LOS ANGELES REGIONAL HOMELESSNESS ADVISORY COUNCIL

Wednesday, May 17, 2017
9:30 am – 11:30 am
United Way of Greater Los Angeles
1150 S. Olive Street, 4th Floor Conference Room
Los Angeles, CA 90015

Agenda

I. Welcome & Roll Call
   Peter Lynn
   Chris Ko

II. Review & Approve Meeting Minutes from February 15, 2017
   Peter Lynn

III. Review of Proposed Agenda Items
    Chris Ko

IV. Overview of System Performance Measures
    Josh Decell

V. System Performance Measures in Practice
   John Horn

VI. RHAC Business
    a. Review & Approve RHAC Charter
       Peter Lynn
    b. Review & Approve Los Angeles CoC Board Bylaws & Nominating Process
       Matt White
    c. Establish CES Policy Council
       Maggie Potthoff

VII. LA County Measure H Planning Status
     Phil Ansell

VIII. LA City Measure HHH Planning Status
      Meg Barclay

IX. Public Comment
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X. Adjournment
   Peter Lynn
   Chris Ko
LOS ANGELES REGIONAL HOMELESSNESS ADVISORY COUNCIL

Wednesday, February 15, 2017
10:00 am – 12:00 pm
Los Angeles County Workforce Development, Aging, and Community Services
3175 W 6th St., Los Angeles, CA 90020

Meeting Minutes


I. Welcome & Roll Call

Peter Lynn

Chris Ko

Summary: Co-facilitators Mr. Lynn and Mr. Ko provided an overview of their respective agencies and the genesis for the RHAC before opening the discussion for members to express their hopes for this new forum. The four key areas of focus for the RHAC include the following: connecting the dots, spreading solutions, raising concerns, and tracking progress.

II. Overview: Data on Homelessness

Josh Decell

Summary: Mr. Decell presented an overview of data on homelessness, highlighting data from the point-in-time homeless count conducted last year. Staff highlighted challenges such as sequestration and its impact on local public housing authorities, and how that influenced the total number of people experiencing homelessness. Overall, there was a significant decrease in the number of veterans experiencing homelessness since 2009, largely due to increased and targeted resources. There was an increase in the
chronically homeless population since 2009, and challenges remain with respect to capturing data on youth.

**Discussion:** Council members expressed concern about the time of day youth are counted during the point-in-time count and suggested changing methodology, as well as including Covenant House California for the annual count.

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**III. Overview County and City Homeless Strategies**

**Phil Ansell**

**Meg Barclay**

**Summary:** Mr. Ansell and Ms. Barclay presented an overview and status update relative to the implementation of the City and County’s respective homeless strategies.

**Discussion:** There was some discussion about the recent shift in many shelters now being open twenty-four hours/seven days a week. LAHSA identified the gap for housing and the associated gap to generate services across the County, estimating approximately $450 Million would be needed annually, not including construction. There was some discussion about the upcoming March 7th ballot initiatives, including what was included in City Measure S and County Measure H.

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**IV. RHAC Structure**

**Peter Lynn**

a. Creation, appointment, and approval of LA CoC Board Nominating Committee

**Summary:** Mr. Lynn presented on the need to create a process that would establish a nominating committee to create bylaws and a process to select the new LA Continuum of Care (LA CoC) Board. The intent of establishing this board is to comply with federal regulations. As the lead agency for the LA CoC, LAHSA applies annually for the U.S. Department of Housing and Urban Development’s CoC Program Competition Notice of Funding Availability. Under this program, LAHSA is required to have a CoC Board. Staff asked RHAC members to form a committee out of this body.

**Discussion:** Council members suggested to create an organizational chart that would help outline the role of the RHAC as it relates to the LA CoC.

**Motion:** Herb Wesson motioned to form the committee. Carol Crabson seconded the motion.

**Action:** The motion passed unanimously. Nineteen individuals volunteered to form the committee.

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**V. Discussion of Future Agenda Topics**

**Chris Ko**

**Summary:** Mr. Ko presented on the overall purpose of the RHAC, and a discussion was held with respect to identifying future agenda topics. Council was asked to fill out note cards to provide potential future agenda items.

**Discussion:** Council identified the need to bring individuals who work with victims of domestic violence together along with the need to address all providers who serve
different populations represented by this council. Other key areas of needed attention included: improving emergency shelter systems, immigration, and enhancing partnerships.

VI. 2017 Meeting Schedule

Peter Lynn

Summary: Mr. Lynn provided the dates of the remaining quarterly meetings. The remaining dates are as follows: May 17, 9:30 am-11:30 am; August 16, 9:30 am-11:30 am; November 15, 9:30 am-11:30 am.

VII. Public Comment

There were two (2) public speakers: Jessica Alearn from SPA 7 spoke about “raising concerns” and the need to call attention to undocumented immigrant issues. Natalie Komuro from the City of Glendale voiced support for Measure H and called for best practices in how funding RFPs are structured.

VIII. Adjournment

Chris Ko

Council adjourned at 12:30pm.
RHAC Proposed Agenda Items

Connect the Dots

- Integration of health, homeless, and social services providers, county departments, etc. (2)
- Best practices for helping cities (or smaller communities within cities) connect service organizations to umbrella providers within ea. SPA so there can be coordination among the “do gooders” when needs are identified
- How to track who is doing what and get them plugged into the police and cases workers responding
- Connecting HSPs housing and mental health employment to public education to create housing stability for children and youth with the ultimate goal of educating to end the cycle of poverty
- Funding – Community Participation – County and City working together
- How to integrate County and City Homeless Initiatives within agency function and our own approaches to homelessness (ex Metro)?
- Ask all public agencies to present their “homeless plans” or any policy related to homelessness to begin coordination activities
- Establish a high level of coordination to streamline across boundary areas (LA City, LA County, Pasadena, Glendale, Long Beach) for departments providing county wide services.
- Find ways to build capacity in partnership w/ local community sites, including the faith community.
- Create a space for LA’s 4 CoCs to work together and support each other.
- Integration of Pasadena, Long Beach and Glendale into data to obtain a full picture of homelessness; what are the other factors that contribute to the increase in unsheltered homelessness
- Include conversations regularly about incorporating Glendale, Pasadena and Long Beach into the regional problem solving efforts.
- How do we leverage the DHS Whole Person Care Pilot?
- Analyze the various systems of care and identify how their services connect and impact homelessness.
- How are new services communicated out, e.g., crisis and bridge housing? How do providers access that info?
- What roles does the shelter system play in the increase in the unsheltered population?

Spread Solutions

- Educate landlords on homelessness.
- Come up with ways to encourage more landlords to participate in rental subsidy programs.
- Delve deeper into the challenges of formerly incarcerated homeless and other populations that have traditionally been under-served, with an eye to new, innovative policy solutions.
- Emphasis on supporting the needs of homeless youth population to decrease the likelihood that these individuals will remain in the cycle of poverty into their adult life. (2)
- Housing stability- LAUSD is committed to families and students by creating a system of employment referrals to assist with job placement w/ vacant LAUSD full and part-time positions with benefits; stable students see increased academic achievement and attendance.
- Formation of CES policy body
RHAC Proposed Agenda Items

- Bring DPSS-GR into the world of CES- this process needs to have stronger connections to the provider community in each SPA to facilitate leakage, especially with RRH progress; there needs to be a look at the feasibility of having CES packets completed at the DPSS office.
- Document/Diagram current system and compare with Document/Diagram of ideal system; identify the additional partners, resources, etc. needed to build it.
- Increase the number of sobering centers.

Raise Concerns

- Discuss the development of a coordinated and effective county-wide outreach program.
- Address the lack of affordable housing, specifically placements, interim housing, shared housing, family reunification, and second dwelling units.
- Where do we confront the decrease in the number of transitional beds resulting in street dwelling and shelter capacity?
- Assess how the voucher program can become a better resource for persons receiving this assistance; there is also an issue of lack of providers in each SPA who are willing to operate the voucher program.
- How to keep service providers front of mind with such a large public representation?
- How do we keep focus on the individuals being served when developing strategies?
- How do we eliminate legislation that undermines efforts to end homelessness, i.e., 5611 Safe Parking?
- How do we ensure the needs of persons fleeing from family violence are adequately incorporated into LA City and County homeless strategies?
- Focus more on prevention.
- Identify nexus of immigration issues and homelessness for both undocumented and green card holders.
- Develop contingency plans for both the passage and failure of Measure H. (2)
- How will all the committees/boards on homelessness will work together to ensure all issues are addressed.
- The Coordinating Council has played an indispensable role in shaping LA CoC policies and funding priorities. How will the regional/provider voice be sustained and promoted, particularly around the annual HUD CoC NOFA process? If RHAC meant to do this there is the concern that the quarterly meetings scheduled are not frequent enough.

Track Progress

- Conduct an evaluation of implemented and/or completed strategies by the City and County.
- Homeless Count is helpful, but can we also think about the yearly inflow, as well as PIT counts?

Miscellaneous

- Hold a discussion to define the “north star” priorities of the RHAC.
Los Angeles Regional Homeless Advisory Council

Wednesday, May 17, 2017
9:30 AM – 11:30 AM
Welcome & Roll Call

Peter Lynn
Executive Director
Los Angeles Homeless Services Authority

Chris Ko
Director, Homeless Initiatives
Home For Good
Today’s Agenda

I. Welcome & Roll Call

II. Review & Approve Meeting Minutes from February 15, 2017

III. Overview of System Performance Measures

IV. System Performance Measures in Practice

V. RHAC Business
   a. Review & Approve RHAC Charter
   b. Review & Approve LA CoC Board Bylaws & Nominating Process
   c. Establish CES Policy Council

VI. LA County Measure H Planning Status

VII. LA City Measure HHH Planning Status

VIII. Future Agenda Topics

IX. Public Comment

X. Adjournment
II. Review & Approve Meeting Minutes from February 15, 2017
III. Overview of System Performance Measures

Josh Decell
Associate Director, Data Integration
LAHSA
Overview: In 2014, the U.S. Department of Housing and Urban Development established a set of system-level performance measures to measure the extent to which communities are moving the needle in the fight against homelessness.

- How many people are experiencing homelessness?
- How many people are becoming homeless?
- How long do people remain homeless?
- Are programs helping people to increase their income?
- How many people are exiting homelessness?
- How frequently do people become homeless again?
Today’s Focus

How long do people remain homeless?

How many people are exiting homelessness?

How frequently do people become homeless again?
Performance Data Sources

- Data collected 10/1/2014 - 9/30/2015
- Includes all homeless programs that participate in HMIS across LA County (All 4 CoCs)
  - Local Funding
  - HUD funding
  - VA funding (excludes VASH)
  - Any other programs that elect to participate
How long do people remain homeless?

<table>
<thead>
<tr>
<th>Location</th>
<th>Median Stay</th>
<th>Average Stay</th>
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<tr>
<td>LA County CoC</td>
<td>50 days</td>
<td>121 days</td>
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<tr>
<td>Glendale CoC</td>
<td>84 days</td>
<td>148 days</td>
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<tr>
<td>Long Beach CoC</td>
<td>83 days</td>
<td>137 days</td>
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<tr>
<td>Pasadena CoC</td>
<td>63 days</td>
<td>88 days</td>
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</table>

50-84 days = Median shelter stay across LA County CoCs
88-148 days = Average shelter stay across LA County CoCs
How many people are resolving their homelessness?

Shelter + Rapid Re-housing = 8,500 individuals housed

<table>
<thead>
<tr>
<th></th>
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<th>Long Beach CoC</th>
<th>Pasadena CoC</th>
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<tr>
<td>Individuals</td>
<td>131</td>
<td>7,534</td>
<td>623</td>
<td>212</td>
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How frequently do people become homeless again?

<table>
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<tr>
<th></th>
<th>Glendale CoC</th>
<th>LA CoC</th>
<th>Long Beach CoC</th>
<th>Pasadena CoC</th>
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<tr>
<td>7%-20% = ES</td>
<td>7% = ES</td>
<td>20% = ES</td>
<td>8% = ES</td>
<td>16% = ES</td>
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<tr>
<td>3%-13% = TH</td>
<td>3% = TH</td>
<td>13% = TH</td>
<td>7% = TH</td>
<td>9% = TH</td>
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<tr>
<td>0%-10% = RRH</td>
<td>10% = RRH</td>
<td>9% = RRH</td>
<td>9% = RRH</td>
<td>0% = RRH</td>
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</table>
IV. System Performance Measures in Practice

John Horn
Senior Vice President of Programs
LA Family Housing
“IT’S ALL ABOUT PERFORMANCE”

What can we do to improve our outcomes?

1. Length of Homelessness

2. Exits to Permanent Housing

3. Reducing the number of housed participants who return to homelessness
LA Family Housing Functional Program Model

Function: Engagement and Intake
Function: Navigation and Location
Function: Housing Stabilization
Functional Model

- Coordinates activities with SPA 2 partners - maximize leverage
- Grouping of staff by function eliminates duplication of effort
- Teams focus on one area - housing engagement/placement/stabilization process
- Focus on data - SPA wide data collection
Length of Homelessness

- Coordination of outreach services and education of teams in SPA 2
- Permanent housing placement starts at the first engagement encounter
- Connection to all available housing interventions including RRH
- Prioritization of limited Bridge Housing resources
- Focus on housing the persons with the longest time of the street homelessness
Exits to Permanent Housing

- Coordination of Housing Navigation and Location services in SPA 2
- SPA-wide case conferencing to assign navigation services
- Field capable Housing Navigation to assist persons in any setting
- Every person in Bridge Housing is assigned a Navigator from day one
- Separation of Navigation and Location to maximize effectiveness
- Over 800 placements in first two-year period of CES
Returns to Homelessness

- Coordination of Stabilization services in SPA 2
- Warm handoff from Navigation team
- Specialized team that focuses on keeping people housed
- Over 100 evictions prevented
- Conducting evaluation of Stabilization work
Next Steps

• Continue to focus on areas of specialization
• Use of data to evaluate success and to make necessary changes
• Coordination of SPA 2 efforts
• Incorporate new funding and program opportunities
• Conducting evaluation of Stabilization work
V. RHAC Business

a. Review & Approve RHAC Charter

b. Review & Approve LA CoC Board Bylaws & Nominating Process

c. Creation & Appointment of CES Policy Council
V. RHAC Business
a. Review & Approve RHAC Charter

Peter Lynn
Executive Director
LAHSA
V. RHAC Business

b. Review & Approve Los Angeles CoC Board Bylaws & Nominating Process

Matt White
Principal Associate
Abt Associates
LA CoC Board Nominating Committee Process

March 28
• Overview & Framing

April 11
• Decision Points

April 25
• Decision Points

May 9
• Final Decision Points
Los Angeles Continuum of Care Bylaws

- U.S. Department of HUD requires CoCs to establish Bylaws

- Continuum of Care (CoC)
  - Coordinated system of public and community-based housing and services that assist homeless and near homeless residents in Los Angeles County to obtain permanent housing, increase economic stability, and promote long-term housing stability.
CoC Organizations

Los Angeles Homeless Services Authority (LAHSA) = CoC administrative entity tasked with planning, operations, evaluation

LAHSA Commission = Governing body with authority over LAHSA

LA CoC Board = Council of elected SPA and at-large members, providing advice and counsel to LAHSA Commission and LAHSA staff on matters related to CoC operations
CoC Board Duties

Provide advice and counsel to…

- **LAHSA Commission** on
  - CoC project performance targets
  - Provision of CoC assistance standards
  - Establishing funding priorities for HUD-funded projects
  - CoC application for HUD funding (NOFA)

- **LAHSA Staff** on implementation and coordination of CoC system

- **LAHSA Commission and LAHSA Staff** on other duties as assigned
CoC Board Composition

- **8 elected SPA representatives**
  - May elect alternates to ensure continuity and serve as proxy for member

- **9 selected at-large representatives**
  - Faith-based organizations
  - Public Housing Agencies
  - Mental health agencies
  - School districts
  - Universities
  - Law enforcement
  - Business interests
  - Private foundations
  - Affordable housing developers
  - Hospitals or other federally qualified health centers
  - Rental property managers
  - Victim service providers
CoC Board Requirements

- No more than 8 homeless assistance provider representatives shall be members of the CoC Board at one time
- Board shall include at least 2 persons with lived experience (persons formerly homeless or experiencing homelessness currently)
- Board shall include a balanced representation from governmental sectors, subpopulation groups, CoC component types, and SPAs
- Members serve 2-year terms; Can serve multiple terms but only 2 consecutively
- Participation at monthly CoC Board meetings; Must attend 80% of meetings in a 12-month period
CoC Board Ethics

- **Conflict of Interest**
  - Members disclose known conflicts, identify appearance of conflict
    - Acting in the interest of personal needs, benefit, or relationships when those actions interfere with best interests of the CoC
  - Vote recusal when conflict of interest arises
  - Deliberation recusal when conflict of interest arises

- **Nondiscrimination**
  - CoC Board members shall not discriminate against any CoC constituent
V. RHAC Business

c. Establish CES Policy Council

Maggie Potthoff
Senior Policy Analyst
LAHSA
## Background

<table>
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<th>Local efforts</th>
<th>CES for Singles, Youth, and Families were built separately</th>
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<tr>
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<td>County and City initiatives in 2016 support alignment</td>
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<tr>
<td>Federal</td>
<td>HEARTH Act in 2009</td>
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<tr>
<td>requirements</td>
<td>Interim Rule 24 CRF 578.8 (a) (8)</td>
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Recent Federal Notice

Notice Establishing Additional Requirements for a Continuum of Care Centralized or Coordinated Assessment System

- Issued January 23, 2017
- CPD-17-01
CES Policy Priorities

1. Planning (e.g. Full Geographic Coverage)
2. Access (e.g. Accessibility of Access Sites)
3. Assessment (e.g. Assessor Training)
4. Prioritization (e.g. Standardized Prioritization Process)
5. Referral (e.g. Provider Declined Referrals)
6. Data Management (e.g. Data Collection Stages and Standards)
7. Evaluation (e.g. Ongoing Feedback from Providers)
## Overview of Draft Guiding Principles

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<th>Category</th>
<th>Description</th>
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<tr>
<td>Housing First and Low Barrier</td>
<td>• Opportunities to succeed and secure stable housing</td>
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<tr>
<td>Prioritization</td>
<td>• Connection to housing and services that match needs</td>
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<tr>
<td>Person-Centered Processes</td>
<td>• Choice and recognition of an individual’s strengths</td>
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<tr>
<td>Standardized Processes</td>
<td>• Fair and equal access to the same assessments</td>
</tr>
<tr>
<td>Collaboration and Coordination</td>
<td>• A Continuum with a mutual responsibility for quality</td>
</tr>
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Policy Development Framework

1. Identify Policy Priorities
2. Establish Prioritization
3. Research and Gather Input
4. Draft Policy
5. Share Policy For Review with Workgroup
6. Revise Policy
7. Seek Public Input
8. Submit Policy to Council for Approval
Two Interdependent Groups for Policy Development

CES Policy Workgroup (develops policies)

- Recruitment in process at Systems level
- Tentative membership: ~20 – 25 members

CES Policy Council (approves policies)

- Nomination process upcoming
- Tentative membership: 21 members
<table>
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<th>Number of Representatives</th>
<th>Stakeholder Group</th>
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<td>LA County’s Continua of Care</td>
<td>Pasadena, Glendale, Long Beach, LAHSA</td>
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<tr>
<td>2</td>
<td>Lived Experience</td>
<td>Lived Experience Advisory Groups (Youth and Single Adults/Families)</td>
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</table>
VI. LA County Measure H Planning Status

Phil Ansell
Director, Homeless Initiative
Office of the County Chief Executive Officer
VII. LA City Measure HHH Planning Status

Meg Barclay
Homeless Coordinator
Office of the City Administrative Officer

HOME FOR GOOD
An initiative of United Way of Greater Los Angeles
& L.A. Area Chamber of Commerce
VIII. Future Agenda Topics

- Connect the dots
- Spread solutions
- Track progress
- Raise concerns
IX. Public Comment

Two (2) minute maximum
X. Adjournment
Los Angeles Regional Homelessness Advisory Council
DRAFT Governance Charter

ARTICLE 1: Continuum of Care Mission, Objectives and Responsibilities

SECTION 1: Mission

The Los Angeles Regional Homeless Advisory Council (RHAC) is a membership-based council whose mission is to provide a framework for broad-based, collaborative and strategic leadership on homelessness planning and service coordination throughout the greater Los Angeles metro region. Further, the RHAC acts as the Continuum of Care (CoC) membership for purposes of US Department of Housing and Urban Development (HUD) CoC Program interim rule requirements (24 CFR Part 578.5(a)).

The RHAC is co-convened by the Los Angeles Homeless Services Authority (LAHSA), a Joint Powers Authority of the City and County of Los Angeles and the lead agency in the HUD-funded Los Angeles CoC, and Home For Good, a joint initiative of the United Way of Greater Los Angeles and the Los Angeles Area Chamber of Commerce, as called for by the City of Los Angeles Comprehensive Homelessness Strategy and Los Angeles County Homeless Initiative.

SECTION 2: Objectives

The RHAC carries out its mission through a set of objectives that guide its governance:

1. Provide strategic leadership to all homeless system stakeholders, including consumers, providers of housing and services, public funders, private philanthropy, education, faith community, business, and public officials.
2. Support the identification of, dissemination of, and knowledge regarding the implementation of best practices and evidence-based approaches to homeless programming and services.
3. Promote alignment of funding across all sectors (e.g. public mainstream, private non-governmental, and homeless-specific) and support prioritization of investments to leverage resources in the most effective way possible.
4. Promote coordination of programmatic approaches across all homeless system providers and mainstream systems.
5. Support a regional strategic response to identify and resolve the primary factors contributing to housing instability and literal homelessness.
6. Identify and articulate barriers across geographic, institutional, and political spheres, in order to promote their elimination.
7. Influence mainstream systems to ensure access and accountability to homeless consumers.
8. Synthesize data collected from various systems regarding homelessness, track progress, evaluate results, and promote regional accountability.
9. Function as the Continuum of Care (CoC) Membership for purposes of federal CoC designation and administration requirements as established by HUD.

SECTION 3: RHAC Responsibilities

The RHAC is not a deliberative or decision-making body for purposes of designing, managing, funding, or evaluating the homeless crisis response system for Los Angeles CoC. Official duties and responsibilities
assigned to the RHAC (i.e. CoC membership) by HUD’s CoC Program interim rule may be delegated by the RHAC to other public entities, task forces or administrative entities as determined by official action of a majority of voting RHAC members (See Exhibit B, Assignment of Continuum of Care Responsibilities, at the end of this Charter).

The RHAC’s work is guided and assessed through the execution of core Responsibilities, derived from the City of Los Angeles Comprehensive Homelessness Strategy, Los Angeles County’s Homelessness Initiative and the HEARTH Act amending and reauthorizing the McKinney-Vento Homeless Assistance Act. These responsibilities include:

A. Provide an enduring forum for broad-based, collaborative and strategic leadership on homelessness in Los Angeles County in alignment with Home For Good.

B. Facilitate wide understanding and acceptance of national best practices and communicate goals, barriers, and progress to community stakeholders.

C. Promote the coordination of a housing and service system with the Los Angeles Continuum of Care that meets the needs of homeless individuals and families and persons experiencing a housing crisis who are at imminent risk of literal homelessness.

Section 4: Assignment of Responsibilities to LAHSA Commission

The Los Angeles Homeless Services Authority is a Joint Powers Authority (JPA) of the City and County of Los Angeles, created in 1993 to address the problems of homelessness throughout Los Angeles County. The RHAC, as a member-based council, is a separate entity from LAHSA and acknowledges the authority and responsibilities vested in LAHSA and LAHSA’s governing board, the LAHSA Commission, as established by the JPA of 1993. Recognizing LAHSA Commission’s existing and historically precedent authority as established by the JPA, the RHAC affirms and recognizes the assignment of responsibilities to the LAHSA Commission as identified in Exhibit B.

Section 5: Assignment of Responsibilities to LAHSA

Recognizing the role of LAHSA and LAHSA staff in administering planning and funding for homelessness assistance, the RHAC affirms and recognizes responsibilities assigned to LAHSA as identified in Exhibit B.

In addition to the designated responsibilities identified in Exhibit B, LAHSA staff may perform additional coordination duties as determined necessary by the RHAC for the efficient and effective operation of homeless services throughout the County of Los Angeles.

Section 6: Assignment of Responsibilities to CoC Board

HUD CoC Program interim rule requires CoCs to establish a board to act on behalf of the CoC. LAHSA, with the advice and counsel of the RHAC shall manage a nomination process to select the CoC Board membership, establish conflict of interest policies and specify all assigned duties. At a minimum the assigned CoC Board duties shall include those identified in Exhibit B.

ARTICLE 2: Regional Homelessness Advisory Council Membership

Section 1: Membership Structure
Members of the RHAC are comprised of both elected and appointed members, selected from a diverse representation of public, private, faith, education, and philanthropic sectors. Members will each serve two (2) year terms, renewable indefinitely provided the member meets all membership obligations and continues to represent in good standing the organization and sector from which the member was initially selected.

RHAC membership consists of fifty-eight (58) seats. Twenty-four (24) seats have been designated for the public sector, twelve (12) for providers, five (5) for the education sector, three (3) for the business community, two (2) for formerly homeless community members, two (2) for advocate organizations, two (2) for health systems sector, two (2) for the philanthropy sector, one (1) for the LAHSA Commission, one (1) designated for the LAHSA Executive Director and one (1) designated as a representative from United Way of Greater Los Angeles and Home For Good. The represented sectors and total membership seats may be adjusted as needed as determined by the co-conveners and ratified on an annual basis with a super majority (two-thirds) vote among RHAC members.

RHAC members shall be either nominated or elected to the RHAC, depending on the specific representative body the member represents. Exhibit A represents a chart that identifies the representative bodies comprising the RHAC, the applicable sector for each representative, and membership selection process specific to each RHAC seat.

Section 2: Membership Responsibilities

All RHAC members must demonstrate an interest in understanding and addressing the issues related to homelessness, and a desire to participate in the City and County coordinated efforts to end homelessness. Members are expected to attend all regularly scheduled RHAC meetings, communicate back to their respective stakeholder groups, and commit to working together with RHAC members and Los Angeles City and County residents to advance the objectives of the RHAC.

Section 3: RHAC Meetings

RHAC will hold quarterly meetings throughout the calendar year. All RHAC meetings are open to the public. Although the RHAC is not a government or legislative body, official RHAC meetings will abide by California’s Brown Act which guarantees the public’s right to attend and participate in meetings of a legislative body.

Section 4: RHAC Committees

From time to time, the RHAC may establish work groups, committees, or identify existing entities to carry out activities or tasks as defined by the RHAC.

ARTICLE 3: Code of Conduct

During the course of RHAC meetings topics may be discussed related to specific governmental, public, private, and/or advocacy organizations, their funding and fiduciary relationships, and affiliated partnerships. When in the course of these discussions a RHAC member is personally involved or the organization the RHAC member represents is directly involved, the RHAC member shall disclose this relationship if not already publicly known and recuse themselves as appropriate.
Section 1: RHAC Member Representation Balance

To ensure a RHAC membership of balanced stakeholder groups, no more than one member of the board or staff of a particular non-governmental organization, plus no more than one volunteer or consumer affiliated with that non-governmental organization may serve on the RHAC at the same time. Organizations with separate affiliate organizations will be held to the same requirement and may not have more than one member of the board or staff of any affiliate within their structure, plus no more than one volunteer or consumer affiliated with any arm of that organization serve on the RHAC at the same time.

Section 2: Resignation and Removal

Unless otherwise provided by written agreement, any RHAC member may resign at any time by giving written notice to LAHSA. In addition, LAHSA and Home For Good may remove RHAC members for repeated absence, misconduct, or violation of conflict of interest policies.

Section 3: Vacancies

When a member resigns, is removed from the RHAC or cannot serve his/her full term for any reason, LAHSA in a co-convening role with Home For Good will follow the stated process used to select the initial member for selecting a replacement member from the representative body associated with the vacancy.

ARTICLE 4: Administrative Support to the RHAC

Section 1: Role of Los Angeles Homeless Services Authority

The Los Angeles Homeless Services Authority (LAHSA), as a co-convener with Home For Good, will provide administrative support to the RHAC. This support will include but is not limited to staffing RHAC meetings and preparing meeting materials such as agendas, briefing reports, policy briefs, and presentation materials. LAHSA may assume other RHAC related duties as assigned by the RHAC.

ARTICLE 5: Continuum of Care Board

Section 1: Role of Continuum of Care Board

As the CoC membership, the RHAC provides broad-based sponsorship of the Los Angeles Continuum of Care Board. The Los Angeles Continuum of Care Board is a collective of individuals, representative of the relevant organizations and of projects serving homeless populations and subpopulations with the Los Angeles CoC geographic area, designated to provide oversight and governance on behalf of the Los Angeles CoC.

The CoC Board shall provide advice and counsel to the LAHSA Commission and LAHSA staff on matters related to homeless system operations, funding priorities, performance of homeless assistance projects, and service delivery coordination.

Section 2: Continuum of Care Board Membership Selection
LAHSA shall manage a nomination and selection process approved by the RHAC to identify members of the CoC Board. CoC Board members shall adhere to code of conduct and conflict of interest policies identified by LAHSA.
Exhibit A: RHAC Membership

<table>
<thead>
<tr>
<th>Sector</th>
<th>Representative</th>
<th># Seats</th>
<th>Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advocate and TA Organizations</td>
<td>Advocates United</td>
<td>2</td>
<td>Group nominates organizational representatives</td>
</tr>
<tr>
<td>Business Community</td>
<td>Chamber of Commerce Business Leaders</td>
<td>2</td>
<td>Organization nominates</td>
</tr>
<tr>
<td>Business Community</td>
<td>BID representative</td>
<td>1</td>
<td>Selection, followed by rotation</td>
</tr>
<tr>
<td>Business Community</td>
<td>Property owner association representative</td>
<td>1</td>
<td>Selection, followed by rotation</td>
</tr>
<tr>
<td>Community</td>
<td>Formerly homeless representatives</td>
<td>2</td>
<td>LAHSA LEAG nominate; CSH Advocates nominate</td>
</tr>
<tr>
<td>Education</td>
<td>UCLA</td>
<td>1</td>
<td>Chancellor nominates</td>
</tr>
<tr>
<td>Education</td>
<td>LA Community College District</td>
<td>1</td>
<td>Chancellor nominates</td>
</tr>
<tr>
<td>Education</td>
<td>LA County Office of Education</td>
<td>1</td>
<td>Organization nominates</td>
</tr>
<tr>
<td>Education</td>
<td>LAUSD</td>
<td>1</td>
<td>Organization nominates</td>
</tr>
<tr>
<td>Education</td>
<td>USC</td>
<td>1</td>
<td>President nominates</td>
</tr>
<tr>
<td>Faith Community</td>
<td>Faith community representatives</td>
<td>2</td>
<td>LA VOICE and CLUE nominate</td>
</tr>
<tr>
<td>Health Systems</td>
<td>Managed Medi-Cal provider</td>
<td>1</td>
<td>Community Clinic Association of LA County nominates</td>
</tr>
<tr>
<td>Health Systems</td>
<td>Hospital Association of Southern California, LA County Region</td>
<td>1</td>
<td>Organization nominates</td>
</tr>
<tr>
<td>LAHSA</td>
<td>LAHSA Commission representative</td>
<td>1</td>
<td>Commission Chair recommends for Commission approval</td>
</tr>
<tr>
<td>LAHSA</td>
<td>LAHSA Executive Director</td>
<td>1</td>
<td>LAHSA Commission appoints</td>
</tr>
<tr>
<td>Philanthropy</td>
<td>Home For Good</td>
<td>1</td>
<td>Organization nominates</td>
</tr>
<tr>
<td>Philanthropy</td>
<td>Funders Together LA</td>
<td>2</td>
<td>Organization nominates</td>
</tr>
<tr>
<td>Providers</td>
<td>SPA Representatives</td>
<td>12</td>
<td>9 seats elected by SPAs + 3 at-large seats selected by LAHSA &amp; Home For Good  to ensure representation of key subpopulations</td>
</tr>
<tr>
<td>Public</td>
<td>CoCs of LA County</td>
<td>3</td>
<td>Glendale, Long Beach, Pasadena</td>
</tr>
<tr>
<td>Public</td>
<td>LA County cities</td>
<td>5</td>
<td>Councils of Government (COGs) nominate</td>
</tr>
<tr>
<td>Public</td>
<td>VA Greater LA Healthcare System</td>
<td>1</td>
<td>Director nominates</td>
</tr>
<tr>
<td>Public</td>
<td>Housing Authority City of LA</td>
<td>1</td>
<td>Organization nominates</td>
</tr>
<tr>
<td>Public</td>
<td>City Administrative Officer, City of LA</td>
<td>1</td>
<td>Organization nominates</td>
</tr>
<tr>
<td>Public</td>
<td>Housing and Community Investment Department, City of LA</td>
<td>1</td>
<td>Organization nominates</td>
</tr>
<tr>
<td>Public</td>
<td>Economic and Workforce Development Department, City of LA</td>
<td>1</td>
<td>Organization nominates</td>
</tr>
<tr>
<td>Public</td>
<td>Los Angeles Police Department</td>
<td>1</td>
<td>Organization nominates</td>
</tr>
<tr>
<td>Public</td>
<td>LA County Sheriff's Department</td>
<td>1</td>
<td>Organization nominates</td>
</tr>
<tr>
<td>Public</td>
<td>LA County Department of Mental Health</td>
<td>1</td>
<td>Organization nominates</td>
</tr>
<tr>
<td>Public</td>
<td>LA County Department of Health Services</td>
<td>1</td>
<td>Organization nominates</td>
</tr>
<tr>
<td>Public</td>
<td>LA County Department of Public Health</td>
<td>1</td>
<td>Organization nominates</td>
</tr>
<tr>
<td>Public</td>
<td>LA County Chief Executive Office</td>
<td>1</td>
<td>Organization nominates</td>
</tr>
<tr>
<td>Public</td>
<td>LA County Department of Children and Family Services</td>
<td>1</td>
<td>Organization nominates</td>
</tr>
<tr>
<td>Public</td>
<td>LA County Department of Public Social Services</td>
<td>1</td>
<td>Organization nominates</td>
</tr>
<tr>
<td>Public</td>
<td>LA County Probation Department</td>
<td>1</td>
<td>Organization nominates</td>
</tr>
<tr>
<td>Public</td>
<td>Housing Authority of the County of LA</td>
<td>1</td>
<td>Organization nominates</td>
</tr>
<tr>
<td>Public</td>
<td>LA Metro Transportation Authority</td>
<td>1</td>
<td>Organization nominates</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>58</td>
<td></td>
</tr>
</tbody>
</table>
Exhibit B: Assignment of Continuum of Care Responsibilities

<table>
<thead>
<tr>
<th>Los Angeles Continuum of Care Responsibilities</th>
<th>Assignment of Lead Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Provide an enduring forum for broad based, collaborative and strategic leadership on homelessness in Los Angeles County in alignment with Home For Good.</td>
<td>RHAC: Primary, LAHSA:Advice and counsel to Commission</td>
</tr>
<tr>
<td>B. Facilitate wide understanding and acceptance of national best practices and communicate goals, barriers and progress to community stakeholders.</td>
<td>RHAC: Primary</td>
</tr>
<tr>
<td>C. Serve as the LA CoC membership, reviewing and amending, if necessary, the RHAC Governance Charter and CoC By-laws on a regular basis.</td>
<td>RHAC: Primary, LAHSA:Primary</td>
</tr>
<tr>
<td>D. Establish CoC project performance targets appropriate for population and CoC component type in consultation with Emergency Solution Grant (ESG) recipients and sub-recipients.</td>
<td>RHAC: Primary, LAHSA:Primary</td>
</tr>
<tr>
<td>E. Monitor CoC and ESG recipients and sub-recipients performance, evaluate outcomes and recommend actions against poor performers.</td>
<td>RHAC: Primary</td>
</tr>
<tr>
<td>F. Report to HUD results of CoC and ESG recipients and sub-recipients performance and outcomes.</td>
<td>RHAC: Primary</td>
</tr>
<tr>
<td>G. Establish and operate a centralized or coordinated entry system (CES) in consultation with recipients of ESG funds.</td>
<td>RHAC: Primary</td>
</tr>
<tr>
<td>H. Establish and follow written standards for providing CoC assistance in consultation with recipients of ESG funds.</td>
<td>RHAC: Primary, LAHSA:Primary</td>
</tr>
<tr>
<td>I. Designate a single Homeless Management Information System (HMIS) for the CoC geographic area and designate an eligible vendor to manage its HMIS.</td>
<td>RHAC: Primary</td>
</tr>
<tr>
<td>J. Review, revise, and approve privacy, security and data quality plans.</td>
<td>RHAC: Primary</td>
</tr>
<tr>
<td>K. Ensure consistent participation of recipients/sub-recipients in HMIS.</td>
<td>RHAC: Primary</td>
</tr>
<tr>
<td>L. Ensure that the HMIS is administered in compliance with HUD requirements.</td>
<td>RHAC: Primary</td>
</tr>
<tr>
<td>M. Coordinate implementation of a housing and service system for persons experiencing a housing crisis.</td>
<td>RHAC: Primary</td>
</tr>
<tr>
<td>N. Conduct, at least biennially, a Point-in-Time (PIT) count of homeless persons that meets HUD’s requirements.</td>
<td>RHAC: Primary</td>
</tr>
<tr>
<td>O. Conduct an annual gaps analysis of homelessness needs and services.</td>
<td>RHAC: Primary</td>
</tr>
<tr>
<td>P. Provide information required to complete the Consolidated Plan(s).</td>
<td>RHAC: Primary</td>
</tr>
<tr>
<td>Q. Consult with State and local ESG recipients in the geographic area on the plan for allocating ESG funds and reporting/evaluating performance of ESG programs.</td>
<td>RHAC: Primary</td>
</tr>
<tr>
<td>R. Design, operate and follow a collaborative process for the development of applications and approve submission of applications in response to a CoC Program Notice of Funding Availability (NOFA).</td>
<td>RHAC: Primary, LAHSA:Primary</td>
</tr>
<tr>
<td>S. Establish priorities for funding projects.</td>
<td>RHAC: Primary, LAHSA:Primary</td>
</tr>
<tr>
<td>T. Designate a Collaborative Applicant (i.e. LAHSA) to submit the CoC Program NOFA application on behalf of the CoC membership (i.e. RHAC).</td>
<td>RHAC: Primary</td>
</tr>
<tr>
<td>U. Establish an appeals and grievance process to consider and resolve conflicts arising from CoC Program allocation decisions.</td>
<td>RHAC: Primary</td>
</tr>
</tbody>
</table>