

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

Tuesday, July 8, 2025

3:30 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

MINUTES

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

Nishtha Mohendra, Chair called the meeting to order at 3:32 p.m.

Present: Judson Brown, Andrew Crowe, Melanie McQueen, Dr. Tiffany Mitchell, Nishtha Mohendra, and Robert “Santa Bob” Morse.

MINUTES

July 8, 2025

Absent/Excused Absent: Dawn Price and Maricela Rios-Faust

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.

PPS Committee Member Comments:

- Melanie McQueen reflected on the previous CoC Board Meeting discussion regarding the System Performance Measures (SPM), emphasizing the need for continued dialogue and thoughtful scrutiny, particularly in preparation for future Notices of Funding Opportunities (NOFOs), highlighting opportunities to improve system performance from both a service provider and CoC Board perspective. Melanie McQueen offered support in advancing this work to help ensure the Orange County CoC maximizes funding and resources.

CONSENT CALENDAR

1. Approve the PPS Committee Meeting minutes from May 13, 2025.

Melanie McQueen motioned to approve Consent Calendar Item 1. Robert “Santa Bob” Morse seconded the motion. Chair Nishtha Mohendra issued a voice vote. No nays, no abstentions, motion passed.

BUSINESS CALENDAR

1. **CoC Strategic Plan** – Nishtha Mohendra, Chair
 - a. Discuss next steps in planning for implementation.

Chair Nishtha Mohendra provided background on the CoC Board’s approval of the Strategic Plan, referencing prior Board meetings and the Working Session; explaining that the original plan had been synthesized with proposed timeline extensions to ensure it remains actionable and reflects feedback received. Chair Nishtha Mohendra introduced the MOCHA model, emphasizing the roles of Manager and Owner, and highlighted seven key strategies identified for the first year before opening the discussion on how to assign Strategy Owners.

Chair Nishtha Mohendra facilitated discussion on the need for an ongoing Strategic Plan steering space, specifically inquiring how often the CoC Board Officers, Committee Chairs, and Strategy Owners should meet to guide the implementation of the Strategic Plan. Several options were presented, including leveraging the PPS Committee, which already meets regularly, or the formation of a Strategic Plan Ad Hoc Committee. The steering space would provide focused oversight and adjust its direction as needed throughout the duration of the 3-year plan.

PPS Committee Member Comments:

- Judson Brown pointed out that a Strategy focused on housing is missing from the current synthesized plan. Additionally, stating that while Owners have already been assigned to the seven strategies, the next step should be to reaffirm the Owners. Judson Brown highlighted the need to further define Strategy 3, 1D, and expressed willingness to support Strategy 6, 4B. Judson Brown noted that since Year 2 and Year 3 Strategies are not yet up for discussion, there should be a focused effort, approximately three months prior to the end of the year, to agree on Strategies for the upcoming year.
- Andrew Crowe requested clarification regarding the previous CoC Board Meeting discussion about the potential removal of Strategy 4, 2D, and whether Strategy 1, 1A encompasses all field, service, and administrative staff in reference to "staff training." Andrew Crowe agreed with Judson Brown that the next step should be to reconfirm currently assigned Owners and initiate another round to assign Managers for each strategy; also noting that if a Training Ad Hoc is designated as an Owner, adequate time must be allowed for the committee to ramp up to avoid delays in implementation. Andrew Crowe expressed concern that creating another Ad Hoc Committee would place additional demands on staff time and instead recommended making the Strategic Plan updates a standing agenda item for the PPS Committee.
- Dr. Tiffany Mitchell asked who specifically identified the seven synthesized Strategies and sought clarity on how vulnerable and underserved populations are being addressed in the updated Strategic Plan, questioning whether Strategy Owners would be responsible for ensuring that these populations are not overlooked. Dr. Tiffany Mitchell emphasized that the synthesized plan lacks clarity and expressed the need for additional time to review before moving forward with a decision. Dr. Tiffany Mitchell also supported Andrew Crowe's recommendation to utilize the PPS Committee for a standing Strategic Plan item and noted that, based on today's discussion, future CoC Committee agendas may need to be adjusted to reflect this new approach to discussing the strategic plan.
- Melanie McQueen referenced the previous PPS Committee discussion, expressing concern about how the plan has evolved due to external factors, but still stressing the importance of staying focused on the CoC Board's responsibility to address system gaps, especially for underrepresented populations, and the need to increase housing access.
- Robert "Santa Bob" Morse suggested that forming an Ad Hoc Committee might offer more flexibility, as members could convene more easily through virtual meetings.
- Chair Nishtha Mohendra clarified that Strategy 1, 1A focuses on service delivery staff to ensure they are adequately trained and informed; further explaining that the seven synthesized Strategies were developed by consultant Aubrey Sitler, the Office of Care Coordination, and CoC Board Officers. Chair Nishtha Mohendra then asked whether the Strategic Plan could move forward under the current structure, including the two strategies identified as missing during the meeting, without reconvening the CoC Committee Chairs, and emphasized that the focus is solely on the first year of implementation, not the full three-year plan. Chair Nishtha Mohendra

summarized the conversation by stating that the next steps include reconstituting the PPS Committee's membership to serve as the space for ongoing strategic plan updates and reaffirming identified Strategy Owners.

Public Comment:

- Marisol Johnson, as a previous CoC Vision Ad Hoc member who worked on the Strategic Plan, expressed concern about how subpopulation groups are not represented within the synthesized plan. Marisol Johnson emphasized the need for a consistent standard to ensure all elements are inclusive, accessible, and reflective despite language being allowed in today's environment. Marisol Johnson further stated that as new documents are created, no group should be left out and that policies must be in place to ensure all subpopulations are adequately recognized and represented.

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.

Felicia Boehringer provided background on previous discussions during PPS Committee meetings regarding the establishment of CoC Board term lengths and limits, highlighting the research conducted by the Office of Care Coordination (OCC), which informed the suggested options. Felicia Boehringer clarified that the discussion is specific to CoC Board terms, not CoC Committee terms, and emphasized that the intent is to gather feedback and bring the topic back for further consideration and recommended action.

PPS Committee Member Comments:

- Judson Brown shared experience serving on the CoC Board since its creation and has witnessed significant changes in both staff and membership, noted that too much institutional knowledge can limit meaningful contributions and lead to default "yes" votes. Judson Brown expressed support for implementing CoC Board term lengths and limits, but recommended this begin with the next Board cycle, not the current one. Judson Brown emphasized the importance of succession planning and maintaining Housing Authority representation. Judson Brown also noted that three-year term lengths could complicate staggering of member terms.
- Melanie McQueen thanked staff for their research and expressed support for Option 1, stating it provides the most structure. Melanie McQueen inquired whether the CoC Board would continue using a rotating structure and emphasized the importance of onboarding and mentorship to maintain diverse representation while managing the loss of institutional knowledge. Melanie McQueen highlighted the U.S. Department of Housing and Urban Development (HUD) recommendation of six years total service on a Board and suggested outreach to other CoCs using three-year terms to understand their impact.
- Andrew Crowe also supported Option 1, agreeing on the need for structured onboarding and intentional succession planning. Andrew Crowe emphasized the importance of expanding representation, particularly for Native representation. Further, referencing a previous comment by PPS Committee member Maricela Rios-Faust, Andrew Crowe noted that three-year term lengths offer members time to contribute meaningfully, but acknowledged that such a commitment could pose challenges for recruitment. Andrew Crowe suggested that a two-year term allows for quicker turnover and flexibility for members who may not wish to continue, while reiterating the need for mentorship to ensure new members are engaged and supported.

- Chair Nishtha Mohendra praised the work of the Nominating Ad Hoc Committee in fostering diversity on the Board and emphasized that this discussion is just the beginning of broader succession and contingency planning. Chair Nishtha Mohendra cautioned against losing valuable institutional knowledge when implementing term limits and asked the committee whether they had observed any preferences between two-year and three-year term lengths in other communities, encouraging further exploration of why one may be chosen over the other.
- Robert “Santa Bob” Morse raised the concern of a scenario where half the Board could be replaced at once due to term limits expressing that individuals seeking Board membership likely understand the time commitment, and that three years is a reasonable period to serve.
- Dr. Tiffany Mitchell asked if a CoC Board matrix exists to guide recruitment when specific expertise is lacking. Dr. Tiffany Mitchell acknowledged the steep learning curve and noted that with two-year terms, members may only begin to feel acclimated just as their term ends. Dr. Tiffany Mitchell expressed support for Option 2, favoring three-year terms to allow members enough time to learn and make a meaningful impact.

3. CoC Updates - Felicia Boehringer, Interim CoC Manager, Office of Care Coordination

Felicia Boehringer provided updates on the Compensation for People with Lived Experience initiative, and announced the launch of the Coordinated Entry System (CES) Instagram account, designed to make key information more accessible and digestible for the community. Additionally, noting that the Fiscal Year (FY) 2025 CoC NOFO has recently been rereleased by the HUD and will require further discussion to continue securing funding for the Orange County CoC.

PPS Committee Member Comments:

- Judson Brown recommended that staff and the CoC Board delay the disbursement of HHAP Round 6 funds until the outcomes of the FY 2025 CoC NOFO are known, in order to avoid any unintended consequences and to help protect existing programs and funds. Judson Brown suggested that, in regard to compensation for people with lived experience, the possibility of retroactive compensation be considered, given the delays in implementation.
- Chair Nishtha Mohendra commended the sustained effort to establish compensation for people with lived experience and acknowledged the importance of seeing it through. Chair Nishtha Mohendra also emphasized that any feedback received through social media should be reported, noting that the OC CoC may be the first in the region to operate a social media page in this format and with CES specific content.

Nishtha Mohendra adjourned the meeting at 4:56 p.m.

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.