Chair Nishtha Mohendra issued a voice vote. No nays, no abstentions. The motion passed.

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Public Comment:
- Paul Hyek shared that another CoC Board meets at the same time, so it would be hard for this CoC Board to convene and learn from other communities. Paul Hyek continued that the focus should be on helping the homeless, both through financial support and direct aid, while exploring ways to assist people living on the streets.

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.
- Dawn Price expressed gratitude to the Office of Care Coordination team for their proactive efforts; noting the work done to support CoC-funded agencies and to prepare for the recently released CoC Notice of Funding Opportunity (NOFO). Dawn Price feels more prepared and deeply appreciates the hard work and dedication of the team.
- Jason Phillips read the names of individual who have passed experience homelessness in August and September 2025, in remembrance and recognition.

CONSENT CALENDAR

1. **Receive and file the CoC Strategic Plan monthly update.**

Robert "Santa Bob" Morse motioned to approve Consent Calendar Item 1. Dawn Price seconded the motion. Vice Chair Nishtha Mohendra issued a voice vote. No nays, no abstentions. The motion passed.

BUSINESS CALENDAR

1. **Orange County CoC Fiscal and Resource Mapping Ad Hoc –** Meadow Robinson, Sr. Directing Attorney – Team Lead, Homebase; Riley Meve, Policy Analyst, Homebase and Felicia Boehringer, Interim CoC Manager, Office of Care Coordination

Riley Meve shared updates on the CoC Fiscal and Resource Mapping contract and project; beginning with the transition into the next phase, which included identifying and now, appointing members through a recruitment process and further developing the Fiscal and Resource Mapping ad hoc. Riley Meve outlined project goals and emphasized the importance of using data to guide future planning, particularly in understanding how funding is allocated and where unmet needs remain. Riley Meve highlighted the importance of ensuring diverse perspectives are captured throughout the ad hoc group's work.

Recommended Action a: Appoint Allison Davenport, Sandra Lozeau, Stacy Lumley, Sammie MarTínez, Melanie McQueen, Maricela Rios-Faust, Ami Rowland, Tim Shaw and Mishaun Watkins to the Fiscal and Resource Mapping Ad Hoc.

Andrew Crowe motioned to approve Recommended Action a. Shakoya Green-Long seconded the motion. Vice Chair Nishtha Mohendra issued a voice vote. No nays, no abstentions. The motion passed.

Board Member Discussion:

MINUTES _____ November 19, 2025

- Dr. Shauntina Sorrells noted there was previous robust discussion on funding sources outside of the CoC and pointed out that no philanthropic member was added to the ad hoc.

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

Zulima Lundy provided updates on the Services Coordination, Permanent Housing Delivery, and Prevention and Shelter Diversion Services Request for Proposals (RFP) process, noting that proposals for each program type are under final negotiation but remain confidential. Timing is a concern, as the goal is to finalize decisions for the December 16, 2025, CoC Board meeting, with the option of a special meeting on December 17, 2025, or potentially delaying until January 13, 2025. Zulima Lundy mentioned the objective is to expend funds by the June 30, 2025, deadline with aggressive efforts to finalize partnerships and ramp up delivery for measurable impact. Zulima Lundy also shared progress on the HHAP Round 6 application, which involved coordination with Anaheim, Irvine, and Santa Ana, as well as clarifications from the State in September that required a revised submission. Zulima Lundy noted a funding gap was identified for interim and permanent housing, and the State directed updates to prioritize these areas. As a result, the budget was shifted from services and coordination toward Rapid Rehousing (RRH) and Interim Housing, eliminating non-housing solutions. Zulima Lundy explained that to move closer to an awarded application, and Memorandum of Understanding (MOU) is being finalized among all participating jurisdictions to align with the regional homeless plan requirements.

Recommended Action c: Approve the recommended HHAP Memorandum of Understanding (MOU) between the Orange County CoC, County of Orange, City of Anaheim, City of Irvine, City of Santa Ana for Round 6 of HHAP commitment to partnership and participation in a regionally coordinated homelessness action plan.

Tim Shaw motioned to approve Recommended Action c. Sandra Lozeau seconded the motion. Vice Chair Nishtha Mohendra issued a voice vote. No nays, no abstentions. The motion passed.

Board Member Discussion:
- Tim Shaw noted that time constraints have been an issue, suggesting that special meetings, if needed, are focused on a single item to ensure quorum. Tim Shaw emphasized that bringing HHAP items to the CoC Board would require convening a special meeting and asked when notification would be provided for such a meeting, given the current feedback about revisiting the issue.
- Melanie McQueen asked a question regarding the MOU to ensure that certain language aligns with the Federal Executive Orders.
- Dr. Shauntina Sorrells asked whether special meetings would count toward the two meetings per year allowed for virtual participation.
- Vice Chair Nishtha Mohendra emphasized the value of reconvening and requested an 11-member quorum for early December. Vice Chair Nishtha Mohendra also noted that the CoC team will be managing a heavy workload and stressed that the more efficiently time can be accommodated, the smoother the process will be.

3. **2026 Orange County Point In Time (PIT) Count** – Matt Bates, Chief Operating Officer; Ryan Guevara, Census Data Specialist and Stephen Su, Census Data Specialist, City Net

Matt Bates provided an update on the 2026 PIT Count, noting strong support for the effort. Matt Bates shared information on Deployment Center locations, count dates, and the "Come and Be Counted" sites for subpopulations, with plans to expand these across additional SPAs in the future. Matt Bates emphasized opportunities for volunteers to engage, build connections, and strengthen their ability to identify individuals, as well as the importance of outreach through social media and community contacts.

<u>Board Member Discussion:</u>
- Sandra Lozeau asked about one of the slides, specifically regarding when the volunteer portal will be open.
- Sammie MarTínez expressed concern about the large Immigration and Customs Enforcement (ICE) presence in the community and questioned where the collected PIT Count information is being sent within U.S. Housing and Urban Development Department (HUD). Sammie MarTínez stated that unhoused individuals have experienced issues related to data sharing and raised worries about participant data being distributed without safeguards, which could pose high risks. Sammie MarTínez emphasized the need to carefully consider these implications, especially given that HUD has shared potentially critical data with other third parties.

4. **Fiscal Year (FY) 2025 CoC Program Funding** – Felicia Boehringer, Interim CoC Manager, and Zulima Lundy, Director of Operations, Office of Care Coordination

Felicia Boehringer reported progress on the 2025 CoC NOFO project priority listing, covering new and renewal applications. Felicia Boehringer highlighted HUD's goals like, street outreach, recovery, public safety, self-sufficiency, improved outcomes, and reduced trauma and explained the tiering structure (Tier 1, Tier 2, and bonuses). Felicia Boehringer emphasized timely CoC Board review and support from the CoC NOFO Ad Hoc, noted the need for review panel members, and flagged challenges with the e-snaps application process that could delay the timeline. Felicia Boehringer provided an update on prioritizing Permanent Supportive Housing (PSH) and RRH, emphasizing the goal of retention and operational development. Felicia Boehringer noted that proposed changes would align with the Coordinated Entry System (CES) Prioritization Policy and recommended action. Felicia Boehringer highlighted the need to assess how these changes work in practice and acknowledged potential funding impacts, which led to the recommended action for moving forward.

Zulima Lundy highlighted changes in scoring for this year's process, reduced from 200 to 130 points, with emphasis on performance measures and coordination. Zulima Lundy noted strong year-over-year improvements in system performance measures but limited points available for past work. Key priorities include strengthening engagement with elected officials, law enforcement, businesses, and faith-based communities, while promoting racial equity and lived experience. Zulima Lundy explained Tier 1 funding will still be decided locally, while Tier 2 projects face national competition, underscoring the need for strong new submissions. Zulima Lundy stressed minimizing impacts, moving quickly on renewals and new projects, and using the CoC NOFO Ad Hoc as a sounding board to ensure priorities reflect the CoC Board's intent. Zulima Lundy noted that, based on feedback from CoC-funded programs, an assessment is needed to evaluate factors beyond program completion, including length of homelessness. Zulima Lundy suggested incorporating questions from a homeless assessment into discussions to better capture needs beyond housing opportunities. This would serve as a first step, with the CoC team finalizing the assessment and returning it for Board approval as part of the prioritization schema.

<u>Amended Recommended Action b:</u> Approve recommended changes to CES Policies and Procedures to update the Prioritization Policy to include households enrolled in Permanent Housing programs that are at-risk of experiencing homelessness as a result of decreased CoC Program funding to be considered for other housing opportunities, with the goal of maintaining housing stability; and continue working with the CoC to improve upon the recommended changes to the Prioritization Policy and return to the CoC Board for additional approvals.

Vice Chair Nishtha Mohendra motioned to approve Amended Recommended Action b. Melanie McQueen seconded the motion. Vice Chair Nishtha Mohendra called for a roll call vote. LaVal Brewer, Judson Brown,

Andrew Crowe, Nichole Gideon, Shakoya Green-Long, Marisol Johnson, Sandra Lozeau, Sammie MarTínez, Melanie McQueen, Dr. Tiffany Mitchell, Nishtha Mohendra, Robert "Santa Bob" Morse, Jason Phillips, Dawn Price, George Searcy, Tim Shaw, and Dr. Shauntina Sorrells voted yes. The motion passed.

Amended Recommended Action c: Delegate authority to the Office of Care Coordination, as the Collaborative Applicant, with consultation from current and past CoC Board leadership to act in the best interest of the Orange County CoC based on the timeline of the NOFO, which requires an expedited submission process

Dawn Price motioned to approve Amended Recommended Action c. Shakoya Green-Long seconded the motion. Vice Chair Nishtha Mohendra issued a voice vote. No nays, no abstentions. The motion passed.

Board Member Discussion:
- Dawn Price noted issues with the NOFO process, referencing the National Alliance to End Homeless (NAEH) concerns. Dawn Price also highlighted resources potentially available from Health Care Agency (HCA) and Behavioral Health Service Act (BHSA), emphasizing the importance of understanding what providers can access to support the CoC system.
- Tim Shaw addressed the need to delegate authority to Office of Care Coordination staff, adapt procedures, and remain flexible given the fast-moving circumstances. Tim Shaw noted that authority had already been delegated to the Office of Care Coordination, as well as to the CoC Board Chair and Vice Chair, emphasizing the importance of trust during times of crisis. Tim Shaw expressed hope that CoC Board Officers would be part of this authority shift, ensuring confidence in perspectives and fostering a strong partnership.
- Dr. Shauntina Sorrells suggested engaging faith-based providers by reaching out to them, reviewing current efforts, and gathering information on what is already being done. Dr. Shauntina Sorrells recommended strengthening foster care services, noting that this is the right time to build deep partnerships with HCA and providers. Dr. Shauntina Sorrells emphasized opportunities to serve through other areas highlighting the confidence gained from collaboration and the importance of establishing a clear path forward similar to what occurred within the foster care and HCA systems.
- Maricela Rios Faust suggested that past CoC Board chairs and leadership could serve in an advisory capacity as needed.
- Nichole Gideon suggested defining the 60-day timeline from the client rather than from CoC-funded agencies. Nichole Gideon noted this could lead to a surge in 211 calls or service switching, highlighting the need for crisis planning and strategy.
- Sandra Lozeau, noted that the City of Anaheim Regional Community Council, discussed CoC support while noting challenges within the jurisdiction. Sandra Lozeau explained efforts to shift funding between CoC and other sources, including outreach to Orange County Housing Finance Trust for potential funding opportunities. Sandra Lozeau highlighted that under NOFO, treatment and outreach could be supported by county funds rather than CoC funds, allowing CoC resources to focus more on PSH. Sandra Lozeau emphasized the difficulty of addressing street homelessness, the importance of delegating authority, and the role of county projects in providing advisory and oversight support. Sandra Lozeau expressed support for helping and approving these efforts.

5. **Homeless Management Information System (HMIS) Data Requests** – Erin DeRycke, Director, Data Analytics, 2-1-1 Orange County (211OC), Orange County United Way; Chairman Doug Chaffee, Fourth District Supervisor; Junellen Dillard, Policy Advisor/Field Representative, Office of Chairman Doug Chaffee; and Douglas Becht, Director, Office of Care Coordination

Due to time restrictions, Business Calander Item 5 was moved to Item 2 on the agenda.

In accordance with the HMIS Policies and Procedures, data requests for data that will be released publicly are approved by the Orange County CoC Board prior to any data being released. Erin DeRycke first went through Chair Doug Chaffee's office data request, highlighting the need for homeless prevention. Erin DeRycke noted the process involves request review and approval, with aggregate data reported (no client-identifying information), including counts of people newly experiencing or seeking homelessness. Erin DeRycke reported on the second data request that serves to track people served from January 2023 through December 2025, with quarterly updates using active HMIS consent forms. Erin DeRycke noted that client-level data will be linked for analysis, while only aggregate data and shared categories will be reported.

Chairman Doug Chaffee emphasized prevention, highlighting rental assistance as a cost-effective, countywide, data-driven strategy to keep families housed.

Junellen Dillard called for a countywide homelessness assessment using HMIS to identify housing gaps, track newly unhoused populations, and strengthen prevention efforts

Douglas Becht reported on the Sheriff-Coroner Task Force data regarding individuals who passed away while experiencing homelessness. Douglas Becht noted that current data excludes those without system interaction but can be pulled and searched internally. Only aggregate data will be shared, focusing on whether individuals were enrolled in shelter or had HMIS history. Douglas Becht emphasized that the risk of death decreases when people are provided shelter, underscoring the value of community investment in housing and shelter programs.

Recommended Action a: Approve the Office of Chairman Doug Chaffee, Fourth District, 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 for the Emergency Rental Assistance Program (ERAP) administered by District 4.

Tim Shaw motioned to approve Recommended Action a. Melanie McQueen seconded the motion. Vice Chair Nishtha Mohendra issued a voice vote. No nays, no abstentions. The motion passed.

Recommended Action b: Approve the Office of Care Coordination's HMIS data request beginning January 1, 2023, and ongoing, for client-level data for the purpose of conducing a cross-referencing analysis with records from the Orange County Sheriff's Departments to determine whether persons experiencing homelessness were engaged with the Homeless Response System prior to their death, to be reported aggregately.

Maricela Rios-Faust motioned to approve Recommended Action b. LaVal Brewer seconded the motion. Vice Chair Nishtha Mohendra issued a voice vote. No nays, no abstentions. The motion passed.

Board Member Discussion:
- Sandra Lozeau asked whether future reports will include data on causes of death, health needs, and types of struggles faced in the field. Sandra Lozeau also noted that the State may have data available, offering it as a potential resource.

Vice Chair Nishtha Mohendra declared a short recess at 4:22 p.m. Vice Chair Nishtha Mohendra called the meeting to order at 4:27 p.m.

6. **Orange County CES Evaluation** – Dr. Shauntina Sorrells, Chief Program Officer, Samueli Foundation

Dr. Shauntina Sorrells reported that the Request for Information (RFI) issued in September 2025 received eight strong proposals. After scoring and review by both internal and external committees, Element Consulting Group

was selected. The group will move forward with a scope of work, submit an evaluation plan, and present it to the CoC Board in January 2026.

Recommended Action b: Authorize the Office of Care Coordination, as the CES Lead and CoC Administrative Entity, and Orange County United Way, as the HMIS Lead, to work with the selected consultant and provide all needed, relevant data to carry out the Orange County CES evaluation.

Recommended Action c: Approve the final report and summary of the Orange County CES Evaluation be presented to the CoC Board.

George Searcy motioned to approve Recommended Actions b and c. Jason Phillips seconded the motion. Vice Chair Nishtha Mohendra issued a voice vote. No nays, Dawn Price abstained. The motion passed.

7. **Policies, Procedures and Standards (PPS) Committee Recommendations** – Nishtha Mohendra, PPS Committee Chair and Felicia Boehringer, Interim CoC Manager, Office of Care Coordination

Vice Chair Nishtha Mohendra gave brief updates from the November PPS committee meeting.

Felicia Boehringer reported on housing authorities working with the Office of Care Coordination to draft a formal 2-for-1 match policy, moving away from case-by-case decisions. Felicia Boehringer shared feedback and an outline of the proposed 2-for-1 Match Policy and Procedures.

Recommended Action a: Approve the proposed 2 for 1 Match Policy as recommended by the CES Steering Committee and Lived Experience Advisory Committee, as a time-limited pilot for up to six (6) months, inclusive of a review at three (3) months, with a report of data evaluation returned to the PPS Committee no later than March 2026, as recommended by the PPS Committee.

Melanie McQueen motioned to approve Recommended Action a. Dawn Price seconded the motion. Vice Chair Nishtha Mohendra issued a voice vote. No nays, no abstentions. The motion passed.

Board Member Discussion:
- Nichole Gideon appreciated the changes being made, noting they were elevated, iterative, and well-presented.
- Sandra Lozeau noted that with the CES Prioritization Changes just approved there will be less of a burden on implementing the 2-for-1 Match Policy prioritization.
- Robert "Santa Bob" Morse asked if the report can also be brought back to the Lived Experience Advisory Committee (LEAC).

8. **2025 CoC Board Nomination and Election Update** – Felicia Boehringer, Interim CoC Manager, Office of Care Coordination

Felicia Boehringer provided updates on the CoC Board nominations and elections, noting recruitment of 5–9 members with diverse identities and experiences to ensure broad representation.

Board Member Discussion:
- Tim Shaw encouraged watching the Candidate Meet and Greet presentations, noting the diverse group of applicants and the intentional effort to create a welcoming environment for the CoC Board. Tim Shaw emphasized that such diversity and competence are the result of deliberate planning by the CoC Board.

Jason Phillips motioned to adjourn. Sandra Lozeau seconded the motion. Vice Chair Nishtha Mohendra adjourned the meeting at 4:55 p.m.

9. **Next Meeting:** Wednesday, December 17, 2025, from 2:00 p.m. – 5:00 p.m.

ORANGE COUNTY
CONTINUUM OF CARE BOARD SPECIAL MEETING
Friday, December 5, 2025
9:00 a.m. – 10:00 a.m.

Location:

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Santa Ana, CA 92701-4599
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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]

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Call to Order – Nishtha Mohendra, Vice Chair

Nishtha Mohendra called the meeting to order at 9:00 a.m.

Board Member Roll Call – Nichole Gideon, Secretary

Present: LaVal Brewer, Dr. Kelly Bruno-Nelson, Andrew Crowe, Nichole Gideon, Shakoya Green-Long, Becks Heyhoe-Khalil, Marisol Johnson, Sandra Lozeau, Sammie MarTinez, Melanie McQueen, Dr. Tiffany Mitchell, Nishtha Mohendra, Robert "Santa Bob" Morse, Talesha Payne, Jason Phillips, Dawn Price, Maricela Rios-Faust, George Searcy, and Tim Shaw.

Absent Excused: Dr. Shauntina Sorrells

Absent: Judson Brown

Becks Heyhoe-Khalil arrived during roll call. Sandra Lozeau arrived during Business Item 1. Talesha Payne arrived during Business Item 1 and did not vote on Business Calendar Items 1a and 1b. Sammie MarTinez logged in virtually during Business Item 3 and did not vote on Business Calendar Items 1 and 2.

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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.

BUSINESS CALENDAR

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

Zulima Lundy provided an overview of the Request for Proposal (RFP) for Services Coordination, Permanent Housing Delivery, and Prevention and Shelter Diversion Services. The intent is to ensure that awarded organizations can access funding and invoice at a pace that allows them to fully expend the obligated funds by

the expenditure deadline of June 30, 2027. The HHAP Rounds 3 and 4 funding will support the implementation and sustainability of the selected programs.

Zulima Lundy stated that for Services Coordination, Friendship Shelter and Orangewood Foundation were selected as awardees; and for Permanent Housing Solutions, American Family Housing and Mercy House were selected as awardees. Zulima Lundy stated that for Prevention and Shelter Diversion Services, Volunteers of America Los Angeles (VOALA) was selected as awarded.

Zulima Lundy shared that the programs will support HHAP Rounds 3 and 4, with expenditure deadlines of June 30, 2026, and June 30, 2027, respectively. Given the tight timeline, providers are encouraged to leverage households impacted by changes to the CoC NOFO and continue collaborative efforts to navigate the 30% cap. These efforts are essential for both short-term implementation and long-term program success.

Recommended Actions:
  a. Approve the award and contracting of $1,760,083 in HHAP funding for Program A: Services Coordination as detailed below:
      (1) $1,200,000 for Services Coordination for Individuals and Families in the North and Central Service Planning Area with The HUB Orange County from December 16, 2026, through June 30, 2027.
      (2) $560,083 for Services Coordination for Individuals in the South Service Planning Area with Friendship Shelter, Inc., from December 16, 2026, through June 30, 2027.
  b. Approve the award and contracting of $806,770 in HHAP Youth Set Aside funding for Program A: Services Coordination for Transitional Aged Youth as detailed below:
      (1) $537,847 for Services Coordination for Transitional Aged Youth in the North and Central Services Planning Area with Orangewood Foundation from December 16, 2026, through June 30, 2027.
      (2) $268,923 for Services Coordination for Transitional Aged Youth in the South Service Planning Area with Friendship Shelter, Inc., from December 16, 2026, through June 30, 2027.
  c. Approve the award and contracting of $2,842,034 in HHAP funding for Program B: Permanent Housing Delivery as detailed below:
      (1) $2,842,034 for Permanent Housing Solutions with American Family Housing from December 16, 2025, through June 30, 2027.
  d. Approve the award and contracting of $1,140,128 in HHAP funding for Program C: Prevention and Shelter Diversion Services as detailed below:
      (1) $1,140,128 for Prevention and Shelter Diversion with Volunteers of America Los Angeles from December 16, 2025, through June 30, 2027.

Robert "Santa Bob" Morse motioned to approved Recommended Action a. (1). Maricela Rios-Faust second the motion. Vice Chair Nishtha Mohendra issued a voice vote. No abstentions, no nays. The motion passed.

Robert "Santa Bob" Morse motioned to approved Recommended Action a. (2) and b. (2). Dr. Tiffany Mitchell second the motion. Dawn Price recused themself. Vice Chair Nishtha Mohendra issued a voice vote. No abstentions, no nays. The motion passed.

Robert "Santa Bob" Morse motioned to approved Recommended Action b. (1). Marisol Johnson second the motion. Becks Heyhoe-Khalil and Dr. Tiffany Mitchell recused themselves. Vice Chair Nishtha Mohendra issued a voice vote. No abstentions, no nays. The motion passed.

Sandra Lozeau motioned to approved Recommended Action c. (1). Talesha Payne second the motion. Nichole Gideon recused themself. Vice Chair Nishtha Mohendra issued a voice vote. No abstentions, no nays. The motion passed.

Robert "Santa Bob" Morse motioned to approved Recommended Action d. (1). Talesha Payne second the motion. Vice Chair Nishtha Mohendra issued a voice vote. No abstentions, no nays. The motion passed.

Public Comment:
- Milo Peinemann with American Family Housing provided clarity on the number of units bring used for the Avon River and Casa Colibri Apartments projects.

Board Member Discussion:
- Becks Heyhoe-Khalil asked about the difference between types of units being used for the American Family Housing project.

2. **Grand Jury Report Response** – Nishtha Mohendra, Vice Chair and Nichole Gideon, Secretary

Vice Chair Nishtha Mohendra provided update on the work that was put into the Grand Jury Response created by the CoC Officers.

Amended Recommended Action a: Pre-approve proposed response to Fiscal Year (FY) 2024-25 Grand Jury Report Titled, "Homelessness: is Orange County moving in the Right Direction?" with revisions determined by CoC Board members and finalized by CoC Board Officers.

Recommended Action b: Direct the Office of Care Coordination to forward this Agenda Staff Report with attachments to the Presiding Judge of the Superior Court and the FY 2024-25 Grand Jury on behalf of the Orange County CoC Board.

Maricela Rios Faust motioned to approve Business Item 2, Amended Recommended Action a and Recommended Action b. Talesha Payne seconded the motion. Vice Chair Nishtha Mohendra issued a roll call vote. LaVal Brewer, Dr. Kelly Bruno-Nelson, Andrew Crowe, Nichole Gideon, Shakoya Green-Long, Becks Heyhoe-Khalil, Marisol Johnson, Sandra Lozeau, Melanie McQueen, Dr. Tiffany Mitchell, Nishtha Mohendra, Talesha Payne, Jason Phillips, Dawn Price, Maricela Rios-Faust, George Searcy, and Tim Shaw. Robert "Santa Bob" Morse abstained, no nays, The motion passed.

Board Member Discussion:
- Jason Phillips expressed concern about how the public perceives the work being done and emphasized the need for clearer communication and education around current efforts. Jason Phillips offered to help amend the response if needed.
- Becks Heyhoe-Khalil shared a similar sentiment to Jason Phillips, noting a missed opportunity to address the lack of affordable housing in Finding 6. Becks Heyhoe-Khalil emphasized that housing affordability is a major barrier to reducing homelessness and suggested the response should acknowledge this more clearly; and recommended spelling out acronyms and improving readability, especially when referencing federal guidelines.
- Tim Shaw indicated that necessary edits could be finalized quickly and offered support.
- Dawn Price reminded the group that the Grand Jury Response is a legal document and emphasized the importance of referencing adopted documents that demonstrate action rather than just stating intentions. Dawn Price cautioned against being overly defensive in the response.

- Maricela Rios-Faust expressed willingness to modify and pre-approve changes discussed during the meeting and hopes Jason Phillips and Becks Heyhoe-Khalil will support the amended response. Maricela Rios-Faust also noted this is the second Grand Jury report requesting a response from the CoC and stressed the importance of thoughtful input and broader public engagement, especially as the new year approaches.
- Vice Chair Nishtha Mohendra reflected on the experience and the challenge of determining how much information to include. As a CoC Officer, Vice Chair Nishtha Mohendra offered to coordinate the amendments and circulate the revised version.

3. **FY2025 CoC Program Notice of Funding Opportunity (NOFO) Recommendations** – Felicia Boehringer, Interim CoC Manager, and Zulima Lundy, Director of Operations, Office of Care Coordination

Felicia Boehringer provided a brief update on the CoC Renewal and Scoring Criteria, noting collaboration with Orange County United Way 2-1-1 Orange County (211OC) as the Homeless Management Information System (HMIS) Lead Agency to review project performance measures. Zulima Lundy walked through the scoring and evaluation process, aiming to streamline and align with e-snaps and CoC NOFO requirements. The updated criteria were developed in coordination with the HMIS Lead and include 50% of points based on objective measures, 25% on returns to homelessness, employment income increases, and recovery support services. The Office of Care Coordination is reviewing scoring allocations, including Attachment A, which incorporates standard project performance thresholds and additional percentage points to strengthen program outcomes.

Zulima Lundy explained the Domestic Violence (DV) Bonus criteria, the renewal framework was used, integrating new elements such as resource leveraging and prior CoC participation. Some components were removed to simplify narrative responses. The e-snaps system does not currently have the application, and while there's no discussion of extending the deadline, the team is preparing to move forward with selected projects based on available information. Additionally, 20 points are allocated for funding availability, staffing, and program sustainability. This aims to recognize and support agencies making difficult decisions to maintain services.

Recommended Actions:
a. Approve the FY2025 CoC Program NOFO Scoring and Rating Criteria to evaluate renewal projects.
b. Approve the FY2025 CoC Bonus, DV Bonus and Reallocation Scoring and Rating Criteria to evaluate proposals submitted in response to the Request for Proposals.

Robert "Santa Bob" Morse motioned to approve Business Item 3, Recommended Actions a and b. Talesha Payne seconded the motion. Shakoya Green-Long, Becks Heyhoe-Khalil, Nishtha Mohendra, Dawn Price, Maricela Rios-Faust, and George Searcy recused themselves. Secretary Nichole Gideon issued a voice vote. No abstentions, no nays. The motion passed.

Board Member Discussion:
- Tim Shaw expressed appreciation for all the hard work, acknowledging the challenges faced in trying to move things forward. Tim Shaw noted that the process has been especially difficult for staff, who have had to quickly interpret complex information, and mentioned that other regions are also struggling.

Meeting adjourned at 10:03 a.m.

4. **Next Meeting:** Wednesday, December 17, 2025, from 2:00 p.m. – 5:00 p.m.

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

MINUTES

Board Members

LaVal Brewer, South County Outreach	Dr. Tiffany Mitchell, Orangewood Foundation
Judson Brown, City of Santa Ana	Nishtha Mohendra, Families Forward [Vice Chair]
Dr. Kelly Bruno-Nelson, CalOptima Health	Robert "Santa Bob" Morse, Individual
Andrew Crowe, Scholarship Prep	Talesha Payne, Individual
Nichole Gideon, Individual [Secretary]	Jason Phillips, Individual
Shakoya Green Long, Thomas House Family Shelter	Dawn Price, Friendship Shelter
Becks Heyhoe-Khalil, OC United Way	Maricela Rios-Faust, Human Options
Marisol Johnson, Dayle McIntosh Center	George Searcy, Individual
Sandra Lozeau, City of Anaheim	Tim Shaw, Individual
Sammie MarTínez, Individual	Dr. Shauntina Sorrells, Individual [Chair]
Melanie McQueen, PATH	

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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 – Nichole Gideon, Secretary

Secretary, Nichole Gideon called the meeting to order at 2:03 p.m.

Board Member Roll Call – Jasmin Miranda, Interim CoC Administrator, Office of Care Coordination

Present: Judson Brown, Dr. Kelly Bruno-Nelson, Andrew Crowe, Nichole Gideon, Shakoya Green-Long, Becks Heyhoe-Khalil, Marisol Johnson, Melanie McQueen, Dr. Tiffany Mitchell, Robert "Santa Bob" Morse, Jason Phillips, Dawn Price, Maricela Rios-Faust, George Searcy, and Tim Shaw.

Absent Excused: LaVal Brewer, Sandra Lozeau, Sammie MarTínez, Nishtha Mohendra, and Dr. Shauntina Sorrells

Absent: Talesha Payne

Becks Heyhoe-Khalil arrived during Public Comments. Marisol Johnson arrived during Business Item 2 and did not vote on Business Item 1. Andrew Crowe left during Business Item 5.

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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.
- Dawn Price announced that Friendship Shelter has selected Nishtha Mohendra as its next Chief Executive Officer (CEO). Dawn Price expressed excitement that a colleague will be stepping into the role on March 1, 2026.
- Becks Heyhoe-Khalil provided an update on the "Person in Front of You" campaign by Orange County United Way (OCUW). Becks Heyhoe-Khalil noted a link will be shared to all CoC Board Members to the media created for Hunger and Homelessness Awareness Week, highlighting the incredible energy and commitment shown by participants. The campaign's "House" visual represented the impact of homelessness and hunger, noting 359,000 individuals experiencing hunger, 17,154 people who lost homes and entered homelessness, and 1,500 seniors and children who lost housing in 2025. Becks Heyhoe-Khalil emphasized the hope that these images and videos can be widely used to raise awareness about why this work matters.

- Jason Phillips read the names of individuals who have passed experiencing homelessness in October 2025 and shared a poem in remembrance and recognition.
- Robert "Santa Bob" Morse wished happy holidays to all attendees.

<u>CONSENT CALENDAR</u>

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 15, 2025.

Robert "Santa Bob" Morse motioned to approved Consent Calendar Items 1 through 4. Maricela Rios-Faust seconded the motion. Secretary Nichole Gideon called for a voice vote. No nays, no abstentions. The motion passed.

<u>BUSINESS CALENDAR</u>

1. **CoC Strategic Plan Working Group** – Aubrey Sitler, ACStrategies and Felicia Boehringer, Interim CoC Manager, Office of Care Coordination

Felicia Boehringer provided an update on the background from September 24, 2025, CoC Board Meeting, where the initial implementation of the CoC Strategic Plan was approved, along with prioritizing Year 1 strategies for execution. The Office of Care Coordination explored various options for creating a collaborative space and determined that establishing a working group would be the most effective approach. Felicia Boehringer explained this group will allow Strategy Owners and other key entities to connect and engage in meaningful discussions.

Aubrey Sitler emphasized leading this working group to allow all Strategy Owners to maintain strong communication and advancing initiatives efficiently. Aubrey Sitler noted that visible collaboration will help ensure that tasks are completed effectively and progress is made toward achieving strategic goals.

<u>Recommended Action a:</u> Establish a CoC Strategic Plan Working Group that will include participation from Strategy Owners of CoC Board-approved prioritized Strategies.

Andrew Crowe motioned to approved Business Calendar Item 1. Dawn Price seconded the motion. Secretary Nichole Gideon called for a voice vote. No nays, no abstentions. The motion passed.

2. **New CalAIM Community Support: Transitional Rent –** Mia Arias, Director of CalAIM Operations, CalOptima Health

Mia Arias provided an overview of a new community support initiative launching on January 1, 2026, which will offer six months of rental assistance to individuals at risk of homelessness who meet specific eligibility criteria. The program is designed to serve as an on-ramp to stability, ensuring participants have housing plans in place and can sustain transitional housing after the rental assistance period ends. Mia Arias emphasized under the program, CalOptima Health will contract with the Orange County Health Care Agency.

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

Zulima Lundy provided an update regarding the withdrawal of the FY 2025 CoC Program NOFO and stated the U.S. Housing and Urban Development (HUD) intent to reissue a modified version. Zulima Lundy explained that HUD submitted a response to the courts earlier this week, noting the timeline for appropriating funds for FY 2024 - 2025 CoC Program NOFO and the obligation to expend those funds by September 2027. The Office of Care Coordination will continue monitoring court hearings and share updates as they become available. Zulima Lundy mentioned hearing preliminary indications that a revised CoC NOFO may potentially be released.

Zulima Lundy also shared that the Office of Care Coordination recently attended a conference in San Diego, which convened CoC applicants and provided an opportunity to share information. Zulima Lundy stated that Agency Administrative Reviews will still move forward to ensure agencies meet HUD's minimum standards and maintain compliance. Zulima Lundy emphasized the importance of collaboration among CoC-funded agencies, noting that those most directly impacted should remain engaged and actively participate in discussions.

Felicia Boehringer added that updated submission documents and resources are available for review. Felicia Boehringer encouraged agencies to reach out via email with any questions and noted that a local Frequently Asked Question (FAQ) has been compiled and posted online. Felicia Boehringer acknowledged the volume of information and assured attendees that the Office of Care Coordination is working diligently to keep the webpage current and accessible.

Board Member Discussion:
- Maricela Rios-Faust shared that during the recent Commission to Address Homelessness meeting, an emergency motion was passed to send a letter for advocacy to the Orange County Board of Supervisors for approval, emphasizing the importance of this work. Maricela Rios-Faust noted that every commission member present supported the action, which aligns with similar discussions held in prior meetings. Maricela Rios-Faust also mentioned anticipating adjustments when discussing the Strategy Plan with Dr. Tiffany Mitchell and Aubrey Sitler of written standards, based on the NOFO developments and broader strategic priorities.
- Tim Shaw encouraged attendees to subscribe to resources such as the National Alliance to End Homelessness (NAEH) and National Low Income Housing Coalition newsletters. Tim Shaw highlighted these as valuable tools for staying informed and understanding key terminology in the field.
- Becks Heyhoe-Khalil shared plans to connect with U.S. House Representative Young Kim and will reach out to some CoC Board members to assist with upcoming advocacy efforts.

4. **CoC Board Recommendations** – Felicia Boehringer, Interim CoC Manager, Office of Care Coordination

Felicia Boehringer provided background on the CoC Nominating Ad Hoc, which was established at the August 27, 2025. CoC Board meeting. Felicia Boehringer shared that the Ad Hoc met between September and December to review processes prior to the CoC Board meeting, recruit CoC Board nominations, and discuss the nomination and election process, including outreach and submission procedures. Felicia Boehringer also shared details about the voting tool, noting that representation was a key consideration; and based on feedback from CoC Board members, it was determined that seven (7) members would be an appropriate number for the Ad Hoc.

Secretary Nichole Gideon led a special acknowledgment to LaVal Brewer, Talesha Payne, Dawn Price, and George Searcy for their longtime service on the CoC Board, recognizing their contributions and presented certification of appreciation as they step down from their roles at the end of the year.

Board Member Discussion:

- Maricela Rios-Faust expressed appreciation for the unique governance practices that George Searcy brings to keep the group connected to core issues while addressing critical questions. Maricela Rios-Faust shared her gratitude for Dawn Price's ability to keep discussions grounded, noting that leadership has been a gift during times of rapid change. Maricela Rios-Faust emphasized the knowledge learned from observing Dawn Price and George Searcy approaches.
- Tim Shaw reflected on the impact of Dawn Price and George Searcy, describing them as champions of the work despite challenges. Tim Shaw shared personal engagement in homeless services efforts dates back and credited both leaders for inspiring the return to active involvement. Tim Shaw highlighted Dawn Price balance, system knowledge, and courage to hold convictions while fostering respectful dialogue. Tim Shaw praised George Searcy's ability to synthesize complex issues and serve as a mentor, noting that their wisdom will continue to benefit the community and future efforts.
- Becks Heyhoe-Khalil also expressed gratitude, thanking Dawn Price and George Searcy for their generosity with time and leadership. Becks Heyhoe-Khalil acknowledged the willingness to listen and support others, emphasizing how each of their commitment has helped grow new leaders within the community and strengthened collective efforts to address homelessness.

Recommended Action 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

Becks Heyhoe-Khalil motioned to approved Business Calendar Item 4. Melanie McQueen seconded the motion. Secretary Nichole Gideon called for a voice vote. No nays, Andrew Crowe abstained. The motion passed.

5. **2026 Point-In-Time (PIT) Count** – Felicia Boehringer, Interim CoC Manager, Office of Care Coordination

Felicia Boehringer shared updates on the 2026 Point-in-Time (PIT) Count, including Service Planning Area (SPA) deployment center dates and the launch of the volunteer portal website. Felicia Boehringer explained that social media efforts have been launched, and a media kit with flyers is being prepared to boost community engagement. Felicia Boehringer noted that a training schedule for in-person and virtual sessions will be announced soon. Felicia Boehringer also highlighted the subpopulation efforts and a potential phone line for families and transitional aged youth (TAY).

Board Member Discussion:
- George Searcy emphasized the need to address misconceptions and distrust surrounding the PIT Count, noting that these perceptions hinder collaboration. George Searcy suggested engaging stakeholders in transparent conversations about methodology and strategy to build trust and strengthen participation.
- Becks Heyhoe-Khalil highlighted past efforts, including Orange County United Way Community Chats on PIT results in partnership with City Net and the Office of Care Coordination. Becks Heyhoe-Khalil proposed expanding these conversations, leveraging events like the National Day of Homelessness, and promoting "Come and Be Counted" sites to ensure families and youth are included. Becks Heyhoe-Khalil also suggested offering Homelessness 101 sessions and public education initiatives through partnerships with Public Broadcasting Service (PBS) and other organizations.

- Dawn Price stressed the importance of maintaining methodological consistency to avoid unintended data issues and shared lessons learned from previous counts.
- Tim Shaw supported targeted education and advocacy, particularly for influential stakeholders who question PIT data, and recommended developing a communication strategy to counter misinformation.
- Maricela Rios-Faust encouraged aligning short- and long-term actions with transparency in data analysis and strategic planning.
- Nichole Gideon noted challenges with community engagement amid increasing criminalization and suggested finding was to alleviate fears from potential unhoused individuals to boost participation.
- Melanie McQueen recommended to the group to incorporate previous data feedback and urged a team approach, highlighting volunteer engagement and frontline staff involvement.
- Dr. Tiffany Mitchell proposed strategies to engage populations that may feel unsafe, using trusted organizations to encourage participation.
- Robert "Santa Bob" Morse recommended forming an ad hoc committee to sustain ongoing communication efforts.

6. **HMIS Lead Updates** – Erin DeRycke, Director, Data Analytics, 2-1-1 Orange County (211OC), Orange County United Way

Erin DeRycke provided an update on the Longitudinal Systems Analysis (LSA) and System Performance Measures (SPM), which are HUD's annual data submissions required from each CoC. The LSA is due January 16, 2026, and the SPM is due in February 2026. Erin DeRycke explained that the team is currently reviewing and updating data as needed, as SPM results directly impact scoring on the CoC application. Erin DeRycke noted that the CoC has historically lost points in this area and emphasized the importance of accurate data to improve performance. Erin DeRycke presented challenges in connecting data across systems and stressed the need for collaboration with HMIS-participating agencies to resolve issues and improve overall scores. Erin DeRycke also discussed updates to project performance reports, the status of data request approvals by the CoC Board, and upcoming trainings and meetings to HMIS-focused efforts.

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

Douglas Becht provided an update on the Commission to Address Homelessness membership changes, including adjustments to the by-laws to clearly outline expectations for each commissioner. Douglas Becht shared updates on an emergency motion to submit a letter of advocacy to HUD for approval by the Orange County Board of Supervisors, which ultimately didn't get approved, although individual Supervisor Office will sign onto letters. Additionally, Douglas Becht highlighted OC Same Day Solutions Fair efforts and announced that Supervisorial District 2 has activated winter shelter funding and partnered with Pathways of HOPE to begin implementation on January 1, 2026. This initiative will work with the local school district to identify families in need and ensure successful program delivery.

Jasmin Miranda provided an update on the upcoming 2026 Sheltered and Housing Inventory Count. Jasmin Miranda emphasized the importance of Homeless Housing, Assistance and Prevention (HHAP) funding that was approved at the recent Board of Supervisors meeting, that would allow ramp up efforts and fulfill obligations related to expenditures.

Jason Phillips motioned to adjourn. Becks Heyhoe-Khalil seconded the motion. Secretary Nichole Gideon adjourned the meeting at 4:02 p.m.

8. **Next Meeting:** Wednesday, January 21, 2026, from 2:00 p.m. – 5:00 p.m.

Orange County CoC Strategic Plan:
Monthly Progress Update

Strategic Plan Progress Reporting Month: December 2025
CoC Board Meeting Date: 1/21/26

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 December. Holiday schedules and the CoC NOFO have imposed significant barriers to progress due to time constraints and added uncertainty about immediate and future priorities and funding. In December, the CoC Board approved the establishment of a CoC Strategic Plan Working Group (WG). This WG will begin meeting in January on a monthly cadence. Aubrey will continue working directly with strategy owners to offer capacity, thought partnership, and other support as needed.

Upcoming CoC Board requests: In the future, upcoming CoC Board requests related to the CoC Strategic Plan will be listed here.

Strategy	Owner(s)	Current Status	Progress Notes
1: Staff Training	Andrew Crowe, SantaBob	On track	None to report. Strategizing training feedback in January.
2: Coordinated Investment Planning	Felicia Boehringer	On track	Initial Ad Hoc met to discuss potential funding sources and key data points. Homebase is working on their HMIS data request.
3: Support for People with Lived Experience	Felicia Boehringer	On track	OCC and OCUW are working on a timeline for YAB development, in collaboration with TAY providers. OCUW hosted a program orientation; 6 people attended. OCC has finalized a welcome and exit process for participants, including ongoing and one-time participants.

Strategy	Owner(s)	Current Status	Progress Notes
4: Policy Agenda	Becks Heyhoe-Khalil & Nichole Gideon	On track	Met with Aubrey to discuss strategy framing. Changed strategy wording to "Develop or adopt a policy agenda and priorities to support the work of the CoC" to ensure clarity. OCUW has been engaging in CoC NOFO advocacy meetings that may ultimately inform the direction of this strategy. Most initial progress toward the first milestone (defining the scope of and workplan for this strategy) will be completed in March.
5: Improve Data Collection & Analysis	Melanie McQueen	On track	No update this month. Next step is to bring plans to SPF in 2026.
6: Written Standards	Tiffany Mitchell, Maricela Rios-Faust	On track	Met with Aubrey to discuss progress and next steps. The focus of this work will need to account for the final version of the FY2025 NOFO and future directions of the CoC program, which many existing examples from other CoCs do not yet account for.
7: CES Evaluation	Shauntina Sorrells, 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.
8: Evaluation of Key Partners	Tim Shaw	On track	Executed the CES evaluation contract. Held multiple alignment meetings with Element Consulting Group (ECG) to confirm the evaluation approach and identify potential people to participate in the Steering Committee and Advisory Committee for this work.
9: Manage & Implement Strategic Plan	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.

Date: January 21, 2026

Subject: 2026 Continuum of Care (CoC) Board Appointments

Recommended Actions:

a. Elect CoC Board Officers for the upcoming term:
   (1) Appoint the Chair
   (2) Appoint the Vice Chair
   (3) Appoint the Secretary
b. Appoint CoC Committee Chairs to fill current vacancies:
   (1) Appoint Nishtha Mohendra as Chair of the Policies, Procedures and Standards (PPS) Committee.
   (2) Appoint Andrew Crowe as Chair of the Coordinated Entry System (CES) Steering Committee.
c. Appoint a CoC Board member to the PPS Committee as an at-large member.

Background

The Orange County CoC Board and its committees are chaired by designated representatives, primarily CoC Board members, to ensure the sustained vision and support of CoC Board initiatives. At the first CoC Board meeting of each calendar year, the CoC Board elects the Board Officers – Chair, Vice Chair and Secretary – to serve one-year terms. As stated in the CoC Governance Charter, CoC Board members may serve for more than one term as an Officer, as there is no term limit. During the CoC Board meeting, nominations and election of Officers will occur amongst CoC Board membership via roll call vote. The CoC Board Officers are expected to attend a monthly planning meeting with the Office of Care Coordination, as well as commit to responsibilities outlined in **Attachment A**.

Current CoC Committee Chair and committee member vacancies are also to be filled at the first CoC Board meeting of each calendar year to ensure continuity of established committees. The committee governance charters, adopted by the CoC Board on January 25, 2023, identify the Chair and Vice Chair appointment requirements for each committee as well as the committee purpose and responsibilities. Additionally, the PPS Committee Governance Charter requires at least one (1) and no more than two (2) at-large members of the CoC Board to participate as PPS Committee members and provides the ability for CoC Committee Chairs to appoint a representative from their respective committees to the PPS Committee, should they be unable to participate.

Current CoC Committee Chair and Member vacancies include the following:

- PPS Committee Chair
- CES Steering Committee Chair
- PPS Committee at-large member

The roles and committee descriptions included in **Attachment A** are provided to assist the CoC Board membership in making informed decisions in the nomination and election process of the PPS Committee at-large member.

Attachments

Attachment A – CoC Board Officer, Committee Chairs and Committee Member Descriptions

Orange County Continuum of Care (CoC) Board
Officer Role Descriptions

CoC Board Chair
- Facilitates the work of the Orange County CoC, as determined by the Orange County CoC Governance Charter
- Leads the monthly CoC Board meetings, including calling the meeting to order, managing the agenda, facilitating voting and adjourning meetings
- Meets monthly with Vice Chair, Secretary and Office of Care Coordination as the Collaborative Applicant to discuss the work of the CoC and plan for upcoming meetings of the CoC. This includes:
  - Matters referred to the CoC Board by the CoC Committees to be placed on calendar for consideration and action by the CoC Board or CoC General Membership
  - If there is an issue of importance to the CoC Board, the Chair will work with the Vice Chair and Secretary to coordinate with Office of Care Coordination staff prior to placing the item on the calendar
- Signs documents on behalf of the CoC Board

CoC Board Vice Chair
- Chairs CoC Board meetings in the absence of Chair or when Chair must recuse themselves
- Meets monthly with Chair, Secretary and Office of Care Coordination as the Collaborative Applicant to discuss the work of the CoC and plan for upcoming meetings of the CoC. This includes:
  - Matters referred to the CoC Board by the CoC Committees to be placed on calendar for consideration and action by the CoC Board or CoC General Membership
  - If there is an issue of importance to the CoC Board, the Vice Chair will work with the Chair and Secretary to coordinate with Office of Care Coordination staff prior to placing the item on the calendar

CoC Board Secretary
- Calls roll and tracks attendance at CoC Board meetings
- Calls roll and tracks motions and votes during CoC Board meetings when action items are being considered
- Reviews draft CoC Board meeting minutes recorded by the Office of Care Coordination
- Chairs CoC Board meetings in the absence of both the Chair and Vice Chair, or when Chair and Vice Chair must recuse themselves
- Meets monthly with Chair, Vice Chair and Office of Care Coordination as the Collaborative Applicant to discuss the work of the CoC and plan for upcoming meetings of the CoC. This includes:
  - Matters referred to the CoC Board by the CoC Committees to be placed on calendar for consideration and action by the CoC Board or CoC General Membership
  - If there is an issue of importance to the CoC Board, the Secretary will work with the Chair and Vice Chair to coordinate with Office of Care Coordination staff prior to placing the item on the calendar

Committee Chair Descriptions

Please note, CoC Committee Chair responsibilities are further detailed in each committee governance charter. In additional to specified committee functions, all CoC committees are responsible for committing to advancing equity in the Orange County CoC, specifically addressing populations who have been most disproportionately impacted by homelessness, to ensure all people in Orange County experiencing homelessness and those at-risk will have equitable access to navigation, housing, and supportive services in ways that ensure equitable outcomes including overall well-being and long-term housing stability. Additionally, all CoC Committee Chairs may appoint a Vice Chair to assist with planning, facilitation, and coordination of the committee meetings.

Policies, Procedures and Standards (PPS) Committee Chair

- The PPS Committee will be chaired by a member of the CoC Board who will serve for the duration of their term on the CoC Board.
- The PPS Committee Chair will meet with the Office of Care Coordination for a monthly planning meeting.
- In addition to facilitating the committee meeting, the PPS Committee Chair will support in bringing committee recommendations and/or presentations to CoC Committees and the CoC Board.
- The PPS Committee Chair will support with the planning and implementation of special initiatives of the CoC that require committee engagement and/or feedback.
- The PPS Committee is responsible for the following functions:
  - Recommending any committees, workgroups and ad hoc groups necessary for the proper and efficient functioning of the Orange County CoC and recommending dissolving any committees, workgroups and ad hoc groups, if they are determined to be unnecessary for the proper and efficient functioning of the Orange County CoC.
  - Vetting all proposed policies arising from committees/workgroups to ensure adherence to the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act, U.S. Department of Housing and Urban Development (HUD) Notices and regulations, and evidence-based practices. The PPS Committee will then determine whether proposed policies and standards will be referred for additional input, recommended to the CoC Board for adoption through a consent item, or head for further conversation and vote by the full CoC Board.
  - Establishing a clear standard for the level of care that agencies should provide by program type. This level of care and service delivery will support a minimum threshold and consistent practices across the CoC.
  - Working with the Office of Care Coordination as the Collaborative Applicant to update the CoC Board Governance Charter, which will include all procedures and policies needed to comply with HUD mandates and HEARTH Act regulations.

Coordinated Entry System (CES) Steering Committee Chair

- The CES Steering Committee will be chaired by a member of the CoC Board who will serve for the duration of their term on the CoC Board.
- The CES Steering Committee Chair will meet with the Office of Care Coordination as the Collaborative Applicant every other month for a planning meeting.

- The CES Steering Committee Chair will participate as a member of the PPS Committee or appoint a CES Steering Committee representative to the PPS Committee should the Chair be unable to participate.
- In addition to facilitating the committee meeting, the CES Steering Committee Chair will support in bringing committee recommendations or presentations to CoC Committees and the CoC Board.
- The CES Steering Committee Chair will support the planning and implementation of special initiatives of the CoC that require committee engagement or feedback.
- The CES Steering Committee is responsible for the following functions:
  - Creating any workgroups necessary for the proper and efficient functioning of the CES and dissolving workgroups, if they are determined to be unnecessary for the proper and efficient functioning of the CES.
  - Vetting all proposed policies arising from workgroups to ensure adherence to the HEARTH Act, HUD Notices and regulations, and evidence-based practices. The CES Committee will then determine whether proposed policies and standards will be referred for additional input and recommendation to the PPS Committee.
  - Identify opportunities and develop recommendations to strengthen and improve the CES core elements of access, assessment, prioritization and referral.
  - Identify opportunities and develop recommendations to align HMIS functionality with CES policies and procedures.
  - Working with the CES Lead Agency (County of Orange) to update the CES Policies and Procedures at minimum every five years, which will include all procedures and policies needed to comply with HUD mandates and HEARTH Act regulations.
  - Committing to advancing equity in the Orange County CoC, specifically addressing populations who have been most disproportionately impacted by homelessness, to ensure all people in Orange County experiencing homelessness and those at-risk will have equitable access to navigation, housing, and supportive services in ways that ensure equitable outcomes including overall well-being and long-term housing stability

Committee Member Description

PPS Committee At-Large Member

- The PPS Committee at-large member will be a CoC Board member who does not represent any of the other CoC Committees and will serve for the duration of their CoC Board term.
- An at-large member of the PPS Committee will attend at least 75% of the committee meetings.
- The PPS Committee is responsible for the following functions:
  - Recommending any committees, work groups, and ad hoc groups necessary for the proper and efficient functioning of the Orange County CoC and recommending dissolving any committees, workgroups, and ad hoc groups, if they are determined to be unnecessary for the proper and efficient functioning of the Orange County CoC.
  - Vetting all proposed policies arising from committees/workgroups to ensure adherence to the HEARTH Act, HUD Notices and regulations, and evidence-based practices. The PPS Committee will then determine whether proposed policies and standards will be referred for additional input, recommended to the CoC Board for adoption through a consent item, or head for further conversation and vote by the full CoC Board.

- o Establishing a clear standard for the level of care that agencies should provide by program type. This level of care and service delivery will support a minimum threshold and consistent practices across the CoC.
- o Working with the Office of Care Coordination as the Collaborative Applicant to update the CoC Board Governance Charter, which will include all procedures and policies needed to comply with HUD mandates and HEARTH Act regulations.

Date: January 21, 2026

Subject: Fiscal Year (FY) 2024 and FY 2025 Continuum of Care (CoC) Program Notice of Funding Opportunity (NOFO)

Recommended Actions:

a. Update on the CoC Program NOFO Competition
b. CoC Reallocation Recommendations
    (1) Accept the voluntary reallocation of $1,144,062 in funding from American Family Housing's Permanent Housing Collaborative project during the FY2025 CoC Program NOFO Competition.
    (2) Approve the utilization of reallocated funding to expand current rapid rehousing and Homeless Management Information System (HMIS) CoC-Funded projects, as recommended by the CoC NOFO Ad Hoc.
    (3) Approve Families Forward's rapid rehousing expansion project in the amount of $405,788 as part of the reallocation funding.
    (4) Approve Interval House's rapid rehousing expansion project in the amount of $405,788 as part of the reallocation funding.
    (5) Approve Orange County United Way's Homeless HMIS expansion project in the amount of $332,486 as part of the reallocation funding.
c. FY2025 Priority Listing Recommendations
    (1) Approve the use of FY2024 Renewal Projects Scores as approved by the CoC Board during the FY2024 CoC Program NOFO competition during the FY2025 CoC Program NOFO competition.
    (2) Approve the FY2025 Ranking and Tiering Strategy as detailed in the associated memo.
    (3) Approve the Orange County CoC's FY2025 Priority Listing, including all renewal and new projects, in advance of the FY 2025 CoC Project Priority Listing deadline, subject to change based on court proceedings and/or updated guidance from the U.S. Department of Housing and Urban Development (HUD).

Background

Timeline of Key Activities

The HUD formerly released an annual NOFO that allowed CoCs nationwide to apply for competitive funding. In 2024, for the first time, HUD issued a two-year CoC Program NOFO as authorized by the Consolidated Appropriations Act, 2024. CoCs were only required to submit one CoC Consolidated Application to be applicable for FY 2024 and FY 2025 funds, along with the FY 2024 CoC Priority Listing.

On July 3, 2025, HUD sent communication via the Office of Special Needs Assistance Programs (SNAPS) Competitions mailing list announcing the intention to publish a NOFO for 2025 CoC awards. On August 4,

2025, the SNAPS Office sent out communication to only CoC Collaborative Applicants noting that the 2025 CoC Program NOFO "is on the horizon".

On September 5, 2025, HUD released a CoC Builds NOFO, a first-of-its-kind funding for new construction, acquisition, or rehabilitation of Permanent Supportive Housing (PSH), for the second time with an unprecedented one-week deadline. The submission deadline for the CoC Builds NOFO was Friday, September 12, 2025, by 12:00 p.m. PDT.

On September 29, 2025, POLITICO released an expose that was corroborated by multiple sources within HUD with notable changes. On September 30, 2025, the National Alliance to End Homelessness (NAEH) released a Press Release condemning the new funding criteria that HUD intends to publish in the forthcoming FY 2025 CoC Program Competition NOFO. NAEH also expressed frustration at the timing of the FY 2025 CoC Program NOFO and emphasized that the compressed schedule and dramatic changes would likely result in some programs running out of funds before FY 2025 applications can be reviewed. On October 1, 2025, the U.S. federal government shutdown and CoCs were told that if a FY 2025 CoC Program NOFO was released, it would be released shortly after the government reopened.

On November 13, 2025, HUD released a FY 2025 CoC Program NOFO, which rescinded and superseded any mention of FY 2025 CoC funds within the 2024 CoC Program NOFO. HUD announced the NOFO via email through the SNAPS Competitions mailing list after business hours the same day it was released.

On December 1, 2025, the NAEH and other partners sued HUD challenging the FY2025 CoC Program NOFO. On December 8, 2025, HUD withdrew the FY 2025 CoC Program NOFO and stated the intent to reissue a modified NOFO in advance of the deadline for obligation of available FY2025 funds.

On December 19, 2025, HUD reissued the modified FY 2025 CoC Program NOFO for public review. Due to a preliminary injunction, the NOFO cannot be implemented or enforced until further court order.

On December 23, 2025, a federal court issued a written preliminary injunction that affected HUD's CoC funding process. HUD was required to take steps to process eligible renewal projects for FY 2025 using the FY 2024–2025 CoC Program NOFO rules. However, the court made clear that this order does not require HUD to award or obligate funds yet.

On December 30, 2025, HUD provided a report to the court with HUD's plan and timeline to process renewals according to the FY2024 and FY2025 CoC Program NOFO.

On January 8, 2026, HUD announced the intent to reopen the FY2024 and FY2025 CoC Program NOFO on January 9, 2026, via email through the SNAPS Competitions mailing list. On January 9, 2026, HUD reopened FY2024 and FY2025 CoC Program NOFO. Applications from Collaborative Applicants are due to HUD by February 9, 2026.

CoC Reallocation Recommendations

Reallocation is a process that CoCs use to shift funds in whole or in part from existing eligible renewal projects to create one or more new projects without affecting the CoC's Annual Renewal Demand (ARD). HUD incentivizes CoCs to evaluate project performance and gives points in the Consolidated Application to CoCs that either reallocate funding from lower performing projects to create new higher performing projects or have process to review the performance of existing projects and reallocate funding from lower

performing projects to higher performing projects. Voluntary reallocation of funding is also an option for CoC-funded agencies.

Following the communication regarding the FY2024 and FY2025 CoC Program NOFO, the Office of Care Coordination reached out to CoC-Funded Agencies to confirm their plans of either renewing 100%, transitioning a project, or reallocating the renewal funding. Ultimately, American Family Housing determined not to apply for renewal funding as part of the FY2025 CoC Program Competition and has remained in conversation with the Office of Care Coordination for the ramp down of their permanent supportive housing project. The Office of Care Coordination provided an update to the CoC NOFO Ad Hoc to support discussion regarding the recommended actions for the reallocated funding.

Given HUD's policy direction for the future CoC Program NOFO Competitions, the Office of Care Coordination recommended that the CoC NOFO Ad Hoc consider reallocating the funds to expand current rapid rehousing (RRH) and Homeless Management Information System (HMIS) CoC-Funded projects. An expansion project combines an existing eligible renewal project with up to two new projects that request funding to expand the existing project.

RRH is a model of housing assistance that is designed to assist individuals and families experiencing homelessness to move as quickly as possible into permanent housing and achieve stability in that housing. Rapid rehousing assistance is time-limited, individualized, and flexible. During the August 27, 2025, meeting of the CoC Board the Strategic Goals of the Orange County CoC Strategic Plan were approved unanimously to provide a strategic framework across three key domains: improving system performance, engaging people with lived experience, and ensuring cross-system coordination. One of the Strategic Goals calls for the need for increased rapid rehousing units, as measured by the Housing Inventory Count (HIC).

At the April 9, 2024, meeting of the Policies, Procedures and Standards (PPS) Committee, Orange County United Way as the HMIS Lead provided a presentation on the Orange County HMIS User Fee Policy and operational costs for HMIS which highlighted a gap of funding. As such, the recommended HMIS expansion project helps address this funding gap for the HMIS Lead and the Orange County CoC. The CoC NOFO Ad Hoc and the Past and Present CoC Board Officers Advisory Group had approved a similar HMIS expansion project recommendation during different versions of the FY 2025 CoC Program NOFO.

The CoC NOFO Ad Hoc recommends that the reallocation funding be utilized to expand Families Forward's Rapid Rehousing for Families project, Interval House's Rapid Rehousing Program project and Orange County United Way's HMIS Consolidated Community Support project. These recommendations will support the Orange County CoC in ensuring the reallocation funding is budgeted locally with a quick turnaround.

FY2025 Priority Listing Recommendations

Per the reopened FY2024 and FY2025 CoC Program NOFO, projects that were awarded FY 2024 funds and are not being reallocated, may be eligible for selection for FY 2025 funds using their FY 2024 application submission and are not required to apply for renewal for FY 2025 funds. As such, the Office of Care Coordination as the Collaborative Applicant for the Orange County CoC is recommending renewal projects to proceed for FY2025 CoC Program funding, utilizing project scoring approved by the CoC Board during the FY2024 and FY2025 CoC Program NOFO competition.

Utilizing the FY2024 CoC Project Ranking and Tiering Strategy that was approved by the CoC Board during the FY2024 and FY2025 CoC Program NOFO competition, the Office of Care Coordination developed an

updated FY2025 Ranking and Tiering Strategy. The FY2025 Ranking and Tiering Strategy was brought forward to the CoC NOFO Ad Hoc and the CoC Board Past and Present Officer Advisory Group for review.

Renewal Projects and Expansion Projects are to be ranked and tiered based on the following FY2025 Ranking and Tiering Strategy

- Overall, the FY 2024 Renewal Project Score will be utilized and will be ranked from highest score to lowest score (except HMIS, CES projects) – This is consistent with FY 2024.
- HMIS and CES projects are placed above the straddling project due to being vital system infrastructure for the Orange County CoC – This is consistent with FY 2024.
- First-time renewal project is ranked after all renewal projects that have renewed more than once – This is new for FY 2025.
  - The first-time renewal project has no comparable score to utilize from FY 2024.
- Renewal Projects with terms ending in February 2026 – This is new for FY 2025.
  - Given the expected delays with funding, organizations are having to already make programmatic changes and updates. This strategic ranking of renewal projects with grant terms ending in February 2026 will support continued program operations of other renewal programs and has minimal impacts to current households being served by those programs that would be impacted should Tier 2 not be funded.
- New HMIS expansion project from reallocated funding is ranked higher than the new RRH projects – This is new for Fy 2025, but consistent with FY 2024 to include new projects in Tier 2
- New RRH expansion projects from reallocated funding are ranked based on Agency's 2024 Renewal Project Score from highest score to lowest score – This is new for 2FY 025, but consistent with Fy 2024 strategy for new projects in Tier 2

As noted in the reopened FY2024 and FY2025 CoC Program NOFO, Tier 1 of the Priority Listing is equal to 90% of the CoC's ARD. As such, approximately $3,324,858 of renewal funding fell into Tier 2 causing multiple renewal projects to be placed in Tier 2. Projects with a ranked position in Tier 1 are selected based on requirements in section I.B.3.h.(1) of the FY2024 and FY2025 CoC Program NOFO and projects with a ranked position in Tier 2 are selected based on the CoC Application score and the project application score outlined in section I.B.3.h.(2) of the NOFO.

Utilizing the above-mentioned CoC Project Ranking and Tiering Strategy, the Office of Care Coordination as the Collaborative Applicant developed the proposed FY2025 Project Priority Listing. The proposed FY2025 Project Priority Listing was brought forward to the CoC NOFO Ad Hoc and the CoC Board Past and Present Officer Advisory Group for review.

Attachment A details the FY2025 Project Priority Listing as recommended and details the ranking and tiering of renewal projects and new projects for inclusion in the FY2025 Project Priority Listing of the reopened FY2024 and FY2025 CoC Program NOFO. Approval of the recommended action will support the Orange County CoC in fulfilling the requirements of the reopened FY2024 and FY2025 CoC Program NOFO.

Attachments

Attachment A – FY2025 Project Priority Listing

Orange County Continuum of Care
FY2025 Continuum of Care Program Priority Listing

Total Annual Renewal Demand (ARD): $33,248,577   **CoC Bonus Funding Available:** $0
Tier 1 (90% of ARD): $29,923,719   **Domestic Violence (DV) Bonus Funding Available:** $0
Tier 2 (10% of ARD): $3,324,858   **CoC Planning:** $1,500,000

Project Ranking	Applicant Name	Project Name	Project Component	Total ARA	Score
1	Interval House	Domestic Violence Transitional Housing- Rapid Rehousing Program	Joint TH-RRH	$1,173,352	99.4%
2	Interval House	Rapid Rehousing Program	RRH	$302,387	99.4%
3	Mercy House Living Centers	OC PSH Collaboration Project II - Expansion	PSH	$2,755,224	95.0%
4	Friendship Shelter, Inc.	Henderson House Permanent Supportive Housing	PSH	$746,453	94.8%
5	Families Forward	Rapid Rehousing for Families	RRH	$686,663	92.4%
6	Mercy House Living Centers	OC PSH Collaboration Project	PSH	$4,328,557	90.0%
7	Illumination Foundation	Stanton Multi-Service Center	PSH	$561,027	89.0%
8	Pathways of Hope	PSH for Families	PSH	$417,475	87.4%
9	Orange County Housing Authority	#1 Consolidated Continuum of Care TRA Renewal Project	PSH	$5,636,939	85.0%
10	Mercy House Living Centers	Mercy House - CoC Leasing - Renewal	PSH	$644,398	84.9%
11	Human Options, Inc.	DV Bonus Project	Joint TH-RRH	$2,003,427	84.2%
12	Illumination Foundation	Street2Home OC Expansion	PSH	$2,283,599	83.8%
13	Orange County Housing Authority	#2 Consolidated Continuum of Care TRA Renewal Project	PSH	$2,446,028	83.6%
14	Mercy House Living Centers	Mills End and PSH Leasing Consolidation	PSH	$689,061	83.0%
15	Mercy House Living Centers	Aqua PSH	PSH	$331,413	79.0%
16	County of Orange	Coordinated Entry System SSO Grant	SSO-CES	$1,576,249	
17	Orange County's United Way DBA Orange County United Way	HMIS Consolidated Community Support NOFO	HMIS	$691,976	
18	Orange County Housing Authority	#4 Consolidated Continuum of Care TRA Renewal Project	PSH	$2,649,491	77.8%
			Tier 1 Total	**$29,923,719**	
18	Orange County Housing Authority	#4 Consolidated Continuum of Care TRA Renewal Project	PSH	$254,635	77.8%
19	Orange County Housing Authority	#3 Consolidated Continuum of Care TRA Renewal Project	PSH	$1,189,035	77.4%
20	Orange County Housing Authority	Jackson Aisle Continuum of Care TRA Renewal Project	PSH	$478,138	89.8%
21	Pathways of Hope	FY24 Reallocation - PSH for Seniors	PSH	$258,988	
22	Orange County's United Way DBA Orange County United Way	HMIS Consolidated Community Support NOFO Expansion (Reallocation)	HMIS	$332,486*	
23	Interval House	Rapid Rehousing Program Expansion (Reallocation)	RRH	$405,788*	
24	Families Forward	Rapid Rehousing for Families Expansion (Reallocation)	RRH	$405,788*	
			Tier 2 Total	**$3,324,858**	
				$33,248,577	

*Final funding amounts subject to change within approved funding priorities and maximum funding eligibility.

Date: January 21, 2026

Subject: Homeless Management Information System (HMIS) Data Request

Recommended Action:

    a.   Approve Homebase's one-time data request for the period of January 1, 2023, to December 31, 2025, for the purposes of understanding program funding sources for the Orange County Continuum of Care's (CoC) Fiscal and Resource Mapping project.

Background and Analysis

In accordance with the HMIS Policies and Procedures, data requests from entities that are not participating in HMIS are approved by the Orange County Continuum of Care (CoC) Board prior to any data being released. Once approved, data requests are carried out by Orange County United Way, 2-1-1 Orange County (211OC) as the HMIS Lead for the Orange County CoC.

On December 18, 2025, 211OC received a data request from Homebase to receive aggregate data by project from January 1, 2023, through December 31, 2025, for all project types active in HMIS during the reporting period.

The Office of Care Coordination has contracted with Homebase to conduct a Fiscal and Resource Mapping Project (Project). The Project will help the CoC better understand how funds in Orange County flow into the homeless response system, identify gaps, and inform future strategic investment. This project aligns with the CoC's Strategic Plan goal to "identify funding gaps and develop funding strategies to fill those gaps in alignment with [the] plan's priorities." The project will include a comprehensive analysis of key funding streams – such as CoC, Emergency Solutions Grant (ESG), and Homeless, Housing, Assistance and Prevention (HHAP) – that support homeless services in Orange County.

One component of the Project will assess how specific funding sources align with project-level and system-level outcomes. To this end, Homebase is requesting an HMIS project-level, aggregate report inventorying all active projects from January 1, 2023, to December 31, 2025, including all project types (e.g., Emergency Shelter, Rapid Rehousing, Transitional Housing, Permanent Supportive Housing, etc.). The request includes data elements related to basic project characteristics, an inventory of project beds and units, project funding sources, and project performance outcomes. The request does not include client-level or personally identifiable data. This data request will serve as a foundation that will be supplemented with additional information on funding amounts and subrecipients obtained from other sources, including conversations with funders and grant administrators.

To help guide this work, an Ad Hoc Committee, comprised of key stakeholders, including several CoC Board members, has been convened to provide insight, feedback, and strategic direction throughout the project. The Ad Hoc Committee will have an opportunity to review and provide feedback on the analyses of this data request. Furthermore, in late 2026 a report and other products will be developed, including findings

from this data request, aggregated by project type and/or funding source. The CoC board will have an opportunity to review the report before it is finalized.

Aggregate Data being Requested

- Bed Inventory Data
    - Agency Name
    - Project Name
    - Project ID
    - Availability
    - Household Type
    - Inventory Start Date
    - Inventory End Date
    - Total Bed Inventory
    - Total Unit Inventory
    - Non-Dedicated Beds
    - Veteran Beds
    - Youth Beds
    - Youth Veteran Beds
    - Chronically Homeless Beds
    - Chronically Homeless Youth Beds
    - Chronically Homeless Veteran Beds
- Funding Source Data
    - Agency Name
    - Project Name
    - Project ID
    - Amount
    - Funding Source
    - Non Federal Funding Source
    - Grant Amount
    - Grant Identifier
    - Grant Start Date
    - Grant End Date
    - Funding Source ID
- Program Descriptor Data
    - Agency Name
    - Project Name
    - Project ID
    - Project Type Code
    - Target Population
    - Housing Type
    - Operating Start Date
    - Operating End Date

- Project Performance Data (each calendar year will be a separate dataset)
    - Agency Name
    - Project Name
    - Project ID
    - # Clients
    - # TAY Clients
    - # Chronically Homeless Clients
    - # Veterans Clients
    - # Enrollments
    - # Exited Enrollments
    - Average LOS (days)
    - Exit Destinations by type (Homeless Situations, Institutional Situations, Other, Permanent Housing Situations, Temporary Housing Situations)
    - # Exits/Retention of PH
    - % Exits/Retention of PH
    - Returns to Homelessness within 6 months
    - Returns to Homelessness within 12 months
    - % Missing Destinations

Date: January 21, 2026

Subject: Continuum of Care (CoC) Board and Collaborative Applicant/Administrative Entity Evaluation Ad Hoc

Recommended Actions:

a. Establish an ad hoc to be appointed by the CoC Strategic Plan Working Group to design the process for evaluating the CoC Board and Collaborative Applicant/Administrative Entity.

Background

The Orange County CoC Board approved the CoC Strategic Plan Year 1 Strategies during September 24, 2025, Meeting. During the meeting, there were discussions about ensuring that some Year 2 and 3 Strategies be prioritized during Year 1 as the strategies are more foundational and can continue to inform the CoC Strategic Plan. One of the added strategies to Year 1 is Strategic Aim 5, Objective 5B, Action 5B1. This is the Evaluation of Key Partners, such as the CoC Board and Collaborative Applicant/Administrative Entity. The Office of Care Coordination serves as the Collaborative Applicant and Administrative Entity for the Orange County CoC, as detailed in the Orange County CoC Governance Charter.

CoC Board member and Strategy Owner Tim Shaw noted that to move Strategic Aim 5, Objective 5B, Action 5B1, forward an ad hoc would need to be established to design the process for evaluating the CoC Board and Collaborative Applicant/Administrative Entity. The CoC Strategic Plan Working Group will work together to confirm the ad hoc's membership, should the CoC Board approve the establishment of the ad hoc.

Attachments

Attachment A – CoC Strategic Plan

CoC Vision Statement

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

CoC Strategic Goals

The CoC Board's Strategic Plan strives to achieve the following Strategic Goals. These goals were created using the SMART framework, meaning that they are:

- **S**trategic
- **M**easurable
- **A**mbitious
- **R**ealistic
- **T**ime-Bound

System Performance Goals:

Length of Time Homeless

1. Starting on October 1, 2026, the system will reduce the average length of time homeless by at least 5% annually, as measured by the SPM report.
2. By October 1, 2028, the system will have reduced the average of length of time homeless by 10% for each measure, as measured by the System Performance Measure (SPM) report, resulting in the following goals:
   - 184 days for Emergency Shelter (ES) and Transitional Housing (TH) projects
   - 1146 days of total time homeless

System Exits

1. By October 1, 2028, households served in shelter and housing programs will exit to successful situations at these rates, as measured by the SPM report, resulting in the following goals:
   - Street Outreach (SO): 25%
   - ES, TH, RRH: 38%
2. By October 1, 2028, the rate of which people exited the system to successful destinations will have increased by at least 2% annually, as measured by the SPM report.

System Returns

1. By October 1, 2028, the system will have an average return to homeless of 4% or less for both metrics, as measured by the SPM report:
   - Returns to homelessness within 6 months
   - Returns to homelessness from 6 - 12 months

Income Growth

1. By October 1, 2028, the rate of CoC Program participants with income from non-employment cash sources will have increased by 2% annually, as measured by the SPM report.
2. By October 1, 2028, the rate of CoC Program participants with income from employment will be 20% or higher, as measured by the SPM report.

System Inventory

1. By January 31, 2026, the homeless service system in Orange County CoC will have 685 Rapid Re-housing (RRH) units, as measured by the Housing Inventory Count (HIC).
2. By January 31, 2027, the Orange County Continuum of Care (CoC) will have completed system mapping and modeling process that will provide guideposts for continued strategic funding distribution across program types in Orange County. The CoC will also assign actions based on the findings in these processes to achieve the following goals:
   1) By January 31, 2027, the system will have 719 RRH units, as measured by the HIC.
   2) By January 31, 2028, the system will have 754 RRH units, as measured by the HIC.

Homeless Housing, Assistance and Prevention (HHAP) System Goals

1. By October 1, 2028, the system will reduce the number of people experiencing unsheltered homelessness by at least 2% in each unsheltered Point-in-Time (PIT) Count, as measured by the PIT Count data.
2. By October 1, 2028, the number of people experiencing homelessness who are accessing services will have increased by at least 2%, as measured by the California System Performance Measures (CA SPMs).

People with Lived Experience Goals:

1. By April 1, 2026, the Youth Action Board (YAB) will be at full operating capacity.
2. By July 1, 2028, 85% of people who have interacted with the Orange County homeless services system and who choose to participate in data collection and feedback will say that they felt like they were treated with dignity and respect by staff, as measured by ongoing data collection efforts to be launched during this strategic planning phase.

Staff within CoC agencies and Cross-System Goals:

1. By July 1, 2026, the CoC Board will define and adopt core competencies essential for the Orange County CoC. By October 1, 2028, 95% of staff working at CoC agencies will have completed standardized training that supports their implementation of core competencies as defined and adopted by the CoC Board.
2. By July 1, 2027, there will be a standardized training process for the CoC and CoC-funded agencies aligned with the identified core competencies of the Orange County CoC, inclusive of trainings on the CES and Homeless Management Information System (HMIS) Data Quality.
3. By July 1, 2028, 90% of staff within the homeless system will have aligned core competencies as measured by the standardized training process.

Strategic Plan (by Strategic Aim & Objective)

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

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

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

Strategy	Actions
Assess the staff training landscape and needs to develop a plan to fill gaps, align practices, ensure accountability in using best practices, and deliver on the promise to ensure people feel like they're being treated with dignity and respect. Provide training to CoC Board members and agency staff on effective methods and practices that focus on understanding the history and lasting impact of housing and homelessness response systems across different communities to promote fair, just, and positive outcomes for everyone.	**1A1:** Work with direct service providers to assess staff training landscape, identify training needs, and develop a core competency standards. Develop a curriculum of trainings and minimum standards and levels of care needed for all staff, as well as staff in specific roles or programs, including but not limited to: ● Housing First ● Authentic collaboration with people experiencing homelessness ● Motivational Interviewing ● Trauma-Informed Care Practices, including trauma and brain development ● Population-specific supports ● Cultural competence and humility ● Culturally-informed outreach and service provision ● Harm Reduction ● History of housing segregation and homelessness ● Anti-ableism ● Disability acceptance and etiquette training ● Targeted universalism ● Legal Rights and Protections ● DV Trainings (Safety Planning, Crisis Intervention, Violence Prevention, Housing Options for Survivors, etc.)
	1A2: Develop a plan for creating and delivering training curricula for staff across roles and within specific types of programs on an ongoing basis. Ensure ongoing availability of live and recorded training.
	1A3: Aligned with Objective 4B, ensure funding to develop training and ensure staff can participate in trainings. Develop a plan for ensuring accountability in implementing principles included in trainings.

Strategy	Actions
Collaborate with direct service providers to create streamlined and trauma-informed documentation and processes	**1A4:** Develop a toolkit for direct service providers to: ● Review their policies and processes ● Assess alignment with best practices ● Evaluate how well they are implemented across staff ● Understand how clients experience engaging in services ● Identify opportunities for ongoing improvement.
	1A5: Perform an audit of CoC programs (legal and policy review) to identify the essential documentation required for each program and eliminate unnecessary paperwork or steps to simplify the process for both program participants and staff
	1A6: Adopt a universal documentation system to standardize the required paperwork for accessing programs and services across the board.
	1A7: Develop a people-centered, holistic, trauma-informed case management model in collaboration with a wide array of local partners, ensuring the working group includes partners with lived experience to represent communities served.
	1A8: Co-create guest bill of rights that sets expectations on communication and relationship building
	1A9: Develop performance measures to ensure that staff and the agency adhere to the new case management model.
	1A10: Develop a fair and transparent grievance process using clear protocols, consistent communication, and neutral third-party involvement when needed.
Support CoC agencies in building a workforce where every person can thrive across all positions in the system and organizations	**1A11:** Develop tools and standards to support organizations in building a more representative workforce, including: ● Standards and practices for staffing infrastructure that fosters support and provides opportunities for team members, including peers ● Supports and pathways for staff/partners with lived experience (e.g., mentorship opportunities) ● Practices to engage partners with lived experience in authentic ways and supported as necessary to be able to inform system change (e.g., compensation, knowledge sharing to support onboarding, assistance to address barriers to participation, etc.) ● Pathways to organizational leadership for Black, Indigenous, people of color and others who have traditionally been excluded from leadership positions
	1A12: Add project performance measure for agencies receiving funding to display progress towards this strategy.
Support grassroots organizations in building capacity to become CoC-funded agencies	**1A13:** Identify gaps in culturally specific service providers, and identify potential culturally specific service providers interested in becoming grant recipients or subrecipients. Build capacity and knowledge of CoC if needed

Objective 1B: Improve CoC policies and processes

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

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

Strategy	Action
Collaborate and coordinate efforts with Public Housing Authorities (PHAs)	**1C1:** Advocate with PHAs to increase flexibility of documentation/program requirements
	1C2: Develop a strategy to expand Access to Housing Choice Vouchers
	1C3: Develop a shared strategy to provide ongoing supportive services to ensure housing stability.
Coordinate and collaborate with others who provide non-CoC housing resources	**1C4:** Develop and implement a strategy of engagement and collaboration to support quick and sustainable housing for people experiencing homelessness with: ● Orange County Housing Finance Trust ● Affordable housing developers ● Landlords ● Host home model ● Other housing partners
	1C5: Increase Special Purpose Voucher (SPV) utilization to align with HUD performance measures
	1C6: Expand housing navigation and landlord incentives for Special Purpose Vouchers (SPV) and regular vouchers
	1C7: Reduce requirements for clients with experiences that impose barriers (i.e. justice involvement) to obtain housing

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Strategy	Action
	1C8: Advocate for the Commission to Address Homelessness to create a housing committee or working group and work with the current CoC Housing Opportunities Committee.
<mark>Collaborate with Housing Developers</mark>	**1C9:** Advocate for new housing complex developments to not only meet the ADA requirement of accessible units but to exceed it as the population of seniors and people with disabilities continues to grow.
	1C10: Ensure that ADA-compliant and otherwise accessible units are prioritized for individuals with disabilities and older adults who need those units' features, rather than being assigned on a first-come, first-served basis.
	1C11: Advocate for housing developers to partner with Orange County Transportation Authority (OCTA) when housing development is being built, to ensure that there is a new bus stop within ¾ miles radius so that ACCESS is available for those who need it.
	1C12: Advocate for deeper affordability levels for families, special needs populations and PSH units.
	1C13: Develop an Affordable Housing Access Platform.

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

Strategy	Action
<mark>Embed deeper support for people with lived experience to get compensated, gain expertise, and hold decision-making power.</mark>	**1D1:** Aligned with Objective 4A and 4B, ensure consistent and adequate funding to ensure people with lived experience can be in all spaces where decisions are being made. Ensure fair compensation for their time and contributions (i.e., for attending meetings, participating in committees, and contributing to strategic planning). Cover costs of transportation, parking, and any other costs that might otherwise prevent participation.
	1D2: Aligned with Objective 4A and 4B, ensure consistent and adequate funding to implement a robust strategy that ensures people with lived expertise have the technology and ability to participate in meetings and plans. This may include: ● Providing laptops or tablets, covering costs of Wi-Fi or phone data, and reserving meeting space. ● Ensuring that all meetings where people with lived experience will attend have an option to join virtually when needed. ● Providing interpretation and translation services/translated materials that meet the participant's language needs
	1D3: Create leadership and skill development opportunities for people with lived experience. Provide training and capacity-building programs that enhance the skills and knowledge of people with lived expertise, empowering them to contribute more effectively in meetings and decision-making processes.
	1D4: Develop and implement a plan to pair individuals with lived experience with peers who can help guide them through the CoC and become more active in leadership roles within the CoC or with the community partners.

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

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

Strategy	Action
<mark>Provide training opportunities to partners across systems on homelessness and the homeless system</mark>	**2A1:** Create regular, ongoing cross-system trainings to increase other systems' abilities to understand and meet the varying and unique needs of people experiencing homelessness to reduce bias and harm against people experiencing homelessness, and to increase opportunities and housing stability for people experiencing homelessness Identify opportunities to use training materials and topics from **Objective 1A**. Include the following systems and resources: • Food providers • Education systems and providers (includes Orange County Department of Education (OCDE), County-wide McKinney Vento (MV) Liaisons, special education/specialized programs, Head Start/Early Head Start, and higher education) • Workforce systems and providers • Hospitals, healthcare, mental healthcare, and behavioral healthcare systems and providers • Law enforcement (including local police departments and sheriffs) • Legal / justice system • Child welfare / foster care system • Providers and systems that support people with disabilities • Providers and systems that support older adults • Transportation systems and providers • Veterans systems and providers • Faith communities • Advocacy groups • General public / community members
	2A2: Develop and implement a Learning Management System (LMS) database for CES and CoC trainings

Strategy	Action
Improve coordination and collaboration across systems and resources	**2A3:** Create and continuously update a database of resources for service providers to use. Identify resource gaps in wraparound or complementary supports that people experiencing homelessness need. Include the following systems: • Food providers • Education systems and providers (includes Orange County Department of Education (OCDE), County-wide McKinney Vento (MV) Liaisons, special education/specialized programs, Head Start/Early Head Start, and higher education) • Workforce systems and providers • Hospitals, healthcare, mental healthcare, and behavioral healthcare systems and providers • Law enforcement (including local police departments and sheriffs) • Legal / justice system • Child welfare / foster care system • Providers and systems that support people with disabilities • Providers and systems that support older adults • Transportation systems and providers • Veterans systems and providers • Faith communities • Advocacy groups • General public / community members

Strategy	Action
	2A4: Develop and implement an ongoing process of engagement, collaboration, and communication across systems to best support people experiencing homelessness. Ensure other systems and resource providers are aware of homeless system resources and best practices and vice versa. This may include ensuring their representation on CoC Committees and Ad Hocs, ensuring CoC representation in spaces they facilitate, or pursuing other methods of coordination as needed to have the impacted need for people experiencing homelessness. • Food providers • Education systems and providers (includes Orange County Department of Education (OCDE), County-wide McKinney Vento (MV) Liaisons, special education/specialized programs, Head Start/Early Head Start, and higher education) • Workforce systems and providers • Hospitals, healthcare, mental healthcare, and behavioral healthcare systems and providers • Law enforcement (including local police departments and sheriffs) • Legal / justice system • Child welfare / foster care system • Providers and systems that support people with disabilities • Providers and systems that support older adults • Transportation systems and providers • Veterans systems and providers • Faith communities • Advocacy groups • General public / community members

Objective 2C: Strengthen partnerships with philanthropic partners

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

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

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

Strategy	Action
improve the resources and performance of the CoC	● Local policies and funding (cities, counties, and Tribal entities) ● State policies and funding ● Federal policies and funding

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

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

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

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

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

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

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

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

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

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

Strategy	Action
Conduct a strategic coordinated investment planning process to map current funding resources, analyze current funding impacts, and identify gaps	4B1: Recruit key collaborators to participate in resource mapping and strategic investment analysis and planning
	4B2: Hire consultants to conduct comprehensive resource mapping and strategic investment analysis and planning that focuses on resource allocation & investment in 1. Housing and services across intervention types 2. Housing and services that will increase access and outcomes for everyone 3. Support for administrative and planning activities needed to execute this plan 4. Strategies to support collaboration and braided resource allocation / service provision across systems noted in Strategic Aim 2.
In alignment with resource mapping and strategic investment planning, identify potential new funding opportunities to fill gaps in housing, services, and system-level supports	4B3: Establish a sustainable funding stream and process to compensate partners with lived experience
	4B4: Identify funding to pay for culturally specific training and training on best practices to equip staff to best support every population, in alignment with Objective 1A
	4B5: Identify other funding sources and leveraging opportunities to support addressing homelessness
	4B6: Reach out to other CoCs to learn about additional funding initiatives, strategies, and best practices
	4B7: Develop a proposed funding strategy to fill gaps in the system (e.g., OC Navigation Center / One-Stop Shop, prevention, street outreach, housing/system navigation, ES, TH, RRH, and PSH).
	4B8: Identify funding to ensure staff are paid a fair living wage commensurate with the work they do.
	4B9: Secure ongoing flexible, low-barrier / quick-access funding that can address common challenges that contribute to people's housing instability and homelessness (e.g., transportation/bus passes, childcare, bridge funding).

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

Objective 5A: Manage and implement this strategic plan

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

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

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

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Strategic Plan Strategies (by Year)

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

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

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

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

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

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

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

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

Not Currently Prioritized for Next 3 Years

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