

How Decisions Could Be Made to Serve Persons Experiencing Homelessness

(Themes and Building Blocks)

March 2, 2022

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

Key concerns

1. Urgency needed



•The region is in crisis, but the system serving persons experiencing homelessness is not set up to operate in crisis mode.

2. Need for Flexibility and Nimbleness



•There are many ways into homelessness, and there needs to be many ways out.

3. Diversity, Equity, and Inclusion



•Decision-makers need to do more than give lip service to diversity, equity, and inclusion.

4. System Voids (No City or County Lead Entities)



•There is no County or City department or authority exclusively responsible for leading on homelessness.

5. Measure H – Local Solutions



•Not enough is being done with Measure H—our region’s local sales tax that generates monies for homeless service delivery—to spur local innovation and utilize local government as a tool to serve persons experiencing homelessness.

6. LAHSA “Conundrum”: LAHSA’s Authority, or Lack Thereof



•LAHSA is flawed, perhaps by design. Material governance decisions are made outside of LAHSA.

7. What should be the role of LAHSA?



•Driven by an influx of funds, LAHSA’s core functions expanded beyond its organizational capacity, and it struggles to meet demand. Given this, the role LAHSA plays should ultimately dictate how the organization is to be governed.

8. LAHSA’s Internal Governance Challenges



•There are too many governing bodies within LAHSA (e.g., LAHSA Commission, COC Board, CES Policy Council) without clear lines of authority as to final decision-making.

9. Operational Challenges Within LAHSA



•The many people interviewed or who presented to the Commission take issue with (i) whether LAHSA is ensuring that its executive team has the depth, resources, and support to operate an organization of its size and complexity, (ii) the lack of strong relationships with cities outside the City of Los Angeles, (iii) ad hoc or counterproductive outreach practices, and (iv) contracting practices.

10. Data collection, access and sharing



•Decision-making systemwide must be more data driven.

11. Ineffective communications



•While no government entity is perfect, cities, COGs, unincorporated areas, service providers, and members of the public perceive LAHSA as ineffective communicators and severely lacking in “customer service.”

12. Lack of Capacity Building



•The current system does not do enough to support small providers, which discourages capacity building.

13. Coordinated Entry System Policy Council



•The Coordinated Entry System (“CES”) Policy Council, the body within our system that determines policies for services and bed prioritization, is making important decisions that impact our system, yet many do not even know it exists, or its members and the public do not know the full scope of its authority.

Summary of Proposed Recommendations/Options

1. Create New Governance Infrastructure Within the County

- New County Leader and Entity with Responsible Charge over Homelessness
- Inter-County Workgroups
- Subregional Leadership Infrastructure

2. Measure H / Local Solutions

- Establish a “local solutions” fund within Measure H using an algorithm or funded at an amount to be defined by the Board

3a. Options for LAHSA’s Role and Accompanying Governance: Option A (“Streamlined LAHSA”)

- Role: LAHSA Returns to Its Pre-Measure H Role with a Renewed Focus as CoC Lead; Board Considers Reallocation of Measure H Funds Between New County Entity and LAHSA
- Governance: Maintain the current number of seats (10) on the LAHSA Commission but change who sits in them (e.g., County department heads, those with lived experience, COGs)

3b. Options for LAHSA’s Role and Accompanying Governance: Option B (“Current LAHSA”)

- Role: Give LAHSA the Tools It Needs to “Wear Many Hats” as CoC Lead, Measure H Administrator, Service Provider, and “Systems Administrator” (e.g., relinquish to LAHSA final decision-making currently exercised by County and City)
- Governance: Add Seats to LAHSA Commission to Create a Regional Panel of Elected Officials (e.g., Metro-style composition)

3c. Options for LAHSA’s Role and Accompanying Governance: Option C (“Dissolve LAHSA”)

- Role: No LAHSA (i.e., per Board Motion, explore withdrawal from LAHSA Joint Powers Agreement)
- Governance: New CoC Lead(s) (two- to four-year process)

4. Options for Continuum of Care Governance (“Modify CoC Leadership”)

- Option A: Collapse LAHSA Commission, CoC Board, and CES Policy Council into One Board
- Option B: Appoint County Department Heads to CES Policy Council

5. Recommendations to Improve LAHSA’s Operations

- Option A: Define Decision-Making Responsibilities Between the LAHSA Commission and LAHSA Executive Director
- Option B: Embed Ops Team to Improve LAHSA’s Operations

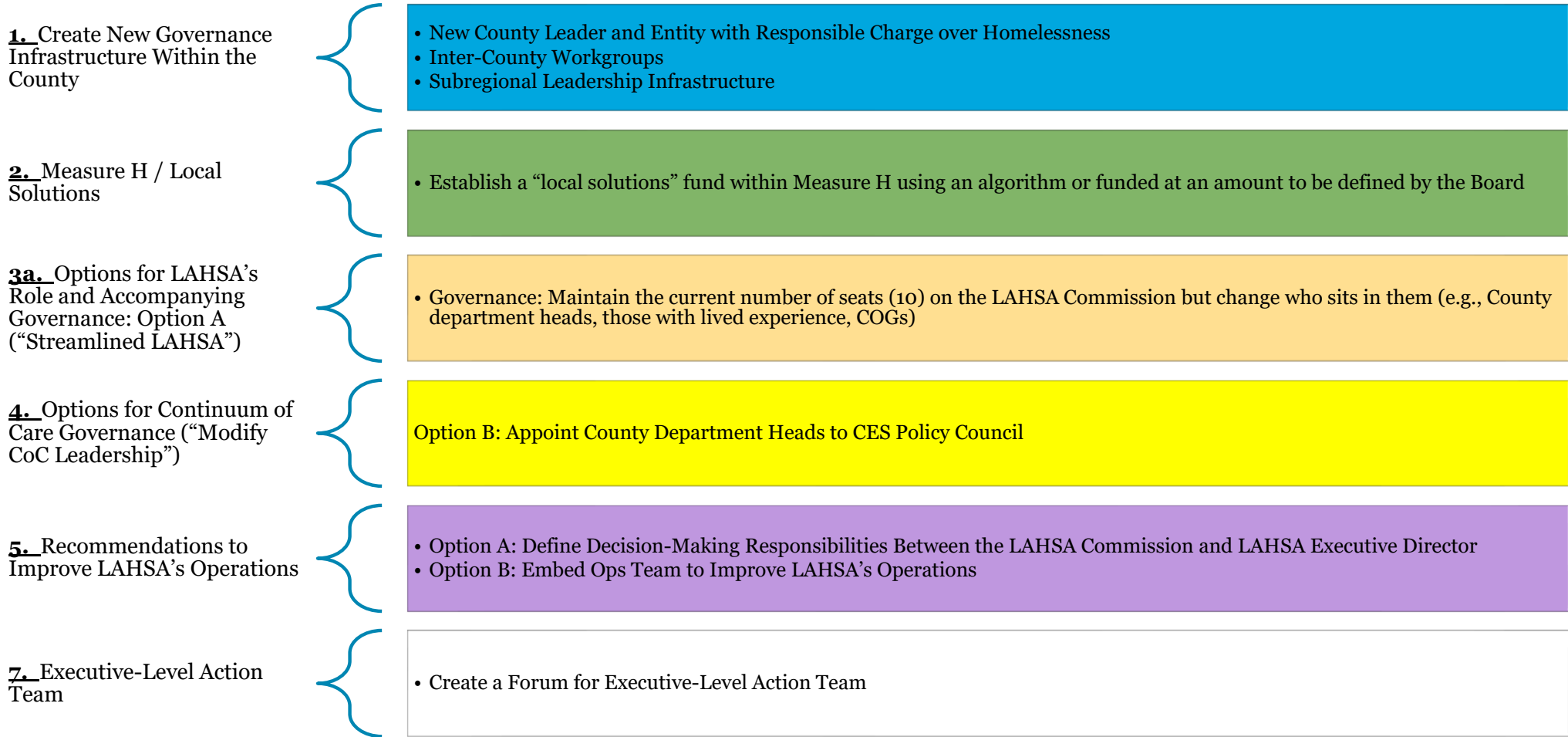
6. Data and Metrics

- Improve Access to, Sharing of, and Tracking of Data and Define Success

7. Executive-Level Action Team

- Create a Forum for Executive-Level Action Team

Immediate Recommendations/Options



Medium-Term Recommendations/Options

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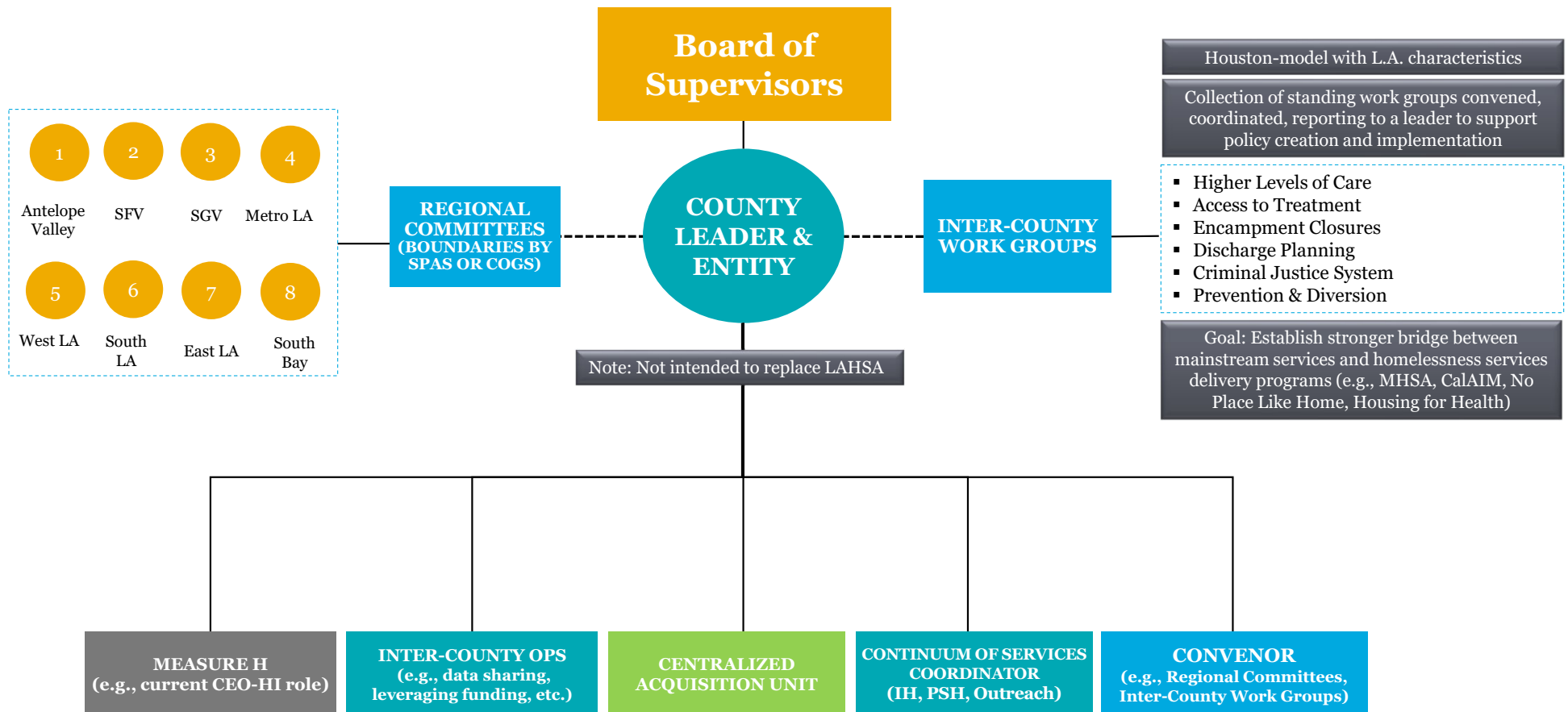
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County Leader & Entity

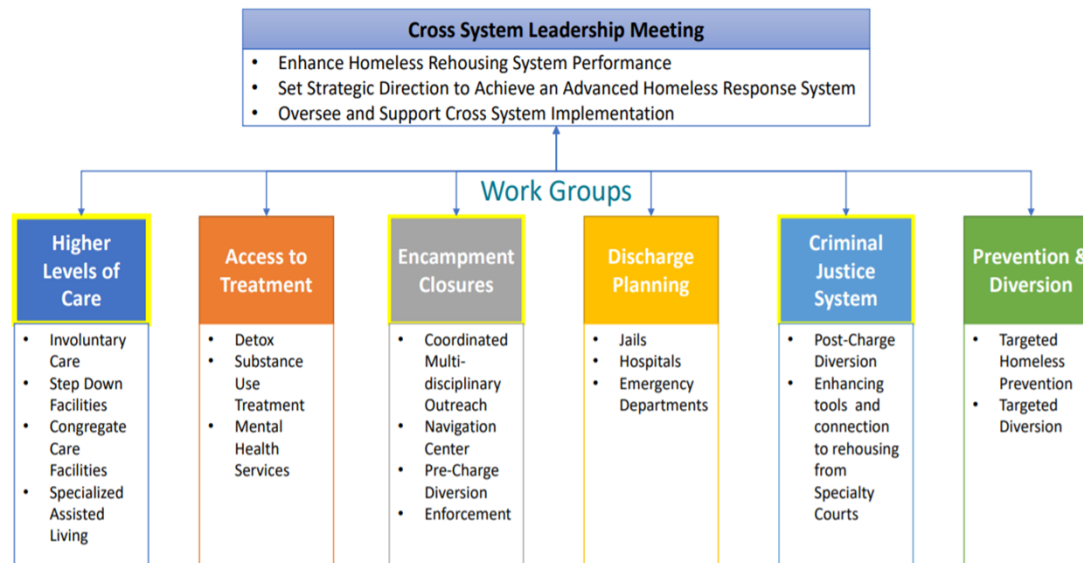
Potential Recommendation: County Leader & Entity

- 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**



Houston-style Work Groups

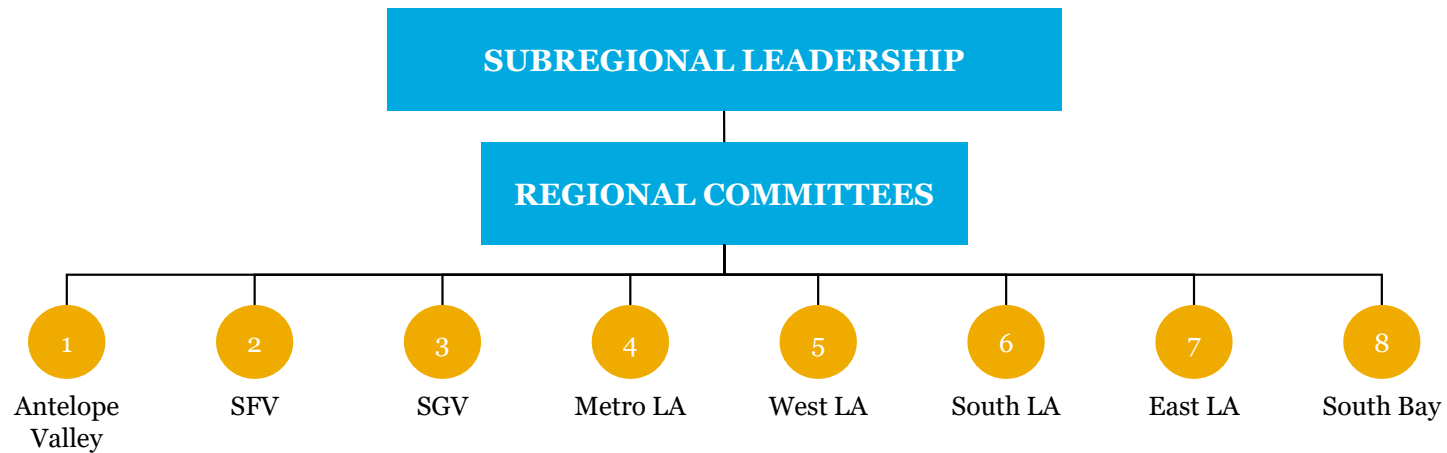
Goal - Create a Structure to Support Cross System Partnerships to Effectively End Homelessness



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

Measure H / Local Solutions

Measure H (Potential Standalone Recommendation)

Themes

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

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

LAHSA

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Potential Recommendation/Option: Streamlined LAHSA

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

Role

CoC Board

CES Policy Council

LAHSA Commission

Executive Director

X X X X X X X X X X

Add Seats
 X X X - X X X

CoC

Annual Application

HMIS

PIT

Data

Primary 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
3. Provide tools to allow LAHSA to **improve operations** (see below)

Governance

Maintain number of seats (10) on LAHSA Commission but change who sits on them (e.g., department heads, lived experience representative, COG representative)

[Potential **immediate action** prior to LAHSA Commission-CoC Board-CES Policy Council consolidation]

Appoint County Dept. Heads to CES Policy Council

(See below)

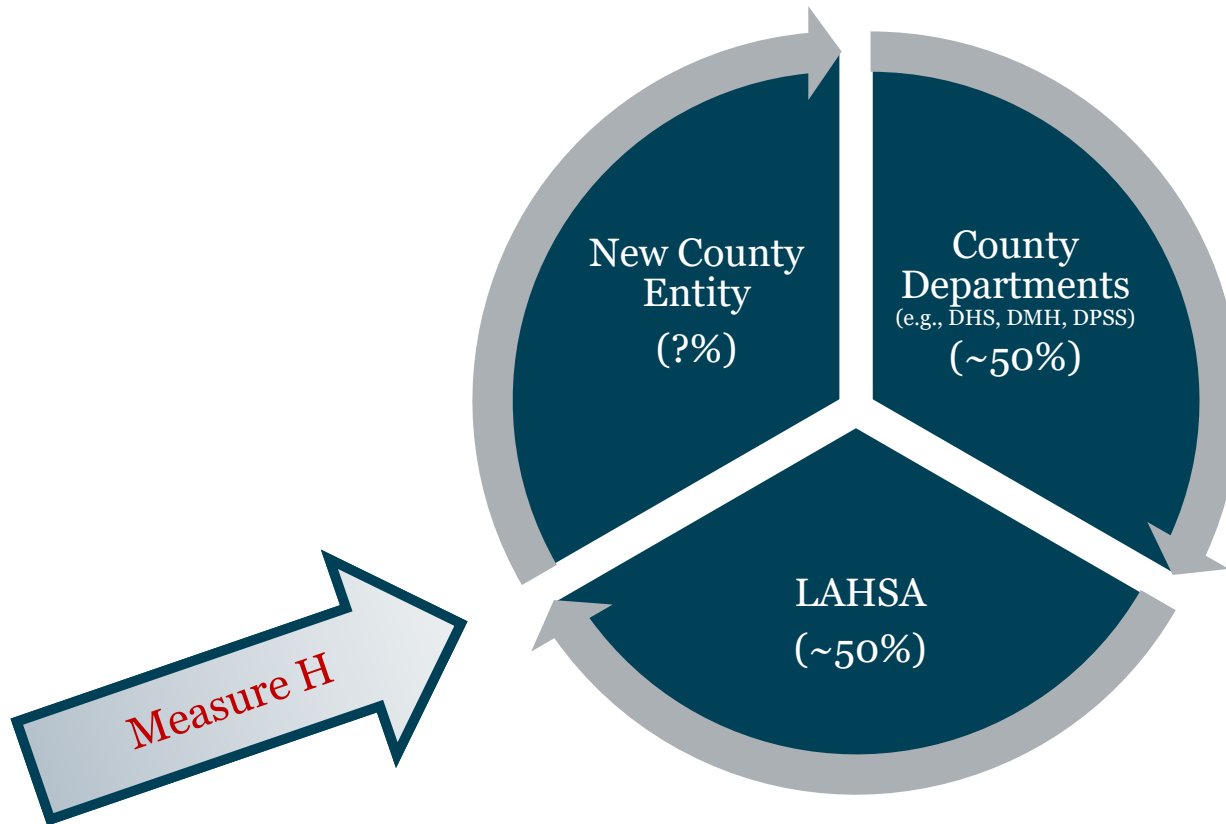
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Green: No JPA/CoC Amendment Required

Red: JPA/CoC Amendment Required

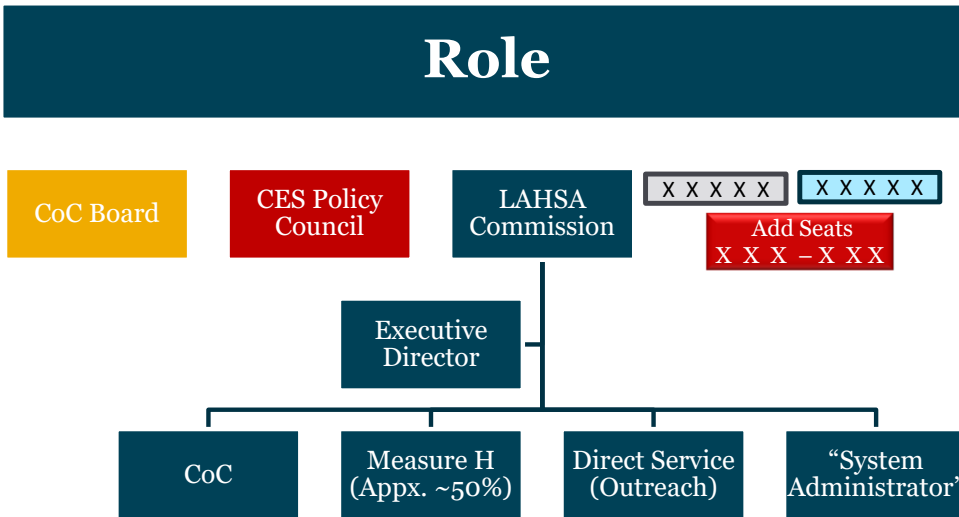
Potential Recommendation/Option: Study Sharing of Measure H



Potential Recommendation/Option: Current LAHSA

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

Role



Primary changes

1. City and County *cede authority over funding* and related policy
2. Provide tools to allow LAHSA to *improve operations* (see below)
3. Expand **LAHSA Commission** (e.g., add seats)

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</p> <p>(See below)</p> <p>[Potential immediate action prior to LAHSA Commission-CoC Board-CES Policy Council consolidation]</p> |
| <p style="background-color: red; color: white; text-align: center;">Red: JPA/CoC Amendment Required</p> | <p style="background-color: #90EE90; text-align: center;">Green: No JPA/CoC Amendment Required</p> |

Green: No JPA/CoC Amendment Required

Red: JPA/CoC Amendment Required

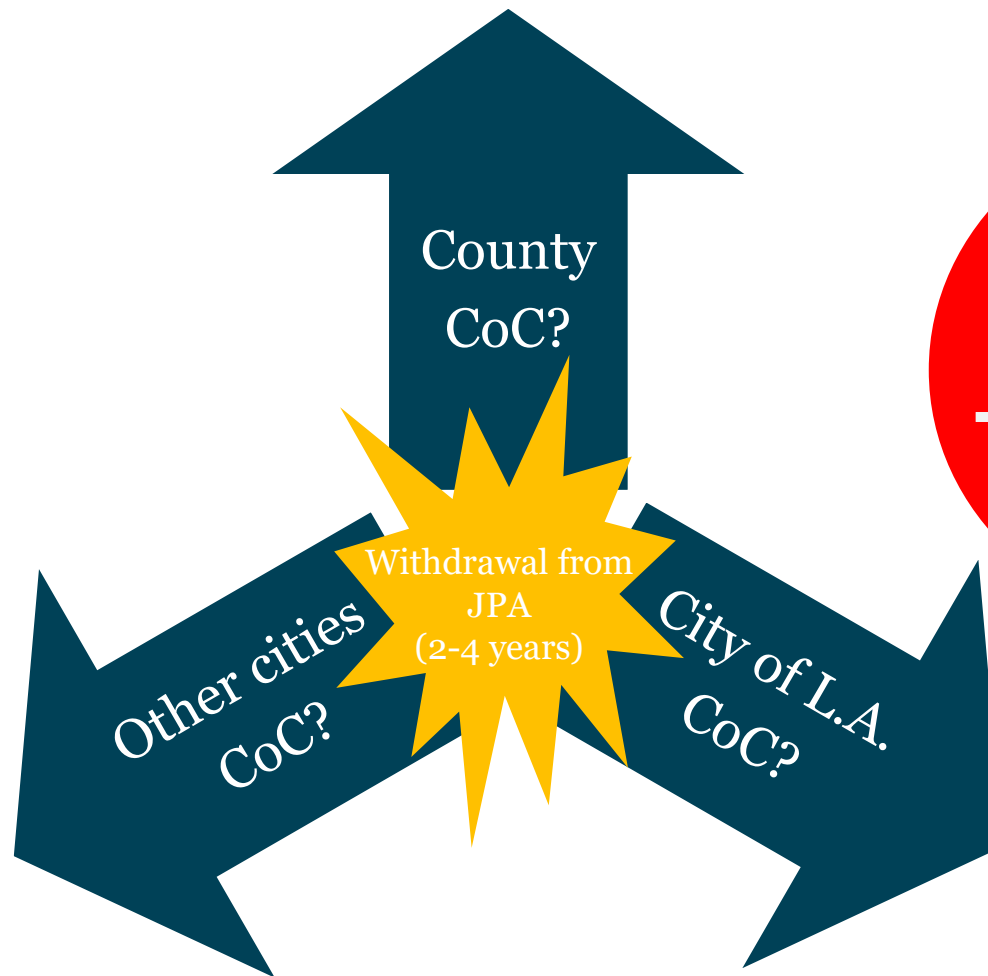
Potential Recommendation/Option: Withdrawal from JPA

Themes

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

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.

Ops Team

Import “Ops team” to improve LAHSA’s operations for a period of time (e.g., management audit, contracting, improving communications, weekend work). Team could also support the acceleration of audit-based reform.

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).

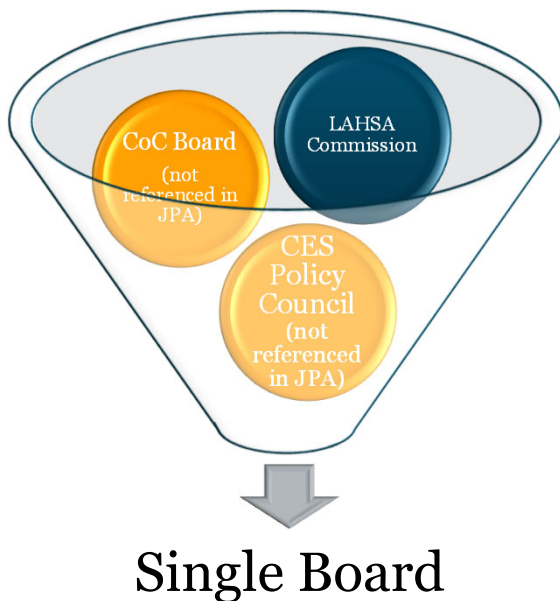
CoC

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Potential Recommendation: Collapse Bodies into Single Board

Themes

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



| | |
|------------------------|---|
| Actions Needed | <ol style="list-style-type: none"> 1. Majority vote (e.g., six of ten members) of LAHSA Commission 2. Amendment of the LAHSA JPA and CoC Charter may be required |
| Summary of Pros | <ul style="list-style-type: none"> • Consolidation of the LAHSA Commission, CoC Board, and CES Policy Council may streamline operations and avoid confusion over who has final decision-making authority. |
| Summary of Cons | <ul style="list-style-type: none"> • JPA and CoC amendments may be required so consolidating multiple governance boards cannot occur immediately and the timeline is unknown. |
| Other | <ul style="list-style-type: none"> • Would result in the consolidation of authority; stakeholders would need to address issues of regional equity and fair representation. • To initiate action, a majority of the LAHSA Commission would need to agree, requiring at least one City-appointed LAHSA commissioner to agree to consolidate. • Any amendment to the LAHSA JPA and/or CoC Charter could be time-consuming and require the approval of the City, County, other cities, and HUD, with no certainty as to what the final result might be. • To change the CoC Charter, a majority of the “representative membership” of the CoC, which could include some number up to 55 distinct stakeholders, would need to reach an agreement. |

Potential Recommendation: Dept. Heads on CES Policy Council

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

| | Seat (by Stakeholder Group) | Representatives Selected by Stakeholder Group* |
|-------------------------------------|-------------------------------|---|
| 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 |

| | | |
|---------------------------------|---|----------------------------------|
| Lived Experience | Lived Experience Advisory Board | Gloria Johnson |
| | Homeless Youth Forum of Los Angeles | Vacant |
| Public Agency | LA County Department of Child and Family Services | Gail Winston |
| | LA County Department of Health Services | Sarah Mahin |
| | LA County Department of Mental Health | Maria Funk |
| | LA County Department of Public Social Services | Lisa Hayes |
| | LA Housing Department | Ann Sewill |
| | U.S. Department of Veterans Affairs | Matthew McGahran |
| Public Housing Authority | LA County Development Authority | Myk'l Williams |
| | Housing Authority of the City of LA | Miriam Aquino |
| | Public Housing Authority Community | Donyielle Holley, City of Pomona |

| | | |
|---|-------------------------------------|---|
| Public Housing Authority | LA County Development Authority | Myk'l Williams |
| | Housing Authority of the City of LA | Miriam Aquino |
| Public Housing Authority Community | Public Housing Authority Community | Donyielle Holley, City of Pomona |
| | Domestic Violence Community | Carielle Escalante, Rainbow Services <i>selected by the City of Los Angeles Domestic Violence Alliance</i> |
| Other Partners | Housing Developer Community | Maria Brown, PATH Ventures |
| | Philanthropy | Andrea Iloulain, Hilton Foundation <i>selected by Funders Together to End Homelessness</i> |
| | United Way, Home for Good | Carter Hewgley |

*All stakeholder groups select their respective representatives through an appointment or voting process.

Executive Level Action Team

Potential Recommendation: Executive-Level Action Team

Themes

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

■ **Team of Decisionmakers**

- City, County, Other Cities, State (e.g., Mayor, Council President, BOS Chair, BOS Member, Chair Appointee, COG appointee(s), representative of Governor)

■ **Advisory Committee**

- E.g. LAHSA, HCID, DMH, DHS, new County leader, CEO-ARDI, lived experience, service providers, philanthropy, academia, business community, education system

■ **Forum**

- Convened by third party non-profit, County leader, City, or State

■ **Focus on common interests relating to:**

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

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



Executive-Level
Action Team

Data and Metrics

Data and Metrics (Potential Standalone Recommendation)

Themes

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

Proposals

| | |
|----------|--|
| Increase | Increase <i>access</i> to data |
| Adopt | Adopt policies to <i>enhance and require data sharing</i> and breaking down barriers to data sharing |
| Define | Define <i>metrics of “success”</i> of Measure H-funded programs |
| Develop | Develop <i>formulas for tracking</i> <ul style="list-style-type: none"> •Collection/spending Measure H funds by department at city-by-city level •Collection and spending of all funds on a systemwide funding to determine where received funds are spent |



Transition

1. Pursuant to July 27, 2021 Board Motion establishing BRCH, **BRCH votes** recommendations or options (could vote for each individually and/or as a slate) and passes to Board for consideration and action
2. Upon receipt of BRCH recommendations/options, **Board may consider taking action on some or all** recommendations/options
3. If action taken, **Board would direct necessary County entities to report back** to Board on steps necessary to create, study, or implement recommendations/options, including staffing and funding projections
4. Upon receipt of report-back, **Board could take action to implement** recommendations/options



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Reserve Slides

Themes & Building Blocks

Themes

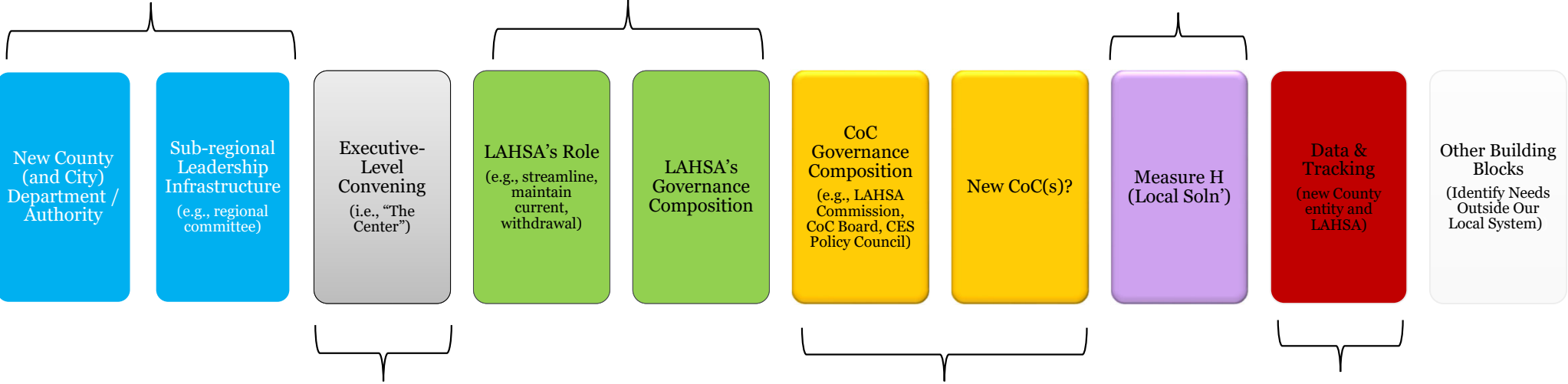
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