



San Gabriel Valley Council of Governments

AGENDA AND NOTICE OF THE MEETING OF THE HOMELESSNESS COMMITTEE

Wednesday, May 5, 2021 -- 8:00 AM

Teleconference Meeting

Zoom Link: <https://zoom.us/j/96990759326>

Livestream Link: https://youtu.be/hZc_FMfL9mg

Chair
Becky Shevlin
City of Monrovia

Vice-Chair
Margaret Clark
City of Rosemead

MEMBERS
Arcadia
Baldwin Park
Claremont
Duarte
Glendora
Irwindale
Monrovia
Pasadena
Pomona
Rosemead
LA County Supervisorial
District #1

Thank you for participating in today's meeting. The Homelessness Committee encourages public participation and invites you to share your views on agenda items.

MEETINGS: *Regular Meetings of the Homelessness Committee are held on the first Wednesday of each month at 8:30 AM at the West Covina Council Chambers Meeting Room (1444 W. Garvey Avenue S., West Covina, CA 91790).* The Meeting agenda packet is available at the San Gabriel Valley Council of Government's (SGVCOG) Office, 1000 South Fremont Avenue, Suite 10210, Alhambra, CA, and on the website, www.sgvkog.org. Copies are available via email upon request (sgv@sgvcog.org). Documents distributed to a majority of the Committee after the posting will be available for review in the SGVCOG office and on the SGVCOG website. Your attendance at this public meeting may result in the recording of your voice.

CITIZEN PARTICIPATION: Your participation is welcomed and invited at all Committee meetings. Time is reserved at each regular meeting for those who wish to address the Board. SGVCOG requests that persons addressing the Committee refrain from making personal, slanderous, profane or disruptive remarks.

TO ADDRESS THE COMMITTEE: At a regular meeting, the public may comment on any matter within the jurisdiction of the Committee during the public comment period and may also comment on any agenda item at the time it is discussed. At a special meeting, the public may only comment on items that are on the agenda. Members of the public wishing to speak are asked to complete a comment card or simply rise to be recognized when the Chair asks for public comments to speak. We ask that members of the public state their name for the record and keep their remarks brief. If several persons wish to address the Committee on a single item, the Chair may impose a time limit on individual remarks at the beginning of discussion. **The Committee may not discuss or vote on items not on the agenda.**

AGENDA ITEMS: The Agenda contains the regular order of business of the Committee. Items on the Agenda have generally been reviewed and investigated by the staff in advance of the meeting so that the Committee can be fully informed about a matter before making its decision.

CONSENT CALENDAR: Items listed on the Consent Calendar are considered to be routine and will be acted upon by one motion. There will be no separate discussion on these items unless a Committee member or citizen so requests. In this event, the item will be removed from the Consent Calendar and considered after the Consent Calendar. If you would like an item on the Consent Calendar discussed, simply tell Staff or a member of the Committee.



In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the SGVCOG office at (626) 457-1800. Notification 48 hours prior to the meeting will enable the SGVCOG to make reasonable arrangement to ensure accessibility to this meeting.



MEETING MODIFICATIONS DUE TO THE STATE AND LOCAL STATE OF EMERGENCY RESULTING FROM THE THREAT OF COVID-19: On March 17, 2020, Governor Gavin Newsom issued Executive Order N-29-20 authorizing a local legislative body to hold public meetings via teleconferencing and allows for members of the public to observe and address the meeting telephonically or electronically to promote social distancing due to the state and local State of Emergency resulting from the threat of the Novel Coronavirus (COVID-19).

To follow the new Order issued by the Governor and ensure the safety of Board Members and staff for the purpose of limiting the risk of COVID-19, in-person public participation at the Homelessness Committee meeting scheduled for May 5, 2021 at 8:00 a.m. will not be allowed. To allow for public participation, the Homelessness Committee will conduct its meeting through Zoom Video Communications. To participate in the meeting, download Zoom on any phone or computer device and copy and paste the following link into your browser to access the live meeting: <https://zoom.us/j/96990759326>. You may also access the meeting via the livestream link on the front of the agenda page.

Submission of Public Comments: For those wishing to make public comments on agenda and non-agenda items you may submit comments via email or by phone.

- Email: Please submit via email your public comment to Samantha Matthews at smatthews@sgvcog.org at least 1 hour prior to the scheduled meeting time. Please indicate in the Subject Line of the email “FOR PUBLIC COMMENT.” Emailed public comments will be part of the recorded meeting minutes. Public comment may be summarized in the interest of time, however the full text will be provided to all members of the Committee prior to the meeting.
- Zoom: Through Zoom, you may speak by using the web interface “Raise Hand” feature. Wait to be called upon by staff, and then you may provide verbal comments for up to 3 minutes. Public comment is taken at the beginning of the meeting for items not on the agenda. Public comment is also accepted at the beginning of each agenda item.

Any member of the public requiring a reasonable accommodation to participate in this meeting should contact Samantha Matthews at least 48 hours prior to the meeting at (626) 457-1800 or at smatthews@sgvcog.org.

PRELIMINARY BUSINESS

1. Call to Order
2. Pledge of Allegiance
3. Roll Call
4. Public Comment (*If necessary, the Chair may place reasonable time limits on all comments*)
5. Changes to Agenda Order: Identify emergency items arising after agenda posting and requiring action prior to the next regular meeting (*It is anticipated that the Committee may take action on these matters*)

CONSENT CALENDAR (*It is anticipated the Committee may take action on the following matters*)

6. Homelessness Committee Meeting Minutes – 04/07/2021 – Page 1
Recommended Action: Approve.

PRESENTATIONS (*It is anticipated the Committee may take action on the following matters*)

7. Introduction – Cheri Todoroff, Executive Director, Los Angeles County Homeless Initiative (HI)
Recommended Action: For information only.
8. LAHSA Updates on Project Roomkey, Project Homekey, and COVID-19 Recovery – William Lehman, Associate Director, Implementation and Improvement, LAHSA – Page 5
Recommended Action: For information only.

UPDATE ITEMS (*It is anticipated the Committee may take action on the following matters*)

9. LAHSA White Paper – Rick Cole, Advisor on Housing and Homelessness, SGVCOG – Page 8
Recommended Action: For information only.
10. Tiny Home Emergency Shelter Pilot Program – Brielle Acevedo, Regional Housing Trust Administrator, SGVRHT – Page 79
Recommended Action: For information only.
11. FY 2021-2022 Measure H Funding Recommendations – Samantha Matthews, Management Analyst, SGVCOG – Page 81
Recommended Action: For information only.
12. State Budget and Legislative Updates – Paul Hubler, Director of Government and Community Relations, SGVCOG – Page 91
Recommended Action: For information only.
13. Mental Health Legislative Updates – Samuel Pedersen, Management Aide, SGVCOG – Page 95
Recommended Action: For information only.
14. LA Alliance for Human Rights et al. v. City of Los Angeles et al. – Samantha Matthews, Management Analyst, SGVCOG – Page 98
Recommended Action: For information only.

LIAISON REPORTS (*It is anticipated the Committee may take action on the following matters*)

15. San Gabriel Valley Regional Housing Trust
16. San Gabriel Valley Consortium on Homelessness
17. LA County Homeless Initiative
18. United Way Everyone In
19. Union Station Homeless Services

CHAIR'S REPORT

ADJOURN



SGVCOG Homelessness Committee Unapproved Minutes

Date: April 7, 2021
Time: 8:30 AM
Location: Zoom teleconference

PRELIMINARY BUSINESS

1. Call to Order
The meeting was called to order at 8:31 AM

2. Pledge of Allegiance

3. Roll Call

Members Present

A. Verlato, Arcadia
M. Carrillo; Baldwin Park
J. Leano, Claremont
K. Davis, Glendora
M. Ortiz, Irwindale
B. Shevlin, Monrovia
W. Huang, Pasadena
D. Holley, Pomona
M. Clark, Rosemead

Members Absent

Duarte
West Covina
LA County Dist. 1

Guests

L. T. Boothe, Star View Behavioral
Health Group
J. Ciccone, Senior Advisor to
Congresswoman Napolitano
T. Egan, SGVCOG Lobbyist

SGVCOG Staff

M. Creter
S. Matthews
C. Sims
A. Bordallo
B. Acevedo
K. Ward
S. Pedersen

4. Public Comment: None
5. Changes to Agenda Order: No changes to agenda order.

CONSENT CALENDAR

6. Homelessness Committee Meeting Minutes – 03/03/21
Recommended Action: Approve.
There was a motion to approve consent calendar items 6 M/S: (J. Leano/M. Ortiz)

[Motion Passed]

AYES:	Arcadia; Baldwin Park; Claremont; Glendora; Irwindale; Monrovia; Pomona; Rosemead
NOES:	
ABSTAIN:	
ABSENT:	Duarte; West Covina; LA County District 1

PRESENTATIONS

7. Behavioral Health Urgent Care Center (BHUCC)
 L. Boothe, Outreach Specialist at Star View Behavioral Health Urgent Care Centers in The City of Industry and Long Beach gave a presentation on the unique range of services provided by her organization. Context was given regarding how the centers were established and the level of coordination with both patients and stakeholders.

ACTION ITEM

8. Support – Increasing Behavioral Health Treatment Act (Napolitano)
 J. Ciccone, Senior Advisor to Congresswoman Napolitano gave a presentation about the Increasing Behavioral Health Treatment Act (Napolitano). The Act would repeal the Medicaid Institutions for Mental Disease (IMD) payment prohibition and require several reporting and plan requirements from States.
There was a motion to support the Increasing Behavioral Health Treatment Act (Napolitano). M/S: (K. Davis/J. Leano)

[Motion Passed]

AYES:	Arcadia; Baldwin Park; Claremont; Glendora; Irwindale; Monrovia; Rosemead
NOES:	
ABSTAIN:	
ABSENT:	Duarte; Pomona; West Covina; LA County District 1

9. Support – Assembly Bill 1340 (Santiago), Mental Health Services
 S. Matthews provided a presentation on Assembly Bill 1340 (Santiago) This bill would expand the definition of “gravely disabled” to also include a condition in which a person, as a result of a mental health disorder, is unable to provide for their basic personal needs for medical treatment, if the failure to receive medical treatment is either for an existing life-threatening medical condition or the person is in imminent danger of death or prolonged hospitalization. By expanding the definition of “gravely disabled” and thereby increasing the duties of local agencies, this bill would impose a state-mandated local program.

There was a motion to support Assembly Bill 1340 (Santiago). M/S: (A. Verlatto/M. Ortiz)

[Motion Passed]

AYES:	Arcadia; Baldwin Park; Claremont; Glendora; Irwindale; Monrovia; Pomona; Rosemead
NOES:	
ABSTAIN:	

ABSENT:	Duarte; West Covina; LA County District 1
----------------	---

10. Support – SGVCOG Homelessness Programs Funding Reallocation

S. Matthews provided a presentation on why the request was being made and how the reallocated funds would be used. The recommended actions were made:

- 1) Recommend Governing Board re-allocate the remaining funding from the Regional Coordination Program to the Homelessness Plan Implementation Program;
- 2) Recommend Governing Board approve the “City Additional Funding Application”;
- 3) Recommend Governing Board change the Prevention and Diversion Program to the Prevention, Diversion, and Rapid Rehousing Program, allowing funds to be provided to people actively experiencing homelessness; and
- 4) Recommend Governing Board authorize Executive Director to award additional funding to Cities and amend City Memorandums of Agreement (MOAs) based on approved guidelines.

**There was a motion to support the recommended actions for the reallocation of SGVCOG homelessness programs funding. M/S: (J. Leano, A. Verlato)
 [Motion Passed]**

AYES:	Arcadia; Baldwin Park; Claremont; Glendora; Irwindale; Monrovia; Rosemead
NOES:	
ABSTAIN:	
ABSENT:	Duarte; Pomona; West Covina; LA County District 1

UPDATE ITEMS

11. State Budget and Legislative Updates

T. Egan provided an update on expected upcoming State bills and budget allocations related to homelessness, and when the legislature will decide which bills will be taken up during this session.

12. Mental Health Legislative Updates

The agenda packet included an update on the eight bills SGVCOG staff is tracking during the current legislative session.

13. Project Roomkey, Project Homekey, and the LAHSA COVID-19 Recovery Plan

The agenda packet included an update on the demobilization of Project Roomkey sites, the purchase of motels under Project Homekey, and related efforts to house those most vulnerable to COVID-19.

14. LA Alliance for Human Rights et al. v. City of Los Angeles et al.

The agenda packet included an update on publicly released information related to this lawsuit. LA County is currently seeking dismissal of the suit.

LIAISON REPORTS

15. Liaison reports from San Gabriel Valley Regional Housing Trust and San Gabriel Valley Consortium on Homelessness were included in the agenda packet.

CHAIR'S REPORT

Chair Shevlin directed staff to request a presentation from the new Director County Homelessness Initiative and to get a status update on the White Paper on LAHSA Reform at the next committee meeting. Councilmember A. Verlato also requested an update on the Tiny Home site visit to Redondo Beach.

ADJOURN

The meeting was adjourned at 10:10 AM.

DATE: May 5, 2021

TO: Homelessness Committee

FROM: Marisa Creter, Executive Director

RE: **LAHSA UPDATES ON PROJECT ROOMKEY, PROJECT HOMEKEY, AND COVID-19 RECOVERY**

RECOMMENDED ACTION

For information only.

BACKGROUND

While all Project Roomkey (PRK) sites had been intended to close by April 2021, an executive order signed by President Biden on January 21 directed the Federal Emergency Management Agency (FEMA) to increase its reimbursement rate for leasing costs of such projects from 75% to 100% until September 30, 2021. In response, the County directed the Los Angeles Homeless Services Authority (LAHSA) and the Homeless Initiative (HI) to report back on opportunities for “extending, renewing, and/or expanding county-contracted Project Roomkey sites.” HI’s report indicated that the County plans to extend the occupancy agreements for 11 of the County’s 12 current sites and site closures will be distributed from June to September 2021 to ensure that PRK residents are able to safely transition to permanent or alternative interim housing. The PRK site at the Lincoln Hotel in Monterey Park, the last remaining PRK site in the San Gabriel Valley, has been extended until July 10, 2021.

On February 11, the City of Los Angeles announced that it will extend 1,200 rooms it currently has leased through this program through September and is negotiating a lease with at least one additional hotel. Some city councilmembers have called for a significantly greater expansion and on March 3, the Los Angeles City Council approved a motion that would expand Project Roomkey and explore commandeering non-cooperating hotels and motels. The motion calls for the city to formally request that FEMA provide \$150 million upfront to expand the program.

City and County officials have cited FEMA’s often years-long reimbursement timeline and the strained capacity of homeless service providers and nursing providers as barriers to expanding the program, even despite this 100% reimbursement rate. Given constraints on the County’s ability to front fund PRK operations, the County has said it is not feasible to re-open any former PRK sites, nor contract with any new hotels/motels for PRK.

On February 23, the Board of Supervisors directed the CEO’s Sacramento and Washington, D.C. advocates to support proposals that will provide upfront funding for Federal Emergency Management Agency (FEMA) reimbursement. The Board also instructed the CEO to report back in 30 days with a list of County assets providing non-congregate shelter which could potentially be funded upfront by FEMA.

The current site updates are as follows:

- 18 sites have been fully demobilized, including 5 in the San Gabriel Valley; and
- 15 sites remain in operation as PRK sites; 5 were converted to County or City Homekey Sites.

One of these PRK projects, in Hacienda Heights, will continue to operate as an interim housing site as a result of funding received by the County of Los Angeles through the State's Project Homekey program. Nine additional sites were purchased by the County through this program, and 14 others were purchased by the Cities of Los Angeles, El Monte, and Long Beach. All of these sites are planned to transition to permanent supportive housing, with the exception of one site which could be used in this way immediately. All County-owned Project Homekey sites have opened, and the two in the San Gabriel Valley are nearing full occupancy.

PROJECT ROOMKEY EXITS

LAHSA and the County are working to ensure that no PRK participants return to homelessness. Those transitioning from a PRK site will receive case management and a rental subsidy that will be available until they can increase their income to afford their rent or can receive a more permanent subsidy, depending on their level of disability. When no permanent housing is immediately available, participants can also be transitioned to other short-term stay sites. Currently, there is sufficient funding to provide this program to between 4,700 – 7,000 individuals, depending on the level of subsidy each needs.

Below is an update on the housing placements for those leaving PRK during the demobilization period for each site. The numbers below are for sites that have fully demobilized or that are in the demobilization process:

- 64% of participants placed in interim housing;
- 14% of participants placed in permanent housing;
- 4% of participants returned to the streets;
- 1% of participants exited to an institution (healthcare, criminal justice, substance abuse treatment); and
- 17% exited to other destinations, which includes unknown and deceased.

COVID-19 RECOVERY


Through the month of March, the County has seen continued decline in COVID-19 cases among and hospitalizations and deaths of people experiencing homelessness (PEH). The number of COVID-19 cases among PEH has dropped from a high of nearly 700 cases in December to 31 cases during the week of March 15 to 18 cases during the week of March 22. The Department of Health Services, along with 38 partner organizations, has been providing COVID-19 vaccinations of PEH. As of March 25, approximately 4,000 PEH have received at least one dose of a vaccine, including both sheltered and unsheltered individuals.

CURRENT UPDATES

At the meeting, William Lehman, Associate Director of Implementation and Improvement at

REPORT

LAHSA, will present current updates on PRK and LAHSA's COVID-19 recovery efforts.

Prepared by: 
Samantha Matthews
Management Analyst

Approved by: 
Marisa Creter
Executive Director

DATE: May 5, 2021

TO: Homelessness Committee

FROM: Marisa Creter, Executive Director

RE: **SGVCOG WHITE PAPER ON LAHSA REFORM**

RECOMMENDED ACTION

For information only.

BACKGROUND

In February 2020, the Los Angeles Homeless Services Authority (LAHSA) formed an Ad Hoc Committee on Governance to review the current structures that govern LAHSA’s operations, policy development and relationships with key partners across the region, and to develop recommendations on how roles and responsibilities may be better defined to improve accountability for housing and services to people experiencing homelessness in Los Angeles.

In September 2020, along with an LA County Board of Supervisors motion, “Exploring New Governance Models to Improve Accountability and Oversight of Homeless Funds,” the SGVCOG convened a working group to draft a white paper to provide a voice for the San Gabriel Valley in discussions on the reform of LAHSA. The working group, City Manager’s Steering Committee, the Homelessness Committee, and the Executive Committee subsequently reviewed it and unanimously recommended approval by the Governing Board.

During Fall 2020, LAHSA also hired a consultant to develop a report on LAHSA Governance. The SGVCOG and several member cities participated in the stakeholder interviews completed as part of the development of the report.

On January 21, 2021, the Governing Board unanimously approved the white paper, with the addition of some non-substantive modifications to the paper (Attachment A). These changes included highlighting the need for resources for those with mental health or substance use challenges, the importance of using surplus public property for homeless services, and clarifying which recommendations were more appropriate for the County.

The white paper has been distributed to individual member cities to adopt. To date, seven member cities have adopted the white paper and an additional seven cities have indicated interest in adoption.

HOMELESSNESS DEPUTIES MEETING

In February 2021, LAHSA released the report on its governance structure (Attachment B) and its consultant presented the report to the Board of Supervisors’ Homelessness Deputies on April 22.

The presentation from that meeting is included as Attachment C. The main recommendations in the report and presentation include:

- **Operations:** LAHSA should complete implementation of the strategic plan to strengthen operations related to contract and payment issues, communications (including data transparency and government relations), equity practices, people with lived expertise, and direct connection with subregional leaders
- **Establish Role Clarity:** LAHSA should work with the LAHSA Commission, the Continuum of Care Board, the Coordinated Entry System Policy Council, and the Lived Experience Advisory Board to establish clarity as to when they have decision-making authority. The Regional Homelessness Advisory Council (RHAC) no longer serves its originally intended purpose, and therefore is recommended to be dissolved. Extraneous workgroups should be dissolved and membership in newly created or existing workgroups should be reviewed.
- **Support System Administration and Develop System-Wide Vision and Goals:** LAHSA should undertake a system-level review to identify goals/vision for the system as a whole, clarify public and private sector roles, and tie LAHSA's work to its key partners within mainstream and affordable housing systems


LAHSA also announced that the agency will be hiring Community Relations Coordinators (CRC) for each Service Planning Area (SPA). CRCs will bridge communications gap between LAHSA and cities providing connections to information and understanding needs through assessments.

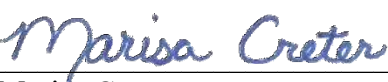
SGVCOG staff provided a public comment at the meeting outlining the white paper and its findings and urging meaningful dialogue between all stakeholders, not just between the City and County of Los Angeles.

NEXT STEPS

The SGVCOG has been in contact with other agencies that are also undertaking studies on LAHSA and LA County homelessness governance, including California State University, Los Angeles and A Better LA. These organizations will be presenting their study to the City of Los Angeles' Homelessness and Poverty Committee.

The SGVCOG is continuing its outreach efforts to the County Supervisors, LAHSA, the public, and the Measure H Citizens' Oversight Committee to ensure that the SGVCOG is engaged in the process.

Prepared by: 
Samantha Matthews
Management Analyst

Approved by: 
Marisa Creter
Executive Director

ATTACHMENTS

Attachment A – Approved SGVCOG White Paper on LAHSA Reform

Attachment B – LAHSA Report on Governance

Attachment C – LAHSA Report on Governance Presentation to Homelessness Deputies

**United We Stand:
Supporting a comprehensive, coordinated structure and strategy to meet
the homelessness crisis in Los Angeles County**

*A White Paper
Prepared and Adopted
by the San Gabriel Valley Council of Governments*

January 21, 2021



Table of Contents

INTRODUCTION	2
EXECUTIVE SUMMARY	3
BACKGROUND	6
PROBLEMS WITH THE CURRENT SYSTEM	11
POTENTIAL SOLUTIONS	18
DEMONSTRATING COMMITMENT TO QUALITY PROGRAMS AND SERVICES	29
CONCLUSION	30

INTRODUCTION

The ever-worsening homeless crisis is a growing threat to the wellbeing, prosperity and quality of life of our region. It is likely only to intensify due to the ongoing COVID-19 pandemic. The gravity and urgency of the crisis requires a comprehensive, coordinated, Countywide structure and strategy to end the shame of tens of thousands of people living on our streets.

Acknowledging this crisis and the problems with the current homelessness services system, the Los Angeles County Board of Supervisors approved a motion, “Exploring New Governance Models to Improve Accountability and Oversight of Homeless Funds” on September 1, 2020. This motion focused on the structure and function of Los Angeles Housing Services Authority (LAHSA) but highlighted the need to examine the system as a whole. Meanwhile, LAHSA itself has convened an Ad Hoc Committee on Governance to consider similar concerns.

While we support the efforts of the County, LAHSA and the City of Los Angeles to seek a more effective coordinating structure, we believe it is critical to directly involve the remaining 87 cities that make up the County. These cities represent 60% of the County’s population, nearly 40% of the population of those experiencing homelessness and are the source of the majority of the tax revenue for Measure H.

Municipalities in the San Gabriel Valley are committed to be leaders in the fight to combat homelessness. We have the need and the desire to serve the most vulnerable in our communities and to maximize local ideas, resources, and programs to this end. The San Gabriel Valley Council of Governments (SGVCOG) and its member cities developed this white paper to demonstrate our commitment to creating a more coordinated, effective homelessness services system which is capable of solving our homelessness crisis.

As demonstrated in our Homeless Report (Attachment A), we bring tangible resources to the table. Our city governments, non-profits, faith communities, healthcare providers, businesses, civic organizations and volunteers are already actively engaged in meeting this crisis. We already have boots on the ground working every day on all aspects of this challenge. What we lack is participation in a focused, flexible and responsive Countywide structure to coordinate strategy, services and funding to effectively address the causes and solutions for homelessness.

In this white paper, we lay out the background and our perspective on the shortcomings of the current approach to homelessness across LA County. We lay out a range of potential solutions. Our concerns are substantive and we believe our alternatives are realistic. We believe that failure is not an option.

The cities of the San Gabriel Valley pledge to work with the County of Los Angeles, the City of Los Angeles, our sister communities and the myriad of private, non-profit, academic, philanthropic and civic institutions across the County to mobilize an effective, efficient and equitable response to the homelessness crisis.

EXECUTIVE SUMMARY

The SGVCOG is a joint powers authority that supports regional issues and implements regional programs. The SGVCOG includes the 31 cities and unincorporated areas of Los Angeles County Supervisorial Districts 1, 4, and 5, representing 20% of the population of Los Angeles County.

The 2020 Homeless Count identified 4,555 people experiencing homelessness in the San Gabriel Valley. This represents an increase of 47% over the last five years. With the inclusion of the separate count within the separate Pasadena Continuum of Care, the homeless population of the San Gabriel Valley represents nearly 10% of the Countywide total.

Of those counted in 2020, two-thirds were unsheltered with the majority of those staying in vehicles (59.8%) and the remainder (40.2%) on the streets. One third were sheltered. People of color represent 75% of those experiencing homelessness

The SGVCOG cities are actively engaged in providing homelessness services and work with LAHSA, LA County Homeless Initiative, LA County Department of Mental Health, LA County Sheriff's Department, and various other State and County departments, nonprofits, service providers, and other municipalities. The cities of Claremont, Pomona, and La Verne are also served by Tri-City Mental Health.

Most San Gabriel Valley cities have adopted formal homelessness response plans and others are currently developing them. Several cities have used Measure H implementation funding to offer Housing Navigation services to their communities. In 2018, the City of Pomona opened a 200-bed interim housing facility, contributing much of the capital funding themselves. The region has strong networks of outreach efforts, shelters, housing assistance programs and a range of public, non-profit and faith-based social services. Finally, twenty-one SGVCOG member cities have joined the San Gabriel Valley Regional Housing Trust (SGVRHT) that is financing the planning and construction of affordable housing, including permanent supportive housing for homeless individuals and families.

Problems with the Current System:

- **Lack of Collaborative Relationship with Smaller Cities:** LAHSA and the broader County homeless services delivery system do not engage with SGV cities as partners. Yet our cities are on the front line when residents have complaints or concerns about homelessness. Without effective collaboration from LAHSA or the County, cities are largely left on their own to address the needs of their homeless residents. At worst, this can lead to duplicative efforts with LAHSA that are a waste of precious resources. County and LAHSA programs would be more effective if they built on the close relationship that city governments have with their communities and their knowledge of local conditions. To do this, there must be an effort to understand the specific needs of these small communities and collaborate with jurisdictions to implement these more targeted approaches. Communication and transparency need to be improved to build trust and collaboration.
- **Lack of Funding for Locally-Based and Supported Initiatives and Programs:** Cities throughout the County have constrained funding to address a wide range of issues, including homelessness, transportation, public safety, parks, and stormwater. Under the

current system, when cities propose an innovative solution, it does not appear to be taken seriously unless it can be applied County-wide. Funding for locally-based and locally-supported initiatives and programs can leverage Measure H funding for greater impact. Other countywide tax measures, including Measure W (Water), Measure A (Parks), Measure M (Transportation), Measure R (Transportation), have all included a “local return” component that have allowed cities to implement projects and programs customized to local needs.

- **Poor Communication and Lack of Transparency:** If one thing is clear about the homelessness crisis in LA County, it is that it’s not clear who is accountable. The roles, missions and responsibilities of County government, the County’s Homeless Initiative and LAHSA and individual cities overlap or leave gaps. Currently, cities struggle to access information about programs, do not have direct access to appropriate contacts that can answer questions and respond to concerns. There is a lack of timely and accurate shared data about people experiencing homelessness served in their communities. When cities are able to find appropriate contacts, it can be difficult to get clear and concise direction from LAHSA and the County. At times, staff receive different answers from different people, creating confusion and making program implementation more difficult. Further complicating these issues is that cities often interact with LAHSA in both its capacity as an administrator of funding and as a direct service provider through its outreach teams.

Potential Solutions:

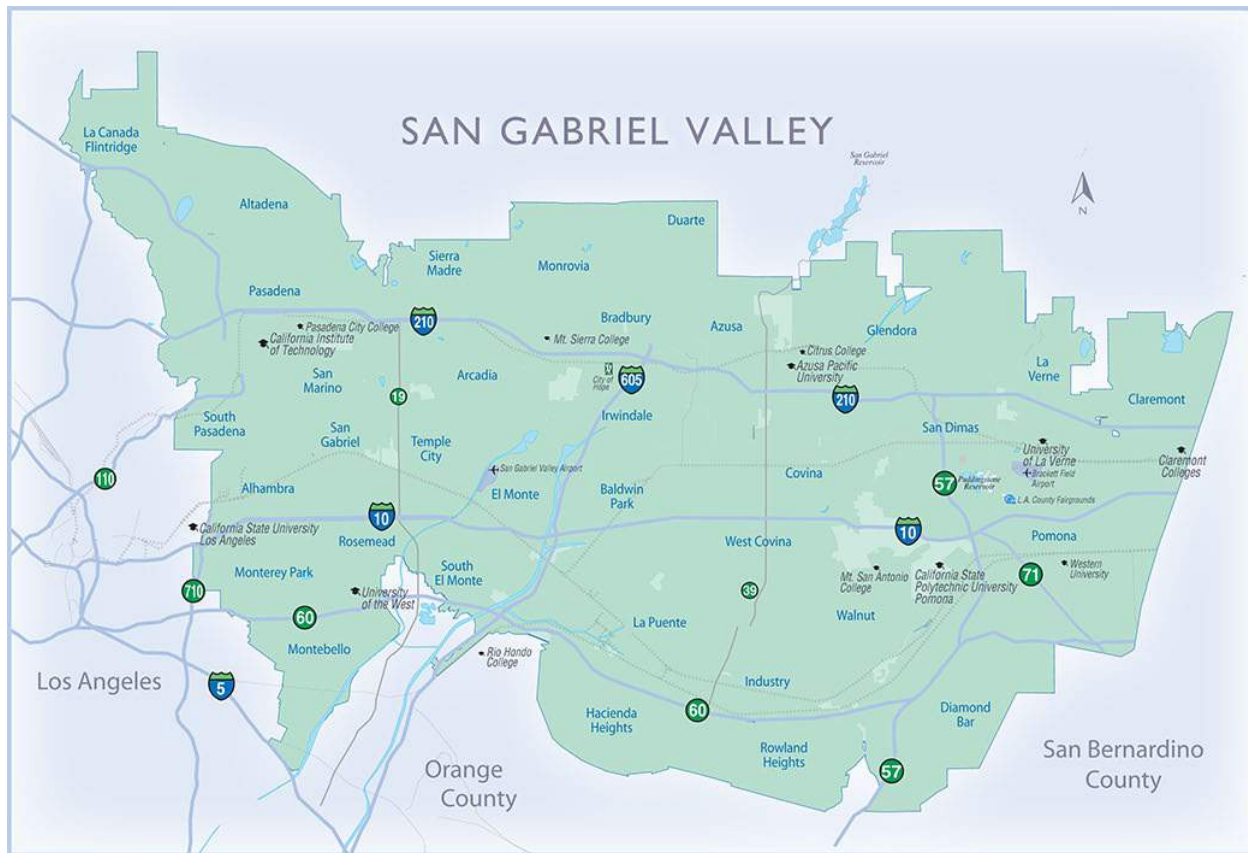
- **Increasing Representation Within the Current System:** LAHSA was created nearly three decades ago as a joint structure for the County and the City of Los Angeles to administer funding for homeless programs, primarily from the Federal government. Much has changed since then, including the passage of Measure H and the increased role of the State government in funding homeless programs. The nature and distribution of homelessness has also fundamentally changed. There is widespread recognition that greater clarity, coordination and innovation is necessary to effectively deal with the growing homelessness crisis. Many options have been proposed for restructuring the governance of homeless strategy, funding, programs and policies. Among the models are restructuring LAHSA to act as the primary entity for expanded countywide coordination. These include using the Metro board as a model; adding representatives from all the Service Planning Areas or the Councils of Government; and a new model implemented in King County (Seattle) that has a bifurcated board structure to direct policy and operations and includes representation from elected officials, experts and people with lived experience.
- **More Autonomy Within the Current System:** Even without restructuring governance, there can be improvements within the current system by granting greater autonomy on programming and funding within each Service Planning Area and with the cities they cover.

The white paper proposes additional proposals for improving the delivery of services to reduce homelessness. Finally, it poses the option that in the absence of consensus on a comprehensive coordinated strategy and structure to effectively address the growing crisis, the San Gabriel Valley is prepared to accept independent responsibility for administering our own Continuum of Care. Of

course, this would require an appropriate allocation of resources. We are hopeful we can work together, collaboratively, to improve the current system.

BACKGROUND

The San Gabriel Valley Council of Governments (SGVCOG) is a regional government planning agency that aims to maximize the quality of life in the San Gabriel Valley. We are a joint powers authority that consists of 31 incorporated cities, unincorporated communities in Los Angeles County Supervisorial Districts 1, 4, and 5, and three San Gabriel Valley Municipal Water Districts. The SGVCOG works on issues of importance to its member agencies, including homelessness, transportation, the environment, and water, and seeks to address these regionally.



The SGVCOG is the largest and most diverse sub-regional council of governments in Los Angeles County. The San Gabriel Valley encompasses nearly 400 square miles and has more than two million residents of thirty-one cities that are represented by 161 councilmembers. In comparison, the City of Los Angeles, with a population of four million, is represented by fifteen councilmembers. This allows councilmembers in San Gabriel Valley cities to be closely in tune with the concerns of their constituents and to shape local policy accordingly.

Our communities each have a unique character and history and often face unique challenges that they have varying resources to address. Our member cities' populations range from 1,008 in the City of Industry and 1,084 in the City of Bradbury to 117,000 in the City of El Monte and 156,000 in the City of Pomona.

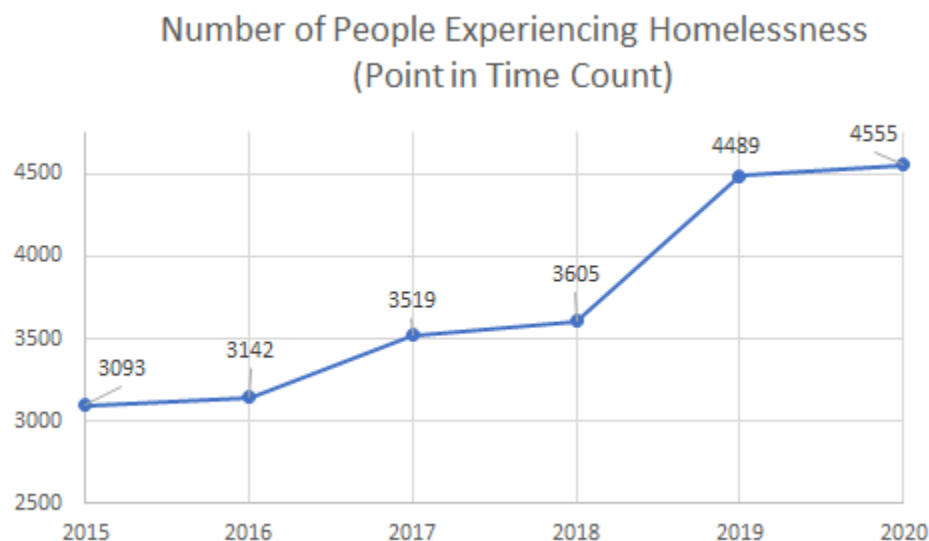
It's a diverse region: of the residents in the San Gabriel Valley, 44.7% identify as Hispanic or Latino; 25.7% as Asian; 24.8% as white non-Hispanic; 2.4% as Black; and 2.4% as Native American, Alaskan Native, Native Hawaiian, or another race.

At the time of the 2010 Census, 61% of residents in the San Gabriel Valley lived in owner-occupied housing, while 39% lived in rental housing units.

While our member cities have unique needs and resources, our communities also face many of the same challenges and have developed a unified voice to maximize resources, achieve sustainable solutions, and advocate for regional and member interests to improve the quality of life in the San Gabriel Valley.

Scope of Homelessness

In January 2020, the Greater Los Angeles Point-in-Time (PIT) Count determined there were 4,555 people experiencing homelessness within the SPA 3, the boundaries of which closely mirror those of the SGVCOG. The number of people experiencing homelessness in the San Gabriel Valley has steadily increased since 2015, when 3,093 people were identified through the PIT Count.



Just as our cities have varying populations, needs, and resources, our communities experience varying levels of homelessness. The 2020 Point-In-Time Count determined there was a range of homelessness in each of our cities - from 0 people experiencing homelessness (PEH) in some communities to 723 people experiencing homelessness in another, with a median of 68 PEH in each SGV city.

Of the people experiencing homelessness within the San Gabriel Valley who were captured through the PIT Count, the majority are unsheltered: 66.5% were unsheltered, with 59.8% of those staying in vehicles (59.8%) and the remaining (40.2%) staying outdoors on the streets, in parks, or in tents. 33.5% were sheltered, sleeping in emergency shelters or transitional housing.

Other key concerns from the region's 2020 Point-in-Time Count data of concern to our region include the following:

- People experiencing chronic homelessness rose 40%
- Number of seniors 62 and over experiencing homelessness rose 13%, 68.7% of whom are unsheltered
- People of color represent 75% of those experiencing homelessness

Our cities recognize the complex vulnerabilities many of those living on the street in the San Gabriel Valley face, with 28% living with serious mental illness and 33% having a substance use disorder. We seek to prioritize the expansion of the mental health and substance abuse services these individuals need to rebuild their lives.

Our region also has deep concern with the impacts of the COVID-19 pandemic on housing stability and homelessness. The 2020 PIT count data predates the pandemic, and the full effects on homelessness in the region remain to be seen.

While the PIT count data provides one metric for measurement, it does not capture the full breadth of homelessness in the region. The PIT count records the presence of homelessness on just a few nights supplemented with metrics and formulas that are extrapolated to determine the PIT count, which can produce significant over-counts and under-counts. The PIT count data also does not account for those persons experiencing homelessness (PEH) that may not reside permanently in the region but may travel and spend time here.

Regional Homelessness Response

As the homeless population has risen over the last 5 years, so too has the amount of San Gabriel Valley resources allocated to policies and programs to respond to the regional homelessness crisis. The cities of the SGVCOG are strongly committed to providing homelessness services and have supplemented the programs and funding administered by LAHSA and the County to provide additional resources to PEH in their communities. Nineteen cities have developed homelessness response plans, with five more cities currently developing plans to be approved by their City Councils in the coming months. The SGVCOG received an influx of \$5.625 million from the State Budget in FY 2020, and the majority of those funds have been allocated to these cities to implement their homeless plans. With additional funding supported by the County's Measure H Innovation Fund - which provided approximately \$1.5 million to the San Gabriel Valley - in total, 22 cities are utilizing these funds to implement prevention, diversion, rapid rehousing programs, and other pilot programs aimed at reducing homelessness in the San Gabriel Valley. This funding has supplemented funding that some communities received from Measure H implementation grants, which they also used to provide additional housing navigation services to their communities. Recently, during spring and summer 2020, 11 cities participated in the SGVCOG's hygiene program (funded by the County) to provide people experiencing homelessness increased access to hygiene services during the pandemic and to mitigate the spread of COVID-19 in our unhoused neighbors.

These programs often fill key gaps in the larger homeless services system. For example, there is currently a serious lack of funding for rapid rehousing in the San Gabriel Valley, with CES programs often unable to take new clients after the first few months of the fiscal year. With the funding sources listed above, the SGVCOG and its member cities are able to provide additional case management and housing navigation and rapid rehousing slots - as well as targeted outreach

and incentives to landlords to increase the supply of available units - to provide more resources to house our homeless population.

Even with limited staff, cities have also allocated staff resources to ensure that their city can respond to homelessness. Cities' homelessness response falls within a variety of city departments, often working in coordination with one another. Cities' homelessness response teams are staffed in different departments, with some in the City Manager's Offices, some in departments of community/neighborhood/human services, housing departments, economic development departments, police departments, and fire departments. Our cities work with LAHSA, the LA County Homeless Initiative, LA County Department of Mental Health, LA County Sheriff's Department, and various other State and County departments, nonprofits, service providers, and other municipalities. The cities of Claremont, Pomona, and La Verne are also served by Tri-City Mental Health.

Our region is committed to providing shelter to those experiencing homelessness and developing affordable housing to stop the inflow into homelessness. In 2018, the City of Pomona opened a 200-bed interim housing facility, contributing much of the capital funding themselves. The region has strong networks of churches, one of which provides shelter for families, and another of which provides winter shelter locations, in addition to those operated at County parks each year. Smaller scale programs offer transitional housing to youth or families, or residential treatment for substance use disorder. The cities of Baldwin Park and Pomona operate housing authorities to offer rental assistance to qualifying families and individuals through a Housing Choice Voucher Program (HCV). Our cities have engaged in advocacy to use surplus and underutilized public properties to meet the needs of those with mental illness. In 2020, the SGVCOG also started the San Gabriel Valley Regional Housing Trust (SGVRHT) - which has been joined by twenty-one SGVCOG member cities to date - to fund and finance the planning and construction of homeless housing, and extremely-low, very-low, and low-income housing projects. Already, the SGVRHT has issued funding letters of commitment to projects that would provide more than 100 housing units for the region, 30% of which would serve extremely-low income households or homeless residents.

White Paper Development Process

To inform the white paper, the SGVCOG engaged its thirty-one member cities and formed a working group of representatives from the following 11 cities: Arcadia, Baldwin Park, Claremont, Duarte, Glendora, Montebello, Monterey Park, Pomona, San Dimas, South El Monte, and South Pasadena. Stakeholders included City Managers, Assistant City Managers, Directors of Community/Neighborhood/Human Services, Public Safety Outreach Coordinators, and Police Chiefs. During a three-month period from September to November 2020, the working group met five times.

The white paper was developed through a multi-phase process. The first component included information gathering and assessment to understand the problems with the existing homelessness response system, as well as our region's current resources and programs. Subsequent meetings each focused on one section of the white paper.

The white paper was reviewed by the SGVCOG's City Manager's Steering Committee, Homelessness Committee (made up of elected officials and staff from 10 of our member cities and one LA County Supervisorial District), and ultimately approved by the SGVCOG Governing Board.

The purpose of this white paper is to address the systemic problems with the current homelessness response system, identify comprehensive solutions, confirm our commitment to best practices and programs, and demonstrate our desire to lead the region to a more effective, County-wide coordinated strategy to combat homelessness. While the white paper includes a strong focus on recommendations for reform at LAHSA, it also acknowledges and discusses other challenges within the LA County homeless services system, including administration and distribution of Measure H funds and the implementation of other County programs. This approach has allowed us to look more comprehensively – and make broader recommendations – on the County's entire homeless services system.

The white paper does this by approaching the following topics:

- Exploring the causes and impacts of systemic problems with the current homelessness response system, especially as they relate to smaller cities;
- Identifying comprehensive solutions; and
- Confirming the San Gabriel Valley's commitment to best practices and programs and to affirming a willingness to lead the region to a more effective, County-wide coordinated strategy to combat homelessness.

PROBLEMS WITH THE CURRENT SYSTEM

To identify solutions, it is important to have a good understanding of the existing problems. To that end, the first section of this white paper articulates these obstacles, provides examples of how this impacts service delivery to PEH, and identifies potential root causes. These problems prevent the SGVCOG's cities, the County, and LAHSA from most effectively assisting and housing people experiencing homelessness (PEH) and prevent homelessness.

The SGVCOG has identified the following specific problems and their impacts, which will be discussed in more detail below:

- Lack of Collaborative Relationship with Smaller Cities
- Poor Communication and Lack of Transparency
- Lack of Funding for Locally-Based and Supported Initiatives and Programs

Lack of Collaborative Relationship with Smaller Cities

In general, LAHSA and the broader County homeless services delivery system often do not effectively collaborate with cities. While the County provides opportunities for consultation on Measure H funding priorities, that input has limited impact on the ultimate decision-making. Cities do not feel informed of programs before they are implemented and, at times, it appears that cities are viewed as obstacles rather than partners.

In small cities, the relationship between residents and the city is much closer than in larger jurisdictions (e.g. County of Los Angeles; City of Los Angeles). Cities' councils and staff are on the front line in addressing homelessness and responding to residents, and they are expected to address issues. This means that programs that are much more localized and responsive to city-specific conditions. With limited support from and collaboration with LAHSA or the County, cities are largely left on their own to address the needs of their homeless residents. At worst, this can lead to duplicative efforts with LAHSA that are a waste of precious resources.

Examples

Specific examples of this lack of collaboration between LAHSA, the County, and the cities are as follows:

- **Project Roomkey:** During the recent initial rollout of Project Roomkey, cities were not consulted or informed as potential project sites were identified and pursued. This approach not only created the impression that cities were being deliberately excluded from the discussion but also likely created more opposition, as cities were not able to properly prepare for the launch of Project Roomkey in their communities. Neither staff nor councilmembers had adequate information on the program implementation and had many questions that were unanswered, such as the following:
 - What additional city services/resources (if any) would need to be provided to those sites?
 - Would cities receive transient occupancy tax on the occupied rooms?
 - Who would be housed in these Project Roomkey sites?
 - Would homeless residents from their communities have first priority?
 - Where would Project Roomkey residents go after sites were decommissioned?

Instead, the County's and LAHSA's efforts moved forward without the cities' engagement, leaving councilmembers and residents concerned and frustrated by the lack of up-front information and engagement. It was difficult to overcome this initial lack of collaboration: even as LAHSA and the County attempted to engage cities as Project Roomkey advanced, there was still distrust and uncertainty about the program and its implementation. With a collaborative approach, questions could have been discussed and addressed prior to project launch which would have led to a more successful launch of the Project Roomkey program.

- **Point-in-Time Count:** Cities have often raised the issue that the LAHSA Homeless Count methodology produces a PIT count which is substantially different from a city's understanding of its homeless count, based on its knowledge of its homeless populations. This has in the past included either a substantial undercount or overcount. For example, from 2019 to 2020, the City of Baldwin Park experienced a 100% increase in its homeless count, to 555. This number seemed improbable given Baldwin Park's size, efforts related to address homelessness locally, and observations of staff. To that end, Baldwin Park City staff spent significant time and effort to identify the reason for the significant increase and raised these concerns to LAHSA. However, no action was taken and City staff were left unable to provide an adequate explanation to the community. Baldwin Park's experience is consistent with the experience of other San Gabriel Valley communities. When cities have raised these concerns and presented specific corrections to the official count, no action has been taken.

City staff are deeply knowledgeable about their communities, and, in some instances, may have collected data throughout the year. LAHSA and the County should collaborate with cities on this data, in order to make better decisions and better direct resources and services to specific areas. This is extremely important from both a political and technical level. City level counts are also highly significant to each community's perception of progress made against homelessness. A PIT count is less accurate at smaller geographies, so it's important to fully vet and understand the data and analyze the reasons for significant changes, especially to assess if the significant change is the result of an error. Input from and meaningful collaboration with cities could resolve these serious discrepancies.

Key Cause: Lack of Representation

The SGVCOG believes that these issues may arise from the fact that LAHSA only represents the City of Los Angeles and the County of Los Angeles, and only representatives from the City and County of Los Angeles are seated on the LAHSA Commission. There are 84 other cities in the County that are also part of the LA Continuum of Care that do not have representation at the level where the most impactful decisions about homelessness are made. Instead, cities are considered as one of many stakeholders within the process, rather than as an independent partner that is also responsible for providing services to its residents. County Departments that provide numerous services to PEH have a seat at the table in discussions on how to address homelessness. However, departments that provide services to PEH in the other 84 cities are not a recognized part of these discussions. Without a seat at the table, it is impossible for true collaboration with all cities.

The SGVCOG recognizes that collaboration is challenging in a region so large and diverse, with thirty-one jurisdictions in the San Gabriel Valley, each with its own council members, ordinances, programs, and staff. However, it is critical to providing the most effective services and resources to our unhoused residents. San Gabriel Valley cities have a shared goal of ending homelessness,

and each city implements the approach that is most responsive to the needs of all of its community members and is based on the resources available, historical knowledge of their communities, and previous experiences.

LAHSA programs could benefit from the close relationship that cities have with their communities and their knowledge of local conditions. To do this, there must be an effort to understand the specific needs of these small communities and collaborate with jurisdictions to implement these more targeted approaches.

Lack of Funding for Locally-Based and Supported Initiatives and Programs

Cities have had limited access to funding that can be used to develop and implement programs that would best serve their communities. This is despite the fact that County residents passed Measure H, voting to tax themselves to provide additional resources to address homelessness. Other tax measures - Measure W (Water), Measure A (Parks), Measure M (Transportation), Measure R (Transportation) - have all included a “local return” component that have allowed cities to implement these unique programs. In each of these instances, the “local return” is only one component of the funding allocation, and there is still significant funding that is allocated towards regional projects and programs.

Local return is missing from Measure H. Instead, Measure H funding is managed by the County, where cities participate merely as minor stakeholders amongst a group of other stakeholders. This mindset has been demonstrated in the various stakeholder meetings used to develop the Measure H Approved Strategies to Combat Homelessness. At these meetings, the majority of representatives have been from County departments or the homeless services system, with very limited representation from cities.

As a result, cities have had limited access to funding that could be used to develop and implement programs that would best serve their communities. This has severely limited cities’ flexibility or creativity to create programs that uniquely serve their own communities. Moreover, even when cities propose an innovative solution, it does not appear to be taken seriously unless it can be applied County-wide.

Examples

Specific examples demonstrating the lack of locally-available funding are as follows:

- **Burdensome Funding Requirements:** When Measure H funding from the County is provided, it comes with numerous restrictions. When cities received grants for the implementation of their homeless plans, the County placed restrictions on how the funding could be used and provided cities with little ability to reprogram funds. This left funding that could have supported PEH unused because cities could not use the funds as originally intended but also could not reprogram it. Funding also cannot be used for law enforcement, even if the funding is not used for enforcement activities. Funding also has program standards which small cities are not equipped to provide, such as retaining Licensed Clinical Social Worker (LCSW) level staff. This is especially problematic given that many small cities cannot support enough city staffing to adequately address homelessness issues. Finally, LAHSA appears to apply Federal restrictions to the Measure H, locally-generated

funds. These overly-burdensome requirements do not increase the transparency or effectiveness of the use of funds - they merely increase the time and capacity required by cities and LAHSA to administer and implement the funds.

- **Prohibition on Funding for Law Enforcement Implementation:** In some communities, police or fire departments are the first responders to PEH in their communities and, as such, lead cities' homeless response efforts. With limited resources, cities must use the resources that they have in order to make an impact. Moreover, police officers are on the streets in their communities and often know their local homeless populations. However, with LAHSA's and the County's restrictions, cities that engage their law enforcement to implement homeless programs are precluded from many resources that could support their efforts to address homelessness. They do not have access to data; they have limited access to the county-wide resources that are intended to serve the whole County. Law enforcement has been prevented from communicating directly with the SPA 3 outreach coordinator, even though a strong prior relationship existed. While partnerships with LAHSA's Homeless Engagement Teams (HET) have been made, these teams don't have the resources to adequately communicate and build partnerships with each city. Departments have specialized staff and trained mental health personnel that respond to the homeless within their communities and help to place PEH into housing. For example, in Monterey Park, where the Police Department leads homeless outreach efforts and where several Project Roomkey sites were located, officers were able to house several individuals in temporary Project Roomkey housing. Monterey Park officers worked closely with their assigned County Mental Health team to provide mental health services to those PEH in need.

With LAHSA's and the County's restrictions, cities that engage their law enforcement to implement homeless programs are precluded from many resources that could support their efforts to address homelessness. These blanket determinations prohibiting engagement with law enforcement have hampered efforts to address homelessness in those communities. PEH would be better served by improving coordination and identifying opportunities to fund those innovative and unique programs, even if they fall within law enforcement agencies. In the longer-term, PEH would also be well-served by efforts to develop and implement a mental health-first response, rather than enforcement, first response. The SGVCOG is currently undertaking an effort to incorporate these services on a regional level. However, even as this effort advances, law enforcement will play a role and, to most effectively provide services to PEH, they should be provided with access to the data and services to do so effectively.

Key Cause: Lack of Understanding of Cities

The 31 independent cities in the San Gabriel Valley - and an additional 54 other independent cities also in the LA Continuum of Care - are each unique, and operate differently from the City and County of Los Angeles. Cities have unique and diverse stakeholders and different programs, procedures, and policies to serve these stakeholders. Neither LAHSA nor the County Homeless Initiative appears to understand this diversity or to value the diversity and information that cities do bring to the table. As discussed previously, cities have an intimate knowledge of their communities, as well as their homeless populations. The overall homeless services system would benefit greatly if LAHSA and the Homeless Initiative made a more concerted effort to understand

the diversity of individual cities and worked with them to support more localized homelessness programs, rather than try to apply a one-size-fits-all approach across the entire County.

City government is the most effective level of government where residents, service providers, faith communities, businesses, and non-profit organizations can work together to develop solutions that work best for their communities. Acknowledging this fact would allow for more opportunities to identify and implement unique solutions.

Poor Communication and Lack of Transparency

As alluded to previously, there is poor communication between LAHSA, the County, and cities. Cities have no centralized point of contact at LAHSA or the County, nor do they have access to appropriate contacts that can answer questions about programs, respond to concerns, and provide data about PEH served in their communities. Further complicating these issues is that cities often interact with LAHSA in both its capacity as an administrator of funding and as a direct service provider through its outreach teams.

When cities are able to find appropriate contacts, it can be difficult to get clear and concise direction from LAHSA and the County. At times, staff receive different answers from different people, creating confusion and making program implementation more difficult. It often seems that information is being withheld from cities, creating the appearance of a lack of transparency.

Examples

Specific examples of this lack of communication and transparency are as follows:

- **Data Sharing:** HMIS is the critical component of data sharing in the County's homeless services system. However, staff are often denied access. In some instances, HMIS access is denied because city staff are members of law enforcement, or, in some cases, simply work closely with law enforcement. Cities are working to use HMIS as a part of an effort to better coordinate their services with the broader system, to share knowledge of individual clients' whereabouts, and to better target city resources and avoid duplication. Without HMIS access, cities are hindered from embracing the principles of the Coordinated Entry System (CES) - intended to be a no-wrong door, county-wide system - while at the same time being encouraged to follow the CES process. It has led to numerous instances of cities working with a particular person experiencing homelessness, only to learn later that they had a case manager elsewhere actively looking for them, or that a service provider was working with someone actively receiving services from a city program. Alternatively, when clients working with a city are later connected to services, their new provider does not have the context which could have been already entered into HMIS. Though cities attempt to facilitate information sharing through individual communications, this is much less efficient or effective. There likely are legitimate issues related to privacy; however, LAHSA has not partnered with cities to attempt to overcome these issues. With genuine collaboration and communication, LAHSA could learn from other contexts in which cities or law enforcement have access to sensitive information and apply these best practices to HMIS and other data.

Without full access to data and information-sharing systems, work done by cities or smaller community-based providers (either separately or in coordination with cities) is not effectively coordinated within the system. As a result, services remain fractured. Even as new initiatives, such as Housing Central Command, aim to unify diverse resources, smaller cities or independent public housing authorities are not included. The need for improved communication is especially critical when cities are impacted by homelessness in areas outside of their jurisdiction. Cities have few options related to homelessness in County parks or Caltrans property within or near their borders, or in unincorporated County which borders the city, and which may not even be in the same SPA.

- **Undermining Public Support for and Success of Measure H:** Beyond the impact on PEH, these problems jeopardize the success of Measure H and challenge the goodwill of residents that want to see progress in addressing homeless in their communities. San Gabriel Valley cities receive numerous complaints regarding the lack of progress made surrounding homelessness, despite the promises of Measure H. Cities, shut off from influencing the services delivery system, cannot assist in a meaningful way. Cities that do not have their own housing navigators - funded using separate funding - or existing relationships with CES providers or outreach teams can only themselves access services for their homeless residents by using the Homeless Outreach Portal (LA-HOP), which can only commit to a response within days. Alternatively, cities can direct their residents to use the same process to request services. If and when an outreach team arrives days later - at which time the PEH may or may not still be there in need of services - nothing appears to change. Then, when programs like Project Roomkey are launched in a community and are not preceded by community engagement, city staff and elected officials are the ones responsible for addressing community complaints. Because they are provided little or no information - and are not in control of the programs, they have little to offer. Community members who wish to serve their homeless neighbors have comparatively few options to get involved. This sours future support in communities for any measure to extend homeless services funding, putting in jeopardy the future of Measure H, as well as the system we have all worked so hard to build.

Key Cause: Lack of Trust

It appears that LAHSA and the County do not trust the cities' partnership in addressing homelessness. They do not appear to trust cities' ability to develop and administer programs responsibly, nor do they appear to trust cities to appropriately use the data to serve their homeless populations. LAHSA and the County have focused on creating an overarching system and establishing best practices but have not actively involved the cities in this process. As a result, an understanding of local context and situation is not included.

Our cities truly are willing partners in the fight against homelessness and having more communication with and trust in cities to develop and implement programs that are responsive to the local communities will lead to a stronger system. Currently, nonexistent and/or slow communication prevents the timely resolution of problems, creates confusion, and, ultimately makes program implementation more difficult. It undermines the intended approach of CES and the County homeless system to have a no-wrong door approach and ensure that PEH receive services as quickly and efficiently as possible.

Cities have developed - and want to continue to develop - their own programs that serve their communities, and they want these programs to be recognized as legitimate components of the County's homeless services system.

POTENTIAL SOLUTIONS

The SGVCOG believes there are multiple alternatives that would address the issues discussed in detail in the previous section. The SGVCOG believes these alternatives would strengthen the County’s overall homeless services delivery system. These alternatives would be more responsive to the partners in small cities around the County and allow for more robust collaboration and coordination between all partners participating in the fight to end homelessness in LA County.

Our proposed solutions include both recommendations to improve the system at a high level as well as smaller-scale adjustments to be made concurrently. While most of these recommendations focus on LAHSA, we recognize that many would instead require changes to the policies of the County and its respective departments. In particular, our recommendations 1b, 2b, 2c, 2d, 2e, 3a, and 3c are just as applicable to the County system as to LAHSA. All fall into one of the following categories:

- Increasing Representation Within the Current System
- More Autonomy Within the Current System
- Additional Improvements to the Current System
- Independent Control

Our hope is that it will be possible to resolve the issues identified without necessitating a wholesale overhaul of the current system or the creation of new entities. We believe that starting from scratch in that way is only in the best interest of all involved if sufficient alternatives cannot be agreed upon. To that end, it is our intent to only advocate for the options in the “Independent Control” category after first attempting to find an agreeable resolution to our concerns from among the other categories.

Increasing Representation Within the Current System

Recommendation 1a: Increase Representation and Seats on the LAHSA Commission

The SGVCOG believes that, within the current system, there must be increased representation for jurisdictions besides the City and County of Los Angeles. Seats should be added to the LAHSA Commission, to provide a voice to and increase knowledge of other areas of the region and smaller cities.

The SGVCOG proposes that jurisdictions other than the City of Los Angeles and the County of Los Angeles should have representation that is equal to that of the City and the County. Four potential approaches are summarized in Table 1, below.

Model	Representation Structure
Add Council of Government (COG) Based Representation	<ul style="list-style-type: none"> ● 5 seats for the City of Los Angeles ● 5 seats for the County of Los Angeles ● 5 seats allocated to COGs according to their population, excluding portions in the City of Los Angeles and unincorporated County. That could be divided potentially as follows: <ul style="list-style-type: none"> ● San Gabriel Valley COG (approx. 2 million people) ● Gateway Cities COG (approx. 2 million people) ● South Bay Cities COG (approx. 1.3 million people) ● Westside Cities COG and the Las Virgenes/Malibu COG (Combined) (approx. 500,000 people) ● San Fernando COG, Arroyo Verdugo COG, and North Los Angeles County COG (Combined) (approx. 1.35 million people)
Los Angeles County Metropolitan Transportation Authority (Metro) board	<ul style="list-style-type: none"> ● 5 seats for the City of Los Angeles ● 5 seats for the County of Los Angeles ● 5 seats selected by the City Selection Committee
Add Service Planning Area (SPA) Based Representation	<ul style="list-style-type: none"> ● 5 seats for the City of Los Angeles ● 5 seats for the County of Los Angeles ● 5 seats allocated to all 8 SPAs according to their population, excluding portions in the City of Los Angeles and unincorporated County. That could be divided potentially as follows: <ul style="list-style-type: none"> ● SPAs 1 and 2 (Combined) (approx. 1.3 million people) ● SPA 3 (approx. 2 million people) ● SPAs 4 and 5 (Combined) (approx. 550,000 people) ● SPA 7 (approx. 2 million people) ● SPAs 6 and 8 (Combined) (approx. 1.8 million people)
King County (Seattle) Regional Homelessness Authority	<ul style="list-style-type: none"> ● A Governing Committee <ul style="list-style-type: none"> ● One seat for the Mayor of Los Angeles, three seats for LA Councilmembers ● Five seats for the Supervisors ● Five seats for elected officials representing the other 87 cities ● Two seats representing people with lived experience with homelessness ● An Implementation Board of twelve members with specialized skills and experience appointed by the County, the City of Los Angeles and the smaller cities in the County.

Table 1.
Summary of Possible Governance Structures.

Many problems identified stem from the fact that LAHSA does not represent the other 84 cities in LA County that are also members of the LA CoC and behaves accordingly. While this solution does not solve other specific problems immediately, it allows for appropriate representation to ensure issues in all categories can be addressed over time. It takes the existing structure and improves it incrementally, preventing the disruption associated with building out a new system. Because small cities would have direct authority within the LAHSA structure, LAHSA staff would start to appropriately prioritize their needs, and those cities would have advocates within LAHSA they could call upon as specific situations arise. It also would provide cities with trusted insight into how decisions are being made.

Issue(s) Addressed

- Lack of Collaborative Relationship with Smaller Cities
- Lack of Funding for Locally-Based and Supported Initiatives and Programs
- Poor Communication and Lack of Transparency.

Key Considerations

We recommend an option that provides representation directly to COGs so that the representatives can be more fully accountable to the diverse interests of cities within those regions, rather than only the city they represent. If such alternatives are chosen, the portions of each COG or SPA which are composed of the City of Los Angeles or unincorporated County should not be considered for population weighting purposes, and those entities should recuse themselves from the selection of representatives. Otherwise, this will continue to provide them with disproportionate influence over the homeless services system. Where a seat is to be shared by multiple COG's or SPA's, they could be provided with the option of jointly selecting their representative or rotating who makes the selection. Additionally, policies would need to be created surrounding cities which are not members of any COG or are members of multiple COG's.

This change must still be accompanied by a shift in perspective by LAHSA to view cities and their commissioners as full partners and to endeavor to understand how cities function. Because small cities would not be able to collectively enact any change on their own even with five votes, cities would need to feel assured that the voices of their new commissioners would be listened to.

Critically, this would not resolve cities' concerns as to funding allocations and other decisions related to homelessness made by the County, which must be addressed separately.

Recommendation 1b: Increase Small City Representation on Stakeholder Groups

The SGVCOG requests that LAHSA and the County commit to providing seats dedicated to small cities on advisory bodies, ad hoc committees, and/or stakeholder groups whenever they are formed. The County Homeless Initiative and County Departments should make frequent use of such groups when making decisions which affect the entire County. This will allow for important, otherwise overlooked considerations to be raised from the beginning and provide cities with influence in more areas.

Specifically, the County should form a standing advisory group comprised of cities to provide input on funding decisions. This will better ensure equitable distribution of Measure H funding to regions and jurisdictions around the County.

Issue(s) Addressed

- Lack of Collaborative Relationship with Smaller Cities

Key Considerations

A thoughtful process would need to be developed to determine which entities select these representatives. Those selected would need to bring the perspective of small cities as a group, but it is also necessary for each region to advocate for their distinct needs. Whenever possible, representation from multiple areas should be provided. We also recommend adding additional seats to such bodies for people with lived experience with homelessness.

More Autonomy Within the Current System***Recommendation 2a: Modify LAHSA's Mission to Acknowledge its Services to All Cities***

The SGVCOG recommends modifications to LAHSA's mission to specify that it represents and services all 85 cities that are members of the LA CoC, to clarify responsibilities, and to provide more responsibilities to the cities. This would include, for example, committing to always consult cities for input on siting locations and for developing overall strategy in each area. By including the need to be accountable to smaller cities in its mission, LAHSA staff would better grasp the importance of understanding the priorities and structures of all member cities. By requiring that LAHSA obtain early input from cities on matters which affect them, strategies will be better tailored to local needs and foreseeable problems would be averted.

Issue(s) Addressed

- Lack of Collaborative Relationship with Smaller Cities

Key Considerations

Modifications to written policy must be accompanied by good faith collaboration. Because any outline of responsibilities will not be able to capture all circumstances, it will be important to develop strong relationships and active lines of communication to address each new situation.

Recommendation 2b: Incorporate City Input into Program Design

Cities should be given the opportunity to provide input on program design and on the development of Requests for Proposals (RFPs) and Scopes of Required Services, as well as a process to request exemptions from certain requirements. This should also include public funding related to homelessness administered through any County department. This would allow for the removal of barriers to small cities or small providers being awarded funding through the LAHSA RFP process or otherwise. These changes could include, but not be limited to:

- Allowing for programs to target a catchment area approved by the cities but smaller than the whole SPA.
- Removing requirements related to having Licensed Clinical Social Worker level staff.
- Removing prohibitions on funding law enforcement.

This would better facilitate cities being directly awarded funding and to support smaller scale programs by trusted community providers. Both cities and smaller-scale community providers are sometimes unable to meet the program requirements that LAHSA and/or the County require, which unreasonably restricts funding to larger social services providers with the expansive

infrastructure necessary to meet these program requirements. It would allow cities who operate their local homeless services through or in close coordination with their police departments to continue these programs, taking advantage of the knowledge that police departments have of their communities. It would allow cities to prioritize the use of surplus or underutilized public properties in innovative ways.

While homelessness is a regional issue, the SPA is too broad a catchment area for providing services and housing to PEH in a region as large and diverse as the San Gabriel Valley. This requirement could prevent PEH from receiving services in their own communities. For many in our region, PEH may be unable to receive services in their community, separating them from those who speak their language or from foods from their community of origin. This undermines our shared goals related to cultural competency. Our communities may be understanding of serving some PEH from neighboring cities, but requiring the acceptance of referrals from the entire SPA can displace PEH from their established communities, which serves neither housed nor unhoused residents of the San Gabriel Valley. Allowing cities to collaboratively determine a local catchment area of 2-5 cities solves these problems while allowing for flexibility.

Issue(s) Addressed

- Lack of Funding for Locally-Based and Supported Initiatives and Programs

Key Considerations

This process would need to be ongoing and allow for flexibility as new programs are designed or new problems are identified.

Recommendation 2c: Create No-Wrong Door Communication Approach with Cities

LAHSA and the County should provide a “no wrong door” style central point of contact for cities who would be empowered to determine answers to new, city-specific problems. LAHSA and the County would develop better, formal mechanisms within their own structures for engaging with cities as stakeholders and incorporating their input when making decisions.

This would solve a variety of issues related to a collaborative relationship and responsiveness to questions or needs. It would create a mechanism for solutions to novel problems to be developed in a timely manner. This point of contact could be tasked with ensuring there is always outreach to cities when a new program may be located in their jurisdiction.

Issue(s) Addressed

- Poor Communication and Lack of Transparency
- Lack of Collaborative Relationship with Smaller Cities

Key Considerations

A key element to this solution is that the contact would have the ability to prioritize these issues within LAHSA and facilitate decision making. Providing a single point of contact without this ability only solves a small portion of the problem.

Recommendation 2d: Make Funding and Programming Decisions at the SPA-level

Funding and programming decisions should be made at the SPA-level rather than at the County-level, incorporating meaningful input and engagement from stakeholders in each SPA. This could

include distinct allocations for each Measure H strategy to each SPA and/or SPA-specific RFPs. This could also include allowing SPAs to determine the most impactful ways of allocating funding and implementing programs at the SPA-level, for example developing catchment areas for the purposes of providing services to PEH. This could resolve issues of a mismatch between the strategies for programs and funding determined for each sub-region at the County level and their actual needs. This could also allow for SPAs to develop a more thoughtful approach to providing services and housing for PEH

Issue(s) Addressed

- Lack of Funding for Locally-Based and Supported Initiatives and Programs

Key Considerations

A thoughtful engagement of SPA-level stakeholders would be needed to make these decisions.

Recommendation 2e: Increase Measure H Allocations to Cities and COGs

The County should increase the Measure H allocation to cities and COGs, with a dedicated minimum funding level for each year.

Ensuring a consistent local return will bring Measure H more in line with other County sales tax measures. It would help to address a variety of concerns which were raised with respect to local control and needs. Creating more locally-controlled programs allows for more responsiveness to community concerns and improves public perception about the impact made by Measure H.

Issue(s) Addressed

- Lack of Funding for Locally-Based and Supported Initiatives and Programs
- Lack of Collaborative Relationship with Smaller Cities

Key Considerations

The use of previous allocations of funding to COGs demonstrated their ability to use this funding effectively to create city-specific programs while also maximizing opportunities to build regional partnerships and economies of scale. By providing dedicated funding on an ongoing basis, it will become possible to create long-term programs.

Recommendation 2f: Collect Input on the PIT Methodology from Cities Prior to Finalizing

LAHSA should provide an opportunity for input from each City on the data and methodology used to calculate their city level PIT count before it is finalized, as may be possible within HUD guidelines. This can include input on the correct multiplier to use for the number of individuals per car, tent, or makeshift structure, as well as ensuring the census includes a count of areas within each city with disproportionately high or low concentrations of unsheltered individuals.

This lowers the likelihood of an official overcount or undercount which is at odds with the observations of those who know the city well. It prevents fluctuations from year to year related more to how the count was conducted than changes in reality. It will allow for better data related to the geographic distribution of the homeless population within SPA 3 to inform program targeting decisions.

Issue(s) Addressed

- Lack of Collaborative Relationship with Smaller Cities

Key Considerations

Cities can provide valuable information about their homeless population both when planning for the PIT count and when functioning as a check against inaccurate data or conclusions afterwards.

Additional Improvements to the Current System***Recommendation 3a: Increase Flexibility in Implementing Programs***

LAHSA and the County should provide increased flexibility in implementing programs. Overall, there should be more flexibility, whether through modifications to existing program types or the option of proposing new ones. This could include, for example, funding more, smaller programs rather than fewer, larger programs, or the funding of creative programs proposed by cities. LAHSA should not set minimum numbers of PEH to be served by proposed programs and should not restrict the number of providers to be awarded in each SPA. Program funding levels should be set to make smaller programs feasible. This would allow for more access centers, interim housing programs, winter shelters, safe parking sites, and rapid rehousing providers. Currently, the limited number of these programs in each SPA hinders program access by PEH, prevents access to funds by smaller providers, and leads to greater neighborhood pushback as compared to the same funds split across more programs. Program implementation should acknowledge the resources and needs across the region. For example, there should be a greater priority placed on expanding resources for those that suffer with mental health and substance abuse challenges. Program implementation should focus on identifying opportunities to use and expand existing programs and facilities, including vacant, government-owned buildings, to better provide the services these individuals need to rebuild their lives.

This will allow for versions of programs which fit better into communities or otherwise better meet local needs. Using the same amount of funding for smaller programs allows for better geographic distribution, lowers neighborhood impact, and facilitates the participation of smaller providers. For example, in the 2020 Access Centers RFP, in which LAHSA added more funding overall to SPA 3 but did not increase the number of sites. The funding available would have been sufficient to fund two or three smaller programs capable of carrying out the full scope of required services. The current approach leaves most of the region without any nearby access center.

Issue(s) Addressed

- Lack of Funding for Locally-Based and Supported Initiatives and Programs

Key Considerations

This should be addressed both through the creation of the “menu” of programs available to be implemented, but also within RFP documents themselves. RFPs should be less specific in mandating, for example, how many programs will be selected per SPA, and should state more generally the goals that programs must meet, allowing for some discretion in the proposal itself.

Recommendation 3b: Allow Cities to Access HMIS

LAHSA should create a streamlined way for cities to access HMIS and collaborating to resolve any legitimate privacy concerns. LAHSA should provide a clear process for beginning HMIS participation, and standard policies related to privacy concerns cities are likely to face.

This will allow cities to participate in HMIS who do not currently do so either because of lack of a clear avenue to gain access, or because they are prohibited from doing so. Where privacy concerns must be addressed, a collaborative process could result in cities adopting the appropriate policies to resolve them.

Issue(s) Addressed

- Poor Communication and Lack of Transparency

Key Considerations

This should include a clear mechanism to produce city level data and reports to best take advantage of increased HMIS use.

Recommendation 3c: Better Integrate Law Enforcement into Homeless Response

LAHSA and the County should better incorporate homeless outreach within law enforcement. This could be based on the existing model operated by the Department of Mental Health (DMH) with local law enforcement. For example, Monterey Park has a DMH psychiatric social worker assigned to their police department. This person works in conjunction with their officers who focus on homeless outreach. This clinician is mandated to follow the County's privacy and program standards and policies, but this individual is integrated with this local city team. LAHSA could utilize a similar model, assigning an outreach worker to each independent city or to groups of cities depending on their size and/or PIT count. This integration could better tailor outreach to specific community needs.

This will allow the homeless services system to take advantage of the knowledge local law enforcement has of their city. It will reduce fragmentation between the larger system and the work currently taking place in cities who operate their homelessness programs through their police departments.

Issue(s) Addressed

- Poor Communication and Lack of Transparency
- Lack of Collaborative Relationship with Smaller Cities

Key Considerations

The appropriate points of contact and areas for integration will vary by city depending on their law enforcement structure or methods of operating homeless services within their city.

Recommendation 3d: Expand Participation in Housing Central Command

LAHSA and the County should expand participation in Housing Central Command by smaller cities and independent public housing authorities (PHAs) once it expands beyond its pilot phase. This would better streamline the use of these entity's resources to address homelessness in their communities.

Issue(s) Addressed

- Poor Communication and Lack of Transparency

Key Considerations

PHAs have different policies and differing approaches to homelessness which may influence their relationship to Housing Central Command.

Independent Control

Should all attempts to reform or restructure LAHSA fail or be determined to be infeasible, the San Gabriel Valley could pursue the creation or expansion of an entity or entities independent of LAHSA to administer and manage Measure H and other funding. This could include:

- Administration of the majority of funds and programs directly through the COGs
- Forming new homeless services authorities to serve each sub-region.
- Forming a new homeless services authority to serve the County minus the City of LA
- Administration of the majority of funds and programs directly through each city.

Such an entity or entities could, with the necessary approvals, join the Pasadena, Glendale, or Long Beach Continuums of Care (CoC) or create independent CoCs.

Managing funding independently would allow cities to solve all or most of the problems we have identified. Because such an overhaul comes with downsides in terms of disruption of the current system, we hope that these problems can be resolved through other means. However, we view these options as effective solutions to prioritize if other methods fail.

These smaller entities also may be better equipped to act as the fiscal agent to administer funds, as LAHSA struggles to do. Smaller entities could provide more timely payments to providers and cities and be responsive to fiscal questions.

Issue(s) Addressed

- Lack of Collaborative Relationship with Smaller Cities
- Lack of Funding for Locally-Based and Supported Initiatives and Programs
- Poor Communication and Lack of Transparency

Key Considerations

The governance structure of any new entity created would need to be thoughtful to ensure problems of representation are not duplicated and that the needs of all member cities are taken into account. Additionally, Measure H funding would need to be allocated to the respective entities proportionally, either by PIT count, population, or amount of sales taxes collected within their borders. The costs associated with these options should be borne by new or existing County funding.

Recommendation	Collaboration with Smaller Cities	Funding for Local Programs	Communication and Transparency
Additional LAHSA Commission seats for smaller cities	X	X	X
Dedicated seats for smaller cities on advisory bodies, ad hoc committees, and/or stakeholder groups.	X		
Expansion/clarification of LAHSA's mission and responsibilities to specify that it represents and serves all 88 cities.	X		
Formally incorporate cities' input into program design, RFPS, and SOWS and allow cities to be exempted from certain RFP requirements		X	
Provide a "no wrong door" style central point of contact for cities who would be empowered to determine answers to new, city-specific problems.	X		X
Making funding and programming decisions at the SPA-level rather than Countywide.		X	
Increasing the Measure H allocation to cities and COG's, with a dedicated minimum annual funding level.	X	X	
Providing an opportunity for input from each City on the data and methodology used to calculate their city level PIT count before it is finalized.	X		
Increased flexibility in implementing programs.		X	
Streamline access for cities to HMIS, collaborating to resolve any legitimate privacy concerns.			X
Better incorporating homeless outreach within law enforcement.	X		X

Participation in Housing Central Command by smaller cities and independent public housing authorities.			<i>X</i>
The selection of an entity or entities independent of LAHSA to manage Measure H and other funding.	<i>X</i>	<i>X</i>	<i>X</i>

Table 2.
Summary of Proposed Recommendations.

DEMONSTRATING COMMITMENT TO QUALITY PROGRAMS AND SERVICES

The San Gabriel Valley is committed to continuing to pursue philosophies which lead to quality programs and services and align with nationally recognized best practices. Our existing practices and plans demonstrate this, and we intend to deepen our commitment to them as our work expands. This demonstrates that funding will be used effectively as the San Gabriel Valley is provided with more autonomy as our recommended solutions are put into effect. While this may look different depending on the level of autonomy provided, these principles will guide the work to combat homelessness in the San Gabriel Valley regardless.

Pursuing Best Practices

All programs in the San Gabriel Valley will follow nationally and regionally recognized best practices, such as those mandated by HUD or recommended by the National Alliance to End Homelessness. These include, but are not limited to, Housing First, Harm Reduction, Trauma-informed Care, Cultural Competency, and a focus on equity, including racial equity and a distribution of funds and services among subpopulations.

Our programs will be operated in accordance with program standards, facilities standards, and performance targets substantially similar to those currently in use by LAHSA. They will follow best practices in terms of caseload ratios and the use of interventions such as motivational interviewing. With respect to unsheltered homelessness in our communities, cities will follow a public health approach which prioritizes services over enforcement as recommended by LAHSA's Principles and Practices for Local Responses to Unsheltered Homelessness. PEH served in our communities will benefit from non-discrimination, equal access, and grievance policies similar to those currently in use. Overall, funds which cities or the COG control will be put to use according to the Measure H strategies.

In order to support the implementation of these philosophies, staff at individual cities who focus on homelessness will provide education on the importance of these best practices to their city councils, particularly to councilmembers who may sit on the LAHSA commission or other boards which oversee homeless services.

CES Participation and Regional Services

Programs in the San Gabriel Valley will participate in the Coordinated Entry System and operate from a regional perspective. Our work will continue to prioritize administering the VI-SPDAT in all programs and entering all participants into CES. City or COG funded programs will require collaboration with CES providers through case conferencing and other venues. Any permanent housing we control will be allocated according to LA County CES prioritization policies. Our programs will participate in HMIS and use it to the fullest extent possible. The only exception to this would be where prohibited by LAHSA, as outlined in the "problems" section of this paper.

Site based programs, such as interim housing, will be structured to serve a portion of the region. Many of our cities already address homelessness in cohorts of neighboring cities. As locally-controlled homelessness programming expands, the remaining cities can form themselves into self-selected cohorts of two to five cities each. These cohorts will form the basis of the catchment

area that each site based program would serve, rather than the entire SPA, and eligibility criteria would include having contact with an outreach team while in that area or otherwise having ties to a member city. In this way, local programs will have a regional approach while serving PEH from the communities where the sites are located.

Use of Local Resources and Control

Our communities commit to using local resources and control to effectively expand the homeless services delivery system. Once the above-mentioned cohorts of cities are formed, we will work to site interim housing beds in each one. By doing so, interim housing options will be available to PEH anywhere in the SPA, resolving a key limitation of this approach. The number of beds within each catchment area will be in accordance with targets to be determined at a later time, for example, 10% of each area's PIT count.

It will be important for member cities to maintain a level of control over beds in their catchment area. This could include the targeting of specific encampments, the use of preference lists, or a set-aside of beds to be filled specifically by city referral. This will not preclude the integration of interim housing into CES, such as by using eligibility criteria related to acuity or housing match status.

Our communities will also support the siting of permanent supportive housing within our communities. We will prioritize using surplus land for homeless services and affordable housing and are actively working to identify parcels for this purpose. We will also prioritize leveraging funding such as CDBG and the Regional Housing Trust to support regional goals. Our cities will prioritize the use of surplus or underutilized public properties, particularly to address the needs of those with mental illness or substance use disorder.

CONCLUSION

The challenges and recommendations emphasized in the sections above highlight the opportunity for all stakeholders in the County of Los Angeles to come together and build a comprehensive, coordinated, Countywide structure and strategy to end the shame of tens of thousands of people living on our streets. Business-as-usual will not solve this problem, so all County stakeholders must rise to face this challenge. The SGVCOG looks forward to actively participating in the formation of a better and more responsive homeless services system for all.

LOS ANGELES HOMELESS SERVICES AUTHORITY: REPORT ON GOVERNANCE

FEBRUARY 2021

(REVISED FEBRUARY 24, 2021)

SUBMITTED TO THE LAHSA COMMISSION AND THE
AD-HOC COMMITTEE ON GOVERNANCE

Prepared by Ann Oliva

Visiting Senior Fellow, Center on Budget and Policy Priorities

**Los Angeles Homeless Services Authority: Report on Governance
February 2021 (Revised)**

Executive Summary

The LAHSA Commission formed an *Ad-Hoc Committee on Governance* in February 2020 to review the current structures that govern LAHSA's operations, policy development and relationships with key partners across the region, and to develop recommendations on how roles and responsibilities may be better defined to improve accountability for housing and services to people experiencing homelessness in Los Angeles. Two major factors drove the need for a governance review:

- 1) **LAHSA is evolving from acting as a *grants administrator* for the homelessness system to being a *system administrator*** – a role that is critically needed in the region. However, neither its current governance structure nor the Joint Powers Agreement (JPA) fully support this role. LAHSA's work is largely dictated by the City and County of Los Angeles, neither of which delegate full decision-making power on homelessness/re-housing assistance to LAHSA. This complex governance dynamic often puts LAHSA in the center of high-level policy and funding differences without the independence or authority to mediate issues. As a result, LAHSA has become a target of criticism or blame on issues outside of its actual span of control.
- 2) **LAHSA has seen unprecedented growth over the last five years** - over \$709 million dollars (728%) in budget growth and an increase of 338 staff (252%). Even with the sizable growth in staff, the organization is not fully resourced for or aligned with its level of responsibility for the federal, state, City, County and private funding sources it manages. These capacity and functional challenges can result in frustration for LAHSA staff and external partners. However, LAHSA is in the process of actively addressing these challenges through implementation of its strategic plan and operational improvements. Ensuring that its governance structure supports the changes being made to its operations is key to long-term success.

The process for developing recommendations included in this report included of a review of documents provided by the Committee regarding LAHSA's governance structure and legal requirements, interviews with community stakeholders (see page 5 for details), and a review of governance models developed and used in other systems or geographic areas.

Summary of Recommendations

As an organization and critical part of the homelessness response system in Los Angeles, LAHSA is taking the steps necessary to strengthen its operations and governance structures. However, these steps alone will not address the challenges faced by the region – issues including an increased inflow into homelessness, lack of a cohesive regional vision and goals, and an affordable housing shortage contribute to homelessness and are not within LAHSA's span of control. Strengthening the region's overall homelessness response could be accomplished through a three-step approach that includes strengthening LAHSA's operations and governance, but also conducting an assessment of regional governance and making changes that support a true system-level approach to ending homelessness and increased accountability for those entities that control related systems and resources.

**Los Angeles Homeless Services Authority: Report on Governance
February 2021 (Revised)**



While this report focuses on LAHSA governance as illustrated in Step 2 of the graphic, the completion of Steps 1 and 3 are key to LAHSA's success and to the success of the community in ending homelessness in Los Angeles. Strengthening operational capacity and performance (completing Step 1) will build trust in LAHSA as the system administrator. Clarifying roles and streamlining/ strengthening LAHSA's governance structures (Step 2) will improve the organization's ability to receive and use information from the field, connect with elected leaders, and make strong policy and funding decisions.

Step 3, however, could be transformational. Building on the improvements made in Steps 1 and 2, Step 3 could build a true systems-level approach, placing LAHSA as system administrator in the proper position and providing it with the authority and flexibility necessary to be successful. This includes the ability to develop and implement policy as well as utilize flexible funding approaches to better meet the needs of people experiencing homelessness and the organizations that serve them. Flexible funding - especially from the City/County as part of the implementation of a shared vision, goals and metrics - could also create operational efficiencies in the contracting process and support the shift from a predominantly compliance-based approach to a collective action approach at the system level.

Specific recommendations include:

- 1) LAHSA should **complete the implementation of operations changes as described in the organization's strategic plan**, many of which are already underway. Because so many of the challenges described by interviewees were, in fact, operational in nature (rather than governance related), it is imperative that LAHSA quickly implement needed structural changes to orient itself towards its role as system administrator. Priority areas include contracting and procurement, communications, implementation of equity practices in alignment with the recommendations made by the *Ad-Hoc Committee on Black People Experiencing Homelessness*, partnering with people with lived expertise, and establishing more direct connections with subregional leaders.

**Los Angeles Homeless Services Authority: Report on Governance
February 2021 (Revised)**

- 2) Establish role clarity and streamline key governance bodies. Each governance-related body or workgroup should have a clear purpose and authority and fulfill a strategic purpose for the system as a whole.
- LAHSA should work with **the LAHSA Commission, the Continuum of Care Board, the Coordinated Entry System Policy Council, and the Lived Experience Advisory Board to establish clarity** as to when they have decision-making authority, when they are acting in an advisory capacity, and when they are workgroups making recommendations on specific policy/program areas.
 - The **Regional Homelessness Advisory Council (RHAC) no longer serves its originally intended purpose, and therefore is recommended to be dissolved** after the process to map and document roles and responsibilities for the four priority groups discussed above is complete. A communications strategy for current RHAC members should be developed and implemented as part of the process for successfully disbanding the group.
 - A full analysis of existing workgroups and committees created as part of the LAHSA Commission, the Continuum of Care, the RHAC, and the City and County should be conducted in order to understand any overlap or conflicting mandates and workflows. **Extraneous workgroups should then be dissolved and membership in newly created or existing workgroups should be reviewed** to ensure that they are comprised of appropriate subject matter experts, including people with lived expertise.
 - This analysis/mapping is an opportunity to work with current (HUD or other) technical assistance (TA) providers to streamline the number of groups working on overlapping or similar topics and to be strategic about the use of workgroups. This process should be closely coordinated with the organization's strategic plan implementation work. A four step process would provide the information and consensus needed to execute this recommendation.
 - (1) LAHSA should identify any regulatory or other legal requirements that workgroups fulfill so they can be accounted for in the analysis.
 - (2) LAHSA staff should identify workgroups that it convenes/manages/participates in, including those workgroups convened as part of the Commission, the CoC or CES Policy Council. Through its own process, LAHSA can identify the information needed from other workgroup conveners to begin mapping and streamlining these functions.
 - (3) With the assistance of TA providers, LAHSA should identify key leaders across the system who also convene workgroups on the issue of homelessness, and provide a standard format for these partners to identify each workgroup, its purpose, legal authority, frequency and members.
 - (4) LAHSA should convene a meeting of its partners at the City of Los Angeles, County of Los Angeles, the CoC Board, the CES Policy Council and the RHAC to produce a system workgroup map, identify areas where workgroups can be combined or steamlined, review workgroup membership with an equity lens, determine next steps for making proposed changes (based on the existing authority for each group) and communicating to stakeholders.

**Los Angeles Homeless Services Authority: Report on Governance
February 2021 (Revised)**

- **The role of both the Commission and its members can be immediately clarified and changes can be made to build a stronger connection between the Commission and elected officials,** including the City Council. Recommended actions include:
 - Create position descriptions for LAHSA commissioners and officers, including expectations of the positions.
 - Develop a characteristics, skills and expertise matrix to aid elected officials in the selection of Commissioners when filling an open seat. Specifically address diversity, inclusion and representation by people of color and people with lived expertise.
 - Work with Mayor's Office and City Council to develop a process for filling/confirming City of Los Angeles seats in the future.
 - Create a formal mechanism to address sub-regional planning, policy and resources. For example, create an ad-hoc committee or other process that includes City/County/regional leaders designed to specifically develop strategies to include other sub regions and cities in system coordination. This issue may be included in the review of LAHSA's legal authority.
- Although this report generally recommends fewer bodies/workgroups with clearly defined roles and authority, it is also sometimes necessary to fill gaps in order to successfully execute a strategic vision. Currently, there is no body that includes key elected officials to assist LAHSA in administering the system and troubleshooting problems across political boundaries. Therefore, it is recommended that LAHSA work with **key elected officials (City and County) with jurisdiction over homelessness assistance resources to create a homelessness-specific planning group** to convene regularly while the system-wide structure (described below) is in development. This approach will quickly engage important decision-makers to address urgent challenges and lay the groundwork to a regional, system-level approach. At least two communities on the West Coast use a similar model.
 - In 2020 the City of San Diego implemented a Leadership Council on homelessness that includes the Mayor of San Diego, the Chair of the County Board of Supervisors, a City Council member and the CEO of the Housing Commission along with key lived expertise representation, philanthropic and business leaders and the Continuum of Care. ([City of San Diego Community Action Plan on Homelessness](#), p.36)
 - In 2020 King County and Seattle, Washington entered into an Interlocal Agreement to create a new King County Regional Homelessness Authority, with elected leaders including the Mayor of Seattle, the County Executive, members of the City and County Councils and members of the [Sound Cities Association](#) serving on its Governance Board alongside people with lived expertise. ([King County Homelessness Governing Board](#))

3) Support System Administration and Develop System-Wide Vision and Goals

Leaders in the homelessness community, including key elected officials, **should undertake a system-level review to identify goals/vision for the system as a whole, clarify public and private sector roles, and tie LAHSA's work to its key partners within mainstream and affordable housing systems** that intersect with homelessness. It is therefore important that LAHSA be included as a partner along with the City and County as the review is conducted and a new regional structure is developed. This review be comprised of at least the following components:

- An assessment of all public and private regional governance structures (including legal agreements) that impact homelessness.

**Los Angeles Homeless Services Authority: Report on Governance
February 2021 (Revised)**

- Identification of a City/County/LAHSA mechanism to develop a robust system approach to ending homelessness in Los Angeles through development of shared goals and vision to drive decision-making and resource allocation.
- A review of LAHSA's legal authority to determine if LAHSA has sufficient independence and decision-making authority to carry out its responsibilities as the system administrator or for its role as determined through the system-level assessment and establishing a process for making changes as needed.

**Los Angeles Homeless Services Authority: Report on Governance
February 2021 (Revised)**

I. Introduction and Purpose

The LAHSA Commission formed an *Ad-Hoc Committee on Governance* (the Committee) in February 2020 based on its authority through the Joint Powers Agreement that allows for governance review every five years. The Committee is charged with reviewing the current structures that govern LAHSA's operations, policy development and relationships with key partners across the region, and for developing recommendations on how roles and responsibilities may be better defined to improve accountability for housing and services to people experiencing homelessness in Los Angeles. Its members include Commissioners Dusseault (Committee Chair), Greuel, Sauls, Farkas and Muro.

Several inter-related actions led to the formation of the Committee. LAHSA's internal strategic planning process (underway since 2018) assisted the staff and leadership of the organization to clarify its vision and LAHSA's role within the larger homelessness ecosystem of Los Angeles (see Figure 1). LAHSA is also

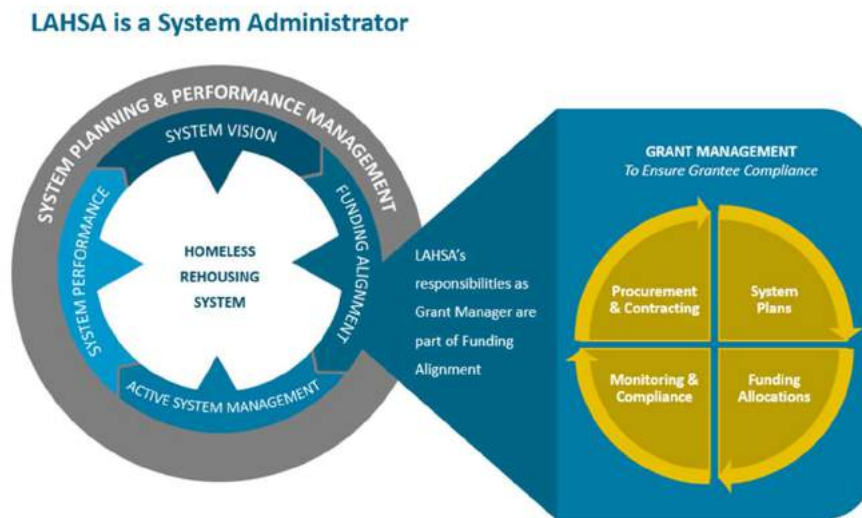


Figure 1: LAHSA's Role Within the Regional Homelessness Ecosystem

in the process of shifting internal operating structures to support that vision and role. In light of this work and the challenges discovered, the Commission formed the *Ad Hoc Committee on Governance* and encouraged partnership in this effort at both the County and City. Supervisors Barger and Solis directed the CEO, the Auditor-Controller, and County Counsel to conduct a thorough analysis of LAHSA's governance structure and to return with recommendations. City Council President Martinez also introduced a motion to examine governance of the homeless services system. The *Ad-Hoc Committee on Governance* was designed to consider each of these processes and develop its own recommendations to strengthen the organization and advance the goal of ending homelessness in Los Angeles.

**Los Angeles Homeless Services Authority: Report on Governance
February 2021 (Revised)**

LAHSA's Role in Homeless Services

LAHSA was formed in December of 1993 by the Los Angeles County Board of Supervisors and the Los Angeles Mayor and City¹ Council in response to litigation between the City of Los Angeles and Los Angeles County pertaining to jurisdictional responsibility for addressing homelessness. It was created as an independent, joint powers authority and was designed to become the agency responsible for responding to homelessness across the region. LAHSA oversight is conducted by its Commission, which is comprised of 10 commissioners, half appointed by the County Supervisors and half by the Mayor of Los Angeles with the confirmation of the City Council.

A number of factors have made it difficult for LAHSA to fully fulfill its intended role. While it has performed well in its federally recognized role as the lead agency for the Los Angeles Continuum of Care² (which covers the City of Los Angeles and much of the County), neither the City nor the County ever fully delegated decision-making power on homelessness/re-housing assistance to LAHSA. LAHSA also does not control – appropriately so – the mainstream systems that often exit people into homelessness or that serve people with physical or behavioral health issues who are also experiencing homelessness, nor does it control affordable housing production. This complex dynamic has made LAHSA accountable to multiple and sometimes conflicting institutions, with a limited ability to govern itself due to the terms of the Joint Powers Agreement.

This dynamic began to change when voters passed Measure H and Proposition HHH in 2016/2017, funding a badly needed expansion of homeless services and supportive housing aligned to a coordinated City and County strategy that prioritized a housing-first model. While the funding was key, the passing of these measures most importantly kept governments and providers united towards a common purpose. This helped LAHSA to begin to lean into the role of system administrator – one more in line with its intended purpose.

However, LAHSA's growth since 2016/2017 and the changing dynamics between its public funders have created challenges that the organization is actively trying to solve as described in this report. The *Ad-Hoc Committee on Governance* was created to ensure that LAHSA's governance structure fully supports the organization's vision and its role in the community.

Impact of Rapid Organizational Growth

With passage of [Measure H](#) (also known as the Homeless Initiative, which allocates a portion of its funding to LAHSA) and [Proposition HHH](#) (no funds flow through LAHSA) in 2016/2017, LAHSA has seen unprecedented growth both in its personnel and the amount of funding for which it is responsible. This rapid growth created the need to conduct a full review of the organization, including its operational and governance structures. The charts below illustrate the rate of change for the organization: a budget increase of over \$709 million dollars, or 728%, over five fiscal years and an increase of 338 staff, or 252% growth over the same period.

¹ <https://www.lahsa.org/about>

² HUD Continuum of Care Program: <https://www.hudexchange.info/programs/coc/>

**Los Angeles Homeless Services Authority: Report on Governance
February 2021 (Revised)**

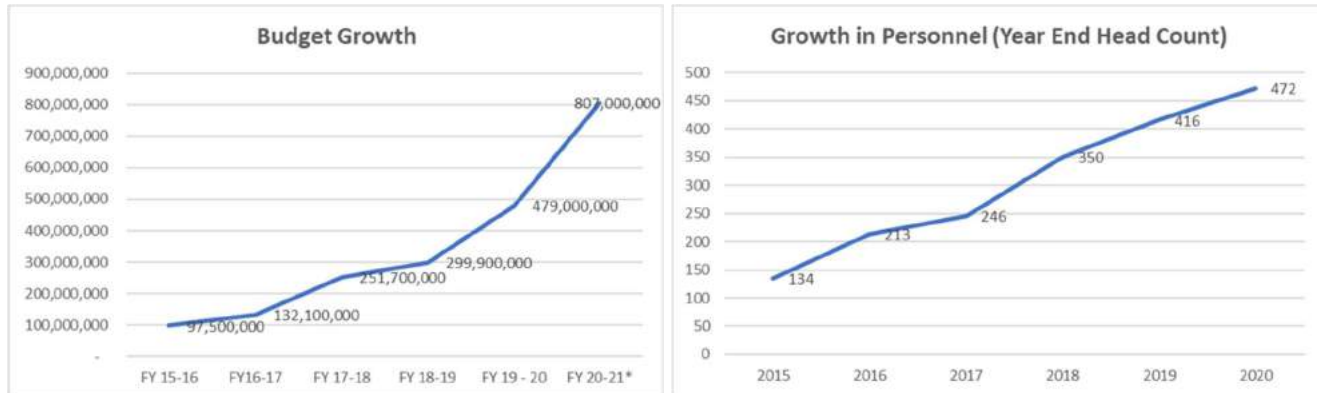


Figure 2: LAHSA Organizational Growth

These charts, however, do not tell the entire story. While the growth in staff has been sizable, it is also clear from the internal operational review that the organization's staffing is not fully resourced for or aligned with the level of responsibility for federal, state, City, County and private funding sources it manages. This creates operational capacity challenges in a number of areas – resulting in frustration both internally and with LAHSA's external partners. These operational frustrations were voiced in the interviews conducted as part of the governance review, and to LAHSA's partners were often indistinguishable from governance related challenges.

The level of funding LAHSA receives through these sources also gives the public and LAHSA's homelessness stakeholders a false sense of what LAHSA controls. While these funding amounts are large, each funding source comes with its own set of rules and limitations, creating a complex web of contract requirements and eligible activities that can be difficult to navigate and is often passed through to subrecipients. This can result in frustration or lack of clarity at the stakeholder level – often with LAHSA being blamed for inefficiencies or rules it does not actually control.

In 2018 LAHSA began a proactive process to address challenges related to the rapid growth of the organization. It began, as discussed previously, with a full operational review and strategic planning process to clarify the organization's mission, vision and role in the community. LAHSA is currently implementing operational changes in six key areas:

1. System management
2. External Relations and Communication
3. Grant Administration
4. Data Collection and Analysis
5. Health and Safety response
6. Equity

LAHSA's priority is improving operations and creating a structure that will support its role in ending homelessness in Los Angeles. Strengthening the region's overall homelessness response could be accomplished through a three-step approach that includes strengthening LAHSA's operations and governance, but also conducting an assessment of regional governance and making changes that

**Los Angeles Homeless Services Authority: Report on Governance
February 2021 (Revised)**

support a true system-level approach to ending homelessness and increased accountability for those entities that control related systems and resources.

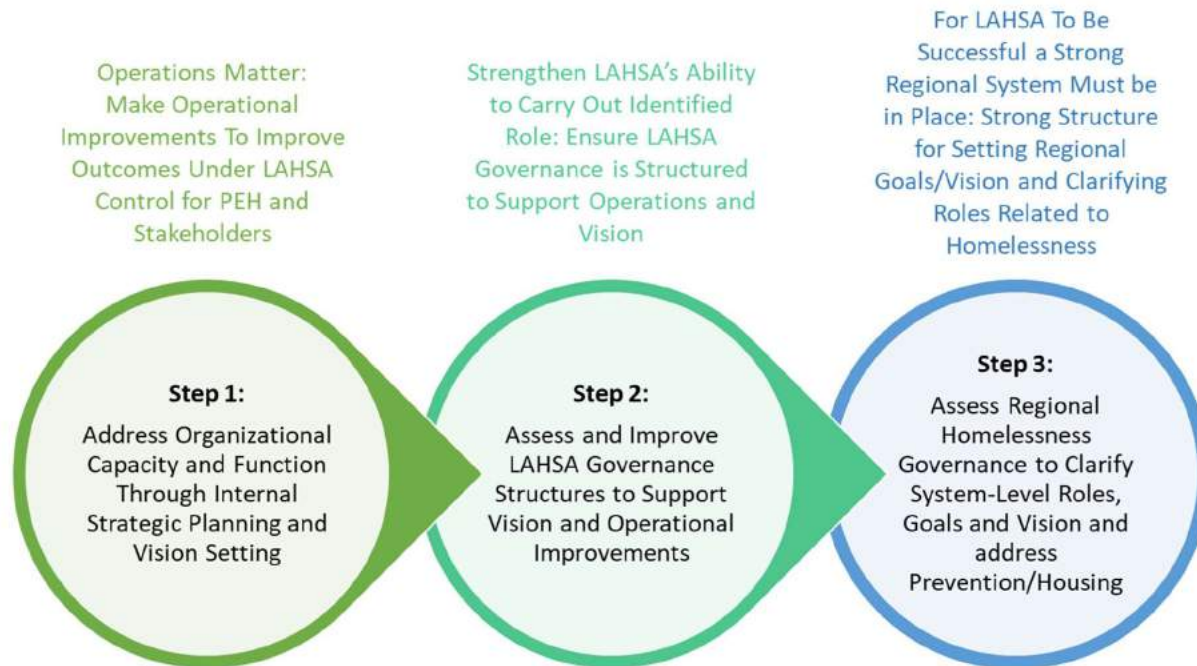


Figure 3: Strengthening Homelessness Assistance in Los Angeles

While this report focuses on Step 2 of the process as defined in Figure 3, the completion of Steps 1 and 3 are key to LAHSA's success and to the success of the community in ending homelessness in Los Angeles. Strengthening operational capacity and performance (completing Step 1) will build trust in the organization and its role. Clarifying roles and streamlining/strengthening LAHSA's governance structures (Step 2) will improve the organization's ability to receive and use information from the field, connect with elected leaders, and make strong policy and funding decisions.

Step 3, however, could be transformational. Building on the improvements made in Steps 1 and 2, Step 3 could build a true systems-level approach, placing LAHSA as system administrator in the proper position and providing it with the authority and flexibility necessary to be successful. This includes the ability to develop and implement policy as well as utilize flexible funding approaches to better meet the needs of people experiencing homelessness and the organizations that serve them. Flexible funding - especially from the City/County as part of the implementation of a shared vision, goals and metrics - could also create operational efficiencies in the contracting process and support the shift from a predominantly compliance-based approach to a collective action approach at the system level.

Equity and the Ad-Hoc Report on Black People Experiencing Homelessness

In December 2018 the LAHSA Commission's *Ad-Hoc Committee on Black People Experiencing Homelessness* issued a report and recommendations to "eliminate racial disparities impacting Black people experiencing homelessness by ensuring racial equity within the homeless crisis response system." The insights and recommendations included in the report reflect the connection between

**Los Angeles Homeless Services Authority: Report on Governance
February 2021 (Revised)**

LAHSA's governance structure and meeting the needs of people most impacted by homelessness. Two important insights into the intersection between equity and governance are described on page 7 of the report (emphasis added):

1. For lasting change to occur, **institutional barriers across agencies and mainstream systems must be dismantled** to eliminate the racial disparities and systemic racism affecting Black people experiencing homelessness.
2. The **inclusion of Black people with lived experience of homelessness in all aspects** of program and policy design, implementation, evaluation, and service delivery, is critical to ensuring that programs and services effectively meet the needs of those they are intended to serve.

While the *Ad-Hoc Committee on Black People Experiencing Homelessness* report did not include a specific chapter on governance, it offers a roadmap to how governance can fully support its implementation. The insights, principles and recommendations included in the report informed the development of the governance recommendations included here, especially related to power sharing, dismantling institutional barriers across systems, and inclusion of people with lived expertise in all layers of governance and program design.

II. Overview of the Process

The process for developing the recommendations included in this report included a review of documents provided by the Committee regarding LAHSA's governance structure and legal requirements, interviews with community stakeholders, and a review of governance models developed and used in other systems or geographic areas.

Interviews with community stakeholders began on October 13, 2020 and continued through the end of January 2021. The list of community stakeholders to be interviewed was established by Committee as part of the scope of work development for the project consultant (Ann Oliva, Center on Budget and Policy Priorities). While all interviews conducted as part of this project were facilitated by the project consultant, some interviews were conducted in conjunction with City of Los Angeles and County

Stakeholder Groups

The Committee included a broad array of stakeholder groups as part of the interview process. Interviews were conducted in two phases. In total, nearly 50 interviews with approximately 100 people were conducted as part of this project.

First, interviews were conducted with community-based organizations and individuals that work with or for LAHSA in a variety of capacities, including (see Appendix A for a full list):

- LAHSA senior staff and commission leadership
- Local Councils of Government
- Lived Experience Advisory Board members
- Business leaders
- City and County staff
- Faith-based groups
- Other Continuums of Care in the region
- Housing Authorities
- Police
- LA Continuum of Care leadership
- Coordinated Entry System lead organizations and policy council members
- HUD staff
- Philanthropic partners

Initial themes were identified through phase one interviews, and informed phase two interviews with:

- Elected leaders
- Former LAHSA commissioners

**Los Angeles Homeless Services Authority: Report on Governance
February 2021 (Revised)**

staff for the sake of efficiency and coordination. Interviews with a single person or entity were scheduled for 30 minutes, and those with larger groups or coalitions were scheduled for 60 minutes. Some interviews went longer than the scheduled period or were extended if additional discussion was necessary or requested by the interviewee. In order to establish clear boundaries and an environment of open and honest discussion, interviewees were advised that information collected from these interviews would not be attributed to specific individuals unless the project consultant requested express permission.

Interview questions were reviewed and approved by the Committee. They included the following open-ended questions as well as specific follow-up or related questions based on each discussion.

1. LAHSA's role within the larger Los Angeles homelessness ecosystem has shifted over the last several years from a grants administrator to a system administrator. Should this shift impact the way we think about LAHSA's governance?
2. How do you/your organization interact with LAHSA? Are the lines of authority and roles clear in that interaction?
3. What are the three biggest governance challenges facing LAHSA? In other words, what do you think we need to solve for in this exercise?
4. What skills and knowledge do we need represented in any LAHSA governance structure?
5. What are the characteristics of an ideal governance structure from your point of view?

Preparation for Phase One and Two interviews involved the review of documents related to LAHSA's governance and operating structure, including:

- Homeless Response System Map
- LAHSA Funding Overview
- LAHSA Joint Powers Agreement (JPA) and State JPA Guidance
- LAHSA Strategic Planning Materials
- City and County Motions on LAHSA Governance
- LAHSA Commission By-Laws, Organizational Chart and Commission and Committee Rosters
- Los Angeles Continuum of Care (CoC) By-Laws, Charter and Roster
- Regional Homeless Advisory Council (RHAC) Charter and Roster
- Coordinated Entry System (CES) Policy Council Background Memorandum, Process and Roster
- Overview of Home for Good Funders Collaborative
- Measure H Citizens Oversight Board Materials
- Lived Experience Advisory Board (LEAB) Charter and Roster
- Homeless Youth Forum of Los Angeles (HYFLA) Charter and Roster
- Federal Regulatory Requirements and CoC Guidance

Other governance and community homelessness assistance models reviewed included:

- Los Angeles County Metropolitan Transportation Authority Board
- Southern California Association of Governments
- Alameda Corridor Transportation Authority
- King County Regional Homelessness Authority
- New York City Continuum of Care and Department of Social Services

**Los Angeles Homeless Services Authority: Report on Governance
February 2021 (Revised)**

- Houston/Harris County, Las Vegas/Clark County, San Diego City and County, and Portland/Multnomah County Continuum of Care Governance

III. Themes Identified Through Interviews and Document Reviews

Phase One and Two discussions identified common themes across stakeholder groups and interviewees. The themes identified in Phase One, and presented to the Committee on November 9, 2020, informed the discussions with elected officials in Phase Two.

Interviewees raised, in multiple ways, four broad subject areas, which provide a framework for the challenges that will need to be addressed in any changes to LAHSA and system governance.

1. **Operations.** Challenges related to LAHSA operations were raised numerous times in Phase One and Two discussions, making it clear that LAHSA must successfully address these challenges for it to gain community trust and support. The two most often cited challenges relate to contracts and communication.
2. **Role Clarity.** Many interviewees pointed to overlapping or unclear lines of authority for various governing bodies as a challenge. This lack of clarity exists even for members of these bodies – they are unsure when they are the final decision-makers versus when they are acting in an advisory capacity. This causes confusion and frustration for governing body members and community stakeholders.
3. **Support for System Administration.** Generally, interviewees stated that LAHSA’s role as the homelessness system administrator is appropriate and needed. However, many also stated that LAHSA currently does not have the governance structure, independence, or political support necessary to successfully carry out this role. There was also general acknowledgement by many interviewees that LAHSA has an incredibly difficult job and is often blamed for issues that are not within its span of control.
4. **System-Wide Vision and Goals.** The lack of regional goals, metrics and a common vision was raised as a challenge in numerous interviews. Many interviewees expressed that a lack of clear direction for the system as a whole contributes to the perception that LAHSA is “caught” between the City and County when policy or funding disagreements arise.

Phase One Themes

Community stakeholders interviewed in Phase One identified challenges that should be addressed in the work to strengthen LAHSA’s governance structure.

- **Vision and Goals.** Community leaders and homelessness service providers should be clear on a common vision to drive the priorities and work of all partners. In many communities the development of a system-level vision includes a facilitated process conducted with key stakeholders, and sometimes includes the development of related interim goals and metrics of success. There is often also a single overarching plan that guides the work towards the vision and goals. Many interviewees indicated that a single regional vision does not exist, creating an environment where stakeholders are pursuing individual efforts that are not aligned.
- **Clear Authority.** No single entity has full control over the issue of homelessness in Los Angeles, and those in control of LAHSA’s funds are not always in agreement. LAHSA’s authority, especially when there is disagreement, is unclear and often does not match its level of responsibility.

**Los Angeles Homeless Services Authority: Report on Governance
February 2021 (Revised)**

- **Alignment.** A lack of alignment between partners (especially between the City of Los Angeles and the County) leaves the door open for system-level disruption from other sources (i.e., Alliance lawsuit, elected official subregional priorities).
- **LAHSA Commission.** The role of the LAHSA Commission and its members is not clear and does not adequately reflect the urgency of the homelessness situation today. Many interviewees discussed other types of governance structures that illustrate a stronger commitment by government because they include elected leaders rather than members appointed by elected leaders. While there was no consensus by interviewees about the best model for homelessness governance, the most often cited example was the Metro Board, which includes elected leaders staffed by subject matter experts. Additional challenges/concerns raised include:
 - City Council does not appoint any seats to the Commission,
 - Commissioners have no clear expectations regarding their role,
 - Commissioners are not selected based on needed expertise. Many interviewees discussed the need for elected officials to fill open seats with subject matter experts, including a specific focus on lived expertise.
- **Role clarity.** Role clarity is needed for all governing bodies to promote increased accountability, unity and trust in the system. It is also needed to ensure that each body understands their responsibilities and limitations with regards to policy and funding decisions. For example, the CES Policy Council may currently make policy decisions that have significant implications for funding that is under the authority of the Commission, leading to confusion and unclear directives for front-line service providers. Role clarity will also lead to a more robust opportunity for collective impact. Many interviewees stated that there are too many groups and planning tables that could be streamlined for a more efficient use of time and human resources.
- **Funding Complexity.** Funding requirements are complex and not flexible enough to meet the needs of people experiencing homelessness or the providers who serve them. This inhibits innovation and braiding of funding and creates a perception that compliance is more important than outcomes.
- **Connection to LAHSA staff and leaders.** Interviewees from areas outside the City of Los Angeles expressed a lack of consistent connection to LAHSA, both operationally and through its governance structure.

Phase Two Themes

Many of the themes expressed through Phase One interviews were also identified by Phase Two interviewees. However, elected officials and former Commissioners raised several additional items for consideration as operational and governance issues.

- **LAHSA's Focus and Purpose.** Several interviewees questioned whether LAHSA's dual purpose of system administrator and direct service/outreach provider is optimal. This issue was raised with regards to both operations and governance – specifically asking whether LAHSA should continue to conduct direct services or focus solely on its coordination and system leadership function.
- **The Need for More Direct Connection Between City Council and LAHSA.** The City Council does not appoint seats for the LAHSA Commission. Although they do confirm the Mayor's selections, the terms for Commissioners are often extended without further Council confirmation. For example, it is possible that no City-appointed Commissioners at a given time have been subject to confirmation by the current City Council because their terms were extended beyond the

**Los Angeles Homeless Services Authority: Report on Governance
February 2021 (Revised)**

initial three-year period. This dynamic can create a disconnect between the City Council and LAHSA Commission and Executives.

- **Need for Proactive Communication Between LAHSA and Elected Officials.** Several interviewees noted the need for more proactive communication and data sharing between LAHSA executives and elected leaders and their staff. While there is no formal requirement for this type of reporting through the Joint Powers Agreement, it was generally acknowledged that regular meetings to discuss challenges and progress would benefit both the elected officials and LAHSA.
- **Geographic Areas for Planning.** A unique theme raised in Round Two interviews was around the size of some service planning areas (SPAs) and whether they are too large to meet the diverse needs of geographic areas within some SPAs. Several interviewees described difficulty in conducting or executing subregional planning at the SPA level or described a desire for smaller geographic areas related to coordinated entry. While this is largely an operations issue, it will have implications for subregional planning and geographic representation related to governance structure.
- **Data Availability and Data Management.** Data was raised as both a challenge and an opportunity for more meaningful engagement with elected officials in several Phase Two discussions. This is, again, a largely operational issue. However, several interviewees raised the need for data sharing between LAHSA and the County in order to have a more holistic picture at any given time on homelessness in the region. Because the County has access to additional (including mainstream system) data sets, County department heads who are directly engaged in governance could facilitate data sharing and reporting for this purpose.
- **Mainstream Services.** Phase Two interviewees also raised governance challenges related to services provided by the County such as mental health and addiction treatment. While staff in Phase One interviews generally indicated that a strong working relationship between staff in the City, County and LAHSA currently exists, Phase Two interviewees voiced concerns around inequitable or inadequate distribution of key resources for people experiencing homelessness that should be addressed in the governance context. In other words, mainstream systems (e.g. child welfare, justice, behavioral and physical health systems) should be represented at the table and held accountable for their part in working towards an overall vision/goals.

Racial Justice and Equity: Partnership with People with Lived Expertise

Many interviewees in Phases One and Two expressed the need to align any governance changes to a racial justice and equity approach and to ensure that lived expertise is included. This aligns with the principles and recommendations made by the Commission's *Ad-Hoc Committee on Black People Experiencing Homelessness*, as detailed in Section I of this report. Phase One interviewees overwhelmingly called for persons with lived expertise to be included in every governance body, including the LAHSA Commission.

Many interviewees also pointed to the need for a more robust and clearer role for the Lived Experience Advisory Board (LEAB) including a direct connection between LEAB and LAHSA executive-level personnel and the Commission. In addition to the need for authentic representation in governance roles by people with lived expertise, a broad theme in both Phase One and Two interviews was ensuring that governing

**Los Angeles Homeless Services Authority: Report on Governance
February 2021 (Revised)**

bodies are more reflective of the characteristics of people who experience homelessness in Los Angeles. See the box on page 13 for additional details.

IV. Recommendations

Section I of this reports outlines a three-step process to strengthening homelessness assistance in Los Angeles. The steps as outlined are inter-related and will not provide the desired effect if not completed as part of a comprehensive approach.

Communities with the most effective homelessness assistance systems operate and plan at the systems level. In other words, they have moved beyond project-level or fragmented planning, funding and program design to a collective impact approach with an aligned set of goals and metrics to drive its decision-making, resource allocation and public accountability. It is important to note that while this report is about LAHSA governance, it is the City of Los Angeles and the County that play the most important role in getting to a true systems-level approach to ending homelessness in the region because they control funding and many of the systems that intersect with homelessness.

Operations (Complete Step 1)

The first recommendation is for LAHSA to complete the implementation of operations changes as described in the organization's strategic plan, many of which are already underway. Because so many of the challenges described by interviewees were, in fact, operational in nature (rather than governance related), it is imperative that LAHSA quickly implement needed structural changes to orient itself towards its role as system administrator. Changes in these key areas will help to establish an atmosphere of trust and collaboration with stakeholders while governance issues are being addressed.

- **Contract and Payment Issues:** Several activities are planned or underway.
 - A functional reorganization to strengthen grant administration and completing implementation of the Grants Management System will ensure more transparency and timely processing of contracting and subgrantee payments.
 - LAHSA should continue to implement procurement and contract modernization changes approved in December 2020. Among other things, this modernization will separate organizational evaluation from program proposals, allowing agencies to become an eligible/approved contractor at any time. This will allow smaller and faith-based agencies more time to benefit from technical assistance designed to help them meet these thresholds.
 - Implementation of master agreements will reduce contracting frequency, complexity and execution timelines.
 - LAHSA should clearly communicate to stakeholders when there are challenges outside of its control. For example, recent short-term (4 month) funding allocations and contracts that caused frustration among LAHSA's contractors were outside of LAHSA's control.
- **Communication:** A comprehensive communications strategy is key to building trust and transparency.
 - Implementation of proactive communications, including outreach to elected officials, clarity around LAHSA's true span of control within the homelessness assistance system

**Los Angeles Homeless Services Authority: Report on Governance
February 2021 (Revised)**

- and related systems, and a feedback loop between LAHSA and stakeholders will build an environment of trust and partnership.
- LAHSA’s communication strategy should include regular and standard data releases to track progress towards goals, inform policy, ensure transparency and establish a single public data set that supports collective impact at the SPA and regional levels.
 - **Equity:** Implementation of operating practices in alignment with the *Ad-Hoc Committee on Black People Experiencing Homelessness* and recommendations made by the National Innovation Service as part of the equity audit being conducted.
 - **People with Lived Expertise:** Support the full participation and representation of people with lived expertise in LAHSA’s operations, including through:
 - Employment opportunities and paths for advancement within LAHSA;
 - Creation of an executive-level connection with LEAB and conducting an examination of its charter and activities to more intentionally create opportunities for co-creation and tie its work to informing LAHSA executives on operations and policy;
 - Appropriate compensation policies and practices; and
 - Intentional roles in SPA-level work to ensure implementation progress and challenges are communicated to LAHSA executives.
 - **Direct Connection with Subregional Leaders:** In addition to communication strategies directed to subregional leaders and efforts, LAHSA should establish dedicated internal contacts for government (including Councils of Government) stakeholders or consider the implementation of an ombudsman for issues related to local governments that are not the City or County of Los Angeles.

Strengthen Current Governance Processes Through Role Clarity (Step 2)

Establishing clarity for groups as to when they have decision-making authority, when they are acting in an advisory capacity, and when they are workgroups making recommendations on specific policy/program areas will alleviate confusion and frustration and help stakeholders to prioritize their time and attention related to these groups. It will also streamline the decision-making process and appropriately consolidate authority to increase transparency and accountability. At the end of Step 2, each governance-related body or workgroup should have a *clear purpose* and *authority* and fulfill a *strategic role* for the system as a whole.

Map and Document Legal Authority and Delegated Responsibilities for Key Groups

Priority should be given to clarify roles and responsibilities for policy and funding decisions for four key governing groups:

1. The LAHSA Commission as the body that legally oversees LAHSA operations as established in the Joint Powers Agreement and State law;
2. The Continuum of Care and the CoC Board as the bodies that hold regulatory authority for HUD-funded programs and certain system-level activities established at 24 CFR §578.5-7. Decision making or advisory roles for these activities can be delegated to various groups, including the LAHSA Commission;
3. The Coordinated Entry System Policy Council that has authority delegated by the CoC for specific issues related to the implementation and operation of the Coordinated Entry System; and

**Los Angeles Homeless Services Authority: Report on Governance
February 2021 (Revised)**

4. The Lived Experience Advisory Board that currently acts in an advisory capacity but could be fully leveraged to share power and ensure that policy, funding, and program decisions are aligned with and informed by lived expertise.

Regional Homelessness Advisory Council

The Regional Homelessness Advisory Council (RHAC) no longer serves its originally intended purpose, and some members interviewed were unclear as to the value of their participation or for the group as a whole beyond information sharing at the regional level. Because the RHAC acts as the Los Angeles Continuum of Care for the purposes of meeting some federal requirements, it is recommended that the RHAC be dissolved only after the process to map and document roles and responsibilities for the four priority groups discussed above is complete.

Members of the RHAC should be surveyed so that a communication strategy can be developed and implemented as part of the process for successfully disbanding the group.

Streamlining Workgroups

Workgroups across the system have been created over time by various governing bodies and by the City/County to address sometimes similar or overlapping topic areas or priorities. A full analysis of existing workgroups and committees created as part of the LAHSA Commission, the Continuum of Care, the RHAC, and City/County strategy implementation should be conducted in order to understand any overlap or conflicting mandates and workflows. Extraneous groups should then be dissolved and membership in newly created or existing workgroups should be reviewed to ensure that they are comprised of appropriate subject matter experts, including people with lived expertise. Specific steps are outline on page iii of the Executive Summary.

LAHSA Commission

While a review of LAHSA's legal authority, and therefore the composition of the Commission, is recommended as part of the system-wide governance work described below, a number of changes can be made immediately to clarify the role of both the Commission and its members, and to build a stronger connection between the Commission and elected officials, including the City Council.

Recommendations include:

- Create position descriptions for LAHSA commissioners and officers, including expectations of the positions.
- Develop a characteristics, skills and expertise matrix to aid elected officials in the selection of Commissioners when filling an open seat (see box). Specifically address diversity, inclusion and representation by people of color and people with lived expertise.
- Work with Mayor's Office and City Council to develop a revised process for filling/confirming City of Los Angeles seats in the future.
- Create a formal mechanism to address sub-regional planning, policy and resources.

**Los Angeles Homeless Services Authority: Report on Governance
February 2021 (Revised)**

LAHSA Commissioners: Skills and Expertise

We asked interviewees what skills and expertise should be considered for people serving on the LAHSA Commission. Below is a comprehensive list of responses for consideration in developing a skills and expertise matrix as recommended in Section IV of this report.

Areas of Expertise/Skills:

- Lived Expertise
- Diversity, Equity and Inclusion
- Homeless Service Delivery and Policy
- Mainstream Systems and Services
- Affordable Housing/Housing Authorities
- Finance
- Real Estate
- Data Analysis
- Systems Thinkers
- Communications
- Contracts and Business Operations
- Legal/Law Enforcement
- Experience with Smaller Cities
- Experience with State Government
- Human Resources

Characteristics:

- Reflective of People Experiencing Homelessness (Gender Identity, Race, Ethnicity, Age, Sexual Orientation, etc.)
- Political Acumen
- Elected Officials
- Decision-Making Authority
- City/County Department Heads
- Geographic Representation

Build a Bridge: Engagement with Key Elected Leaders

Although this report generally recommends fewer bodies/workgroups with clearly defined roles and authority, it is also sometimes necessary to fill gaps in order to successfully execute a strategic vision. Currently, there is no body that includes key elected officials to assist LAHSA in administering the system and troubleshooting problems across political boundaries.

LAHSA should work with key elected officials (City and County) with jurisdiction over homelessness assistance resources to immediately create a homelessness-specific planning group to convene regularly while the system-wide structure (described below) is in development. This approach will quickly engage important decision-makers to address urgent challenges and lay the groundwork for a regional, system-level approach. The LAHSA Executive Director and two commissioners should participate in structured, action-oriented and facilitated meetings alongside elected leaders. Examples from other communities with similar groups are referenced on page iv of the Executive Summary.

Support for System Administration and System-Wide Vision and Goals (Step 3)

The final step outlined in Section I of this report entails a system-level review to identify goals/vision for the system as a whole, clarify roles, and tie LAHSA's work to its key partners within mainstream and affordable housing systems. It is therefore important that LAHSA be included as a partner along with the

**Los Angeles Homeless Services Authority: Report on Governance
February 2021 (Revised)**

City and County as the review is conducted and a comprehensive regional structure is developed. It is recommended that this system-level assessment be comprised of at least the following components.

- 1) An assessment of all regional governance structures/partners (including, to the extent possible, organizing documents like contracts and operational agreements that govern relationships between entities) that impact homelessness, including:
 - Public Sector Homelessness-Specific: LAHSA, City/County Departments, State.
 - Public Sector: Mainstream systems (systems that serve people experiencing homelessness and that exit people into homelessness) and affordable/supportive housing development, State-level systems.
 - Public Sector: Elected official coordination and collaboration across the region.
 - Private Sector: Funders, providers, housing developers and other private sector partners.

- 2) Identification of a City/County mechanism to implement a robust system approach to ending homelessness in Los Angeles and develop shared goals and vision to drive decision-making and resource allocation. This mechanism should take into account the following:
 - Creating clear areas and methods of accountability for public and private partners.
 - Networks necessary to develop and implement a region-wide plan.
 - Development of long-term vision/goals and interim (3-5 year) goals (measures of success) to create accountability across systems.
 - Subregional planning.
 - Continuum of Care operations and legal requirements.
 - Creating more flexible local funding streams.

- 3) A review of LAHSA's legal authority to determine if LAHSA has sufficient independence and decision-making authority to carry out its responsibilities as the system administrator or for its role as determined through the system-level assessment.

V. Conclusion

LAHSA is at a critical juncture in its evolution as an organization and as a leader in the homelessness and housing ecosystem in Los Angeles. The governance actions recommended through this process will help to position LAHSA to play an even more critical role in the region's work to end homelessness. With proper and sustained support from its government and community stakeholders, LAHSA can act as a true re-housing system administrator and partner to its counterparts responsible for affordable housing, mainstream services and homelessness prevention.



Los Angeles Homeless Services Authority Governance

Presentation to Board of Supervisors –
Homelessness Deputies

April 22, 2021

Agenda

- **1.0**
 - 1.1 Overview: Ad Hoc Governance Committee Report
 - 1.2 Themes
 - 1.3 Recommendations
- **2.0**
 - LAHSA Response
- **3.0**
 - Conclusion/Q&A

01.1 Overview: Ad Hoc Governance Committee Report

Why Conduct a Governance Review?

Series of Interactive Discussions, Exercises, & Experiments with Internal and External Audiences to Build:

01

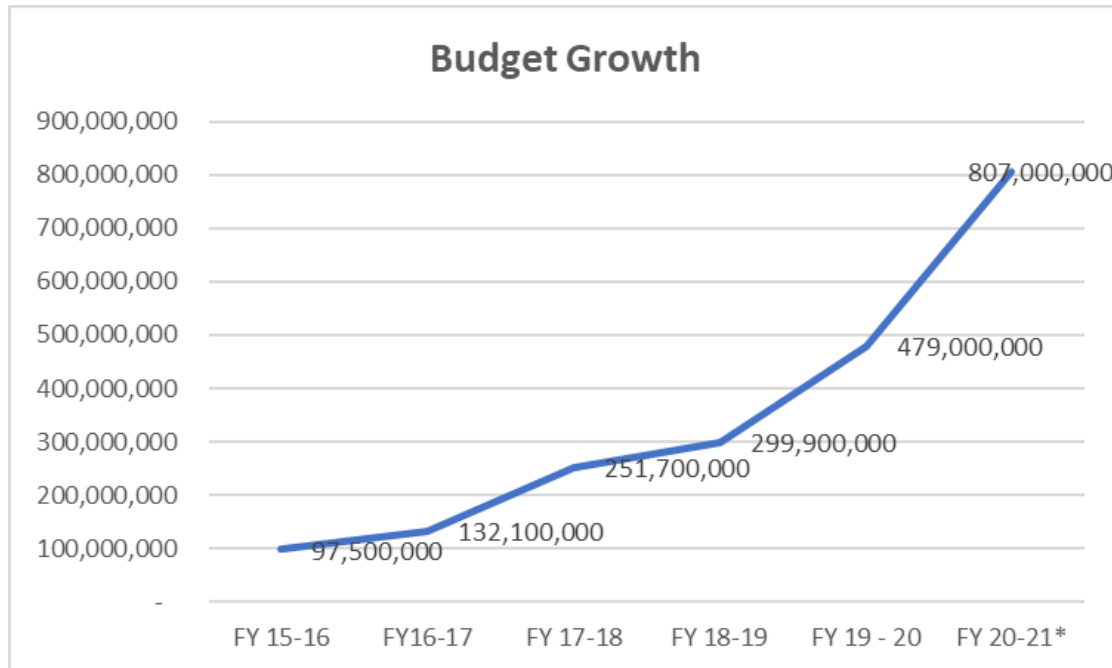
From **Grants Administrator** to **System Administrator**

02

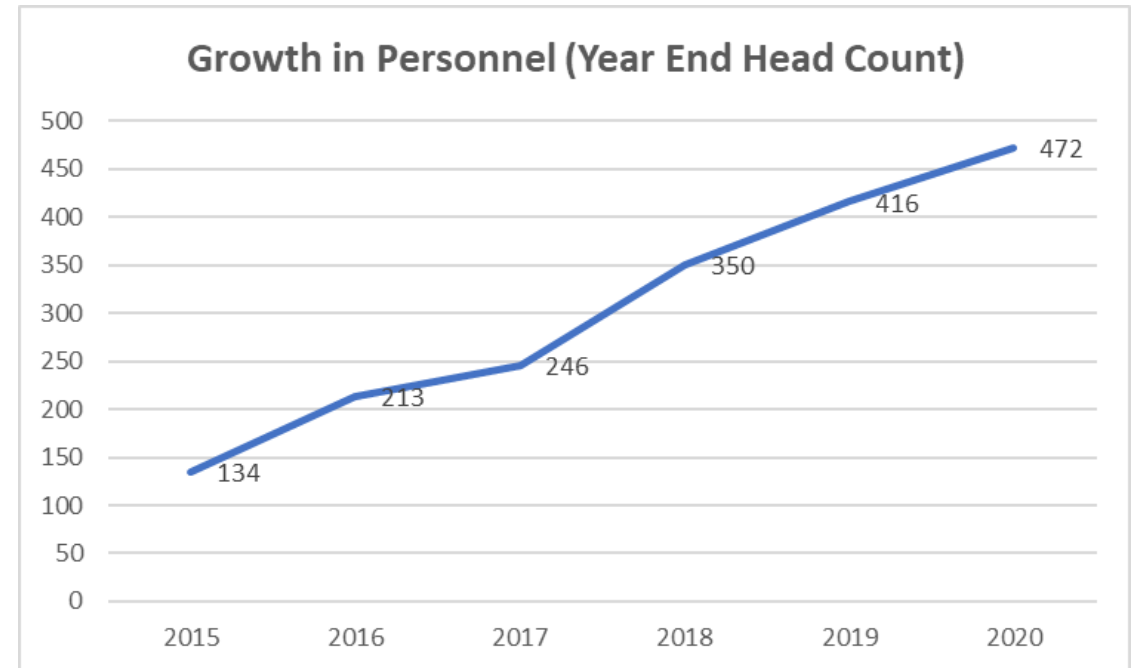
Organizational **Growth**

LAHSA's Growth Since 2015

Budget (+709.5M/728%)



Personnel (+338/252%)



Creating the Structure to Reach the Goal of Ending Homelessness



1.2 Themes

Four Broad Areas

Operations

Challenges related to LAHSA operations were raised numerous times in Phase One and Two discussions, making it clear that LAHSA must successfully address these challenges for it to gain community trust and support. The two most often cited challenges relate to contracts and communication.

Role Clarity

Interviewees pointed to overlapping or unclear lines of authority for various governing bodies as a challenge. This lack of clarity exists even for members of these bodies – they are unsure when they are the final decision-makers versus when they are acting in an advisory capacity. This causes confusion and frustration for governing body members and community stakeholders.

Support for System Administration

Generally, interviewees stated that LAHSA's role as the homelessness system administrator is appropriate and needed. However, many also stated that LAHSA currently does not have the governance structure, independence, or political support necessary to successfully carry out this role. There was also general acknowledgement by many interviewees that LAHSA has an incredibly difficult job and is often blamed for issues that are not within its span of control.

Systemwide Vision and Goals

The lack of regional goals, metrics and a common vision was raised as a challenge in numerous interviews. Many interviewees expressed that a lack of clear direction for the system as a whole contributes to the perception that LAHSA is “caught” between the City and County when policy or funding disagreements arise.

Partnering with People with Lived Expertise

- Align governance changes to a racial justice and equity approach and ensure that lived expertise is included.
- Align to principles and recommendations made by the Commission's *Ad-Hoc Committee on Black People Experiencing Homelessness*.
- Authentic representation in every governance body by people with lived expertise, including the LAHSA Commission.
- Need a more robust and clearer role for the Lived Experience Advisory Board (LEAB), including a direct connection between LEAB and LAHSA executive-level personnel and the Commission.
- Ensure that governing bodies are reflective of the characteristics of people who experience homelessness in Los Angeles.

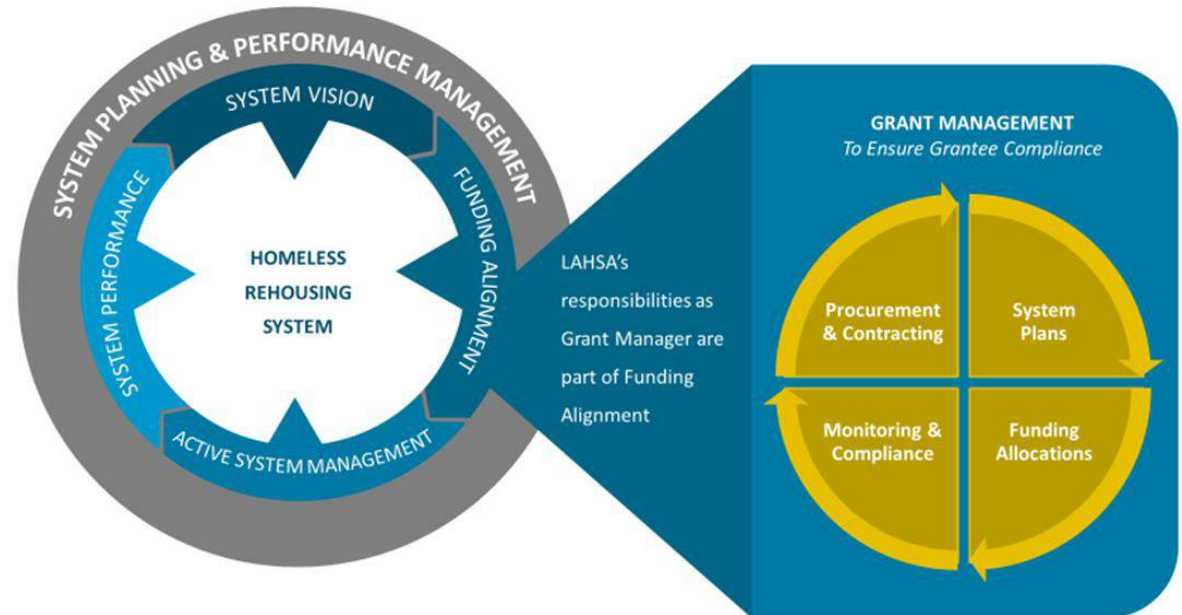
1.3 Recommendations

1. Operations

Complete implementation of the strategic plan to strengthen operations:

- **Contract and Payment Issues**
- **Communications** (including data transparency and government relations)
- **Equity Practices**
- **People with Lived Expertise**
- **Direct Connection with Subregional Leaders**

LAHSA is a System Administrator



2. Establish Role Clarity

- LAHSA should work with **the LAHSA Commission, the Continuum of Care Board, the Coordinated Entry System Policy Council, and the Lived Experience Advisory Board to establish clarity** as to when they have decision-making authority, when they are acting in an advisory capacity, and when they are workgroups making recommendations on specific policy/program areas.
- The **Regional Homelessness Advisory Council (RHAC) no longer serves its originally intended purpose, and therefore is recommended to be dissolved** after the process to map and document roles and responsibilities for the four priority groups discussed above is complete. A communications strategy for current RHAC members should be developed and implemented as part of the process for successfully disbanding the group.
- A full analysis of existing workgroups and committees created as part of the LAHSA Commission, the Continuum of Care, the RHAC, and the City and County should be conducted in order to understand any overlap or conflicting mandates and workflows. **Extraneous workgroups should then be dissolved and membership in newly created or existing workgroups should be reviewed** to ensure that they are comprised of appropriate subject matter experts, including people with lived expertise.

3. Support System Administration and Develop System-Wide Vision and Goals

Leaders in the homelessness community, including key elected officials, **should undertake a system-level review to identify goals/vision for the system as a whole, clarify public and private sector roles, and tie LAHSA's work to its key partners within mainstream and affordable housing systems** that intersect with homelessness. It is therefore important that LAHSA be included as a partner along with the City and County as the review is conducted and a new regional structure is developed.

- An assessment of all public and private regional governance structures (including legal agreements) that impact homelessness.
- Identification of a City/County/LAHSA mechanism to develop a robust system approach to ending homelessness in Los Angeles through development of shared goals/metrics and vision to drive decision-making and resource allocation.
- A review of LAHSA's legal authority to ensure it can successfully carry out its role.

2.0 LAHSA Response

Internal Operational Improvements

Grants Administration

- Reorganizing of the team administering grants
- Implementation of a new Grants Management System
- Implementation of master agreements will reduce complexity and frequency of procurement process

Procurement and Contracting Modernization

Goal is to conduct Contracting and Procurement more expediently, improve efficiencies, promote equity, and reduce the administrative burden to both LAHSA and its Providers

Data

Maximize transparency by developing data dashboards that will track program progress and inform policy

3.0 Questions and Answers

DATE: May 5, 2021

TO: Homelessness Committee

FROM: Marisa Creter, Executive Director

RE: **TINY HOME EMERGENCY SHELTER PILOT PROGRAM**

RECOMMENDED ACTION

For information only.

BACKGROUND

In October 2020, the Homelessness Committee heard a presentation on Pallet Shelter, a company that produces and installs tiny-home style shelters that can serve as emergency shelters. Such shelters provide a single, lockable unit that contains basic elements like a bed, lighting, electricity, safety features, and climate control. This model provides non-congregate interim housing that reduces the risk of the spread of COVID-19, allows for faster construction than other interim housing models, and allows for smaller-scale sites.

In December 2020, the San Gabriel Valley Regional Housing Trust (SGVRHT) Board of Directors authorized staff to initiate a pilot program to support the construction of three to four tiny home emergency shelter sites with five to fifteen shelters per site. Through this pilot program, the SGVRHT will provide capital funding for the tiny home shelters and other necessary site infrastructure, including restrooms. In February, the SGVRHT Board of Directors approved the project budget and authorized the Executive Director to execute agreements with Cities and necessary vendors.

Four member cities submitted Letters of Interest to participate in the pilot program and the SGVRHT is working with staff from these cities to select and develop appropriate sites and to secure additional funding for ongoing site services. The SGVRHT released a request for proposals (RFPs) to identify shelter vendor(s) and identified three qualified vendors. A vendor will be selected for each site at the beginning of May. The SGVRHT also released an RFP for construction management support to provide technical assistance to the SGVRHT and member city staff, and selected SRK Architects, Inc. (SRK) as the construction management firm. Staff have been conducting site visits with City staff, County officials, SRK, and the potential shelter vendors.

Staff will next release RFPs for services at the site, as well as restrooms and shower facilities. Staff will also work with staff from participating cities on the approval of sites by City Councils and execution of memorandums of agreement (MOAs) between the Cities and the SGVRHT. Sites are anticipated to be operational by Fall 2021.

REPORT

Prepared by:

S. Matthews

Samantha Matthews
Management Analyst

Approved by:

Marisa Creter

Marisa Creter
Executive Director

DATE: May 5, 2021

TO: Homelessness Committee

FROM: Marisa Creter, Executive Director

RE: **FY 2021-22 MEASURE H FUNDING RECOMMENDATIONS**

RECOMMENDED ACTION

For information only.

BACKGROUND

Each fiscal year, the Los Angeles County Homeless Initiative (HI) leads the Measure H funding recommendations process. This process allocates the total funding expected from the Measure H sales tax in the following year to the 51 approved strategies to combat homelessness. Within these funding strategies, Measure H Funding is allocated proportionally to each service planning area (SPA) according to its homeless population, except for funding for specific site-based programs, such as interim housing or project-based permanent housing. Because of the cancellation of the 2021 Homeless Count, the results of which would typically be used for that calculation, the funding is expected to be allocated using the same formula as for FY 2020-21.

This process also includes a period of public input both before and after draft allocations are released. The public input and recommendation approval process is scheduled to proceed as follows:


- **February:** The County Homeless Initiative released an online survey for the public to provide input on the funding allocations for the respective Measure H strategies. The SGVCOG provided guidance to member cities for how to respond to this survey to advocate to the County for additional funding for cities and COGs.
- **March:** Homeless Initiative and County departments which serve as the “lead agencies” for each strategy (e.g., LAHSA, Department of Health Services, Department of Mental Health, Department of Public Social Services) will participate in meetings to consider relevant data, community input, and other available information to develop draft Measure H funding recommendations.
- **April:** Draft funding recommendations were released to the public and a second three-week public comment period is open until May 6.
- **May 6:** A virtual public hearing from 2-5pm will be held for members of the public to comment on the draft funding recommendations.
- **June 24:** Measure H funding recommendations incorporating input from this comment period will be submitted to the Board of Supervisors.
- **July 6:** These recommendations will be considered by the Board of Supervisors for final approval.


DRAFT RECOMMENDATIONS

On April 15, HI released the draft funding recommendations for a three-week public comment period until May 6. The recommendations include funding for cities and Los Angeles County Councils of Governments (COGs) through an allocation to strategy E7 “Strengthen the Coordinated Entry System.” The recommendations include \$1 million in gap funding, approximately \$250,000 for the San Gabriel Valley, for City contracts until December 31, 2021. The recommendations then include \$5 million for LA County Councils of Governments for Fiscal Year 2021-2022 beginning January 2022.

HI has indicated that \$10 million is to be requested for COGs for Fiscal Year 2022-2023. Together, this will provide \$15 million to COGs over 18 months. Of that, the SGVCOG would receive approximately \$3.5 million to continue homelessness programming from January 2022 to June 2023.

In order to advocate for this funding for cities and COGs, the SGVCOG provided member agencies with a template letter of support (Attachment B) on the Strategy E7 recommendation. Letters should be submitted to homelessinitiative@lacounty.gov by the public comment deadline of Thursday, May 6.

Prepared by: 
Samantha Matthews
Management Analyst

Approved by: 
Marisa Creter
Executive Director

ATTACHMENTS

Attachment A – Draft FY 21-22 Measure H Funding Recommendations
Attachment B – Template Letter of Support

The following chart presents funding allocations for Homeless Initiative Strategies approved by the Board of Supervisors in FY 2020-21 as well as the proposed funding allocations for FY 2021-22. Multiple Los Angeles County-administered funding sources, including Measure H, as well as funding administered by the Los Angeles Homeless Services Authority, are included in the amounts below.

STRATEGY	FY 2020-21 TOTAL FUNDING ALLOCATION*	FY 2021-22 TOTAL FUNDING RECOMMENDATION**	EXPLANATION OF VARIANCE FROM FY 2020-21
A1 - LAHSA Homeless Prevention Program for Families	\$11,500,000	\$11,500,000	No change
A1 - DCFS Homeless Prevention Program for Families	\$500,000	\$0	Due to COVID-19, there was underspending in this strategy in FY 2020-21. Unspent funds from FY 2020-21 will be carried over to FY 2021-22.
A5 – LAHSA Homeless Prevention Program for Individuals	\$6,592,000	\$11,500,000	In FY 2020-21, some components of LAHSA's Homeless Prevention Program for Individuals were funded through alternative funding sources, which are no longer available.
A5 – DHS Homeless Prevention Program for Individuals	\$1,500,000	\$0	Due to COVID-19, there was underspending in this strategy in FY 2020-21. Unspent funds from FY 2020-21 will be carried over to FY 2021-22.
A5 – DCFS Homeless Prevention Program for Individuals	\$300,000	\$0	Due to COVID-19, there was underspending in this strategy in FY 2020-21. Unspent funds from FY 2020-21 will be carried over to FY 2021-22.
B1 - DPSS Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI	\$5,138,000	\$5,138,000	Recommended FY2021-22 total includes \$3.425m to be funded by DPSS out of new and carryover savings in Mandatory Substance Use Disorder Recovery Program (MSUDRP) funding.

STRATEGY	FY 2020-21 TOTAL FUNDING ALLOCATION*	FY 2021-22 TOTAL FUNDING RECOMMENDATION**	EXPLANATION OF VARIANCE FROM FY 2020-21
B3 – LAHSA Expand Rapid Rehousing	\$90,700,000	\$87,153,000	Recommended FY 2021-22 total includes an estimated \$20M in carryover from LAHSA's FY 2020-21 B3 allocation and \$14.5M in LAHSA administered funding.
B4 – LACDA Facilitate Utilization of Federal Housing Subsidies	\$7,922,000	\$11,105,000	Recommended funding increase reflects restoration of funding for all public housing authorities (PHAs) that participate in the Homeless Incentive Program (HIP). Some PHAs used local Emergency Solutions Grant (ESG) funds to maintain their HIP programs in FY 2020-21.
B6 – DCFS Family Reunification Housing Subsidies	\$1,468,000	\$1,468,000	No change.
B7 – DHS Interim/Bridge Housing for those Exiting Institutions	\$ 23,371,000	\$22,704,000	Slight reduction with no impact on DHS administered B7 interim housing beds.
B7 – DMH Interim/Bridge Housing for those Exiting Institutions	\$72,000	\$82,000	Recommended funding increase is for actual costs for salaries and employee benefits as well as a slight increase in services and supplies.
B7 – DPH Interim/Bridge Housing for those Exiting Institutions	\$9,415,000	\$9,415,000	No change.

STRATEGY	FY 2020-21 TOTAL FUNDING ALLOCATION*	FY 2021-22 TOTAL FUNDING RECOMMENDATION**	EXPLANATION OF VARIANCE FROM FY 2020-21
B7 – LAHSA Interim/Bridge Housing for those Exiting Institutions	\$4,627,000	\$4,619,000	Slight reduction to better reflect actual costs.
C4/5/6 - DHS/DPSS Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy	DHS: \$3,951,000 DPSS: \$4,600,000 Total: \$8,551,000	DHS: \$4,226,000 DPSS: \$4,600,000 Total: \$8,826,000	Recommended funding increase is due to full expenditure of one-time Homeless Prevention Initiative (HPI) funding. The funding will allow DHS to maintain the benefits advocacy program for veterans.
C4/5/6 – DMH Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy	\$1,101,000	\$1,156,000	Recommended funding increase is for actual costs for salaries and employee benefits.
C7 – WDACS Increase Employment for Homeless Adults	\$6,845,000	\$6,845,000	No change.
D2 – DHS Jail In-Reach	\$1,870,000	\$1,870,000	No change.
D2 – LASD Jail In-Reach	\$465,000	\$465,000	No change.
D6 – PD Criminal Record Clearing Project	\$2,394,000	\$3,067,000	Recommended funding increase is for actual costs for salaries and employee benefits and higher costs for City of LA program.

STRATEGY	FY 2020-21 TOTAL FUNDING ALLOCATION*	FY 2021-22 TOTAL FUNDING RECOMMENDATION**	EXPLANATION OF VARIANCE FROM FY 2020-21
<p>D7 Provide Services and Rental Subsidies for Permanent Supportive Housing</p>	<p>DHS: \$91,920,000 DMH: \$9,613,000 DPH: \$1,564,000 Total: \$103,097,000</p>	<p>DHS: \$113,142,000 DMH: \$11,026,000 DPH: \$1,564,000 Total: \$125,732,000</p>	<p>Recommended funding increase is to fund an increase in supportive services consistent with the increase in permanent supportive housing units/subsidies.</p> <p>Recommended FY 2021-22 total includes \$15.5 million State Homeless Housing, Assistance and Prevention Program Round 2 funding allocated to the County and approved by the Board of Supervisors in February 2020.</p>
<p>E6 – DHS Countywide Outreach System</p>	<p>\$26,473,000</p>	<p>\$26,473,000</p>	<p>No change.</p>
<p>E6 – DPH Countywide Outreach System</p>	<p>\$756,000</p>	<p>\$756,000</p>	<p>No change.</p>
<p>E6 – LAHSA Countywide Outreach System</p>	<p>\$11,611,000</p>	<p>\$11,121,000</p>	<p>Change reflects adjustments to various components of this strategy.</p>
<p>E7 – CEO Strengthen the Coordinated Entry System</p>	<p>\$500,000</p>	<p>\$6,720,000</p>	<p>Recommended funding increase includes funding for Councils of Government contracts and \$220,000 for study on unaccompanied women experiencing homelessness.</p>
<p>E7 – LAHSA Strengthen the Coordinated Entry System</p>	<p>\$25,566,000</p>	<p>\$23,991,000</p>	<p>Change reflects a reduction to various components of this strategy. Recommended FY 2021-22 total includes \$6.114M in LAHSA administered funding.</p>

STRATEGY	FY 2020-21 TOTAL FUNDING ALLOCATION*	FY 2021-22 TOTAL FUNDING RECOMMENDATION**	EXPLANATION OF VARIANCE FROM FY 2020-21
<p>E8 – DHS Enhance the Emergency Shelter System</p>	\$25,273,000	\$35,860,000	<p>In FY 2020-21, DHS received funding to support start-up costs and partial year operations for three Board -approved Interim Housing Capital Funding Pool sites. The increased cost in FY 2021-22 is reflective of annualized cost for two sites and start-up and partial year costs for the third site.</p> <p>The proposed FY 2021-22 total includes \$10.9 million State Homeless Housing, Assistance and Prevention Program Round 2 funding allocated to the County and approved by the Board of Supervisors in February 2021.</p>
<p>E8 -DMH Enhance the Emergency Shelter System</p>	\$72,000	\$81,000	Recommended funding increase is for actual costs for salaries and employee benefits.
<p>E8 – DPH Enhance the Emergency Shelter System</p>	\$668,000	\$668,000	No change.
<p>E8 – LAHSA Enhance the Emergency Shelter System</p>	\$71,632,000	\$75,962,000	Change reflects increased costs to sustain winter shelter and augmented winter shelter as well as a decrease in funding for A Bridge Home. Recommended FY 2021-22 total includes \$4.469M in LAHSA administered funding.
<p>E8 – CEO Enhance the Emergency Shelter System</p>	N/A	\$500,000	Recommended funding is for information technology support for the development of the interim housing bed application.

STRATEGY	FY 2020-21 TOTAL FUNDING ALLOCATION*	FY 2021-22 TOTAL FUNDING RECOMMENDATION**	EXPLANATION OF VARIANCE FROM FY 2020-21
E14 – LAHSA Enhanced Services for Transition Age Youth	\$23,900,000	\$23,000,000	Change reflects adjustments to various components of this strategy. Recommended FY 2021-22 total includes \$3.0 million State Homeless Housing, Assistance and Prevention Program Round 2 funding allocated to the County and approved by the Board of Supervisors in February 2021.
CENTRAL MEASURE H ADMINISTRATION	\$3,511,000	\$4,211,000	Increase reflects addition of staff to support Homeless Initiative program and administration needs.
TOTALS	FY2020-21 TOTAL STRATEGY ALLOCATIONS: \$477,390,000	FY2021-22 TOTAL FUNDING RECOMMENDATION: \$521,988,000	

*FY2020-21 Total Strategy Allocation includes all funding administered by the County Chief Executive Office (e.g. Measure H and State Homeless Housing Assistance and Prevention Program) and funding administered by County Departments/LAHSA.

**FY2021-22 Total Funding Recommendation includes all funding administered by the County Chief Executive Office (Measure H, State Homeless Housing Assistance and Prevention Program and Federal American Rescue Plan Act) and by DPSS for Strategy B1 and LAHSA for B3, E7, E8.

May 6, 2021

Los Angeles County Homeless Initiative
Kenneth Hahn Hall of Administration
500 W. Temple Street, Room 493
Los Angeles, CA 90012

RE: LETTER OF SUPPORT FOR FY21-22 MEASURE H FUNDING RECOMMENDATION TO FUND COUNCILS OF GOVERNMENTS

Dear Ms. Cheri Todoroff,

On behalf of City of [Insert City name], I write to urge you to approve the FY21-22 Measure H Recommendation to fund Councils of Governments contracts (Strategy E7). This funding will provide essential investment in affordable and homeless housing and supportive services to address our subregion's homelessness crisis and housing shortage. As the largest and most diverse subregional government entity in Los Angeles County, the SGVCOG and its thirty-one member municipalities, including the City of [Insert City name] are committed to be leaders in the fight to combat homelessness and create a more coordinated, effective homelessness services system.

This funding comes at a critical time as we experience the economic impacts of the COVID-19 pandemic, and the region ramps up projects that were provided initial funding from the Homeless Initiative (HI) and a State budget allocation. In 2019, HI awarded the SGVCOG a \$1.54 million grant to implement the following regional projects:

- **San Gabriel Valley Regional Housing Trust (SGVRHT):** The SGVRHT finances the planning and construction of affordable and homeless housing, including permanent supportive housing and emergency shelter for homeless individuals and families. 21 cities in the San Gabriel Valley, including the City of [Insert City name if a member], have joined the Housing Trust. [Insert City specific details, for example, any projects on the project pipeline]. The current HI grant is providing capital funding for an Emergency Shelter Pilot Program, which will build non-congregate emergency shelters using prefabricated tiny homes. The SGVRHT is currently working with four cities to open sites with approximately 60 tiny home shelters by fall 2021.
- **Homelessness Prevention, Diversion, and Rapid Rehousing Program:** Twenty-two cities, including the City of [Insert City name] are implementing this program which focuses on conducting problem-solving conversations with clients, empowering clients to identify existing resources to overcome barriers, and providing financial assistance if determined to prevent clients from becoming homeless. Funding is also used to rapidly rehouse those who are experiencing homelessness. [Insert City program details, any outcomes]
- **Pilot Programs:** Four city-led programs and one regional program aim to test innovative direct homeless solutions. Three programs to highlight include:
 - **Arcadia Homeless Resource Hub:** The City launched a weekly pop-up homeless services center with showers, laundry facilities, medical care, COVID-19 testing and vaccines, and case management services. This Resource Hub has served 168 unduplicated individuals in five months.
 - **Monrovia Emergency COVID Housing Impact Program:** In collaboration with local service providers, nonprofits, and the faith-based community, the City has provided services and rental assistance to 279 individuals and 76 families.

- **Green Path Careers Pilot Program:** In collaboration with the County, the SGVCOG launched a workforce development program for Transition Age Youth (TAY) who are provided no-cost home energy audit training, workforce skills, a paid work experience, and job application and interview assistance to enter the high-growth energy efficiency field.

This funding will further strengthen our regional homelessness response and prevention by investing in both housing and services at a critical time. These funds will allow us to continue projects that have demonstrated significant value and outcomes for people experiencing and at-risk of experiencing homelessness in the San Gabriel Valley.

For these reasons, the City of [Insert City name] is proud to support this important Measure H funding recommendation and respectfully asks for your approval. Thank you very much for your consideration of these comments and please do not hesitate to contact me if you have any questions.

Sincerely,

DATE: May 5, 2021

TO: Homelessness Committee

FROM: Marisa Creter, Executive Director

RE: **STATE BUDGET AND LEGISLATIVE UPDATES**

RECOMMENDED ACTION

For information only.

BACKGROUND

As previously reported in February, Governor Newsom’s 2021-22 sbudget proposal includes key provisions that would provide a total of \$1.75 billion in funding for Project Homekey, community-based housing, and behavioral health treatment for vulnerable seniors. During February and March, the Legislature’s Budget Subcommittees held a number of hearings to review the Governor’s budget proposals and other stakeholder recommendations. The Governor will submit a revised budget proposal “May Revise” in early May to be followed by final legislative and budget conference committee actions to pass a budget by June 15. SGVCOG lobbyist Tim Egan will provide an oral update on the budget status and process during the April meeting as well as on the bills identified below which are being tracked by SGVCOG staff:

- **SB 91** (Committee on Budget and Fiscal Review): Extends the state eviction moratorium until July 1, 2021 and provides \$1.5 billion in Federal rental assistance to tenants. Landlords who apply to the program can receive 80% of the tenant’s outstanding rent if the landlord agrees to forgive the remaining 20%. If a landlord chooses not to apply, tenants can apply to receive 25% of their unpaid rent. Applications reportedly will be available by March 15. An additional \$1.1 billion of Federal funding for the same purpose was distributed to local governments with populations over 200,000.
 - **Status:** Enacted on January 21, 2021.

- **AB 328** (Chiu, Kalra, and Wicks): Establishes the Reentry Housing and Workforce Development Program and requires the State Department of Housing and Community Development (HCD), by July 1, 2022, to provide grants to applicants, as defined, for innovative or evidence-based housing, housing-based services, and employment interventions to allow people with recent histories of incarceration to exit homelessness and remain stably housed. The Bill requires the Department of Housing and Community Development to work with the Department of Corrections and Rehabilitation and with eligible counties for the referral of participants.
 - **Status:** Referred to the Committee on Housing and Community Development on February 12, 2021. Amended, passed as amended, and re-referred to Committee on Appropriations on March 18, 2021.
 - **SGVCOG Position:** Watch

- **AB 15** (Chiu): Extends existing State COVID-19 related eviction protections through December 2021, six months beyond the SB 91 protections.
 - **Status:** Referred to the Committee on Housing and Community Development on January 11, 2021.
 - **SGVCOG Position:** Watch

- **AB 71** (Rivas, Luz): Would conform State law to the federal Global Intangible Low-Taxed Income (GILTI) provisions and taxes repatriated to finance the Bring California Home Fund. The Bill would require the Homeless Coordinating and Financing Council (HCFC) to administer allocations of the collected funds to counties, continuums of care (CoCs), and large cities, and to establish performance outcomes based on reductions in the number of people experiencing homelessness, and other similar factors. The Bill would also make changes to the membership of the existing Homeless Coordinating and Financing Council (HCFC) – requiring the HCFC to be composed of prescribed individuals – rather than appointment by the Governor.
 - **Status:** Re-referred to the Committees on Revenue and Taxation and Housing and Community Development on January 15, 2021. Amended, passed as amended by Committee on Revenue and Taxation, and re-referred to Committee on Committee and Community Development on April 19, 2021.
 - **SGVCOG Position:** Watch

- **AB 816** (Chiu): Requires state and local governments to develop actionable plans to reduce homelessness by 90 percent by January 1, 2029, authorizes the state Housing and Homeless Inspector General to file a lawsuit against the state, a county, or a city which fails to adopt or make progress towards the goals outlined in an approved plan, and authorizes the Inspector General to levy civil penalties against any agency that intentionally transports a homeless individual from its own jurisdiction to another.
 - **Status:** Referred to the Committee on Housing and Community Development on February 25, 2021.
 - **SGVCOG Position:** Watch

- **SB 15** (Portantino): Requires HCD to administer a program that would allow cities to receive the average of the annual amount of sales tax revenue generated by the big box retail or commercial shopping center site for the previous seven years. To receive the sales tax rebate, the site must be rezoned, the housing development approved and constructed and a certificate of occupancy issued. The Bill would make the allocation of these grants subject to appropriation by the Legislature in the annual Budget Act or other statute.
 - **Status:** Re-referred to Committee on Appropriations on March 18, 2021. Pass Committee on House March 18 2021. Passed Committee on Appropriations and placed on suspense file on April 2, 2021.
 - **SGVCOG Position:** Support and direct staff to work with the author and the co-authors to seek clarification and possibly make modifications to the bill to improve its efficacy in delivering affordable housing and provide updates on the Bill as necessary. Staff has had initial conversations with Senator Portantino’s staff, and they have been very receptive to the proposals.

- **AB 1220** (Rivas): Would rename the Homeless Coordinating and Financing Council to the California Interagency Council on Homelessness and remove authorization for the Secretary of Business, Consumer Services, and Housing’s designee to serve as chair of the council. The Bill would also change the composition of the council, as specified, including by making certain council positions part of an advisory committee to the council. The Bill would also provide that the appointed members of the council or committees serve at the pleasure of their appointing authority. The bill would also require that upon request of the council, a state agency or department that administers one or more state homelessness programs, as described, to participate in council workgroups, task forces, or other similar administrative structures and to provide to the council any relevant information regarding those state homelessness programs.
 - **Status:** Re-referred to the Committee on Housing and Community Development on April 15, 2021.
 - **SGVCOG Position:** Watch

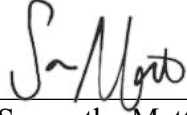
- **SB 621** (Eggman): Would authorize a development proponent to submit an application for a development for the complete conversion of a motel or hotel into multifamily housing units and be subject to a streamlined, ministerial approval process, provided that development proponent reserves 10% of the proposed housing units for lower income households, unless a local government has affordability requirements that exceed these requirements. The Bill would require the structure proposed to be converted be vacant for at least 6 months prior to the submission of the application, except as provided. The Bill would require the development proponent to comply with specified requirements regarding the payment of prevailing rate or per diem wages for construction work related to the part of the development that is a public work and the use of a skilled and trained workforce on the development, except as provided.
 - **Status:** Passed Committee on Housing and referred to Committee on Governance and Finance on April 15, 2021.
 - **SGVCOG Position:** Watch

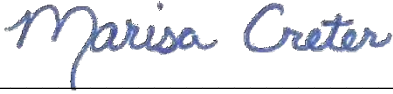
- **AB 1372** (Muratsuchi): Requires every city, or every county in the case of unincorporated areas, to provide every person who is homeless with temporary shelter, mental health treatment, resources for job placement, and job training until the person obtains permanent housing if the person has actively sought temporary shelter in the jurisdiction for at least 3 consecutive days and has been unable to gain entry into all temporary shelters they sought for specified reasons, requires the city or county to provide a rent subsidy, if it is unable to provide temporary shelter, and authorizes a person who is homeless to enforce the bill’s provisions by bringing a civil action.
 - **Status:** Referred to Committees on Housing and Community Development and Judiciary on March 4, 2021.
 - **SGVCOG Position:** Watch

A key deadline for the Legislature is April 30 when the policy committees must pass any Fiscal Bills introduced in their house. If not acted, these bills become two-year measures. COVID 19 continues to impact the ability of the Legislature to hold safe and timely hearings. With the number of bills that were introduced (2,472) this year it is anticipated that several bills will be dropped or

REPORT

held over until next year. Staff will provide any relevant verbal updates on these bills at the meeting.

Prepared by: 
Samantha Matthews
Management Analyst

Approved by: 
Marisa Creter
Executive Director

DATE: May 5, 2021

TO: Homelessness Committee

FROM: Marisa Creter, Executive Director

RE: **MENTAL HEALTH LEGISLATIVE UPDATES**

RECOMMENDED ACTION

For information only.

BACKGROUND

Below is an overview of current state legislation related to mental health.

AB 1340 (Santiago) - Mental health services: involuntary detention.

- **Summary:** Would expand the definition of “gravely disabled” – for the purposes of the Lanterman-Petris-Short Act – to include a condition in which a person, as a result of a mental health disorder, is unable to provide for their basic personal needs for medical treatment, if the failure to receive medical treatment is either for an existing life-threatening medical condition, or the person is in imminent danger of physical injury or life-threatening medical condition and there is a substantial and imminent risk of either death or prolonged hospitalization.
- **Status:** Introduced on February 12, 2021. Amended and re-referred to Committee on Health on March 26, 2021. This Bill has become a two-year bill.
- **SGVCOG Position:** Homelessness Committee supported this bill at the meeting on April 7, 2021.

AB 741 (Bennett) - Jails: discharge plan.

- **Summary:** Would require a sheriff to make the release standards, release processes, and release schedules of a county jail available to incarcerated persons upon their booking into County jail. Current law authorizes a county sheriff to discharge a person from a county jail at any time that the sheriff considers to be in the best interests of that person and to allow the person to stay in jail for additional time in order to offer the person the ability to be discharged to a treatment center. The Bill would also allow a person incarcerated in or recently released from a county jail access to up to three free telephone calls to plan for a safe and successful release. The Bill would require each county sheriff to convene a mentally ill discharge plans advisory group, including stakeholders that support mentally ill individuals who have been incarcerated, for the purposes of making recommendations for county jail discharge plans for individuals with mental illness who have been incarcerated for 30 days or more.

- **Status:** Introduced February 16, 2021. Amended and re-referred to Committee on Public Safety on March 22, 2021.
- **SGVCOG Position:** Watch

AB 574 (Chen) - Guardians ad litem: mental illnesses.

- **Summary:** Would establish an additional procedure for the appointment of a guardian ad litem for a person who lacks the capacity to make rational informed decisions regarding medical care, mental health care, safety, hygiene, shelter, food, or clothing with a rational thought process due to a mental illness, defect, or deficiency.
- **Status:** Introduced February 11, 2021. Referred to Committees on Health and Judiciary on February 18, 2021.
- **SGVCOG Position:** Watch

SB 340 (Stern) - Lanterman-Petris-Short Act: hearings.

- **Summary:** Would authorize a family member, friend, or acquaintance with personal knowledge of a person receiving treatment under the Lanterman-Petris-Short (LPS) Act to make a request in writing to the person's counsel to testify in the judicial review proceedings of the person's involuntary commitment. The Act authorizes the involuntary commitment and treatment of persons with specified mental health disorders at a designated facility for 72-hour treatment and evaluation for the protection of the committed person. Under the Act, there is judicial review of the involuntary commitment and reasonable attempts must be made by the mental health facility to notify family members or any other person designated by the patient of the time and place of judicial review.
- **Status:** Introduced February 9, 2021. Amended March 8, 2021. Passed Committee on Health and re-referred to Committee on Judiciary April 21, 2021.
- **SGVCOG Position:** Watch

SB 106 (Umberg) - Mental Health Services Act: homelessness.

- **Summary:** Would amend the Mental Health Services Act (MHSA) – a measure enacted by voters in 2004 to establish and appropriate funds to the Mental Health Services Fund to fund various county mental health programs – to expand counties' abilities to spend funds on existing innovative programs without additional approval by the Mental Health Services Oversight and Accountability Commission. Existing law requires counties to engage in specified planning activities, including creating and updating a 3-year program and expenditure plan through a stakeholder process. Counties can spend 5% of MHSA money on innovative programs, upon approval of the Mental Health Services Oversight and Accountability Commission.
- **Status:** Introduced January 5, 2021. Amended and re-referred to Committee on Health on April 19, 2021. Hearing set for April 28, 2021.
- **SGVCOG Position:** Watch

AB 1331 (Irwin) - Mental health: Statewide Director of Crisis Services.

- **Summary:** Would require the Director of Health Care Services to appoint a full-time Statewide Director of Crisis Services who would establish, monitor, and sustain a comprehensive crisis care system to coordinate with the Department of Managed Health Care, the Department of Insurance, and other departments, agencies, and entities, as

necessary, to ensure the existence of a comprehensive, integrated, and reliable network of services.

- **Status:** Introduced on February 19, 2021. Referred to Committee on Health on March 4, 2021. Passed Committee on Health on April 6th, 2021. Re-referred to Committee on Appropriations on April 12, 2021.
- **SGVCOG Position:** Watch

AB 785 (Rivas, Robert) - Mental health.

- **Summary:** Would, upon appropriation, establish the Mental Health Response and Treatment Challenge Grant Pilot Program to provide a statewide investment program to provide funds and flexibility to cities, counties, cities and counties, or other local governmental agencies that interact with the criminal justice system to develop programs that seek to improve services in 3 areas: the response capacity and ability of mental health crisis responders and mental health crisis assistance centers; the quality of mental health diversion programs, and mental health treatment that serves people in the justice system. The Board of State and Community Corrections to administer the pilot program and award grants on a competitive basis.
- **Status:** Introduced on February 16, 2021. Referred to Committees on Public Safety and Health on February 25, 2021.
- **SGVCOG Position:** Watch

H.R. 8639 - Mental Health Justice Act of 2020

- **Summary:** Would authorize the Secretary of Health and Human Services to award grants to States and political subdivisions of States to hire, employ, train, and dispatch mental health professionals to respond in lieu of law enforcement officers in emergencies involving one or more persons with a mental illness or an intellectual or developmental disability, and for other purposes.
- **Status:** Introduced in the House on October 20, 2020 by Congresswoman Katie Porter. The bill currently has approximately 80 cosponsors.
- **SGVCOG Position:** Watch

A key deadline for the Legislature is April 30 when the policy committees must pass any Fiscal Bills introduced in their house. If not acted, these bills become two-year measures. COVID 19 continues to impact the ability of the Legislature to hold safe and timely hearings. With the number of bills that were introduced (2,472) this year it is anticipated that several bills will be dropped or held over until next year. Staff will provide any relevant verbal updates on these bills at the meeting.

Prepared by:



Samantha Matthews
Management Analyst

Approved by:



Marisa Creter
Executive Director

DATE: May 5, 2021

TO: Homelessness Committee

FROM: Marisa Creter, Executive Director

RE: **LA ALLIANCE FOR HUMAN RIGHTS ET AL. V. CITY OF LOS ANGELES ET AL.**

RECOMMENDED ACTION

For information only.

BACKGROUND

LA Alliance for Human Rights, et al. v. City of Los Angeles, et al. was filed in March 2020 by a group of business owners and residents called the LA Alliance for Human Rights. The Alliance claims the City and County of Los Angeles have failed to protect and provide shelter for people experiencing homelessness. The Court has ordered the City and County to find alternate shelter for people living near freeways and under freeway overpasses. In response, in June, the City and County signed a binding term sheet to provide 6,700 beds within a specified time frame, and services for five years thereafter. These beds will be primarily located in the City of Los Angeles and primarily funded by the County.

In February, a hearing was held in Skid Row in which Judge Carter, who oversees the case, criticized the slow pace of the progress in response to the lawsuit, especially in light of recent rains. He criticized longstanding policy, particularly with respect to the way these policies have affected women, people of color, and those with mental illness.

In response to this, Councilmember Mike Bonin called for the City and County to enter into a consent decree, supervised by a judge. He argued that current structures, including the Los Angeles Homeless Services Authority (LAHSA), are "structurally incapable" and not "nimble or forceful enough" to deliver the response required. If the City and County agree, this decree would end the lawsuit and provide Judge Carter with the ability to order the construction of interim housing or the provision of services.

On March 29, Los Angeles County sought to be dismissed from the lawsuit. The County contends in its motion that it already spends hundreds of millions of dollars each year on the homelessness crisis and argues that the lawsuit is not a proper forum to achieve a remedy to the problem.

CURRENT UPDATES

On April 20, Judge Carter granted a preliminary injunction sought by the plaintiffs ordering the City and County to offer some form of shelter or housing to the entire homeless population of Skid Row by October 2021. The City and County must offer single women and unaccompanied children


REPORT


a place to stay within 90 days, help families within 120 days and finally, by October 18, offer every homeless person on Skid Row housing or shelter. The order also calls for the City to put \$1 billion into an escrow account.

The ruling argues that the City and County of Los Angeles wrongly focused on permanent housing at the expense of more temporary shelter. That element of the order underscores the judge's skepticism of a core part of Los Angeles' current strategy to tackle homelessness.

Both the City of Los Angeles and Los Angeles County have announced that they will be appealing the order. Both the City and County also sought a stay of the order, which would delay it from going into effect and would freeze the order until the appeal is decided.

On April 25, Judge Carter denied the request for a stay of the order to offer housing or shelter but agreed to stay the order targeting the money and instead gave the City 60 days to develop a plan showing how the \$1 billion would be spent.

Prepared by: 
Samantha Matthews
Management Analyst

Approved by: 
Marisa Creter
Executive Director