



# Measure H Revenue Planning Work Group Comments on Initial and Revised Funding Requests

May 1, 2017

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## Strategy A1: Homeless Prevention Program for Families

**Homeless Policy Expert-** We believe that substantial prevention resources, focused on high-risk populations is essential to show a difference on the street. Without substantial prevention work, we will be taking one person off the street only to have them replaced by a newly homeless person.

We believe prevention resources should focus on people most likely to end up as chronically homeless should they lose their current home. These are the people who would be most seriously harmed and consume the most resources should they become homeless.

In addition, another area of homelessness prevention where we can get good bang for the buck is focusing on people at-risk of homelessness who live in rent-stabilized housing. Rent-stabilized housing is affordable as long as it continues to be occupied by the current tenant. As soon as the current tenant leaves, the rent will be raised to market rates and the affordable unit will be lost. If they lose the unit, in this current low-vacancy, high-rent, high-gentrification market, it is unlikely that there would be another affordable unit. Anything that can be done to keep a vulnerable tenant in that rent-stabilized housing preserves the affordable unit and prevents the person from becoming homeless.

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**Service Provider-** Rapid rehousing can be a successful intervention, but has very real limits, especially in a tight housing market, as articulated by partners at the table. Similarly, prevention can be effective to helping to decrease the flow into homelessness, though research shows that a large portion of people targeted often would otherwise self-resolve their homelessness. Both of these strategies should be included, but should be scaled and targeted appropriately. For prevention, this should include high-acuity individuals exiting institutions and systems.

## Strategy A5: Homeless Prevention Program for Individuals

**Homeless Policy Expert-** We believe that substantial prevention resources, focused on high-risk populations is essential to show a difference on the street. Without substantial prevention work, we will be taking one person off the street only to have them replaced by a newly homeless person.

We believe prevention resources should focus on people most likely to end up as chronically homeless should they lose their current home. These are the people who would be most seriously harmed and consume the most resources should they become homeless.

In addition, another area of homelessness prevention where we can get good bang for the buck is focusing on people at-risk of homelessness who live in rent-stabilized housing. Rent-stabilized housing is affordable as long as it continues to be occupied by the current tenant. As soon as the current tenant leaves, the rent will be raised to market rates and the affordable unit will be lost. If they lose the unit, in this current low-vacancy, high-rent, high-gentrification market, it is

unlikely that there would be another affordable unit. Anything that can be done to keep a vulnerable tenant in that rent-stabilized housing preserves the affordable unit and prevents the person from becoming homeless. *(Duplicated because homeless policy expert indicated this comment was for both A1 & A5)*

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**Homeless Policy Expert-** Box 4 says, “Due to limited research on prevention services, the County’s investment into prevention services should be targeted.” It then describes 3 forms of prevention services vaguely and without corresponding line items, so it is not clear how A5 funding would be “targeted.” Research on the efficacy of permanent supportive housing as the most effective intervention for chronic homelessness is not “limited.” That research, coupled with Enterprise Community Partners’ recent research on services staffing in Los Angeles permanent supportive housing, it is clear that the most appropriate A5 spending would be to add staffing to existing permanent supportive housing that has agreed to lease to chronically homeless with high SPDATs, thus eclipsing existing service capacity. There is also no shortage of literature demonstrating the efficacy of diversion programs, so those too deserve A5 support.

Commits limited funding to study prevention efficacy. This is a good intention that would be even stronger if it committed to a large random assignment trial over 3 years. This would be expensive, but well worth it if any precious Measure H funding is devoted to prevention programs with “limited research.”

Box 8 describes SSVF experience but draws conclusions beyond the experience. The VA allows SSVF agencies to increase prevention spending in jurisdictions that have too few homeless veterans to fully expend SSVF for rapid rehousing. That does not mean “the need for prevention increases.” It also does not mean that this prevention spending prevented homelessness; the only way to determine that would be a random assignment trial. Allowing more SSVF money to be spent on prevention only means that SSVF budgets were expended.

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**Service Provider-** Rapid rehousing can be a successful intervention, but has very real limits, especially in a tight housing market, as articulated by partners at the table. Similarly, prevention can be effective to helping to decrease the flow into homelessness, though research shows that a large portion of people targeted often would otherwise self-resolve their homelessness. Both of these strategies should be included, but should be scaled and targeted appropriately. For prevention, this should include high-acuity individuals exiting institutions and systems.

### **Strategy B1: Provide Subsidized Housing to Homeless Disabled Individuals Pursuing Supplemental Security Income**

No comments have been submitted for this strategy.

### Strategy B3: Partner with Cities to Expand Rapid Rehousing

**Service Provider-** Rapid rehousing is a good strategy but in this housing market, it requires substantial investment in housing navigators and housing locators. Otherwise, subsidies will go unused because people can't find landlords willing to accept the subsidy.

Moreover, it is not clear that people receiving rapid rehousing assistance would not otherwise self-resolve their homelessness. To avoid spending this resource on people who would otherwise self-resolve, rapid rehousing subsidies should prioritize people who also need supportive services and ensure that the subsidies are combined with such services. Overall, we believe that the current proposal has too much funding in rapid rehousing.

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**Faith Based-** Can dollars allocated under these strategies, or another, be used to repair or redevelop faith-based property for housing the homeless?

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**Homeless Policy Expert-** Offers data on the need for rapid rehousing and on our expensive rental market, but not on the capacity of our rental market to absorb the recommended huge increase in individuals and families who would have access to rapid rehousing subsidies to compete for finite numbers of units available. (Such units need to be offered at rents accessible to rapid rehousing subsidies and owned by landlords willing to participate.) Perhaps the USC Lusk School would undertake a market study to determine the maximum number of rapid rehousing subsidies the market could absorb annually, with due regard for tenant based subsidy participants competing for the same units with long-term guarantees?

The last paragraph in box 4 is difficult to follow. If only "1/3 of participants will be able to take on full rent in a 12-month period," why would the shallow subsidy be for only "up to 10% of single adults, veterans and TAY and 20% of families and survivors of DV/PV?" Is the expectation that "The program would be operated using admin dollars from the agency administering it" realistic for all agencies, including LAHSA? The budgets much larger amounts per DHS participant than it does for LAHSA participants, without explanation. Are there different target populations or support activities?

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**Homeless Policy Expert-** Rapid rehousing can be a successful intervention, but has very real limits, especially in a tight housing market, as articulated by partners at the table. Similarly, prevention can be effective to helping to decrease the flow into homelessness, though research shows that a large portion of people targeted often would otherwise self-resolve their homelessness. Both of these strategies should be included, but should be scaled and targeted appropriately. For prevention, this should include high-acuity individuals exiting institutions and systems.

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**Lived Experience-** Isn't clear why DHS receives over \$23 million for 1,200 single adults; and LAHSA receives over \$26 million for 2,500 adults.

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**Faith Based-** I would like to request a funding breakdown for this strategy. The overall budget is reduced by \$20M but was funding reduced proportionately for families, TAY, and single adults or was the reduced funding for single adults only?

#### **Strategy B4: Facilitate Utilization of Federal Housing Subsidies**

No comments have been submitted for this strategy.

#### **Strategy B6: Family Reunification Housing Subsidies**

No comments have been submitted for this strategy.

#### **Strategy B7: Interim/Bridge Housing for Those Existing Institutions**

**Faith Based-** Faith entities are quite often the first to respond when people enter into homelessness. There are over 250 identified faith entities that extend efforts of some kind to the homeless, in SD 2 alone. Is there a strategy and funding support to build capacity for these institutions? How much subsidized housing is needed to be solid?

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**Service Provider-** Any and all Emergency Shelter beds should be operated as "interim/bridge" housing with the expressed purpose and goal of assisting people to enter housing. The recommended numbers should reflect those needed to accomplish that goal, and be directly tied to the number of housing interventions.

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**Lived Experience-** County allocation escalates each year vs. the private side which stays flat. Why? Outline the process for how a bridge bed will be accessed by private hospital and jail? (both will compete for 182-beds). What is the bed breakdown for recuperative care, mental health, and stabilization beds? Who and how will beds be accessed by an individual who is homeless? (FYI: Narrative appears to read that homeless individual must be in the county system to benefit from the service).

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**Faith Based-** I am not comfortable with a new funding area allocating \$93M to Crisis and Bridge Housing (1 Time only) especially without a written description of the logic. During our group discussions, mixed feelings were expressed about the focus on scaling up shelter access. I have mixed feelings on this personally, but allocating 2/5 of all measure H funding to this strategy seems extreme. What does this strategy look like? They are still funding B7 & E8 with sizeable funding. At meeting #3 it seemed that most people at the table felt that the shelter bed dollar amount was too high, and now it has been significantly increased. Again, the vision for year #1 funding in this area is unclear.

## Strategy C2: Increase Employment for Homeless Adults by Supporting Social Enterprise

**LA City Rep-** We request that the County consider using funds proposed for these strategies to expand City of Los Angeles Economic and Workforce Development Department's (EWDD's) LA Regional Initiative for Social Enterprise (LA:RISE). This program connects homeless individuals with subsidized employment in social enterprise businesses with the goal of transitioning them to un-subsidized jobs, consistent with the stated goals of these strategies.

325 homeless individuals are currently enrolled in this program, fifty (50) of whom are rapid rehousing clients. To date 47 homeless participants have been transitioned to un-subsidized jobs. Since this program is already operating, using Measure H funding to expand LA: RISE, will allow the County to efficiently meet both of these strategies' goals.

## Strategies C4, C5, C6: Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy

No comments have been submitted for this strategy.

## Strategy C7: Subsidized Employment for Homeless Adults

**LA City Rep-** We request that the County consider using funds proposed for these strategies to expand City of Los Angeles Economic and Workforce Development Department's (EWDD's) LA Regional Initiative for Social Enterprise (LA:RISE). This program connects homeless individuals with subsidized employment in social enterprise businesses with the goal of transitioning them to un-subsidized jobs, consistent with the stated goals of these strategies.

325 homeless individuals are currently enrolled in this program, fifty (50) of whom are rapid rehousing clients. To date 47 homeless participants have been transitioned to un-subsidized jobs. Since this program is already operating, using Measure H funding to expand LA: RISE, will allow the County to efficiently meet both of these strategies' goals. *(Duplicated because City Rep indicated this comment was for both C2 & C7)*

## Strategy D2: Expand Jail In-Reach

**CoG Rep-** There are a number of local police programs that have or are establishing jail in-reach and "pre-jail" in-reach programs (in the form of police outreach) that should be considered for direct funding under this strategy. I previously sent you an email, and have attached it again to this one (incorrectly labeled as D-5, please forgive the typo), that outlines the programs and strategies developed and the need for funding. As you know, this population can be found in many local systems and any outreach and in-reach being formulated by local police agencies would help alleviate an eventual County stay as well. To a degree when the program is looking at police pre-jail outreach, this component can/should also be considered under strategy E-6 –

Expand Countywide Outreach System. These multi-disciplinary outreach teams need to be funded at all local levels who are committing to this approach to solve the homeless crisis, not just the County Sheriffs.

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**LA City Rep-**The Los Angeles Police Department (LAPD) is implementing a pilot program through which two service agencies provide in-reach services in two LAPD municipal jails one day a week. Services include entry into the Coordinated Entry System and connection to shelter or other housing resources.

While homeless arrestees who are charged with a crime may receive in-reach services once they are in a county jail, those who are released from municipal jails without being charged are often released back into homelessness. Funding to support in-reach services in municipal jails will fill a gap in service not currently addressed in the D2 funding request.

#### **Strategy D4: Regional Integrated Re-entry Networks- Homeless Focus**

No comments have been submitted for this strategy.

#### **Strategy D6: Criminal Record Clearing Project**

LA City Rep- The LA County Homeless Court Program operated by the Office of the Los Angeles City Attorney assists homeless individuals or those at risk of homelessness to resolve certain low-level citations and misdemeanor charges, which can become barriers to accessing employment, social services and permanent housing. Measure H support for this program will help to better ensure the intent of Strategy D6 is met.

#### **Strategy D7: Provide Services and Rental Subsidies for Permanent Supportive Housing**

**CoG Rep-** This strategy is the lynchpin to all other strategies and towards solving the homeless problem and I am afraid that it relies too heavily on the expectation that there will be “1500 new Section 8 vouchers for each of 3 years”. Unfortunately, HUD has not issued new vouchers to agencies in the last 10 years, they have underfunded agencies to run its existing voucher programs, local agencies may be unable to dedicate any existing vouchers (due to local need or funding shortfalls) towards the mission, and the new administration plans to cut HUD’s budget and not fully fund the Section 8 program moving forward. More money and consideration needs to be placed in this category to fund for voucher shortfalls, by setting up a parallel program to the voucher program. Voucher holders can utilize both new and existing housing units, so it can immediately help clients, but the voucher needs to be funded.

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**Homeless Policy Expert-** We believe that the most important outcome that Measure H could accomplish is to get people who need supportive housing off the street and into permanent housing. This would be our Number 1 priority and is not sufficiently funded under the current proposal. Moreover, more funding is needed to enhance supportive services at some of the



older permanent supportive housing projects. Many of these projects did not have robust supportive services when they started or had services funded through pilot programs that have since expired. The success of PSH depends upon robust services so Measure H should be used to ensure there are sufficient services not just in the new projects but in all the PSH projects in the County.

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**Homeless Policy Expert-** Correctly notes that if fewer than 1,500 federal subsidies are available each year, additional Measure H funding would be needed for subsidy. Given the current situation in Washington and in the interest of transparency, perhaps contingency Cost Projection tables should be prepared assuming zero federal subsidies?

Do the projections provide adequate subsidy and services for all the units that will be funded with capital from HHH, NPH, and the CDC expansion to \$100 million per year independent of Measure H capital?

The “Local Services Only” math seems off. If the “Total Annual Cost per Unit” in 17-18 is \$7,698, then the 855 “Units with Fed Rent Subsidy and Local Services funding” should cost \$6,581,790, but only \$3,290,895 is posted.

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**Service Provider-** The most important outcome that Measure H could accomplish is to get people who need supportive housing off the street and into permanent housing. Given that this is broadly recognized as the top priority, the current proposal is insufficient. Additionally, there needs to be clear articulation of what is being proposed in terms of the #s and for whom. For operating subsidies, how does this overlap the 10K new units being in the City? How does this overlap the units that the County is to develop (and of equally important – how many is the County developing?) In addition, are new tenant based units included, and if so, how many? These same questions apply in terms of the services. Additionally, how many turn-over/existing units in existing buildings (or tenant-based programs) will be covered? These numbers should be the base of all the other strategies; and once established, then the relationship to the other strategies can be demonstrated.

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**Service Provider-** We need investment in long-term solutions, especially when the key outcome of this process is helping our homeless neighbors make it home. We, at PATH, agree that D7 should be one of the Core Measure H Strategies, but investment in local rental subsidies and services for permanent supportive housing should be increased. As the only strategy providing long-term housing supports for chronically homeless individuals, the investment is critical to achieving and maintaining the potential success of Measure H.

### **Strategy E6: Countywide Outreach System**

**Homeless Policy Expert-** No Measure H funding for law enforcement. Outreach is best conducted by outreach specialists. If law enforcement is needed to provide security for outreach, they should do so as part of their work under their current budget. The substantial

law enforcement budgets should not be supplemented by Measure H funding which the voters intended to house, shelter and serve homeless people and people at risk of homelessness.

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**Service Provider-** This should be scaled at the level connected to CES, Interim Housing, and Housing.

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**County Rep-** The President of LA County Chiefs of Police strongly urged that local cities get funding to disperse for Homeless Services Teams to address issues throughout the remainder of LA County. The same amount we set aside for LASD \$1.5 million annually seems to be the most appropriate level and will ensure participation by local police departments. I would highly recommend we get this in the formal budget request. If we don't, the BOS and CEO will receive major feedback from LA County Chiefs, instead of getting ahead of this and building partnerships now on the front end.

The Sheriff's Department has only submitted for a nominal level of funding, recognizing the focus of the HI is housing and services. That being said, I would strongly recommend you include funding for a Sheriff's Homeless Services Team (already submitted), and an equal amount set aside to be used by all other local police departments. They can work out the details, and we are happy to develop protocols and requirements to gain compliance with the HI regarding law enforcement interaction with homeless individuals.

I believe that if we fail to include local police departments in this way, we invite the potential for heavy scrutiny regarding "inclusiveness" by local elected officials, city managers, and chiefs of police.

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### **Strategy E7: Strengthen the Coordinated Entry System**

**Service Provider-** Implementation of the local initiatives will cause a very fast and significant influx of dollars for community based organizations and affordable housing developers. This fast influx of resources requires rapid agency expansion, and, in many cases, exponential organizational growth. Based on our significant growth over the past several years, PATH recognizes that rapid growth is not simple and expanded capacity with high quality infrastructure is necessary to support the swift implementation of new and complex programming. As recognized in E7's justification, capacity assistance for agencies is necessary to ensure successful implementation of the programming discussed throughout the funding request. While we appreciate the acknowledgment of this integral aspect of successful Measure H implementation, the funding level for capacity building areas should be increased.

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**CoG Rep-** I went on record and supported the comments made by Joseph Lyons of the SGV-CoG when he stated that funding should be provided out of this strategy to fund liaisons to report to and from the 5 CoGs. The CoGs provide a vital link to local agencies but are lacking funding for full or part-time coordinators to track/report/inform/and coordinate on Measure H activities over the course of the next 10 years. Having a dedicated representative reporting to the CoGs

on homeless issues related to Measure H would be invaluable to fulfilling the mission of ending homelessness. Once these funding recommendations are complete, your link to the CoGs effectively goes away and this is a way to maintain that.

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**CoG Rep-** The Coordinated Entry System serves as the heart and soul of the County's Homeless Initiative, and the means through which Measure H will realize the vision of a Los Angeles County that effectively prevents homelessness in real time. I think it would be fair to say that the success of any given strategy demands both a seamlessly integrated community based and regionally centered Continuum of Care and a similarly organized Coordinated Entry System. Everyone in this room appreciates the lead role the County must play in addressing the emergency that homelessness has become over the decades. Furthermore, the people of Los Angeles County have, by a supermajority vote, provided the County agencies represented in this process with the resources deemed necessary to meet their charge to end homelessness, a charge I have no doubt will be met with in a professional and dedication manner.

However, in reading the County's Homeless Initiative and the strategies approved for funding under Measure H, I think there is a critical element missing that will prevent achieving the mission and realizing the hoped for vision of this monumental opportunity - namely the intentional engagement of local governments and regional governmental organizations as partners in this effort. And although there is in every strategy the recognition of the need and the resources to build the capacity of local service providers and community based organizations, there is no such recognition or support for a role of local governments; save for the repeated invitation to participate that appears in many of the strategies. That said and speaking on behalf of the San Gabriel Valley Council of Governments and our 31 member cities, I respectfully submit the following recommendations for funding allocation under Strategy E7:

Allocate a portion of Measure H funds to be used to allow interested COG's to hire/create an in-house COG Homeless Coordinator, to help expand capacity and facilitate coordination with regional member cities. A COG Homeless Coordinator would coordinate and engage with COG member cities, regional service providers and their SPA to support the Coordinated Entry System and the Continuum of Care services for residents currently homeless and those who are at risk of becoming homeless.

Recommended allocated amount would be at least \$ 1.1 million annually (3 FTE, one for each of the larger COGS, and 2 part-time, one for each of the smaller COG's), or \$1.5 million (5 FTE, one for each COG).

Allocate a portion of Measure H funds to be used to allow interested Cities to hire/create a Homeless Coordinator, to help expand capacity and facilitate coordination among community based organizations, regional service provider and their COG. A City Homeless Coordinator would coordinate and engage their community based organizations and regional service providers to support the Coordinated Entry System and the Continuum of Care services for residents currently homeless and those who are at risk of becoming homeless.

Recommended allocated amount would be up to \$6.0 million annually (up to 88 FTE, or lesser number of part-time determined by need and interest, one for each City).

Strategies that have included wording on new and expanded/enhanced staff positions and wording on community collaboration that can help build our case for dedicated fun for regional COG staff positions:

A1 (Prevent Homelessness) – “Create new positions to develop a two-generational approach at preventing homelessness.”

- Hiring of two FTE and 8 employment navigators in FY 2017-18, FY 2018-19, and FY 2019-20

B6 (Subsidized Housing) – “In order to effectively meet the demand for countywide housing services.”

- 2 Children’s Services Administrators (CSA 1s) and one Intermediate Typist Clerk (ITC).

D4 (Case Management Services) – “The proposed program design is to expand DHS Housing for Health Intensive Case Management Services (ICMS).”

- Hire an additional 12 homeless case managers from existing ICMS provider agencies.

E6 (Coordinated Entry System) – “Looking ahead there's an opportunity to strengthen SPAs who were only allotted one FTE for this function. Ensuring that every SPA has ability to deploy teams per call center requests, coordinate outreach meetings, organize joint outreach activities, and lead and facilitate training opportunities.”

- Request: 17 SPA level Outreach Coordinators in 8 SPAs totaling \$1,775,000 (5 additional from FY 16-17); 1 Macro- level LAHSA Coordinator totaling \$87,500

E14 (Coordinated Entry System) -- Strategy E14 directs LAHSA and the County CEO Homeless Initiative to Enhance Services increase and maximize collaboration between County agencies and community-based organizations serving young people experiencing homelessness.

- 8 SPA-Level LACOE CES Liaisons
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**Faith Based-** Once individuals and families are housed, counseling services are critical to sustainability. African Americans most often have a stigma related to mental health. The Faith-based community is skilled and poised to accept these clients and will assist them in this area. Is there a way E7 can be used for counseling services to help this population thrive?

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**Homeless Policy Expert-** Proposes huge staffing increases: perhaps 48 regional coordinators and matchers (box 5 isn’t clear on the number), 180 housing navigators, and 30 realtors to locate housing. While appropriately provides for the training and TA needs hiring 158 staff would require, it does not consider whether the LA rental market effectively caps these efforts at much lower numbers of employees. Do we know how many rental units will become available per year with rents accessible to our tenant based subsidy or rapid rehousing programs and owned by landlords willing to participate? Perhaps USC Lusk School could be

asked to calculate this. At some point, we would be staffed adequately to access all the rental units that become available with rents accessible to our tenant based subsidy or rapid rehousing programs and owned by landlords willing to participate, and adding more housing navigators and realtor housing locators would not increase outcomes. That point may well be well short of 158 additional staff.

Budgets for housing locators with real estate experience. Is there any evidence that such experience is associated with better outcomes in a location, such as LA, where realtors are not part of the rental process? (There are markets, such as NYC, in which brokers are part of the regular market leasing process, so of course brokers need to be a part of homeless housing placement programs in those places. LA is not such a place.) Have you considered that successful realtors will not be interested in this work, so the only applicants you will get will be marginal or failed realtors?

The 3-year capital budgets seem to include assumptions of amounts from sources other than Measure H for CDC's NOFA that are much lower than those previously committed by the Board of Supervisors. Is the Board of Supervisors commitment being reduced?

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**Lived Experience-** Strategy focused on strengthening CES by enhancing staffing which is needed for their success. Where will the case management function reside which is very important? Will a dashboard be established to monitor/measure their success of each CES? How will CES access resources (housing, shelter, mental health, food)? Is there going to be algorithm that illustrates this for the purpose of standardizing perhaps high need services?

### **Strategy E8: Enhance the Emergency Shelter System**

**Homeless Policy Expert-** We agree that the current system needs more shelter beds and most importantly, better shelter beds. However, currently, some beds go unused because of barriers to entry and unsafe, unhealthy and inhabitable conditions at the shelter. Any funding for shelter must ensure no or low barriers and high safety and habitability standards. The beds must be 24 hour beds and further a Housing First approach by connecting people with case managers, using the shelter as a staging ground for moving people into housing as soon as possible.

In addition, because Housing First is the most important strategy for ending homelessness and is the strategy that L.A. County has adopted, the current proposals invest way too much money in shelter at the expense of permanent supportive housing and other permanent housing solutions, especially in years two and three.

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**Faith Based-** Many faith institutions, currently outside of the LAHSA network are positioned to provide shelters and access centers. Can E8 be applied to these institutions?

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**Service Provider-** Any and all Emergency Shelter beds should be operated as “interim/bridge” housing with the expressed purpose and goal of assisting people to enter housing. The recommended numbers should reflect those needed to accomplish that goal, and be directly tied to the number of housing interventions.

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**Faith Based-** I am not comfortable with a new funding area allocating \$93M to Crisis and Bridge Housing (1 Time only) especially without a written description of the logic. During our group discussions, mixed feelings were expressed about the focus on scaling up shelter access. I have mixed feelings on this personally, but allocating 2/5 of all measure H funding to this strategy seems extreme. What does this strategy look like? They are still funding B7 & E8 with sizeable funding. At meeting #3 it seemed that most people at the table felt that the shelter bed dollar amount was too high, and now it has been significantly increased. Again, the vision for year #1 funding in this area is unclear.

#### **Strategy E14: Enhanced Services for Transition Age Youth**

**Service Provider-** After years of inadequate resources for unhoused youth, the proposed funding for TAY specific strategies are a step in the right direction. Historically, young people are poorly served by adult providers as their needs are significantly different, so I would like to stress the importance of fully funding E14 and also other strategies where funding for TAY is set aside. Based on the high number of youth TAY providers currently see, we know the youth count is vastly ineffective in identifying the number of young people experiencing homelessness. I am excited for the opportunity to secure much needed funding to build capacity across the county and to better serve this vulnerable population.

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**Faith Based-** This new budget proposes a two-thirds budget cut for TAY Services from \$16.3M to \$5M. SPAs with high populations of homeless youth will be affected significantly, particularly SPAs 2, 4, & 6.

#### **Strategy F7: Preserve Current Affordable Housing and Promote the Development of Affordable Housing for Homeless Families and Individuals**

**Service Provider-** Measure H presents an opportunity to make necessary long-term investments in addressing the homeless crisis in LA County. To embrace this opportunity, there should be increased investment in affordable housing for individuals experiencing homelessness.

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**Service Provider-** Measure H money should not be used to satisfy the County’s existing commitment to provide funding for affordable housing that it made in October of 2015. Before considering whether any Measure H money should be dedicated to affordable housing, the County must first satisfy the annual commitment from other sources. In other words, Measure H should not be used to meet the County’s annual commitment of \$40 mill/year, \$60 mill/year, \$80/year and then, \$100 million/year. Only after the County has met these annual funding

obligations should we consider supplementing with Measure H funding. To do otherwise would be to supplant funding.

In reviewing the Revised Funding Request for Strategy F7, I am concerned that the financing assumptions upon which they are based do not reflect the current reality and will therefore not produce the number of units projected (nor the number of units required to end chronic homelessness).

**Financing Assumptions:** The revised request is based upon the assumption that the County capital per unit contribution will equal approximately \$50,000. However, in general, a local jurisdiction can leverage approximately \$3 for every \$1 committed. Therefore, it will require approximately \$100k of County funds to leverage the additional \$300,000 (for every \$400,000 unit). The leveraged \$s includes the maximizing of other public sources (e.g. NPLH; VHHP, etc), LIHTC Financing (4% and 9%), Traditional/Private financing, etc. The City of LA's HHH Bond is based on this same approximate formula (i.e. \$1B = 10,000 units). Additionally, as noted in the revised request, these assumptions are becoming even more constricted given the reduced availability of tax credits (i.e. decreasing pricing), and thus may require more local \$ (not less). Based on these assumptions, the number of units achieved under F7 would only produce less than half as many (approx 414 units in 3yrs) instead of the 1,000 unit goal over the next 3 years, as stated in the request. Further, even if the calculation assumes a larger per unit contribution from other sources (i.e. increased NPLH, if possible), the result would also be a lower number of units built, since there is finite amount of other sources available, per unit and overall.

**Unit Production Goal:** The City of Los Angeles has committed to developing 10,000 units of PSH over the next 10 years. According to the Gaps analysis submitted as part of the H Planning process, in order to end chronic homeless, there is a need for approximately 15,000 units. This would require that the County develop approximately 5,000 new PSH units. This goal coincides with strategy D7, which is based on providing services and subsidies for 15,000 units of PSH over the next five years (i.e. inclusive of tenant based and project based at 50/50 mix). The PSH development goal of the County should therefore be as close to 500 units of PSH a year as possible, especially given the extremely tight rental market that Los Angeles is facing.

**Capital Contribution:** Using the current dollars recommended, the County can develop approximately 375 PSH units per year (on average), by fully funding the Affordable Housing motion (as unanimously passed by the Board of Supervisors in October 2015) and using the H funds requested to supplement the previously committed dollars. This would ensure that, at a minimum, the County would achieve the stated goal of developing at least 1,000 PSH units over the next three years (and beyond). In order to achieve the 500 units of PSH per year needed, the portion of the Affordable Housing motion capital dollars for PSH can be increased accordingly:

	FY17/18	FY18/19	FY19/20	FY20/21
Aff Hsg Motion	\$40M	\$60M	\$80M	\$100M
75% Capital	\$30M	\$45M	\$60M	\$75M
½ PSH	\$15M	\$22.5M	\$30M	\$37.5M

+H PSH	\$10M	\$15M	\$20M	\$0
<b>Total PSH</b>	<b>\$25M</b>	<b>\$37.5M</b>	<b>\$50M</b>	<b>\$37.5M</b>
<b>Units</b>	<b>250</b>	<b>375</b>	<b>500</b>	<b>375</b>

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**Faith Based-** Can dollars allocated under these strategies, or another, be used to repair or redevelop faith-based property for housing the homeless?

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**Homeless Policy Expert-** Includes a \$5 million per set-aside for “innovation,” without explanation. Will a competitive process be used to award this, like the CDC’s NOFA for capital? Why is this not part of the CDC’s NOFA? What sort of projects are contemplated that would not be fundable via the CDC NOFA?

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**Homeless Policy Expert-** Measure H money should not be used to satisfy the County’s existing commitment to provide funding for affordable housing that it made in October of 2015. Before considering whether any Measure H money should be dedicated to supportive housing, the County must first satisfy the annual commitment from other sources and articulate unit development goals (or other uses) of those funds. Once the existing commitment is satisfied, then any additional funds committed from H should be part of an articulation of the County's PSH development goal noted in D7.

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**LA City Rep-** Preserve Current Affordable Housing and Promote the Development of Affordable Housing for Homeless Families - limits the use of funds to permanent supportive housing development. We would recommend that the County consider expanding the use of these funds to include affordable housing development as part of its homeless prevention strategy.

Lastly, we encourage the strategy leads to consider recommending a reprogramming process in the event that expenditures do not meet expectations within the first six months of the fiscal year. In the Measure H Work Group, we have heard of barriers to program expansion in various strategy areas. The County may wish to consider reprogramming any unspent funds to strategy F7 to provide one time capital for affordable and permanent supportive housing.

### General Comments

**Faith Based-** My hope is we as a County respond immediately to the vast numbers of people suffering on the streets. Well run, 24/7/365 comprehensive care shelter beds should be a top priority, while long term subsidies for affordable housing along with supportive services should come in tandem with the immediate shelter/bridge housing. We should be a city & county known for not leaving one person on the streets, & certainly never allow a child to experience homelessness on the streets. The studies I've seen on Rapid Re Housing show it is not much more effective in the long run as doing nothing. Either the length of time for the Rapid Rehousing subsidies should be lengthened along with more supportive services, or the over



funding of Rapid Rehousing should be moved to shelter & permanent supportive housing and long term housing vouchers.

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**Service Provider-** Thank you for this opportunity to provide feedback into the work that the County leads will be doing to develop a revised set of funding proposals. This is a difficult job since all of the strategies have merit and, as a collective, dramatically reduce the number of persons who are homeless. The oft repeated challenge during our meetings is that the work is not about revising the program elements but determining the level of funding for each strategy. Our meetings proved that there is support for most if not all of the strategies with the differences revolving around programmatic issues (which we did not have the mandate to discuss).

I have been looking at the strategies for the past two hours and am finding it difficult to determine what should be kept or cut from each one. So my solution is to apply the fairness rule across the board and let the County leads make the decision on what to cut. I recommend that you take the 18/19 year numbers and inform everyone that they need to submit a revised spending plan which reflects a 22.07% reduction from the original amount requested. This will get you as close to the \$355 million as possible (you are still a few thousand over but that is just loose change at this point). The year two numbers are the most accurate as the third year really reflects "pie in the sky" thinking (I know that the third year in proposed budgets - especially when there is not a spending limit - is always higher than necessary).

This strategy is fair and requires County leads to work the numbers to get their most important request funded. There can be negotiation among the County leads if one program really needs more funding but this is the "give and take" process that must be done.

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**Lived Experience-** It's very hard to judge these amounts in a vacuum. I would want to see these recommendations in the context of total amounts "NOW" being invested per strategy from other funding sources. In other words, what is the baseline investment today from other sources, and what percentage of the total effort would it be with Measure H funds? I don't see that in the handouts. Is this in my packet? If so where?

What is the County's history of maxing contracts within each strategy, or of meeting service delivery goals from directly operated programs and community-based programs? In other words, will these funds sit on top of other unspent funds?

I thought I heard the LA City rep state that the City will not maintain its current effort of funding, and said that neither will LA County. So are these funds for expansion, or just replacing existing contracts?

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**CoG Rep-** I did not vote for the subgroup formation or for allowing the County leads to reformulate funding recommendations. I thought the decision making process was important enough that it required either more meetings by the Revenue Planning Process Working Group

(RPPWG) or consider delaying the implementation of the tax for the first quarter. However I was outvoted and I am bound by the group's decision, so here is some feedback with regards to your request. Direct allocation funding must be provided to the 3 Continuum of Cares (COC) operating in LA County. As we have said in our letter to the Board (and attached here again), the 3 CoCs have consistently and strongly supported Measure H. We look forward to working collaboratively with Los Angeles County to truly address the homeless crisis in our regions using resources made available by Measure H. Each of our CoCs have a strong history of reducing homelessness in the County and are poised to use Measure H funds in an effective and efficient manner.

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**Homeless Policy Expert-** A process suggestion: I wanted to suggest that if the group could agree on the most important outcomes that Measure H spending should achieve before deciding funding levels for each strategy, it might make it easier to choose funding levels. For instance, is the most important outcome to house 15,000+ people in PSH? If so, I could better determine which strategies to fund and at what levels. On the other hand, if Measure H was expected to prevent 30,000 people from becoming homeless, then I would prioritize prevention strategies at funding levels that could achieve that outcome. If both, I would look at a mix of strategies and funding levels that could achieve both outcomes. Without having specific outcomes to achieve, it's hard to prioritize among strategies and to know how much funding for each strategy.

I recognize that agreeing upon Measure H priority outcomes would be difficult but there is some legislative history and other evidence to guide us about what it should achieve. And once priorities are agreed upon, it somewhat directs the strategies and funding levels.

One additional benefit to articulating specific Measure H outcomes is that we would be telling the world how we expect Measure H to be evaluated. This will help us to answer the unrealistic or unwise expectations about outcomes that will undoubtedly be heaped on Measure H as the funding is implemented. Almost certainly, there will be people who will point to problems that have not been addressed or where they are not sufficiently addressed. It would be easier to answer these critiques if we can point to progress towards the agreed upon priority outcomes.

Leaving process behind, here is our feedback on funding priorities and specific strategies...

Priority Populations:

Because of their extreme vulnerability and the drain on resources should they stay homeless or become homeless, we believe that Measure H funding should prioritize two populations:

- People who are chronically homeless; and
- People who are most likely to become chronically homeless if they were to lose their current housing.

Measure H should not fund law enforcement or city/local government staff who aren't providing shelter/services/housing:

Measure H funding is best spent on the services, shelter, subsidies, and housing for people who are homeless and for preventing people from becoming homeless. Measure H funding should not be spent on law enforcement or local government staff that are not directly providing services, shelter, subsidies or housing people. At the oversight committee meetings, some committee members such as the member from the City of Claremont said that Measure H should pay for city staff to work on homelessness. We respectfully disagree. The appropriate use of Measure H funding in their jurisdiction is to fund supportive housing, shelter or services for people who are homeless. The local city staff should support these housing/shelter/services efforts but not consume precious Measure H funding to do so. The cities get the benefits of Measure H when the housing, shelter and services are provided. It should not be using Measure H to pay their staff.

Likewise, with law enforcement, we support law enforcement adopting more productive approaches to dealing with homeless people but they should do so as a matter of policy and within their existing budgets. Measure H should not pay their officers to do so.

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**Faith Based-** The Faith-based Initiative appears lost in the discussions. There are 31 properties in the Second District--and counting--engaging in dialogue related to housing homeless individuals and families. It is important to consider this network and the value it provides in helping Los Angeles County thrive. They are the compassionate service providers and property owners in every community.

#### Process

1. What is the recommended mix of strategies for year one and the clear benchmarks?
2. What are the strategies and benchmarks that will show voters results in year one?
3. At the end of one year, what is the process for making adjustments and identifying lessons learned--to add or reduce funding for year two?

#### Policy

1. Is Measure H responding to the City of LA's 2015 capital development commitment, in part?
2. Is the City of Los Angeles' commitment back-filled by Measure H this year?

#### Uncomfortable Dedicating Funding

1. Back-filling any previous funding commitments, I think, would be contrary to need and vision intended for the Measure H Revenue.
  2. The Sheriff's Department is highly valued and their work appreciated. At this time, it is difficult to consider funding staff/salaries over \$100K when the goal is to help people living on the street
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**Homeless Policy Expert-** While the Strategies documents evidence a wealth of research, there does not appear to be an over-arching understanding of the inter-relationships among interventions. For example, if CES is expanded to the proposed degree, will it outstrip the capacity of expanded outreach programs to keep the expanded CES fully employed? Will the

proposed expansions of outreach and CES increase demand for housing units beyond market capacity?

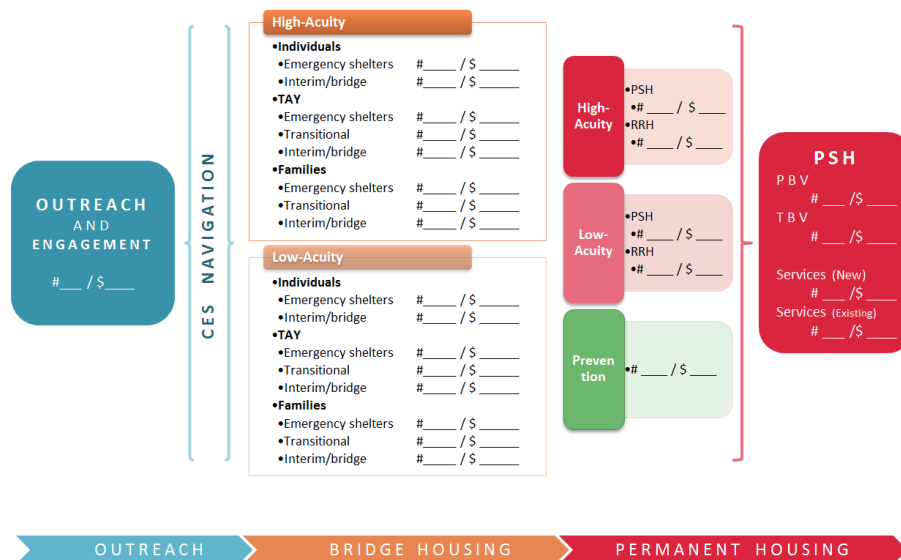
Over the 10-year life of Measure H funding, there will be a natural phasing, with initial heavy funding for outreach, shelters, and CES, gradually shifting to funding more subsidy and services in permanent supportive housing, to the point where those 2 line items could compose the majority of Measure H spending. In the interest of transparency, it would be wise to relentlessly highlight this key principle.

While there are examples of possible metrics for each strategy, not all of them are outcomes. Many are tallies such as the number served in prevention strategies. Before committing to budget, actual outcomes should be devised for each line item funded.

**Homeless Policy Expert - Priority:** Measure H was passed to end homelessness for 45,000 households, and prevent homelessness for 30,000. To accomplish this, the primary focus should be those with the highest acuity, highest barriers, and longest histories of homelessness. This includes those experiencing chronic homeless, as well as those who are exiting systems/institutions, with complex mental and physical health conditions. The core approach should be housing; with the appropriate type matching the person’s needs – along with the supports needed to assist people into housing. Below, are recommendations and comments that speak to these priorities.

Additionally, in order to assist in making sound policy decisions, there is a need for a broader “framework” that ties the various components together and demonstrates the inner/inter relationships between them as well as a clear understanding of what is being achieved/created. Attached is a sample structure that might help guide the decision making process of the Committee. I am happy to provide more on this, as well as contribute to the analysis.

Los Angeles County Systems Mapping: Measure H



**Faith Based-** A very wealthy friend of mine suggested utilizing Measure H funds to make 0% loans for building housing & shelter in order to make the funding sustainable and stretch further to do more good. Market interest loans drive up the cost of housing.

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**County Rep-** Full Support: I fully support the measures that focus on increasing the supply of PSH (F7). HAcOLA's challenge in using Tenant Based subsidies for the chronically homeless goes well beyond the issue of supply and demand (although it is a major factor). Without dedicated PSH units, our clients face a very difficult challenge in thriving within private rental units, even with enhanced services. It is much more expensive and challenging to provide services to folks that are scattered all over LA County and there is no peer network that exists within this model. I've seen many of our chronic homeless clients rotate in and out of tenant based PSH. Let's get some units built.

I fully support the measures (D7) that can provide local subsidies and services. Our federal programs don't lend themselves to serving this population because they are laden with regulations and mounds of paperwork that create obstacles for the homeless. This strategy creates a golden opportunity to get folks into housing and then transition them onto a more stable resource once they have been successfully housed for some measure of time.

It sounds self-serving but I fully support B4 because it has already undergone proof of concept testing and has demonstrated its success. It is easily replicable by other PHAS's that want to come on board. I would add the caveat that I would not support supplanting funding that has already been designated by other PHA's for this purpose (HACLA), but would support enhancing their funding to enrich their program to match HAcOLA's rather than paying the full freight.

Don't Support: I don't support measures that won't have an immediate impact on housing the visibly homeless. While I support most measures to some degree, there are some that will not result in reducing those living on the streets such as homeless prevention measures or family reunification measures. Let's place the bulk of our resources in getting new PSH and getting folks off the street.

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**Faith Based:** We are going to take a tip from Pomona & try a pilot of a huge weather proof tent/semi-permanent structure to provide room for 200 more single ladies in our back parking lot. We are going to blow a hole through our wall, add 4 showers & 8 restrooms, & intense case management & housing assistance.

We hope if this works it could be evaluated along with Pomona's plans & if successful could be replicated throughout Los Angeles County to get as many people under a roof. 10 of these could provide for 2,000 precious souls & 100 could assist 20,000 off the streets & under a roof.

I'd also hope tiny/small homes like those of the very successful Fishes & Loaves in Austin, Texas could be considered so cost per unit could be stretched & we could create 10 times the units being proposed, \$40K per unit compared to \$400K.

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**LA City Rep-** While there are many valuable proposals throughout the Strategy discussions, we urge your Planning Group to prioritize certain strategies. First, as you (and many in the Measure H Work Group have noted), it is critical that we provide services for permanent supportive housing (PSH) units- whether the units are funded by City Proposition HHH or other funding mechanisms. Accordingly, we strongly support adequate funding for Strategy 07 - Provide Services and Rental Subsidies to Expand Permanent Supportive Housing.

We also believe that it is critical to prioritize funding for the Los Angeles Homeless Services Authority proposals for strategies that continue to build the County's homeless services infrastructure. Specifically, these strategies include:

- 83 - Partner with Cities to Expand Rapid Rehousing;
- E6 - Countywide Outreach System;
- E7- Strengthen the Coordinated Entry System; and
- E8 - Enhance Emergency Shelter System.

Also, as has been discussed in the Measure H Work Group, the City of Los Angeles (and possibly other jurisdictions) has certain programs that are consistent with the funding requests for a number of Measure H-eligible strategies. I request that strategy leads consider funding for these programs in revised Measure H funding requests. The Measure H-eligible strategies and corresponding City programs are:

- Strategy 84 - Facilitate Utilization of Federal Housing Subsidies

The Housing Authority of the City of Los Angeles's (HACLA's) Homeless Incentive Program is aligned with the Housing Authority of the County of Los Angeles's (HACoLA's) program. Allocating funds to support HACLA's program will expand the reach of HACoLA's current 84 funding request.

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**CoG Rep-**There is support for the Coordinated Entry System and, as such, enhancements to it. Clearly necessary is the need for a more collaborative approach to addressing the issue vs the perceived competitive approach. As such, it is suggested that access to Measure H funding require cooperation amongst varying CBO's and non-profits.

There is support for expanded "street team", especially for the Sheriff's Dept., services to make and increase contact with individuals and further outreach opportunities and case management, with a special liking to extra "resources" per SPA regardless of the homeless count.

There is support for Strategies targeted to greater assist veterans and those with disabilities.

There is concern surrounding the strategies where funding will be allocated based on the Homeless count, as the North County numbers are not (comparably) high; yet, we have a growing homeless population that will require resources—likely greater than the “count formula” suggests.

There is concern surrounding the strategies where funding is specific to Rapid Rehousing / Rental Subsidy Strategies that may conflict with local planning guidelines and/or initiatives, that do not engage cities/communities in the process to be better informed and engaged, and that appear to be unrealistic in approach. There have been varying (good and bad) experiences in different communities surrounding group homes / voucher programs / multiple units that we must realize and be sure to consider, with the associated strategies, to ensure complete understanding and success. Thus the importance of a great communication, implantation, and follow-up plan to include proper on-site, housing management.

There is concern surrounding strategies where funding is specific to a “surface” program that does not provide “root” issue (wrap-around) services to address causes (specifically drug abuse) for homelessness.

There is concern that communities without “ready-to-go” CBO’s will miss out on the opportunity to access and utilize the funding sources, noting that areas in the greater Los Angeles region are plentiful with service providers available to respond to funding opportunities, whereas in areas like the North County such services and providers made need to build that capacity.

There is concern surrounding the plan (or lack of) to address the issue of those homeless individuals who, even after all the contact and services are made, still choose to not partake but rather sleep on the streets and in hidden places. As well, local government resources to address panhandling and other such activities.

There is interest in the creation of a Homeless Court (Diversion) System, similar to veterans and youth, that would allow for infractions to be addressed via the requirement of a rehabilitation program and work-plan.

Lastly and equally important, funding should be available to cities for local programs, services, and brick and mortar opportunities.

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**Service Provider-** While E7 recognizes the need for agency capacity building, the strategy restricts the ability to build up agency wide infrastructure because the investment is made in the context of the Coordinated Entry System. For agencies operating in multiple SPAs, this presents a problem that could be addressed with increased investment in capacity building throughout the other strategies involving program implementation.