

MOTION BY SUPERVISORS JANICE HAHN AND  
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May 3, 2022

**Implementing a New Framework to End Homelessness in Los Angeles County**

On April 20, 2021, the Board of Supervisors (Board) directed the Chief Executive Officer (CEO), in consultation with the appropriate County departments, the Los Angeles Homeless Services Authority, representatives from the various Councils of Governments (COGs) and key homeless stakeholders to (1) report back with an assessment of the 47 homeless strategies with recommendations to improve or modify existing strategies to address our ever-changing homeless crisis; (2) include recommendations to distribute homeless resources in Los Angeles County in a racially sensitive and equitable way; and (3) include recommendations to increase cities' participation in each strategy and strengthen opportunities for cities to augment Los Angeles County's investment in interim and permanent housing solutions within their city boundaries for residents experiencing homelessness.

To respond to the Board's directives, the CEO's Homeless Initiative (CEO-HI) developed a three-phase process to ensure that the recommendation to improve or

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modify the strategies would carefully consider existing reports, performance data, evaluations, and research and allow for extensive community input. In Phase 1, CEO-HI worked with Clutch Consulting to analyze the existing 51 strategies and propose a new framework and recommendations. In Phase 2, CEO-HI worked with consulting firm, Ever Excel, to facilitate 14 community input sessions to gather feedback from key stakeholders on the draft recommendations. In addition, CEO-HI also created a dedicated webpage for the strategy reassessment process, released the draft framework online prior to the community input sessions, and provided an opportunity for the public to submit written comments on the framework through an online form. Finally, in Phase 3, CEO-HI and Clutch analyzed the research conducted as a part of Phase 1 and Phase 2 to revise and refine the recommendations. The resulting recommendation and new HI framework are presented in the report submitted to the Board on April 11, 2022, *A New Framework to End Homelessness in Los Angeles County*.

The new framework focuses on three key partners – (1) Rehousing System, (2) Mainstream County Government Systems, and (3) Partnerships with Cities. For each partner, five categories of action are defined: Coordinate, Prevent, Connect, House, and Stabilize. In the **Rehousing System**, the strategies emphasize the efforts within our current system that are most impactful and streamline strategies to establish improved administrative ease. Permanent housing, as identified by researchers and community members alike, is centered as the most critical strategy.

In **Mainstream Government Systems**, the emphasis of the strategies to establish a true no wrong door approach that advances equity, prioritizes at-risk households, and effectively prevents homelessness, especially first-time homelessness. All County

mainstream systems should be trained to serve people experiencing homelessness, including through problem solving (an effort that is already underway); have the capacity to respond quickly and effectively to people experiencing a housing crisis or know how to refer appropriately; and be accountable for their role in addressing the County's homelessness crisis.

Finally, in the set of strategies aiming to increase **Participation of Cities**, the emphasis of the strategies is on creating opportunities for co-investment that lead to an increase in cities' ability to respond at a local level to community members greatest concerns, while leveraging cities' unique capabilities to increase access to housing. These strategies build on recent efforts to provide funding and support to cities that are interested in expanding the supply of permanent and interim housing.

The Board should act swiftly to set in motion the steps that will lead to full implementation of the new framework.

**WE, THEREFORE MOVE** that the Board of Supervisors:

- 1) For the Fiscal Year 2023-24 HI Funding Recommendations Process, direct Chief Executive Officer-Homeless Initiative (CEO-HI) to develop recommendations to allocate funding to the streamlined set of strategies within the new framework for the rehousing system, as defined in the report.
- 2) For the Fiscal Year 2022-23 HI Funding Recommendations Process, direct CEO-HI to begin implementing the streamlined set of strategies for the rehousing system, as defined in the report, by consolidating and simplifying strategies with the goal of maximizing administrative efficiency and providing flexibility to meet the unique needs of people experiencing homelessness and the communities in which they reside.

- 3) Direct CEO-HI to report back writing in 60 days on implementation of directive 2.
- 4) Direct CEO-HI to lead a collaborative process with Departments of Mental Health, Public Health, Health Services, Public Social Services, Children and Family Services, Public Defender, Probation, Sheriff, Consumer and Business Affairs, and Workforce Development, Aging, and Community Services, as well as the Los Angeles County Development Authority and Los Angeles County Office of Education, responsible for administering mainstream safety net systems to identify how best to implement the activities defined in this report, which will enable them to scale their efforts to prevent and address homelessness. As a part of this process, establish clear accountability mechanisms between County departments and CEO-HI.
- 5) Direct the CEO-HI to identify funding and resources to expedite implementation of the racial equity plan under development by HI and the CEO's Anti-Racism, Diversity, and Inclusion (ARDI) Unit and to apply a racial equity lens to all its activities.
- 6) Direct the CEO to increase co-investment opportunities for cities and COGs and enlist city engagement in expanding the supply of interim and permanent housing.
  - a) Establish mechanisms for ongoing regional engagement with cities and COGs to support the implementation of co-investment opportunities and partnership on addressing local needs.
  - b) Direct CEO-HI to report back in writing in 120 days on implementation of Directive 6. In addition, The Director of CEO-HI shall convene at least quarterly meetings with representatives of all the Council of Governments, Contract Cities and Independent Cities Association.
- 7) Direct CEO-HI, County Counsel and LAHSA to report back in writing in 90 days on

developing policies and tools, such as data agreements, to allow Homeless Management Information System (HMIS) access between LAHSA, Cities, and the County.

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