

How Decisions Could Be Made to Serve Persons Experiencing Homelessness

March 24, 2022

- **Background**

- Details of board motion
- Commission members
- Input process

- **Read-out of Recommendations approved on March 16, 2022**

Background

Board Motion

On July 27, 2021, the Board created the Blue Ribbon Commission on Homelessness, asking the commission to:

1. “[R]esearch and **analyze various homelessness governance reports**, studying models from across the nation”;
2. Provide “feedback to the Board regarding the **most relevant and effective models**, with the intention of implementing reform to help solve the homelessness crisis in Los Angeles County”;
3. “[P]rovide a **report that includes recommendations for a new governance model that is appropriate for Los Angeles County** (addressing the existing Joint Powers Authority) – incorporating the diverse needs of the region, its 88 cities, and, and the Unincorporated Communities which the Board of Supervisors directly represents”;
4. The report "should **reflect the various legal and legislative issues** that are impacting homelessness policy”;
5. “The report should and its recommendations should seek to **enhance accountability, transparency, and inclusivity**”;
6. “The report should include recommendations on **how cities, Councils of Government, or regional representatives could be incorporated** into an effective governance structure to address the homelessness crisis”; and
7. “Conduct a comprehensive **study of LAHSA’s Governance structure** by reviewing existing reports and recommendations, and to further **identify and analyze the challenges** inherent to the existing system, and to **provide recommendations to change** and improve its efficiency.”

Recommendations and report are due six months from first meeting.

Commission Members

<p>Sarah Dusseault Member LAHSA Commission <i>Appointed by County Supervisor Hilda Solis, First District</i></p>	<p>LaCheryl Porter Chief Operation Officer St. Joseph Center (formerly) <i>Appointed by County Supervisor Holly J. Mitchell, Second District</i></p>
<p>Wendy Greuel Vice Chair LAHSA Commission <i>Appointed by County Supervisor Sheila Kuehl, Third District</i></p>	<p>Vanessa Sedano Managing Director, Housing Program The Whole Child <i>Appointed by County Supervisor Janice Hahn, Third District</i></p>
<p>Theane Evangelis Partner Gibson, Dunn & Crutcher LLP <i>Appointed by County Supervisor Kathryn Barger, Fifth District</i></p>	<p>Marcel Rodarte Executive Director Contract Cities Association <i>Nominated by Contract Cities Association</i></p>
<p>Christian A. Horvath Council Member City of Redondo Beach, District 3 <i>Nominated by Councils of Government</i></p>	<p>Becky A. Shevlin President San Gabriel Valley Council of Governments <i>Nominated by Councils of Government</i></p>
<p>One nomination - Mayor of Los Angeles Eric Garcetti No member nominated</p>	<p>Three nominations - City Council President Nury Martinez No member(s) nominated</p>

- The first BRCH meeting was held on September 8, 2021
- By March 30, 2022, BRCH will have conducted **20 meetings**
 - BRCH held **40% more** than than originally anticipated
 - Meetings included morning and evening sessions
- **280** individuals or groups participated through meetings, presentations, interviews

Slate of Recommendations

Recommendation No. 1: County Entity & Leader

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- Primary components
 - Create entity with **Responsible Charge** [accountability (BS add), and authority (LP add)] over homelessness within County
 - ◆ Prevention (SD add)
 - ◆ Rehousing (SD add)
 - ◆ Housing acquisition (SD add)
 - ◆ Access to medical care (SD add); including mental health (BS add), and SUD (SD)
 - ◆ Ensure accountability for timely contracting and payments (SD)
 - ◆ Urgent access to services (outreach, 24/7, one-number call, weekends and holidays) (SD add)
 - Services must be sustainable over long period (VS add)
 - “**Identify County Leader**” (TE add, MR, SD, BS, WG agree)]
 - ◆ Not intended to “reshuffle deck” (TE add)
 - ◆ Not intended to create new bureaucracy (SD add)
 - Establish Inter-County **Workgroups**
 - Establish **Subregional Leadership** Infrastructure (e.g., Regional Committees)

- Primary components
 - In order to improve and create relationships with cities and COGs [SD, BS add] establish a ***multi-year “local solutions” fund*** within Measure H
 - Use an algorithm or funded at an amount ***to be defined by the Board***
 - Make available to ***“jurisdictions that will make a commitment”*** (LP add, WG, VS agree)] to provide ***in-kind or matching contributions*** for the development of service programs and housing
 - ◆ Make available to jurisdictions that will share data (VS add)
 - Should ***not detract*** from or take dollars away from the ***successful*** work done by our stakeholders [and should ensure equity (SD add, BS, WG, MR agree)]

Recommendation/Option No. 3a: Streamlined LAHSA

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- Primary components
 - “LAHSA to transition away from direct services in order for County entity to coordinate urgent access to direct services”
 - **Study allocation of Measure H** funds between LAHSA, County Departments, and County entity
 - ◆ Should not disrupt service delivery or undercut successful programs
 - Focus on role as **CoC (rehousing [SD add]) lead** (e.g., PIT, HMIS, annual application, etc.)
- Governance
 - In the interim (SD add), **maintain the current number of seats (10)** on the LAHSA Commission but **change who sits on them** (e.g., county department heads, those with lived experience-expertise (SD add), COGs or cities (SD add))
 - ◆ (Potential immediate action **prior** to LAHSA Commission-CoC Board-CES Policy Council consolidation (Potential Recommendation No. 4))

[OPTION NOT SUPPORTED] [BRCH DID NOT VOTE ON OPTION]

- Primary components
 - ***Maintain role*** as CoC Lead, (Partial) Measure H Administrator, Service Provider (Outreach), and “Systems Administrator”
 - Begin to ***solve*** LAHSA “***conundrum***”
 - ◆ Give LAHSA the full authority to make final decisions of critical import, such as funding decisions and related policy
- Governance
 - Add seats to LAHSA Commission to create a ***Regional Panel of Elected Officials*** (e.g., ~~Metro-Style Composition~~) (CH, SD add)

[OPTION NOT SUPPORTED] [BRCH DID NOT VOTE ON OPTION]

■ Primary components

- Initiate two- to four-year process for **wind-down and termination** of LAHSA
 - ◆ LAHSA remains CoC Lead during wind-down period
- Appoint—
 - ◆ **New CoC Lead** if regional stays as **unified CoC, or**
 - ◆ **CoC Leads** if the region were to transition to **multiple CoCs**

Recommendation No. 4: Modify CoC Leadership

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■ Primary components

- Begin process to **consolidate** [WG add] LAHSA Commission, CoC Board, and Coordinated Entry System Policy Council **into a single board**
 - ◆ Process would include analysis of proper evaluation of size, composition, and equity (LP add)
 - ◆ Board would include but not be limited to city, COG, lived expertise, subject matter expertise, business, FBO representation (SD add)
 - ◆ May require amendment to JPA to address change in composition and size, and remain functional (SD, WG, CH add)
 - ◆ Refer to 3a re governance (BS add)
- In the **interim**, appoint County **Department Heads to CES Policy Council**
 - ◆ Should not be justification to avoid collapsing boards

Recommendation No. 5: Improve LAHSA's Operations

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- Primary components
 - **Define** decision-making **responsibilities** among LAHSA Commission, LAHSA Executive Director, CoC Board, CES Policy Council, and other bodies within LAHSA and the CoC (CH add)
 - Embed **Ops Team** to improve LAHSA's Operations, focused on—
 - ◆ Contracting
 - ◆ Procurement
 - ◆ Payment systems
 - ◆ Technical assistance
 - ◆ Improve communications
 - ◆ Weekend work
 - ◆ Ensuring LAHSA's executive team has the depth, resources, and support to operate an organization of the size and complexity of LAHSA

- Primary components
 - Require (CH, SD add) data **sharing**
 - ◆ HMIS access
 - ◆ Between County departments
 - ◆ Between cities, County, and LAHSA (VS add)
 - Establish/implement quality standards for data reporting and data sharing to the extent compliant with law (WG add)
 - Define and implement **metrics of success** and tools for accountability (BS add)
 - Develop formulas for **tracking**—
 - ◆ Measure H funds by County Department at city-by-city level
 - ◆ Use of all funds systemwide
 - ◆ Metrics through an equity lens

Recommendation No. 7: Executive Level Action Team

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- Primary components
 - County to support “Centering” forum
 - Decisionmakers to convene
 - Intended to (SD add)—
 - ◆ Drive reforms requiring urgency
 - ◆ Discuss issues of common interest
 - ◆ Facilitate data development and sharing

End



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