

MOTION BY SUPERVISORS LINDSEY P. HORVATH
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**Feasibility of Implementing the Blue Ribbon Commission on Homelessness Report
Recommendations No. 1 (Establish a County Entity Dedicated to Homeless Service
Delivery) and No. 3 (Streamlined LAHSA)**

On November 5, 2024, Los Angeles County voters passed Measure A, a citizen-led ballot measure to sustain funding for homelessness services, and further invest in homelessness prevention as well as housing solutions. This measure notably called for increased transparency and accountability on the use of public funding, including standardization of service provision; regular, public reporting on expenditures and measurable outcomes; and diversion of investment from entities (i.e. cities, programs, service providers) that do not produce results. Much of the responsibility to develop these accountability measures is assigned to the newly formed Executive Committee on Regional Homeless Alignment (ECRHA).

However, Los Angeles County – in particular, the Los Angeles County Board of Supervisors (Board) – will have a role in implementing these accountability measures. In addition to Measure A, the County currently administers local, state, and federal funds across the region through multiple County departments and the Los Angeles Homeless

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Services Authority (LAHSA) to serve people experiencing homelessness. (Appendix A)

Given the directives of Measure A, and the expectations of the public for our homelessness services and housing systems to deliver, now is the appropriate time for Los Angeles County to make meaningful changes called for by the public to more efficiently and effectively administer public funds and solve the homelessness crisis.

On July 27, 2021, the Board established the Blue Ribbon Commission on Homelessness (BRCH), as part of an ongoing and focused effort to address homelessness. BRCH was also charged to conduct a comprehensive study of the LAHSA governance structure by reviewing existing reports and recommendations, identifying and analyzing the challenges inherent to the existing system, and providing recommendations to change and improve its efficiency. Subsequently, on May 3, 2022, the Board adopted a motion, [Implement the Blue-Ribbon Commission on Homelessness' Recommendations](#) (Barger-Solis), which moved that the Board "...adopt the seven BRCH recommendations" and "instruct the Chief Executive Officer (CEO) to maximize continuity of analysis and implementation of BRCH recommendations..."

Recommendation No. 1, "Establish a County Entity and Identify a Leader," calls on the Board to unify the work of the various County departments, eliminating siloes to "create a more transparent and effective response to homelessness that fully incorporates mainstream systems." A new County department would integrate funding, programs, oversight, and implementation and administration of the complex network of services dedicated to addressing homelessness that are currently assigned to various other County departments. The new department will coordinate with other departments with the goal of centralizing contracting and administration of allowable homelessness funds,

while standardizing service delivery and improving the County's ability to track data and outcomes across all programs, to the extent feasible based on statutory mandates. The goals of such centralization is to leverage critical economies of scale in the implementation of one strategic, coordinated, Board-directed homeless service response system. While some work has been done to implement this recommendation, focus has recently been directed towards implementing the Homelessness Emergency Proclamation. It is time for the County to fully and expeditiously explore implementation of this BRCH recommendation as part of the County's Emergency efforts and establish a County department dedicated to addressing homelessness, the Department of Housing Pathways and Supportive Services.

Additionally, recommendation No. 3, "Streamlined LAHSA," suggests "that LAHSA's role be streamlined to focus on serving as our regional CoC ... lead and transition away from direct services in order to make way for County partners in this space." Streamlining LAHSA means focusing its primary role as lead on the Greater Los Angeles Continuum of Care to include the Homeless Management of Information System administration, the Greater Los Angeles Homeless Count, and other emergency response actions as designated and funded by the Board of Supervisors, with recommendations from the Chief Executive Office-Homeless Initiative. As a result, the County should transition funds from Measure H (and, subsequently, Measure A); Homeless Housing and Prevention; and other County-administered sources from LAHSA to the new County department in support of one centralized, integrated, County-led homeless service response system.

The transition of County funding from LAHSA to a new County department is also warranted, given the findings in the recent Finance, Contracts, Risk Management, and Grants Management Review of LAHSA, performed by the Auditor-Controller (AC Review) and published on November 19, 2024. The AC Review noted sixteen findings and related recommendations, including ten priority-one findings (the most significant). The findings and data indicate a lack of adequate internal controls at LAHSA related to finances, contracts, risk management, and grants management, which is especially concerning as the County will collect increased funding from Measure A. Some of the additional findings include a lack of formal agreements for \$50 million in working capital advances to subrecipients; non-recovery of annual cash advances to subrecipients; lack of timely payments to subrecipients; inadequate contract management and records keeping; numerous retroactive contracts; and non-completion of internal audits. Additionally, LAHSA's ability to correct these significant issues is a concern, as these issues have persisted for years, even after prior reviews by the Auditor-Controller included numerous recommended corrective measures. (It is important to note that these issues pre-date the current LAHSA leadership and have come to light after significant changes in staffing surfaced systemic challenges.)

The passage of Measure A provides an ongoing, stable source of funding for homeless services, prevention, and affordable housing production, ensuring the County can fund a streamlined, effective, and impactful homeless service response system. Not only will a new County department centralize and streamline much of the County's response to homelessness, it will also allow the County to implement adequate internal controls related to the use of County homelessness funds, including the new Measure A

funds. Combined with streamlining LAHSA's role in the regional homeless service system, there will be greater transparency, oversight, and accountability on the expenditure of public funds and the impacts of their measurable results.

WE, THEREFORE, MOVE, that the Board of Supervisors direct the CEO to provide a written feasibility report with next steps in 60 days to implement BRCH Report recommendations 1, establishing a new County Department dedicated solely to serving people who are unhoused or at risk of becoming unhoused, and 3, streamline the responsibilities of LAHSA by having them retain only the core functions required as lead on the Greater Los Angeles Continuum of Care including the Homeless Management of Information System administration, the Greater Los Angeles Homeless Count, and other emergency response services as designated and funded by the Board. The report should include but not be limited to:

- a. Current staffing levels and funding within the CEO Homeless Initiative and Housing for Health, including appropriate clinical functions; current Measure H and projected Measure A revenue; anticipated staffing levels, space needs, and funding considerations.
- b. In collaboration with LAHSA leadership, a preliminary evaluation of LAHSA's staffing levels, vacancies, rates of attrition, memoranda of understanding with labor organizations, and other key information to inform the transition plan described in subsection e of this directive.
- c. A high-level schedule for the creation of the new department and the transition of programs and funding, with a focus on "critical path" milestones to ensure that the

Board and the public are aware of the action items and associated processes that must be completed and by when.

- d. A summary of County and LAHSA programs and functions that will transition to the new County department, should the Board choose to create the new County Department, including a functional “end-state” organizational chart, to be refined as the process continues, and description of programs that will operate out of the new department. The report should describe any proposed phasing of department operations, funding transfers, department’s projected staffing needs, necessary classifications, and job duties.
- e. Filling positions in the new County department by the Director of Personnel conducting an open recruitment in which consideration is limited to applicants who are currently employed at LAHSA. Including an Open Restricted recruitment that would be a one-time event that could be used exclusively for the initial hiring of staff for the new department, within the powers provided under the County’s proclamation of a local emergency on homelessness. Candidates on the eligible lists resulting from the Open Restricted recruitment would have priority consideration for hiring over all other lists. Thereafter, the CEO could use other eligible lists or conduct new recruitments, if needed, to fill vacancies in the new department.

WE, FURTHER MOVE, that the Board of Supervisors direct the CEO to provide the following additional written information:

- 2. Within 90 days, a preliminary summary of County and LAHSA programs and functions that will transition to the new County department, should the Board

choose to create the new County Department, including a functional “end-state” organizational chart, to be refined as the process continues, and description of programs that will operate out of the new department. The report should describe any proposed phasing of department operations, funding transfers, department’s projected staffing needs, necessary classifications, and job duties.

3. Within 120 days, a fiscal and staffing plan for the new department which should include, but not be limited to, all homelessness programs and funding sources across Departments which will be consolidated into the new department.

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APPENDIX A: County Departments and Programs Addressing Homelessness

Department	Programs	Funding Sources
CEO-Homeless Initiative	Pathway Home, Local Solutions Fund, ECRC, Overall Administration of Measure H Budget	Measure H NCC HHAP ERF ARPA CARES
Dept. of Mental Health Office of Public Guardian	Outreach, DMH HOME, FSP, AOT, Prevent Homelessness Promote Health, Housing Navigation, Interim Housing Outreach Program, Behavioral Health Bridge Housing, Interim Housing Program, Crisis Stabilization, Psychiatric Urgent Care Centers, Enhanced Emergency Shelter Program (TAY), WCRP, MCRP, CARE Court, Alternative Crisis Response (PMRT, FIT), Law Enforcement Teams, Benefits Advocacy, Intensive Case Management Services (ICMS), Housing Assistance Program, Enriched Residential Care Program (ERC), Federal Housing Subsidies Unit, Capital Investments Program, Prevention and Early Intervention	MHSA Medi-Cal NCC SAMHSA Grant Measure H Federal PATH Grant,
Dept. of Health Services Housing for Health Office of Diversion and Reentry	Outreach (MDTs), Regional Coordination, Mobile Clinic, Interim Housing, Interim Housing Outreach Program, Housing Navigation, ERC/Stabilization beds, Permanent Housing (ICMS), Flexible Housing Subsidy Pool, Homeless Prevention Unit, Benefits Advocacy (CBEST), CIIP, STAR Clinic, ODR Interim Housing & Permanent Housing, Jail In Reach, Mental Health Diversion, FIST Supervision	Measure H CFCI NCC IFT – DMH – MHSA IFT - DPSS HHAP HHIP WPC CalAIM Medical MCP Billing Dept. Of State Hospitals ARPA ESG Ryan White Funds Other Federal and State sources
Dept. of Public Health	Countywide Outreach System/Public Health Nurses, Encampment	Measure H NCC

Substance Abuse Prevention Control	Assessments, Mobile PH Clinical Services for PEH, Outreach - Client Engagement and Navigation Services (CENS), Expanded Field Based SUD and MAT services, Interim Housing (Recovery Bridge Housing, Recovery Housing), Crisis Residential, Connection to Treatment Programs, Interim Housing Outreach Program, Housing Navigation, Interim Housing Inspections,	CFCI AB109 AB118 Drug Medi-Cal SAMHSA Block Grant TANF/CalWORKS HIV Care Program Ryan White Funds
Dept. of Children and Family Services	Emergency Basic Support Services, Housing Related Assistance, Family Reunification Housing Subsidy, Supervised Independent Living Program (SILF), Prevention and Aftercare Program, Skid Row Outreach Unit, Permanency Placement Partners,	Bringing Families Home NCC Measure H
Dept. of Public Social Services	General Relief, GR Anti-Homeless, CalWORKS, Temporary Housing Assistance, Permanent Housing Assistance, Cash Assistance Program for Immigrants, Indigent Aid, In Home Supportive Services, Subsidized Housing for Homeless Disabled Individuals Pursuing SSI, Emergency Assistance to Prevent Eviction (EAPE), Homeless Case Management, AB109 Housing Subsidies, 4 Month Rental Subsidies, Housing Support Program	Measure H NCC State General Fund CalWORKS Housing Support TANF/CalWORKS
Los Angeles County Development Authority	Section 8 Vouchers FYI/FUP Vouchers Emergency Housing Vouchers Project Homekey Homeless Incentive Program Public Housing Homeless Preference Rental Assistance for Homeless Veterans HOME Program	Measure H NCC AHTF NPLH Bringing Families Home ESG HCV HUD HOME ARP HOPWA HUD Public Housing HUD CDBG
Los Angeles County Sheriff's Department	HOST Team, Jail In Reach, Whole Person Care	SAMHSA Block Grant AB109 NCC Measure H

Dept of Economic Opportunity	Employment for Adults Experiencing Homelessness	Measure H
Public Defender	Criminal Records Clearing Project	Measure H
Military & Veterans Affairs	VPAN, Outreach, Master Leasing, Accessible Veteran Resource Centers, Benefits Advocacy,	Measure H
Dept. of Public Works	HEARS operations along LA County Flood Control District Right-of-Way	
Dept. of Consumer and Business Affairs	Eviction Prevention	
Probation	INVEST, AB 109 Housing Contract	SB678 JJCPA AB109
Justice Care and Opportunities Department	Reentry Interim Housing, Reentry Care Management Services, Benefits Advocacy, Employment Services, Housing Supports, Behavioral Health and SUD Treatment linkages, CareConnect, Warm Landing Place, Youth Overcoming, Developing Opportunities and Offering Reentry Solutions	Care First Community Investment (CFCI)
Aging and Disability	Home Safe, Adult Protective Services	Home Safe
Los Angeles Homeless Services Authority (Investment)	Homeless Prevention Program, Outreach, Interim Housing, RPSS, Unit Acquisition, Master Leasing, Housing Navigation, Mobile Showers, Safe Parking, Campus Peer Navigation, Transitional Housing for TAY, Host Homes for TAY, TAY Direct Cash Transfer Pilot, Problem Solving, Legal Services, Employment Services, Homeless Count, Management of HMIS, Coordinated Entry System, B7 Housing (Exiting Justice Institutions), Winter Shelter Program	Measure H HHAP ESG

Additional County Departments for Consideration

Department
LA County Office of Education
Child Support Services Department
Dept of Animal Care and Control
Dept. of Parks and Recreation
Dept. of Regional Planning
Internal Services Dept.
Dept. of Youth Development
Executive Office – BOS
Office of Child Protection
Office of the District Attorney
Treasurer and Tax Collector

***Funding sources and programs are based on available information and may not be comprehensive*

***Each department above also contracts with a network of hundreds of service providers and community-based organizations.*