

COUNTY OF LOS ANGELES

**1ST ANNUAL
HOMELESS INITIATIVE
CONFERENCE**

*Pursuing the Promise of Combating
Homelessness Together*

February 8, 2017

CONFERENCE REPORT





Dear Partners,

This Conference Report highlights key activities and discussions that took place at the 1st Annual Homeless Initiative Conference on February 8, 2017.

With the theme of “*Fulfilling the Promise of Combating Homelessness Together*,” over 500 stakeholders, including elected officials, County Departments, cities, homeless service providers, business sector, faith-based organizations, academics, foundations, and formerly homeless residents, came together to celebrate achievements, share lessons learned from year one, and explore challenges and opportunities for year two.



Many Conference participants said that they felt like part of a movement – a movement to combat homelessness across LA County. We too felt like part of a movement, and were inspired by the enthusiasm, alignment, and relationships which lit up the Conference. We look forward to working together to deepen, broaden, and strengthen our movement in the year ahead.

Sincerely,

Va Lecia Adams Kellum, Ph.D.
Conference Co-Emcee
President & CEO
St. Joseph Center

Phil Ansell
Conference Co-Emcee
Director, Office of Homelessness
Chief Executive Office
County of Los Angeles

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Invocation

- Archbishop José Gomez, Archdiocese of Los Angeles
- Rabbi Noah Farkas, Valley Beth Shalom

Board of Supervisors, County of Los Angeles

- Hon. Mark Ridley-Thomas, Chairman, District Two
- Hon. Hilda Solis, District One
- Hon. Janice Hahn, District Four
- Hon. Kathryn Barger, District Five
- Molly Rysman, Homeless Policy Deputy representing Hon. Sheila Kuehl, District Three

Mayors

- Hon. James Butts, City of Inglewood
- Hon. Eric Garcetti, City of Los Angeles
- Hon. R. Rex Parris, City of Lancaster
- Hon. Sam Pedroza, City of Claremont
- Hon. Joe Vinatieri, City of Whittier
- Hon. Ted Winterer, City of Santa Monica

County Administration

- Sachi Hamai, Chief Executive Officer



We are living in a moment of transition, as we all know. These are troubling times. So it's good to be here... standing together, working together, thinking together... keep moving forward and trying to help our neighbors live with dignity.

**Archbishop José Gomez,
Archdiocese of Los Angeles**



May our discussions today lead to the qualitative changes and the amazing opportunities and inspiration to create the county and the cities of this beautiful southland where we care about the dignity, and the hope and the unique and infinite worth of every human being. **Rabbi Noah Farkas,
Valley Beth Shalom**





- **Homeless Prevention Program for Families (Strategy A1)**
160 families have retained permanent housing; 341 families are currently being assisted with homeless prevention services.
- **Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI (Strategy B1)**
Through 2016, 61 individuals have been housed and 174 are searching for housing.
- **Partner with Cities to Expand Rapid Re-Housing (Strategy B3)**
242 households have been housed; 697 households are enrolled in various stages of engagement leading to rapid rehousing. Additionally, the County has executed a partnership agreement with the City of West Covina and is currently working on contracts with the cities of Pasadena, Santa Monica, and West Hollywood to expand rapid re-housing.
- **Facilitate Utilization of Federal Housing Subsidies (Strategy B4)**
183 landlord requests to participate in the Homeless Incentive Program (HIP) have been received. 128 vacant units were secured for voucher holders, with an additional 17 vacant units being processed. 75 homeless households have been successfully housed, with an additional 23 households in the final stages of placement.
- **Interim/Bridge Housing for Those Exiting Institutions (Strategy B7)**
18 agreements have been executed to fund 168 new interim and bridge housing beds for people exiting institutions in LA County. Since implementation in Oct. 2016, 122 individuals have been placed into an interim/bridge housing bed.
- **Increase Employment Opportunities for Homeless Adults by Supporting Social Enterprise (Strategy C2)**
16 Social Enterprises have been certified as eligible to receive contracting preferences through the Social Enterprise Preference Program. Eight organizations are pending certification.
- **Expansion of Jail In Reach (Strategy D2)**
Three Social Workers and three Custody Assistants have been hired to provide jail in reach services at Men's Central Jail, in collaboration with four Intensive Case Management Services providers: LAMP, Special Services for Groups, Amity Foundation, and Volunteers of America.
- **First Responders Training (Strategy E4)**
The training curriculum has been developed and integrated into the Sheriff Department's Crisis Intervention Training. First training was provided on October 26, 2016 with additional sessions provided in December. Future trainings are scheduled.
- **Decriminalization Policy (Strategy E5)**
The Sheriff's Department implemented the Decriminalization Policy on January 1, 2017. Department News letter outlining the Policy was shared with all field personnel to ensure they are aware of the Sheriff Department's Policy for interacting with the homeless population.
- **Countywide Outreach System (Strategy E6)**
New contracts were awarded for 12 Coordinated Entry System (CES) outreach coordinators and 36.3 new outreach staff countywide, effective October 1, 2016. Additionally, CES Leads have commenced hiring Service Planning Area-wide Outreach Coordinators, and work is underway to have new multi-disciplinary teams in place in each SPA by March 2017. LA METRO is funding two dedicated multi-disciplinary teams for the transit system.
- **Enhance the Emergency Shelter System (Strategy E8)**
1,595 shelter beds are now operating 24 hours per day/7 days/week with enhanced services on site.
- **Enhanced Services for Transition Age Youth (Strategy E14)**
The Los Angeles County Youth CES was implemented on October 1, 2016. Los Angeles County completed the 100-Day Challenge on Youth Homelessness and exceeded its goals by securing housing for 257 young people, 77% of whom are in permanent housing.





Connection and Collaboration

Facilitator: Phil Ansell, County Homeless Initiative

Discussants: Veronica Lewis, SSG/HOPICS and Peter Lynn, LAHSA

In February 2016, the Board of Supervisors approved 47 coordinated strategies to combat homelessness, which are interconnected and go beyond traditional silos. At the same time, effective synergy among the strategies – and between the strategies and other key homeless and mainstream services - does not occur automatically. In this breakout session, we explored the potential to maximize effective synergy.

Key Discussion Points

- Agencies that were competing for funding previously are now working together to explore ways to combat homelessness. Examples include:
 - The combining of multiple sources of funding into one RFP process
 - Agencies working together during implementation to achieve common goals across the strategies
 - Many agencies utilizing the Coordinated Entry System
- There's a current need to further engage the community, especially faith-based organizations, and to utilize the large number of people/volunteers who are willing to help.
- Some of the challenges to creating synergy across strategies include finding the right staff, and continuing to break traditional silos, particularly between the housing and medical fields.

Implications and Next Steps

- It is vital to make connections with the community by utilizing opportunities as they arise, such as the upcoming Faith Summit to Combat Homelessness (June 2017).
- Pooled philanthropic and public funding through the Home for Good Funders Collaborative is an important vehicle for promoting synergy.
- The new HMIS system will be much more user friendly than the current system and will be implemented by June 2017. A wide range of agencies which serve homeless families/adults, including cities and private hospitals, can execute a no-cost agreement with LAHSA for read-only access to HMIS.



This is a bold effort, a bold Board, wanting to do bold things that are right about the issues that will elevate the quality of those who are impoverished and homeless. If we are successful, we will set an example for the entire nation.
Supervisor Mark Ridley-Thomas, Chairman, District 2



We live in a country where people can make unlimited sums of money and right down the street, people can have nothing but desperation. We have a responsibility to create economic development that provides jobs [and] job training.
Mayor James Butts, City of Inglewood



Housing Placement and Stabilization

Facilitator: Emilio Salas, Housing Authority of the County of Los Angeles

Discussants: Corrin Buchanan, Office of Diversion & Reentry; Kris Freed, LA Family Housing; and Celina Alvarez, Housing Works CA

Many families and individuals in Los Angeles County have a coveted housing voucher and cannot secure a rental unit. For formerly homeless families and individuals who do secure a rental unit, they face great personal challenges in maintaining housing stability. Therefore, developing and implementing successful placement and stabilization strategies and programs are critical to combating homelessness. The questions that guided this breakout session inquired about 1) what housing placement efforts are proving effective, 2) whether shared housing and family reunification efforts can help overcome the housing shortage, and 3) what strategies are effective in stabilizing families/individuals in permanent housing.

Key Discussion Points

- Efforts to get clients successfully housed must take into consideration the needs of both the landlord and client, e.g., units are a business asset to the landlord, and units need to be a right fit, with strong, consistent support services for the client.
- Obtaining housing for a client is only the first step; successful stabilization will rest with quality, effective support services for the client, and being responsive to the landowner when issues arise.
- Shared housing can be an effective strategy to combat homelessness, but it is not the right type of housing for every homeless family/individual.
- Successful permanent housing placement depends on each agency having a solid stabilization plan from day 1 with a well-trained, knowledgeable team that can build trust and strong relationships with both clients and landlords.

Implications and Next Steps

- Coordinate efforts among housing locators to not overburden landlords with constant requests to house homeless families/individuals.
- Make sure the right person is doing the job, e.g., social workers may not be the best person to find housing; housing locators should know the housing experience, use marketing techniques and be responsive.
- Successful long-term placement of clients depends on finding the right type of housing in the right environment; need to consider quality of life and long-term affordability for client before placement.
- It is important for each agency to have a stabilization plan for each client.



Addressing the issue of homelessness is about humanity, dignity, respect and putting real resources together to help confront this issue. It is not just LA County... it is about all of us.
**Supervisor Hilda Solis,
District 1**



We know that our community is only as strong as the way we take care of all persons in our community. One person is one too many when we are talking about homelessness.
Mayor Sam Pedroza, City of Claremont



Justice Population

Facilitator: Judge Peter Espinoza, Office of Diversion and Re-entry

Discussants: Doug Bond, Amity Foundation; Danielle Wildkress, Corporation for Supportive Housing; Reaver Bingham, Probation Department; and Captain Paula Tokar, Sheriff Department

Homeless individuals face serious barriers to housing, services, and employment when they have criminal records and/or when their behavior is criminalized for low-level activities. The County Homeless Initiative (HI) strategies, as well as the work of the County's Office of Diversion and Re-entry, are designed to help justice-involved homeless adults to overcome these barriers and achieve self-sufficiency. The questions that guided this breakout session inquired about how the HI justice-related strategies are currently working and the opportunities to combat homelessness among people involved in the criminal justice system.

Key Discussion Points

- The HI has helped facilitate new components in the Sheriff Department's (LASD) approach to policing on the streets and in the jails, i.e., the new Decriminalization and First Responder Training policies.
- LASD has evolved to engaging homeless on the street with the goal of assisting individuals, not arresting people for low-level, quality-of-life crimes when practical.
- HI has assisted with bringing the Jail in Reach (JIR) program to scale and enabling more community-based providers to work with the incarcerated homeless population.
- The Office of Diversion and Re-entry is assisting with providing HI clients with intensive case management services.

Implications and Next Steps

- A focus has been to connect inmates to services upon release from jail. When immediate placement in treatment/housing is available, LASD will coordinate the inmate's release with CBOs in a "warm handoff."
- Services for individuals served with AB109 funding do not stop when the individual is no longer on probation.
- LASD is not currently generating statistical reports which breakdown the homeless inmate population by age. The group expressed an interest in the number of homeless individuals age 18 - 24 in the jail population. LASD agreed to look into the issue and begin tracking by age if possible.
- Must identify ways to continue building JIR to scale. Pay for Success funding may be an option.
- Continue to provide Crisis Intervention Training to deputies working both in and outside the jails.
- Continue developing the Criminal Records Clearing Project in a way that brings the service to the clients and CBOs where they are served, so that they do not have to travel downtown from all over the County.



Every person living on our streets has a name, has a face, has a story and probably at one time had a family. A huge part of the County effort to address homelessness will be our local mayors in our cities.

Supervisor Janice Hahn, District 4



I'm excited because there is a big word called collaboration and that's a big part of what this is all about. I'm excited for collaboration between local governments, like the City and the County.

Mayor Joe Vinatieri, City of Whittier

Outreach and Engagement

Facilitator: Maria Funk, Department of Mental Health

Discussants: Va Lecia Adams Kellum, PhD, St Joseph Center; Marina Flores, LAHSA; Libby Boyce, Department of Health Services; Maribel Marin, 211 LA; and Dorothy Edwards, CSH

A coordinated outreach and engagement system is vital to a coordinated service delivery system because contact with people living on the street is generally with outreach workers. When outreach and engagement efforts are coordinated effectively, with multidisciplinary outreach teams as needed, it facilitates getting people off the streets and into services and housing. Discussion focused on how the implementation of the countywide outreach system will result in an integrated, effective system; the challenges to implementation; and other actions needed to maximize the effectiveness of outreach and engagement.

Key Discussion Points

- Coordinated entry provides the best opportunity to know what is available in the community and ensure a “no wrong door” approach.
- Many homeless individuals need help accessing services. C3 teams are an example of effective multi-disciplinary teams. Under the C3 model, teams do outreach, engage individuals who are homeless and do follow-up. Interventions are based on the type of need the person has.
- 211 is being explored as an option that will help provide a call center for referrals to the homeless service delivery system across the county. 211 will take a referral from a community member/business and forward the referral information to the Coordinated Entry System (CES) outreach coordinator in the appropriate SPA. The coordinator will dispatch a team to engage and assess the homeless person and match resources according to service need and availability.
- Concerns were expressed around some of the challenges 211 currently experiences in serving the community and whether they would have the capacity to effectively take on this additional work.
- Although we are becoming more coordinated, we are not yet integrated. Currently, there are a lot of resources that can only be used to serve certain populations.
- Significant progress has been made, but there is still work to be done. Cross-sector partnerships are becoming more the norm than the exception.
- There is great value in the input of individuals with lived experience within teams, and that value cannot be achieved in any other way. More outreach will create a greater demand for services. How do we meet the need when housing, either interim or permanent, is very limited?
- Outreach teams should be diverse and culturally competent so they are reflective of the homeless population.

Implications and Next Steps

- Build on the current system rather than replace it. The ability to collect data and track referrals from 211 and follow-up made by outreach teams must be built into the process.
- Increase in outreach directly impacts the increased demand for interim and permanent housing resources. Outreach teams need to have real time knowledge of and access to available resources.
- Data must be regularly assessed to ensure that needs are being met. The goal should be for data to be available in real-time.
- Concern about the volume of calls. We need to be cautious about setting up false expectations in the community. Education of the community that outreach and engagement takes time is needed.
- Resources are limited within each SPA so we must continue to leverage resources wherever possible.
- There is a need for resources that are flexible and unrestricted. Outreach and housing resources are often siloed to target youth, individuals or families who meet specific criteria, which often limits whom outreach workers can serve.
- Because of limited resources, outreach will need to be focused with the use of data and by identifying hotspots which should be prioritized within each SPA.



Community Mobilization and Communication

Facilitator: Chris Ko, United Way – Home for Good

Discussants: Kerry Morrison, Hollywood Property Owners Alliance; Rabbi Noah Farkas, Valley Beth Shalom; and Zondre Johnson, CSH

Homelessness affects everyone in Los Angeles County - community residents, business owners, community providers, government entities, and homeless families and individuals themselves. As a result, community perceptions of homelessness can have a significant impact – both positive and negative – on efforts to combat homelessness. Community mobilization and other intentional actions can positively impact community perceptions.



Key Discussion Points

- Community perception and response vary greatly ranging from asking why there is an increase in homelessness and its impact on crime rates to “it is not our problem, someone should do something about it” and “why can’t we send them to downtown?”
- Community has a lack of awareness of what is entailed (time frame, different services/players and its effectiveness) in helping the homeless secure and maintain housing and supportive services.
- There is a growing interest in the community wanting to help the homeless including, but not limited to:
 - Getting community members and different sectors (such as law enforcement, faith-based agencies, healthcare systems and schools) to join the dialogue on homelessness to increase awareness of factors that contribute to homelessness and what homeless people experience. For example, homeless people should not be stereotyped as “winos”
 - Establishing vision and empowering the community
 - Supporting and participating in local homeless coalitions

Implications and Next Steps

- There is a heightened awareness of homelessness amongst families and individuals in communities and neighborhoods that is eliciting a proactive community response wanting to help the homeless population.
- Shift in how homeless people are perceived is needed to develop a meaningful and sustained response to homelessness.
- Explore how the community’s growing interest in the homeless can be leveraged to:
 - Mobilize/activate community residents to serve as advocates/ambassadors who can exert positive social pressure in the community and government settings
 - Match individuals and agencies with opportunities where they can contribute to combating homelessness in a user friendly way (for example, an app). This can include volunteerism, donations, forums, supporting local homeless coalitions, etc.
 - Develop communication materials, such as video testimonials, that the community members can use to increase awareness of homelessness



Increasing Development of Affordable and Homeless Housing

Facilitator: Dora Gallo, A Community of Friends

Discussants: Helmi Hisserich, Los Angeles Housing Community Investment Department; Monique King-Viehland, Community Development Commission; Amy Anderson, PATH Ventures; and Ann Sewill, California Community Foundation

The development of affordable and permanent supportive housing in Los Angeles is critical in combating and preventing homelessness. Land use regulations, funding, NIMBYism, and bureaucracy are key challenges in developing an adequate supply of affordable and permanent supportive housing (PSH) for the region's low- and very-low income families and individuals. The questions that guided this breakout group inquired about available funding, expediting production, coordination among jurisdictions, upcoming new state and local funding sources, challenges of siting, and building developer capacity.

Key Discussion Points

- With the upcoming influx of state and local funding, and the expectation to produce units ASAP, ideas discussed to expedite construction included multiple funding rounds per year, threshold requirements for funding, early project commitment, and streamlined planning approvals.
- It's important for elected officials to "spine up" to encourage and support siting of affordable/homeless housing in their areas.
- Inclusionary housing should be used as a tool for producing affordable housing.
- Developer capacity to keep up with new funding will be a challenge; more developers with affordable housing/permanent supportive housing experience will be needed.

Implications and Next Steps

- Coordination among jurisdictions to streamline the financing and approval process, currently being worked on through HI Strategy E13, needs to continue.
- Besides PBV and VASH, need to identify funding sources, similar to the Flexible Housing Subsidy Pool, to pay for rental subsidies.
- Cities should leverage value capture strategies/inclusionary zoning to encourage development of affordable/permanent supportive housing; coordination among cities on value capture strategies is not illegal.
- Cooperation among jurisdictions and the developer community is needed to build capacity among existing affordable/permanent supportive housing developers and new developers.



It is not a one size fits all. Each area has its own challenges; we cannot do this alone; government can't do this alone. It will require all of our communities, our faith-based, non-profit and government officials to come together.

**Supervisor Kathryn Barger,
District 5**



I have seen the pictures where mothers are praying to hold on till summer, where the temperatures are over 120 degrees. Those of us in government who allow those conditions to exist, we have failed. I don't want to end my term as a failure. If we're going to embark on this, we have to use every ounce of energy we have because the consequences of failure are just intolerable.

Mayor R. Rex Parris, City of Lancaster

Mental Health and Substance Use Disorder Treatment

Facilitator: John Connolly, Department of Public Health SAPC

Discussants: Elena Farias, Department of Mental Health; Amber Roth, Homeless Health Care LA; and David Snell, Department of Mental Health

Vulnerable individuals who have the greatest health, behavioral health, and social service needs have difficulty navigating systems that have different structures and practices, programmatic goals and financial incentives. Clinical support is vital in the Housing First model in order to overcome mental health and substance use disorder (SUD) barriers to secure and retain housing.

Key Discussion Points

- Several successful programs were highlighted including:
 - SB82 Teams that provide outreach, engagement, assessment and service linkages
 - Public Library expanding access by partnering with the Department of Mental Health, Department of Health Services, Department of Public Social Services, City of West Hollywood and community-based organizations to provide services on site
 - CES serving as a good standardized tool to rate homeless person's vulnerability, an index that is used to match people to housing
- Drug Medi-Cal Organized Delivery System (DMC-ODS) presents an opportunity to improve the system; it will allow repurposing current funding and provide better payment and wider range of services, including field based services and outpatient detoxification services. Inpatient withdrawal management care is not included, so DPH is exploring partnerships with hospitals.
- Unmet needs and/or improvement opportunities include:
 - SUD system lacks continuum of care unlike mental health services
 - Blended funding sources to provide comprehensive services
 - Lack of coordination with private hospitals that serve high utilizers in their emergency rooms
 - Capacity expansion is needed as more homeless patients will be served in an already impacted system
 - Services for undocumented homeless people
 - Transitional Housing Units' non-compliance with building codes

Implications and Next Steps

- DMC-ODS will have far reaching impacts in improving clinical care and outcomes that will also significantly expand system capacity and billable services, although the fee- for service- model can be limiting.
- As homeless patients access care at different points, improved coordination with a "no wrong door" approach is needed that integrates mental health and SUD services as well as improving coordination with the private sector.
- Successful DMH practices should be replicated in SAPC.
- Workforce development with cultural competency and lived experience will be needed in order to maximize and sustain new system-transforming opportunities and meet current/future needs.
- Improvement opportunities exist in streamlining/reducing administrative burden of documentation for DMH contracts (as much as 30% of productive time is spent on documentation).



Collaboration with the Cities

Facilitator: Phil Ansell, County Homeless Initiative

Discussants: Meg Barclay, City of Los Angeles; Benita DeFrank, City of Pomona; and Corri Planck, City of West Hollywood

Homelessness is not confined by jurisdictional boundaries, and the County and cities have complementary roles in combating homelessness. Establishing strong, on-going partnerships between the County and cities throughout the region continues to be critical to successfully combating homelessness.

Key Discussion Points

- There have been many examples of successful collaboration between cities and the County, such as:
 - City of Los Angeles and the County worked together to adopt their respective Strategies to Combat Homelessness on February 9, 2016
 - City of Los Angeles works with its Housing Authority and the County on funding for Permanent Supportive Housing
 - City of West Hollywood homeless outreach staff does ride-alongs and otherwise collaborates with the County's Sheriff Department
 - City of Pomona houses County Department of Mental Health staff at the Pomona Police Department
- Some of the barriers to effective collaboration include working around bureaucracy, educating the community, and addressing the barriers to developing permanent supportive housing.
- Community education through public meetings can help overcome these barriers. For example, the South Bay Council of Governments currently conducts bi-monthly meetings to discuss homeless issues.

Implications and Next Steps

- There are many opportunities for cities to collaborate with the County that do not require additional funding from the city. For example, cities which administer their own public housing authorities can dedicate a portion of their turnover Housing Choice Vouchers to Permanent Supportive Housing. In another example, the City of West Hollywood is collaborating with the County's Public Library to station existing city-funded social workers at the Library for certain hours each week to engage homeless library patrons.
- There is an unprecedented level of new funding from multiple sources for the development of permanent supportive housing. Siting new permanent supportive housing will be fundamental to the effective utilization of this new funding, and cities have a critical role to play through land use policy and decisions on specific projects.
- City laws and approaches to scavenging can be a significant element of a city's overall approach to addressing homelessness.



There's no issue, more than homelessness, that really motivates people in Los Angeles County. There is not a single person in this county who thinks the status quo is ok and that is really extraordinary.
**Molly Rysman,
Homeless Policy
Deputy, Supervisor
Sheila Kuehl,
District 3**



If your city wants to take a more active role in combatting homelessness, then make a decision to do so today, by dedicating some of the resources you have. Don't forget your faith partners and business community; they have resources that can be foundational. Then just pick, even just 1 of the 47 strategies laid out by the County and decide to join in.

Mayor Ted Winterer, City of Santa Monica



Expanding Providers' Capacity to Maximize New Opportunities

Facilitator: Peter Lynn, LAHSA

Discussants: Andrea Iloulian, Conrad N. Hilton Foundation; Shari Weaver, Harbor Interfaith; and Katie Hill, PATH

Deliberate expansion of homeless service provider capacity is critical to maximize the effective utilization of both current and new resources and demonstrate good fiscal stewardship that will ultimately result in stronger systems of care and improved client outcomes. Discussion focused on: 1) capacity building activities currently taking place; 2) what sustainable development needs and opportunities exist within the current system; and 3) what system changes and/or additional capacity building are needed to respond effectively to current and potential funding opportunities.

Key Discussion Points

- Agencies have had to grow in a very short time. What kind of homeless delivery system are we trying to create and how do agencies expand to be able to meet needs?
- There is no “one size fits all” solution. There need to be many partners at the table sharing resources and best practices.
- There is currently a capacity building effort, in partnership with Corporation for Supportive Housing and United Homeless Healthcare Partners, helping to recruit people with lived experience and provide training modules that prepare them for working in the homeless service delivery field.
- Recruiting staff with a MSW degree has pros and cons, but retention is difficult as they tend to gain experience and leave.
- Funding has also been an issue in capacity building. Elimination of redevelopment dollars and cost reimbursement contracts make it difficult to grow. Providers need general fund dollars that come with flexibility. Most contracts don't allow sufficient ramp up time.
- There has not historically been funding streams to support provider capacity building.
- Building capacity can't be a top-down approach. Line staff needs to be engaged on what's happening and receive ongoing training and information on resources available.
- Because of the broad collaboration and focus on homelessness, partnerships have expanded across the county and we are tapping into expertise and providers in the County that have not had County contracts, or the capacity to handle taking on that level of work.
- Retention of staff should be a focus for community agencies. Benefits such as living wage, ongoing training and compensation plans should be strategically thought about and considered when pursuing contracts. This will contribute to creating an organizational culture that will permeate agency values across all levels of staff.
- Organizations should have a growth plan that includes increasing the depth of staff expertise and avoiding skills being with only one staff person.
- This is the perfect opportunity to strategically think about how to invest in the capacity of the high performing and mission-driven non-profit organizations.
- Other industries have had to grow quickly. With implementation of Affordable Health Care, health agencies, such as Federally Qualified Health Care Centers, had to ramp up very quickly.



There's no city that's not touched by homelessness now. Never lose the optimism that we will win this, we are not here to manage homelessness, we're not here to address homelessness, we're here to end homelessness. And we can.
**Mayor Eric Garcetti,
City of Los Angeles**



Contracting

Facilitator: Stephanie Klasky-Gamer, LA Family Housing

Discussants: Deon Arline, Department of Public Social Services; Cheri Todoroff, Department of Health Services; Maria Funk, Department of Mental Health; and Chris Callandrillo, Los Angeles Homeless Services Authority

A wide array of community providers contract with various government entities to provide homeless services. Particularly with the increase in available funding, there is a need to streamline contracting processes to reduce the burden on providers, while ensuring compliance with applicable statutory and regulatory requirements. This could involve increased alignment in the contracting processes of various government funders. The questions that guided this breakout session inquired about current barriers, opportunities to streamline processes, and technical assistance needed by providers.

Key Discussion Points

- Funding restrictions/rigidity of contracts make it difficult for providers to achieve program goals and priorities. Restrictions also cause disallowances and this is a challenge that needs to be addressed.
- Providers feel they need to be heard in order for changes to be made that will assist providers.
- DHS reported that developing pre-qualified lists of service agencies (Master Agreements), creating concise work orders, and using a fee for service reimbursement based on the number served all improve processes for the government agency and contractor.
- Utilizing a request for qualifications (RFQ) and creating lists of potential agencies with which to contract prior to the release of a request for proposals allows for a pre-vetting of agencies and a faster contracting process.
- When funds from various government agencies are used for a single contract, contractors would like to see government agencies work together on the monitoring process and clearly identify what needs to be monitored.
- The use of cash advances can ease cash flow issues for contractors during the initial phase of their contracts and they'd like to see this practice increased.

Implications and Next Steps

- New providers can find it very difficult to receive contracts; during the breakout session they were advised to seek sub-contracts with larger, more experienced providers as a means to obtain experience that would facilitate their receiving direct contract in the future.
- For an agency to be placed on the lists created via DHS' Request for Statement of Qualifications for Supportive Housing Services (RFSQ) process, a provider must have at least three years of experience in the last ten years providing intensive case management services to homeless people with complex health and/or behavioral health conditions.
- DHS is currently working on a Board letter that would increase flexibility to enter into Intensive Case Management Services (ICMS) work orders that are responsive to Board priorities.
- DMH is working to model its contracting process after DHS' process; currently the DMH process can take up to a year from RFP to having an actual contract executed.
- DPSS encouraged all funders to work with providers and to be hands-on to address issues that arise for contractors.
- Providers would like to know exactly what they can advocate to change in a contract and what cannot be changed so that they can focus on the former.
- Providers would like to have a matrix in an RFP that spells out specific funding streams and restrictions for each stream.
- Providers would like to have one point of contact for contracts with multiple funders.
- For the Departments under the Health Agency, providers would like to be able to submit required documents to one place rather than to each department.



PERCEIVED CHALLENGES FOR THE YEAR AHEAD - Identified By Conference Participants



Capacity Building

- Staffing and training, administrative/infrastructure capacity.
- Capacity building (money, infrastructure, resources, staff, technology) as it relates to coordination.
- Locally, there are several new programs coming to the County, and we don't have the workforce to implement these programs.
- Workforce - finding the employees to provide supportive services.

Funding/Resources

- Appropriate allocation of new resources, focused collaboration and preventing new episodes of homelessness.
- Finding a way to distribute funding equitably.
- Potential loss of federal funds.
- Implementation of new programs through strategy funding.
- We have no idea what federal funding will look like.
- Potential repeal or alteration to ACA and how that will affect services that have been expanded under ACA.

Homeless/Affordable Housing

- Available real estate being underutilized.
- Insufficient housing stock for permanent housing and bridge/temporary housing.
- Lack of affordable housing in LA for clients with Section 8 vouchers; landlords difficult to engage.
- Deficit of enriched residential beds for complex populations.
- Directing land use and housing policy to increase the affordable housing stock.
- Slowing the displacement of tenants and the increase of the local homeless population, including both those displaced to make way for higher rents and short term rentals.

Siting/NIMBYism/Education

- Stigma and city opposition to affordable housing.
- How do we elevate the perception of people in power and local communities that homelessness is a local, current issue?
- Public opposition to housing projects.
- Educating the public with sensitivity and awareness.
- Strategies to build trust including education and outreach.
- How do we communicate such a large project to so many people in a short amount of time?
- Target the business and private sectors.
- Community engagement in getting the broader community involved.

Supportive Services/Employment

- Everybody needs a place to live, with supportive services available when needed.
- Finding ways to empower families with services necessary to stand on their own.
- Individuals with mental health issues affecting consumer and business affairs.
- Business owners not sure of where to refer for services.
- Building housing retention skills for PSH residents.
- Coordination between services and organizations across cities in LA County.
- Lack of viable employment opportunities for folks re-entering workforce.
- People want to work, but jobs don't exist.

Other

- Timeline it takes to get things done, to keep the momentum going, the challenge will be to show the positive results.
- Coordination and integration of all of these HI efforts, and other overlapping initiatives.



PERCEIVED OPPORTUNITIES FOR THE YEAR AHEAD - Identified By Conference Participants



Capacity Building

- Building capacity for nonprofits to get stronger and more competitive for overall funding.
- To increase housing capacity by converting derelict motels.
- The Training Academy through United Way, CSH, UHHP.
- Leveraging the high-level of cross sector alignment to deliver outcomes needed to continue to build public support.
- Despite challenges around capacity, the requests for building capacity are all focused on collaboration.

Engagement/Collaboration

- Engaged electorate and elected officials. Unprecedented political will to address homelessness.
- Continuing city/county collaboration; getting more cities involved.
- Willingness of County to match city funding for rapid rehousing.
- Opportunities to collaborate at all different levels and with non-traditional partners, such as libraries.
- Outreach and education; public awareness.
- Cities are more engaged which could lead to increased leveraging opportunities.
- Bringing in new stakeholders who haven't been historically involved
- Centralized coordination.
- Businesses need to become more involved.
- Utilizing multi-pronged approach to educate the community, e.g., law enforcement, business community.
- Changing laws/policies on how homelessness is addressed.
- Educate and empower more people with lived experience to advocate for the homeless.
- Empower 47,000 homeless to register to vote and actively participate.

Funding/Resources/Streamlining

- Cut some of the bureaucracy to streamline entitlement processes for projects to get approved quickly
- Standardizing processes.
- Utilize resources to facilitate re-entry from the criminal justice system.
- Whole Person Care will bring additional resources Drug Medi-Cal waiver will provide more money for substance use disorder treatment.
- Increased funding opportunities.
- Collaboration and leveraging of resources.
- Increased coordination of resources and accountability across city and county jurisdictions.
- Using data from rapid rehousing to demonstrate its effectiveness; ensure continuing funds for this initiative.
- Cities funding local efforts; cities can leverage their CDBG funds to pay for homeless related services or coordination.
- New HMIS will provide better quality and more comprehensive data to understand and evaluate impact of the Homeless Initiative.

Land Use/Housing.

- The opportunity to leverage our vibrant development market through value capture to build more affordable housing projects and create an affordable housing fund.
- Develop projects that can offer less ambitious, short-term wins that can pave the way to future expansion of affordable housing efforts.



All of you have helped show that with hard work and dedication, with one life at a time, one innovation at a time, one successful program at a time, we can combat homelessness.

**Sachi Hamai, Chief Executive Officer,
County of Los Angeles**



PERCEIVED OPPORTUNITIES FOR THE YEAR AHEAD - Identified By Conference Participants

Supportive Services/Employment

- Permanently house a large number of people who are already attached to services.
- Enhancing post-incarceration services; fuller range of services.
- The *Housing for Health* Program is growing; figure out how to integrate these opportunities.
- Increased awareness of need for holistic care and preventive measures.
- Employment opportunities through transit expansion.
- We can focus on employment and education opportunities as well and address poverty alleviation.





Conference Event Committee

For your creativity, holistic approach and “can do” attitude

Community Partners

- Va Lecia Adams Kellum, PhD, St. Joseph Center
- Meredith Berkson, PATH
- Kris Freed, LA Family Housing
- Veronica Lewis, SSG/HOPICS

County Departments

- Craig Kakuda and Ashlee Oh, CEO Office of Homelessness
- Adrienne Byers and Navid Nakhjavani, County Counsel
- Sandy Song, Department of Public Health
- Maria Cabildo, Community Development Commission/Housing Authority of the County of LA
- Maria Funk, Department of Mental Health



Stuart D. Perlman, PhD

Artist with compassion and determination to combat homelessness through compelling, humanizing portraits of people experiencing homelessness

"If we can see into their faces and learn their stories -- their hopes, dreams, accomplishments and fears -- we can no longer pretend that they don't exist...we can no longer look the other way."



Event Sponsors

United Way Greater Los Angeles and Conrad N. Hilton Foundation for their sustained support and for making the 1st Annual Homeless Initiative Conference possible

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FOUNDATION

Conference Volunteers

To our volunteers from County Departments and the Los Angeles Homeless Services Authority



g homelessness by
BUILD

housing

In 2017, I commit to combating home
FILLING THE GAPS
MAKING CONNECTIONS

In 2017, I commit to
Educate the
community &
engage city officials

In 2017, I commit to combating homelessness

commit to combating homelessness by
HELPING PEOPLE GET
JOBS

outreaching
to all unsheltered
neighbors

In 2017, I commit to combating homelessness by

COLLECTIVE
IMPACT

systematically
Connecting
to Resources

PURSUING THE PROMISE TOGETHER | FEBRUARY 8, 2017

connecting public
attitudes -
empathy education

Supporting
Case Manager

ING AND
LIZING MY
COMMUNITY

In 2017, I commit to combating homelessness by

In 2017, I commit to combating homelessness by

helping Ascencia do
all it can to serve, shelter
and house the homeless people
we meet

continuing to align Brilliant Corners
at all levels of the organization with
LA County's collaborative initiative
to end homelessness.