

**ORANGE COUNTY CONTINUUM OF CARE
POLICIES, PROCEDURES AND STANDARDS COMMITTEE MEETING**

Tuesday, July 8, 2025

3:00 p.m. – 5:00 p.m.

Location:

**County Administration South (CAS)
Multipurpose Rooms
601 N. Ross St. 1st Floor, Room 103/105
Santa Ana, CA 92701-4599
[Click Here](#) for parking information.**

Virtual Meeting Option*:

**Zoom Meeting Link: [Click here for meeting link](#)
Join by phone: +1 669 444 9171
Meeting ID: 999 5994 4290**

Committee Chair: Nishtha Mohendra, Families Forward

Committee Members:

Judson Brown, City of Santa Ana
Andrew Crowe, Scholarship Prep
Melanie McQueen, PATH
Dr. Tiffany Mitchell, Orangewood Foundation
Robert “Santa Bob” Morse, Individual
Dawn Price, Friendship Shelter
Maricela Rios-Faust, Human Options

AGENDA

In compliance with the Americans with Disabilities Act, and County Language Access Policy, those requiring accommodation and/or interpreter services for this meeting should notify the Office of Care Coordination 72 hours prior to the meeting at (714) 834-5000 or email CareCoordination@ocgov.com. Requests received less than 72 hours prior to the meeting will still receive every effort to reasonably fulfill within the time provided.

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. Members

of the public utilizing interpreter services will be given double the amount of time to provide public comment.

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.

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 May 13, 2025.

BUSINESS CALENDAR

1. **CoC Strategic Plan** – Nishtha Mohendra, Chair
 - a. Discuss next steps in planning for implementation.
2. **CoC Board Member Term Lengths and Limits** – Felicia Boehringer, Interim CoC Manager, Office of Care Coordination
 - a. Discuss proposed recommendations for CoC Board member term lengths and limits.
3. **CoC Updates** - Felicia Boehringer, Interim CoC Manager, Office of Care Coordination

Adjournment to: Regular meeting on August 12, 2025, from 3:30 p.m. to 5:00 p.m., at the CAS County Conference Center 104/106, located at 425 W. Santa Ana Blvd., Santa Ana, CA 92701.

**ORANGE COUNTY CONTINUUM OF CARE
POLICIES, PROCEDURES AND STANDARDS COMMITTEE**

Tuesday, May 13, 2025

3:30 p.m. – 5:00 p.m.

Location:

**County Administration South (CAS) Building
Conference Center**

425 West Santa Ana Blvd. Room 104/106

Santa Ana, CA 92701-4599

[Click Here](#) for parking information.

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Zoom Meeting Link: [Click here for meeting link](#)

Join by phone: +1 669 444 9171

Webinar ID: 999 5994 4290

****Listen-in option only***

Committee Chair: Nishtha Mohendra, Families Forward

Committee Members:

Judson Brown, City of Santa Ana

Andrew Crowe, Scholarship Prep

Melanie McQueen, PATH

Dr. Tiffany Mitchell, Orangewood Foundation

Robert “Santa Bob” Morse, Individual

Dawn Price, Friendship Shelter

Eric Richardson, Volunteers of America Los Angeles

Maricela Rios-Faust, Human Options

MINUTES

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Welcome and Introductions – Nishtha Mohendra, Chair

Chair, Nishtha Mohendra called the meeting to order 3:35 p.m.

MINUTES

May 13, 2025

Present: Melanie McQueen, Dr. Tiffany Mitchell, Nishtha Mohendra, Robert “Santa Bob” Morse, Dawn Price, and Eric Richardson.

Absent/Excused Absent: Andrew Crowe, Judson Brown, and Maricela Rios-Faust.

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CONSENT CALENDAR

1. Approve the PPS Committee Meeting minutes from February 11, 2025.

Melanie McQueen motioned to approve Consent Calendar Item 1. Dawn Price seconded the motion. Chair Nishtha Mohendra issued a voice vote. No nays, Eric Richardson abstained, motion passed.

BUSINESS CALENDAR

1. **Homeless Management Information System (HMIS) Policies and Procedures Recommended Changes** – Erin DeRycke, Director, Data Analytics, 2-1-1 Orange County (211OC), Orange County United Way

Erin DeRycke shared updates to HMIS Policies and Procedures, highlighting feedback from CoC Committees and working groups. Key changes include updates to the Client Records Request policy, data use and disclosure, data integration, client consent, grievance form, and privacy notice.

PPS Committee Member Discussion:

- Dr. Tiffany Mitchell asked for clarification on the revision clients will be allowed to make in their HMIS record, and the processes if newly requested revisions are not accurate. Further, Dr. Tiffany Mitchell asked for examples of when an agency would ask to integrate data not within their own agency’s system, and why it would not need to go to the CoC Board for approval.
- Dawn Price asked if there was a way to automate client requests for revisions, or if clients need to go to the agency and provide updated information, how agencies would be able to confirm a client’s identity. Further, Dawn Price asked if there is a way to standardize the process based on the type of revision request being made.

- Melanie McQueen thanked Erin DeRycke for conducting this review and applauded that the feedback provided from each working group and committee has been incorporated.
- Robert “Santa Bob” Morse thanked Erin DeRycke for including all the Lived Experience Advisory Committee Members’ feedback into the updated HMIS Policies and Procedures.
- Chair, Nishtha Mohendra recapped feedback from the PPS Committee and requested clarification on how clients access case notes, questioning why 211OC cannot provide them directly. Concerns were raised about the burden placed on clients to visit each provider individually to see if they can obtain case notes, suggesting this may not be a client-centered approach. It was noted that HMIS Policies and Procedures require annual review, allowing for additional feedback in future cycles if not all feedback is incorporated. Appreciation was expressed for the clarification that the U.S. Department of Housing and Urban Development (HUD) does not mandate the release of case notes, leaving it to the discretion of the CoC. Further inquiries were made regarding whether 211OC has encountered cases where clients were denied requested information or case notes, particularly for those currently receiving services. Additional clarification was requested on previous versions of the data release policy and how procedures functioned before recent changes.

Recommended Action a. Approve the recommended revisions to the HMIS Policies and Procedures, inclusive of the Client Record Requests, Data Use and Disclosure, Data Integration, and Data Release policies, as well as updates to the Client Consent Form, Grievance Form, and Privacy Notice, as recommend by the Orange County HMIS Policies and Procedures Working Group and Lived Experience Advisory Committee, for review and approval by the CoC Board.

During discussion of the recommended action, Chair Nishtha Mohendra motioned for an amendment to the motion, to add that approval of aggregate data requests be consulted with the Lived Experience Advisory Committee. Melanie McQueen and Dawn Price declined the amendment to the motion and was not voted on.

Melanie McQueen motioned to approve Business Calendar Item 1. Dawn Price seconded the motion. Melanie McQueen, Dr. Tiffany Mitchell, Robert “Santa Bob” Morse, Dawn Price, and Eric Richardson voted yes. Nishtha Mohendra abstained. The motion passed.

2. CoC Strategic Plan – Nishtha Mohendra, Chair and Sarah Jones, CoC Manager, Office of Care Coordination

a. Discuss next steps in planning for implementation.

Chair, Nishtha Mohendra outlined the tasks assigned to the PPS Committee as a result of the CoC Strategic Plan Working Session. Sarah Jones followed with an overview of the CoC Strategic Plan background and timeline.

PPS Committee Member Discussion:

- Dawn Price noted attending the first half of the CoC Strategic Plan Working Session and expressed concern that the proposed actions could overcomplicate, rather than streamline, the work. Dawn Price emphasized that if the current version of the CoC Strategic Plan is approved, it would introduce new layers of accountability, and stressed the importance of ensuring these changes lead to system improvement. While expressing excitement about the CoC Strategic Plan, Dawn Price also noted that it appears to focus heavily on compliance tasks and may create a tone of

mistrust toward service providers, and recommended conducting an audit of existing practices before introducing additional accountability measures, suggesting that standards should not be set by the PPS Committee without first understanding what is already in place.

- Melanie McQueen acknowledged the valuable content within the CoC Strategic Plan but echoed Dawn Price's concerns that the CoC Strategic Plan may overcomplicate the work service providers are already doing. Recognizing the difficulty of strategic planning amid ongoing federal challenges, Melanie McQueen recommended refocusing on tangible outcomes and streamlining the plan to make it more manageable and effective.
- Dr. Tiffany Mitchell, speaking as a member of the CoC Vision Ad Hoc, shared feeling both overwhelmed and more informed after reviewing the CoC Strategic Plan and hearing feedback. Dr. Tiffany Mitchell highlighted a further understanding around the inner workings of the CoC Board focus and activities following the CoC Strategic Plan Working Session and concerns with limited resources available to implement an extensive plan. The scale of the work became especially clear when seeing all the components laid out, particularly given that the Transitional Aged Youth (TAY) Collaborative membership and vision is still developing. Dr. Tiffany Mitchell emphasized the importance of strategic abandonment while being mindful not to disregard the significant time and effort already invested in the CoC Strategic Plan. Dr. Tiffany Mitchell recommended breaking down the assigned Actions into simpler steps, focusing on clear goals and evidence-based principles. Furthermore, Dr. Tiffany Mitchell raised concerns about who defines evidence-based principles and suggested creating a consistent framework to guide the process.
- Eric Richardson, although not present at the CoC Strategic Plan Working Session, asked whether some Actions are already being carried out by the Office of Care Coordination (OCC). Eric Richardson suggested focusing on reviewing existing CoC policies, procedures, and materials that have not been updated yet, rather than re-reviewing CoC policies and procedures that were recently updated.
- Chair, Nishtha Mohendra stated that there is a distinction in the function and role of the OCC, ensuring that partnerships do exist that can accomplish some of the work outlined in the CoC Strategic Plan. Chair, Nishtha Mohendra acknowledged another working session between the OCC, CoC Committee Chairs, and CoC Board Officers is needed for a deeper discussion before implementation begins.

3. CoC Updates – Felicia Boehringer, CoC Administrator, Office of Care Coordination

Felicia Boehringer shared updates on the OC Outreach & Engagement transition to the OCC effective July 1, 2025, SB 914 implementation presentation, and upcoming CoC meetings. Felicia Boehringer then proposed extending the next PPS Committee meeting to allow time for a longer business item.

PPS Committee Member Discussion:

- Dawn Price stated potential ability to join the next PPS Committee meeting earlier, but it depends on the timing of another scheduled meeting.
- Robert "Santa Bob" Morse noted a scheduling conflict with the Street Medicine Steering Committee, which overlaps with the extended time for next month's PPS Committee meeting.
- Nishtha Mohendra suggested the Office of Care Coordination email committee members to confirm availability for the proposed time extension.

Chair, Nishtha Mohendra adjourned the meeting at 4:45 p.m.

Adjournment to: Regular meeting on June 10, 2025, from 3:30 p.m. to 5:00 p.m., at CAS Multipurpose Rooms 103/105, located at 601 N. Ross St., Santa Ana, CA 92701.

Date: July 8, 2025

Subject: Continuum of Care (CoC) Board Member Term Lengths and Limits

Background

As the Orange County CoC continues to evolve in response to complex and shifting challenges in homelessness services, it is essential to ensure that governance structures remain dynamic, inclusive, and effective. One key strategy to support this is the implementation of term limits and defined term lengths for CoC Board members.

The introduction of fresh ideas and perspectives help to prevent stagnation and foster innovation. Term limits play a critical role in maintaining accountability and transparency by preventing the concentration of power and encouraging ongoing engagement from leadership. Moreover, rotating membership allows for broader community representation, ensuring that the diverse experiences and voices within the region are reflected in CoC decision-making. This practice not only strengthens governance but also builds greater trust and equity within the system.

At the October 9, 2024, Policies, Procedures, and Standards (PPS) Committee meeting, members recommended actions to amend the Orange County CoC Governance Charter in January 2025 to include U.S. Housing and Community Development (HUD) “Characteristics of a Healthy Board of Directors” and that further review of term lengths and limits was needed. During the following PPS Committee Meeting on November 12, 2024, members discussed language regarding CoC Board member term limits, aiming to align with best practices while preserving institutional knowledge. The conversation focused on potential term lengths, with suggestions including two-, three-, or six-year term limits, structured as term lengths of two or three-year. CoC Committee member term length and limits were also discussed, however, given that each CoC Committees have varying membership structures, additional leg work is needed to engage in a thoughtful approach to committee member terms.

Since the PPS Meeting, the Office of Care Coordination (OCC) has connected with surrounding CoCs through the HUB for Urban Initiatives to gather information on how other CoCs have implemented board term limits and lengths. There was a strong response from both local and regional CoCs, providing a range of examples and approaches that closely aligned with ideas discussed by PPS Committee members.

Below is a chart that explains the best two options coupled that would work well in the current Orange County CoC Board structure.

	Term Length	Term Limit
Definition	A term length is the specific duration of time a person is appointed or elected to serve in a particular role, such as on a board or committee. It defines how long an individual holds the position before reappointment, reelection or rotation is considered.	A term limit is a set restriction on the number of terms a person can serve in a specific role or position, such as on a board or committee. It helps promote fresh perspectives, prevent power consolidation, and ensure regular leadership rotation.
Option 1	2-year term length	3 consecutive terms, one-year hiatus, before reelection consideration
Option 2	3-year term length	2 consecutive terms, one-year hiatus, before reelection consideration

Based on the feedback from the PPS Committee, best practices from the HUB for Urban Initiatives inquiry the Office of Care Coordination recommends two-year terms lengths, with three consecutive term limits. This is to ensure that any changes to the CoC Board Term Lengths and Limits align with the current structure. Implementing term limits for CoC Board members within the Orange County CoC is essential for fostering effective governance, ensuring diverse representation, and maintaining accountability.