



# Bureau of Homelessness Oversight – Staffing Plan

*CF 25-0207-S1*

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Housing and Homelessness Committee  
November 12, 2025



# FY 2025-26 Budget Resolution (CF 25-0600)

*The City Council and Mayor instructed LAHD to:*

1. Report on an organizational chart and staffing plan that emphasizes:
  - Reducing Street Homelessness
  - System Throughput
  - Leveraging Permanent Housing Investments
  - Contract, Data, and Performance Monitoring
  - Financial Accountability
  - Regional Coordination



# FY 2025-26 Budget Resolution (CF 25-0600) – Cont.

*The City Council and Mayor instructed LAHD to:*

2. Report on additional staffing needed to effectively carry out the mission of the Bureau.
3. Enter into a Master Services Agreement that clearly defines responsibilities, expectations, roles, and deliverable data between the Bureau and LAHSA, and that accounts for the directives contemplated by Council File No. 25-0316.
4. Revamp the [nine] LAHSA contracts held by LAHD into service-based agreements reflective of the work undertaken in the Homeless Strategy Committee.



## FY 2025-26 Budget Resolution (CF 25-0600) – Cont.

*The City Council and Mayor instructed LAHD to:*

5. Transfer Regional Outreach Coordination to the Bureau.
6. Develop clear criteria regarding the deployment of City-funded street outreach programs.
7. Instruct the newly formed Bureau to coordinate Interim Housing efforts between Council Offices and the Mayor's Field Intervention Team.
8. Provide a cost analysis on how the City can lower overall expenditures by 10 to 15 percent in homelessness spending.



# Other City Council Directives

## Governance & Program Coordination

24-0327  
24-0330  
24-0996  
25-0207  
25-0445  
25-0651  
25-0689  
25-0699  
25-0815  
25-1137  
25-1153

## Contracts & Payments

23-0890-S1  
24-0536  
24-1480  
25-0316  
25-0577  
25-0969

## Performance Evaluation & Analysis

23-1022-S18  
25-0277  
25-0576





# **Responsibilities Assigned to Bureau**

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# Eight Key Responsibilities

| No. | Responsibility   | Directive  |
|-----|--|--|
| 1   | Serve as the central entity for decision-making, coordinating, managing, and overseeing the City's homelessness system, including programs and processes for street strategies, interim housing, and permanent housing.  | FY 2025-26 Budget Reso; 23-1022-S18; 24-0327; 24-0330; 25-0207 |
| 2   | Monitor, evaluate, and report on key performance indicators and performance measures to ensure efficient execution, quality of services, and inform improvements on the impacts of investments into the City's homelessness response.                              | FY 2025-26 Budget Reso; 23-1022-S18; 24-0327; 25-0277; 25-0576 |
| 3   | Administer and monitor all program contracts and contract amendments serving the City's homelessness system, closing out old contracts and effectuating a new, restructured, efficient, and effective Master Services Agreement.                                   | FY 2025-26 Budget Reso; 24-0536; 25-0969                       |
| 4   | Process and verify all direct contract providers' invoices, cash requests, advances, and reconciliations serving the City's homelessness system, including collecting appropriate proof of services, compliance with performance measures, and corrective actions. | FY 2025-26 Budget Reso; 24-0536                                |



# Eight Key Responsibilities – Cont.

| No. | Responsibility   | Directive   |
|-----|--|---|
| 5   | Serve as the City representative and authority on all local and regional coordination bodies and governance boards, collaborating and engaging with partners, informing decisions, and advocating for the City's needs and priorities. | FY 2025-26 Budget Reso; 24-0330                   |
| 6   | Analyze ongoing shifts in resources to inform the short, medium, and long term goals, objectives, strategies, policies, and funding priorities for the City's comprehensive approach to addressing the homelessness crisis.            | FY 2025-26 Budget Reso; 25-0277; 25-1137; 25-1153 |
| 7   | Analyze and advocate for local, state, and federal legislative and policy improvements to the Continuum of Care, Coordinated Entry System, and other region-wide system processes.   | FY 2025-26 Budget Reso; 24-0330                   |
| 8   | Develop and manage the communications and public relations strategy for the City's street and rehousing efforts, ensuring public transparency and accountability.  | FY 2025-26 Budget Reso; 25-0277; 25-0576          |





# Budget-Approved Positions

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# Budget-Approved Positions

| Qty      | Positions Approved by the FY 2025-26 Budget Resolution                     | Responsibility No. |
|----------|--|--------------------|
| 1        | Assistant General Manager <i>(New, included in FY 2025-26 Budget Reso)</i> | 1; 3-5; 7          |
| 1        | Director of Housing <i>(New, included in FY 2025-26 Budget Reso)</i>       | 1; 5; 7            |
| 1        | Chief Management Analyst <i>(New, included in FY 2025-26 Budget Reso)</i>  | 1; 3-4             |
| <b>3</b> | <b>Leadership Subtotal</b>   |                    |
| 1        | Principal Project Coordinator <i>(Existing, transferred from CAO)</i>      | 1                  |
| 5        | Senior Project Coordinators <i>(Existing, transferred from CAO)</i>        | 1                  |
| <b>6</b> | <b>Regional Outreach Coordinators Subtotal</b>                             |                    |



# Budget-Approved Positions – Cont.

| Qty       | Positions Approved by the FY 2025-26 Budget Resolution                             | Responsibility No. |
|-----------|--|--------------------|
| 2         | Senior Project Coordinators <i>(Existing, transferred from LAHD HSU and HOPWA)</i> | 3-4                |
| 5         | Management Analysts <i>(Existing, transferred from LAHD HSU and HOPWA)</i>         | 3-4                |
| 1         | Project Coordinator <i>(Existing, transferred from LAHD HSU and HOPWA)</i>         | 3-4                |
| 1         | Management Assistant <i>(Existing, transferred from LAHD HOPWA)</i>                | 3-4                |
| 1         | Project Assistant <i>(Existing, transferred from LAHD HOPWA)</i>                   | 3-4                |
| 1         | Administrative Clerk <i>(Existing, transferred from LAHD HSU)</i>                  | 3-4                |
| 1         | Senior Management Analyst <i>(New, included in FY 2025-26 Budget Reso)</i>         | 3-4                |
| 2         | Management Analysts <i>(New, included in FY 2025-26 Budget Reso)</i>               | 3-4                |
| 2         | Management Analysts <i>(Existing, transferred from CAO)*</i>                       | 3-4                |
| <b>16</b> | <b>Contracts and Payments Subtotal (5 Assigned to HOPWA)</b>                       |                    |



# Budget-Approved Positions – Cont.

| Qty | Positions Approved by the FY 2025-26 Budget Resolution                                 | Responsibility No. |
|-----|--|--------------------|
| 1   | Housing Planning and Economic Analyst <i>(New, included in FY 2025-26 Budget Reso)</i> | 1; 5; 7            |
| 1   | Data Analyst II <i>(Existing, transferred from CAO)*</i>                               | 1; 7               |
| 2   | <b>Data and Policy Analysis Support Subtotal</b>                                       |                    |

27

Total Positions  
(20 Existing, 7 New)

1; 3-5; 7

Responsibility Numbers

\$2.3M

Funding for FY 2025-26\*



# Limitations of the Budget-Approved Positions

| No. | Responsibility  | Extent Fulfilled by Budget-Approved Positions   |
|-----|---|---|
| 1   | Serve as the central entity for decision-making, coordinating, managing, and overseeing the City's homelessness system, including programs and processes for street strategies, interim housing, and permanent housing.               | <b>Partial</b> – CAO's Regional Outreach Coordinators will continue coordinating the City's Street Strategies Programs only.  |
| 2   | Monitor, evaluate, and report on key performance indicators and performance measures to ensure efficient execution, quality of services, and inform improvements on the impacts of investments into the City's homelessness response. | <b>No</b> – The approved positions for a Housing Planning and Economic Analyst and Data Analyst II are insufficient to perform this work with urgency.  |
| 3   | Administer and monitor all program contracts and contract amendments serving the City's homelessness system, closing out old contracts and effectuating a new, restructured, efficient, and effective Master Services Agreement.      | <b>Partial</b> – LAHD's Homeless Services Unit will have 3 additional FTEs to process contracts and contract amendments, however, this is insufficient to manage 9 complex multimillion dollar contracts and associated payments. |



# Limitations of the Budget-Approved Positions – Cont.

| No. | Responsibility  | Extent Fulfilled by Budget-Approved Positions  |
|-----|---|--|
| 4   | Process and verify all invoices, cash requests, advances, and reconciliations serving the City's homelessness system, including collecting appropriate proof of services, compliance with performance measures, and corrective actions. | <b>Partial</b> – LAHD's Homeless Services Unit will have 3 additional FTEs to process payments, however, this is insufficient to manage 9 complex multimillion dollar contracts and associated payments. |
| 5   | Serve as the City representative and authority on all local and regional coordination bodies and governance boards, collaborating and engaging with partners, informing decisions, and advocating for the City's needs and priorities.  | <b>Yes</b> – The Assistant General Manager, Director of Housing, and Housing Planning and Economic Analyst will represent the City in all local and regional coordination efforts.                       |
| 6   | Analyze ongoing shifts in resources to inform the short, medium, and long term goals, objectives, strategies, policies, and funding priorities for the City's comprehensive approach to addressing the homelessness crisis.             | <b>No</b> – The approved positions for a Housing Planning and Economic Analyst and Data Analyst II are insufficient to perform this work with urgency.   |



# Limitations of the Budget-Approved Positions – Cont.

| No. | Responsibility   | Extent Fulfilled by Budget-Approved Positions  |
|-----|--|--|
| 7   | Analyze and advocate for local, state, and federal legislative and policy improvements to the Continuum of Care, Coordinated Entry System, and other region-wide system processes. | <b>Yes</b> – The Assistant General Manager, Director of Housing, and Housing Planning and Economic Analyst will advocate for legislative and policy improvements to the regional system. |
| 8   | Develop and manage the communications and public relations strategy for the City’s street and rehousing efforts, ensuring public transparency and accountability.                  | <b>No</b> – The approved positions do not include expertise for this work.   |

# LAHD-Recommended Org Chart

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# Comprehensive Oversight

1

**CONTRACTS &  
FINANCIAL  
OVERSIGHT  
DIVISION**

2

**DATA & POLICY  
ANALYSIS UNIT**

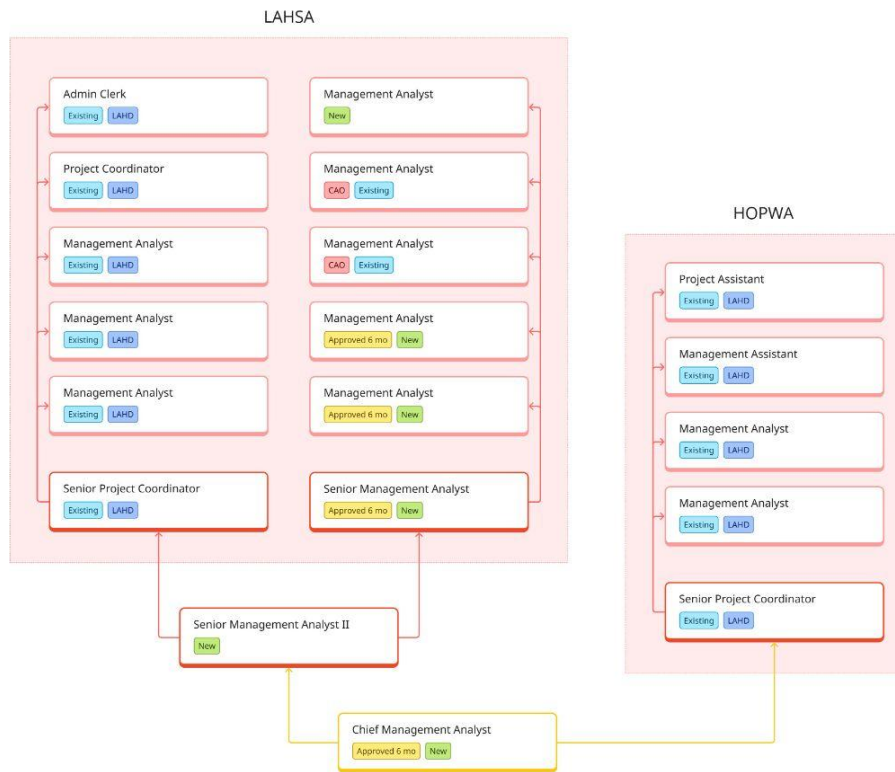
3

**SYSTEM  
OVERSIGHT  
DIVISION**

4

**ADMINISTRATIVE  
SUPPORT**

# Contracts and Financial Oversight Division



**18** Total Positions  
(13 Existing, 5 New)

Responsibility  
Numbers **1-4**

**\$843K** Funding for  
FY 2025-26\*



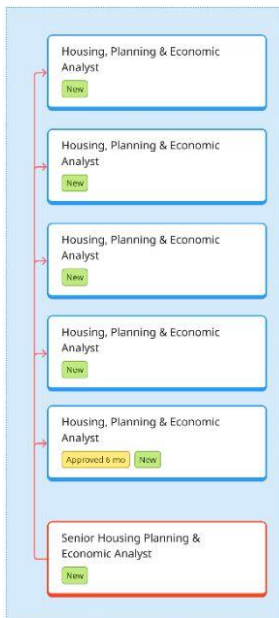
# Contracts and Financial Oversight Division – Functions

- Draft, process, and execute contracts and contract amendments for nine (9) contracts with LAHSA, including contract terms and conditions, scopes of work, ensuring legislative and budgetary compliance.
- Track and process all invoices, cash requests, advances, and reconciliations, reviewing for contract compliance and services rendered.
- Enter “into a Master Services Agreement that clearly defines responsibilities, expectations, roles and deliverable data between the Bureau and LAHSA,” and “revamp the [nine] LAHSA contracts held by LAHD into service-based agreements.”
- Effectively improve contracting and payment processing timelines.



# Data and Policy Analysis Unit

## STRATEGIC POLICY & PLANNING



## DATA & PERFORMANCE ANALYSIS



**12** Total Positions  
(1 Existing, 11 New)

Responsibility  
Numbers **1-2; 5-8**

**\$1.5M** Funding for  
FY 2025-26\*

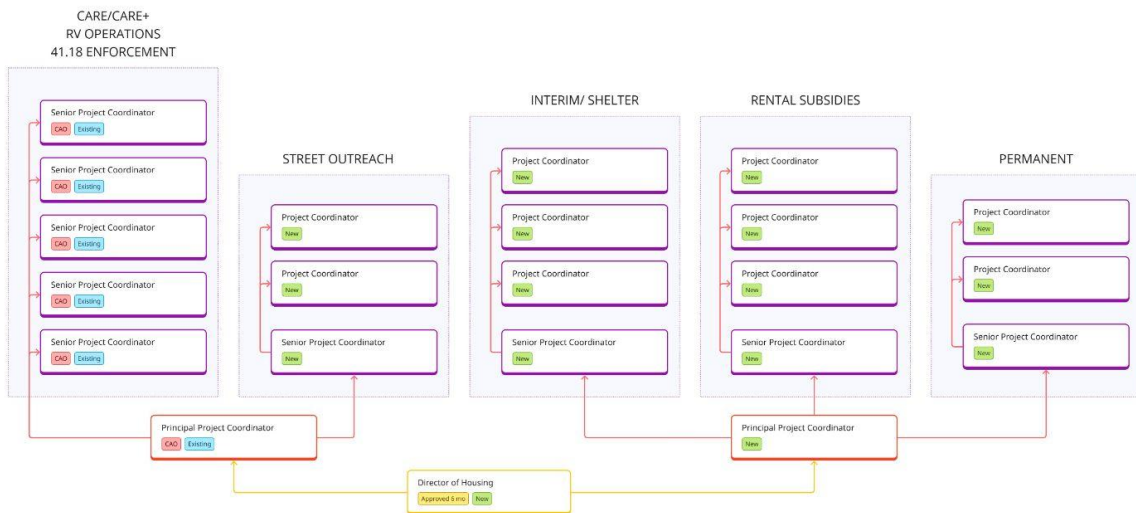


# Data and Policy Analysis Unit – Functions

- Continue data-driven performance management approach by accurately, regularly, and robustly gather, analyze, and report on performance measures to improve system throughput, ensure contract compliance, and recommend investing and policy priorities for the City.
- Engage in problem-solving strategies across City departments and program partners to improve program performance for street outreach, interim housing, rental subsidies, and permanent housing interventions.
- Advocate for the City's interests by serving as a City representative on all governance boards pertaining to the regional homelessness system.
- Identify and support the implementation of “strategies to match and lease up individuals in an equitable manner across all council districts from interim housing sites including timelines and leads for each component of the lease up process.”
- Analyze and report on budgetary and legislative impacts, facilitate cross-agency collaboration, and identify strategies for ramping down programs that prevent exits to unsheltered homelessness.
- Update the City's Enhanced Comprehensive Homeless Strategy.



# System Oversight Division



**21** Total Positions  
(6 Existing, 15 New)

Responsibility  
Numbers **1-2; 5; 8**

**\$2.49M** Funding for  
FY 2025-26\*

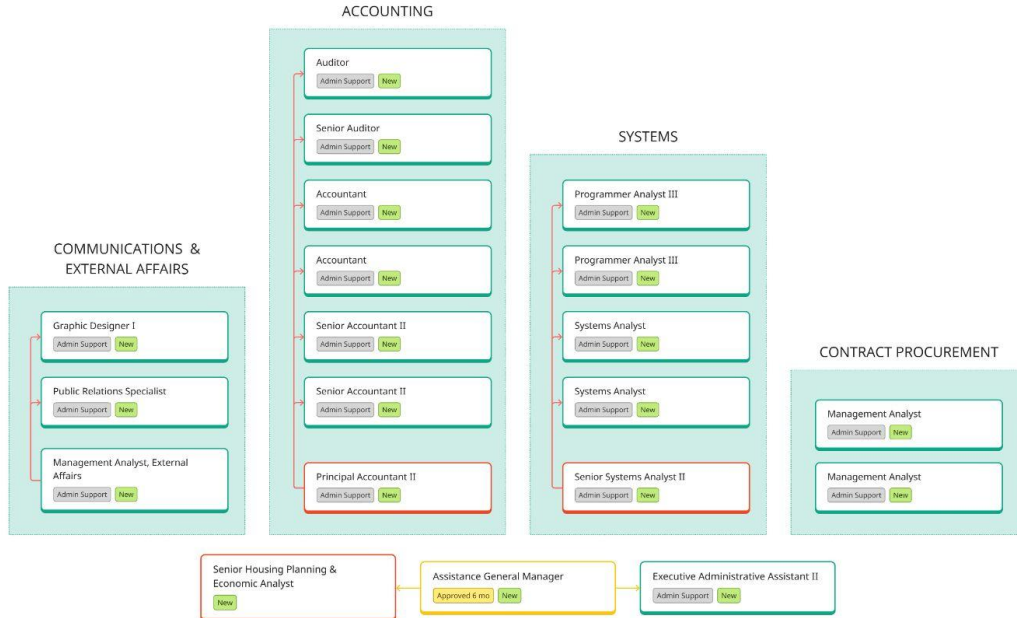


# System Oversight Division – Functions

- Facilitate systemwide coordination, and collaborate closely with partners to support implementation of improvements to all City-funded street outreach, interim housing, and permanent housing programs.
- Use performance measures to identify challenges hindering system throughput, and implement data-driven solutions.
- Problem-solve and elevate micro issues impacting a Council District to inform macro level, citywide solutions, ensuring alignment with the City's Comprehensive Homelessness Strategy and equity goals.
- Perform site reviews and ensure contract and budgetary compliance.
- “Develop clear criteria regarding the deployment of City-funded street outreach programs;” “coordinate Interim Housing efforts;” and “assume the role as the single point of accountability to monitor the PSH lease up process.”



# Administrative Support



**19** Total Positions  
(0 Existing, 19 New)

Responsibility  
Numbers **1-8**

**\$2.29M** Funding for  
FY 2025-26\*

# Administrative Support – Functions

- **Accounting and Auditing**
  - Track and process the growing number of cash requests, advances, and reconciliations.
  - Monitor and report on LAHD's homelessness spending.
- **Systems**
  - Provide the day-to-day Help Desk support for staff.
  - Build and maintain LAHD's website for the new Bureau, including developing public-facing dashboards that report on the City's homelessness system's performance reviews and spending.
  - Support with data integration efforts.
- **Contract Procurement**
  - Execute new homelessness contracts and amendments, ensuring compliance with City standards.
- **Communications and External Affairs**
  - Intergovernmental coordination.
  - Write and design reports, FAQ sheets, webpages, social media posts, and other public-facing collateral.
- **Strategic Regional Coordination**



# Recommendations

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# Recommendations

*That the City Council, subject to approval by the Mayor:*

1. **AUTHORIZE the transfer of the 20 existing positions** to the Bureau in LAHD for FY 2025-26 to support the implementation and administration of the Bureau.
2. **AUTHORIZE by resolution authority the 53 new positions** in the Bureau at LAHD for FY 2025-26 to support the implementation and administration of the Bureau.
3. **AUTHORIZE the Controller's Office to transfer \$1,196,548 from the Unappropriated Balance Fund** No. 100/58, Account No. 580441- Interim Housing to Department No. 100/43, Account No. 001010, Salaries General to partially fund 9 positions transferring from the Office of the City Administrative Officer and the 53 new positions requested for FY 2025-26.
4. **INSTRUCT the City Administrative Officer to identify an additional \$6,655,826 in funding** to resource the 9 positions transferring from the Office of the City Administrative Officer and the 53 new positions requested for FY 2025-26.