

FINAL APPROVED (with Amendments)

AGN. NO.

MOTION BY SUPERVISORS LINDSEY P. HORVATH AND

April 1, 2025

KATHRYN BARGER

**Implementing the Blue Ribbon Commission on Homelessness Report
Recommendation No. 1 (Establish a County Entity Dedicated to Homeless Service
Delivery) and No. 3 (Streamlined LAHSA)**

On November 26, 2024, the Board of Supervisors (Board) voted to study the feasibility of implementing the Blue-Ribbon Commission on Homelessness (BRCH) Recommendations; 1. Establish a County Entity Dedicated to Homeless Service Delivery, and 3. Streamline LAHSA.¹ The Chief Executive Officer (CEO) reported back to the Board on February 28, 2025,² demonstrating the proposal's feasibility and articulating the steps

¹ Horvath, Lindsey P., and Kathryn Barger. *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)*. 26 Nov. 2024, file.lacounty.gov/SDSInter/bos/supdocs/197797.pdf. Accessed 24 Feb. 2025.

² Fesia Davenport. *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) (Item No. 90D, Agenda of November 26, 2024)*. 28 Feb. 2024. file.lacounty.gov/SDSInter/bos/bc/1178494_FesabilityofImplementingtheBRCHonHomelessnessRecommendationsNo1and3-SIGNEDBOARDMEMO.pdf.

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necessary to achieve this transition. The report back comprehensively addresses the logistics of creating a new County department to consolidate homelessness efforts, including staffing, timelines, and departmental structure.

Streamlining LAHSA and creating a new, consolidated County department will provide the County with the opportunity to create a functional and accountable infrastructure responsible for the implementation of a countywide response to homelessness. This is a chance for the County to learn from past mistakes and build a system of care that is set up to succeed and better serve those in need. A transparent, efficient system overseen by one entity, directly responsible to the Board of Supervisors and held accountable to clearly defined performance-based outcomes, will both empower the County to act and hold the County directly responsible for the voter-approved funding from Measure A.

WE, THEREFORE, MOVE that the Board of Supervisors direct the Chief Executive Officer (CEO), or designee, in consultation with CEO-Homeless Initiative, CEO-Chief Information Officer, Department of Health Services, Department of Mental Health, Department of Public Health, Department of Public Social Services, Department of Military and Veterans Affairs, Department of Children and Family Services, Los Angeles County Sheriff's Department, Department of Human Resources, County Counsel, Auditor-Controller, Internal Services Department, and other relevant County departments, in consultation with the Los Angeles Homeless Services Authority, stakeholders, people with lived experience of homelessness, and agencies that serve people experiencing homelessness, to implement the required steps to establish a new County of Los Angeles Department dedicated to serving people who are experiencing or at risk of homelessness,

including, but not limited to the following:

1. Implement the workplan and timelines included in the Chief Executive Officer's February 28, 2025, report back to the Board and establish an Office of Unincorporated Services as a stand-alone division/bureau of the new County Homeless Department. This new office shall coordinate homeless services, outreach, and operations in coordination with each board office.
2. Direct the Department of Health Services and the CEO, with participation by CEO classification, the Department of Human Resources, the Chief Information Officer, and other relevant County units/departments, to support Housing for Health (HFH) and the Chief Executive Office-Homeless Initiative (CEO-HI) in establishing a joint administrative team by April 28, 2025, that is able to provide transition support to the new consolidated department. Such activities should include, but are not limited to, designing the transitional administrative infrastructure needed in the new department, classifying and budgeting new positions using available funding from Measure A and/or unspent LAHSA funds, and assigning and/or hiring experienced staff to perform transitional administrative functions. The joint HFH/CEO-HI administrative team shall perform the necessary administrative and support functions until the new, consolidated department's administrative capacity is in place.
 - a. Develop a contingency plan to support the transition to the new department that will provide emergency funding and/or support for

contracted providers in the event that there are any delays that could result in disruption to the services currently funded by the County and being provided by the homeless response system.

3. Direct HFH and CEO-HI to perform meaningful outreach to receive analysis and input from contracted service and housing providers, jurisdictions (including cities and COGs), people with lived experience, grassroots organizations, the Auditor-Controller, and other County Departments and critical stakeholders and present to the Executive Committee on Regional Homeless Alignment (ECRHA) examples of how stakeholder input has been incorporated to inform the new department's design, programs, and contracting and payment protocols. The framework for the foundation of the department will be modeled after Housing for Health's operations, programs, payments, contract monitoring, and provider engagement.
 - a. Direct HFH and CEO-HI to develop and implement a consensus building model of stakeholder engagement that provides for meaningful, ongoing feedback to the new department, mindful to integrate any planning with ECRHA and the Leadership Table. Provide stakeholders with the racial and ethnic group data and status of disparities for people experiencing homelessness to inform the input to the new County department.
 - b. Contracting and accounting best practices shall be imbedded in the new department's design, modeled after Housing for Health's administrative protocols and including, as applicable, the

recommendations and findings included in the Auditor-Controller's Finance, Contracts, Risk Management, and Grants Management Review of LAHSA, published on November 19, 2024. Status on implementing this directive and ensuring the County is meeting the recommendations should be included in updates, as requested, to the Board.

4. Direct the CEO and the Department of Human Resources to consult with SEIU 721 on the transition of represented LAHSA workers to the County workforce, including but not limited to incorporating Specialty Requirements into the recruitment process and what comprises Specialty Requirements; and, prior to the expiration of the 90-day emergency appointment, providing clarification on any and all requirements and assessments needed to enable represented LAHSA employees to continue County employment as well as a process to track and prioritize these employees.
5. Direct the CEO to establish and implement a collaborative process to determine what funding will be transitioned from other County Departments to the new department, to be informed by the CEO's 120-day report back on Phase III of the new department's implementation. Such transitions will include the associated administrative support needed for the new department, unless otherwise prohibited by the funding source.
6. Direct the CEO to work with the CEO-HI, HFH, and LAHSA, and their contracted agencies, departments, and providers, to conduct a full fiscal

and budgetary landscape of the existing funding to be transitioned to the new department, and the funding to remain at LAHSA to perform core functions as the lead of the Greater Los Angeles Continuum of Care, unless those functions are delegated to another entity, and provide updates on this fiscal analysis, as requested, to the Board.

7. Direct the CEO and Auditor-Controller to embed contract, finance, and budget staff at LAHSA to determine the funding that will be transitioned to the new County department and to identify and report to the CEO any significant losses of capacity at LAHSA that may impact their ability to fulfill their financial, contracting, or programmatic functions and support of contracted providers. Support the complex process of unbraiding funding for recapture of County investments to be directed to the new County department and prevent service disruption.
 - a. Begin transitioning targeted County funds currently administered by LAHSA to the County as soon as possible and concurrent with the establishment of the new department.
 - b. Direct CEO and CEO-HI to complete Phase II by July 1, 2026, with all LAHSA funding for the new County department and the associated staffing to be transitioned by that deadline.
8. Direct the Chief Information Officer to work with the new joint administrative team, community providers, and other relevant parties on an information technology assessment to determine both the short- and long-term IT and data systems requirements with the following goals: to accurately record

use of homelessness services, to enable the sharing and coordinating of data across entities with reporting requirements under HUD and AB977, and to reduce the burden of duplicate data entry on community providers; and, in partnership with CEO, to develop a staffing plan and associated funding needed to implement the solutions needed to meet these requirements

9. Create the job description for this Department's Director within 30 days. Incorporate feedback from stakeholder engagement, HFH, CEO-HI, and other County departments to inform the job qualifications to meet the unique needs of this department's leader.
 - a. When the job description is finalized, direct the Department of Human Resources to initiate a 30-day national search to identify the new department's Director.
 - b. Unclassified leadership positions overseeing programs in the new department should include requirements for staff to have experience developing and implementing programs in homeless services or other closely related systems.
 - c. If a permanent department director will not be in place by July 1, 2025, the Board shall appoint an interim department director to begin on that day. The interim department director shall oversee the CEO-HI and HFH functions, as well as the implementation of the new department pursuant to the CEO's February 28, 2025, report back. The interim department director shall report directly to the Board.

10. Direct the Executive Officer of the Board (EO) to consider creating a task force that includes at least eight members, who are currently service providers, representing each service provider area and subpopulation. If a taskforce is used by the EO, the task force's expertise must be integrated into the creation of the new County Department. The EO, in consultation with the task force, shall provide updates to the Board, as requested.
11. Direct County Counsel to prepare any new ordinances or amend existing ones as needed to establish the new County of Los Angeles department and support its objectives as described in the Chief Executive Officer's February 28, 2025, report back.

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