



Orange County Veterans & Military Families Collaborative

A Community Veteran Engagement Board
of the U.S. Department of Veterans Affairs
Convened by



FIVE-YEAR STRATEGIC PLAN 2020-2025



The Orange County Veterans & Military Families Collaboration (OCVMFC), a coalition of over one hundred members and agencies, was created in 2013. It serves the needs of over 130,000 Orange County veterans and their families. In 2018, the OCVMFC was recognized by the Department of Veterans Affairs as the Community Veteran Engagement Board in Orange County, providing direct feedback to the Secretary of Veterans Affairs. In 2019 The University of California, Irvine, became the OCVMFC's Convener, providing leadership and support to the Collaborative's vital mission.

The OCVMFC consists of ten working groups. These groups are Health & Wellness, Education, Faith-Based, Housing, Resources, Children & Families, Employment & Entrepreneurship, Government Relations, Legal and Re-entry and Public Relations & Outreach. Each one of these working groups consist of a Chair and Vice Chair. These representatives, along with At-Large Members and Government Liaisons collectively form the OCVMFC Steering Committee, led by a Chair, Vice-Chair and Secretary as an Executive Group.

On May 31, 2016, the OCVMFC Steering Committee convened to develop the OCVMFC's Five-Year Strategic Plan 2020-2025. They agreed that the overall value of the organization is to address the needs of veterans and their families. Although the OCVMFC focuses on veterans and their families, other beneficiaries include services including the public-at-large, governmental agencies, employers, and private foundations.

This OCVMFC Strategic Plan describes the Orange County environment in relation to veterans and their families, as well as their dynamic interaction in the county. It identifies the most critical issues for veterans and families over the next five years, by defining the problems, providing solutions, and a plan for implementation. This is a "living plan", reviewed annually and as necessary.



Denton Knapp
Chairman
OCVMFC Steering Committee



MISSION STATEMENT

The OCVMFC, a coalition of service organizations, facilitates access to comprehensive services for veterans, service members and their families.

VISION

The vision of the OCVMFC is to continue to be recognized as the primary front door for veterans, active service members and their families for quality benefits, services, and integration into the community of Orange County.

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STEERING COMMITTEE

The Steering Committee consists of the Executive Officers and the Chair of each of the 10 Working Groups, 3 Members-at-Large, the Convener, and designated Liaisons. The Steering Committee meets the third Wednesday of the month at 3pm, at the Tierney Center for Veteran Services.

EXECUTIVE OFFICERS

Chair: Denton Knapp

dentonk@ocgoodwill.org

Vice Chair: Pete Seitz

pseitz5818@aol.com

Secretary: Mary Ann Profeta

maryannp@workingwardrobes.org

Convener: University of California, Irvine, Jeff Pagano

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MEMBERS-AT-LARGE:

Steve Spriggs

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US Department of Veteran Affairs:

State of California, CalVet Liaison:

Ben Gales

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Orange County Veteran Service Office

Ericka Danczak

ericka.danczak@occr.ocgov.com

WORKING GROUPS

Health & Wellness: Monthly Meeting: 4th FRI at 12:30 - 2:30pm
Place: Tierney Center for Veteran Services, 1231 Warner Avenue, Tustin
Chair: Dr. Miatta R. Snetter, Psy.D. Vice-Chair: Danya DeLeon

Children and Families: Monthly Meeting: 2nd MON at 1:00 - 2:30pm
Place: Child Guidance Center, 525 N. Cabrillo Park Drive, Suite 300, Santa Ana
Chair: Lori Pack 714.953.4455 x617 lpack@cginc.org Vice Chair: Mitzi Huff 714.953.4455

Education: Monthly Meeting: Region 8 Meeting
Place: Contact Tom Boscamp (collocate with Region 8 Meeting)
Chair: Tom Boscamp 714.241.6126 Vice Chair: Nick Clough

Employment: Monthly Meeting: 4th WED at 3:30–5:00 PM
Place: Tierney Center at Goodwill OC, 1231 Warner Ave, Tustin
Chair: Murray Schrantz 714.504.3265 Vice Chair: Frank Fletcher

Older Adult Veterans: Monthly Meeting:
Place: Tierney Center for Veteran Services, 1231 Warner Avenue, Tustin
Chair: Kathy Carchidi kathycarchidi@gmail.com Vice Chair: Carolina Gutierrez Richau

Housing: Monthly Meeting: 4th MON at 1:00-2:30pm (If no 4th Mon, 3rd)
Place: Tierney Center for Veteran Services, 1231 Warner Avenue, Tustin
Chair: Cory Vigil cvigil@cginc.org Vice Chair: Jade Smith jades@ocgoodwill.org

Faith Based: Monthly Meeting: 2nd TUE at 11:30AM-1:00PM
Place: Tierney Center for Veteran Services, 1231 Warner Avenue, Tustin
Chair: Ron Gellis, Ph.D. Vice Chair: Helen Cameron

Legal & Re-entry: Monthly Meeting: Contact Antoinette Balta
Place: Tierney Center for Veteran Services, 1231 Warner Avenue, Tustin
Chair: Antoinette Balta 714.852.3492 abalta@vetslegal.com Vice Chair: Susie Thompson

Standing Committees

Government Relations: Monthly Meeting: 2nd FRI at 4:00 PM
Place: Tierney Center for Veteran Services, 1231 Warner Avenue, Tustin
Chair: Bobby McDonald – Vice Chair: Carl David -

Resources: Monthly Meeting: 1st THUR, 3:30 - 5:00 PM
Place: Orange County Community Foundation
Chair: Alfonso Ceja aceja@voala.org Vice Chair: Jacqueline Martinez

Public Relations & Outreach: Monthly Meeting: 4th THUR, 3:30-4:30 PM
Place: Tierney Center at Goodwill OC, 1231 Warner Ave, Tustin
Chair: Laura Pinkham laurapinkham@gmail.com

ORANGE COUNTY VETERAN ENVIRONMENT

The Veteran Environment in Orange County describes the demographics of our Veterans and their families and their relationship to the county population. Although somewhat dated, and in continuous fluctuation, defining the environment enabled the OCVMFC leadership and members to systemically frame problems for veterans within the greater community. This process of defining the environment really highlighted this process as a problem of itself. At the macro-level, the US Census fails to identify the veteran population across the US, and California, as well as Orange County, have a multitude of means to attempt to capture a snapshot in time of our veterans and families to include the Department of Veterans Affairs, CALVET, County Veteran Services Office, to name just a few of the public and private organizations. The means include surveys, studies, data analysis from services provided, DMV and health/insurance records, school registrations, and other identifiers.

As servicemembers leave their parent military service, transition into veterans, and move back home or to Orange County for their first time, occasionally their address coming to the VA and counties VSO match their Form DD214, identifying the forwarding address as Orange County. In many cases, it does not. Veterans have no boundaries and move at will. Although the government might know their location, it is left up to private partners to find them by asking everyone in the general population, “Did you serve in the US military?” followed by “Do you have family?” Most veterans do not self-identify, use VA, or seek out veteran organizations. This makes establishing a demand signal for veterans’ needs very difficult, along with actually providing services that are efficient, effective, timely, regionally-focused, and resourced for success.

Based on <https://censusreporter.org/profiles/05000US06059-orange-county-ca/> (2018), Orange County has a population of roughly 3,185,968, inside 792.8 square miles. The median age is 38.3. Of this population, approximately 4.3% are veterans. CA has a veteran rate of 5.1%, while the US rate is 7.1% of the population are veterans.

- **About 80 percent** of the rate in California: 5.1% 1,538,797
- **About three-fifths** of the rate in United States: 7.1% 17,964,242
- **Less than 10 percent** of the figure in California: 537,650
- **Less than 10 percent** of the figure in United States: 6,384,412
- **106,246** Total veterans **99,880** Male **6,366** Female

VETERANS BY WARTIME SERVICE

War	Orange County	California	US
WW II	5138	52717	485,157
Korea	10,720	129,184	1,306,432
Vietnam	39,034	537,650	6,384,412
Gulf (1990s)	16,504	293,661	3,803,899
Gulf (2001-)	17,883	325,615	3,764,194

DEFINING THE PROBLEM

- Inconsistent and unreliable data to effectively define the veteran environment in Orange County to determine the number of veterans and specific demographics.
- COVID-19 Recovery and Economic Impact of Veterans
- Homelessness / Affordable Housing
- Unemployment/Underemployment
- Inadequate County Assets for the Veterans Service Office to include veteran VA Disability Claims Reps to assist veterans in a timely manner in OC
- Inadequate mentoring programs for veterans using education benefits for academic degree and then transition back into the civilian workforce.
- Inadequate full-service, quality VA healthcare in OC's 3 VA clinics
- Veteran Suicide
- Inadequate connection between houses of worship, their veterans and available resources / services within OC Community.
- Inadequate outreach to identify veteran spouses, children, and connecting them with resources
- Inadequate unified public / private partnerships and synchronization at the County, State and, Federal Levels
- Inadequate identification and connection of incarcerated veterans in the with the Veterans Treatment Court and the OC County Jail's HUMV program to provide services that lower recidivism rates.

STRATEGIC GOALS 2020-2025

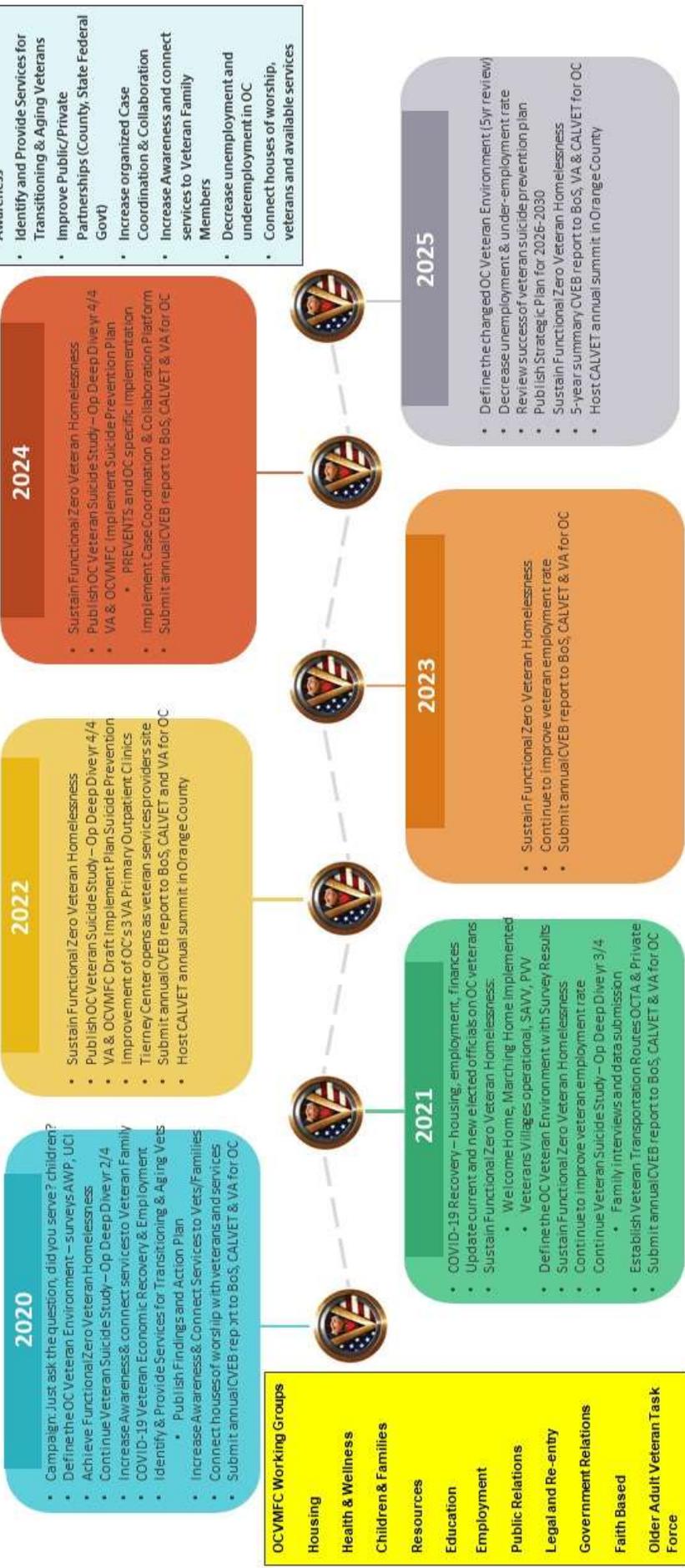
- Better define the OC veteran environment
- Achieve and sustain “Functional Zero” for veteran homelessness
- Reduce Veteran suicide and increase awareness
- Identify and provide services for transitioning veterans, older adult veterans, including caregivers and survivors
- Improve Public/Private Partnership Collaboration (Veterans Service Office and OC Veterans Advisory Council, CALVET, VA)
- Increase organized Case Coordination & Collaboration
- Increase Awareness and connect services to Veteran Family Members
- Decrease unemployment and underemployment in OC
- Connect religious organizations and houses of worship, their veterans, and available services



THE ORANGE COUNTY VETERANS & MILITARY FAMILIES COLLABORATIVE

Community Veteran Engagement Board (CVEB)

Strategic Plan Timeline 2020-2025



- OCVMFC Working Groups
- Housing
- Health & Wellness
- Children & Families
- Resources
- Education
- Employment
- Public Relations
- Legal and Re-entry
- Government Relations
- Faith Based
- Older Adult Veteran Task Force

WORKING GROUPS LINES OF EFFORT AND THEIR RESPONSES TO COVID-19

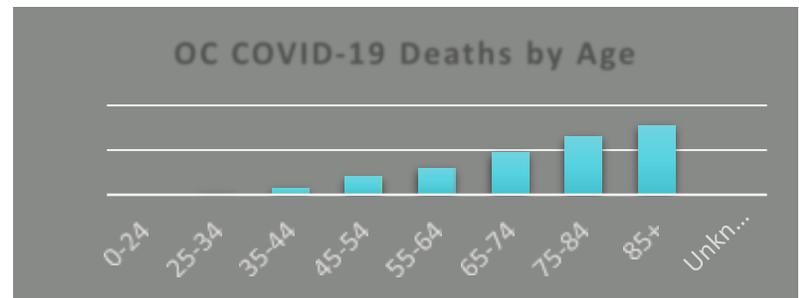
In March of 2020, the COVID-19 Pandemic presented a challenge in the way the OCVMFC was going to provide services to veterans and their families. With massive unemployment, increased isolation of veterans, and lack of available housing, the OCVMFC leadership and working groups quickly acted, adapting to the immediate issues of food disparity, increased behavioral health needs and housing. The OCVMFC is also looking forward to the fast-approaching amount of veteran employment, after government checks would stop flowing.

At the 2020 May OCVMFC General Meeting convened by UCI, each chair of the 10 working groups and the Older Adult Veteran Task force presented how they were adapting and implementing their own strategic plans in response to COVID-19. Here are their responses:

OLDER ADULT VETERANS

Veteran & Families Environment Changes due to COVID 19:

- Older Adult population is at higher risk
- Long term care facilities high mortality rate
- Increased Isolation /declined support
- Increased anxiety and depression
- Temporarily closure of adult day care centers
- Increase caregiver burnout
- Food, transportation, financial insecurity
- Limited health care services via telehealth
- Older adult care programs State budget cuts



Strategy Focus 2020:

- COVID-19 Support and Resources
- COVID-19 transition / recovery support and resources
- Foster connection and collaboration among veteran and aging services providers to ensure continuum of care for the target population
- Finalize strategic planning

Strategy Focus 2021:

- COVID-19 transition / recovery support and resources (if appropriate)
- Implement strategic plan short-term goals

HOUSING WORKING GROUP

Veteran & Families Environment Changes due to COVID 19:

- Increase in rental assistance, unemployment spike leading to some homelessness, higher linkages to mental health providers, higher need for access to food/supplies, impact on senior veterans prone for COVID-19.
- COVID Challenges: Access to veteran services as agencies closed and are working remote for a period of time. Transportation issues for homeless veterans seeking services, overflow of veterans seeking services at the same time, access to information ex: who has financial assistance for motel vouchers, rental assistance, auto repair and basic needs, etc.
- What are we doing to address those challenges? Utilizing and linking to the American Legions, VFW, Tierney Center, COVID homeless prevention programs, CRRC-Santa Ana, VOA, 1736, SFSC and other related agencies.
- Utilization of EHA motel assistance; utilization of “pop up” shelters for individuals at higher risk for COVID.
- Follow up to the coordinated entry system. Verifying veteran status. Referring veterans/families to food banks, specific services, legal, mental health and faith-based services.
- How is it now? / Outcome: The housing group expected an increase in homelessness, but the outcome has been positive. Services and grants have remained available to control the increase in homelessness.
- SAVV has also opened and began occupancy of units on 6/11/2020.
- Placentia Veterans Village scheduled to open Summer of 2020.

Strategy Focus 2020:

- The housing working group will continue to support the homeless community by providing direct access to resources such emergency financial assistance, food, linkage to VA CRRC, emergency motel assistance, and direct shelter access with linkage to permanent housing providers.
- The working group will also work within shelter system to identify veterans in need of housing and provide outreach for services
- Solutions for educational benefits impacting financial screening on hud-vash vouchers

- The introduction of the Family Resource Centers for veteran/military
- family's linkages
- Establish new direct shelter referral for direct placement without city
- restriction.

Strategy Focus 2021:

- Continue to work within and support CES system to ensure all newly identified homeless veterans are housed efficiently with linkage to immediate resources and needs.
- Sustain Functional Zero Veteran Homelessness

HEALTH & WELLNESS WORKING GROUP

Veteran & Families Environment Changes due to COVID 19:

- Health and Wellness fall secondary to more dire and pressing crises: finances, housing, employment and job loss, sudden virtual living, children and home-schooling, quarantine with the family
- World events immediately signal fear and panic
- impulse-buying
- Lack of social engagement
- Normal methods of physical activity abruptly interrupted
- Interruption in the normalcy of life (academia, employment, family)
- Mental health challenges are exacerbated: anxiety, depression, PTSD symptoms, substance abuse increased, domestic disruptions and conflicts, alienation and isolation, suicidal vulnerabilities, homelessness
- Grief and mourning has been significantly
- compromised; traditional processes stagnated
- Monumental milestone markers were cancelled: graduations, birthdays, anniversaries, funerals, parties and celebrations

Strategy Focus 2020:

- Immediate adjustment of service provision to meet the
- needs of clients exactly where veterans ARE
- Immediate modification of HIPAA consent forms to
- transition to “Tele-mental health” services
- Provision of remote/virtual therapy and supportive services
- Proactive, regular communication and contact with
- veterans
- More active collaboration with the leadership members of colleges and other service provider organizations
- Inclusion of videos and webinars to provide educational coping tools
- Evaluation of the effectiveness of these adjustments; then tweak
- Remote individual, couples, and group therapy
- webinars, videos, to maintain services

Strategy Focus 2021:

- CONTINUE to provide the conditions of treatment that are currently working
- Assess and evaluate the experience of the clients
- Expand the current framework of services and extended the convenience outside of the current
- Begin to explore “Remote OTW” services to other campuses
- Maintain virtual/remote mental health services as an ongoing option to accommodate clients in need
- Actively utilize case management services to identify more severe psychosocial and/or mental health conditions; and then initiate referrals
- Evaluate progress and make adjustments, based on observations and client feedback

CHILDREN & FAMILIES WORKING GROUP

Veteran & Families Environment Changes due to COVID 19:

- School Closures/Distance Learning
- Parenting Issues
- Mental Health
- Basic Needs
- Quality Childcare/Resources – Headstart, Children’s Home
- Society
- Unemployment
- Housing
- Substance Use
- Child Abuse
- Domestic Violence
- Identification of Military Families - 211

Strategy Focus 2020:

- Just Ask the Questions Campaign – What is the Answer? (Strat.PI)
- Who is and who ought to be at the table? (Strat. PI)
- How to Collaborate/Co-locate – Case Coordination
- Outreach – How to Get the Word Out, Online Tools
- Track Baselines/Outcomes – Scorecard
- School Engagement, Community Colleges, Board of Supervisor
- Suicide /Operation Deep Dive
- COVID-19 and Other Resources -United Way, CalFresh

Strategy Focus 2021:

- Just Ask the Questions Campaign (Strat. PI.)
- OCVMFC & Working Group Engagement (Strat. PI.)
- MOMC Celebration (Strat. PI)
- Dr. Linda Davis VA, Elizabeth Dole Foundation – Caregivers & Survivors
- Working with Veteran Villages – Families

FAITH BASED WORKING GROUP

Veteran & Families Environment Changes due to COVID 19:

- Veteran & Families Environment Changes due to COVID 19:
- No set place to worship
- Veterans and families not able to attend Houses of Worship – not able to obtain resources such as community, food, counseling, and childcare
- Not able to obtain daily functions for house of worship such as service/community service

Strategy Focus 2020:

- Created a Prayers and Cares team to assist veterans and their families who are in need of support and/or prayer
- Made a conscious effort to reach out to the elderly community during this time

Strategy Focus 2021:

- Continue to provide option to attend meetings remotely
- Regular check ins with veterans and families to ensure they receive resources needed
- Continue to reach out to 100 Houses of Worship
- Bi-annual House of Worship Summit to connect Houses of Worship to veteran resources

LEGAL & RE-ENTRY WORKING GROUP

Veteran & Families Environment Changes due to COVID 19:

- Superior Court estimates dozens of thousands of pending cases right now. They are calling for voluntary settlement efforts since courts may not be able to reopen until July or August, and it may be impossible to seat juries.
- Veterans are facing more time away from their children as hearings get continued due to the court closures
- The National Archives which are closed. Veterans can't access records, compounding the risk of homelessness, especially for those who may have lost their jobs and are unable to keep up with rent.
- Older veterans are at greater risk of suicide because of social isolation, fear of becoming a burden, and losing hope because illness has become unbearable
- There is a greater number of child and elder abuse cases which are receiving priority with the Court system (along with criminal cases)
- There will be a high amount of evictions as soon as the court lifts the moratorium
- Veteran unemployment has skyrocketed

The legal Re-Entry group and Veterans Legal Institute are bridging the divide by:

- Keeping free legal aid going without interruption by switching entire office to virtual operations overnight
- Switching all in person clinic appointments to telephonic
- Reaching out by email and telephone to all clients to reduce confusion and anxiety, especially those veterans are most vulnerable
- Working with opposing counsel across legal areas to create
- pandemic parenting plans, rent arrangements, and more
- Leveraging the power of pro bono mediators to overcome the closures
- Continuing to accept online applications and responding to referrals
- Increasing communication with courts and fellow organizations for a stronger frontline response

Strategy Focus 2020-2021:

- Assisting Veterans with civil legal issues to use alternative dispute resolution like mediation or arbitration
- Advocating for Veterans with claims to have their healthcare providers provide full medical records so they can submit for their veteran benefits (as opposed to ordering through the National Archives which will be backed up indefinitely)
- Collaborating with other organizations to provide resources and free education to at risk veterans and their families
- Collaborating with other organizations to identify Veterans at risk of homelessness to prevent their eviction and eventual chronic homelessness

RESOURCES WORKING GROUP

Veteran & Families Environment Changes due to COVID 19:

- Resources
- Grant opportunities
- Referrals
- Gathering of information
- Understanding service providers capacities
- Exchange of information
- Better e-coordination of partners
- Planning/Management

Strategy Focus 2020:

- Start with Purpose of Goals/Mission
- Who is and who ought to be at the table?
- How to Collaborate/Co-locate – Case Coordination
- Outreach/Promotion – How to Get the Word Out, Online Tools
- Track Baselines/Outcomes

Strategy Focus 2021:

- Evaluate Previous 2020 Strategy
 - Are we on track with mission/goals?
 - Complete a need assessment of mission/goals?
 - Challenges of applying adaptive collaborative approaches?
 - Maximizing use of technology resources?
- OCVMFC & Working Group Engagement/Collaboration
 - Are we partnering up more closely?
 - Are we better coordinated now than before?

GOVERNMENT RELATIONS WORKING GROUP

Veteran & Families Environment Changes due to COVID 19:

- Orange County One Stop Irvine Closing
- EDD/Veteran Service Moving to Garden Grove
- Conference Calls with Congressional and State Legislators

Strategy Focus 2020:

- Communications with Legislators regarding Veteran Services
- Candidates Forums focused on Veteran Affairs

Strategy Focus 2021:

- VOCREHAB back at Tierney Center
- Government Relations Leadership Reception in February

EMPLOYMENT WORKING GROUP

Veteran & Families Environment Changes due to COVID 19:

- Career Pathways transitioned to Zoom format
- Next Event – 6/23/20
- Tech/Gaming – Blizzard Entertainment, Turtle Rock Studios
- Flyer created
- Eventbrite registration
- Promotion on social media
- Zoom security measures increased
- Streamlined employer presentations
- Working Group direct interaction restrictions
- Increased phone, email, & electronic connections increased
- Plans to improve employer and veteran connections

Strategy Focus 2020:

- Employment Workshop planned – July 2020
- 5 Day event proposed during a 2 week period
- Consolidated training resources within EWG members
- Planned to coincide with end of stimulus checks
- Increased interaction with employer sponsors
- Past Career Pathways presenters
- Employers with Veteran Resource Groups
- Partner with veteran business associations
- Entrepreneurial – USVBA, NVSBC, B2B, VetFran, VBOC, Bunker Labs
- Networking – VBN, NaVOBA, USO, NavNet

Strategy Focus 2021:

- Connect with university & college VRCs
- Create regular communications with Guard & Reserve Units
- Expand Employment Resources
- Develop tools to evaluate progress

PUBLIC RELATIONS WORKING GROUP

Veteran & Families Environment Changes due to COVID 19:

- Our inquiries and traffic have increased from visitors to
- the OCVMFC website and Social Media sites.
- Tremendous increase in requests for emergency resources in the areas of food, diapers, basic needs
- Focused on promoting resources and services to Veterans and their families, including drive through events such as collaboration between STEP and Strong Children Strong Families and Goodwill
- Addition of Spencer Morris from UCI has expanded our abilities to promote, market, and outreach as well as expedite inquiries

Strategy Focus 2020-2021:

- Higher Facebook, Instagram, Twitter and Linked In
- Requesting and sharing more stories of veterans needing assistance with challenges, interventions and collaborations between service providers during our national recovery
- We will use discretion in identifying clients, making sure to be aware of privacy concerns and partnering with Veteran serving agencies to ensure appropriate measures are taken in approval of sharing information.
- We will be communicating via e-mail and social media with all OCVMFC members and the military community, emphasizing our mission and commitment to assisting in the recovery of the economic, mental, and physical health for our Veteran and military families

EDUCATION WORKING GROUP

Veteran & Families Environment Changes due to COVID 19:

- Veteran & Families Environment Changes due to COVID 19: Student Veterans impacted negatively due to all classes changed to online and Veteran Resource Centers closed. H.R.6322 — 116th Congress (2019-2020) passed which addressed these issues.
- Region VIII meetings Via Zoom. To address immediate needs and a rapidly changing environment, meetings changed to 2x monthly instead of every other month. Meetings doubled in size with Legislators and/or their staff attending. Student Veterans of America CEO attended one of the meetings. Subgroups formed to work on wording of letter requests for Legislators. Working with the Chancellors office in Sacramento.

Strategy Focus 2020:

- Requesting new legislation that will grant restoration of entitlements to those who made no progress due to COVID-19 pandemic and extension beyond the 4 weeks/28 days of VA Educational and Vocational Training Benefits (VR&E).
- The recently enacted CARES Act legislation provides many benefits to Title IV recipients but unfortunately sections of the language are in direct contradiction of the GI Bill® guidelines. Therefore, Veteran students are not awarded the same benefits as non-Veteran students

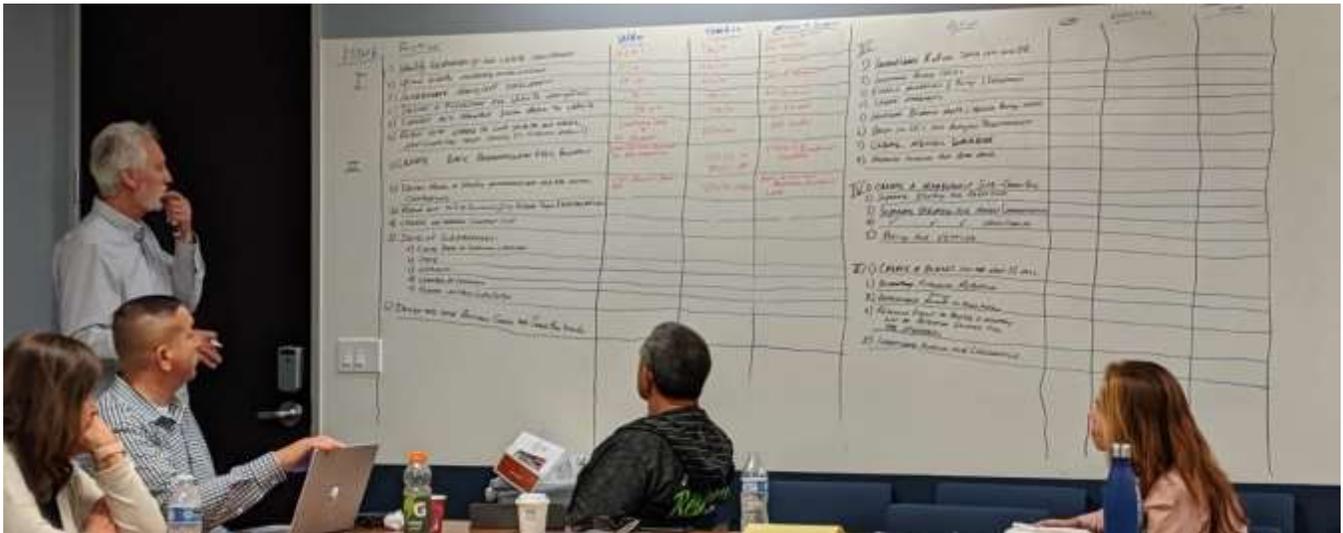
Strategy Focus 2021:

- Address impact to Student Veterans because of budget cuts and school closures. Also, work closely with the California Legislature to ensure allocated funding to Veteran Resource Centers is not impacted

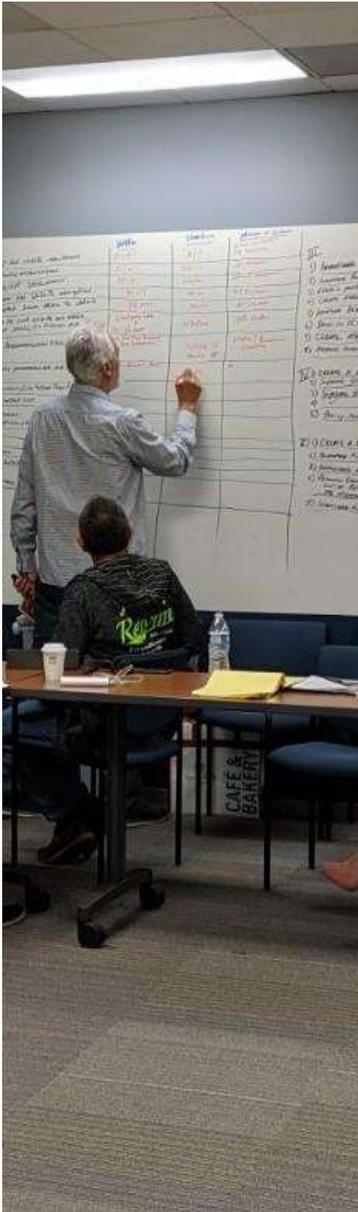
THE STRATEGIC PROCESS

In May 2019, UCI, as the Convener of the OCVMFC, gathered the members of the Steering Committee for a one-day strategic planning session. The steering committee listed over a dozen issues to move the plan forward. They narrowed them to five main issues and related strategies to address them:

1. What does the OCVMFC use for a front door for veterans and their families?
2. How does the OCVMFC connect with external organizations?
3. How do we collect performance data, including case coordination?
4. How does the OCVFC recruit, monitor and communicate among its members?
5. How do we fund the OCVFC without tapping into member resources?



However, in addressing these issues, the committee listed assumptions that must be respected when moving forward:



1. The committee agreed that the OCVMFC should not change its legal structure to a non-profit organization created under IRC 501(c) (2) at this time. This decision allowed the committee to focus the plan with the vision of remaining a coalition and not a separate legal entity.
2. The organization has respect among its members.
3. The OCVMFC needs funding for internal operations.
4. The OCVMFC needs to be scalable.
5. Member organizations must benefit from the relationship with the OCVMFC.
6. Veterans, active service members and their families also benefit from our organization.
7. The organization must be inclusive.
8. The organization must protect privacy of veterans' information.

SWOT ANALYSIS

Strengths, Weaknesses, Opportunities and Threats

To achieve success with these strategies, the committee listed its internal strengths and weaknesses and its external opportunities and threats.

Strengths

The OCVMFC consists of organizations with a diversity of experience who are passionately committed to their mission. Within these organizations is knowledge and a willingness to collaborate. The approximate one hundred members allow the coalition to be adaptable despite its large size. In addition, an excellent reputation in the community will enhance the visits to their new website, which is to be launched soon. The strategies set forth will embrace these strengths as they are activated over the next two years.

Weaknesses

Every organization has internal weaknesses. Because the OCVMFC consists of various non-profits, the members are inadvertently competing for the same source dollars. This weakness could be compounded by inadequate communication and clarity of the organization's vision. In addition, there does not exist a system to identify organizations that are not members thus risking the exclusion of important veteran organizations. Though the coalition is passionate, it is a volunteer-driven system utilizing a working group infrastructure which is not a legal entity with accountable officers. Still, this structure can be utilized for the greater good.

Opportunities

Sometimes, organizations ignore opportunities, especially some that are obvious. The OCVMFC has many (external) opportunities that can drive the five strategies. The overall relationship with the University of California, Irvine allows the coalition to benefit from the university's visibility and credibility. Other external partnership which enhance visibility and access to veterans are the CVEB, the 211-Hub, access to houses of worship and private and public funding sources. These opportunities allow the OCVMFC to educate the public about veterans and their families resulting in enjoying meaningful corporate support.

Threats

Along with external opportunities come external threats to the coalition. There is a lack of veteran identification and awareness throughout society. This is compounded in Orange County in that there is no Veteran's Administration. In addition, there are complex government policies which may affect the organization's work which may be exacerbated by a downturn in the economy. Other threats are that 211 OC (veteran's number) is inefficient, older veterans do not have access to the Internet and the increasing percentages mercenaries, who will lack veteran benefits.

ORGANIZATION STRATEGIES

Issue 1: What does the OCVMFC use for a front door for veterans and their families?

Strategy: To identify a front door system for Veterans, service members and their families to provide easy access to member organizations and their benefits. The OCVMFC currently has a website, in beta form, ready for testing. This site will be one of the initial launch vehicles for veterans. The public relations work group and UCI will take primary responsibility for these actions.

The actions slated to implement the front door are:

1. Identification of the person who is responsible for the website maintenance by the PR word group and UCI by July 31, 2019. The deliverable for this task is the creation of a job description and employment of a veteran student to maintain the web site.
2. Once the site's maintenance person is achieved, the student will upload the membership organizations by December 31, 2019.
3. Concurrently with the website maintenance will be the task of investigating a mobile/app portal connected to the website. A report will be submitted to the steering committee by June 30, 2020.
4. User of the website will need to understand where to find services. The public relations workgroup in conjunction with the UCI student worker, will design a flowchart for website navigation by December 31, 2019.
5. In addition, the same workgroup and student will connect and maintain social media sites to the website by December 31, 2019.
6. To assist in the final website product, the work group heads, UCI and the student will align outside organization websites to the collaborative website and other non- computer "front doors", also by June 30, 2020



Issue 2: How does the OCVMFC connect to external organizations?

Strategy: To develop a communication system with external organizations with the goal of strengthening the collaborative.

The actions slated to implement connections are:

1. Tom Boscamp, along with Pete Seitz and Marianne Profeta, will lead the project to create a basic presentation video & PowerPoint to be shown by all members during presentations. The PowerPoint will be completed by July 31, 2020; the video by December 31, 2019. Both will be presented to the steering committee.
2. Ron Gellis will head the team to design “Faith Based Working Group” presentation consisting of video, PowerPoint, and collateral material. In addition, he and the “Faith Based Group” will facilitate the mutual links between the collaborative site and house of worship sites. The presentations and links will be completed for the Faith Based conference and thereafter-- Nov. 5th, 2019.
3. The Ben Gales, ICVAC, Bobby McDonald and Carl David (Government Working Group) will reach out to all OC City Council, city veteran pages and elected officials to link the collaborative site to their sites. These individuals will report to the steering committee the contacts and plans to connect with them by June 30, 2019.
4. Jerry Green will produce a complete list of overall contacts on May 31, 2019.
5. ICVAC, Bobby Mc Donald and Carl David will create a strategic plan by August 31, 2019 for engaging the OC County Board of Supervisors and its agencies.
6. ICVAC, Bobby Mc Donald and Carl David will create a strategic plan by August 31, 2019 for engaging federal military installations.
- 7.
8. Jeff Pagano and UCI will design and issue business cards for committee heads by September 30, 2019



Issue 3: How do we collect performance data, including case coordination?

Strategy: To develop the collection, analysis and sharing of data in a system that benefits members and veterans.

The actions slated to implement case coordination and to collect data are:

1. The VA, CalVet and OCVI are to produce semi-annual updates of the process to roll data into one database file to the steering committee starting on December 31, 2019.
2. The Legal Workgroup is to investigate privacy issues and create documents for veteran's signatures when receiving service by September 30, 2019.
3. The Legal workgroup is to establish policies, procedures, and safeguards in regard to data gathering by September 30, 2019.
4. All workgroups are to forward input to the Legal Workgroup by July 31, 2019 for the purpose of creating the (infrastructure) agreements among veterans and organizations by September 30, 2019.
5. The Behavior Health Workgroup is to investigate behavior health & medical privacy issues (including HIPPA and Substance Abuse privacy) and report them to the Steering Committee and Legal by September 30, 2019.
6. UCI as the Convener will put together a committee to investigate the data analysis requirements for UCI and Case Coordination systems and make a recommendation to the Steering Committee by December 31, 2019.
7. The Membership Committee will create a member database which will be operational for the workgroups by June 30, 2019.



Issue 4: How does the OCVMFC recruit, monitor and communicate among its members?

Strategy: To create a system to recruit, monitor and communicate among the collaborative current and potential members.

The actions slated to implement a system to recruit, monitor and communicate are:

1. The Steering Committee will create a subcommittee called the Membership Committee by June 19, 2019.
2. The Membership/Steering Committees will develop a strategy for recruiting by August 31, 2019.
3. The Membership/Steering Committees will develop a strategy for membership communication by August 31, 2019.
4. The Membership/Steering Committees will develop a strategy for a membership “vetting” policy by August 31, 2019.
5. The Membership/Steering Committees will finalize the membership list by August 31, 2019.

Issue 5: How do we fund the OCVMFC without tapping into member resources?

Strategy: To establish a non-invasive funding source.

The actions slated to implement a non-invasive funding source are:

1. The Resource Group and Chase are to create a budget for the next 12 months and present it to the Steering committee members by June 30, 2019.
2. The Resource Group and Chase are to establish a system to create quarterly financial statements by June 30, 2019.
3. The Steering Committee will present a report on August 31, 2019 as to their progress in investigating an account/entity to hold funds for the collaborative.
4. The Resource Group is to provide a list of potential revenue sources for members by June 19, 2019. The list is to be updated semi-annually for the review of the Steering Committee.

Appendix A

GOVERNING PROTOCOLS

The Orange County Veterans and Military Families Collaborative

A California Unincorporated Association

Article I: Name of OCVMFC

The name of this unincorporated association is the Orange County Veterans and Military Families Collaborative (“OCVMFC”).

Article II: Purpose of OCVMFC

The OCVMFC’s purpose is to support veterans and military families of Orange County, California and surrounding areas by advocating for more effective and efficient services. To this end, the OCVMFC (i) will foster and promote an enhanced network of organizations and associations (and persons associated with these organizations and associations), whose goals and purposes support the veterans and military families of Orange County; and (ii) shall facilitate and participate in training, educational and informational activities that support its members, veterans and military families.

Article III: Membership and Participation in the OCVMFC

Membership in the OCVMFC may be attained by organizations and associations that provide programs and services, advocate for, and aid veterans and military families in Orange County, in accordance with these governing protocols.

Section 3.1 – OCVMFC Membership Term

The membership term for Members in the OCVMFC shall be indefinite.

Section 3.2 – OCVMFC Membership Categories and Privileges

a. An “OCVMFC Member Agency (“Member Agency”) is a public or private agency, organization or association which currently provides programs and services or advocates on behalf of veterans and military families in the Orange County and surrounding areas.

i. Membership with voting rights in the OCVMFC shall be as an organization and not as an individual.

ii. To be eligible for consideration for Agency membership in the OCVMFC, an organization must provide a service or product, either as a public/governmental agency, as a non-profit entity, or as an educational institution.

iii. Each Agency shall designate on its application to the OCVMFC a Key Contact (“Agency Key Contact”), who shall represent the Agency in matters relating to its participation.

iv. Each Agency shall be expected to remain in good standing within the community as determined by the Steering Committee on a case-by-case basis. Any Agency Member that is not in good standing by the Steering Committee will be required to relinquish their membership in the OCVMFC.

b. An OCVMFC Agency Participant (“Agency Participant”) shall be defined as an individual either employed by or otherwise associated in an official capacity with an OCVMFC Member Agency.

i. A Member Agency may authorize any number of Agency Participants, at its own discretion and may withdraw its approval of any Agency Participant at any time

ii. Agency Participants may participate in meetings, Working Groups, and committees. Only the designated Key Contact is authorized to vote on behalf of the Member Agency.

c. An OCVMFC Individual Participant (“Individual Participant”) shall be defined to include the following: (1) any current or former military member; and (2) any individual committed to supporting veterans and their causes, who lives or works in Orange County.

Section 3.3 – OCVMFC Membership Application Procedures

a. An agency, organization, association or individual interested in joining the OCVMFC must first apply through www.OCVMFC.info.

b. The Steering Committee will review each new application or appoint an ad-hoc committee to do so, for membership and determine each applicant’s eligibility.

c. OCVMFC agency membership may be revoked by a quorum of the Steering Committee. All other categories of membership may be revoked by a 75% vote of Steering Committee Members present.

d. A member of a Working Group may be excluded by a simple majority vote of the members of that Working Group present.

Section 3.4 – Participation in Working Groups

Since the primary work of the OCVMFC is done in Working Groups, all OCVMFC participants are expected to serve on a Working Group to maintain good standing. A general exception to this requirement is made for the first year of membership, to allow newly enrolled participants to explore the Working Groups and decide where they might make the best contribution to the OCVMFC.

Article IV: OCVMFC General Meetings

The OCVMFC’s Members and other participants shall meet regularly at a place to be designated from time to time by the Steering Committee. Subject to the discretion of the Steering Committee, the OCVMFC will normally hold its General Meetings quarterly, approximately four times per year. General Meetings will be open to the public and notices of meetings will be distributed to the Members via the OCVMFC’s preferred method of electronic communications, as outlined in Section 6.5.

Article V: OCVMFC Steering Committee

Section 5.1 – Purpose

The Steering Committee is the leadership entity for the OCVMFC and shall be responsible for providing guidance, along with fostering the growth and development of the OCVMFC. The Steering Committee shall represent and answer to the will and interests of the entire membership of the OCVMFC.

Section 5.2 – Composition, Appointment, and Voting Rights

Voting rights shall be bestowed upon the following Steering Committee Members: Executive Committee Members, Working Group Chairs, Standing Committee Chairs (except for the Nominating Committee) and the following Community Representatives: At-Large Members (3) and Convener’s Designee. In addition, the Steering Committee will include the following, minus voting rights: CalVet Representative, Orange County VSO Representative, and VA Representative. The Steering Committee shall be comprised of the following:

a) OCVMFC Executive Committee: each duly elected officer to include the Chair, Vice Chair, Chair Emeritus, Secretary and Convener Designee.

b) OCVMFC Working Group Chairs: each duly elected chair of the various permanent Working Groups (WGs) of the OCVMFC shall serve as a Steering Committee Member. If it becomes necessary for a WG Chair to designate his/her WG Vice-Chair as the representative at a Steering Committee meeting, the WG Vice-Chair will be accorded all the same rights and privileges as the WG Chair. The WG Chair is encouraged to notify the Steering Committee Chair and Secretary prior to the designation of the WG Vice-Chair. Only one representative may speak or vote at the Steering Committee meetings.

c) Standing Committee Chairs: each duly elected chair of the various permanent Standing Committees (committees in support of the OCVMFC) shall serve as a Steering Committee Member. If it becomes necessary for a Standing Committee Chair to designate his/her Vice-Chair as the representative at a Steering Committee meeting, the Vice-Chair will be accorded all the same rights and privileges as the Chair. The Chair is encouraged to notify the Steering Committee Chair and Secretary prior to the designation of the Vice-Chair. Only one representative may speak or vote at the Steering Committee meetings. Exception: Nominating Committee will be appointed and formed as needed for officer elections.

d) OCVMFC At-Large Members: The Steering Committee, at its discretion, may add a maximum of three (3) at-large members to the Steering Committee (the "At-Large Steering Committee Members"). The specific process for selecting At-Large Steering Committee Members shall be conveyed to the OCVMFC's membership in advance of the selection process, to assure optimal awareness and participation by eligible, interested parties.

e) Convener's Designee: The Convener, whose role and selection are described in Article VII below, shall designate in writing its official representative to the Steering Committee upon re-election.

f) CalVet: an official liaison of the California Department of Veterans Affairs ("CalVet"), to be appointed by the Director of CalVet or his/her designee, at his or her discretion. The CalVet Liaison shall serve for a period of two years, with such appointment (or reappointment) to be made in conjunction with the election and appointment of other Steering Committee members.

g) VSO: The Orange County Veteran Service Office shall be represented by an appointed staff member to the Steering Committee. This representative will serve a term of two years.

h) US Department of Veterans Affairs: an official liaison of the US Department of Veterans Affairs ("VA"), to be appointed in writing by the Director of the VA Long Beach Healthcare System or his/her designee, at his or her discretion. The VA Liaison shall serve for a period of two years, with such appointment (or reappointment) to be made in conjunction with the election and appointment of other Steering Committee members.

i) No member of the Steering Committee shall serve in a leadership capacity (Chair or Vice Chair) for more than one Working Group at a time or occupy more than one position on the Steering Committee.

j) Any Steering Committee member currently serving as a publicly elected official, employee or political appointee of an elected official can be asked by the Steering Committee to recuse themselves from voting if there is a conflict of interest to their employer, held office or the OCVMFC.

Section 5.3 – Steering Committee Membership Terms of Office

Each Steering Committee Member shall serve for terms in accordance with the basis on which they were selected. Executive Members shall serve a term of 2 years unless reappointed by a vote. The Convener Appointee shall serve a term of 3 years, unless reappointed by a vote. All others shall serve a term of one year unless reappointed by vote.

Section 5.4 – Steering Committee Meetings and Voting

The Steering Committee shall meet monthly. For normal Steering Committee business, a quorum will consist of a simple majority (51%) of Steering Committee Voting Members present. For election of officers, a quorum shall consist of three-fourths (75%) of Steering Committee Members in their entirety. Except where otherwise specified in these Protocols, any issues voted upon will be decided by a simple majority vote of the Steering Committee Voting Members present. All votes shall be by hand, except those for the election of Steering Committee officers, as outlined in Section 6.2. Each Steering Committee Voting Member shall have one vote.

For all other matters, the Steering Committee members are encouraged to adhere to the Robert's Rules of Order. Currently the Steering Committee meets monthly, but the Steering Committee may decide to change the frequency of its meetings at its discretion. Notices of Steering Committee meetings, along with agendas will be posted via the Steering Committee's preferred method of electronic communications, by the appointed Secretary, as outlined in Section 6.5.

Section 5.5 – Steering Committee Duties

It shall be the responsibility of the Steering Committee:

- (a) To perform all duties imposed on it collectively or individually by these governing protocols.
- (b) To from time to time, as required to complete the objectives of the OCVMFC, appoint committees, Task Forces and Working Groups with various responsibilities, temporary or permanent, and to establish eligibility, qualifications, and name members to those committees and Working Groups. The Executive Committee of the Steering Committee will have the authority to appoint or remove Working Group Chairs.

Section 5.6 – Vacancies and Changes in Status

(a) Vacancies in the Steering Committee shall exist (1) on the death, resignation or disability of any Steering Committee Member; and (2) whenever a Steering Committee Member, who is chair of a permanent Working Group steps down from that position or a Steering Committee Member who is a liaison or designate becomes disassociated from their respective organization, or may be removed by the Executive Committee of the Steering Committee.

(b) In the event of any change in status that would alter a Steering Committee's eligibility to continue in a particular role, it shall be the obligation of that Steering Committee member to promptly inform the Steering Committee of that change in status. In such an event, if within 90 days from the date of his or her change in status, the member is duly designated as an Agency Key Contact by another Member Agency, he or she may continue in that role. Otherwise, he or she shall be replaced in that role under the relevant provisions of these protocols.

(c) A vacancy involving a Steering Committee Member, who is the chair of a Working Group, shall be filled by the current vice chair of that respective Working Group, provided that vice chair is the official representative of a Member organization. In the event of the vacancy of a chair where the Working Group vice chair is not eligible to succeed the vacating chair, a new election will be held among eligible Working Group members to elect a new Working Group chair. In either case, the new chair shall serve as a member of the Steering Committee for the remainder of the term until the next round of Working Group leadership elections.

(d) A vacancy involving a Steering Committee Member, who is a liaison or designate, shall be filled by a new liaison or designate appointed by the respective organization that the prior liaison or designate was representing.

(e) Persons appointed to fill vacancies shall hold office for the unexpired terms of their predecessors.

Article VI: Steering Committee Officers

Section 6.1 – Officers

The Officers of the OCVMFC shall be as follows: Chair, Chair-Emeritus, Vice Chair, and Secretary. All officers shall have voting rights.

Section 6.2 – Qualifications and Election

a. Chair and Vice Chair:

1. Qualifications: Any Steering Committee Voting Member, with the exception of the Convener, is eligible to serve as Chair or Vice Chair. Candidates for Chair and Vice Chair will be elected by a majority (51%) vote of the Steering Committee Voting Members at the Steering Committee's annual meeting, and with a quorum of at least three-quarters (75%) of the members of the Steering Committee in its entirety present. Nominations shall be submitted by the Nominating Committee, as provided for in Section 9.2 below, to the Steering Committee. Elections for Officers shall be by ballot and there shall not appear any place on such ballot any indication as to who cast said ballot.

2. Election: To achieve election, a candidate for Chair or Vice Chair must receive a majority of votes cast. If there are three (3) or more candidates for either position, and one does not receive a majority, the person receiving the lowest number of votes will be dropped from each succeeding vote until one reaches a majority. Each voting member of the Steering Committee shall have one vote, in person or by proxy in writing.

b. Secretary:

1. Nominations: Any official designee of a Member Agency shall be eligible to serve as OCVMFC Secretary. A call for interest in serving as Secretary, and a recitation of the duties and qualifications, shall be made to the

OCVMFC's Member Agencies via email at least one (1) month prior to the May Steering Committee meeting. Interested persons can nominate themselves. Nominations will be reviewed by the Nominating Committee, as provided for in Section 9.2 below, and recommendation(s) will be submitted to the Steering Committee for its consideration and voting.

2. Voting: Steering Committee Voting Members shall elect a Secretary from among those recommended by the Nominating Committee, by a majority (51%) vote, and with a quorum of at least three-quarters (75%) of the Steering Committee in its entirety present or by proxy in writing.

c. Chair-Emeritus:

The outgoing/retiring OCVMFC Chair will resume the office of Chair-Emeritus for a term of 2 years concurrent with the OCVMFC election cycle. The Chair-Emeritus will have full voting rights and will provide counsel and continuity to the incoming OCVMFC Chair and Steering Committee.

d. Executive Committee: The Executive Committee Duties include:

Section 6.3 – Duties of the Chair

The Chair shall preside at all Steering Committee and regular meetings. He or she shall, by virtue of their office, chair the Steering Committee meetings and draft the agenda for all Steering Committee and OCVMFC General Meetings. He or she shall present at each Annual Meeting of the OCVMFC in June an annual report of the work of the OCVMFC. The Chair may also have other powers and duties as may be designated by the Steering Committee. (Upon election, the Chair may decide at his or her discretion whether or not he or she would like to continue in his or her current working group or Steering Committee capacity while maintaining the position of Chair).

Section 6.4 – Duties of the Vice Chair

The Vice Chair shall, in the event of the absence or inability of the Chair to exercise his or her office, become acting Chair of the OCVMFC with all the rights, privileges, and powers as if he or she had been the duly elected Chair. He or she shall be responsible for coordinating the programs held at OCVMFC General Meetings. The Vice Chair may also have other powers and duties as may be designated by the Steering Committee.

Section 6.5 – Duties of the Secretary

The Secretary shall keep the minutes and records of the OCVMFC and all meetings of the OCVMFC and its Steering Committee, in electronic format. The Secretary shall give, or cause to be given, notice of all General and Steering Committee meetings as required by these governing protocols.

The process for giving notice for General and Steering Committee Meetings shall be as follows:

(a) The Secretary shall post to the Steering Committee, via the Steering Committee's preferred method of electronic communications, the notice, along with the agenda for each General meeting at least seven (7) days prior to the General meeting and for Steering Committee meetings at least three (3) days prior.

(b) The notice shall ask for comments by Steering Committee Members, and all comments shall be received by the Secretary at least ten (10) days prior for General meetings and four (4) days prior for Steering Committee meetings.

(c) Thereafter, for a General meeting, the Secretary shall post to the Members via the OCVMFC's preferred method of electronic communications, the revised notice, at least four (4) days prior to the meeting.

(d) Thereafter, for a Steering Committee meeting, the Secretary shall post to the Steering Committee via the Steering Committee's preferred method of electronic communications, the revised notice, at least two (2) days prior to the meeting.

The Steering Committee, at its discretion, may change the timing of the notice requirements mentioned above.

Additionally, the Secretary shall post to the Steering Committee, via the Steering Committee's preferred method of electronic communications, an electronic copy of the minutes from all regular and Steering

Committee meetings, once the minutes from the respective meeting are complete; these minutes shall be approved at the next Steering Committee Meeting by a majority (51%) vote of Steering Committee Voting Members, with a quorum present. The Secretary may also have other powers and duties as may be designated by the Steering Committee.

Section 6.6 – Steering Committee Officer Terms of Office

All Steering Committee Officers shall be elected to a term of two years. Said term shall commence at the June Steering Committee Meeting and conclude at the May Steering Committee meeting two years later.

Section 6.7 – Succession of Officer.

In the event of the death or resignation of the Chair, he or she shall automatically be succeeded by the Vice Chair. In the event of the death, resignation, disability or ascension of an officer other than the Chair, the Steering Committee, by a majority vote of a standard quorum, shall appoint a successor who shall serve the uncompleted term of the Officer being replaced.

Section 6.4 – Duties of the Vice Chair

The Vice Chair shall, in the event of the absence or inability of the Chair to exercise his or her office, become acting Chair of the OCVMFC with all the rights, privileges, and powers as if he or she had been the duly elected Chair. He or she shall be responsible for coordinating the programs held at OCVMFC General Meetings. The Vice Chair may also have other powers and duties as may be designated by the Steering Committee.

Section 6.5 – Duties of the Secretary

The Secretary shall keep the minutes and records of the OCVMFC and all meetings of the OCVMFC and its Steering Committee, in electronic format. The Secretary shall give, or cause to be given, notice of all General and Steering Committee meetings as required by these governing protocols.

The process for giving notice for General and Steering Committee Meetings shall be as follows:

- (a) The Secretary shall post to the Steering Committee, via the Steering Committee's preferred method of electronic communications, the notice, along with the agenda for each General meeting at least seven (7) days prior to the General meeting and for Steering Committee meetings at least three (3) days prior.
- (b) The notice shall ask for comments by Steering Committee Members, and all comments shall be received by the Secretary at least ten (10) days prior for General meetings and four (4) days prior for Steering Committee meetings.
- (c) Thereafter, for a General meeting, the Secretary shall post to the Members via the OCVMFC's preferred method of electronic communications, the revised notice, at least four (4) days prior to the meeting.
- (d) Thereafter, for a Steering Committee meeting, the Secretary shall post to the Steering Committee via the Steering Committee's preferred method of electronic communications, the revised notice, at least two (2) days prior to the meeting.

The Steering Committee, at its discretion, may change the timing of the notice requirements mentioned above.

Additionally, the Secretary shall post to the Steering Committee, via the Steering Committee's preferred method of electronic communications, an electronic copy of the minutes from all regular and Steering Committee meetings, once the minutes from the respective meeting are complete; these minutes shall be approved at the next Steering Committee Meeting by a majority (51%) vote of Steering Committee Voting Members, with a quorum present. The Secretary may also have other powers and duties as may be designated by the Steering Committee.

Section 6.6 – Steering Committee Officer Terms of Office

All Steering Committee Officers shall be elected to a term of two years. Said term shall commence at the June Steering Committee Meeting and conclude at the May Steering Committee meeting two years later.

Section 6.7 – Succession of Officer.

In the event of the death or resignation of the Chair, he or she shall automatically be succeeded by the Vice Chair. In the event of the death, resignation, disability or ascension of an officer other than the Chair, the Steering Committee, by a majority vote of a standard quorum, shall appoint a successor who shall serve the uncompleted term of the Officer being replaced.

Article VII: Convener

Section 7.1 – Purpose

The Convener is the entity that shall act as the principal coordinating body for the OCVMFC and shall provide continuity for the OCVMFC. The Convener leverages its resources, time and leadership in support of the strategic mission of the OCVMFC.

Section 7.2 – Qualifications

Any Member Agency who can fulfill the duties outlined in Section 7.4 is qualified to serve as Convener.

Section 7.3 – Election and Term of Office

The Convener shall be elected (or re-elected) every third year, by a majority (51%) vote of the Steering Committee Voting Members at the same meeting at which Steering Committee officers are elected, and shall serve until the June Meeting three years after such election (or re-election).

Section 7.4 – Duties

It shall be the duty of the Convener:

- (a) To ensure that the intent and purpose of the OCVMFC is maintained in alignment with the governing protocols, as outlined in Article II.
- (b) To provide a repository for all OCVMFC materials and ensure that electronic archives of all OCVMFC documents, minutes and other historical records are maintained.
- (c) To work with the Secretary and other designated resources to collect, register, and maintain the contact and identifying information of all Members of the OCVMFC and all Steering Committee Members.
- (d) To facilitate and aid, as required, with General and Steering Committee meetings, activities and initiatives.
- (e) Upon selection (or retention) of a Convener, a Memorandum of Understanding (MOU) shall be put in place memorializing all specific obligations expected by the OCVMFC, and agreed upon by the Convener, during their upcoming term.
- (f) Appoint a voting representative (designee) to contribute to the Executive Committee of the Steering Committee.
- (g) Leverage its resources, time and leadership in support of the strategic mission of the OCVMFC.

Article VIII: Working Groups

Section 8.1 – Definition

The Working Groups of the OCVMFC are a collection of qualified Members and participants that are required to meet monthly to address a specific issue, fulfill a specific vision, or report on a particular focus related to veterans and military families. The Working Groups will have a veteran and veteran family focus on services provided.

Section 8.2 – Establishment

All Working Groups, Standing Committees, Ad-hoc Committees and Task Forces of the OCVMFC shall initially be established by the Steering Committee. Permanent Working Groups may be established in

Steering Committee meetings by a seventy-five percent (75%) vote of Steering Committee Voting Members, with a standard quorum present.

Section 8.3 – Duties

The OCVMFC's permanent Working Groups shall be endowed with the responsibilities, goals, and powers the Steering Committee determines, at its discretion. Current permanent Working Groups are listed below:

Children and Families Working Group

Education Working Group

Employment Working Group

Faith Based Working Group

Health & Wellness Working Group

Housing Working Group

Legal and Re-Entry Working Group

Older Adult Veterans

To ensure clarity of purpose, as well as effective outreach and sharing of information, each Working Group shall, under the guidance of its duly elected leadership, draft a concise statement of its mission and goals in a strategic plan to be incorporated in the OCVMFC 5-Year Strategic Plan. Such mission statements shall be reviewed, and updated or amended as appropriate, at the first regular meeting of the respective Working Groups following the election (or re-election) of its leadership each year, and shared with the Steering Committee upon its ratification by the Working Group.

Section 8.4 – Working Group Meetings

It shall be the responsibility of the respective Chairs to ensure that each Working Group shall meet every month. The Vice Chair or a designate of each Working Group shall be responsible for sending a copy of the agenda and/or summary of each Working Group meeting to the Secretary.

Section 8.5 – Working Group Participation and Noticing of Working Group Meetings

The proceedings of all permanent Working Groups shall be conducted in such a place and manner as to be open to any current, properly enrolled OCVMFC participant. The leadership of each Working Group shall be responsible for ensuring that meetings of their respective Working Groups are fully and properly noticed to allow for maximum awareness and participation of all qualified OCVMFC participants. Such noticing shall include, at a minimum, conveying the location, date, and time of meetings to both the Secretary and the designated member(s) responsible for managing the OCVMFC's website and other electronic communications. In the event that no regular, properly noticed meeting of a Working Group is held for three successive months, the OCVMFC Steering Committee may, at its discretion, direct either that the Working Group's Vice Chair assume the duties of Chair, or that a special election to select new leadership for the Working Group be held.

Section 8.6 – Election of Working Group Chairs and Vice Chairs

Each OCVMFC Working Group shall have a duly elected Chair and a Vice Chair. Working Group leadership shall be elected at the first Working Group meeting of each New Year, no later than the end of February. Working Group Chairs shall serve for a term of one year from their election, and until the meeting the following year at which elections for that year are held, unless re-elected.

Section 8.7 – Qualifications for Election and Service as Working Group Chairs and Vice Chairs

a. Working Group Chair: To be eligible to serve as Chair of a Working Group, a participant shall be required to be the designated Key Contact of a qualified Agency Member of the OCVMFC at the time of that Working Group's election of its leadership, and must have been in attendance for at least two of the past three meetings of that Working Group immediately preceding the election. OCVMFC participants, with the

exception of those serving on OCVAC but representing a separate organization, currently serving as employees or political appointees of elected officials shall not be eligible to serve as Working Group Chairs.

b. Working Group Vice Chair: any properly enrolled member of a Working Group shall be eligible to serve as Vice Chair for that Working Group, provided that member has attended at least two of the previous three meetings of that Working Group.

Section 8.8 – Conduct of Working Group Leadership Elections

a. Noticing of elections: all elections for leadership of a particular Working Group, whether on an annual basis or in the event of a vacancy, shall be properly noticed, to ensure maximum awareness and participation by current Working Group and OCVMFC participants.

b. Nomination of and voting for Working Group candidates: Nominations of Working Chair candidates shall take place at the meeting at which such voting is to take place. Any fully qualified member of a Working Group may nominate himself or herself to stand as a candidate for Chair of that Working Group. Voting shall be by ballot and there shall not appear any place on such ballot any indication as to who cast said ballot. To achieve election as Chair, a candidate must receive a majority of votes cast. If there are three (3) or more candidates for Chair, and one does not receive a majority, the person receiving the lowest number of votes will be dropped from each succeeding vote until one reaches a majority. Each voting member of the Working Group shall have one vote and said vote shall not be made by proxy.

c. Selection of Vice Chair: a separate vote shall be held for the position of Vice Chair, with nominations to be drawn from all members of the Working Group eligible to serve as Vice Chair.

d. Qualification to vote: in order to be eligible to participate in the voting for the leadership of a particular Working Group, a person must be (1) properly enrolled as a participant in the OCVMFC, and (2) must have attended at least two of the past three meetings of that Working Group.

e. No undue influence: in order to ensure the transparency and integrity of the process for the election of Working Group leadership, the following provisions shall apply: (1) no more than one member of a given organization may participate in the voting, and (2) where a Working Group participant has a conflict of interest, that participant shall be expected to recuse himself or herself from the voting.

Section 8.9 – Succession of Working Group Leadership

In the event of the resignation of a Working Group Chair or other change in status which would preclude his or her continuation in that role, he or she shall automatically be succeeded by the current Vice Chair for that Working Group. In such an event, an election for a new Vice Chair shall be held at the next regularly scheduled meeting of that Working Group. Notice of the pending election shall be made through the Steering Committee to the OCVMFC's membership via the preferred method for OCVMFC communications, and the same standards for eligibility as during the annual Working Group election process shall apply.

Article IX: Committees

Section 9.1 – Standing Committees: Creation and Term

Standing committees may be established in Steering Committee meetings by a seventy-five percent (75%) vote of Steering Committee Voting Members, with a standard quorum present. Permanent committees shall be endowed with the responsibilities, goals, and powers the Steering Committee determines at its discretion. Standing Committees are to be structured the same as Working Groups with a Chair and Vice-Chair determined by elections and regularly scheduled meetings determined by the group as needed. Current permanent committees are listed below:

Government Relations Committee

PR/Marketing Committee

Resources Committee

Nominating Committee

Section 9.2 – Nominating Committee

The Nominating Committee, comprised of no more than three (3) Steering Committee Members, shall be appointed yearly in April or before then, at the discretion of the Steering Committee, and shall be responsible for recommending to the Steering Committee nominees for the Officers of the OCVMFC. Steering Committee Members on the Nominating Committee shall be prohibited from being nominated for any of the Officer positions. The Nominating Committee shall report to the Steering Committee its nominees for the Officer positions at least fourteen (14) days before the May Steering Committee meeting at which its Officers are to be elected.

Section 9.3 Ad Hoc Committees

All ad hoc committees of the Steering Committee shall be appointed by the Steering Committee and their term of office shall be for a period determined by the Steering Committee at the time of their creation. Ad hoc committees shall be endowed with the responsibilities, goals, and powers the Steering Committee determines at its discretion. Ad hoc committees may be established in Steering Committee meetings by a simple majority (51%) vote of Steering Committee Voting Members, with a standard quorum present.

Article X: Principal Office

The principal office of the OCVMFC shall be located at the business office of the Convener, or at such other place that may be designated by the Steering Committee.

Article XI: Amendments

These governing protocols may be altered, amended, repealed, or added to by a vote of not less than seventy-five percent (75%) of Steering Committee Voting Members, with a quorum of three-fourths (75%) of members in their entirety present, at any regular or special Steering Committee meeting, provided notice for the Steering Committee includes the proposals for amendments. Except in extraordinary circumstances, it shall be the policy of the OCVMFC that proposed changes and revisions to these protocols shall be considered on an annual basis through the Executive as provided for in Section 9.1, above. Any proposed amendment or alteration shall be submitted to the Steering Committee, in writing or via the Steering Committee's preferred method of electronic communications, at least ten (10) days before the meeting at which they are to be acted upon. The Chair shall present any enacted amendments to the Members at the next regular meeting after the amendments are enacted.

Article XII: License to Use OCVMFC Logo

Without the express permission by the Chair, Vice Chair, and one other Steering Committee member in advance, the brand and logo of the OCVMFC shall not be used by any Member in any material, publication or communication disseminated by that Member, except for the dissemination of the minutes, agendas, meeting materials for any regular or Steering Committee Meeting, or other uses considered administrative in nature.

Article XIII: Complaints and Conflicts of Interest

Any Member can send a written and signed complaint to the Chair or Vice Chair concerning any potential issues with the OCVMFC or the Steering Committee, including Member or Steering Committee Member conflicts of interest. Chair or Vice Chair, upon his or her discretion, shall attempt to resolve the issue and if unable to do so shall bring the complaint to the attention of the Steering Committee at its next meeting.

Article XIV: Dissolution

Upon dissolution or winding up of the OCVMFC, its records and files shall be distributed to the Convener for maintenance and safeguarding in accordance with any applicable laws or regulations and for such duration as necessary under any such prevailing laws or regulations.

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Date Governing Protocols Ratified by the Steering Committee: July 15, 2015 Date Amended Governing Protocols Ratified by the Steering Committee: August 18, 2016

Date Amended Governing Protocols Ratified by the Steering Committee: _____