

AGENDA AND NOTICE OF THE **SPECIAL** MEETING OF THE HOMELESSNESS COMMITTEE

Tuesday, March 1, 2022 -- 8:00 AM

Teleconference Meeting

Zoom Link: <https://us06web.zoom.us/j/81095827446>

Livestream Link: <https://youtu.be/olYwpXIRi8o>



Chair

Becky Shevlin
City of Monrovia

Vice-Chair

Margaret Clark
City of Rosemead

MEMBERS

- Arcadia
- Azusa
- Baldwin Park
- Claremont
- Duarte
- Glendora
- Irwindale
- Monrovia
- Pasadena
- Pomona
- Rosemead
- South El Monte
- South Pasadena
- Upper San Gabriel Valley
Municipal Water District
- West Covina
- 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 8:00 AM at the West Covina Council Chambers Meeting Room (1444 W. Garvey Avenue S., West Covina, CA 91790). The agenda packet is available at the San Gabriel Valley Council of Government’s (SGVCOG) Office, 4900 Rivergrade Road, Suite A120, Irwindale, CA, and on the website, www.sgvkog.org. A copy of the agenda is also viewable at Alhambra City Hall, 111 S 1st St, Alhambra, CA. 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: AB 361 (Rivas), signed by California Governor Gavin Newsom on September 16, 2021, authorizes local agencies 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 emergency resulting from the threat of the Novel Coronavirus (COVID-19).

To follow the new provisions in AB 361 and ensure the safety of Committee Members and staff for the purpose of limiting the risk of COVID-19, in-person public participation at the Homelessness Committee meeting scheduled for February 1, 2022 at 8:00 AM 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://us06web.zoom.us/j/81095827446>. You may also access the meeting via the livestream link on the front of the agenda page.

Instructions for Public Comments: For those wishing to make public comments on agenda and non-agenda items, but within the SGVCOG’s subject matter jurisdiction, you may submit written comments via email or provide a verbal comment by participating through Zoom.

- Written Comments (Email): If you wish to submit written public comments to be distributed to the committee members prior to or during the meeting, please submit these materials via email to Victoria Urenia at vurenia@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 read into the record and will be part of the recorded meeting minutes. Written public comments may include, but are not limited to letters, reports, and presentations. While there is no page or word count limit for written comments, the time for reading written public comments into the record will be limited to three minutes, which is the same time allotted for verbal comments.
- Verbal Comments (Zoom): Through Zoom, you may provide a verbal comment 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 Victoria Urenia at least 48 hours prior to the meeting at (626) 225-2598 or at vurenia@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*)

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

5. Adopt Resolution 22-03-HC Making Specified Findings to Enable the Homelessness Committee to Continue to Hold Meetings Via Teleconferencing – Page 1
Recommended Action: Adopt Resolution 22-03-HC making specified findings that the existence of a local and state of emergency in California caused by the ongoing COVID-19 pandemic continues to directly impact the ability of the SGVCOG to hold public meetings safely in person thereby necessitating an ability to continue holding meetings via teleconferencing
6. Homelessness Committee Meeting Minutes – 2/1/2022 – Page 6
Recommended Action: Approve
7. State Homeless Funds – Page 9
Recommended Action: For information only.

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

8. Blue Ribbon Commission on Homelessness Governance Options– Mary Wickham, Executive Director – Page 11
Recommended Action: Recommend Governing Board direct staff to submit a comment letter on the recommendations for the Blue Ribbon Commission on Homelessness (BRCH).

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

9. Chair’s Report
10. LA County Homelessness Governance Reform and Blue-Ribbon Commission on Homelessness – Page 63
11. State Budget and Legislative Updates – Page 66

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

12. San Gabriel Valley Regional Housing Trust
13. San Gabriel Valley Consortium on Homelessness
14. LA County Homeless Initiative
15. United Way Everyone In
16. Union Station Homeless Services
17. Los Angeles Homeless Services Authority (LAHSA)

ADJOURN

DATE: March 1, 2022

TO: Homelessness Committee

FROM: Marisa Creter, Executive Director

RE: ADOPT RESOLUTION 22-03-HC MAKING SPECIFIED FINDINGS TO ENABLE THE HOMELESSNESS COMMITTEE TO CONTINUE TO HOLD MEETINGS VIA TELECONFERENCING

RECOMMENDED ACTION

Adopt Resolution 22-03-HC making specified findings that the existence of a local and state of emergency in California caused by the ongoing COVID-19 pandemic continues to directly impact the ability of the SGVCOG to hold public meetings safely in person thereby necessitating an ability to continue holding meetings via teleconferencing.

BACKGROUND

Introduced by Assemblymember Robert Rivas (D-Hollister) on February 1, 2021, AB 361 codifies portions of Governor Gavin Newsom's existing Ralph M. Brown Act exemptions pertaining to teleconferencing if a local agency issues an emergency finding, and reissues it every 30 days, that it is unsafe to meet in person. Specifically, the Brown Act exemptions include requirements to provide a public teleconference location, to maintain a member quorum within the agency's jurisdiction and to provide for public comment at each teleconference location, such as a private residence. The legislation expires in December 2024. On September 16, 2021, California Governor Gavin Newsom signed AB 361 into law, effective immediately.

A local agency wishing to rely on the provisions of AB 361 must meet one of the following criteria:

1. The local agency holds a meeting during a proclaimed state of emergency, and state or local officials have imposed or recommended measures to promote social distancing; or
2. The local holds a meeting during a proclaimed state of emergency for the purpose of determining, by majority vote, whether as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees; or
3. The local agency holds a meeting during a proclaimed state of emergency and has determined, by majority vote, that, as a result of the emergency, meeting in person would present imminent risks to the health or safety of attendees.

On March 4, 2020, Governor Newsom proclaimed a State of Emergency in California due to the threat of COVID-19 and shortly thereafter issued Executive Order N-29-20 suspending certain Brown Act provisions relating to teleconferencing as public meetings began to be held online.¹ However, this Executive Order expired on September 30, 2021, despite the State of Emergency remaining in place.

¹ Similarly, on March 4, 2020, the Los Angeles County Board of Supervisors and Los Angeles County Health Officer declared a local and health emergency due to the threat of COVID-19.

The threat that COVID-19 has presented continues to directly impact the ability of the SGVCOG to conduct Governing Board/committee meetings safely in person. Updated guidelines issued by the Centers for Disease Control and Los Angeles Department of Public Health in July and August 2021 advise governmental entities to refrain from conducting indoor meetings and consider moving operations outdoors, where feasible, to prevent transmission. SGVCOG staff finds it has been unable to find a suitable outdoor space with the requisite audio/visual capabilities at which the monthly Committee meetings can be held safely. Similarly, an indoor space with sufficient capacity to accommodate safe social distance practices among members, staff, and the public could not be identified

In order to continue to conduct meetings in a safe manner and to prevent unnecessary COVID-19 exposure to members, staff and the public, staff is recommending that the Homelessness Committee adopt Resolution 22-03-HC making certain findings in order to be able to continue teleconferencing for its meetings.

Prepared by: Victoria Urenia
Victoria Urenia
Management Analyst

Approved by: Mari a Creter
Mari a Creter
Executive Director

ATTACHMENTS

Attachment A – Resolution 22-03-HC

RESOLUTION 22-03-HC

**RESOLUTION OF THE HOMELESSNESS COMMITTEE OF THE
SAN GABRIEL VALLEY COUNCIL OF GOVERNMENTS (SGVCOG) MAKING
SPECIFIED FINDINGS TO ENABLE THE HOMELESSNESS COMMITTEE TO
CONTINUE TO HOLD MEETINGS VIA TELECONFERENCING**

WHEREAS, AB 361 (Rivas), and specifically Government Code section 54953 (“Section 54953”), authorizes local agencies to use teleconferencing without complying with the specified teleconferencing requirements imposed by the Ralph M. Brown Act when the legislative body of a local agency holds a meeting during a declared state of emergency and makes certain findings relating thereto; and

WHEREAS, Section 54953 allows for local agencies to teleconference if the legislative body finds, among other things, that state or local official continue to impose or recommend measures to promote social distancing or whether a state of emergency directly impacts the ability of the legislative body to meet safely and that meeting in person would present imminent risks to the health and safety of attendees; and

WHEREAS, on March 4, 2020, the Governor of California proclaimed a State of Emergency to exist in California as result of the threat of COVID-19, which state of emergency remains in place; and

WHEREAS, on March 4, 2020, the Los Angeles County Board of Supervisors and Los Angeles County Health Officer declared a local and health emergency as result of the threat of COVID-19, which emergency remains in place; and

WHEREAS, Los Angeles County and State health officials continue to recommend social distancing as a result of COVID-19; and

WHEREAS, due to the resurgence of COVID-19 reported cases and surge of the Delta variant statewide and in particular, in Los Angeles County, the California Department of Public Health’s Best Practice Guidance encourages all governmental entities to refrain from conducting indoor meetings and consider moving operations outdoors, where feasible, in order to prevent transmission; and

WHEREAS, SGVCOG’s inability to facilitate Governing Board and Committee meetings using a centralized outdoor space with audio/visual capabilities, as well as the lack of indoor capacity to accommodate safe social distance practices among members and joining staff makes it unsafe for its members and the public to meet safely in person; and

WHEREAS, teleconferencing meetings enables the SGVCOG to retain the ability to continue to conduct meetings in a safe manner that would reduce exposure to members and staff to COVID-19; and

WHEREAS, public access and participation remain a core value of the SGVCOG, and the SGVCOG has the capability to meet the requirements in Section 54953 to provide the public with

the ability to view, hear, and participate in such meetings in a manner that protects the statutory and constitutional rights of all persons to participate in such meetings; and

WHEREAS, as a condition of extending the use of the provisions to conduct remote teleconference meetings without compliance with specified Brown Act teleconference requirements, the SGVCOG must reconsider the circumstances of the state of emergency that exists, and the SGVCOG Homelessness Committee has done so.

NOW, THEREFORE, BE IT RESOLVED that the Homelessness Committee does hereby find the existence of a local and state of emergency in California caused by COVID-19 continues to directly impact the ability of the SGVCOG to hold public meetings safely in person and local and state health officials continue to recommend social distancing.

PASSED, APPROVED, and ADOPTED by the Homelessness Committee of the San Gabriel Valley Council of Governments, on March 1, 2022.

SAN GABRIEL VALLEY COUNCIL OF GOVERNMENTS

Becky Shevlin, President

Attest:

I, Marisa Creter, Executive Director and Secretary of the San Gabriel Valley Council of Governments, do hereby certify that Resolution 22-03-HC was adopted at a meeting of the Homelessness Committee held on the 1st day of March, 2022, by the following vote:

AYES:	
NOES:	
ABSTAIN:	
ABSENT:	

Marisa Creter, Secretary



SGVCOG Homelessness Committee Meeting
Unapproved Minutes
February 1, 2022
8:00 AM - Via Zoom/Teleconference

PRELIMINARY BUSINESS

1. Call to Order
B. Shevlin called the meeting to order at 8:01 AM.

2. Pledge of Allegiance
M. Cacciotti led the Pledge of Allegiance

3. Roll Call:

Members Present:

A. Verlato, Arcadia
R. Gonzales, Azusa
Y. Ruizesparza, Baldwin Park
J. Leano, Claremont
J. Schulz, Duarte
K. Davis, Glendora
M. Ortiz, Irwindale
B. Shevlin, Monrovia
W. Huang, Pasadena
D. Holley, Pomona
M. Clark, Rosemead
R. Corral, South El Monte
M. Cacciotti, South Pasadena
J. Santana, Upper District
D. Urbina, LA County Dist. 1

Members Absent:

R. Diaz, West Covina

SGVCOG Staff:

B. Acevedo
M. Creter
T. Lott
S. Pedersen
C. Sims
V. Urenia

Guests:

S. Malone
J. Ban
P. De Lara

4. Public Comment
No Public comment was received for the meeting.

CONSENT CALENDAR

5. Adopt Resolution 22-02-HC Making Specified Findings to Enable the Homelessness Committee to Continue to Hold Meetings Via Teleconferencing

Recommended Action: Adopt Resolution 22-02-HC making specified findings that the existence of a local and state of emergency in California caused by the ongoing COVID-19 pandemic continues to directly impact the ability of the SGVCOG to hold public meetings safely in person thereby necessitating an ability to continue holding meetings via teleconferencing

- 6. Homelessness Committee Minutes – 1/5/2022
Recommended Action: Approve
- 7. SGVCOG Winter 2022 Housing and Homelessness Report
Recommended Action: Receive and File.
- 8. State Homeless Funds
Recommended Action: For information only.
- 9. Measure H 2022-2023 City Program Application
Recommended Action: Recommended Action: Recommend Governing Board approve \$50,000 of 2022-2023 Measure H City Programs funding for the Baldwin Park Interim Housing Program.

There was a motion to approve consent calendar item 5 - 9 M/S: (K. Davis /A. Verlato).

[MOTION PASSED]

AYES:	Arcadia; Baldwin Park; Claremont; Glendora; Irwindale; Monrovia; Pomona; Rosemead; South El Monte; South Pasadena; Upper District; LA County District 1
NOES:	
ABSTAIN:	
ABSENT:	Azusa; Duarte; Pasadena; West Covina

PRESENTATION

- 10. Housing for Health – Sally Malone, Manager Policy and External Affairs, Housing for Health, Los Angeles County Department of Health Services
Recommended Action: For information only.
S. Malone gave a presentation providing the background and overview of the Housing for Health (HFH) division of the Los Angeles County Department of Health Services (DHS). HFH was established in 2012 as a “prescription for housing” for DHS patients to reduce inappropriate use of expensive health care resources and improve health outcomes by providing housing and services to people experiencing homelessness with complex health and/or behavioral health conditions, high utilizers of public services, and other vulnerable populations. Their housing and integrated service packages are aimed at addressing the social determinants of health to improve overall health outcomes.

M. Cacciotti asked for follow-up information regarding the Multidisciplinary Teams (MDT) and how to coordinate with resources in the San Gabriel Valley.

S. Malone offered to connect interested members with the SPA 3 MDT coordinator, provide the RAND study and additional follow-up information.

UPDATE ITEMS

11. Chair's Report
Chair B. Shevlin provided a verbal report.
12. LA County Homelessness Governance Reform and Blue-Ribbon Commission on Homelessness (BRCH)
Chair B. Shevlin provided updates on the BRCH meetings.
13. State Budget and Legislative Updates
V. Urenia provided State budget and legislative updates with additional updates provided by T. Egan.

LIASON REPORTS

14. San Gabriel Valley Regional Housing Trust
J. Leano provided a verbal report.
15. San Gabriel Valley Consortium on Homelessness
16. LA County Homeless Initiative
17. United Way Everyone In
18. Union Station Homeless Services
19. Los Angeles Homeless Services Authority (LAHSA)
P. De Lara provided a verbal report. A. Verlato, M. Cacciotti requested additional information regarding the Greater Los Angeles Homeless Count and PEH located on moving trains and hard-to-reach areas such as riverbeds.

ADJOURN

The meeting adjourned at 9:38 AM.

REPORT

DATE: March 1, 2022
TO: Homelessness Committee
FROM: Marisa Creter, Executive Director
RE: **STATE HOMELESS FUNDS**

RECOMMENDED ACTION

For information only.

BACKGROUND

On June 27, 2019, Governor Newsom signed the 2019 Budget Trailer bill which contained \$5,625,000 in funding for homeless programs for the San Gabriel Valley to be administered by the SGVCOG. On September 10, 2019, the County Board of Supervisors (BOS) approved a motion by Supervisors Barger and Solis directing the carryover of \$6,000,000 in Measure H “Innovation Funds” for the County’s Councils of Governments. The SGVCOG received an allotment of \$1,541,876, proportionate to the region’s share of the County’s point-in-time homeless count. All Innovation Funding was expended by December 31, 2021, in accordance with funding requirements. All State Funding must be expended by June 30, 2022. To ensure that all funds are expended by June 30, 2022, on January 5, 2022, the Homelessness Committee recommended the Governing Board authorize the Executive Director to re-allocate funding between approved Homeless Program categories, and direct staff to provide monthly updates to the Homelessness Committee on the progress of expenditures. The Governing Board subsequently approved this recommendation at its meeting on January 20, 2022. The following shows the current expenditures by program category, as of February 24, 2022:

Funding Category	TOTAL	Expended	Remaining	
Admin - Direct Labor		\$197,488.20		
RHT - Admin		\$77,500.00		
RHT - Capital		\$1,350,000.00		
RHT - Operations		\$200,000.00		
Prevention & Diversion		\$340,784.98		
Pilot Programs		\$643,080.11		
Plans Implementation		\$924,411.18		
Plans Development		\$99,870.00		
Landlord Outreach		\$34,256.70		
Other Regional Work		\$51,288.38		
SUB TOTAL	\$7,166,876.00	\$3,918,679.55	\$3,248,196.45	45%

REPORT

Staff will continue to monitor and evaluate expenditures and spend-down projects and make modifications to the funding category budgets to ensure that all funding is expended by June 30, 2022. SGVCOG will provide monthly updates to the Committee.

Prepared by: Victoria Urenia
Victoria Urenia
Management Analyst

Approved by: Marisa Creter
Marisa Creter
Executive Director

REPORT

DATE: March 1, 2022

TO: Homelessness Committee
City Managers' Steering Committee

FROM: Marisa Creter, Executive Director

RE: **BLUE RIBBON COMMISSION ON HOMELESSNESS GOVERNANCE OPTIONS**

RECOMMENDED ACTION

Recommend Governing Board direct staff to submit a comment letter on the recommendations for the Blue Ribbon Commission on Homelessness (BRCH).

INTRODUCTION

Over the last several years, there has been increased attention on the challenges within the homeless services system, including how the Los Angeles Homeless Services Authority (LAHSA) operates within the system. In response, the Los Angeles County Board of Supervisors (LACBOS) established the Blue Ribbon Commission on Homelessness (BRCH) to review LAHSA and the existing homeless services structure and to make recommendations for improvements. Over the last six months, the BRCH has met and heard presentations from a variety of stakeholders. Based on this feedback collected from stakeholders, several potential governance options have been developed, and the BRCH has deliberated - and will continue to deliberate - on these options in order to form a recommendation. The BRCH is anticipated to conclude its work by the end of March 2022 and make a recommendation to the LACBOS. The options that have been identified and that are currently being discussed are as follows:

- Establish a County Department for Homelessness (Stand-alone option);
- Streamline LAHSA's roles and responsibilities;
- Maintain LAHSA's Existing Roles and Expand Regional Representation;
- Create smaller CoCs;
- Dissolve LAHSA.

These options will continue to be modified over the next several weeks as the BRCH continues to deliberate in order to make its recommendation. As such, staff recommends that the following recommendations be integrated into the final recommendation of the BRCH to the LACBOS.

- The County should establish a stand-alone department that oversees and administers the homeless services system in the County. This department should be delegated appropriate authority and flexibility to make programming and funding decisions that
- The County should work with all stakeholders to establish a consensus simplified vision and goals that guide the County's program, policy, and funding decisions. It is essential that stakeholders be meaningfully engaged to ensure that there is consensus around working towards this shared vision.
- COGs and cities should have increased representation on the decision-making body(ies) that oversee the homeless services system.

- Subregions should have increased programmatic autonomy and funding discretion to allow for the implementation of locally-based and locally-supported solutions.
- Input from subregions should be a driver of programmatic, policy, and funding decisions for the County.
- The homeless services system should increase access to data for all stakeholders within the system - including those employed by a local government - and enhance data sharing and data tracking in order to better evaluate the system. This includes establishing clear metrics against which data can be tracked.

Staff recommends that the Governing Board direct staff to submit a comment letter, consistent with these principles, to the Blue Ribbon Commission on Homelessness.

BACKGROUND

The following sections provide a background and overview of BRCH and LAHSA.

Blue Ribbon Commission on Homelessness

On July 27, 2021, the LACBOS considered a motion introduced by Supervisor Barger “Establishing a Blue-Ribbon Commission on Homelessness”. This motion aimed to bring together municipal stakeholders across the County to analyze existing efforts to ensure that an ideal governance structure is in place to address the homelessness crisis.

The mission of the Blue-Ribbon Commission on Homelessness (BRCH) is to “conduct a comprehensive study of the Los Angeles Homeless Services Authority’s (LAHSA) governance structure by reviewing existing reports and recommendations, identify and analyze the challenges inherent to the existing system, and to provide recommendations to change and improve its efficiency.” The BRCH was convened to study homelessness governance models nationwide and provide feedback to the Board regarding the most relevant and effective models with the intention of implementing governance reform to help solve the homelessness crisis in Los Angeles County. BRCH was directed to provide a report that includes recommendations for a new governance model that is appropriate for Los Angeles County within 6 months.

The motion approved by the Board of Supervisors establishing the BRCH provided that the Commission would have 12 members, 4 representatives from the City of Los Angeles, 5 representatives from the County of Los Angeles, 2 representatives from the County’s councils of governments (COGs), and 1 representative from the Contract Cities Association. The following members were appointed to the BRCH:

- Sarah Dusseault, LAHSA Commission Member (appointed by Supervisor Hilda Solis);
- LaCheryl Porter, Chief Operation Officer at St. Joseph Center (Appointed by Supervisor Holly Mitchell);
- Wendy Greuel, LAHSA Commission Vice Chair (appointed by Supervisor Sheila Kuehl);
- Vanessa Sedano, Housing Program Managing Director at The Whole Child (appointed by Supervisor Janice Hahn);
- Theane Evangelis, Partner at Gibson Dunn (appointed by Supervisor Kathryn Barger);

- Marcel Rodarte, Executive Director at the Contract Cities Association (nominated by the Contract Cities Association);
- Christian Horvath, City Councilmember for the City of Redondo Beach (nominated by the COGs);
- Becky Shevlin, President for the San Gabriel Valley Council of Governments (nominated by the COGs).

The City of Los Angeles had four seats on the BRCH – one nominated by Mayor Eric Garcetti and three nominated by City Council President Nury Martinez. The City declined to nominate any members, citing the need for action over additional discussion.

The BRCH held its first meeting on September 8, 2021, and, since that time, has held fifteen additional meetings, featuring presentations and discussions on items that support its purpose. Specifically, the BRCH has heard more than 60 presentations from a wide variety of stakeholders, highlighting different components of the homeless services system. The following stakeholder groups have presented:

- LAHSA;
- HUD;
- Chief Executive Office’s Homeless Initiative (CEO-HI);
- Cities, including from the cities of Glendora, Pomona, and South El Monte;
- SGVCOG;
- LA County Departments, including the Department of Public Health, Department of Mental Health, Department of Public Works, and the Department of Regional Planning;
- People with lived experience;
- Homeless service providers, including Union Station Homeless Services (USHS), Downtown Women’s Center, LA Family Housing, and Homeless Outreach Program Integrated Care System (HOPICS);
- CoC case studies from other areas, including Houston, Santa Clara County, Glendale, Pasadena and Long Beach;

These topics have covered data and analysis, program overviews and progress in addressing homelessness, or acknowledgement of current system challenges and recommendations for improvement. Attachment A provides a more detailed synopsis of the BRCH presentations.

The BRCH is expected to make its final recommendation for presentation to the Board of Supervisors by the end of March 2022.

LAHSA

LAHSA was established in 1993 as a joint-powers authority (JPA) of the City and County of Los Angeles, as part of a settlement of a lawsuit by the City, civil rights groups, and homeless advocates alleging the County failed to comply with Welfare and Institutions Code section 17000. As dictated by the JPA agreement, it is governed by a 10-member board - 5 appointed by the County of Los Angeles (one by each supervisor) and 5 appointed by the City of Los Angeles. Any changes to the JPA agreement would require the approval of both the City and County of Los Angeles, as members of the JPA.

Since 1994, LAHSA has served as the continuum of care (CoC) for 85 cities in Los Angeles County, designated by the Department of Housing and Urban Development (HUD).¹ As the HUD-designated CoC, LAHSA is responsible for submitting the region's annual application for federal funding, managing the region's Homeless Management Information System (HMIS), conduct the region's bi-annual point-in-time (PIT) count, and managing the system's data.

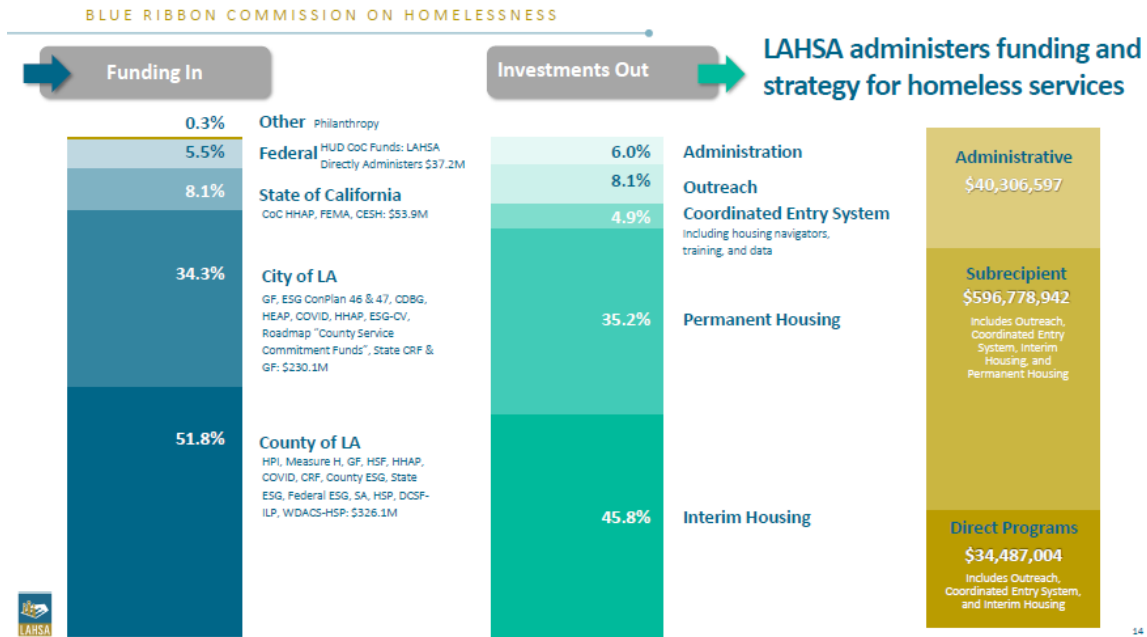
A CoC is required to have a CoC Board that is representative of the CoC and includes at least 1 member who is currently or formerly homeless. LAHSA administers the CoC Board for Los Angeles County, which includes 17 members, including a representative from each of the County's eight service planning areas (SPAs) and 9 at-large members, including 2 representatives with lived experience. A map of the SPAs is included as Attachment B. While some of the responsibilities of the CoC Board are unclear in implementation, the CoC Board's delegated responsibilities include establishing performance targets for CoC projects, overseeing the CoC program annual application that must be submitted to HUD each year to receive the region's federal funding, establishing and following written standards, and establishing funding priorities. The CoC Board's decisions are advisory to the LAHSA Commission. In addition, LAHSA coordinates the Coordinated Entry System (CES) Policy Council, which provides guidance and direction on CES policies and procedures around access, assessment, prioritization, and referral. The CES Policy Council is made up of representatives from CES service providers, persons with lived experience, CoCs, public agencies, and public housing authorities, and those with lived experience.

In recent years, several other non-federal funding sources have been directed towards LAHSA, which has greatly expanded its role and its budget. From FY 2015-16 to FY 2021-22, LAHSA's annual budget grew 700%, from approximately \$100 million annually to more than \$700 million. This growth can largely be attributed to the passage of Measure H and the availability of State funds through the Homeless Housing Assistance and Prevention (HHAP) program. Since FY 2019-2020, the State has allocated \$760 million to CoCs through the HHAP program. The City of Los Angeles and County of Los Angeles also receive direct allocations of HHAP funding, and they both allocate a portion of their HHAP funds to LAHSA. LAHSA subcontracts out nearly 90% of its funding to service providers and other subrecipients and retains the remaining approximately 11% for administration and direct service provision, including for outreach, the coordinated entry system, and interim housing. An overview of LAHSA's funding sources and investments is included in Figure 1, which can be found on the next page.

Measure H is another primary funding source for LAHSA. While Measure H funding is administered by the County of Los Angeles, on an annual basis, approximately 50% of Measure H funds are directed to LAHSA to implement or administer a variety of strategies. The majority of this funding is subcontracted with subrecipients; however, some funding is retained by LAHSA for administration and the provision of direct services, including outreach.

¹ The cities of Glendale, Long Beach, and Pasadena have their own CoCs.

Figure 1. LAHSA Funding and Investments²



With the expansion of funding and responsibilities, LAHSA now serves as the CoC lead, the system administrator, a direct service provider, and the JPA for the City and the County. An overview of LAHSA’s roles and responsibilities can be found below:

Table 1. LAHSA’s Roles and Responsibilities

CoC Responsibilities	Additional Roles
<ul style="list-style-type: none"> • Submit region’s annual application for federal funding • Manage the region’s Homeless Management Information System (HMIS) • Conduct region’s bi-annual point-in-time (PIT) count • Manage system data • Staff the CoC Board and CES Policy Council 	<ul style="list-style-type: none"> • Direct service provider (including outreach) • Administrator of Measure H funding • System administrator

One unique element about LAHSA - what the BRCH has called the “LAHSA Conundrum” – is that the Agency does not direct its own funding but is instead allocated funding from other entities - HUD, the State, the City, and the County - to implement specific projects and programs. Figures 2 and 3 (below) demonstrate the LAHSA organizational structure and how different funding sources direct its work. Attachment C provides a specific overview of the flow of Measure H funds.

² Source: [LAHSA Presentation](#) at Blue Ribbon Commission on Homelessness (BRCH) given October 6, 2021.

Figure 2. LAHSA Organizational Structure³

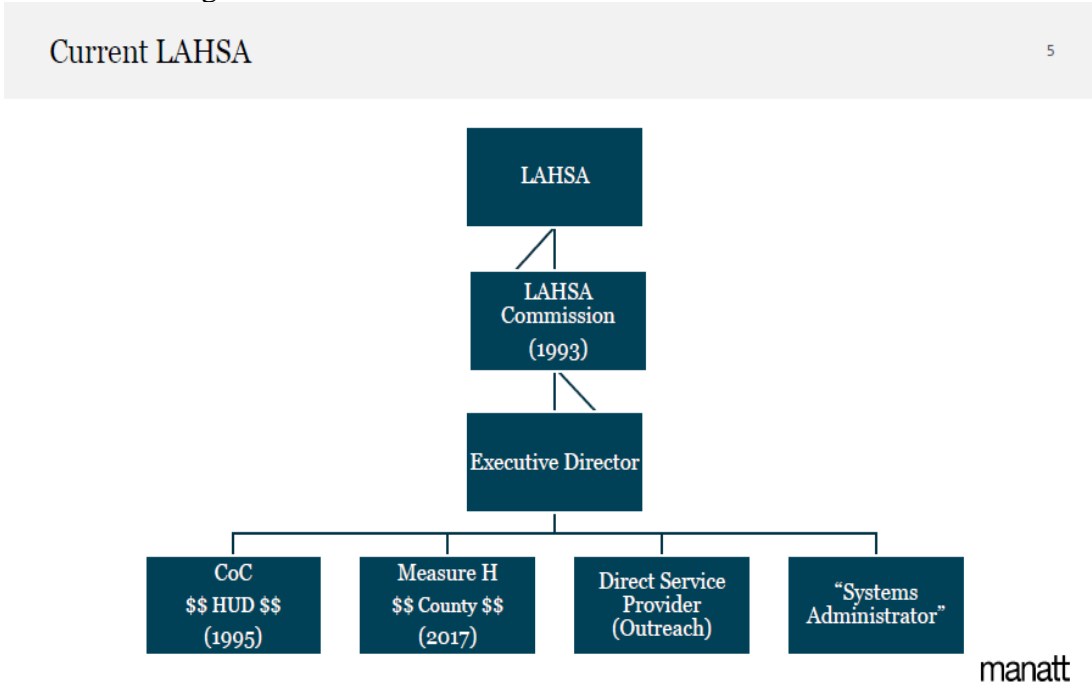
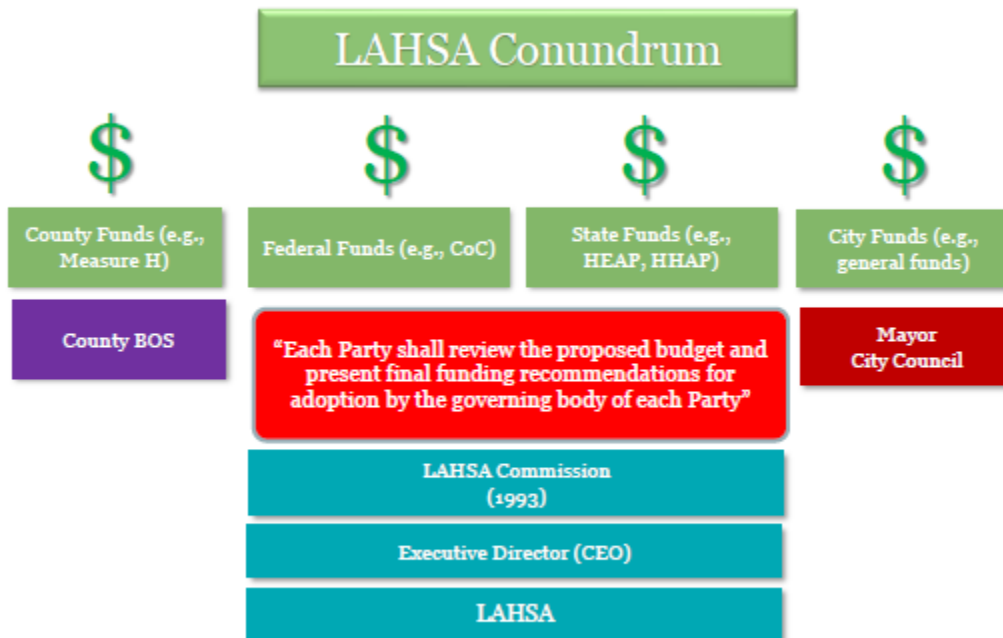


Figure 3. Funding Flow to LAHSA⁴



³ [Presentation on the role of LAHSA and LAHSA’s Governance](#) at the January 12, 2022, BRCH Meeting - Brandon Young, Partner at Manatt, Phelps, and Phillips, LLP

⁴ Ibid

DISCUSSION

Over the course of its meetings and discussions, BRCH Executive Director Mary Wickham and her staff have identified a list of key themes and potential options for governance. These items are still being discussed at length at the BRCH and, over the next several weeks, the Commission is expected to continue to refine the key themes and potential options in order to develop a recommendation. Staff from the BRCH will present on the key themes and potential governance options identified to date at the March meeting of the Homelessness Committee (Attachment D).

Key Themes

Over the last five months, several key themes have emerged, and these have been identified as the main priorities to be addressed by BRCH as they discuss a governance recommendation:

- **Filling system voids:** Potential governance recommendations aim to address current system voids. Some options address the need for subregional leadership, more direct inclusion of persons with lived experience, and inclusion of representatives of diversity, equity and inclusion.
- **Simplification and streamlining:** Some potential governance recommendations emphasize the need for a more streamlined or simplified LAHSA and/or Continuum of Care.
- **Governance and accountability:** With the current framework, it is unclear 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. Discussion has also emphasized the need for a shot-caller, an entity that can make decisions and issue directives.
- **Local innovation and regional strengths:** There is a need for an increased emphasis on local innovation and regional strengths. 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. Additionally, Measure H local return can provide a predictable revenue source to cities and subregions.
- **Transparency and access to data:** Providers have expressed the lack of transparency and meaningful access to data. Potential recommendations propose increased access to data and the adoption of policies to enhance data sharing and breaking down barriers to data sharing.
- **Diversity, equity and inclusion:** There is a need for more diverse voices at the table. Equity acknowledges the different circumstances and challenges PEH experience and recognizes the need to make changes to the imbalances. A multi-faceted approach is needed to meet varied needs of PEH.
- **Voices of those with lived experience:** The need for incorporating lived experience expertise in decision-making has been expressed in presentations and public comment. People who have experienced homelessness are the true experts that know firsthand the specific challenges in being homeless and navigating the homeless services system.

Another point of consensus presented during discussion amongst Commissioners was that LAHSA is doing too much. A main point of agreement between Commissioners is that LAHSA currently has too many responsibilities and is involved in too much to operate successfully. In deviating

from its original design and purpose, changes may be necessary for LAHSA to be able efficiently serve its role.

Governance Options

The BRCH staff has considered these primary themes and identified several potential options for governance structures for the County's homeless services system, which are described in more detail below. They have reviewed the following 5 governance options:

- Establish a County Department for Homelessness (Stand-alone option);
- Streamline LAHSA's roles and responsibilities;
- Maintain LAHSA's Existing Roles and Expand Regional Representation;
- Create smaller CoCs;
- Dissolve LAHSA.

Over the last several months, the BRCH has discussed these options and made modifications. The BRCH will continue to meet throughout March for additional discussion and modification, in order to develop a recommendation to the Board of Supervisors by the end of March 2022.

Establish a County Department for Homelessness

Currently, numerous County departments have some responsibility and role related to homelessness. This includes, but is not limited to, the following:

- Department of Health Services;
- Department of Public Health;
- Department of Mental Health; and
- Sheriff's Department

Additionally, there are limited staff that work directly for the Homeless Initiative, which is housed within the County Chief Executive Officer's (CEO's) Office and which is primarily responsible for the administration of Measure H funding. This disparate system had led to overlapping responsibilities, challenges in coordinating efforts, and lack of a clear, unified strategy.

The proposed new County Department would be tasked with overseeing the entire homeless services system for the County. This would include managing the implementation of the homeless services system and Measure H, managing strategy and policy development, collecting and evaluating data in order to provide oversight over the continuum of services, and serving as the convener/communicator of the homeless services system. It could also potentially serve as the coordinator of the County's homelessness efforts across all departments involved in the homeless services system.

BRCH staff has also identified several key components that would support the work of the new County Department:

- **Establishment of Regional Committees:** These regional committees could function similar to the LA County Sanitation Districts, with organization by service planning area (SPA) or by COG. A key consideration for the establishment of the Regional Committees would be representation from a variety of stakeholders within the subregions, including local governments and service providers. One alternative would be to provide that

governance could be determined at the discretion of the subregion. In addition to their advisory role to the newly-established County department, the Regional Committees could be delegated with some program authority and funding discretion. It could also provide a forum for input on Measure H funding recommendations and for CoC-related matters.

- **Establishment of Coordinating Advisory Council:** This Council would bring together stakeholders from County departments, LAHSA, the regional committees, CES leads, and those with lived experience, and it could provide a forum for input to the County Department.
- **Establishment of Executive-Level Convening:** This convening could be managed by the new County department or a third-party non-profit and could bring together decision-makers from the City, the County, LAHSA, the State, and other entities to focus on common interested relating to policy, funding, operations, diversity, equity, and inclusion, and ensuring that resources are being distributed equitably.

This option is a standalone option that could be implemented with or without any changes to LAHSA.

Streamline LAHSA's Role and Responsibilities

One identified option is to streamline the role of LAHSA. As discussed previously, while LAHSA's historical role has been that of the County's CoC, the growth in funding has resulted in an expansion of LAHSA's roles, to include that of a funding administrator and of a direct service provider. This option would simplify the role of LAHSA to be only that of a CoC. As a part of this effort, there would be a need to evaluate the allocation of Measure H funding between LAHSA, County departments, and, if established, the newly-established County entity. LAHSA would also no longer provide direct services. This change would require the agreement of both the City and the County of Los Angeles.

The currently-discussed option for LAHSA governance for this option would not change the number of LAHSA Commissioners – which is currently 10, with 5 appointees from both the City and the County of Los Angeles – but could change the representatives sitting in those seats. Potential representatives could include department heads, those with lived experience, a COG representative. Depending on the representatives, this could require a change to the JPA agreement.

Maintain LAHSA's Existing Roles and Expand Regional Representation

This option would maintain LAHSA's roles as the CoC lead, a system administrator, a primary administrator of Measure H, and direct service provider, but would expand the LAHSA Commission to include subregional representation on the Commission board. The Commission could include representation by regional elected officials, similar to that of the Los Angeles Metropolitan Transportation Authority (Metro). This would require changes to the JPA agreement, which would need to be approved by both the County and the City of Los Angeles.

Create Smaller CoCs

In this approach, several smaller CoCs would be created, each of which would be responsible for complying with federal requirements for a CoC. It is important to note that the overall amount of funding for the County would not change, even with the creation of smaller CoCs.

Dissolve LAHSA

Another potential approach would be for the County of Los Angeles to withdraw from LAHSA. This approach, which would likely take approximately 2 to 4 years, would require the creation of CoCs – or the shift of CoC responsibilities to an existing entity – to comply with federally-mandated HUD requirements and be eligible for federal CoC funding. Potential alternatives could be for multiple CoCs that served the County of Los Angeles, City of Los Angeles, and potentially other smaller city/subregional CoCs. As a part of this ramp-down, key considerations would include how to coordinate efforts among multiple CoCs, the division of LAHSA’s property and other assets, facilitating the sharing of HMIS, preventing the loss of federal funds in the transition process, and the distribution of Measure H funds.

Subregional Considerations

In January 2022, the SGVCOG, in collaboration with Gateway Cities Council of Governments, City of Lancaster, Las Virgenes-Malibu Council of Governments, City of Palmdale, and South Bay Council of Governments submitted a letter to BRCH sharing input on concerns with the current homelessness services system and recommendations to improve this system. The letter is provided in Attachment E. The main concerns presented in the letter, which are described in more detail in the letter, included the following:

- Lack of Collaborative Relationship with LAHSA and the County;
- Insufficient Funding for Locally-based and Supported Initiatives and Programs;
- Insufficient Locally-based Planning and Inflexible Program Design;
- Poor Communication;
- Lack of Access to Quality Data;
- Lack of Accountability.

To address these issues, the subregions proposed the following changes to the homeless services governance system:

- Expand the LAHSA Commission to include representatives from cities beyond the City or County of Los Angeles;
- Provide funding to establish subregional-level command centers to build actionable shared authority for the council of governments;
- Improve collaboration and communication by increasing face-to-face interaction and relationship building with local city partners;
- Improve the quality of data provided to subregions and release it monthly;
- Require evidence-based interventions with all County funds;
- Incentivize targeted homeless housing development strategies in response to actual data;
- Streamline program design parameters to allow for programs that holistically address the needs of PEH and allowing for more flexibility in funding caps to allow for this.

Since the letter was completed, the subregions have continued to meet and discuss the deliberations of the BRCH and have identified the following additional needs within the system:

- **Need for agreement around fundamental system goals:** There is no agreed-upon common vision for the system and agreed-upon common goals that drive funding, program, and policy recommendations. This was elevated as a best practice, based on the performance of other CoCs, in Houston, Texas, and Santa Rosa County, California.
- **Need for a “shot caller”:** There is no central person or entity that is responsible for overall system oversight and evaluation that makes policy, program, and funding recommendations to advance the success of the system.

Based on these subregional considerations and considerations of the SGVCOG, Table 2 (below) provides an analysis of each potential BRCH governance option, as well as the pros and cons of each option.

Table 2. BRCH Governance Options

Recommendation	Analysis	Pros	Cons
Create a County Department	<ul style="list-style-type: none"> • Expands upon what is existing (i.e. Homeless Initiative office) • LAHSA would still perform State and Federally mandated funds and manage funds that are distributed to them as the COC for the LA region • Would require an evaluation of Measure H to determine the allocation of funds between existing County Departments, the new County Department, and LAHSA • Creates framework for subregional input (subregional councils) and subject matter expert input • Lacks clarity on the scope of the department and whether existing programs and/or contracts would transition from LAHSA to the new Department. 	<ul style="list-style-type: none"> • Does not require changes to the LAHSA JPA, and therefore does not require approval of City of Los Angeles • Would expand an existing office (HI) and could provide more autonomy for its work • Could consolidate and streamline homeless services that are being managed by numerous County departments • Would allow for a more clear line of accountability for Measure H funds • Creates a framework for subregional decision-making and potential funding discretion • Could address outsized role City of Los Angeles has in controlling homeless funding by having more decision making authority retained by the LACBOS 	<ul style="list-style-type: none"> • Could be viewed as creating more bureaucracy • Moves away from some best-practice models that have all homeless services consolidated under a single agency (i.e. Houston model) • Would require funding to support the establishment and operation of the Department

	<p>To best serve the SGVCOG, this option would require that the Department truly served as the “shot caller” for the homeless services system in the County, consolidating and streamlining services provided by County Departments. It would not serve the SGVCOG if it merely created an additional layer of County bureaucracy. This option would also require that the regional committees be formed and that there be adequate representation from local jurisdictions on the regional committees and that these regional committees be delegated with programmatic and funding authority. To ensure that these regional committees provided true representation, this option would require that the Board of Supervisors establish clear expectations and requirements establishing how the newly-created Department must collaborate with the regional committees. Finally, with input and guidance from the regional committees and other stakeholders, the role of the newly-created Department - including the scope of the department and the programs it manages - should also be clearly defined and delegated with sufficient authority to flexibly respond to challenges and opportunities as they arise.</p>		
Streamline LAHSA	<ul style="list-style-type: none"> • Returns LAHSA to its primary role as the LA County CoC • Ceases LAHSA’s role as a direct service provider • Would require an evaluation of Measure H funding allocations, to determine the split between LAHSA, County departments, and any new County infrastructure (e.g. new County Department) • Could establish new appointees (e.g. COG representatives, people with lived experience, County Department heads) on the LAHSA Commission • Would require new entity/service provider to provide direct services 	<ul style="list-style-type: none"> • Would allow LAHSA to focus predominantly on its administrative responsibilities as the LA County CoC • Could expand the representation on the LAHSA Commission • Could allow for more thoughtful approaches on how to provide direct services (e.g. expanding successful County outreach programs; supporting service providers) 	<ul style="list-style-type: none"> • Would require agreement from the City of Los Angeles to eliminate direct service provision • Would not necessarily result in more representation - representation for COGs could require a change to the JPA agreement • By itself, would not address the fundamental issues within the homeless services system
	<p>To best serve the SGVCOG, this option would require that the level of direct services provided to local jurisdictions be greater than that provided by LAHSA’s direct teams. It would also require that representation on the LAHSA Commission be expanded to include that from local jurisdictions.</p>		
Maintain LAHSA responsibilities and expand subregional representation	<ul style="list-style-type: none"> • Maintains the status quo, with regards to the provision of homeless services • Would provide additional seats and subregional 	<ul style="list-style-type: none"> • Would provide representation for local governments outside of the City and County of Los Angeles. 	<ul style="list-style-type: none"> • Would require changes to the JPA agreement, which would require the approval of the City and County of Los Angeles. • Would not necessarily address existing issues

	representation on the LAHSA Commission		within the system/with LAHSA
	To best serve the SGVCOG, this option would require that the JPA agreement were truly amended by both parties to the JPA and there was adequate subregional representation for the cities of the San Gabriel Valley.		
Create more, smaller COCs	<p>This approach is not recommended for the following reasons:</p> <ul style="list-style-type: none"> • It would minimize economies of scale and duplicate efforts, as all CoCs would be responsible for the same requirements. Since no new funding would be available, there would likely not be sufficient funding to fully financially support these new CoCs. • To minimize duplication of efforts (e.g. HMIS-administration, homeless count, CES policy development), there would likely still need to be an additional umbrella organization managing all of these efforts. • It creates the potential for a fragmented network of services, with arbitrary boundaries, that would likely make it more difficult for persons experiencing homelessness to receive services. • It would create competition between CoCs for resources, and the City and County of Los Angeles would have structural advantages that could result in resources being more consolidated with these entities. 		
Dissolve LAHSA	<p>This approach is not recommended for the following reasons:</p> <ul style="list-style-type: none"> • Would require the creation of a new CoC (or multiple CoCs) to fulfill the federal requirements for Los Angeles County. • Would require a complex decommissioning of LAHSA’s assets and assignments, with no entity designated to absorb that work. • Unlikely to result in additional resources or input for subregions, as smaller cities would either continue to work with the City or the County in a CoC or would be competing with the City and County of Los Angeles for funding and resources. Could serve to further consolidate resources and funding in the City and County of Los Angeles 		

SGVCOG Staff Recommendation

Based on the analysis above, SGVCOG staff recommends that the option that would best-serve the interests of San Gabriel Valley cities is the option to create a new County department to administer and oversee the County’s homeless services system, with the associated subregional leadership and regional committees, and to streamline LAHSA’s responsibilities.

However, there are several assurances that would need to be built into this option to ensure that this option would truly better serve San Gabriel Valley cities.

- **The newly-created Department should be delegated the authority to truly oversee the County’s homeless services system.** If done correctly, a single County entity could coordinate the County’s homeless services efforts across all departments, overseeing the provision of services, establishing and overseeing the establishment of policies and programs, creating and overseeing system metrics, standardizing data collection, and maintaining and evaluating data to develop recommendations. Without sufficient authority in relationship to other departments in the system, the Department could merely create an additional layer of County bureaucracy.
- **The Board of Supervisors should delegate sufficient decision-making authority to the Department.** As is currently the case, the LA County Board of Supervisors is responsible

for making policy decisions on systems goals; however, to be impactful, the Department head would need to be empowered enough to direct resources based on these systems goals.

- **Regional committees should be formed and should have the flexibility to determine their own governance structure.** Each subregion is different, so each subregion should have the flexibility to determine its own governance - including the representation from service providers, nonprofits, local governments, persons with lived experience, and other stakeholders – that would best address the needs of persons experiencing homelessness within the region. For the purposes of the SGVCOG, this should include adequate representation for local jurisdictions.
- **Regional committees should be delegated programmatic and funding authority.** Regional committees should have the flexibility and authority to evaluate and develop their own programs and funding recommendations to support locally-based and locally-supported programs.
- **The Board of Supervisors should mandate certain levels of engagement between the County department and regional committees to ensure their input is integrated into the decision-making process.** The regional committees should be included as an integral part of the decision-making process for the new County department, providing meaningful input and advice to the Department before decisions are made.
- **COG/City Representation should be built into the decision-making process at the new County department.** Whether through the regional committees or another venue, COGs and cities should be able to provide meaningful input to the County department before decisions are made. One potential approach for doing this is to establish an additional body, advisory to the Board of Supervisors, consisting of COGs and other representatives from the regional committees, County department heads, CES service providers/content experts, and other identified stakeholders, to provide direction to the new County Department and the Board of Supervisors. Several other measures that have been passed by the County use variations of this approach to ensure subregional engagement and input, including the Metro Policy Advisory Committee (PAC) for Measure M (transportation) and the Regional Oversight Committee (ROC) for Measure W (stormwater).
- **The County should establish a clear, agreed-upon set of goals that drive the program, policy, and funding decisions in the homeless services system.** The County currently has more than 50 adopted strategies to which funding is allocated to support the homeless services system. Some of these strategies are unclear and duplicative. Other regions that have made significant strides in addressing homelessness have a simpler version and goals. For example, for the CoC in the Houston, Texas, region, there are just three goals:
 - Design and manage an optimal homelessness response system where homelessness is rare, brief, and one-time.
 - Substantially reduce chronic unsheltered homelessness.
 - Achieve/maintain and end homelessness for veterans, persons experiencing chronic homelessness, families, and youth.

To achieve these goals, there are work groups dedicated to six priority areas: 1) higher levels of care; 2) access to treatment; 3) encampment closures; 4) discharge planning; 5) criminal justice system; and 6) prevention and diversion. Los Angeles County could have a set of goals that was as clearly-articulated and understandable. However, this would require true engagement and consensus-building with a wide swath of stakeholders to

create a shared set of goals that everyone was committed to working towards and funding and programming decisions were directed towards this shared set of goals.

Additional Considerations

In addition to the governance recommendations discussed at the BRCH, several other issues have been identified as key system issues that should be addressed to improve the function of the County's homeless services system.

- **Address the inefficiencies and lack of clarity between the CoC Board, CES Policy Council, and the LAHSA Commission:** These three different bodies are made up of three different groups of stakeholders; however, there isn't clarity on the roles and responsibilities of each. The BRCH has discussed collapsing these bodies into a single board.
- **Ensure that representatives with appropriate decision-making authority are represented on board and commissions:** For example, the BRCH Commission has discussed an option to require County Department heads to serve as the Department's representatives on the CES Policy Council.
- **Increase operational efficiencies at LAHSA:** Within LAHSA, there are opportunities to more clearly define decision-making responsibilities, engage a strike team - or similar body - focused on improving certain aspects of LAHSA's operation (e.g. contracting, improving communications, ensuring that staffing levels are consistent with what is needed when), and provide adequate resources and support to the LAHSA Executive Team to effectively operate the organization.
- **Establish clear, agreed-upon vision with simple goals:** The system does not have an agreed-upon vision, with simple and actionable goals, that drives policy, program, and funding decisions.
- **Provide Measure H funding for locally-based and locally-supported solutions:** The Commission has discussed creating a "local solutions" fund to provide ongoing funding for local initiatives, including making available the option for local jurisdictions to provide in-kind or matching contributions for the development of service programs and housing.
- **Improve data and metrics:** The BRCH has discussed the need to increase access to data, adopting policies to enhance and break down barriers to data sharing, define metrics of success for programs, and develop formulas for tracking data.


Among these additional considerations, it is critically important to provide Measure H funding for locally-based and locally-supported solutions and improve data and metrics.


NEXT STEPS


Over the next four weeks, the BRCH will continue to meet to discuss and refine the options presented and to ultimately make a recommendation that will be presented to the Board of Supervisors. The BRCH is expected to conclude its work by the end of March 2022. The "SGVCOG Staff Recommendations" section of this report is based on the options as currently presented to the BRCH. However, since the BRCH will continue to deliberate over the next several weeks, there may be modifications to the governance options that have been presented in the previous sections. As such, staff recommends that the SGVCOG adopt a set of principles that should be incorporated into the BRCH's final report. The proposed principles are as follows:

1. The County should establish a stand-alone department that oversees and administers the homeless services system in the County. This department should be delegated appropriate authority and flexibility to make programming and funding decisions that advance the system's shared goals.
2. The County should work with all stakeholders to establish a consensus simplified vision and goals that guide the County's program, policy, and funding decisions. It is essential that stakeholders be meaningfully engaged to ensure that there is consensus around working towards this shared vision.
3. COGs and cities should have increased representation on the decision-making body(ies) that oversee the homeless services system.
4. Subregions should have increased programmatic autonomy and funding discretion to allow for the implementation of locally-based and locally-supported solutions.
5. Input from subregions should be a driver of programmatic, policy, and funding decisions for the County.
6. The homeless services system should increase access to data for all stakeholders within the system - including those employed by a local government - and enhance data sharing and data tracking in order to better evaluate the system. This includes establishing clear metrics against which data can be tracked.

Staff recommends that the Governing Board direct staff to submit a comment letter, consistent with these principles, to the Blue Ribbon Commission on Homelessness.

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ATTACHMENTS

- Attachment A – BRCH Presentation Summary
- Attachment B – LA County SPAs Map
- Attachment C – Flow of Measure H Funds
- Attachment D – BRCH Presentation
- Attachment E – Multi-City and COG letter to BRCH

Blue-Ribbon Commission on Homelessness Presentations

The following are presentations that have taken place at the Blue-Ribbon Commission on Homelessness meetings:

September 22, 2021 Meeting

- Tiffany Duvernay-Smith, Lived Experience Advisory Group Coordinator, LAHSA provided an overview of the Lived Experience Advisory Board (LEAB) and the Homeless Youth Forum LA (HYFLA). She expressed the importance of including, and engaging with, people with lived experience.
- Heidi Marston, Executive Director, and Molly Rysman, Chief Programs Officer, LAHSA provided an overview of LAHSA and the history of federal, state, and local homelessness policies.
- D'Artangan Scorza, Ph.D., Director of Racial Equity, CEO Anti-Racism, Diversity, and Inclusion Initiative (ARDI) provided an overview of the importance of doing work principled on equity and justice. LAHSA has its own equity office and the ARDI is working within the County to implement the recommendations of the LAHSA Commission's Ad Hoc Committee on Black People Experiencing Homelessness.
- Cheri Todoroff, Director, CEO Homeless Initiative provided an overview of the CEO Homeless Initiative, Measure H funding, and ongoing strategic planning.

October 6, 2021 Meeting

- Ann Oliva, Visiting Senior Fellow from the Center on Budget and Policy Priorities presented on her report, Los Angeles Homeless Services Authority: Report on Governance. The report provided an analysis of recommendations to improve LAHSA's governance structure.
- Presentation by LAHSA staff provided an overview of LAHSA's background, governances, duties, functions, strengths, and challenges.

October 20, 2021 Meeting

- Marisa Creter, Executive Director, San Gabriel Valley Council of Governments (SGVCOG) presented on SGVCOG's work on homelessness and its white paper on Los Angeles Homeless Services Authority (LAHSA) reform which highlights the need to reform LAHSA and incorporate cities into LAHSA's processes and governance.
- Arlene Barrera, Auditor-Controller, and Cheri Todoroff, Interim Director, Chief Executive Office Homeless Initiative (CEO-HI) presented on the County of Los Angeles' Report on Los Angeles Homeless Services Authority's Governance, which provided background on the County of Los Angeles' motion directing staff to conduct an analysis of the structure of LAHSA Report on Los Angeles Homeless Services Authority's Governance.
- A presentation on Measure H provided background of Homeless Initiative strategies and their core function for funding, in addition to an overview of funding collection and

allocation for Homeless Initiative Strategy Funding Plan and Homeless and Housing Program Budget.

November 3, 2021 Meeting

- LAHSA staff presented on Homeless Initiative Strategies, Measure H and other funding to LAHSA, the types of housing, and placement in housing.
- Steven Yu, co-chair, Amara Ononiwu, member, and Dan Davidson, Faith Collaborative to End Homelessness presented on faith-based organizations (FBO) and homeless services and provided recommendations.
- Glendora City Manager Adam Raymond and Assistant City Manager Moises Lopez presented on the City of Glendora's efforts to combat homelessness, the challenges they face with the current system, and recommendations for improvements.
- Reba Stevens, Systemic Change Advocate and Person with Lived Experience, provided her perspective on the current homeless crisis in LA County, her lived experience, and on equity issues for Black people experiencing homelessness and school-aged youth experiencing homelessness and the Regional Homelessness Advisory Council (RHAC).
- Jeff Farber, Executive Director, and Cristina Ramirez, Director, Homelessness of Helpline Youth Counseling presented on their services and provided recommendations to the BRCH.
- Mel Tillekeratne, Executive Director and Co-Founder, The Shower of Hope presented recommendations and concerns about current homeless services, including an influx of non-local people experiencing homelessness into Los Angeles County, geographic disparities in service provision, alternatives to housing first models, and needs for additional mental health and substance use disorder services.
- Anne Miskey, Chief Executive Officer; and Shawn Morrissey, Senior Director of Advocacy and Community Engagement at Union Station Homeless Services provided their comments on the need to re-focus providing homeless services that utilize proven best practices – housing first, trauma-informed care, harm reduction – rather than providing funding to other city-run programs that they feel do not use best practices. They also emphasized the need for more housing.
- Amy Turk, Chief Executive Officer of the Downtown Women's Center presented on the Center's services and provided recommendations.

November 17, 2021 Meeting

- Constanza Pachon, MBA, Chief Executive Officer, The Whole Child gave a brief overview of the organization, which provides a variety of comprehensive services, and shared her perspective on current LAHSA challenges.
- Gary Tsai, M.D, Director of Substance Abuse Prevention and Control, Department of Public Health presented an overview of LA County's Specialty SUD Treatment System,

and shared approaches to increase access to and improve the effectiveness of substance abuse services.

- Mike Foley, Executive Director, Bridge to Home, an organization that provides shelter and supportive services to help individuals and families in the Santa Clarita Valley presented some experienced challenges and recommendations for LAHSA
- John Maceri, Chief Executive Officer, The People Concern shared observations and recommendations for LAHSA.
- Jonathan E. Sherin, M.D., Ph.D., Director, Department of Mental Health discussed approaches to increase access to and improve the effectiveness of mental health services, while also emphasizing the need for LAHSA to have a more unified approach.
- Miguel Santana, Chair of The Committee for Greater Los Angeles, and Raphael J. Sonenshein, Ph.D., Executive Director of the Pat Brown Institute for Public Affairs California State Los Angeles presented their report, “We’re Not Giving Up: A Plan for Homelessness Governance in Los Angeles”. The report recognizes the need for a new independent entity, the Center, to serve as the home base of the community-wide commitment to addressing homelessness in Los Angeles.
- Donyielle Holley, Homeless Programs Supervisor for the City of Pomona shared an overview of the City’s progress in addressing homelessness, in addition to recommendations for LAHSA.
- Ken Craft, Founder and Chief Executive Officer of Hope of the Valley Rescue Mission, a faith-based independent 501(c)(3) nonprofit organization, spoke in support of interim housing and provided an update on the 6 Tiny Home interim housing sites they will be running throughout Los Angeles.

December 1, 2021

- Kathryn Kaminski, Deputy Director of Santa Clara County Office of Supportive Housing, and Jennifer Loving, Chief Executive Officer of Destination Home, presented their collective impact approach and their efforts to end and prevent homelessness, and provided an overview of Santa Clara’s Continuum of Care and their 2022-2025 Community Plan to End Homelessness.
- Jennifer O’Reilly Jones, Program Coordinator of Pasadena’s Continuum of Care, presented an overview of Pasadena’s Continuum of Care and the Pasadena Partnership to End

Homelessness, and provided the benefits and challenges of a smaller CoC operating as part of a larger system.

- Onnig Obulanikian, Director of Community Services and Parks, Glendale's Continuum of Care and Arsine Isayan, Interim Manager of Homeless Services presented an overview of Glendale's Continuum of Care, CES structure and providers, and Homeless Count data.
- Paul Duncan, Homeless Services Bureau Manager, Long Beach's Continuum of Care presented an overview of Long Beach's CoC, including its Unified Funding Agency structure and the benefits and drawbacks of a smaller CoC.
- Brandon D. Young, Partner, Manatt, Phelps & Phillips, LLP, presented on homelessness governance by discussing LAHSA's structure and governance through a joint powers authority (JPA) lens.

December 8, 2021

- Colette Langston, Metro Board Clerk, presented an overview of the Los Angeles County Metropolitan Transportation Authority and its operations, Board structure, and governance.
- Kate Anderson, Director, and Lisa Watson, Consultant of the County of Los Angeles Center for Strategic Partnerships provided a presentation. In 2014, the Blue-Ribbon Commission on Child Welfare Reform made a recommendation to create the center in an effort to prioritize deeper partnerships between the county and philanthropic institutions to improve the child welfare system. As consultant for The Center, Lisa emphasized the importance of Housing First and highlighted the process to building a supportive housing division within the Department of Children and Family Services (DCFS).
- Brandon D. Young, Partner at Manatt, Phelps & Phillips, LLP, provided an overview on homeless system funding. The presentation highlighted LAHSA's funding obligations and funding sources and Measure H funding process and priorities, in addition to regional coordination and innovation funding for Council of Governments.

December 15, 2021

- Stephanie Klasky-Gamer, President and Chief Executive Officer and Kris Freed, Chief Programs Officer from LA Family Housing provided a presentation overview of their role as a lead homeless service provider in SPA 2, in addition to the range of housing and service models they provide. They also provided recommendations to improve the homeless services system in LA County, such as improved data infrastructure and coalitions throughout the region that are consistent, action-oriented, and operate with a collective vision.
- Wesley G. Beverlin, Partner, Lewis Brisbois Bisgaard & Smith LLP and general counsel for the LA County Sanitation Districts provided a presentation overview on the public agency's role, structure, and responsibilities.
- Pastor Eddie Anderson, McCarty Memorial Christian Church provided a presentation emphasizing the work faith-based organizations are doing to address homelessness. They are already doing outreach and building relationships with people experiencing homelessness but experience financial and systemic roadblocks in transforming their underutilized land into affordable housing.

This meeting also featured the first discussion amongst Commissioners on the governance of the Los Angeles Homeless Services Authority (LAHSA). Commissioners were asked to discuss

LAHSA's many roles and what changes should be made. A main point of agreement between Commissioners was that LAHSA currently has too many responsibilities and is involved in too much to operate successfully. In deviating from its original design and purpose, changes are necessary for LAHSA to be able efficiently serve its role.

January 5, 2021

- Amy Bodek, Director of the Department of Regional Planning, Angela George Moody, Chief Deputy Director of the Department of Public Works; and Emilio Salas, Executive Director of the Los Angeles County Development Authority (LACDA) provided a joint presentation on the approaches to strengthen collaboration and efforts to streamline increased affordable housing. Additionally, they highlighted how they address some of the barriers to building affordable housing and gave potential solutions.
- Emilio Salas, LACDA Executive Director, provided an agency overview of the LACDA, which included its governance structure, funding sources, and current work to address homelessness.
- Veronica Lewis, Director of the Homeless Outreach Program Integrated Care System (HOPICS), provided an overview presentation of her South Los Angeles nonprofit organization, which included funding sources, and their experience and expertise within the current homeless services system.
- Jill Bauman, President and Chief Executive Officer of Imagine LA gave a brief overview presentation of the organization that aims to prevent first-time and repeat homelessness and equips families to maintain housing stability and thrive long-term. The presentation also provided information on their Family Partnership Model, funding sources, and their impact on the families they serve.

January 12, 2021

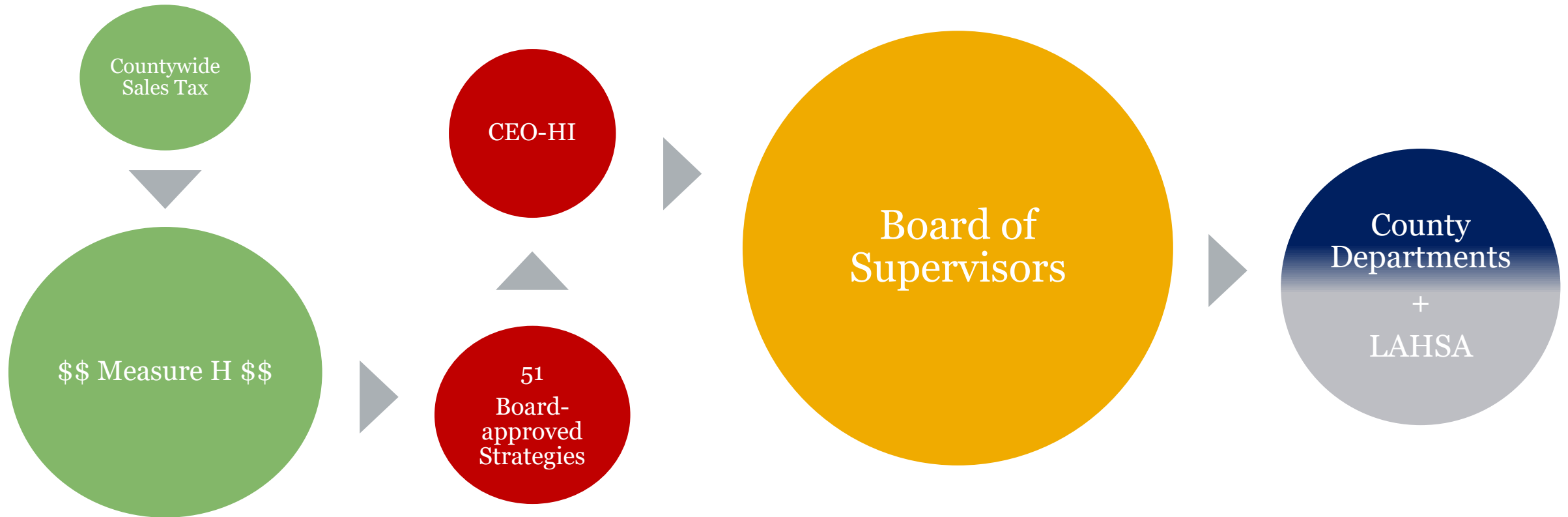
- Jonathan E. Sherin, M.D., Ph.D., Director of the Department of Mental Health presented an update on Department investments used to develop housing units and provide rental assistance subsidies, service costs broken down by level of care, and an overview of the three components of the LA County Mental Health system where the department interfaces with clients – Community Services, Crisis Care and Re-Entry Initiatives.
- Brandon D. Young, Partner of Manatt, Phelps & Phillips, LLP provided a presentation on the role of the Los Angeles Homeless Services Authority (LAHSA) and LAHSA's governance and alternatives on how improved decision-making could better serve persons experiencing homelessness.
- Rossana D'Antonio, Deputy Director of the Department of Public Works provided a presentation overview on the department's homeless initiatives including affordable housing development and project management.
- Peggy Edwards, Consultant of Population Change Institute, Board Member of Bridge to Home, and Board Member of Measure H Citizens' Oversight Advisory Board discussed overall challenges of the current homeless services system and suggestions to improve performance through governance actions.
- Scott Martin, President of the Hacienda Heights Improvement Association provided a presentation overview of the Hacienda Heights Improvement Association (HHIA)

including recommendations for improvement and key principles to effective homeless housing.

- Rachel Barbosa, City Manager of the City of South El Monte Provided a city's perspective on improving the effectiveness of Measure H and LAHSA. The presentation provided an overview of the Mid Valley Collaborative on Homelessness's homeless services, and the City of South El Monte's impact on homelessness.
- Commissioners initiated a discussion on the Survey Tool that will be used to solicit the top two (2) governance issues from the following groups: 1) Racial Equity, including the Ad Hoc Committee on Black people experiencing homelessness, 2) Lived Experience, including Los Angeles Homeless Services Authority's Lived Experience Advisory Board and the Homeless Youth Forum of Los Angeles, and 3) Council of Governments

January 19, 2021

- John Wickham, Legislative Analyst for the City of Los Angeles presented on the Chief Legislative Analyst Reports on Governance and Outreach that provided information on homeless response service models, comprehensive homelessness response system, current governance structure, and alternative governance structures.
- Corri Planck, Strategic Initiatives Manager and Elizabeth Anderson, Strategic Initiatives Program Administrator presented on the City of West Hollywood's homeless initiative, which provided information on their core values and organizational structure, social services, and funding.
- Margaret Willis, Housing and Human Services Administrator for the City of Santa Monica, presented an overview of the City's work in addressing homelessness, in addition to acknowledging current system challenges and providing recommendations.
- Helen Chin, Assistant to the City Manager on Homelessness for the City of Culver City, provided a presentation on the city's progress in addressing homelessness, and detailed challenges for small cities and issues with the current homeless services system.
- Dr. Judy A. Fancher, Assistant Superintendent, Curriculum, Assessment, and Instruction, Pre-K-12; and Martha Calderon, Equity and Access Coordinator for the Hacienda La Puente Unified School District provided a presentation about the district's role in creating transitions to housing. The presentation also shared long-term outcomes, definitions of homelessness, and detailed student-centered support.
- Commissioners initiated a discussion on the Los Angeles Homeless Services Authority's (LAHSA) Role and Governance, including County and City Infrastructures.



How Decisions Could Be Made to Serve Persons Experiencing Homelessness

(Themes and Building Blocks)

February 16, 2022

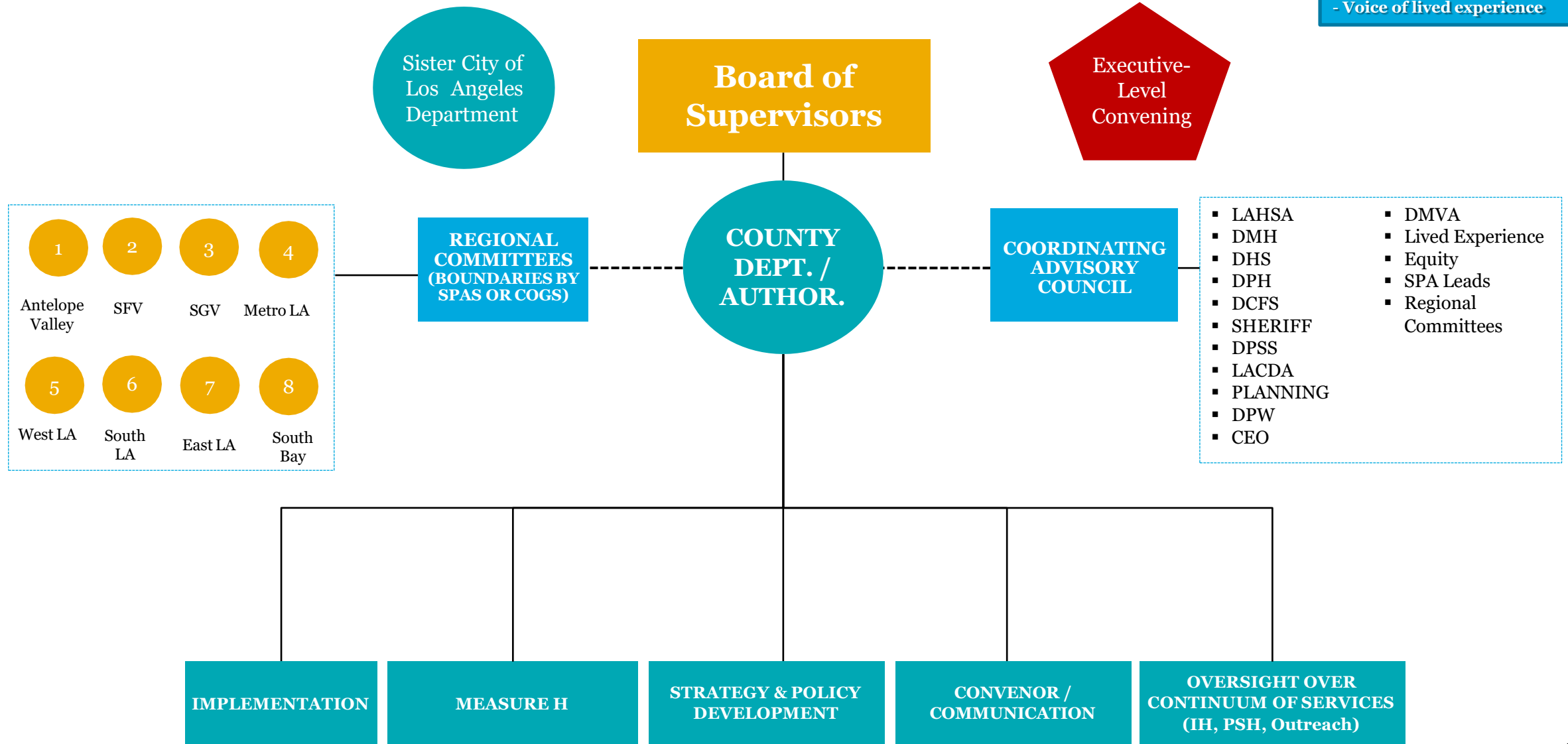
- **Discuss and identify themes**
- **Discuss and identify “building blocks”**
- **Discuss potential recommendations and options**

- Filling system voids
- Simplification/streamlining
- Governance/accountability
- Local innovation + regional strengths
- Transparency and access to data
- Diversity, equity, and inclusion
- Voice of lived experience

- **Filling system voids**
- Simplification/streamlining
- Governance/accountability
- Local innovation + regional strengths
- Transparency and access to data
- **Diversity, equity, and inclusion**
- **Voice of lived experience**

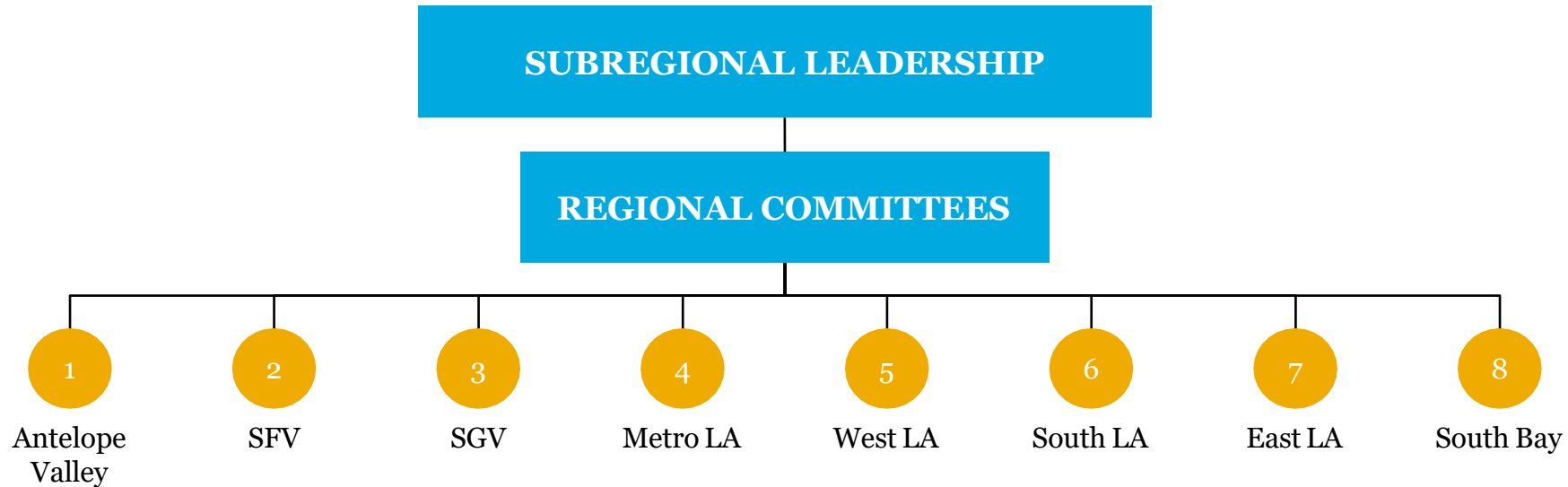
Potential Recommendation: County Dept./Authority

- Themes**
- Filling system voids
 - Simplification/streamlining
 - Governance/accountability
 - Local innovation + regional strengths
 - Transparency and access to data
 - Diversity, equity, and inclusion
 - Voice of lived experience



Potential Recommendation: Subregional Leadership

- Themes**
- Filling system voids
 - Simplification/streamlining
 - Governance/accountability
 - Local innovation + regional strengths
 - Transparency and access to data



Issues to Consider

- Governance determined at discretion of the region
- Boundaries determined by SPA or COG
- Authorize some level of funding discretion
- Forum for input re: Measure H funding recommendations
- Forum for input re: CoC-related matters

Potential Recommendation: Executive-Level Convening

Themes
- Filling system voids
- Simplification/streamlining
- Governance/accountability
- Local innovation + regional strengths
- Diversity, equity, and inclusion
- Voice of lived experience



Decisionmakers Only

- City and County (Mayor, Council President, BOS Chair, BOS Member, Chair Appointee, COG appointee(s), HCID, DMH, DHS, new County/City entities, LAHSA, State, lived experience, service providers)



Forum

- Convened by third party non-profit or new City/County entities



Meet quarterly (or more regularly)



Focus on common interests relating to:

- Policy
- Funding
- Operations
- Diversity, Equity, Inclusion
- “Fair Share”



Board could direct County to enter MOU with City of L.A. and other stakeholders concerning formal meeting schedule



- Filling system voids
- **Simplification/streamlining**
- **Governance/accountability**
- Local innovation + regional strengths
- Transparency and access to data
- Diversity, equity, and inclusion
- Voice of lived experience

LAHSA

Potential Recommendation/Option: Streamlined LAHSA

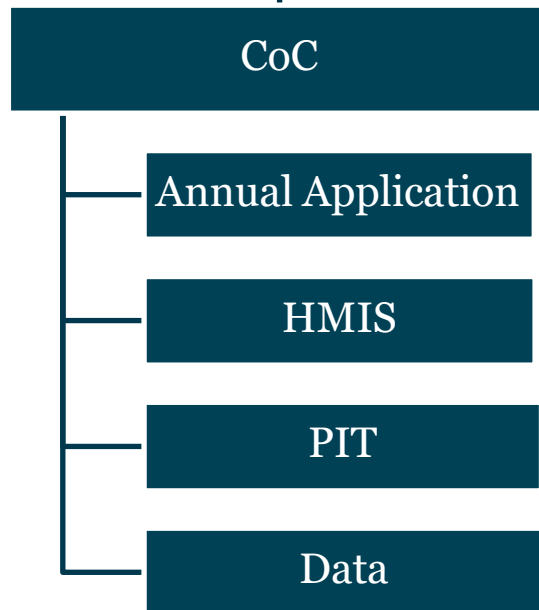
Themes
 - Simplification/streamlining
 - Governance/accountability
 - Transparency and access to data

Role



Changes

1. Transition from role as *direct service provider* (outreach)
2. *Study Measure H allocation* between LAHSA, County departments, and County entity to streamline operations across system

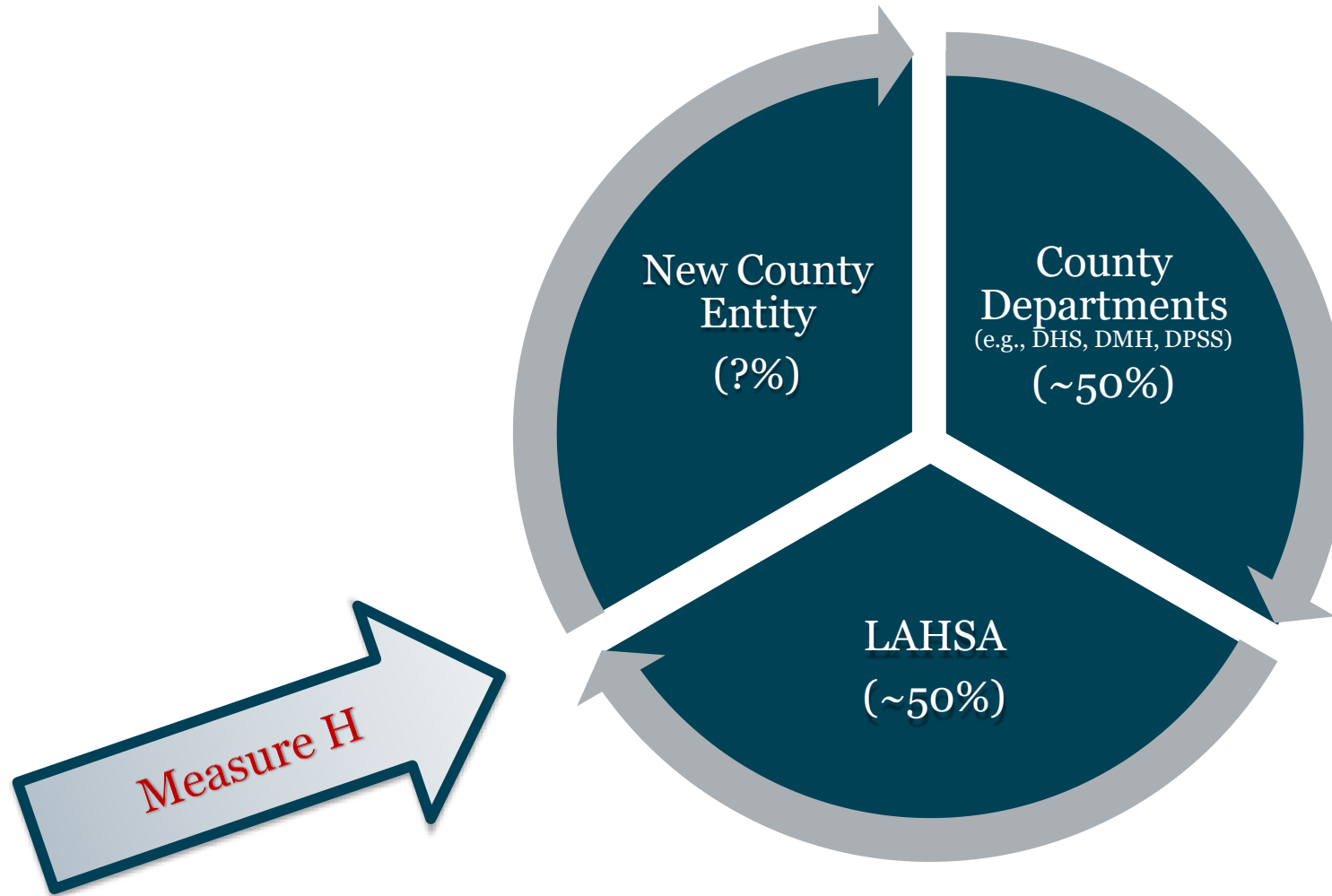


Governance

<p>Maintain number of seats (10) on LAHSA Commission but change who sits on them (e.g., department heads, lived experience representative, COG representative)</p>	<p>Appoint County Dept. Heads to CES Policy Council (See below)</p>
<p style="background-color: red; color: white; text-align: center;">Red</p>	<p style="background-color: green; color: white; text-align: center;">Green</p>

Green: No JPA/CoC Amendment Required

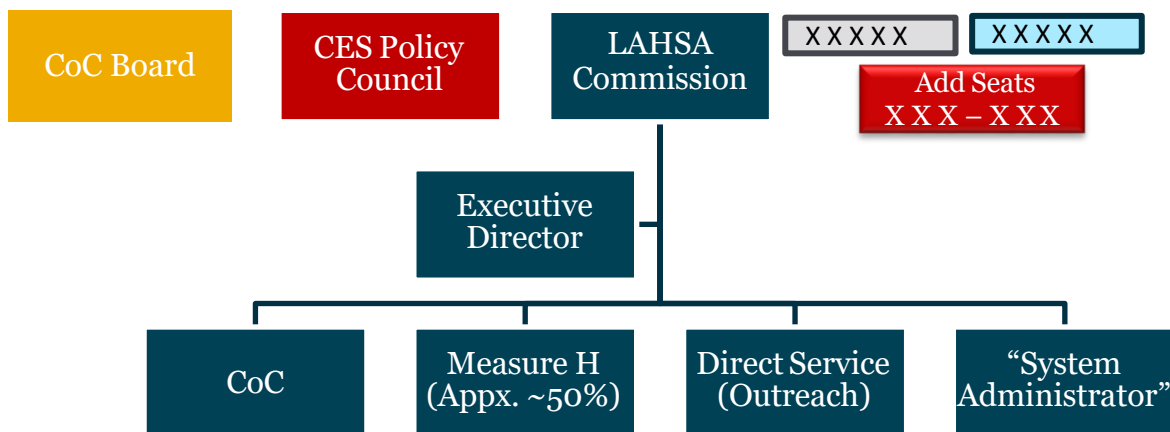
Red: JPA/CoC Amendment Required



Potential Recommendation/Option: Current LAHSA

- Themes**
- Simplification/streamlining
 - Governance/accountability
 - Transparency and access to data

Role



Governance

<p>Add Seats LAHSA Commission to Create a Panel of Regional Elected Officials (e.g., Metro-style composition)</p>	<p>Appoint County Dept. Heads to CES Policy Council (See below)</p>
<p style="background-color: red; color: black;">Red: JPA/CoC Amendment Required</p>	<p style="background-color: green; color: black;">Green: No JPA/CoC Amendment Required</p>

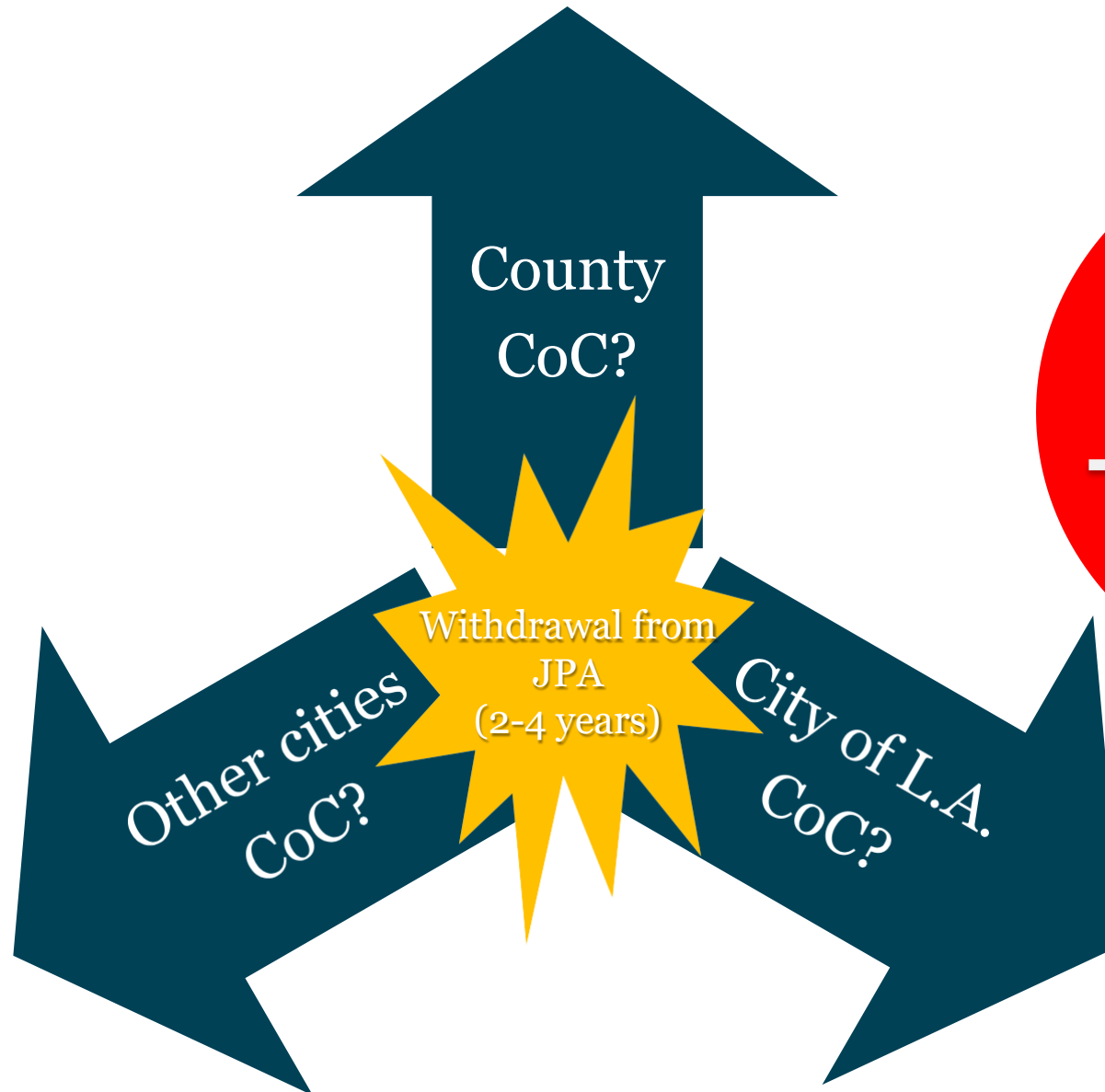
Green: No JPA/CoC Amendment Required

Red: JPA/CoC Amendment Required

Potential Recommendation/Option: Withdrawal from JPA

Issues to address

- New CoC lead or new CoCs (e.g., County CoC, City CoC, other cities CoC)
- Division of property and other assets
- Sharing of HMIS
- Prevent or mitigate loss of federal and state funds
- Other?



**Federal CoC
Program Funds =
Appx. \$150 million**

of CoCs

Lines of Authority

Develop *specific, pragmatic policies* to define decision-making responsibilities.

Strike Team

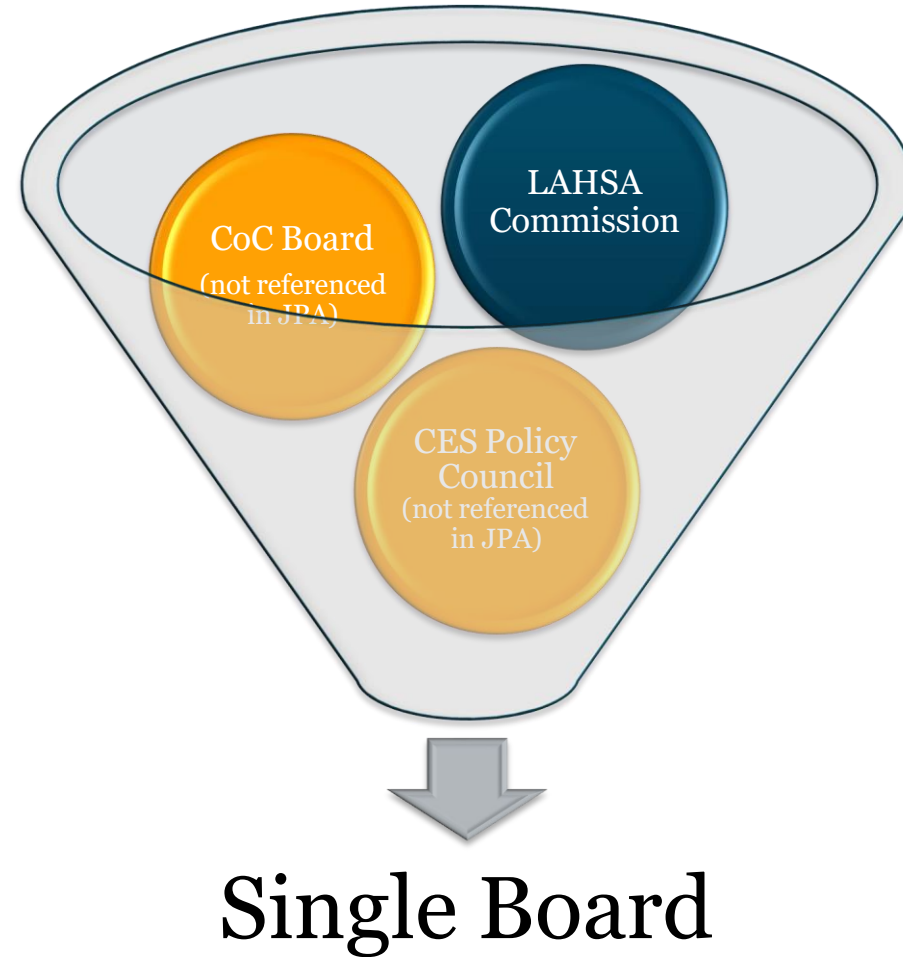
Import “strike team” to improve LAHSA’s operations for a period of time (e.g., management audit, contracting, improving communications, weekend work).

Executive Team

Ensure executive-level team has the depth, resources, and support *to operate an organization of the size and complexity of LAHSA* (e.g., annual budget over \$700+ million with over 600 person staff).

CoC

Potential Recommendation: Collapse Bodies into Single Board



Potential Recommendation: Dept. Heads on CES Policy Council

Themes
 - Simplification/streamlining
 - Governance/accountability
 - Local innovation + regional strengths

CES Housing Service Provider	CES Lead Agency, Adult	Hazel Lopez, The People Concern
	CES Lead Agency, Families	Kris Freed, LA Family Housing
	CES Lead Agency, Youth	Samuel Gonzalez, Hathaway-Sycamores
	Non-Lead CES Agency	Chris Contreras, Brilliant Corners <i>selected by Los Angeles Regional Homelessness Advisory Council</i>
	Non-Lead CES Agency	Michael Graff-Weisner, Chrysalis <i>selected by Los Angeles Regional Homelessness Advisory Council</i>
	Non-Lead CES Agency	Amy Turk, Downtown Women's Center <i>selected by Los Angeles Regional Homelessness Advisory Council</i>

Continuum of Care	Glendale Continuum of Care	Arsine Isayan, City of Glendale
	Long Beach Continuum of Care	Vacant
	Los Angeles Continuum of Care	Nathaniel VerGow, LAHSA
	Pasadena Continuum of Care	Jennifer O'Reilly-Jones, City of Pasadena

Public Agency	LA County Department of Child and Family Services	Gail Winston
	LA County Department of Health Services	Sarah Mahin
	https://www.lahsa.org/news?article=244-background-on-the-ces-policy-development-process	
	The CES Policy Council Composition	
	LA County Department of Mental Health	Maria Funk
Public Housing Authority	LA County Department of Public Social Services	Lisa Hayes
	LA Housing + Community Investment Department	Brittanya Murillo
	U.S. Department of Veterans Affairs	Matthew McGahran
	LA County Development Authority	Myk'l Williams
Lived Experience	Housing Authority of the City of LA	Miriam Aquino
	Public Housing Authority Community	Donyielle Holley, City of Pomona
	Lived Experience Advisory Board	Gloria Johnson
	Homeless Youth Forum of Los Angeles	Vacant

- Filling system voids
- Simplification/streamlining
- Governance/accountability
- **Local innovation + regional strengths**
- Transparency and access to data
- Diversity, equity, and inclusion
- Voice of lived experience

Measure H (Potential Standalone Recommendation)

Concerns

- Measure H does not include a “local return”
- COG “Innovation Funding”
 - FY 2019-20 (\$6 million)
 - FY 2021-22 (\$5 million)
 - FY 2022-23 (\$10 million) (proposed)
- Homeless Plan Implementation Grant
 - FY 2018-19 (\$9 million)
 - FY 2021-22 (\$1 million)

Proposals

- “**Local solutions**” Fund
 - **Identify monies** available to fund an ongoing (i.e., **multi-year**) initiative at levels greater than existing local programs
 - Amounts to be determined by Board
 - **Establish new opportunities** for the disbursement of local initiative fund
 - Make available to jurisdictions willing to provide **in-kind or matching contributions** for the development of service programs and housing

- Filling system voids
- Simplification/streamlining
- Governance/accountability
- Local innovation + regional strengths
- **Transparency and access to data**
- Diversity, equity, and inclusion
- Voice of lived experience

Themes & Building Blocks

Themes

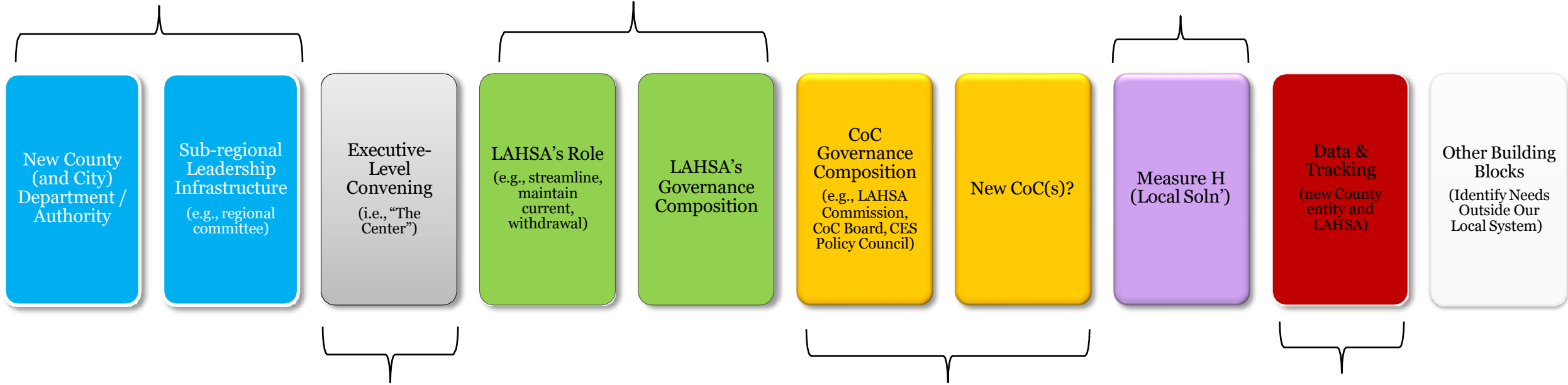
- Filling system voids
- Simplification/streamlining
- Governance/accountability
- Local innovation + regional strengths
- Transparency and access to data
- Diversity, equity, and inclusion
- Voice of lived experience

Themes

- Simplification/streamlining
- Governance/accountability
- Transparency and access to data

Themes

- Filling system voids
- Simplification/streamlining
- Local innovation + regional strengths



Themes

- Filling system voids
- Simplification/streamlining
- Governance/accountability
- Local innovation + regional strengths
- Diversity, equity, and inclusion
- Voice of lived experience

Themes

- Simplification/streamlining
- Governance/accountability
- Local innovation + regional strengths

Themes

- Filling system voids
- Simplification/streamlining
- Governance/accountability
- Transparency and access to data





January 12, 2021

Members of the Blue Ribbon Commission on Homelessness
 500 West Temple Street, Room 374-A
 Kenneth Hahn Hall of Administration
 Los Angeles, CA 90012

Dear Members of the Blue Ribbon Commission on Homelessness,

We are writing to share our input on concerns with the current homelessness services system and recommendations to improve this system. We commend the Los Angeles County Board of Supervisors for establishing the Blue-Ribbon Commission (BRCH) on Homelessness to identify and analyze the challenges inherent to the existing system and to provide recommendations to change and improve its efficiency. We appreciate the thoughtful and comprehensive approach that the BRCH is taking to hear diverse perspectives and expertise from cities and governments besides the City and County of Los Angeles. Collectively, cities besides the City of Los Angeles represent 60% of the County's population, nearly 40% of the population of those experiencing homelessness, and are the source for the majority of the tax revenue for Measure H.

The gravity and urgency of the homelessness crisis requires a comprehensive, coordinated, Countywide structure and strategy to help the tens of thousands of people living on our streets. We commend the BRCH and its staff team in its efforts to ensure that our voices are a part of this conversation. While each jurisdiction has unique needs and resources, our communities also face many of the same challenges and common threads that pervade all of our experiences with LAHSA and the homeless services system. We share these concerns below:

- **Lack of Collaborative Relationship:** Before funding decisions are made, there must be an effort to understand the specific needs of our communities and collaborate with our jurisdictions to implement these more targeted approaches. These collaborative relationships would make programs more effective and would maximize the close relationships that city governments have with their residents. There must be greater political and internal integration that ensures collaboration and idea-sharing across all parties. This includes integrating more closely with cities to implement processes and procedures that appropriately address the situation on the ground.
- **Insufficient Funding for Locally-based and Supported Initiatives and Programs:** Under the current system, the County and LAHSA manage funding in such a way that it's difficult for locally-based programs to receive funding. When cities propose an innovative solution, it does not appear to be taken seriously unless it can be applied County-wide.

These locally-based ideas and programs are fundamental to the homeless services system, and there must be sufficient integration to ensure that these local ideas are communicated and acted-upon.

- **Insufficient Locally-based Planning and Inflexible Program Design:** Neither LAHSA nor the County engage in locally-based, bottoms-up processes to plan to reduce homelessness. While some services are organized and administered by service planning area (SPA), the primary function of the SPA appears to be to provide a more manageable geographic region through which County-wide programs can be administered. There are inflexible program designs and program requirements that limit the success and viability of programs. For example, the funding caps for safe parking programs make it extremely difficult for operators to effectively manage these sites. With the strict requirements for winter shelter locations, it is difficult, if not impossible, to identify eligible locations. This makes it extremely challenging to ensure that these sites are available in time in the winter to support PEH, and this challenge is exacerbated by the fact that there is not sufficient time built into the timeline to meet launch deadlines. Program designs must be reevaluated based on the reality on the ground, in collaboration with partners, and must incorporate locally-based planning and recommendations.
- **Poor Communication:** The roles, missions, and responsibilities of the County government, the County's Homeless Initiative, and LAHSA and individual cities overlap or leave gaps. Currently, cities struggle to access information about programs and do not have direct access to appropriate contacts that can answer questions and respond to concerns. For example, our cities can spend weeks trying to identify a contact to answer a specific question and, in many instances, are never able to find the appropriate contact or even an answer to their question. There must be significant efforts to increase communication by ensuring that up-to-date stakeholders and contact information are freely shared and available.
- **Lack of Access to Quality Data:** Very few cities in the County have access to the Homeless Management Information System (HMIS). They must rely on contracts with service providers to receive critical information about the resources and support that people experiencing homelessness (PEH) in their cities are receiving. This makes it extremely difficult for City outreach teams to effectively serve PEH within their communities and creates a potential duplication of efforts. Data available to individuals providing services on-the-ground would help improve services for PEH on a daily basis and, on a broader level, inform what does and does not work. Even macro-level data - providing information on the number of persons served and geographies - is difficult to access and, in some cases, complete data is unavailable. The only data available to most cities is point-in-time (PIT) data and, as formulas are applied to individual jurisdictions - and the sample size gets smaller - to fully "calculate" the PIT, it becomes less accurate. Cities want accurate data about their people experiencing homelessness (PEH) to help identify the best solutions, but, with inaccurate PIT data, they must rely on locally-funded local census counts to do this. Data is the foundation for a proactive, effective homeless services system, but, without high quality data, it is difficult to appropriately target services that truly meet the needs of PEH.
- **Lack of Accountability:** There are not widely-communicated metrics to measure outcomes and define success and, conversely, no visible consequences for not meeting these metrics. With no metrics, there is no accountability. This includes accountability for

meeting numeric metrics, meeting timelines, and true follow-through to implement programs effectively. For example, after a faith-based organization working group was formed and met, it was never integrated into LAHSA's broader structure, and there were no consequences for not doing so. There must be accountability in ensuring that the best staff are hired at LAHSA and that it is not competing with service providers who are trying to hire for the same roles.

Overall, the systems as currently administered communicate a lack of trust in cities' competency and intentions and do not constitute a partnership. LAHSA and the County have created an overarching system and established best practices but have not actively involved the cities in this process. Our cities 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. We want to establish strong collaborative relationships that are built around a basic core commitment to assisting those experiencing homelessness. We want to build the trust networks necessary to accomplish this.

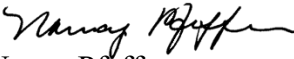
To address the concerns and experiences of our cities, we strongly believe that there must be a new approach to providing homeless services in Los Angeles County, including but not limited to the following:


- Expanding the LAHSA Commission to include representatives from cities beyond the City or County of Los Angeles.
- Provide funding to establish subregional-level command centers to build actionable shared authority for the council of governments
- Improve collaboration and communication by increasing face-to-face interaction and relationship building with local city partners
- Improve the quality of data provided to subregions and release it monthly.
- Require evidence-based interventions with all County funds.
- Incentivize targeted homeless housing development strategies in response to actual data.
- Streamlining program design parameters to allow for programs that holistically address the needs of PEH and allowing for more flexibility in funding caps to allow for this.


We believe that these efforts would not only improve services for PEH in Los Angeles County but also improve programs and create more local accountability for our subregions.


Los Angeles County subregions vary in form but share in the sincere desire to address homelessness. We look forward to continuing to work with the Blue-Ribbon Commission on Homelessness to identify solutions to improve the homeless services system for the entire County.


Sincerely,


Nancy Pfeffer
Executive Director
Gateway Cities Council of Governments


Steve Hofbauer
Mayor, City of Palmdale


R. Rex Parris
Mayor, City of Lancaster


Marisa Creter
Executive Director
San Gabriel Valley Council of Governments


Terry Dipple
Executive Director
Las Virgenes - Malibu Council of
Governments


Jacki Bacharach
Executive Director
South Bay Cities Council of Governments

CC: Hilda Solis, Supervisor, First District
Holly J. Mitchell, Supervisor, Second District
Sheila Kuehl, Supervisor, Third District
Janice Hahn, Supervisor, Fourth District
Kathryn Barger, Supervisor, Fifth District


Certificate Of Completion

Envelope Id: BB5F2D27B35E44BDBFB8437527D604BD	Status: Completed
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Certificate Pages: 1	Initials: 0
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Time Zone: (UTC-08:00) Pacific Time (US & Canada)	4900 Rivergrade Road
	Suite A120
	Irwindale , CA 91706
	csims@sgvcog.org
	IP Address: 172.117.205.62

Record Tracking

Status: Original	Holder: Caitlin Sims	Location: DocuSign
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Signer Events

Signature	Timestamp
R. Rex Parris rgonzalez@cityoflancasterca.org Security Level: Email, Account Authentication (None)	Sent: 1/10/2022 4:50:31 PM Viewed: 1/10/2022 4:51:08 PM Signed: 1/11/2022 4:33:16 PM
	
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Electronic Record and Signature Disclosure:
Not Offered via DocuSign

In Person Signer Events	Signature	Timestamp
Editor Delivery Events	Status	Timestamp
Agent Delivery Events	Status	Timestamp
Intermediary Delivery Events	Status	Timestamp
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Witness Events	Signature	Timestamp
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Completed	Security Checked	1/11/2022 4:33:16 PM
Payment Events	Status	Timestamps

DATE: March 1, 2022

TO: Homelessness Committee

FROM: Marisa Creter, Executive Director

RE: L.A. COUNTY HOMELESSNESS GOVERNANCE REFORM AND BLUE-RIBBON COMMISSION ON HOMELESSNESS

RECOMMENDED ACTION

For information only.

RECENT UPDATES

In February 2022, the Los Angeles County Blue Ribbon Commission on Homelessness (BRCH) held three meetings:

February 2, 2022

This meeting featured the following presentations and discussions:

- Antonia Jiménez, Director of the Department of Public Social Services provided a presentation overview of the CalWORKs homeless programs, supportive services and general relief homeless programs, in addition to their Measure H strategies, collaborations, successes and challenges.
- Sarah Mahin, Director of Housing for Health, provided an overview presentation on Housing for Health (HFH) programs, principles, and partnerships. Rohini Khanna, Co-Deputy Director, Office of Diversion and Reentry (ODR) provided the history and overview of ODR, which included budget and funding sources, harm reduction and community based diversion models, and programs.
- William Snow from the U.S. Department of Housing and Urban Development (HUD) provided an overview of Continuum of Care (CoC) including responsibilities, governing structures, and what is required to split a CoC.
- Kiera Pollock, MSW, Director of Senior Services at the Los Angeles LGBT Center provided an overview presentation of the nonprofit organization's services, gaps in services, and recommendations for the homeless services system. The Center provides services for more LGBT people than any other organization in the world, offering programs, services, and global advocacy that span four broad categories: Health, Social Services and Housing, Culture and Education, Leadership and Advocacy.
- Reanna Mendoza, Ed.D., Director of Assessment, Accountability, and Parent Engagement and Brenda Venegas, District Community Liaison provided a presentation overview of the South Whittier School District's homeless youth support and practices including their community liaisons and partnerships.

February 9, 2022

- Matt White, Senior Associate for the Coalition for the Homeless of Houston/Harris County by Housing Innovations provided a presentation overview of The Way Home, the collaborative effort underway to prevent and end homelessness in Houston, Harris County, Fort Bend County, and Montgomery County, Texas. The presentation also included strategic goals, governance structure and homeless encampment strategies. The following Los Angeles Times article details some of Houston's progress in addressing homelessness and how this may influence the City of Los Angeles: <https://www.latimes.com/opinion/story/2022-01-30/houston-teach-los-angeles-curbing-homelessness> .
- The Commissioners facilitated a public forum for discussion on system recommendations and themes including filling system voids, simplification/streamlining, governance/accountability, local innovation and regional strengths, transparency and access to data, diversity, equity, and inclusion, and voices of those with lived experience with the following invited guests:
 - Chief Executive Office- Homeless Initiative
 - Downtown Women's Center
 - Foothill Unity Center
 - Homeless Outreach Program Integrated Care System (HOPICS)
 - LA Family Housing
 - Los Angeles Homeless Services Authority
 - Samuel Dixon Family Health Center, Inc.
 - St. Joseph Center
 - The Whole Child
 - Wellnest LA

The Commissioners then joined the conversation by asking questions and providing additional comments and concerns on the current homeless services system.

February 16, 2022

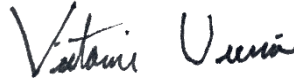
- Maria Salinas, President and Chief Executive Officer, of the Los Angeles Area Chamber of Commerce presented an overview of the leading regional business and advocacy organization, which included their history of work and advocacy related to homelessness.
- Margaret Ecker, RN, MS, Lead Volunteer at St. James Episcopal Church presented an overview of the church's soup kitchen program, which included program strengths and challenges, and suggestions for improvement.
- Cheri Todoroff, Director, Chief Executive Office, of the Homeless Initiative provided a presentation on the Homeless Initiative Strategy Re-Assessment process including key findings, recommendations, new strategic framework, and next steps.
- Brandon D. Young, Partner, Manatt, Phelps & Phillips, LLP presented on the Los Angeles Homeless Services Authority's (LAHSA) role and governance, including County and City Infrastructures, and potential governance recommendations and options. The

REPORT

Commissioners proceeded with a discussion and provided feedback on the presented recommendations and governance options.

Upcoming meetings will be held on a modified schedule with the next meeting scheduled for Wednesday, March 2, 2022, at 9:00 a.m. Meetings will be held at the following dates and times:

- Wednesday, March 9, 2022, at 6:00 p.m.
- Wednesday, March 16, 2022, at 9:00 a.m.
- Wednesday, March 30, 2022, at 9:00 a.m.
- Wednesday, April 6, 2022 (Tentative)

Prepared by: 
Victoria Urenia
Management Analyst

Approved by: 
Marisa Creter
Executive Director

DATE: March 1, 2022

TO: Homelessness Committee

FROM: Marisa Creter, Executive Director

RE: **STATE BUDGET AND LEGISLATIVE UPDATES**

RECOMMENDED ACTION

For information only.

BUDGET UPDATES

On January 10, 2022, the Governor released his draft budget blueprint for FY 2022-23. The \$286.4 billion budget proposes to invest significant new state funding to address the Administration's top priorities, including pandemic response and relief, homelessness, transportation infrastructure, combating climate change, wildfires, emergency response and drought.

The budget includes the following ongoing and one-time funding for housing and homelessness and mental health:

- **Homelessness Package:** The Governor proposes \$2 billion in one-time General Fund over two years intended to address near-term homelessness needs while previously authorized funding for long-term housing solutions are implemented i.e., Project Roomkey, etc. Specifically, the budget proposes **\$1.5 billion to the Department of Health Care Services' Behavioral Health Continuum Infrastructure Program for housing support for people with behavioral health needs.** Many details of this proposal are still under development and will be available later this year. Additionally, the Governor proposes **\$500 million** for the Encampment Resolution Grants Program in 2022-23 administered by the California Interagency Council on Homelessness **to provide targeted grants to local governments to rehouse individuals living in encampments.**
- **Housing Development Package:** The Governor proposes \$1 billion in one-time General Fund over two years to expand housing development. Specifically, the budget proposes \$500 million for infill housing development, \$300 million for the Affordable Housing and Sustainable Communities Program, \$100 million to build housing on existing state sites, and \$100 million to repurpose existing commercial buildings for housing.
- **Affordable Housing Package:** The Governor proposes \$1 Billion in one-time General Fund over two years for affordable housing development. The budget largely expands existing state programs related to affordable housing. Specifically, the budget proposes \$500 million for tax credits to builders of rental housing affordable to low-income households, \$200 million to mixed-income housing, \$200 million to preserve affordable housing units, and \$100 million to preserve affordable mobile homes.

The Budget Subcommittees of the Assembly and Senate will begin hearings in February on the Governor's budget proposal. The Governor will then submit his May Revised budget update to reflect updated state tax receipts and budget/policy revisions to the proposed January budget,

including a preliminary list of Budget Trailer Bills from the Department of Finance on behalf of the Administration.

LEGISLATIVE UPDATES

SB 15 (Portantino) - Housing development: incentives: rezoning of idle retail sites.

- **Summary:** This bill, upon appropriation by the Legislature in the Budget Act or other act, would require the Department of Housing and Community Development to administer a program to provide incentives in the form of grants allocated as provided to local governments that rezone idle sites used for a big box retailer or a commercial shopping center to instead allow the development of housing, as defined.
- **Status:** On June 2, 2021, the bill passed from the Senate to the Assembly. This bill has become a two-year bill. Remains an active bill pending referral.
- **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. Senator Portantino acknowledged the need for amendments as requested by SGVCOG during a meeting with the SGVRHT.

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

- **Summary:** Would require the Department of Health Care Services to appoint a full-time Statewide Director of Crisis Services. The Statewide Director of Crisis Services would be required to monitor, support, and coordinate with support providers, with the goal of having a comprehensive crisis care system, as specified, and coordinate with the Department of Managed Health Care, the Department of Insurance, and other departments, agencies, and entities, as necessary, to support and advocate for the creation and continued existence of a comprehensive, integrated, and reliable network of services.
- **Status:** Introduced on February 19, 2021. Vetoed by Governor on October 7, 2021. Consideration of Governor's veto pending on January 3, 2022. This bill is inactive due to Governor's veto.
- **SGVCOG Position:** Watch

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. This Bill has become a two-year bill. On October 13, 2021, the SGVCOG submitted a letter of support to the Assembly Health Committee and the author, Assemblyman Santiago. After amendments, was re-referred to Committee on Health, read a second time and amended on January 3, 2022. Referred an additional time to Committee on Health on January 4, 2022. AB 1340 will not be moved forward this

month, so it will die in Committee. However, the author's staff is committed to introducing a new version of the legislation in 2022.

- **SGVCOG Position:** Homelessness Committee supported this bill at its April 2021 meeting.

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. Passed and ordered to the Assembly on May 10, 2021. Re-referred to Committee on Rules on June 17, 2021. Remains an active bill in committee process.
- **SGVCOG Position:** Support

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