

# How Decisions Could Be Made to Serve Persons Experiencing Homelessness

(County, City, and LAHSA Roles and Governance)

**January 12, 2022**

“The mission of BRCH shall be to conduct a comprehensive study of LAHSA’s 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.***”

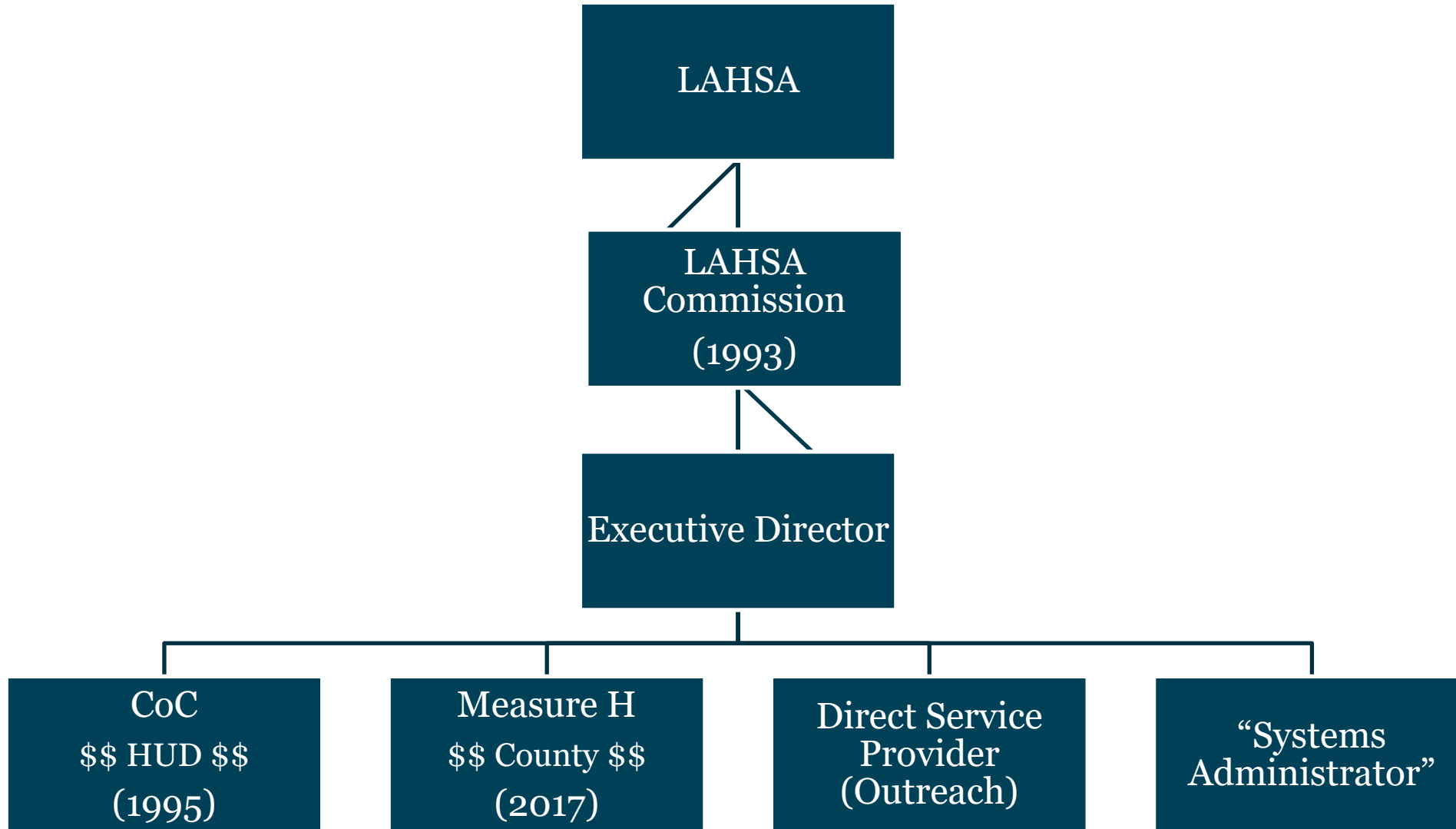
## □ **Background**

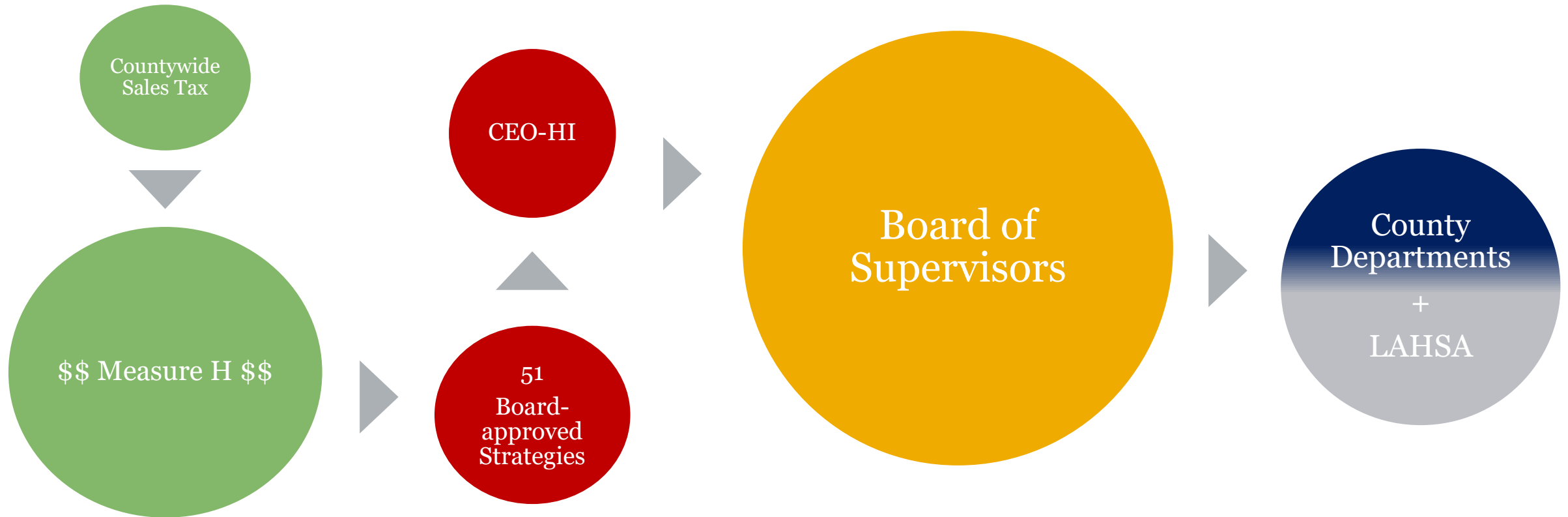
- Current LAHSA
- Measure H
- LAHSA “Conundrum” (funding decisions made outside of LAHSA)
- System Void

## □ **Options**

- County/City entities
- Executive Level Convening
- Menu of Options for LAHSA (Role + Governance)
- Other Options
- Measure H

# Background







## System Void

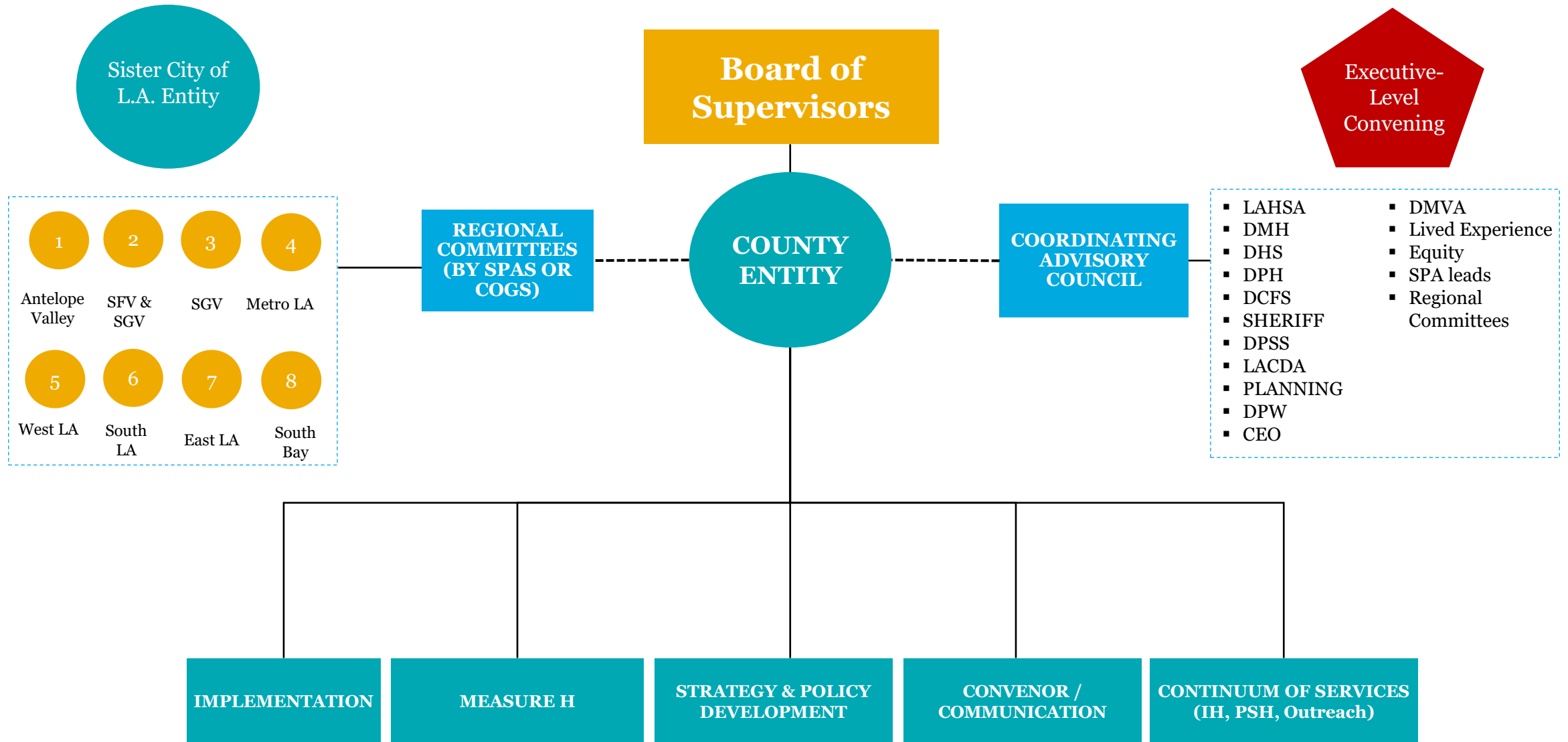
No *County* Lead Entity Responsible for Homelessness Services

No *City of L.A.* Lead Entity Responsible for Homelessness Services

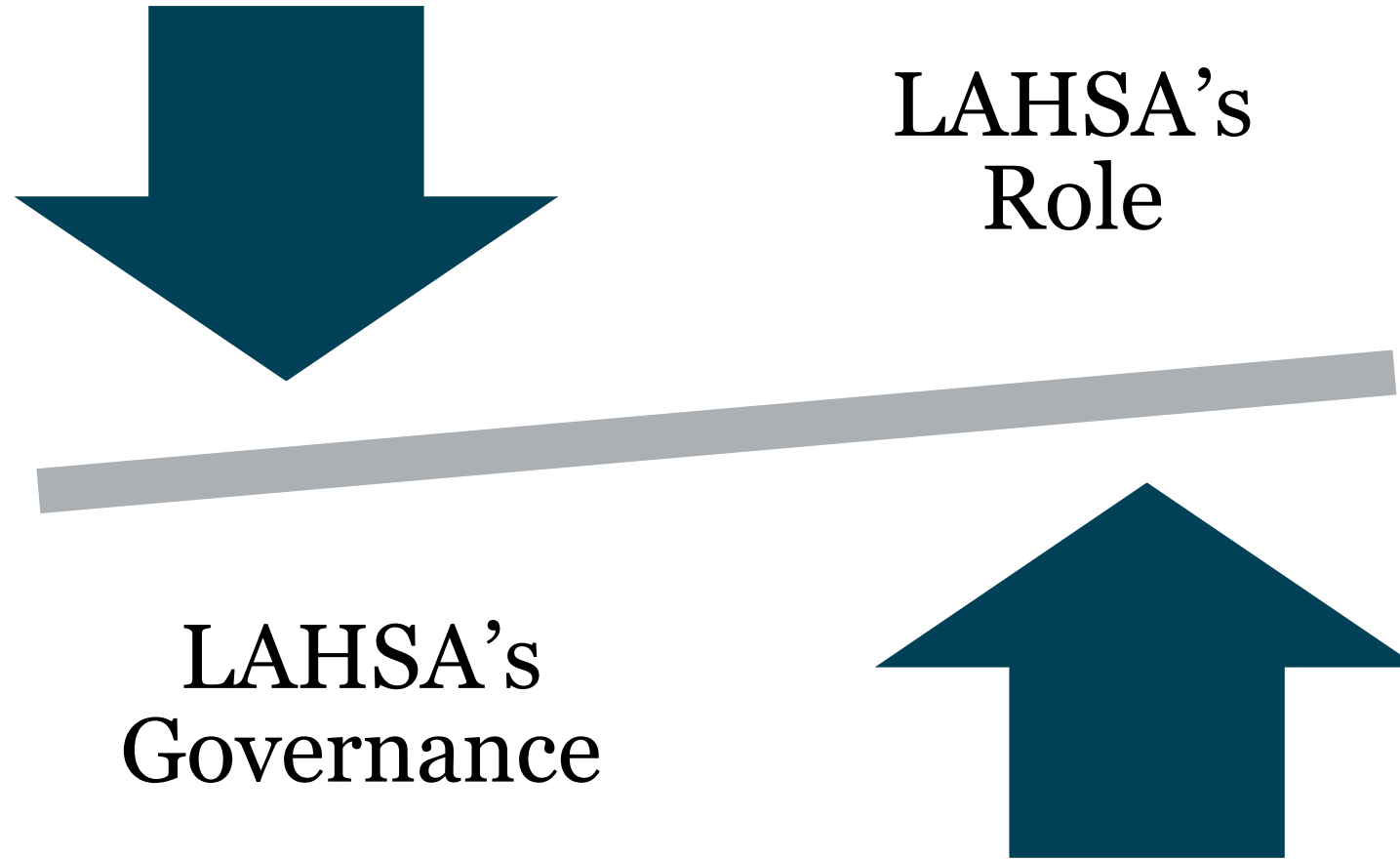
# Options



# County Entity (Potential Standalone Recommendation)



- **“Principals” 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)
- **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
  - “Fair Share”
- **Board could direct County to enter MOU with City of L.A. and other stakeholders concerning formal meeting schedule**



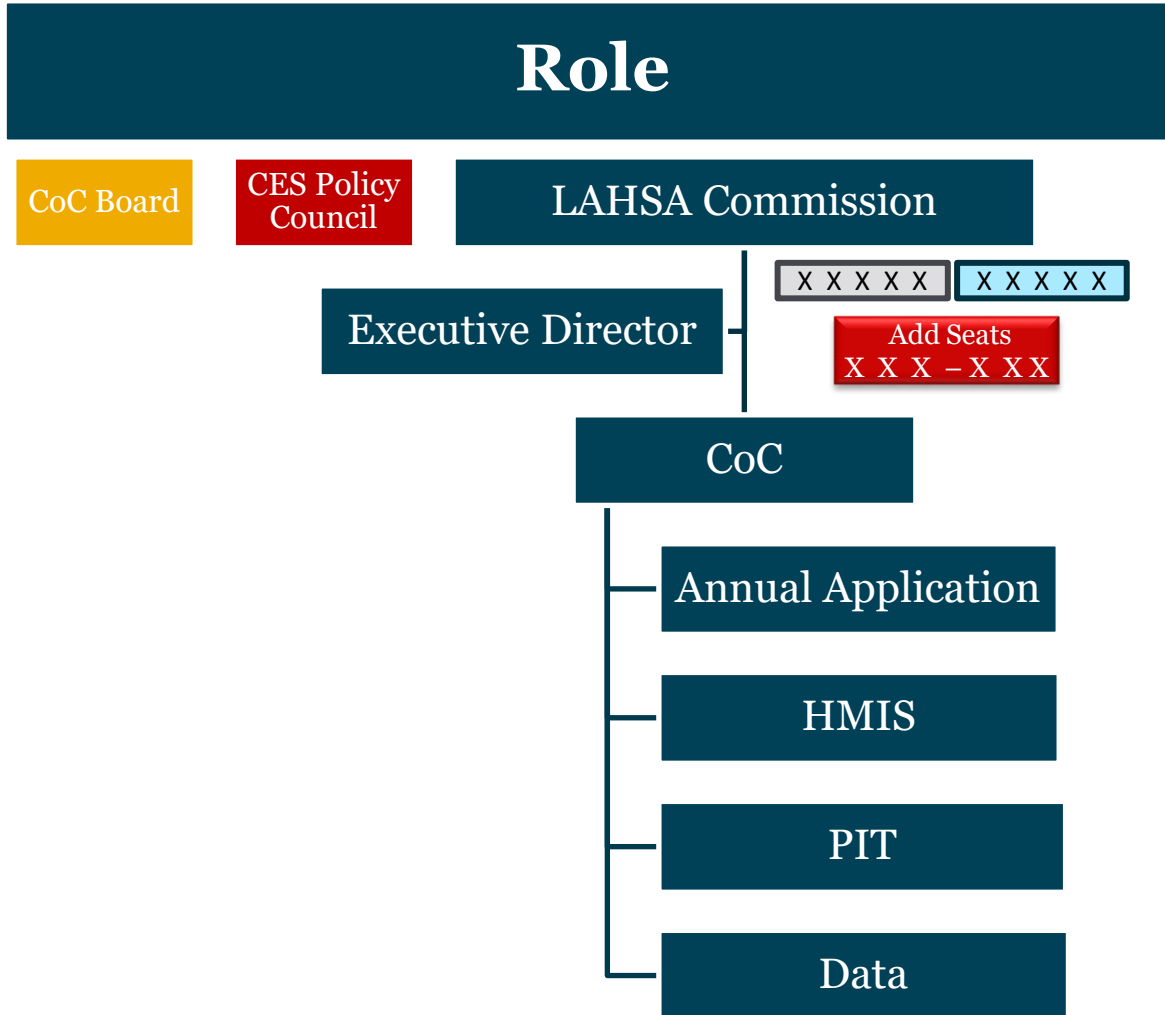
## County + City Entities re Homelessness Services

|                   | <b>Maintain</b> number of <b>seats (10)</b> on LAHSA Commission but <b>change who sits</b> on them (e.g., department heads) | <b>No Change</b> to LAHSA Commission | <b>Add Seats</b> to LAHSA Commission to <b>Create</b> a Panel of <b>Regional Elected Officials</b> (e.g., Metro-style) | <b>Collapse</b> LAHSA Commission, CoC Board, and CES Policy Council into one board | Appoint County <b>Dept. Heads</b> to <b>CES Policy Council</b> |
|-------------------|---|--------------------------------------|--|--|--|
| Streamlined LAHSA |   |                                      |  |  |  |
| Current LAHSA     |   |                                      |  |  |  |
| Dissolve LAHSA    | Estimated 2 to 4-year process to wind-down  |                                      |  |  |  |

## County + City Entities re Homelessness Services

**Green: No JPA/CoC Amendment Required**

**Red: JPA/CoC Amendment Required**



## Governance

|  |                               |   |   |  |
|--|-------------------------------|---|---|--|
| Maintain number of seats (10) on LAHSA Commission but change who sits on them (e.g., department heads) | No Change to LAHSA Commission | Add Seats to LAHSA Commission<br>LAHSA Commission to Create a Regional Panel of Elected Officials (e.g., Metro-style) | Collapse LAHSA Commission, CoC Board, and CES Policy Council into one board | Appoint County Dept. Heads to CES Policy Council |
|  |                               |   |   |  |

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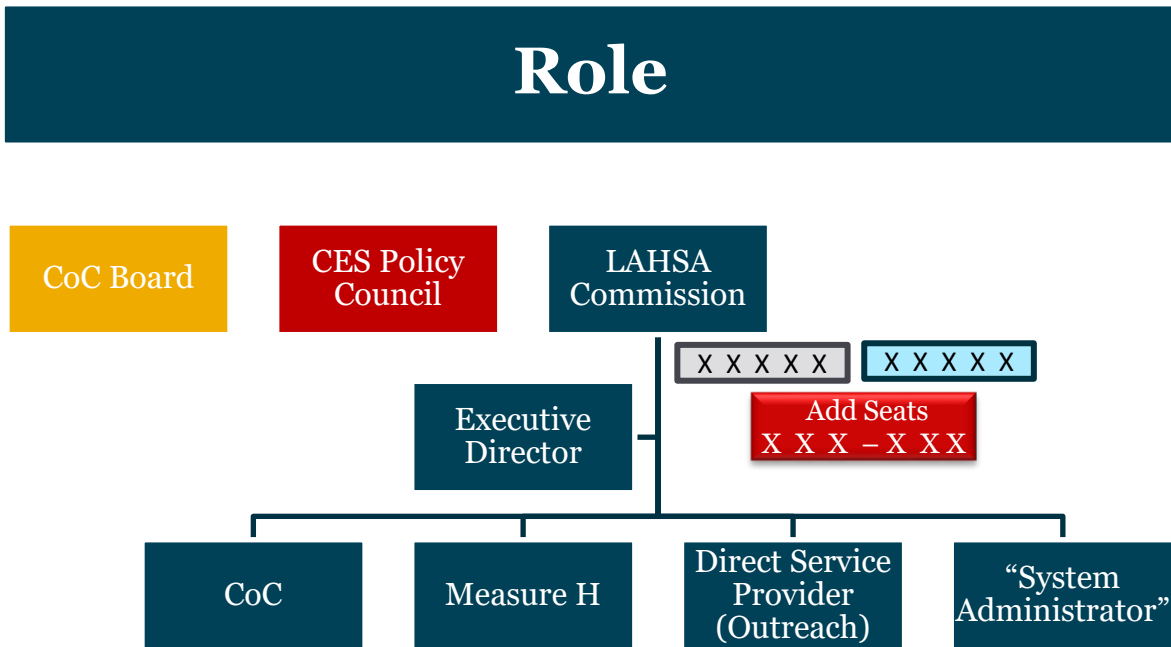
Red: JPA/CoC Amendment Required

|                                     |                           |   |
|-------------------------------------|---------------------------|---|
| <b>CES Housing Service Provider</b> | 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<br><i>selected by Los Angeles Regional Homelessness Advisory Council</i> |
|                                     | Non-Lead CES Agency       | Michael Graff-Weisner, Chrysalis<br><i>selected by Los Angeles Regional Homelessness Advisory Council</i>   |
|                                     | Non-Lead CES Agency       | Amy Turk, Downtown Women's Center<br><i>selected by Los Angeles Regional Homelessness Advisory Council</i>  |

|                          |                               |   |
|--------------------------|-------------------------------|---|
| <b>Continuum of Care</b> | 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 |

|                                 |   |                                  |
|---------------------------------|---|----------------------------------|
| <b>Public Agency</b>            | LA County Department of Child and Family Services   | Gail Winston                     |
|                                 | LA County Department of Health Services   | Sarah Mahin                      |
|                                 | <a href="https://laphsa.org/news?article=244-background-on-the-ces-policy-development-process">laphsa.org/news?article=244-background-on-the-ces-policy-development-process</a> |                                  |
|                                 | AM The CES Policy Council Composition   |                                  |
|                                 | LA County Department of Mental Health   | Maria Funk                       |
|                                 | LA County Department of Public Social Services  | Lisa Hayes                       |
| <b>Public Housing Authority</b> | LA Housing + Community Investment Department  | Brittanya Murillo                |
|                                 | U.S. Department of Veterans Affairs   | Matthew McGahran                 |
|                                 | LA County Development Authority   | Myk'l Williams                   |
| <b>Lived Experience</b>         | 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                           |

## Role



## Governance

|  |                               |   |   |  |
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## 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).

## 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**” innovation initiative
  - **Identify monies** available to fund an ongoing (i.e., **multi-year**) initiative at levels greater than existing local programs
  - **Establish new opportunities** for the disbursement of local initiative funds
- **Define goals and metrics** to evaluate success of Measure H-funded programs
- Develop **formulas for tracking**
  - Spending of Measure H funds by County department at a city-by-city level
  - Spending of all funds on a systemwide funding to determine where received funds are spent

