

**Measure H Citizens' Oversight Advisory Board
Meeting Minutes
Thursday, March 8, 2018**

ATTENDEES:

Advisory Board: Mercedes Márquez, Renata Simril, Christine Margiotta, Andrew Kerr, Greg Morrow

Homeless Initiative Staff: Phil Ansell, Rowena Magaña, Jennifer Kim, and Ani Yeghiyan

I. Welcome and introductions

Christine Margiotta, Chair of the Measure H Citizens' Oversight Advisory Board (COAB), called the meeting to order at 1:05 p.m. on March 8, 2018, in Room 140 of the Kenneth Hahn Hall of Administration. Ms. Margiotta also announced that public comment cards are available and speakers will be allowed two minutes. Quorum was met at the time the meeting was called to order, with three of the five members present. The final two members joined the meeting after introductions were made.

II. Approval of the December Meeting Minutes

Andy Kerr requested an amendment to page 3 of the December 2017 minutes. He was quoted as saying that there are "some" cities that need to develop more housing. His sentiment is that all 88 cities (with rare exception) need to develop more housing. The minutes were approved with that amendment.

III. Public Agency Experiences with the Implementation of Measure H

- a. Peter Lynn, Executive Director for the Los Angeles Homeless Services Authority (LAHSA) provided a presentation regarding the ramp up that began with one-time funding from the County and City of Los Angeles. Most of the Measure H work is being carried out through contracted agencies; LAHSA is also hiring staff.
- Contracts and amendments: In the past, LAHSA's budget was static; however, with the implementation of Measure H, there has been tremendous expansion in the kinds of programs offered and the scope of delivery of programs already available, which has led to a large expansion in contracts and amendments for LAHSA.
 - Operational changes: LAHSA has made operational changes to make it easier for contractors to ramp up and do business with LAHSA. For example, payments within seven days, three-month advances, reduced contract execution time, and integrated agency support teams.

- Programmatic changes: LAHSA increased administrative funding to 12% for agencies, has held program design input sessions, converted to the new HMIS system, and created a performance management unit.
 - Capacity building: Technical assistance is available for agencies in terms of operational management, leadership, and program administration.
 - Systems work: Various policy bodies have been put into place, for example, the Regional Homeless Advisory Council (RHAC) and the Coordinated Entry System (CES) Policy Team.
- b.** Cheri Todoroff, Deputy Director of the Housing for Health (HFH) Program at the Department of Health Services (DHS) provided a presentation on Measure H implementation.
- HFH has staffed up on the project management and benefits advocacy sides; however, the vast majority of Measure H funding is going out to community based organizations (CBOs) via contracts.
 - The Master Agreement infrastructure has already been in place to scale-up. Any organization with experience can get pre-qualified, which enables DHS to quickly execute Measure H-funded contracts as opportunities arise.
 - HFH is partnering with Brilliant Corners to search for permanent supportive housing (PSH) and rapid re-housing (RRH) sites. HFH also operates a flexible housing subsidy pool to complement federal dollars for Strategy D7 clients.
 - HFH's goal is to connect 2,500 to PSH this year. The housing market is a challenge because of low vacancies; intense competition for housing units; many clients with vouchers. HFH is reaching the goal of connecting clients to intensive case management services, but is behind in having clients move into a unit.
 - It is taking nine to 12 months to find housing (previously it was taking as little as three months). Anything that can be done to support the siting of new PSH, for example, converting the uses of existing properties, quicker construction and development or partnering with landlords and property owners would hugely impact ability to get people into housing.
 - The CBOs are hiring up and hitting the implementation milestones, but there has been a slow-down in staff recruitment.
 - Ms. Margiotta has heard that anywhere between 600 and 1,000 jobs are available. Ms. Todoroff said it is extremely difficult for providers to staff up at the pace that we need them to. The CBOs continue to do amazing work while they are working to recruit. Mr. Lynn agreed and mentioned the jobs website on the HI website (JobsCombatingHomelessness.org). It is a benefit to have one site where all the jobs are listed; however, there is a lot of competition for hiring right now.
 - Ms. Márquez asked about the problem of nine to 12-month period to get people housed. She wanted to hear more specifically about what the problems are and if they are concentrated anywhere. We should isolate the communities where it is particularly difficult and highlight the communities that show great promise.

c. Public Comment on Item III:

- Reba Stevens was curious to know more about the reduced contract execution time for LAHSA. Mr. Lynn responded that his agency has reduced time to execute a contract by 1/3. Part of this is through new grants management software and by having a team-based structure.
- Ms. Margiotta noted that it is not necessary to respond to public comment.
- Ms. Stevens also asked about the 12% for provider administration, since it seems high. She also said that she did not hear anything about monitoring and it should be highlighted – by whom, how, etc. Regarding RRH, a lot of money is being put in, but she wanted to know where is the housing.

IV. Homeless Initiative Updates

Phil Ansell, Director of the Homeless Initiative (HI), provided a presentation on the implementation of Measure H and the February 8, 2018 HI Quarterly Report. He also mentioned that Chris Ko, Director of United Way (UW) - Home for Good would join for the second half of the presentation.

- Measure H took effect on October 1, 2017; however, the County expanded services in July 2017, in advance of receiving the tax.
- Ms. Simril asked whether the 3,350 families/individuals that secured permanent housing were part of the 7,297 individuals that entered crisis, bridge, and interim housing. Mr. Ansell answered that the numbers are distinct, but there is some overlap. For example, if a family/individual entered interim housing in July, it is possible that some people may have attained permanent housing by December 2017. However, it is not likely that many of these people overlapped during the 6-month period from July – December 2017.
- Ms. Simril stated that simplicity is important. She wants to know how many people are being touched, how many are getting housed and how many are staying in that housing. It is difficult to follow the numbers in a simplistic way. Mr. Ansell mentioned that there is a constant inflow and outflow; some outflow is not due to Measure H. The numbers in the HI Quarterly Report are a snapshot of the first six months. However, per a Board motion, the HI will have unduplicated annual evaluation data which will be unduplicated across strategies.
- Ms. Simril said that the pace of progress based on these numbers is impressive. For future presentations, she would like the HI to make sure that lay people and tax payers understand the data in relation to overall goals and how this impact has been distributed geographically (ex: data distributed by Supervisorial District). Although the quarterly report data is helpful, it does not help frame how progress can be communicated. Mr. Ansell said that the HI is working on getting data by Service Planning Area (SPA), but not by Supervisorial District.

- Mr. Ansell stated that Measure H has two main goals: 45,000 placements and 30,000 preventions within the first five years. It was anticipated that the first Measure H Dashboard would be ready by this meeting, but it will not be ready for release until next week.
- Mr. Kerr clarified that the dashboard was originally projected to be released in February. Mr. Ansell noted that yes, the Measure H Dashboard has been delayed.
- Ms. Margiotta asked to see how we are tracking toward those goals. Mr. Ansell said they would try to add the prevention and placement goals to the Dashboard.
- Ms. Margiotta also wanted to clarify that the dashboard will be available on an on-going basis, but would be updated twice per year. Mr. Ansell confirmed that she was correct.
- Mr. Morrow asked for additional information on the number of outreach workers. Mr. Ansell answered that through Measure H funding, the number of outreach workers will ramp up to 36 Multi-Disciplinary teams (MDTs) countywide (five members per team). An additional approximately 80 outreach workers are being hired by LAHSA and there are approximately 600 outreach workers countywide through various funding sources.
- Mr. Morrow wanted to know how we measure the effectiveness of strategies comparatively. Is there a way to cut the data to see how much we have spent and how many people have been helped? Mr. Ansell said that some strategies lend themselves better than others to that type of analysis, for example rapid re-housing or prevention for families and individuals. He noted that the people who need the most help, cost the most. There are some strategies that have ultimate outcomes (for example, PSH) and others are more intermediate, such as outreach. There is a need to be careful not to reify the strategies. It is a complex system and it is important to look at how well the pieces are working together.
- Ms. Marquez asked about adding some information to the Dashboard and the annual report. For each SPA, how long it's taking for people to get housing and how many people are in the queue. She also asked if the annual study could look at the type of housing strategies that might work, for example, zoning or land use. Mr. Ansell said the County has an affordable housing fund committee; the HI could arrange for our colleagues to report to the COAB on their findings. Ms. Marquez and Mr. Kerr agreed that they would like to hear from this committee.
- Mr. Kerr would like to see a map by District, which shows which areas needs PSH and which areas needs RRH.
- Ms. Márquez said she is concerned that more people are falling into homelessness; we need to know by SPA area where we are and if the problem is growing or diminishing in any areas.

- Mr. Ansell spoke about the HI's new website: www.JobsCombattingHomelessness.org. Over 60 providers have their job pages linked to the website.
- Ms. Margiotta asked if the County has considered helping providers with streamlining the application process and vetting candidates. Mr. Ansell said that initial feedback from providers has been that they need assistance connecting job seekers with their agencies and standardized training. The next City/County job fair is April 13, 2018 and LAHSA has contracted for standardized training.
- Mr. Ansell stated that the HI is currently in the Fiscal Year 2018-19 Funding Recommendations Process. The draft recommendations were released last Monday and the community webinar occurred on Tuesday. The draft recommendations include the reallocation of about 2% (roughly \$7.5 million) of the total that has been tentatively allocated.
- Mr. Ko discussed the "Everyone In" Campaign, which seeks to raise awareness and support for supportive housing. He noted obstacles to success, such as local opposition, negative narrative, organizational capacity, and delayed results. However, there are three-parts to the campaign: countywide communications, community engagement, and strategic organizing.
- Mr. Morrow asked if there is capacity to have people go to neighborhood councils to connect the dots between housing production and homelessness. Oftentimes, people do not see the connection. Mr. Ko said the core focus is supportive housing. In addition, the UW has hired seven regional organizers who will be looking at neighborhood councils, city councils, and smaller cities. The UW is actively talking about spreading this effort to affordable housing more generally.
- Ms. Margiotta said that a central part of this campaign is the fact that so many people have voted yes, but there is still a need for them to support implementation.
- Ms. Márquez said that in addition to hyper-local efforts, there should be an overall ordinance, such as city of Los Angeles' recent agreement to have 222 units built in each council district. When she was a developer, she would show "side-by-side" pictures of housing and ask which one is affordable and which one is market-rate. It shows the community how well-built affordable housing can be.

Public Comment on Item IV:

- John Motter wants to ensure that Measure H funds are only going to the approved strategies; no money should go to police or for homeless encampment sweeps.
- Kelli Poole spoke about public accountability and outreach. For the 57,000 people that are homeless, we need to work on the root causes and drill into racial inequality and representation.

- Reba Stevens asked about the “Everyone In” Campaign. She wanted to know who are being hired as the organizers to represent the communities. It is important to ensure proper representation.
- Meghan Choi is a community organizer and works with various neighborhood councils. She said that a lot of money is being spent on the people that are opposed to permanent housing. She agreed with her colleague John Motter that we need to decriminalize homelessness and to de-fund LAPD teams that do sweeps.

V. Semi-Annual Review of Measure H Expenditures

Mr. Ansell suggested that Item V be continued due to the time, so that the providers who are here for Item VI can be heard. If no objection, the document can be made available on the HI website, so that it is available to the public. The Advisory Board Members agreed and continued Item V. to the next meeting. Public comment would not be heard on the item, since the item will not be taken up.

VI. Provider Experience with the Implementation of Measure H

Va Lecia Adams Kellum, Executive Director of the St. Joseph’s Center and John Maceri, Executive Director of the People Concern, spoke about their agencies’ experience with Measure H.

- Mr. Kerr asked about the funding for caseload and whether improvements are being made. Ms. Adams Kellum said that her agency has a 1:25 ratio, some improvements have been made, but the problem is that contracts come faster than they can hire up. Sometimes her case managers have 40 cases. They are moving in right direction, but sometimes the infrastructure is limited.
- Mr. Maceri agreed that there are staff retention issues, such as burnout. Some of his case managers have a caseload of 40-50 people.
- Ms. Adams Kellum noted that DHS does not provide advances and that it takes about 15-40 days to get paid by DHS.
- Mr. Morrow asked if this Board could do anything to impress the urgency of moving the money faster. Ms. Adams Kellum said that they are getting paid within 30-45 days. Anything over 30 days is challenging; but she did not want to give impression that DHS is not a good partner; they have been an extraordinary partner.
- Mr. Maceri said that his agency also has a lot of programmatic and clinical staff openings. His agency is competing against other agencies for staff recruitment. He noted that DHS is a phenomenal partner, especially in the flexibility of their funding. He just wants to emphasize the importance of self-correcting the delay in funding.
- Mr. Ansell said he would look into both the DHS delays in payment and the ability of DHS to start providing advances.
- Ms. Adams Kellum noted that they need to buy a new telephone system, due to the increase in client phone calls; however, this is something that cannot

be paid for through Measure H. Mr. Ansell said he would explore if Measure H could possibly fund infrastructure through a loan fund.

- Ms. Márquez thanked the providers for their reports and asked what is needed for infrastructure and capital investment. Ms. Adams Kellum said that the Hilton Foundation has been supporting with infrastructure and capacity-building through the Home for Good Funder's Collaborative and LAHSA.
- Mr. Ansell said it was not an issue of allowability, it's a problem of availability. He noted three items:
 - LAHSA reduced their administration percentage, so that providers could increase their percentage.
 - Authorized one-time start-up costs for each new employee for each provider.
 - LAHSA is administering \$2.5 million this year and next year for provider capacity-building.

VII. Public Comment

- Mr. Motter mentioned the City of Los Angeles Measure HHH funds. In addition, he stated that he is a veteran and there is a disproportionate number of veterans in the homeless population.
- Harvey Keenan asked about homeless veterans and whether they are getting priority.
- Genviève Clavreul said that there should be a team on the ground who reports to the Board of Supervisors directly to demand accountability from all providers.
- Yuri Williams described the homeless experiences of several people and submitted a written letter to the Advisory Board.
- Reverend Oliver E. Buie mentioned the resources that the faith-based community has. He also advocated to include more African-American males in the decision-making process.

VIII. Adjournment

The meeting was adjourned at 3:20 pm.

Minutes submitted by: Rowena Magaña and Jennifer Kim

Minutes approved by: Phil Ansell