



**Policies, Procedures and Standards
Committee Meeting
November 12, 2024**

Welcome and Introductions

Nishtha Mohendra
Policies, Procedures and Standards
(PPS) Committee Chair

Public Comments

Consent Calendar

Consent Calendar – Item #1

Recommended Action

1. Approve the PPS Committee Special Meeting Minutes from July 31, 2024.

Business Calendar

PPS Committee

Membership Composition

Nishtha Mohendra, Chair and
Sarah Jones, Continuum of Care (CoC)
Manager, Office of Care Coordination

Business Calendar – Item #1

PPS Committee Membership Composition

- **January 17, 2024, CoC Board Meeting:** Request was made during CoC Board member comments to revise the PPS Committee Charter to remove the requirement of the CoC Board Vice Chair to serve as PPS Committee Chair and expand the membership of the PPS Committee so that it is not exclusive to CoC Committee chairs, allowing for opportunities for other CoC Board and/or CoC General Members to participate.
- **February 13, 2024, PPS Committee Meeting:** Approved recommended changes to the PPS Committee Charter, specifically relating to the appointment procedures for the Chair and Vice Chair and discussed Section 6 of the PPS Committee Charter detailing membership.
- PPS Committee Charter states that PPS Committee membership shall be comprised of
 1. PPS Committee Chair
 2. Vice Chair (if applicable/appointed)
 3. Chairs of any ongoing CoC Committees
 4. No fewer than one and no more than two at-large CoC Board members.

Business Calendar – Item #1

PPS Committee Membership Composition

- Members of the CoC Board initiated the conversation about revising the PPS Committee membership composition with the goal of facilitating further diversity and power sharing within the decision-making roles of the PPS Committee and CoC Board.
- Summary highlights of the **February 13, 2024, PPS Committee** member discussion can be referenced in the **memo for Business Calendar Item 1**.
- The CoC Board and PPS Committee previously discussed a Calendar Year 2024 goal of reviewing the Orange County CoC Governance Charter to make needed updates, then subsequently reviewing all CoC Committee Charters to ensure alignment.
- To center the continued work of the CoC Vision ad hoc and strategic plan build out, the review and updating of the Orange County CoC Governance Charter was necessarily delayed.

Business Calendar – Item #1

PPS Committee Membership Composition

- Recognizing the ongoing desire to explore expanding membership, the PPS Committee is being asked to return to this discussion, with consideration for the following recommendations:
 - ❖ Continuing to have each CoC Committee Chair within the membership composition
 - ❖ Continuing to have up to two at-large CoC Board members
 - ❖ Adding an additional representative from each CoC Committee
 - ❖ Increasing diverse experiences and identities in membership
 - ❖ Allowing for proxy voting

Business Calendar – Item #1

PPS Committee Membership Composition

- Considerations:
 - ❖ Revised PPS Committee Charter to reflect membership
 - ❖ Thoughtful consideration around how increased diversity in membership would be facilitated and reflected in PPS Committee Charter
 - ❖ Approval of a process and policy for proxy voting, if proxy voting is desired, as the CoC Board and Committees do not currently utilize proxy membership or voting.
- Based on the PPS Committee support for the recommendations regarding the membership composition, the Office of Care Coordination will work with Chair Nishtha Mohendra to bring a formal recommendation to the December 10, 2024, PPS Committee meeting.

Business Calendar – Item #1

Recommended Action

- a. Approve the reviewing and revising the PPS Committee membership composition with a goal of bringing a recommendation to the CoC Board with consideration for the following:
 - i. Continuing to have each CoC Committee Chair within the membership composition
 - ii. Continuing to have up to two at-large CoC Board members
 - iii. Adding an additional representative from each CoC Committee
 - iv. Increasing diverse experiences and identities in membership
 - v. Allowing for proxy voting

CoC Governance Charter Discussion

**Nishtha Mohendra, Chair and
Sarah Jones, Continuum of Care (CoC)
Manager, Office of Care Coordination**

Business Calendar – Item #2

CoC Governance Charter Discussion

- A revised CoC Governance Charter (Charter) was approved at the October 9, 2024, special meeting of the CoC Board, to include the proposed minor revisions recommended by the CoC Nominating Ad Hoc
- As part of the discussion leading up to approval of the item, the CoC Board membership noted it could be beneficial to include language on Board member terms, including
 - ❖ Term: Length of time for a single Board member term (currently 2 years, but not detailed in Charter)
 - ❖ Term limit: How many terms a Board member can serve consecutively
 - ❖ Rotation policy: If Board member serves maximum amount of consecutive terms, length of time an individual must wait before applying for the Board again
- Guidance found from the U.S. Department of Housing and Urban Development (HUD) technical assistance as well as through other CoCs could guide proposed changes to be made around Board term language in the Charter

Business Calendar – Item #2

CoC Governance Charter Discussion

- What does the PPS Committee wish to consider for the following?
 - ❖ **Term:** Length of time for a single Board member term (currently 2 years, but not detailed in Charter)
 - ❖ **Term limit:** How many terms a Board member can serve consecutively
 - ❖ **Rotation policy:** If Board member serves maximum amount of consecutive terms, length of time an individual must wait before applying for the Board again
- What best practices or potential guidance should be reviewed?
- Is the PPS Committee in alignment of bringing a recommendation to the CoC Board by March 2025?



CoC Updates

**Sarah Jones, CoC Manager,
Office of Care Coordination**

Business Calendar – Item #3

Coordinated Entry System (CES) for Survivors Assessments Update

- The Office of Care Coordination, as the CES Lead, received feedback from several CES partners and the CES Administrators recommending updates to the CES Pre-Assessment and Survivor Assessment Tools.
- Recommended edits included adding eligibility requirements to the Pre-Assessment Tool and adding additional assessment and accessibility questions to the Survivor Assessment Tool.
- At the **September 4, 2024**, CES Steering Committee, the Office of Care Coordination presented and received feedback on proposed edits to both tools.
- The Office of Care Coordination held a public feedback period from **September 26, 2024 – October 9, 2024**, requesting written feedback be sent via email to CoordinatedEntry@ocgov.com
- The invitation to provide feedback was sent via the CES and CoC email distribution lists, the CoC Board membership, as well as to members of the following CoC committees: Policies, Procedures and Standards (PPS), Domestic Violence (DV) and Lived Experience Advisory.

Business Calendar – Item #3

Coordinated Entry System (CES) for Survivors Assessments Update

- The proposed changes to the CES assessments were presented to the Domestic Violence Committee for approval on **October 15, 2024**, however, the committee did not reach quorum for voting and the recommended action will be return to the **December 17, 2024**, meeting.
- The Office of Care Coordination plans to bring the CES assessments to the PPS Committee in January 2025 for review and approval.

Homeless Management Information System (HMIS) Policies and Procedures Update

- At the July 31, 2024, meeting, the PPS Committee recommended the revised HMIS Policies and Procedures proceed to the CoC Board for approval, with direction to the Orange County United Way's 2-1-1 Orange County (211OC), as the HMIS Lead, to provide further detail on the Data Release and Data Integration sections and additional research on the Client Record Request section.
- At the August 28, 2024, meeting, the CoC Board approved the revised HMIS Policies and Procedures, maintaining the current Client Record Request policy until further discussion and refinement of the policy could be had.
- 211OC is revising the following updated policies for review and approval:
 - ❖ Client Record Requests
 - ❖ Data Integration
 - ❖ Data Release
 - ❖ Client Consent Form
 - ❖ Grievance Form
 - ❖ HMIS User Agreement

Business Calendar – Item #3

HMIS Policies and Procedures Update

- 211OC has continued to research policies and best practices, including reaching out to HUD for guidance, to develop a procedure for pulling entirety of a client’s HMIS record
- **Proposed Timeline:**
 - ❖ November 7, 2024: HMIS Policies and Procedures working group Meeting to review and discuss additional revisions
 - ❖ November 2024: 211OC draft revisions to Policies and Procedures (November)
 - ❖ November 2024: Public feedback period for working group, HMIS users and CoC
 - *PPS Committee to receive individual email, to review and provide feedback*
 - ❖ December 4, 2024: Review and feedback from Lived Experience Advisory Committee
 - ❖ December 10, 2024: Review and approval by PPS Committee
 - ❖ December 18, 2024: Review and approval by CoC Board
 - ❖ January 2025: Presentation of HMIS Policies and Procedures revisions at the HMIS User Meeting

Business Calendar – Item #3

CoC Vision Ad Hoc

- Since July 2024, the CoC Vision ad hoc has been working with consultant, Aubrey Sitler of AC Strategies, to further define strategies and action steps related to the approved three-year CoC Board Leadership Vision and Objectives.
- The CoC Vision Ad Hoc has developed a drafted strategic plan to be shared with the CoC Committees and working groups for review and feedback.
- CoC Committee Chairs are being asked to consider how your committee may want to join in and/or take a lead role in facilitating part of the strategic plan for the Orange County CoC.



Orange County CoC Strategic Plan: Overview & Feedback

Sections

- Strategic Plan Feedback Request
- Strategic Plan Description
 - Structure, Process, & Timeline
 - Overview: SMARTIE Goals
 - Overview: Strategic Aims & Objectives
 - Details: Strategies & Tasks
- Repeat: Feedback Request



Feedback Request

Please use this form to provide specific feedback requested on 3 key questions **by November 19:**
<https://forms.gle/ccaeMiBn3YP4Kzkv9>

- **Which Strategies & Actions should the CoC Board prioritize accomplishing first?** What should the CoC Board prioritize accomplishing in Year 1, Year 2, and Year 3 of this plan?
- **Where do you see yourself / your committee or working group / other entities fitting into this Plan?** Which Strategies / Actions could you commit to leading or supporting?
- **When should the Plan's implementation timeline begin?** Should the Strategic Plan's 3-year implementation period include or start after a 6-month ramp-up to finalize lead/role assignments, SMARTIE goals, timelines, metrics for success, and progress reporting methods?

Strategic Plan Structure

Vision: The end-state we're working toward.

Goals: Big-picture SMARTIE goal(s) to be achieved during the implementation of this plan, which support moving closer to the **Vision**.

- ↳ **Strategic Aim:** A story and vision of the future that's aspirational and bold. "Aim" means something we're going for even if it's far off. We're intentionally shooting high. **Strategic Aims** help achieve **Goals**.
- ↳ **Objectives:** Areas of work to focus on to achieve each **Strategic Aim**.
- ↳ **Strategies:** Buckets of work to address to achieve **Objectives**.
- ↳ **Actions:** Concrete action steps to complete by set people/groups and within set timeframes, to add up to achieving **Strategies, Objectives, Strategic Aims, and Goals**.

Anticipated Questions about the Strategic Plan

What's the timeline for getting any of these pieces done? Who will lead and implement each of these items?

- We want to determine that with the CoC Board and Committees in the coming months.
- The Vision Ad Hoc has some notes and ideas about key collaborators who need to be part of most pieces of this work (e.g., people with lived expertise, specific organizations to pull in, etc.).
- We are not sharing that level of detail today to focus instead on the bigger picture of what the work should ideally look like. We'll sort out the details of who will carry it and when in the coming months. We also welcome your feedback on these pieces.

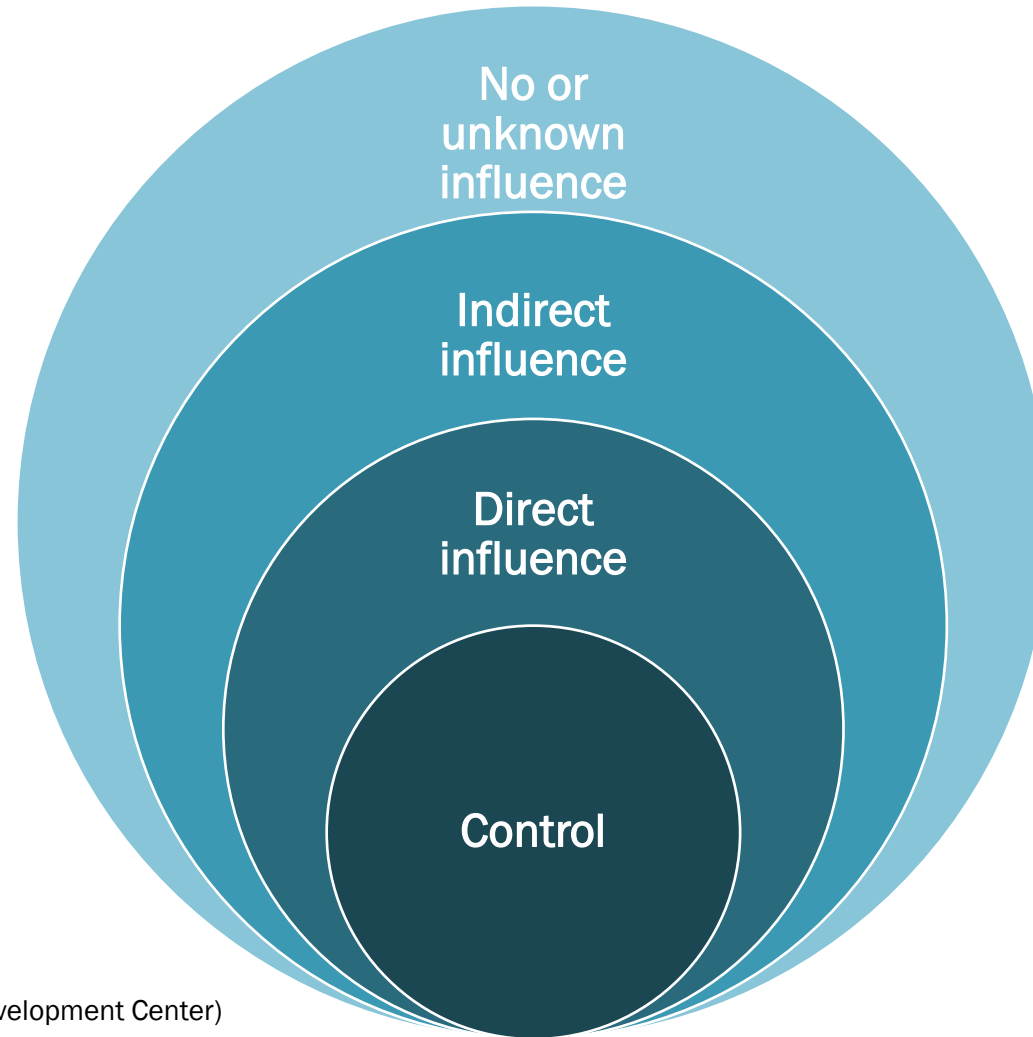
Anticipated Questions about the Strategic Plan

Where did these Strategic Aims, Objectives, Strategies, and Actions come from?

- The nine-person Vision Ad Hoc was convened in the summer of 2024 to review, structure, and propose this Plan to the CoC Board for adoption. The group includes people with and without CoC experience, each of whom brings a unique experience, background, and identity. The group reflects many of the people and groups who experience homelessness in Orange County.
- The Vision Ad Hoc strove to capture the ethos of all ideas in two pre-existing sources:
 - **C4's Racial Equity Analysis Report & Roadmap**, including their recommendations for how to increase racial equity in Orange County's homelessness response system
 - The **former Vision Ad Hoc's Leadership Vision strategic aims, goals, and objectives**. Note that these have been reorganized into new Strategic Aims and Objectives, but the ideas should all be captured.
- The Vision Ad Hoc also accounted for public feedback offered in writing and verbally in July 2024.

Strategic Plan Structure: Spheres of Influence

Focus on what the CoC has control and influence over



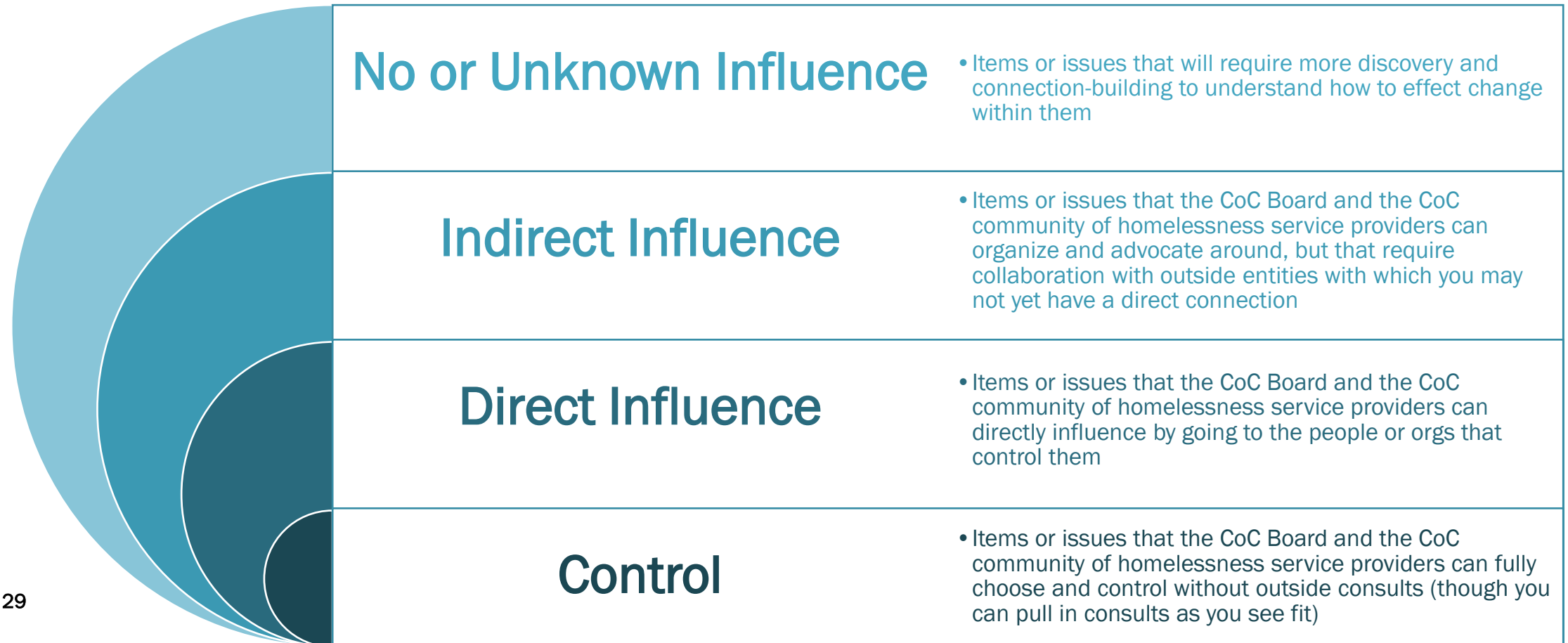
Sphere of Concern
(e.g., ending homelessness)

Sources & Resources:

[Sphere of Influence Worksheet](#) (National MCH Workforce Development Center)

[Spheres of Influence Explained](#) (The Leadership Sphere)

Strategic Plan Structure: Spheres of Influence



Strategic Plan Structure: Plan Timeline

The Vision Ad Hoc determined that this Strategic Plan should be implemented over the course of a 3-year period. There are 2 potential options for when it starts:

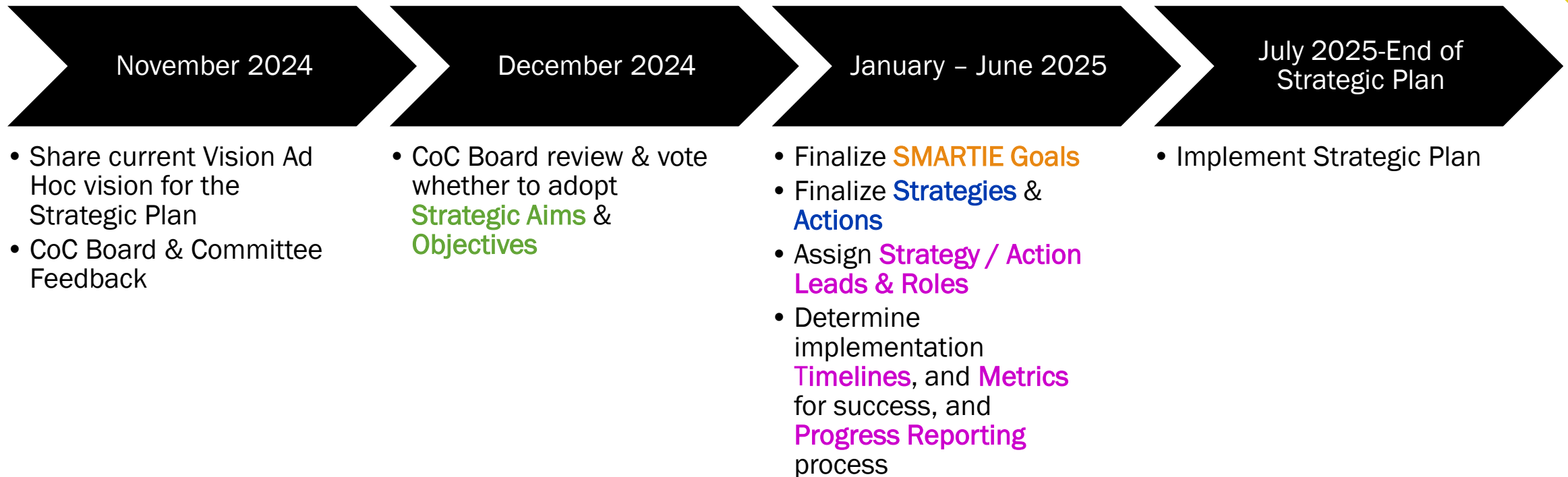
Jan. 1, 2025 – Dec. 31, 2027

- 6-month build-up to create concrete project management plans included in 3-year period of performance

Jan. 1, 2025-June 30, 2028

- 6-month build-up to create concrete project management plans
- 3-year period of performance to execute plans starts July 1, 2025

Strategic Plan Structure: Feedback & Implementation Timeline





CoC's Vision Statement

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.

SMARTIE Goals

What is a **SMARTIE** goal? A goal that supports achieving the **vision statement** and meets each of the following criteria:

- **Strategic**
- **Measurable**
- **Ambitious**
- **Realistic**
- **Time-bound**
- **Inclusive**
- **Equitable**

SMARTIE Goals

The CoC Board will finalize this plan's SMARTIE goals in the first 6 months of 2025 to include person-centered goals and system-centered goals.

Example person-centered SMARTIE goals: By [end date of strategic plan], 90% of people across historically marginalized identities (including but not limited to Black, Indigenous and people of color; people with a disability; transition-aged youth and young adults; people over 55; LGBTQ+ people; undocumented people) will report that:

- They felt understood and respected by staff they interacted with at CES access points, in shelter, and in housing projects.
- They felt safe accessing services and working with staff.
- They were able to receive accessible materials, including materials in their language.
- They were aware of resources available.
- They were informed about policies regarding discrimination and equity.

Example system-centered SMARTIE goals:

- By December 31, 2026, the Orange County CoC will conduct a comprehensive analysis of the homelessness response system, identifying systemic inequities and injustices in housing and services for marginalized and underrepresented groups. This will include an analysis of whether and, if applicable, why certain groups tend to be more or less likely to be enrolled in shelter/TH, RRH, and PSH program types.
- Based on these findings, by [plan end date], the CoC will collaborate with people with lived experience and agency staff to design and implement at least three new policies, procedures, or practices that address these inequities, with the goal of improving equitable outcomes for at least 80% of individuals from historically marginalized communities who interact with the system. The CoC will also ensure that at least 95% of staff and partners working for CoC-funded agencies receive training on the history of systemic injustices and their impacts on homelessness.

5 Strategic Aims

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

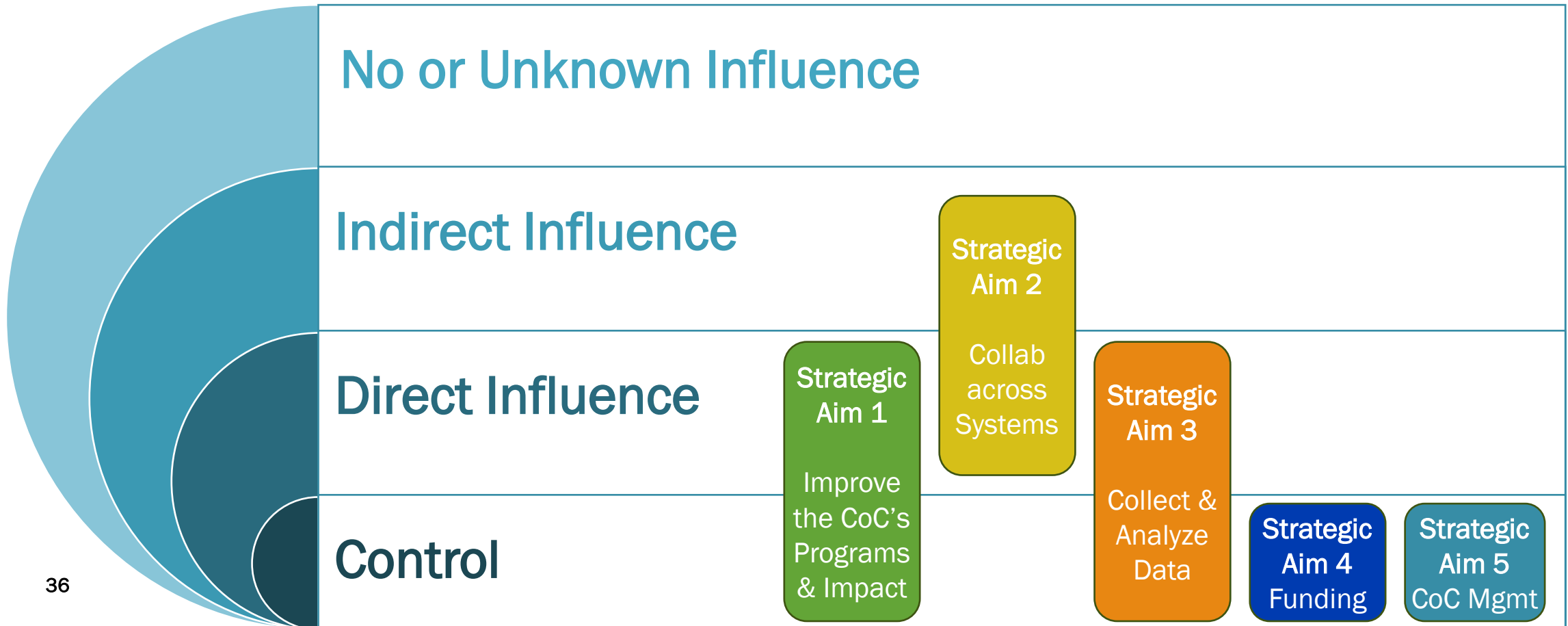
Strategic Aim 2: Collaborate with leaders, providers, and community members across service systems to align practices, coordinate resources, and better support people experiencing homelessness.

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.

Strategic Aim 4: Pursue and allocate funding to strategically address racial and social inequities and fill system gaps.

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

5 Strategic Aims & the CoC's Spheres of Influence



Strategic Aim 1 & its Objectives

Strategic Aim 1: Improve and expand the homelessness response system to permanently house people experiencing homelessness equitably, 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.
- **Objective 1B:** Improve CoC policies and processes.
- **Objective 1C:** Collaborate with partners throughout Orange County that provide non-CoC housing resources and services.
- **Objective 1D:** Ensure support and funding for people with lived expertise to continue participating equitably in CoC- and provider-level work.

Strategic Aim 2 & its Objectives

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.
- Objective 2B: Strengthen partnerships with the public & community members in Orange County.
- Objective 2C: Strengthen partnerships with philanthropic partners.
- Objective 2D: Engage in policy and funding advocacy to improve equity and housing outcomes for people experiencing homelessness in Orange County.

Strategic Aim 3 & its Objectives

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 inequities, embed expertise from people with lived experience, and ensure data collection is trauma-informed and equitable.
- **Objective 3B**: Develop a method to analyze and publicly share project and system performance data to understand barriers to and promote progress toward implementing an equitable system in alignment with this plan.

Strategic Aim 4 & its Objectives

Strategic Aim 4: Pursue and allocate funding to strategically address racial and social inequities and fill system gaps.

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

Strategic Aim 5 & its Objectives

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

- **Objective 5A**: Manage and implement this strategic plan.
- **Objective 5B**: Evaluate the CoC Board, Collaborative Applicant, HMIS lead, and CES lead effectiveness and performance.

Details: Strategies & Actions

PDF of draft Orange County CoC Strategic Plan will be shared for reference.

[DRAFT for Review] Orange County CoC Strategic Plan

Land Acknowledgement

A Land Acknowledgement is a formal statement that recognizes and respects Indigenous Peoples as traditional stewards of this land and the enduring relationship that exists between Indigenous Peoples and their traditional territories. A Land Acknowledgement is also the first step in educating oneself on building a deeper and more meaningful decolonized relationship with Native peoples and the land itself. Truth and acknowledgment are critical to building mutual respect and a connection across all barriers of heritage and difference. Because of this, it is critical that institutions such as the CoC have land acknowledgments that address the full history of the lands they reside on.

The Orange County CoC occupies land located in the ancestral and unceded territories of the sovereign Acjachemen and Tongva Indigenous Peoples, whose traditions of caretaking and protecting this land continue today. We are grateful to these original stewards of the land where we live, work, and study, who despite the history of violence and racism, forced displacement, land theft, and colonialism still hold strong cultural, spiritual, and physical ties to this region and continue to assert their sovereignty by acting as caretakers of their ancestral lands as they have since time immemorial.

This Land Acknowledgement is informed and inspired by the statements from the University of California Irvine Land Acknowledgement Task Force, Department of Earth System Science, UCI Libraries, and Tongva and Acjachemen tribal community members.

Feedback Request

Please use this form to provide specific feedback requested on 3 key questions **by November 19:**
<https://forms.gle/ccaeMiBn3YP4Kzkv9>

- **Which Strategies & Actions should the CoC Board prioritize accomplishing first?** What should the CoC Board prioritize accomplishing in Year 1, Year 2, and Year 3 of this plan?
- **Where do you see yourself / your committee or working group / other entities fitting into this Plan?** Which Strategies / Actions could you commit to leading or supporting?
- **When should the Plan's implementation timeline begin?** Should the Strategic Plan's 3-year implementation period include or start after a 6-month ramp-up to finalize lead/role assignments, SMARTIE goals, timelines, metrics for success, and progress reporting methods?

Thank you

Please reach out to the Office of Care
Coordination with any questions:

CareCoordination@ocgov.com

Business Calendar – Item #3

CoC Board Nomination and Election

- The Office of Care Coordination as the Collaborative Applicant of the Orange County CoC is facilitating the annual CoC Board Nomination and Election process.
- The CoC Board is charged with responsibilities and authorities on behalf of the General Members of the Orange CoC.
- The CoC is recruiting for **seven (7) to eleven (11) members** to serve a two-year term from January 2025 to December 2026 and is intentionally seeking people who hold the following identities and experiences, including but not limited to Black or African American, Indigenous/Native American, People of Color, LGBTQIA+ and people with lived experience of homelessness or housing instability.
- If you are interested in serving, please complete the **Candidate Interest Form** via SurveyMonkey by **Wednesday, November 13, 2024**:
<https://www.surveymonkey.com/r/cocboard24>.

Business Calendar – Item #3

Deadline Extended: Individual and Agency General Membership Applications

- The CoC Governance Charter identifies that each Individual Member and Agency that is a General Member of the CoC will be allowed one vote for the CoC Board election.
- Interested candidates for the CoC Board should also be CoC General Members. The Office of Care Coordination can assist with confirming this process and provide guidance as needed. There is still time to become a CoC General Member if you are interested in applying for the CoC Board.
- You can view the CoC General Membership roster on the [CoC General Membership webpage](#)
- If you or your organization is not a General Member and wants to become one, please inform the Office of Care Coordination of your interest and fill out the [application](#) by **Wednesday, November 13, 2024**.

Please contact the Office of Care Coordination with any questions at
CareCoordination@ocgov.com or 714-834-5000

Business Calendar – Item #3

CoC Board Nomination and Election

- There are currently ten (10) CoC Board seats set to expire on December 31, 2024, which include:

Board Member
Judson Brown
Kelly Bruno-Nelson
Nichole Gideon
Sandra Lozeau
Melanie McQueen
Robert “Santa Bob” Morse
Jason Phillips
Maricela Rios-Faust
Ami Rowland
Christina Weckerly Ramirez

Business Calendar – Item #3

CoC Board Nomination and Election: Timeline

Date*	Timeline Activity
October 29, 2024	Nomination period opens
November 5, 2024	Nomination period closes
November 13, 2023	Candidate Interest Forms are due; New & updated CoC Board General Membership Forms due
November 15, 2024	CoC Nominating Ad Hoc to recommend candidates for election by CoC General Membership
November 18, 2024	Candidate Meet and Greet; Voting Period Opens
November 27, 2024	Voting period closes at 5:00 p.m.
December 6, 2024	CoC Nominating Ad Hoc to finalize election results; Candidates notified of CoC Board Election results
December 18, 2024	CoC Board Meeting: Selected candidates are presented to the CoC Board for ratification
January 2024	CoC Board seating takes place. Outgoing CoC Board and Board staff will provide training and orientation for incoming CoC Board

*Dates are subject to change, see continued updates on the [CoC Board Nomination and Election webpage](#)

Business Calendar – Item #3

Upcoming Meetings

- **Veterans Committee Meeting:** Wednesday, November 13, 2024, 9:00 a.m. – 10:00 a.m.
 - ❖ Location: Orange County United Way, 18012 Mitchell South, Irvine, CA 92614
- **Service Provider Forum:** Thursday, November 21, 2024, from 9:00 a.m. – 11:00 a.m.
 - ❖ Location: Fullerton Free Church - 2904 Brea Blvd Fullerton, Room NC 190, Fullerton, CA 92835
- **Lived Experience Advisory Committee:** Wednesday, December 4, 2024, from 10:00 a.m. – 11:30 a.m.
 - ❖ Location: Orange County Housing Authority (OCHA) Large Conference Room - 1501 East Saint Andrew Place, Santa Ana, CA 92705
- **Housing Opportunities Committee:** Friday, December 13, 2024, from 10:00 a.m. – 12:00 p.m.
 - ❖ Location: County Administration South (CAS) Multipurpose Rooms 103/105, 601 N Ross St, Santa Ana, CA 92701

Next Meeting:

December 10, 2024, 3:30 p.m. – 5:00 p.m.

Location: County Administration South (CAS)
Conference Center Rooms 104/106, 601 N Ross St,
Santa Ana, CA 92701

