ORANGE COUNTY CONTINUUM OF CARE POLICIES, PROCEDURES AND STANDARDS COMMITTEE

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

Location:

County Administration South (CAS)

County Conference Center

425 West Santa Ana Blvd. Room 104/106

Santa Ana, CA 92701-4599

Click Here for parking information.

Virtual Meeting Option*:

Zoom Meeting Link: <u>Click here for meeting link</u>

Join by phone: +1 669 444 9171 Webinar ID: 920 8899 4328

*Listen-in option only

Committee Chair: Nishtha Mohendra, Families Forward

Committee Members:

Judson Brown, City of Santa Ana
Andrew Crowe, Scholarship Prep
Becks Heyhoe-Khalil, Orange County United Way
Melanie McQueen, PATH
Robert "Santa Bob" Morse, Individual
Maricela Rios-Faust, Human Options
Ami Rowland, Covenant House California

AGENDA

Welcome and Introductions – Nishtha Mohendra, Chair

Public Comments – Members of the public may address the Policies, Procedures and Standards (PPS) Committee on items listed within this agenda or matters not appearing on the agenda so long as the subject matter is within the jurisdiction of the PPS Committee. Public comments will be limited to three minutes. If there are more than five public speakers, this time will be reduced to two minutes.

To address the PPS Committee during the Public Comment period, members of the public are to complete a Request to Address the Committee form prior to the beginning of each agenda item and submit it to Continuum of Care (CoC) staff. Staff will call your name in the order received.

AGENDA December 10, 2024

Members of the public may also submit public comment by emailing CareCoordination@ocgov.com. All comments submitted via email at least 24 hours before the start of the meeting will be distributed to the PPS Committee members and all comments will be added to the administrative records of the meeting. Please include "PPS Committee Meeting Comment" in the email subject line.

CONSENT CALENDAR

1. Approve the PPS Committee Meeting Minutes from November 12, 2024.

BUSINESS CALENDAR

- **1. PPS Committee Membership Recommendation** Nishtha Mohendra, Chair and Sarah Jones, Continuum of Care (CoC) Manager, Office of Care Coordination
 - a. Approve recommended changes to the PPS Committee Charter, specifically Section 6 detailing Membership, to allow for a CoC Committee representative to be appointed as a PPS Committee member should a CoC Committee Chair be unable to participate, for approval by the CoC Board.
 - b. Approve CoC Committee representatives appointed to the PPS Committee to be selected by the respective CoC Committee Chair and/or in partnership with the CoC Committee membership.
- 2. Homeless Management Information System (HMIS) Policies and Procedures Erin DeRycke, Director, Data Analytics, 2-1-1 Orange County (2110C), Orange County United Way and Sarah Jones, CoC Manager, Office of Care Coordination
 - a. Update on the proposed revisions to the HMIS Policies and Procedures, inclusive of the Client Record Requests, Data Integration, Data Release, Client Consent Form, Grievance Form and HMIS User Agreement policies.
- **3. CoC Update** Sarah Jones, CoC Manager, and Felicia Boehringer, CoC Administrator, Office of Care Coordination

Adjournment to: Next meeting to be determined, pending approval of the 2025 CoC Board and Committee calendar.

AGENDA December 10, 2024

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Committee Chair: Nishtha Mohendra, Families Forward

Committee Members:

Judson Brown, City of Santa Ana Andrew Crowe, Scholarship Prep Becks Heyhoe-Khalil, Orange County United Way Melanie McQueen, PATH Robert "Santa Bob" Morse, Individual Maricela Rios-Faust, Human Options Ami Rowland, Covenant House California

MINUTES

Welcome and Introductions – Nishtha Mohendra, Chair

- Meeting Start Time: 3:38 p.m. (Call to Order)
 - Present: Judson Brown, Andrew Crowe, Becks Heyhoe-Khalil, Melanie McQueen, Nishtha Mohendra, Robert "Santa Bob" Morse, Maricela Rios-Faust, Ami Rowland
 - Absent:

Nishtha Mohendra arrived during Consent Calendar (3:39 p.m.). Becks Heyhoe-Khalil and Ami Rowland both arrived during Business Calendar 1 (3:45 p.m.).

Maricela Rios-Faust left during Business Calendar 3 (4:45 p.m.).

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CONSENT CALENDAR

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

Maricela Rios-Faust motioned to approve Consent Calendar Item 1. Andrew Crowe seconded the motion. Judson Brown, Andrew Crowe, Melanie McQueen, Nishtha Mohendra, Robert "Santa Bob" Morse, and Maricela Rios-Faust voted yes, no nay, no abstentions. Motion Passed.

BUSINESS CALENDAR

- **1. PPS Committee Membership Composition** Nishtha Mohendra, Chair and Sarah Jones, Continuum of Care (CoC) Manager, Office of Care Coordination
 - 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 members.
 - iii. Adding an additional representative from each CoC Committee
 - iv. Increasing diverse experiences and identities in membership
 - v. Allowing for proxy voting

Sarah explained that in January, a request was made to restructure the PPS membership to include CoC Board and Committee Members with efforts aimed on increasing diversity. The review of the CoC Committee Charters was postponed in 2024 to allow the Vision Ad Hoc's work to shape the updates. This meeting serves as a pre-conversation for CoC Board approval of the revised PPS membership.

Nishtha Mohendra emphasized that the proposed changes reflect feedback from committee members, aiming to retain experienced participants while fostering new and diverse perspectives. Nishtha stressed that these ideas need to be explored carefully to ensure the process runs smoothly and effectively.

Committee Discussion:

 Judson Brown expressed concerns about adding additional representatives from CoC Committees, stating that the PPS Committee was initially designed as a smaller executive committee with the CoC Committee Chairs. Expanding the committee could dilute this original vision.

- Andrew Crowe raised concerns about the committee becoming too large, potentially resembling
 the CoC Board itself. He also questioned the vague concept of requiring "diversity," referencing
 challenges in meeting diversity set by the CoC Nominating Ad Hoc for the upcoming CoC Board
 Elections. He suggested that a clearer explanation be outlined, and repercussions should be
 considered if diversity goals are not met.
- Maricela Rios-Faust expressed her support for the proposed changes but recommended an amendment to allow alternates to attend meetings in place of committee chairs when they are unavailable, addressing concerns around proxy voting. She noted that proxy voting might send a conflicting message to the CoC Board. Maricela also emphasized the importance of prioritizing virtual options to improve accessibility and reduce barriers, this would further support engagement and alleviate the burden on both staff and committee members. Additionally, she suggested that the PPS Committee explore transitioning to a governance model rather than functioning as an executive committee, which would provide greater participation and flexibility for CoC Board and Committee members.
- Becks Heyhoe-Khalil who served as Chair of the PPS for two years, emphasized the challenges faced by committee chairs, especially regarding the commitment required. She also raised a broader discussion about the purpose of the PPS Committee. If the goal is for CoC committees to bring forward items, this isn't currently happening. Emphasizing, the committee may not need to focus solely on policies, procedures, and standards. Becks recommended reviewing the PPS Committee charter and clarifying its purpose, whether it serves as an executive committee or as a bridge between committees. She also suggested that committee representatives from CoC Committees should be considered rather than asking long-standing chairs for additional commitments. She suggested a revised balance between CoC Board members and committee representatives—possibly 60% CoC Board members and 40% committee representatives. She pointed out that some committees, like the CES chair, might need to have a permanent seat on PPS, while others could appoint alternates. Becks echoed Maricela's point about increasing virtual options to enhance public engagement and reduce barriers.
- Ami Rowland acknowledged the fatigue experienced by CoC Board members due to participation requirements. She suggested that allowing alternate representatives could help alleviate this challenge and increase participation.
- Nishtha Mohendra, Chair addressed the concerns raised, particularly about the time commitment and the potential impact of these changes on the committee's functioning. She emphasized that if the PPS Committee were to be an executive committee, it would require adjustments, as this has not been the role it has been fulfilling. She mentioned that further discussions about the strategic plan and the charter review would help guide these changes and ensure that the committee remains aligned with the CoC's governance. Nishtha also acknowledged that while the expansion of membership and increased diversity are important, the process should be clear and manageable. She encouraged the committee to continue refining these ideas and bring them back for further discussion at the December meeting.

Maricela Rios-Faust motioned to approve a revised PPS Committee membership composition, with the condition that Office of Care Coordination staff integrate the committee's discussions and work toward a recommendation that aligns with the intent of the collective dialogue. The goal is to present the updated recommendations at the PPS Committee's December meeting, with the aim of delivering a comprehensive proposal to the CoC Board. Andrew Crowe seconded the motion. Judson Brown, Andrew Crowe, Becks Heyhoe-Khalil, Melanie McQueen, Nishtha Mohendra, Robert "Santa Bob" Morse, Maricela Rios-Faust, and Ami Rowland voted yes, no nay, no abstentions. Motion Passed.

- 2. CoC Governance Charter Discussion Nishtha Mohendra, Chair and Sarah Jones, CoC Manager, Office of Care Coordination
 - a. Discuss research and next steps in revising CoC Governance Charter to include language on CoC Board term limits.

Nishtha Mohendra, Chair, discussed the ongoing efforts to revise the CoC Governance Charter, particularly regarding the inclusion of language related to CoC Board member term limits. She emphasized the importance of aligning board terms with best practices while preserving institutional knowledge.

Sarah Jones, CoC Manager, Office of Care Coordination, outlined key discussion points to better understand committee members' perspectives on CoC Board term lengths, term limits, and rotation policies. She proposed bringing recommendations on this matter to the CoC Board by March 2025.

Committee Discussion:

- Becks Heyhoe-Khalil inquired about practices from other CoCs, particularly those considered highperforming, to inform the discussion. She also asked about the guidance from HUD on term limits and how other CoCs interpret this guidance in their charters. She suggested that term limits for officer positions should also be considered.
- Melanie McQueen shared findings from her research, noting HUD's guidance on healthy board characteristics, recommending CoC boards have term limits between 2-6 years, with a policy allowing two consecutive terms followed by a one-year break. She provided examples from Long Beach CoC (6-year term limit) and LA and San Diego CoCs (3-year terms with one year off).
- Andrew Crowe expressed concerns about the commitment required for a three-year term, proposing a two-year term instead. He asked for more information about the average tenure of members on the OC CoC Board. Andrew also asked if a CoC Board member leaves before their term is over and someone else fills the position, does the new member finish the remaining term or start a new term.
- Maricela Rios-Faust suggested taking a more practical approach, advocating for a three-year term
 as a reasonable duration to effectively contribute. She recommended considering officer term
 limits in the discussion, proposing a two-year officer term within the three-year board term to
 improve functionality. She also addressed the need for staggered elections and noted that current
 board members could be grandfathered into the existing structure, with new members starting
 the term limit process in the next election cycle.
- Santa Bob expressed a preference for a two-year rotation, arguing that it supports board diversification. He recommended a maximum of 6 years of service with a one-year break.
- Nishtha Mohendra stressed the importance of aligning the committee's views on board term limits, ensuring clear, agreed-upon language that reflects best practices and is accessible to all.
 She emphasized balancing term limits with preserving institutional knowledge, highlighting the need to carefully stage limits while considering the board's overall composition and goals.
- **3. CoC Updates** Sarah Jones, CoC Manager, and Felicia Boehringer, CoC Administrator, Office of Care Coordination

Sarah explained that the Office of Care Coordination, as CES Lead, is recommending edits to the preassessment and survivor assessment tools. Feedback was gathered from the CoC Board and Committees. The proposed changes will return to the DV Committee on December 17th and to PPS in January 2025. Additionally, the CoC Board election period has been extended to encourage greater participation.

Felicia shared that since July, the Vision Ad Hoc, led by Aubrey, has been refining strategies and steps, engaging CoC committees for input and ownership. Aubrey created slides and a video for feedback, aiming for CoC Board review in December. Feedback is requested by November 19th.

Committee Discussion:

- Becks Heyhoe-Khalil inquired whether committee chairs are expected to circulate the Vision Ad Hoc plans to their respective committee members.
- Nishtha Mohendra emphasized the urgency noting the aggressive timeline but acknowledged the significant work already done by the Ad Hoc. She reassured that even if the plan is approved, the CoC Board will have the following year to refine and improve it further.

Adjournment to: Regular meeting on December 10, 2024, from 3:30 p.m. to 5:00 p.m., in the CAS Conference Center Room 104/106, at 425 W. Santa Ana Blvd, Santa Ana, CA 92701

Melanie McQueen motioned to adjourn the PPS Committee Meeting. Becks Heyhoe-Khalil seconded the motion. Motion Passed.

Date: December 10, 2024

Subject: Policies, Procedures and Standards (PPS) Committee Membership Recommendation

Recommended Action:

- a. Approve recommended changes to the PPS Committee Charter, specifically Section 6 detailing Membership, to allow for a Continuum of Care (CoC) Committee representative to be appointed as a PPS Committee member should a CoC Committee Chair be unable to participate, for approval by the CoC Board.
- b. Approve CoC Committee representatives appointed to the PPS Committee to be selected by the respective CoC Committee Chair and/or in partnership with the CoC Committee membership.

Background and Analysis

At the January 17, 2024, meeting of the CoC Board, a 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. At the February 13, 2024, meeting, the PPS Committee reviewed and recommended proposed PPS Committee Charter changes to remove the designation of the CoC Board Vice Chair as Chair of the PPS Committee. The PPS Committee also entered discussion about potential changes to the designated membership, noting the importance of intentionality in appointing representatives from each CoC Committee as well as keeping PPS Committee membership closely connected to the work of the CoC Board. The PPS Committee membership expressed support for proposing revisions to the PPS Committee Charter in phases, stating that additional proposed revisions related to the PPS Committee membership would be forthcoming. The CoC Board reviewed and approved the proposed PPS Committee Charter changes on February 28, 2024, to allow for further diversity and power-sharing within the decision-making roles of the CoC Board and PPS Committee.

The current PPS Committee Charter states that PPS Committee membership shall be comprised of the PPS Committee Chair and Vice Chair and chairs of any ongoing CoC Board Committees, as well as no fewer than one and no more than two at large board members. 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. The PPS Committee membership composition returned to the November 12, 2024, meeting of the PPS Committee, which included discussion around the purpose, scope and desired membership. The PPS Committee membership approved a recommended action for the Collaborative Applicant staff to integrate the committee's discussion and prepare recommended changes to the PPS Committee membership for the December 10, 2024, PPS Committee meeting.

In preparation for the December meeting, the Collaborative Applicant partnered with Nishtha Mohendra, PPS Chair, to incorporate the PPS Committee feedback and make proposed changes to the PPS Committee Charter, as detailed in **Attachment A**, Section 6. Recognizing the PPS Committee recommends important

CoC policies and procedures to the CoC Board for final approval, it is still recommended that the CoC Committee Chairs participate as members. However, recognizing that CoC Committee Chairs may not have the capacity to dedicate their time and expertise to an additional committee, it is being recommended to allow for a representative to be appointed from a CoC Committee as an alternative. The proposed revisions will allow for a CoC Committee representative to be appointed as a PPS Committee member, should a CoC Committee Chair be unable to participate. As reflected in the proposed revisions, the only requirement for appointed CoC Committee representatives is that they are to be CoC General Members. Additional clarifying language around term length for each type of PPS Committee member is also included in the proposed revisions. In addition to the recommended PPS Committee Charter changes, the PPS Committee membership is being asked to approve a process for appointing CoC Committee representatives to the PPS Committee. CoC Committee representatives can be selected by the respective CoC Committee Chair and/or in partnership with the CoC Committee membership. The Collaborative Applicant will work with CoC Committee Chairs, as desired, to further build out and implement this process if a CoC Committee representative is appointed to the PPS Committee.

Approval of the recommended actions will support inclusivity of more diverse voices of the PPS Committee, while also being mindful of capacity of CoC Committee Chairs. Should the PPS Committee approve the proposed changes, the revised PPS Committee Charter will proceed to the CoC Board for review and approval at the December 18, 2024, meeting.

Attachments

Attachment A – PPS Committee Charter – Redlined Version Attachment B – PPS Committee Charter – Clean Version

Orange County Continuum of Care Policies, Procedures and Standards Committee Governance Charter

At the meeting dated October 23, 2019, the Continuum of Care (CoC) Board approved the creation of the Policies, Procedures and Standards Committee. The Policies, Procedures and Standards Committee was created to continuously review and advise the CoC Board on items related to the governing and committee structures, operational guidelines, decision-making protocols, appointment processes and other matters related to policies, procedures and standards related to the conduct and operation of the Orange County CoC and the CoC Board. This includes designating and assigning tasks to workgroups and ad hoc groups to improve project performance, assessments, and policies.

1. Name

The technical name is the Policies, Procedures and Standards Committee hereinafter referred to as the "PPS Committee".

2. Purpose

The PPS Committee will function as an advisory group to the CoC Board and align its efforts to those of the Orange County CoC Board Vision. This committee aligns with the intent of ensuring that the CoC has clearly documented policies and standards for process review, policy formation, assessment of current policies and procedures and formation and conduct of committees in the service of the CoC, Coordinated Entry System (CES) and Homeless Management Information System (HMIS). The PPS Committee will support with creating a clear structure for policy development and subsequent revisions, monitoring and vetting work done through committees, work groups and ad hoc groups will create efficiencies and improve the amount of work that the CoC Board can accomplish.

3. Responsibilities

The PPS Committee is responsible for the following functions:

- a. Recommending any committees, workgroups and ad hoc groups necessary for the proper and efficient functioning of the Orange County CoC and recommending dissolving any committees, workgroups and ad hoc groups, if they are determined to be unnecessary for the proper and efficient functioning of the Orange County CoC.
- b. Vetting all proposed policies arising from committees/workgroups to ensure adherence to the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act, U.S. Department of Housing and Urban Development (HUD) Notices and regulations, and evidence-based practices. The PPS Committee will then determine whether proposed policies and standards will be referred for additional input, recommended to the CoC Board for adoption through a consent item, or head for further conversation and vote by the full CoC Board.
- c. Establishing a clear standard for the level of care that agencies should provide by program type. This level of care and service delivery will support a minimum threshold and consistent practices across the CoC.
- d. Working with the CoC Collaborative Applicant (County of Orange) to update the CoC Board Governance Charter annually, which will include all procedures and policies needed to comply with HUD mandates and HEARTH Act regulations.
- e. Committing to advancing equity in the Orange County CoC, specifically addressing populations who have been most disproportionately impacted by homelessness, to ensure all people in Orange County

Item 1. Attachment A

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.

4. Recommendations

Matters referred to the PPS Committee by the CoC Committees or working groups shall be placed on the calendar for consideration and action at the first meeting of the PPS Committee after such reference. If there is an issue of importance to the PPS Committee, the PPS Committee may submit recommendations to the CoC Board for their consideration in coordination with the Collaborative applicant. The CoC Board may adopt, amend, or reject the recommendations of the PPS Committee

5. Chair and Vice Chair

The PPS Committee shall be chaired by a CoC Board Member appointed by the CoC Board, ensuring continuity and alignment with the CoC Board. The Chair will serve for the duration of their CoC Board term. The Chair may appoint a Vice Chair to support with the PPS Committee functions and assist with planning, facilitation, and coordination of the PPS Committee meetings. The Vice Chair must be selected from the PPS Committee membership as detailed below. The Vice Chair term will mirror the Chair's CoC Board term.

6. Membership

The PPS Committee membership shall be comprised of the PPS Committee Chair and chairs of any ongoing CoC Board Committees, as well as no fewer than one and no more than two at large Board members. Should a CoC Committee Chair be unable to participate as a member, a representative from their CoC Committee may be appointed as a PPS Committee member. Appointed CoC Committee representatives must be CoC General Members. At large members shall be nominated by the CoC Board annually upon completion of the CoC Board Officer elections. The PPS Committee Chair and Vice Chair and members that chair any ongoing CoC Board Committees, shall remain on the PPS Committee so long as they hold their seat as Vice Chair of the CoC Board or Chair of any CoC Board Committees. Appointed CoC Committee representatives shall remain on the PPS Committee for the duration of their CoC Committee Chair's Board term. At large member terms will mirror their CoC Board term. At large members shall be nominated by the CoC Board annually upon completion of the CoC Board Officer elections, with the exception of the first year.

The PPS Committee is open to the CoC General membership and CoC-funded agencies for active and ongoing participation as the matters for consideration and action impact policies, procedures, and standards for the CoC.

7. Meeting Schedule

The PPS Committee shall meet on an as-needed basis but no less than every other month and meetings will be open to the public except as otherwise determined by the PPS Committee. Any person who attends a meeting may be asked by the PPS Chair to leave if the person is disruptive; if a conflict of interest applies; or if an agenda business item(s) is deemed by the PPS Chair to be of such nature that it involves only Orange County CoC closed session business.

8. Voting and Quorum

A quorum is necessary to conduct business and make recommendations. A quorum shall be constituted by the presence of a majority of more than 50% of the appointed members of the PPS Committee.

Item 1. Attachment A

A majority vote of those members present and voting is required to take any action. Each member shall be entitled to one vote; no proxy votes will be accepted.

9. Conflict of Interest

Membership of the PPS Committee shall abstain from voting on any issue in which they may be personally vested to avoid a conflict of interest in accordance with County, State and Federal laws, regulations and ordinances and shall refrain from engaging in any behavior that conflicts with the best interest of CoC.



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- c. Establishing a clear standard for the level of care that agencies should provide by program type. This level of care and service delivery will support a minimum threshold and consistent practices across the CoC.
- d. Working with the CoC Collaborative Applicant (County of Orange) to update the CoC Board Governance Charter annually, which will include all procedures and policies needed to comply with HUD mandates and HEARTH Act regulations.
- e. Committing to advancing equity in the Orange County CoC, specifically addressing populations who have been most disproportionately impacted by homelessness, to ensure all people in Orange County

Item 1. Attachment B

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.

4. Recommendations

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A quorum is necessary to conduct business and make recommendations. A quorum shall be constituted by the presence of a majority of more than 50% of the appointed members of the PPS Committee.

Item 1. Attachment B

A majority vote of those members present and voting is required to take any action. Each member shall be entitled to one vote; no proxy votes will be accepted.

9. Conflict of Interest

Membership of the PPS Committee shall abstain from voting on any issue in which they may be personally vested to avoid a conflict of interest in accordance with County, State and Federal laws, regulations and ordinances and shall refrain from engaging in any behavior that conflicts with the best interest of CoC.

