

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

Tuesday, August 12, 2025

3:30 p.m. – 5:00 p.m.

**Location:**

**County Administration South (CAS)  
County Conference Center  
425 W. Santa Ana Blvd., Rooms 104/106  
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@ceo.oc.gov](mailto:CareCoordination@ceo.oc.gov). 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, Melanie McQueen, Dr. Tiffany Mitchell, Nishtha Mohendra, Robert “Santa Bob” Morse, and Maricela Rios-Faust.

**MINUTES**

**August 12, 2025**

Absent Excused: Andrew Crowe and Dawn Price

**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@ceo.oc.gov](mailto:CareCoordination@ceo.oc.gov). 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 July 8, 2025.

Melanie McQueen motioned to approve Consent Calendar Item 1. Maricela Rios-Faust seconded the motion. Chair Nishtha Mohendra issued a voice vote. The motion passed unanimously.

### **BUSINESS CALENDAR**

1. **CoC Board Member Term Recommendation** – Felicia Boehringer, Interim CoC Manager, Office of Care Coordination

Felicia Boehringer provided an update on the recommended action to shift CoC Board term lengths to three years, reflecting feedback to support continuity and retain institutional knowledge. The Office of Care Coordination (OCC) contacted seven CoCs with similar term lengths; four responded, noting both benefits and early-stage challenges. The proposed plan includes staggered terms beginning January 2026, with changes detailed in a redlined CoC Governance Charter. Felicia Boehringer acknowledged that while the transition presents some administrative challenges, they are typical of governance updates and can be managed with thoughtful planning, particularly regarding onboarding and the nomination and election process.

#### **Recommended Action:**

- a. Recommend establishing the following CoC Board Member Term policy that will be incorporated into the CoC Governance Charter for approval by the CoC Board, to go into effect with the ratification of new CoC Board members at the December 2025 meeting of the CoC Board.
  - i. CoC Board members will serve a three (3) year term;
  - ii. CoC Board members will be given the option to renew their term after the completion of one (1) term, membership on the CoC Board will be confirmed through the election process by the CoC General membership;
  - iii. CoC Board members will serve for no more than two (2) consecutive full terms;

- iv. CoC Board members who have served two (2) consecutive full terms must wait one (1) year before being eligible serve again on the CoC Board.

Maricela Rios-Faust motioned to approve Business Calendar Item 1. Robert “Santa Bob” Morse seconded the motion. Judson Brown, Melanie McQueen, Dr. Tiffany Mitchell, Nishtha Mohendra, Robert “Santa Bob” Morse, and Maricela Rios-Faust voted yes. The motion passed.

Committee Discussion:

- Judson Brown asked whether longstanding CoC Board members would be termed out under the new structure or if they would begin new three-year terms if they are re-elected.
- Maricela Rios-Faust thanked OCC for their work and expressed appreciation for the progress made and encouraged the group to consider several key items moving forward 1) to structure staggered terms so that one-third of the CoC Board cycles out each year, instead of half, to support consistent annual elections and 2) to examine CoC Board Officer terms, as it often takes time for officers to acclimate to their roles. Recognizing the value of term limits for creating space for new leadership, while also ensuring smooth transitions. Maricela Rios-Faust also emphasized the importance of succession planning recommending keeping CoC Committee Chair terms at two years to allow for overlap with the third year of a CoC Board term, ensuring that someone familiar with committee work is in place if a member terms out.
- Melanie McQueen requested two clarifications 1) whether current CoC Board members with terms expiring this year or next would start fresh under the new structure and 2) whether CoC Board Officer term lengths, currently aligned with general Board terms, would also be adjusted.
- Dr. Tiffany Mitchell voiced support for three-year terms and agreed that the questions raised were important and brought thoughtful discussion.
- Chair Nishtha Mohendra commended OCC staff for their work, particularly for gathering feedback from other CoCs with three-year term lengths and emphasized the long-standing nature of this discussion and the importance of aligning term lengths with goals around consistency and succession planning. Chair Nishtha Mohendra clarified that the proposed changes would not impact the current CoC Board composition but would apply to future members, ensuring no immediate loss of talent. Additionally, also suggested a graduated leadership structure (e.g., Secretary → Vice Chair → Chair) to support leadership development and continuity. Lastly, Chair Nishtha Mohendra recommended that the CoC Nominating Ad Hoc Committee take the lead on addressing outstanding questions and developing recommended actions for implementation brought up during the PPS Committee discussion.

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

Felicia Boehringer shared updates on CoC Policies and Procedures, including ongoing revisions to Coordinated Entry System (CES) guidelines, some are formatting and substantial changes. Additionally going over the 2-for-1 Match Policy. Felicia Boehringer stated that the updates are part of the current annual revisions and engagement is encouraged as they move forward with refining and approving changes.

Committee Discussion:

- Maricela Rios-Faust emphasized that while the proposed changes are currently limited to the general CES, they will likely have long-term implications for the Survivor CES (SCES). Maricela Rios-

Faust recommended that the CoC Domestic Violence (DV) Committee be engaged for feedback and planning, as the Survivor CES continues to operate as a separate system. Maricela Rios-Faust raised concerns in response to Doug Becht's comments during the previous CoC Board meeting about the difficulty and delays in matching clients due to challenges in making contact; and stressed the importance of ensuring that any new policies do not negatively impact already vulnerable populations. Further, advocated for incorporating checkpoints to monitor unintended consequences, particularly when policies are generalized and not population specific.

- Melanie McQueen acknowledged the original intent behind prioritizing shelter residents was to improve throughput from shelter to housing but questioned whether removing shelter preference would impact Emergency Shelters (ES) operations. Melanie McQueen supported Maricela Rios-Faust's point on the need for checks and balances to address root causes rather than symptoms. Additionally, noted that many match failures stem from poor quality matches. Regarding the proposed 2-for-1 matching policy, Melanie McQueen recognized both benefits and drawbacks, noting that it seeks to improve match quality but could also increase administrative burden on providers and cautioned that this added complexity could lead to overwhelmed providers if not properly managed.
- Judson Brown stated that the 2-for-1 match policy will be formally presented at the September 3, 2025, CES Steering Committee meeting. As it related to the proposed changes for the CES Policies and Procedures, Judson Brown stated it would be helpful for the OCC to share data on the amount of households experiencing chronic homelessness versus literal homelessness to understand the impact of the update to remove shelter preference prioritization, emphasizing the shared goal of improving shelter flow and housing opportunities. Judson Brown reported that the Public Housing Authorities (PHA), including Anaheim Housing Authority (AHA) and Santa Ana Housing Authority (SAHA), have submitted letters regarding the 2-for-1 policy and wanted the Office of Care Coordination to engage with all PHA's as key CoC partners. Judson Brown highlighted that SAHA has created 499 units and AHA has developed 300 units. Judson Brown also expressed concern over the lack of communication and transparency, stating that PHA partners were unaware of the discussion at the previous CES Steering Committee meeting and had not been consulted during policy drafting, resulting in a one-sided process and lack of involvement.
- Dr. Tiffany Mitchell inquired about the origin and rationale behind the 2-for-1 CES matching policy, specifically asking what problems or shortcomings it is intended to resolve. Dr. Tiffany Mitchell expressed concern about the potential for erosion of trust among families and Transitional Age Youth (TAY) if they are told they are a secondary match and do not receive housing. Also, noted that repeated unsuccessful matching attempts may discourage participation due to limited bandwidth and engagement capacity among these populations.
- Chair Nishtha Mohendra asked about the overall quality and transparency of the discussions surrounding updates to CES Policies and Procedures. Chair Nishtha Mohendra sought clarification on the proposed removal of shelter status preference and who it would specifically affect. Further, recommended that the item be brought to the CoC Service Provider Forum for broader feedback and dialogue. Chair Nishtha Mohendra noted that the original decision to prioritize shelter preferences dates to 2016 and cautioned against reverting this policy without a well-informed and inclusive process to review why it was established in the first place. As a former manager of housing partnerships, Chair Nishtha Mohendra emphasized the need for more efficient matching systems, especially given the presence of available vacancies while some participants wait too long for placements. Additionally, stated that there is currently no evidence suggesting that 1-for-1 matching is any less trauma-informed than 2-for-1, underscoring the importance of ongoing dialogue and engagement as the committee continues to review and consider these proposed changes.

Chair Nishtha Mohendra adjourned the meeting at 4:34 p.m.

**Adjournment to:** Regular meeting on September 9, 2025, from 3:30 p.m. to 5:00 p.m., at the CAS Multipurpose Rooms 103/105, located at 601 N. Ross St., Santa Ana, CA 92701.