

AMENDMENT BY SUPERVISOR LINDSEY P. HORVATH

AGN. NO. ____

MOTION BY SUPERVISORS KATHRYN BARGER AND
HILDA L. SOLIS

August 8, 2023

ESTABLISHING A REGIONAL GOVERNANCE STRUCTURE FOR HOMELESSNESS

On July 27, 2021, the Los Angeles County Board of Supervisors (Board) approved a motion to establish a Blue-Ribbon Commission on Homelessness (BRCH) to research and analyze various homelessness governance reports, study models from across the nation, and provide feedback to the Board regarding the most relevant and effective models with the intention of implementing reform to help solve the homelessness crisis in Los Angeles County. The motion directed the BRCH to provide a report to the Board that includes recommendations for a new governance model that is appropriate for Los Angeles County and that incorporates the diverse needs of the region and its 88 cities.

The BRCH undertook an extensive series of meetings, presentations, interviews, and listening sessions and received testimony from hundreds of individuals representing cities, Councils of Government, unincorporated areas, County departments, homeless services providers, persons with lived expertise, faith-based organizations, school districts, subject matter experts, and system leaders from around the nation. Following months of deliberation and discussion the Blue-Ribbon Commission on Homelessness Governance Report was issued on March 30, 2022. The report included seven recommendations that provide a framework for a transparent, inclusive, and accountable homelessness governance system.

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On May 3, 2022, the Los Angeles County Board of Supervisor adopted the seven BRCH recommendations and directed the Chief Executive Officer (CEO) to maximize continuity of analysis and implementation of the seven recommendations.

Recommendation #7, Executive-Level Action Team, encouraged philanthropy to convene a small, no more than 10-person group of executive-level leaders representing Los Angeles County, its 88 cities, the State, and other relevant stakeholders. In response to the recommendation, the CEO in conjunction with the Center for Strategic Partnership, began co-planning the executive team with the President and CEO's of the Conrad N. Hilton Foundation and Weingart Foundation, who by correspondence to the Board on April 28, 2022, offered to support this effort.

As part of this effort five city managers in addition to the City of Los Angeles, CEO leadership, and Hilton and Weingart leadership went on a study trip to Houston. While there are distinct differences, Houston is the 4th largest city in the nation, faces similar geographic changes, and was held back by a lack of alignment. Houston was experiencing growing unsheltered homelessness, returning millions of unspent funding to the federal government, and was experiencing inefficiency and high returns to homelessness. In response to this crisis Houston established a regional leadership structure with the various stakeholders collaborating under a single plan toward common goals. The response focused on transparency, communication, and mutual accountability throughout the system. Under this regional leadership structure Houston has experienced reductions in homelessness at more than twice the rate of the rest of the country and now has one of the lowest rates of per capita homelessness in the country. While the Los Angeles County 2023 Homeless Count reported a 9% increase in homelessness in the County, Houston experienced a 18% decrease in their Homeless Count.

After visiting to learn firsthand, the group that went to Houston determined that there were features of the Houston homelessness governance structure and response system that could inform the components of a regional structure in Los Angeles County that could provide clarity, control, accountability, and results. The CEO continued to partner with the cities and philanthropy to apply learnings from the Houston trip and governance structure to the unique circumstances and needs in Los Angeles County. Through this work a model developed that included an executive committee to decide on a single plan and align funding, a leadership table to inform the plan and unit the region around the plan, and implementation coordinating bodies and work groups where homeless service providers actively shape and drive implementation. The Chief Executive Officer and CEO-HI met with the Independent Cities Association, the Contract Cities Association, and Council of Government executive directors to share the proposed structure and to get input.

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On May 12, 2023, the CEO submitted a quarterly report to the Board on the status of the seven BRCH recommendations that included a recommendation that the CEO proceed with operationalizing the intent of the Executive-Level Action Team through the establishment of an Executive Committee and Leadership Table. The proposed Executive Committee would be made up of elected officials from cities and Los Angeles County who would develop one plan and drive one effort across the region. Members of the Executive Committee would align funding and implement the Committee's decisions to the extent of each member's existing authority. The proposed Leadership Table would include regional governments, people with lived expertise, private funders, business leaders, faith leaders, and civic/advocacy groups. The Leadership Table would help unite the region around one plan and one effort. The Leadership Table would lead on public education, hold the system accountable to a common set of performance indicators, seek to limit interference and overcome obstacles that might disrupt implementation, and align private funding in support of the regional plan. While the Executive Committee is the ultimate authority, they will work with the Leadership Table to identify the most effective strategies, scale solutions, align private and public funding, and communicate the vision.

The declarations of a state of emergency on homelessness by the County of Los Angeles and cities of Los Angeles, Long Beach, Culver City, and Santa Monica along with the increase in homelessness in the 2023 Los Angeles County Homeless Count demonstrate the need to act quickly to establish a regional governance structure to align resources around a shared plan and set of performance indicators to meaningfully address the growing crisis of homelessness. Homelessness is a regional crisis in need of a regional response.

WE, THEREFORE, MOVE that the Board of Supervisors direct the Chief Executive Office to:

1. Establish an Executive Committee of elected officials to develop one plan to address homelessness, establish a common set of performance indicators, align resources, and provide oversight. The Executive Committee shall be composed of the following:
 - a. Two members of the Board of Supervisors, appointed by the Chair of the Board.
 - b. The Mayor of the City of Los Angeles.
 - c. ~~The President of the~~ A member of the Los Angeles City Council, who shall be appointed by the Mayor of the City of Los Angeles.
 - d. Four city members, each of whom shall be a mayor or member of a city council, appointed by the Los Angeles County City Selection Committee as selected by the subcommittee for each sector (The North County and San Fernando Valley sector, the Southwest Corridor sector, the San Gabriel Valley sector, and the Southeast sector).
 - e. Representative appointed by the California Governor.

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2. Partner with philanthropy to establish the Leadership Table to act as an advisory body supporting the work of the Executive Committee. This will help unite the region around one unified effort, guide public education on the issue of homelessness, and align private funding in support of a regional plan. Philanthropy can support the Leadership Table through charter development, facilitation, member onboarding, and identifying mechanisms to align private funding. This body shall be composed of:
 - a. The Los Angeles Homeless Services Authority (LAHSA).
 - b. Department heads (e.g., the General Manager of the City of Los Angeles Housing Department; the County’s Director of Mental Health, Director of Health Services, and Executive Director of Racial Equity; and the heads of any County or City homeless entities).
 - c. Member(s) representing the community of persons with lived expertise.
 - d. Member(s) representing service providers.
 - e. Member(s) representing philanthropy.
 - f. Member(s) representing academia.
 - g. Member(s) representing the business community.
 - h. Member(s) representing education systems.
 - i. Member(s) representing the Faith Community.
 - j. Member(s) representing the veteran community.
 - k. Member(s) representing the labor community.
 - l. Member(s) representing the Metropolitan Transportation Authority.
 - m. Member(s) representing public housing authorities.

3. Work with the City of Los Angeles to negotiate changes to the Los Angeles Housing Services Authority JPA governance structure, including:
 - a. Commission, Continuum of Care, and Policy Council composition, responsibilities, and decision-making authority, including potential consolidation;
 - b. How small cities are represented within the governance structure; and
 - c. Recommendations regarding budget contributions and funding allocations by member organizations and from specific revenue sources.

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Amends: LH:jrl