



San Gabriel Valley Council of Governments

AGENDA AND NOTICE OF THE MEETING OF THE HOMELESSNESS COMMITTEE

Wednesday, December 2, 2020 -- 8:30 AM

Teleconference Meeting

Livestream Available at: <https://youtu.be/-3UsIaYcGlc>

Chair
Becky Shevlin
City of Monrovia

Vice-Chair
Margaret Clark
City of Rosemead

MEMBERS
Arcadia
Baldwin Park
Claremont
Duarte
Glendora
Irwindale
Monrovia
Pomona
Rosemead
LA County Supervisorial
District #1

EX OFFICIO
W. Huang

Thank you for participating in today's meeting. The Homelessness Committee encourages public participation and invites you to share your views on agenda items.

MEETINGS: *Regular Meetings of the Homelessness Committee are held on the first Wednesday of each month at 8:30 AM at the West Covina Council Chambers Meeting Room (1444 W. Garvey Avenue S., West Covina, CA 91790).* The Meeting agenda packet is available at the San Gabriel Valley Council of Government's (SGVCOG) Office, 1000 South Fremont Avenue, Suite 10210, Alhambra, CA, and on the website, www.sgvco.org. Copies are available via email upon request (sgv@sgvco.org). Documents distributed to a majority of the Committee after the posting will be available for review in the SGVCOG office and on the SGVCOG website. Your attendance at this public meeting may result in the recording of your voice.

CITIZEN PARTICIPATION: Your participation is welcomed and invited at all Committee meetings. Time is reserved at each regular meeting for those who wish to address the Board. SGVCOG requests that persons addressing the Committee refrain from making personal, slanderous, profane or disruptive remarks.

TO ADDRESS THE COMMITTEE: At a regular meeting, the public may comment on any matter within the jurisdiction of the Committee during the public comment period and may also comment on any agenda item at the time it is discussed. At a special meeting, the public may only comment on items that are on the agenda. Members of the public wishing to speak are asked to complete a comment card or simply rise to be recognized when the Chair asks for public comments to speak. We ask that members of the public state their name for the record and keep their remarks brief. If several persons wish to address the Committee on a single item, the Chair may impose a time limit on individual remarks at the beginning of discussion. **The Committee may not discuss or vote on items not on the agenda.**

AGENDA ITEMS: The Agenda contains the regular order of business of the Committee. Items on the Agenda have generally been reviewed and investigated by the staff in advance of the meeting so that the Committee can be fully informed about a matter before making its decision.

CONSENT CALENDAR: Items listed on the Consent Calendar are considered to be routine and will be acted upon by one motion. There will be no separate discussion on these items unless a Committee member or citizen so requests. In this event, the item will be removed from the Consent Calendar and considered after the Consent Calendar. If you would like an item on the Consent Calendar discussed, simply tell Staff or a member of the Committee.



In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the SGVCOG office at (626) 457-1800. Notification 48 hours prior to the meeting will enable the SGVCOG to make reasonable arrangement to ensure accessibility to this meeting.



MEETING MODIFICATIONS DUE TO THE STATE AND LOCAL STATE OF EMERGENCY RESULTING FROM THE THREAT OF COVID-19: On March 17, 2020, Governor Gavin Newsom issued Executive Order N-29-20 authorizing a local legislative body to hold public meetings via teleconferencing and allows for members of the public to observe and address the meeting telephonically or electronically to promote social distancing due to the state and local State of Emergency resulting from the threat of the Novel Coronavirus (COVID-19).

To follow the new Order issued by the Governor and ensure the safety of Board Members and staff for the purpose of limiting the risk of COVID-19, in-person public participation at the Homelessness Committee meeting scheduled for December 2, 2020 at 8:30 a.m. will not be allowed. Members of the public may view the meeting live on the SGVCOG's website. To access the meeting video, please see the link on the front page of the agenda.

Submission of Public Comments: For those wishing to make public comments on agenda and non-agenda items you may submit comments via email or by phone.

- Email: Please submit via email your public comment to Brian McCullom at bmccullom@sgvcog.org at least 1 hour prior to the scheduled meeting time. Please indicate in the Subject Line of the email "FOR PUBLIC COMMENT." Emailed public comments will be part of the recorded meeting minutes. Public comment may be summarized in the interest of time, however the full text will be provided to all members of the Committee prior to the meeting.
- Phone: Please email your name and phone number to Brian McCullom at bmccullom@sgvcog.org at least 1 hour prior to the scheduled meeting time for the specific agenda item you wish to provide public comment on. Please indicate in the Subject Line of the email "FOR PUBLIC COMMENT." You will be called on the phone number provided at the appropriate time, either during general public comment or specific agenda item. Wait to be called upon by staff, and then you may provide verbal comments for up to 3 minutes.

Any member of the public requiring a reasonable accommodation to participate in this meeting should contact Brian McCullom at least 48 hours prior to the meeting at (626) 225-2598 or at bmccullom@sgvcog.org.

PRELIMINARY BUSINESS

1. Call to Order
2. Roll Call
3. Public Comment (*If necessary, the Chair may place reasonable time limits on all comments*)
4. Changes to Agenda Order: Identify emergency items arising after agenda posting and requiring action prior to the next regular meeting (*It is anticipated that the Committee may take action on these matters*)

CONSENT CALENDAR (*It is anticipated the Committee may take action on the following matters*)

5. Homelessness Committee Meeting Minutes – 11/02/2020 – Page 1
Recommended Action: Approve.
6. Homelessness Coordination Quarterly Report – Page 4
Recommended Action: Receive and file.
7. Letter Supporting Additional Resources to Address Mental Health Care Needs – Page 8
Recommended Action: Receive and file.

PRESENTATIONS (*It is anticipated the Committee may take action on the following matters*)

8. Arcadia Homeless Resource Hub Pilot Program– Sara Somogyi, Director of Recreation and Community Services, City of Arcadia – Page 13
Recommended Action: For information only.

ACTION ITEMS (*It is anticipated the Committee may take action on the following matters*)

9. SGVCOG White Paper on LAHSA Reform – Page 15
Recommended Action: Recommend adoption by the Governing Board and direct staff to distribute to member agencies to encourage adoption by individual member agencies.

UPDATE ITEMS (*It is anticipated the Committee may take action on the following matters*)

10. Project Roomkey, Project Homekey, and the LAHSA COVID-19 Recovery Plan – Page 47
Recommended Action: For information only.
11. LA Alliance for Human Rights et al. v. City of Los Angeles et al. – Page 49
Recommended Action: For information only.
12. 2021 Los Angeles Continuum of Care Point-in-Time Count – Page 51
Recommended Action: For information only.

LIAISON REPORTS (*It is anticipated the Committee may take action on the following matters*)

13. San Gabriel Valley Regional Housing Trust
14. San Gabriel Valley Consortium on Homelessness
15. LA County Homeless Initiative
16. United Way Everyone In
17. Union Station Homeless Services

ADJOURN



SGVCOG Homelessness Committee Approved Minutes

Date: November 4, 2020

Time: 8:30 AM

Location: Zoom teleconference

PRELIMINARY BUSINESS

- 1. Call to Order

The meeting was called to order at 8:31 AM

- 2. Roll Call

Members Present

- A. Verlato, Arcadia
- Y. Ruizesparza, Baldwin Park
- J. Leano, Claremont
- K. Davis, Glendora
- M. Ortiz, Irwindale
- B. Shevlin, Monrovia
- W. Huang, Pasadena
- D. Holley, Pomona
- M. Clark, Rosemead

Members Absent

- Duarte
- West Covina
- LA County Dist. 1

Guests

- T. Egan, Capital Representation Group
- D. Klug, City of Pasadena
- M. Funk, LA County DMH
- E. Cope, LA County DMH
- M. Allawos, Glendora

SGVCOG Staff

- M. Creter
- S. Matthews
- C. Sims
- B. McCullom
- P. Hubler
- R. Cole

- 3. Public Comment: None

- 4. Changes to Agenda Order: No changes to agenda order.

CONSENT CALENDAR

- 5. Homelessness Meeting Minutes

There was a motion to approve consent calendar item 5 (M/S: A. Verlato/M. Ortiz)

[Motion Passed]

AYES:	Arcadia, Baldwin Park, Claremont, Duarte, Glendora, Irwindale, Monrovia, Pomona, Rosemead
NOES:	
ABSTAIN:	
ABSENT:	Duarte, Pomona, West Covina, LA County Supervisorial District 1

PRESENTATIONS

6. Using Surplus Land for Affordable Housing and Homeless Services

D. Klug presented on the use of city-owned land for affordable housing in the context of updates to the Surplus Land Act. The presentation focused on Pasadena’s recent selection of a developer to produce affordable housing on a parcel near their city hall. They had adjusted their ongoing plans to comply with AB 1486 and walked the committee through this process step by step. Upon the committee’s request, there was clarification that the laws in question are triggered only when properties are declared to be surplus, and that reporting to the State is required as a part of the annual housing element report. Staff was directed to clarify what deadlines are associated with the new requirements.

7. Los Angeles County Department of Mental Health Programs

Two representatives from the LA County Department of Mental Health presented on the spectrum of the services and housing available to people experiencing homelessness (PEH). Their presentation included a focus on outreach programs, a conservatorship pilot, the services available in permanent supportive housing, and their expanding system of community-based care. In response to questions, they clarified for the committee that the estimated number of PEH served each year is over 35,000, that they engage multiple times per week with individuals believed to be best served by conservatorship, and that DMH closely collaborates with Tri-City Mental Health.

ACTION ITEMS

8. 2021 Legislative Priorities

The committee discussed draft legislative priorities, which built on the prior year’s priorities with additions including a focus on non-competitive funding for affordable housing, additional funding administered directly by the COG and member cities, and efforts supporting regional coordination activities. Committee members requested additions including a prioritization of capital funding over planning funding, the use of surplus or underutilized properties owned by public agencies, including community colleges, and financial incentives or tax advantages for the construction of ADU’s to serve low-income individuals.

There was a motion to approve the Legislative Priorities, incorporating the modifications requested by committee members. (M/S: J. Leano/M. Clark)

[Motion Passed]

AYES:	Arcadia, Baldwin Park, Claremont, Glendora, Monrovia, Rosemead
NOES:	
ABSTAIN:	
ABSENT:	Duarte, West Covina, LA County Supervisorial District 1, Irwindale, Pomona

The committee discussed the concerns raised in a letter that had been distributed by Michael Allawos, Mayor of Glendora, expressing concern as to the lack of resources for homeless individuals living with mental illness and requesting that the State utilize a number of specific properties to meet this need. There was discussion of drafting a companion letter that supported the same underlying concept, with a focus on greater description of the need and a broader ask.

There was a motion to recommend to the Governing Board in November to send a letter to Governor Newsom and the San Gabriel Valley Legislative Delegation in support of additional resources to address mental health care needs. (M/S: M. Clark/J. Leano)

[Motion Passed]

AYES:	Arcadia, Baldwin Park, Claremont, Glendora, Monrovia, Rosemead
NOES:	
ABSTAIN:	
ABSENT:	Duarte, Pomona, West Covina, LA County Supervisorial District 1, Irwindale, Pomona

UPDATE ITEMS

9. Project Roomkey, Project Homekey, and the LAHSA COVID-19 Recovery Plan

The agenda packet included an update on these related efforts, reporting that LAHSA has continued to demobilize Project Roomkey (PRK) sites. Among all PRK sites that have closed, only 3% of participants have exited to unsheltered destinations. The County was awarded further Project Homekey funding for two more projects, bringing the total number of motels purchased to ten. One of these, in Commerce, is adjacent to the San Gabriel Valley, bring the total number of sites in or near the SGVCOG jurisdiction to four.

10. LA Alliance for Human Rights et al. v. City of Los Angeles et al.

The agenda packet included an update on efforts related to this lawsuit, include the signing of an MOU between the City and County of Los Angeles, disputes as to the costs and funding sources of planned programs, and concerns surrounding the displacement of people experiencing homelessness near freeways.

11. 2020-21 Winter Shelter Sites

The agenda packet included an update on the Winter Shelter program, its reduced capacity due to COVID-19 and efforts to locate additional sites in the San Gabriel Valley.

LIAISON REPORTS

12. Liaison reports were included in the agenda packet.

ADJOURN

The meeting was adjourned at 9:55 AM



SGVCOG

San Gabriel Valley Council of Governments

***July-Sep 2020 Report for Contract Number: AO-20-604
Contract for Homeless Services (Innovation Funding)
February 1, 2020 – June 30, 2021***

Summary: During this reporting period (July – September 2020), the SGVCOG held 2 Homelessness Committee, 3 Homelessness Working Group, and 2 Governing Board meetings at which staff provided information and received feedback on Innovation Funding programs, including City homeless programs, pilot programs, and the city hygiene program. During this period, staff conducted individual conference calls with each city to clarify program budgets and scopes of work and executed MOAs with each city. Work was also done to launch the County and State funded programs which will be administered directly through the COG, including the TAY green career path program, landlord outreach and incentive program, and regional housing navigation program through Union Station. A key project completed this period was the County HI funded hygiene program, which allowed many cities to expand the restrooms and handwashing stations available to their homeless population, in addition to the purchase of hygiene kits and related items. Staff also took steps to equip member cities to implement interim housing resources which fit well in the region, such as Pallet shelters. Finally, staff developed a Dropbox folder for the Homelessness Working Group city staff, which serves as a central location for resources recommended by the COG or which cities feel may be helpful to each other. This includes sample forms used in city prevention and diversion programs, tenant resources, and LAHSA guidelines.

Homelessness Coordination

Task 1: Regional Coordination

- 1.1 Cohorts - Conduct Subregional and Topic Specific Cohort meetings or conference calls specific to Cities Homeless Plans, 2020 RFP Funded Activities and Emerging Issues.

Status: Ongoing

Work Completed This Quarter: The August Homelessness Committee included a presentation on the 2020 Point in Time (PIT) Homeless Count, FY 20-21 Measure H Funding Recommendations, and LAHSA's COVID-19 Recovery Plan. The committee received updates on the cities' homeless programs and discussed regional needs to be

addressed by the COG's regional coordination program. The September Homelessness Committee meeting included a presentation on LA County's Housing for Health Program and updates on Project Roomkey. The July Homelessness Working Group included updates on the 2020 PIT Count, the cities homeless programs MOAs and reporting requirements. There was also a presentation on the landlord outreach and incentive program. The August Homelessness Working Group meeting included a presentation on the County's Transition Age Youth Green Path Career Program, as well as discussions on regional safe parking needs and safe haven pilot projects. The September working group meeting included a presentation by Phil Ansell on FY 20-21 Measure H Funding Recommendations. The meeting also featured a robust discussion on city prevention/diversion program guidelines and how to best conduct problem solving during a pandemic. Updates on the city homeless programs and the city hygiene program were included in the August Governing Board meeting.

- 1.2 Regional Needs Assessment Coordination – Explore needs assessment tools and approaches and present to cities and COG for consideration. Such assessments to support or inform regional homeless system coordination and homeless plan implementation priorities.

Status: Ongoing

Work Completed This Quarter: Monthly meetings of the Homelessness Committee and Homelessness Working Group and individual conference calls with Cities has allowed staff to evaluate regional needs and priorities. Based on these needs assessments, staff worked on developing two Requests for Proposals (RFPs) for a regional coordination program and identified potential opportunities for safe parking and safe haven pilots in the region. The SGVCOG has also formed a working group on LAHSA to provide feedback on the recent efforts to reimagine LAHSA's governance structure.

- 1.3 Research and report to Homelessness Committee on a Collective Impact approach and data and assessment options for developing a Results Based Accountability (RBA) strategy for a regional homeless system.

Status: Not started

Task 2: Governing Board Homelessness Strategies

- 2.1 Develop a plan to implement the SGVCOG's Governing Board's homelessness strategic plan.

Status: Ongoing

Work Completed This Quarter: In accordance with the COG's homelessness plans, staff continued to provide technical assistance to cities to help them plan and implement

their programs. Work was also done to launch the County and State funded programs which will be administered directly through the COG, including the TAY green career path program, landlord outreach and incentive program, and regional housing navigation program through Union Station. A key project completed this period was the County HI funded hygiene program, which allowed many cities to expand the restrooms and handwashing stations available to their homeless population, in addition to the purchase of hygiene kits and related items. Staff also took steps to equip member cities to implement interim housing resources which fit well in the region, such as Pallet shelters.

2.2 Submit SGVCOG Regional Housing Trust Fund Concept Document.

Status: Completed

Task 3: Communications

3.1 Working with regional partners, develop a regional communications plan on understanding homelessness. Such a plan shall be focused on city and general populations audiences to advance understanding of homelessness, support a local, subregional and regional solutions both in concept and specific projects.

Status: Not started

3.2 Cities' Share – Share cities' homeless projects through the SGVCOG Homelessness Webpage and the Homelessness Committee.

Status: Ongoing

Work Completed This Quarter: Cities' shared about their Prevention and Diversion programs at September Homeless Working Group. This led to a substantial level of discussion and the sharing of best practices. A schedule was developed in which several cities will share updates each month.

3.3 Build out the SGVCOG Homelessness Webpage with Resource Directory.

Status: Ongoing

Work Completed This Quarter: Much of this work will be done through the Regional Homeless Services Coordination RFP which has been released, with an expected consultant contract start date of January 2021. Additionally, a shared Dropbox folder was created for the Homelessness Working Group, which will serve as a central location for resources recommended by the COG or which cities feel may be helpful to each other. This includes sample forms used in city prevention and diversion programs, tenant resources, and LAHSA guidelines.

- 3.4 Include the County Regional Coordination monthly report in the Governing Board and Homelessness Committee's agenda packets.

Status: Ongoing

Work Completed This Quarter: Monthly homelessness reports were included in the August and September Governing Board agenda packets. A report on the hygiene program was included in the packets for Governing Board and the Homelessness Committees.

Innovation Funds

Task 4: Innovation Funds Activities

- 4.1 Submit an interim implementation and outcomes report within 6 months of submitting SGVCOG's Innovation Funds plan (Approximately October 2020).

Status: In progress

Work Completed This Quarter: Because of delays related to both contract execution and program development, in large part due to competing priorities related to COVID-19, cities have only recently begun their programs, and many are not yet active. Therefore, there has been insufficient work completed to provide a report for at this time. Such a report will be more appropriate with the next quarterly report, covering the period through December 31. If the contract is extended until December 31, 2021 as has been discussed, an interim report would be more meaningful if provided in April 2021. However, work is underway to ensure data collection to demonstrate programs' effectiveness and efficiently target future funds. Staff created an Access database to track the implementation and outcomes of Innovation Funding programs and continues to enter data reported by cities. This period, reporting requirements were developed and provided to cities to track their work, and guidelines on reporting were discussed at October Homelessness Working Group.

REPORT

DATE: December 2, 2020

TO: Homelessness Committee

FROM: Marisa Creter, Executive Director

RE: **LETTER SUPPORTING ADDITIONAL RESOURCES TO ADDRESS MENTAL HEALTH CARE NEEDS**

RECCOMENDED ACTION

Receive and file.

BACKGROUND

During discussion of legislative priorities at the November Homelessness Committee meeting, the committee discussed the concerns raised in a letter that had been distributed by Michael Allawos, Mayor of Glendora. This letter requested that the State utilize surplus or underutilized property, including nine specific facilities throughout the State. At the meeting, there was direction to develop a companion letter to the letter presented by Mayor Allawos that supported the underlying concept of the letter, which was to provide additional public properties that could be used for housing and treatment, while broadening the request beyond the reopening of any specific sites.

At the November SGVCOG Governing Board, this letter was approved as a part of the consent calendar. This letter is included with this report as Attachment A. The letter requests renewed efforts to identify additional funding for mental health services for our homeless population, including:

- Using surplus and underutilized public properties to offer housing and treatment.
- Prioritizing timely, cost effective interventions such as existing community-based board and care facilities, and;
- Strengthening the Lanterman-Petris-Short Act and associated services to those who are gravely disabled.

The Governing Board approved the letter and directed staff to submit to Governor Newsom and the San Gabriel Valley legislative caucus. To that end, SGVCOG staff is preparing to send this letter, in hopes that it will be considered in the upcoming legislative session or in the budget process.

Prepared by: Brian McCullom
Brian McCullom
Management Analyst

Approved by: Marisa Creter
Marisa Creter
Executive Director

ATTACHMENTS

Attachment A – Letter Supporting Additional Resources to Address Mental Health Care Needs



November __, 2020

OFFICERS

President
Margaret Clark

1st Vice President
Becky Shevlin

2nd Vice President
Tim Hepburn

3rd Vice President
Ed Reece

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San Gabriel
San Marino
Sierra Madre
South El Monte
South Pasadena
Temple City
Walnut
West Covina
First District, LA County
Unincorporated Communities
Fourth District, LA County
Unincorporated Communities
Fifth District, LA County
Unincorporated Communities
SGV Water Districts

Honorable Gavin Newsom
Governor, State of California
1303 10th Street, Suite 1173
Sacramento, CA 95814

Re: Supporting Additional Resources to Address Mental Health Care Needs of Homeless Individuals

Dear Governor Newsom:

As the State of California prepares to commence a new legislative session and budget process in December, the San Gabriel Valley Council of Governments (SGVCOG) requests renewed efforts to identify additional funding for mental health services for our homeless population, including:

- Using surplus and underutilized public properties to offer housing and treatment.
- Prioritizing timely, cost effective interventions such as existing community-based board and care facilities.
- Strengthening the Lanterman-Petris-Short Act and associated services to those who are gravely disabled.

As you know, California cut back on its services in state hospitals for people with severe mental illnesses some three decades ago, but failed to provide adequate funding for mental health services in the community. Considering psychiatric hospital beds alone, only a small part of the overall mental health care system, this loss is significant. The state psychiatric hospital system in California had at least 37,000 beds in 1955¹. As of 2017, there were only 6,777 acute psychiatric hospital beds statewide available to the general public in addition to the approximately 6,078 at State hospitals, available largely only through court order. According to the widely accepted minimum standard of 50 public psychiatric beds per 100,000 individuals, California would need approximately 19,750 more such beds. Because of California's population growth and further loss of psychiatric treatment facilities since 1995, the gap in additional beds needed per capita has increased by 42.2% since that time, if not more given expanded need. This is in addition to a current gap of roughly 4,000 outpatient mental health beds² and other needed housing resources.

According to the 2020 Los Angeles Homeless Services Authority (LAHSA) Homeless Count, 14,125 individuals in the Los Angeles Continuum of Care were living with serious mental illness, or 25% of the total homeless population. However, this figure comes from self-reported information and therefore it is believed that the true percentage is much higher, given the LA County Department of Mental Health estimates it serves 35,000 homeless individuals per year.

¹ <https://ps.psychiatryonline.org/doi/10.1176/ps.34.2.140>

² <https://www.calhospital.org/general-information/california-annual-report-behavioral-health-delivery-system>

Based on LAHSA's 2018 Report on Homeless Housing Gaps³, and the growth of the homeless population since that report, the resources needed currently for homeless individuals with mental illness in LA County would be 9,627 permanent housing units and 930 interim housing beds. There is a similarly serious lack of resources for the often-overlapping populations of those with substance use disorders or developmental disabilities.

The urgent plight of those living on the street with severe and untreated mental illness requires a more rapid response than is being provided through California's Mental Health Services Act of 2004 and the related \$2 billion No Place Like Home (NPLH) housing capital grant program. The NPLH program will provide thousands of permanent supportive housing units, but most will not come online for years. The SGVCOG urges the following measures during this fiscal and legislative year to respond to the longstanding and growing crisis in providing mental health services and housing to the homeless.

First, prioritize providing sustainable reimbursement funds necessary to maintain the existing infrastructure of board-and-care facilities which provide homes to thousands living with mental illness today, but which are at serious risk of mass closure without additional one-time and ongoing funding from the State. The State could also build on Los Angeles County's enriched residential care program which better equips these sites to serve high-need individuals and does not require the construction of additional facilities. Interventions such as tenant-based rental assistance should be employed to prevent the need for additional construction and to better serve clients who live in communities where large NPLH-funded projects are not viable. We support the additional flexibility for the NPLH program which would be provided by AB 2589 (Maienschein).

Second, care should be taken to focus on cost-effective interventions. While Project Homekey secured motel rooms to serve as interim housing for homeless individuals, including those with mental illness, this effort cost approximately \$160,000 per room in Los Angeles County, not including costs to convert the rooms to permanent supportive housing.

Third, improvements to the Lanterman-Petris-Short Act are needed to better serve those with the most serious mental health needs when outreach strategies alone are not sufficient to engage them in treatment. We support the changes proposed in AB 2015 (Eggman) and other efforts to strengthen the definition of what constitutes a "gravely disabled" individual. Critically, broadening the legal ability to place into conservatorship the most vulnerable must be paired with the housing and services resource to do so at scale.

Fourth, and in furtherance of the above objectives, we recommend that surplus or underutilized State property, including former Developmental Centers, be prioritized for homeless individuals with mental health needs. Paired with the funding to make necessary capital improvements and to operate the facilities, this could provide housing with the services needed.

³ <https://www.lahsa.org/documents?id=1865-2018-report-on-homeless-housing-gaps-in-the-county-of-los-angeles.pdf>

In collaboration with our state representatives, the SGVCOG seeks to play a constructive role in responding to the affordable housing and homelessness crisis. We are providing funding to support homelessness programs administered by multiple San Gabriel Valley cities as well as financial support to local affordable housing developments via the San Gabriel Valley Regional Housing Trust, established this year by the SGVCOG.

We appreciate your leadership on these issues and your consideration of our request. Questions regarding this matter may be directed to SGVCOG Regional Homelessness Coordinator Brian McCullom at bmcullom@sgvcog.org or (626) 225-2598.

Sincerely,



Margaret Clark
President
San Gabriel Valley Council of Governments

cc: San Gabriel Valley State Legislative Delegation
Mr. Tim Egan, SGVCOG lobbyist

REPORT

DATE: December 2, 2020
TO: Homelessness Committee
FROM: Marisa Creter, Executive Director
RE: **ARCADIA HOMELESS RESOURCE HUB PILOT PROGRAM**

RECOMMENDED ACTION

For information only.

BACKGROUND

In November 2019, the Governing Board approved the recommended funding plan for the homelessness funding received by the San Gabriel Valley Council of Governments (SGVCOG). In total, the SGVCOG was awarded more than \$7.1 million – an approximately \$5.6 million State budget allocation and an approximately \$1.5 million allocation from Los Angeles County’s Measure H Innovation Funds – to support homeless programs in the San Gabriel Valley. From this total allocation, \$610,000 in funds were awarded to various pilot programs throughout the region. Interested cities that had previously completed homeless plans and were interested in implementing a unique element of their plans were invited to submit applications.

The City of Arcadia submitted a pilot program application and was awarded \$150,000 to implement a planned pop-up Homeless Resource Hub. The Homeless Resource Hub provides various services to people experiencing homelessness including mobile showers, a laundry facility, restrooms, case managers/housing navigators from Union Station Homeless Services, and a medic from the Arcadia Fire Department to provide first aid if needed. The program is located at the Par 3 Golf Course parking lot in Arcadia.

The weekly program commenced on Thursday, November 5. There are to be 27 total events. Sara Somogyi, Director of Recreation and Community Services for the City of Arcadia will present on the Homeless Resource Hub at the meeting.

Prepared by: Brian McCullom
Brian McCullom
Management Analyst

Approved by: Marisa Creter
Marisa Creter
Executive Director

ATTACHMENTS

Attachment A – Arcadia Staff Memorandum




MEMORANDUM

Recreation and Community Services

DATE: November 12, 2020

TO: Dominic Lazzaretto, City Manager

FROM : Sara Somogyi, Director of Recreation and Community Services 
By: Bani Antonacci, Administrative Assistant

SUBJECT: Weekly Report

Homeless Resource Hub

A big thanks to everyone for contributing to the startup of Arcadia's first Homeless Resource Hub! The Homeless Resource Hub took place at the Par 3 Golf Course Parking lot last Thursday, November 5. The Homeless Resource Hub provides various services to people experiencing homelessness including mobile showers, a laundry facility, restrooms, case managers/housing navigators from Union Station Homeless Services, and a medic from the Fire Department to provide first aid if needed. One day down, 26 more to go!



9 individuals utilized the showers
2 individuals sought first aid
8 individuals received clothing
8 individuals received hygiene kits
13 individuals received lunch



DATE: December 2, 2020

TO: Homelessness Committee

FROM: Marisa Creter, Executive Director

RE: **SGVCOG WHITE PAPER ON LAHSA REFORM**

RECOMMENDED ACTION

Recommend adoption by the Governing Board and direct staff to distribute to member agencies to encourage adoption by individual member agencies.

BACKGROUND

In response to the Countywide homelessness crisis and the problems with the current homelessness services system, the Los Angeles County Board of Supervisors approved a motion on September 1, 2020, seeking to explore changes to the structure and function of Los Angeles Housing Services Authority (LAHSA) and highlighting the need to examine the system as a whole. A similar motion was approved by the City of Los Angeles City Council. Meanwhile, LAHSA itself convened an Ad Hoc Committee on Governance to consider similar concerns.

In response, the SGVCOG convened a working group to draft a white paper to ensure the San Gabriel Valley had a leading voice in these reform efforts. This working group consisted of representatives from 11 cities. From September to November 2020, the working group met five times.

The resulting white paper (Attachment A) is organized around the following discussion topics:

- Exploring the causes and impacts of systemic problems with the current homelessness response system, especially as they relate to smaller cities;
- Identifying comprehensive solutions; and
- Confirming the San Gabriel Valley's commitment to best practices and programs and to affirming a willingness to lead the region to a more effective, County-wide coordinated strategy to combat homelessness.

Specifically, the paper identifies several problems with the current system, including a lack of collaborative relationship with smaller cities, a lack of funding for locally-based and supported initiatives and programs, and poor communication and lack of transparency. To address these problems, the white paper proposes potential solutions including increasing representation for smaller cities within the current system and providing more autonomy within the current system, as well as leaving the door open to pursue independent control of homelessness funds if these strategies are unsuccessful at sufficiently resolving the stated concerns.

NEXT STEPS

The review schedule for the white paper is as follows:

REPORT

- November 30, 2020: City Managers' Steering Committee Meeting
- December 2, 2020: Homelessness Committee
- December 7, 2020: Executive Committee
- January 21, 2021: Governing Board

Following review by the Executive Committee, the white paper will be distributed to individual member cities and other councils of governments for their own review and possible adoption.

Simultaneously, the SGVCOG will conduct other outreach efforts, including direct outreach to County Supervisors, LAHSA, the public, and the Measure H Citizens' Oversight Committee. Outreach to the County Supervisors will include the draft letter included as Attachment B to this report.

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ATTACHMENTS

Attachment A – SGVCOG White Paper on LAHSA Reform
Attachment B – Letter on LAHSA Structure and Function

**United We Stand:
Supporting a comprehensive, coordinated structure and strategy to meet
the homelessness crisis in Los Angeles County**

*A White Paper
Prepared and Adopted
by the San Gabriel Valley Council of Governments*

January 21, 2021

DRAFT

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INTRODUCTION

The ever-worsening homeless crisis is a growing threat to the wellbeing, prosperity and quality of life of our region. It is likely only to intensify due to the ongoing COVID-19 pandemic. The gravity and urgency of the crisis requires a comprehensive, coordinated, Countywide structure and strategy to end the shame of tens of thousands of people living on our streets.

Acknowledging this crisis and the problems with the current homelessness services system, the Los Angeles County Board of Supervisors approved a motion, “Exploring New Governance Models to Improve Accountability and Oversight of Homeless Funds” on September 1, 2020. This motion focused on the structure and function of Los Angeles Housing Services Authority (LAHSA), but highlighted the need to examine the system as a whole. Meanwhile, LAHSA itself has convened an Ad Hoc Committee on Governance to consider similar concerns.

While we support the efforts of the County, LAHSA and the City of Los Angeles to seek a more effective coordinating structure, we believe it is critical to directly involve the remaining 87 cities that make up the County. These cities represent 60% of the County’s population, nearly 40% of the population of those experiencing homelessness and are the source of the majority of the tax revenue for Measure H.

Municipalities in the San Gabriel Valley are committed to be leaders in the fight to combat homelessness. We have the need and the desire to serve the most vulnerable in our communities and to maximize local ideas, resources, and programs to this end. The San Gabriel Valley Council of Governments (SGVCOG) and its member cities developed this white paper to demonstrate our commitment to creating a more coordinated, effective homelessness services system which is capable of solving our homelessness crisis.

We bring tangible resources to the table. Our city governments, non-profits, faith communities, healthcare providers, businesses, civic organizations and volunteers are already actively engaged in meeting this crisis. We already have boots on the ground working every day on all aspects of this challenge. What we lack is participation in a focused, flexible and responsive Countywide structure to coordinate strategy, services and funding to effectively address the causes and solutions for homelessness.

In this white paper, we lay out the background and our perspective on the shortcomings of the current approach to homelessness across LA County. We lay out a range of potential solutions. Our concerns are substantive and we believe our alternatives are realistic. We believe that failure is not an option.

The cities of the San Gabriel Valley pledge to work with the County of Los Angeles, the City of Los Angeles, our sister communities and the myriad of private, non-profit, academic, philanthropic and civic institutions across the County to mobilize an effective, efficient and equitable response to the homelessness crisis.

EXECUTIVE SUMMARY

The SGVCOG is a joint powers authority that supports regional issues and implements regional programs. The SGVCOG includes the 30 cities and unincorporated areas of Los Angeles County Supervisorial Districts 1, 4, and 5, representing 20% of the population of Los Angeles County.

The 2020 Homeless Count identified 4,555 people experiencing homelessness in the San Gabriel Valley. This represents an increase of 47% over the last five years. With the inclusion of the separate count within the separate Pasadena Continuum of Care, the homeless population of the San Gabriel Valley represents nearly 10% of the Countywide total.

Of those counted in 2020, two-thirds were unsheltered with the majority of those staying in vehicles (59.8%) and the remainder (40.2%) on the streets. One third were sheltered. People of color represent 75% of those experiencing homelessness

The SGVCOG cities are actively engaged in providing homelessness services and work with LAHSA, LA County Homeless Initiative, LA County Department of Mental Health, LA County Sheriff's Department, and various other State and County departments, nonprofits, service providers, and other municipalities. The cities of Claremont, Pomona, and La Verne are also served by Tri-City Mental Health.

Most San Gabriel Valley cities have adopted formal homelessness response plans and others are currently developing them. Several cities have used Measure H implementation funding to offer Housing Navigation services to their communities. In 2018, the City of Pomona opened a 200-bed interim housing facility, contributing much of the capital funding themselves. The region has strong networks of outreach efforts, shelters, housing assistance programs and a range of public, non-profit and faith-based social services. Finally, twenty SGVCOG member cities have joined the San Gabriel Valley Regional Housing Trust (SGVRHT) that is financing the planning and construction of affordable housing, including permanent supportive housing for homeless individuals and families.

Problems with the Current System:

- **Lack of Collaborative Relationship with Smaller Cities:** LAHSA and the broader County homeless services delivery system do not engage with SGV cities as partners. Yet our cities are on the front line when residents have complaints or concerns about homelessness. Without effective collaboration from LAHSA or the County, cities are largely left on their own to address the needs of their homeless residents. At worst, this can lead to duplicative efforts with LAHSA that are a waste of precious resources. LAHSA programs would be more effective if they built on the close relationship that city governments have with their communities and their knowledge of local conditions. To do this, there must be an effort to understand the specific needs of these small communities and collaborate with jurisdictions to implement these more targeted approaches. Communication and transparency need to be improved to build trust and collaboration.
- **Lack of Funding for Locally-Based and Supported Initiatives and Programs:** Cities throughout the County have constrained funding to address a wide range of issues,

including homelessness, transportation, public safety, parks, and stormwater. Under the current system, when cities propose an innovative solution, it does not appear to be taken seriously unless it can be applied County-wide. Funding for locally-based and locally-supported initiatives and programs can leverage Measure H funding for greater impact. Other countywide tax measures, including Measure W (Water), Measure A (Parks), Measure M (Transportation), Measure R (Transportation), have all included a “local return” component that have allowed cities to implement projects and programs customized to local needs.

- **Poor Communication and Lack of Transparency:** Currently, cities struggle to access information about programs, do not have direct access to appropriate contacts that can answer questions and respond to concerns. There is a lack of timely and accurate shared data about people experiencing homelessness served in their communities. When cities are able to find appropriate contacts, it can be difficult to get clear and concise direction from LAHSA and the County. At times, staff receive different answers from different people, creating confusion and making program implementation more difficult. Further complicating these issues is that cities often interact with LAHSA in both its capacity as an administrator of funding and as a direct service provider through its outreach teams.

Potential Solutions:

- **Increasing Representation Within the Current System:** LAHSA was created nearly three decades ago as a joint structure for the County and the City of Los Angeles to administer funding for homeless programs, primarily from the Federal government. Many options have been proposed for restructuring the governance of LAHSA to more effectively coordinate countywide homeless strategies, programs and funding. These include using the Metro board as a model; adding representatives from all the Service Planning Areas or the Councils of Government; and a new model implemented in King County (Seattle) that has a bifurcated board structure to direct policy and operations and includes representation from elected officials, experts and people with lived experience.
- **More Autonomy Within the Current System:** Even without restructuring LAHSA governance, there can be improvements within the current system by granting greater autonomy on programming and funding within each Service Planning Area and with the cities they cover.

The white paper proposes additional proposals for improving the delivery of services to reduce homelessness. Finally, it poses the option that in the absence of consensus on a comprehensive coordinated strategy and structure to effectively address the growing crisis, the San Gabriel Valley is prepared to accept independent responsibility for administering our own Continuum of Care.

It's a diverse region: of the residents in the San Gabriel Valley, 44.7% identify as Hispanic or Latino; 25.7% as Asian; 24.8% as white non-Hispanic; 2.4% as Black; and 2.4% as Native American, Alaskan Native, Native Hawaiian, or another race.

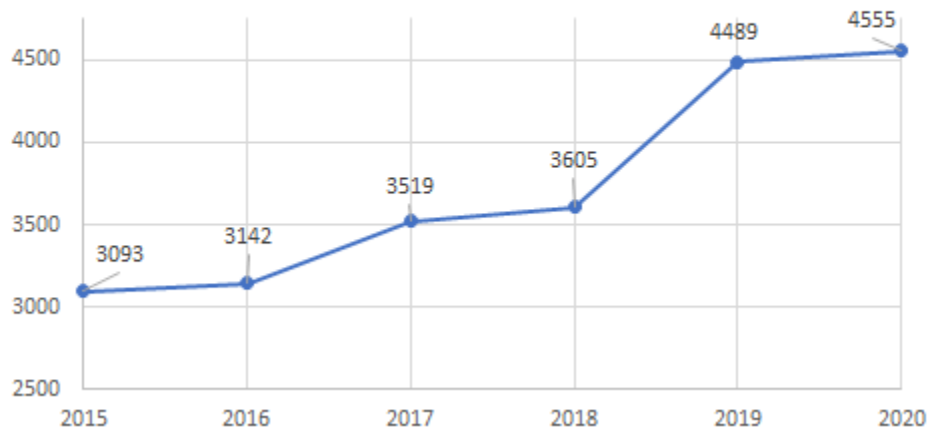
At the time of the 2010 Census, 61% of residents in the San Gabriel Valley lived in owner-occupied housing, while 39% lived in rental housing units.

While our member cities have unique needs and resources, our communities also face many of the same challenges and have developed a unified voice to maximize resources, achieve sustainable solutions, and advocate for regional and member interests to improve the quality of life in the San Gabriel Valley.

Scope of Homelessness

In January 2020, the Greater Los Angeles Point-in-Time (PIT) Count determined there were 4,555 people experiencing homelessness within the SPA 3, the boundaries of which closely mirror those of the SGVCOG. The number of people experiencing homelessness in the San Gabriel Valley has steadily increased since 2015, when 3,093 people were identified through the PIT Count.

Number of People Experiencing Homelessness
(Point in Time Count)



Just as our cities have varying populations, needs, and resources, our communities experience varying levels of homelessness. The 2020 Point-In-Time Count determined there was a range of homelessness in each of our cities - from 0 people experiencing homelessness (PEH) in some communities to 723 people experiencing homelessness in another, with a median of 68 PEH in each SGV city.

Of the people experiencing homelessness within the San Gabriel Valley who were captured through the PIT Count, the majority are unsheltered: 66.5% were unsheltered, with 59.8% of those staying in vehicles (59.8%) and the remaining (40.2%) staying outdoors on the streets, in parks, or in tents. 33.5% were sheltered, or sleeping in emergency shelters or transitional housing.

Other key concerns from the region's 2020 Point-in-Time Count data of concern to our region include the following:

- People experiencing chronic homelessness rose 40%
- Number of seniors 62 and over experiencing homelessness rose 13%, 68.7% of whom are unsheltered
- People of color represent 75% of those experiencing homelessness

Our region also has deep concern with the impacts of the COVID-19 pandemic on housing stability and homelessness. The 2020 PIT count data predates the pandemic and the full effects on homelessness in the region remain to be seen.

Regional Homelessness Response

As the homeless population has risen over the last 5 years, so too has the amount of San Gabriel Valley resources allocated to policies and programs to respond to the regional homelessness crisis. The cities of the SGVCOG are strongly committed to providing homelessness services and have supplemented the programs and funding administered by LAHSA and the County to provide additional resources to PEH in their communities. Nineteen cities have developed homelessness response plans, with five more cities currently developing plans to be approved by their City Councils in the coming months. The SGVCOG received an influx of \$5.625 million from the State Budget in FY 2020, and the majority of those funds have been allocated to these cities to implement their homeless plans. With additional funding supported by the County's Measure H Innovation Fund - which provided approximately \$1.5 million to the San Gabriel Valley - in total, 22 cities are utilizing these funds to implement prevention, diversion, rapid rehousing programs, and other pilot programs aimed at reducing homelessness in the San Gabriel Valley. This funding has supplemented funding that some communities received from Measure H implementation grants, which they also used to provide additional housing navigation services to their communities. Recently, during spring and summer 2020, 11 cities participated in the SGVCOG's hygiene program (funded by the County) to provide people experiencing homelessness increased access to hygiene services during the pandemic and to mitigate the spread of COVID-19 in our unhoused neighbors.

These programs often fill key gaps in the larger homeless services system. For example, there is currently a serious lack of funding for rapid rehousing in the San Gabriel Valley, with CES programs often unable to take new clients after the first few months of the fiscal year. With the funding sources listed above, the SGVCOG and its member cities are able to provide additional case management and housing navigation and rapid rehousing slots - as well as targeted outreach and incentives to landlords to increase the supply of available units - to provide more resources to house our homeless population.

Even with limited staff, cities have also allocated staff resources to ensure that their city can respond to homelessness. Cities' homelessness response falls within a variety of city departments, often working in coordination with one another. Cities' homelessness response teams are staffed in different departments, with some in the City Manager's Offices, some in departments of community/neighborhood/human services, housing departments, economic development departments, police departments, and fire departments. Our cities work with LAHSA, the LA County Homeless Initiative, LA County Department of Mental Health, LA County Sheriff's Department, and various other State and County departments, nonprofits, service providers, and

other municipalities. The cities of Claremont, Pomona, and La Verne are also served by Tri-City Mental Health.

Our region is committed to providing shelter to those experiencing homelessness and developing affordable housing to stop the inflow into homelessness. In 2018, the City of Pomona opened a 200-bed interim housing facility, contributing much of the capital funding themselves. The region has strong networks of churches, one of which provides shelter for families, and another of which provides winter shelter locations, in addition to those operated at County parks each year. Smaller scale programs offer transitional housing to youth or families, or residential treatment for substance use disorder. The cities of Baldwin Park and Pomona operate housing authorities to offer rental assistance to qualifying families and individuals through a Housing Choice Voucher Program (HCV). In 2020, the SGVCOG also started the San Gabriel Valley Regional Housing Trust (SGVRHT) - which has joined by twenty SGVCOG member cities to date - to fund and finance the planning and construction of homeless housing, and extremely-low, very-low, and low-income housing projects. Already, the SGVRHT has issued funding letters of commitment to projects that would provide 125 units of housing for the region, 30% of which would serve extremely-low income households or homeless residents.

White Paper Development Process

To inform the white paper, the SGVCOG engaged its thirty member cities and formed a working group of representatives from the following 11 cities: Arcadia, Baldwin Park, Claremont, Duarte, Glendora, Montebello, Monterey Park, Pomona, San Dimas, South El Monte, and South Pasadena. Stakeholders included City Managers, Assistant City Managers, Directors of Community/Neighborhood/Human Services, Public Safety Outreach Coordinators, and Police Chiefs. During a three-month period from September to November 2020, the working group met five times.

The white paper was developed through a multi-phase process. The first component included information gathering and assessment to understand the problems with the existing homelessness response system, as well as our region's current resources and programs. Subsequent meetings each focused on one section of the white paper.

The white paper was reviewed by the SGVCOG's City Manager's Steering Committee, Homelessness Committee (made up of elected officials and staff from 10 of our member cities and 1 LA County Supervisorial District), and ultimately approved by the SGVCOG Governing Board.

The purpose of this white paper is to address the systemic problems with the current homelessness response system, identify comprehensive solutions, confirm our commitment to best practices and programs, and demonstrate our desire to lead the region to a more effective, County-wide coordinated strategy to combat homelessness.

The white paper does this by approaching the following topics:

- Exploring the causes and impacts of systemic problems with the current homelessness response system, especially as they relate to smaller cities;
- Identifying comprehensive solutions; and

- Confirming the San Gabriel Valley’s commitment to best practices and programs and to affirming a willingness to lead the region to a more effective, County-wide coordinated strategy to combat homelessness.

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PROBLEMS WITH THE CURRENT SYSTEM

To identify solutions, it is important to have a good understanding of the existing problems. To that end, the first section of this white paper articulates these obstacles, provides examples of how this impacts service delivery to PEH, and identifies potential root causes. These problems prevent the SGVCOG's cities, the County, and LAHSA from most effectively assisting and housing people experiencing homelessness (PEH) and prevent homelessness.

The SGVCOG has identified the following specific problems and their impacts, which will be discussed in more detail below:

- Lack of Collaborative Relationship with Smaller Cities
- Poor Communication and Lack of Transparency
- Lack of Funding for Locally-Based and Supported Initiatives and Programs

Lack of Collaborative Relationship with Smaller Cities

In general, LAHSA and the broader County homeless services delivery system often do not effectively collaborate with cities. Cities do not feel informed of programs before they are implemented and, at times, it appears that cities are viewed as obstacles rather than partners.

In small cities, the relationship between residents and the City is much closer than in larger jurisdictions (e.g. County of Los Angeles; City of Los Angeles). Cities' councils and staff are on the front line in addressing homelessness and responding to residents, and they are expected to address issues. This means that programs that are much more localized and responsive to city-specific conditions. With limited support from and collaboration with LAHSA or the County, cities are largely left on their own to address the needs of their homeless residents. At worst, this can lead to duplicative efforts with LAHSA that are a waste of precious resources.

Examples

Specific examples of this lack of collaboration are as follows:

- **Project Roomkey:** During the recent initial rollout of Project Roomkey, cities were not consulted or informed as potential project sites were identified and pursued. This approach not only created the impression that cities were being deliberately excluded from the discussion but also likely created more opposition, as cities were not able to properly prepare for the launch of Project Roomkey in their communities. Neither staff nor councilmembers had adequate information on the program implementation and had many questions that were unanswered, such as the following:
 - What additional city services/resources (if any) would need to be provided to those sites?
 - Would cities receive transient occupancy tax on the occupied rooms?
 - Who would be housed in these Project Roomkey sites?
 - Would homeless residents from their communities have first priority?
 - Where would Project Roomkey residents go after sites were decommissioned?

Instead, the County's and LAHSA's efforts moved forward without the cities' engagement, leaving councilmembers and residents concerned and frustrated by the lack of up-front information and engagement. It was difficult to overcome this initial lack of collaboration: even as LAHSA and the County attempted to engage cities as Project Roomkey advanced,

there was still distrust and uncertainty about the program and its implementation. With a collaborative approach, questions could have been discussed and addressed prior to project launch which would have led to a more successful launch of the Project Roomkey program.

- **Point-in-Time Count:** Cities have often raised the issue that the LAHSA Homeless Count methodology produces a PIT count which is substantially different from a city's understanding of its homeless count, based on its knowledge of its homeless populations. This has in the past included either a substantial undercount or overcount. For example, from 2019 to 2020, the City of Baldwin Park experienced a 100% increase in its homeless count, to 555. This number seemed improbable given Baldwin Park's size, efforts related to address homelessness locally, and observations of staff. To that end, Baldwin Park City staff spent significant time and effort to identify the reason for the significant increase and raised these concerns to LAHSA. However, no action was taken and city staff were left unable to provide an adequate explanation to the community. Baldwin Park's experience is consistent with the experience of other San Gabriel Valley communities. When cities have raised these concerns and presented specific corrections to the official count, no action has been taken.

City staff are deeply knowledgeable about their communities, and, in some instances, may have collected data throughout the year. LAHSA and the County should collaborate with cities on this data, in order to make better decisions and better direct resources and services to specific areas. This is extremely important from both a political and technical level. City level counts are also highly significant to each community's perception of progress made against homelessness. A PIT count is less accurate at smaller geographies, so it's important to fully vet and understand the data and analyze the reasons for significant changes, especially to assess if the significant change is the result of an error. Input from and meaningful collaboration with cities could resolve these serious discrepancies.

Key Cause: Lack of Representation

The SGVCOG believes that these issues may arise from the fact that LAHSA only represents the City of Los Angeles and the County of Los Angeles, and only representatives from the City and County of Los Angeles are seated on the LAHSA Commission. There are 84 other cities in the County that are also part of the LA Continuum of Care that do not have representation at the level where the most impactful decisions about homelessness are made. Instead, cities are considered as one of many stakeholders within the process, rather than as an independent partner that is also responsible for providing services to its residents. County Departments that provide numerous services to PEH have a seat at the table in discussions on how to address homelessness. However, departments that provide services to PEH in the other 84 cities are not a recognized part of these discussions. Without a seat at the table, it is impossible for true collaboration with all cities.

The SGVCOG recognizes that collaboration is challenging in a region so large and diverse, with thirty jurisdictions in the San Gabriel Valley, each with its own council members, ordinances, programs, and staff. However, it is critical to providing the most effective services and resources to our unhoused residents. San Gabriel Valley cities have a shared goal of ending homelessness, and each city implements the approach that is most responsive to the needs of all of its community members and is based on the resources available, historical knowledge of their communities, and previous experiences.

LAHSA programs could benefit from the close relationship that cities have with their communities and their knowledge of local conditions. To do this, there must be an effort to understand the specific needs of these small communities and collaborate with jurisdictions to implement these more targeted approaches.

Lack of Funding for Locally-Based and Supported Initiatives and Programs

Cities have had limited access to funding that can be used to develop and implement programs that would best serve their communities. This is despite the fact that County residents passed Measure H, voting to tax themselves to provide additional resources to address homelessness. Other tax measures - Measure W (Water), Measure A (Parks), Measure M (Transportation), Measure R (Transportation) - have all included a “local return” component that have allowed cities to implement these unique programs. In each of these instances, the “local return” is only one component of the funding allocation, and there is still significant funding that is allocated towards regional projects and programs.

Local return is missing from Measure H. Instead, Measure H funding is managed by LAHSA and the County, where cities participate merely as minor stakeholders amongst a group of other stakeholders. This mindset has been demonstrated in the various stakeholder meetings used to develop the Measure H Approved Strategies to Combat Homelessness. At these meetings, the majority of representatives have been from County departments or the homeless services system, with very limited representation from cities.

As a result, cities have had limited access to funding that could be used to develop and implement programs that would best serve their communities. This has severely limited cities’ flexibility or creativity to create programs that uniquely serve their own communities. Moreover, even when cities propose an innovative solution, it does not appear to be taken seriously unless it can be applied County-wide.

Examples

Specific examples demonstrating the lack of locally-available funding are as follows:

- **Burdensome Funding Requirements:** When funding is provided, it comes with numerous restrictions. When cities received grants for the implementation of their homeless plans, the County placed restrictions on how the funding could be used and provided cities with little ability to reprogram funds. This left funding that could have supported PEH unused because cities could not use the funds as originally intended but also could not reprogram it. Funding also cannot be used for law enforcement, even if the funding is not used for enforcement activities. Funding also has program standards which small cities are not equipped to provide, such as retaining Licensed Clinical Social Worker (LCSW) level staff. This is especially problematic given that many small cities cannot support enough city staffing to adequately address homelessness issues. Finally, LAHSA appears to apply Federal restrictions to the Measure H, locally-generated funds. These overly-burdensome requirements do not increase the transparency or effectiveness of the use of funds - they merely increase the time and capacity required by cities and LAHSA to administer and implement the funds.

- **Prohibition on Funding for Law Enforcement Implementation:** In some communities, police or fire departments are the first responders to PEH in their communities and, as such, lead cities' homeless response efforts. With limited resources, cities must use the resources that they have in order to make an impact. Moreover, police officers are on the streets in their communities and often know their local homeless populations. However, with LAHSA's and the County's restrictions, cities that engage their law enforcement to implement homeless programs are precluded from many resources that could support their efforts to address homelessness. They do not have access to data; they have limited access to the county-wide resources that are intended to serve the whole County. Law enforcement has been prevented from communicating directly with the SPA 3 outreach coordinator, even though a strong prior relationship existed. While partnerships with LAHSA's Homeless Engagement Teams (HET) have been made, these teams don't have the resources to adequately communicate and build partnerships with each city. Departments have specialized staff and trained mental health personnel that respond to the homeless within their communities and help to place PEH into housing. For example, in Monterey Park, where the Police Department leads homeless outreach efforts and where several Project Roomkey sites were located, officers were able to house several individuals in temporary Project Roomkey housing. Monterey Park officers worked closely with their assigned County Mental Health team to provide mental health services to those PEH in need.

With LAHSA's and the County's restrictions, cities that engage their law enforcement to implement homeless programs are precluded from many resources that could support their efforts to address homelessness. These blanket determinations prohibiting engagement with law enforcement have hampered efforts to address homelessness in those communities. PEH would be better served by improving coordination and identifying opportunities to fund those innovative and unique programs, even if they fall within law enforcement agencies. In the longer-term, PEH would also be well-served by efforts to develop and implement a mental health-first response, rather than enforcement, first response. The SGVCOG is currently undertaking an effort to incorporate these services on a regional level. However, even as this effort advances, law enforcement will play a role and, to most effectively provide services to PEH, they should be provided with access to the data and services to do so effectively.

Key Cause: Lack of Understanding of Cities

The 30 independent cities in the San Gabriel Valley - and an additional 54 other independent cities also in the LA Continuum of Care - are each unique, and operate differently from the City and County of Los Angeles. Cities have unique and diverse stakeholders and different programs, procedures, and policies to serve these stakeholders. LAHSA does not appear to understand this diversity or to value the diversity and information that cities do bring to the table. As discussed previously, cities have an intimate knowledge of their communities, as well as their homeless populations. The overall homeless services system would benefit greatly if LAHSA made a more concerted effort to understand the diversity of individual cities and worked with them to support more localized homelessness programs, rather than try to apply a one-size-fits-all approach across the entire County.

City government is the most effective level of government where residents, service providers, faith communities, businesses, and non-profit organizations can work together to develop solutions that work best for their communities. Acknowledging this fact would allow for more opportunities to identify and implement unique solutions.

Poor Communication and Lack of Transparency

As alluded to previously, there is poor communication between LAHSA, the County, and cities. Cities have no centralized point of contact at LAHSA, nor do they have access to appropriate contacts that can answer questions about programs, respond to concerns, and provide data about PEH served in their communities. Further complicating these issues is that cities often interact with LAHSA in both its capacity as an administrator of funding and as a direct service provider through its outreach teams.

When cities are able to find appropriate contacts, it can be difficult to get clear and concise direction from LAHSA and the County. At times, staff receive different answers from different people, creating confusion and making program implementation more difficult. It often seems that information is being withheld from cities, creating the appearance of a lack of transparency.

Examples

Specific examples of this lack of communication and transparency are as follows:

- **Data Sharing:** HMIS is the critical component of data sharing in the County's homeless services system. However, staff are often denied access. In some instances, HMIS access is denied because city staff are members of law enforcement, or, in some cases, simply work closely with law enforcement. Cities are working to use HMIS as a part of an effort to better coordinate their services with the broader system, to share knowledge of individual clients' whereabouts, and to better target city resources and avoid duplication. Without HMIS access, cities are hindered from embracing the principles of the Coordinated Entry System (CES) - intended to be a no-wrong door, county-wide system - while at the same time being encouraged to follow the CES process. It has led to numerous instances of cities working with a particular person experiencing homelessness, only to learn later that they had a case manager elsewhere actively looking for them, or that a service provider was working with someone actively receiving services from a city program. Alternatively, when clients working with a city are later connected to services, their new provider does not have the context which could have been already entered into HMIS. Though cities attempt to facilitate information sharing through individual communications, this is much less efficient or effective. There likely are legitimate issues related to privacy; however, LAHSA has not partnered with cities to attempt to overcome these issues. With genuine collaboration and communication, LAHSA could learn from other contexts in which cities or law enforcement have access to sensitive information and apply these best practices to HMIS and other data.

Without full access to data and information-sharing systems, work done by cities or smaller community based providers (either separately or in coordination with cities) is not effectively coordinated within the system. As a result, services remain fractured. Even as new initiatives, such as Housing Central Command, aim to unify diverse resources, smaller

cities or independent public housing authorities are not included. The need for improved communication is especially critical when cities are impacted by homelessness in areas outside of their jurisdiction. Cities have few options related to homelessness in County parks or Caltrans property within or near their borders, or in unincorporated County which borders the city, and which may not even be in the same SPA.

- **Undermining Public Support for and Success of Measure H:** Beyond the impact on PEH, these problems jeopardize the success of Measure H and challenge the goodwill of residents that want to see progress in addressing homeless in their communities. San Gabriel Valley cities receive numerous complaints regarding the lack of progress made surrounding homelessness, despite the promises of Measure H. Cities, shut off from influencing the services delivery system, cannot assist in a meaningful way. Cities that do not have their own housing navigators - funded using separate funding - or existing relationships with CES providers or outreach teams can only themselves access services for their homeless residents by using the Homeless Outreach Portal (LA-HOP), which can only commit to a response within days. Alternatively, cities can direct their residents to use the same process to request services. If and when an outreach team arrives days later - at which time the PEH may or may not still be there in need of services - nothing appears to change. Then, when programs like Project Roomkey are launched in a community and are not preceded by community engagement, city staff and elected officials are the ones responsible for addressing community complaints. Because they are provided information - and are not in control of the programs, they have little to offer. Community members who wish to serve their homeless neighbors have comparatively few options to get involved. This sours future support in communities for any measure to extend homeless services funding, putting in jeopardy the future of Measure H, as well as the system we have all worked so hard to build.

Key Cause: Lack of Trust

It appears that LAHSA and the County do not trust the cities' partnership in addressing homelessness. They do not appear to trust cities' ability to develop and administer programs responsibly, nor do they appear to trust cities to appropriately use the data to serve their homeless populations. LAHSA and the County have focused on creating an overarching system and establishing best practices but have not actively involved the cities in this process. As a result, an understanding of local context and situation is not included.

Our cities truly are willing partners in the fight against homelessness and having more communication with and trust in cities to develop and implement programs that are responsive to the local communities will lead to a stronger system. Currently, nonexistent and/or slow communication prevents the timely resolution of problems, creates confusion, and, ultimately makes program implementation more difficult. It undermines the intended approach of CES and the County homeless system to have a no-wrong door approach and ensure that PEH receive services as quickly and efficiently as possible.

Cities have developed - and want to continue to develop - their own programs that serve their communities, and they want these programs to be recognized as legitimate components of the County's homeless services system.

POTENTIAL SOLUTIONS

The SGVCOG believes there are multiple alternatives that would address the issues discussed in detail in the previous section. The SGVCOG believes these alternatives would strengthen the County’s overall homeless services delivery system. These alternatives would be more responsive to the partners in small cities around the County and allow for more robust collaboration and coordination between all partners participating in the fight to end homelessness in LA County.

Our proposed solutions include both recommendations to improve the system at a high level as well as smaller-scale adjustments to be made concurrently. All fall into one of the following categories:

- Increasing Representation Within the Current System
- More Autonomy Within the Current System
- Additional Improvements to the Current System
- Independent Control

Our hope is that it will be possible to resolve the issues identified without necessitating a wholesale overhaul of the current system or the creation of new entities. We believe that starting from scratch in that way is only in the best interest of all involved if sufficient alternatives cannot be agreed upon. To that end, it is our intent to advocate for the options in the “Independent Control” category after first attempting to find an agreeable resolution to our concerns from among the other categories.

and help to facilitate a collaborative, in-depth process to determine which would be most mutually beneficial at the current time.

Increasing Representation Within the Current System

Recommendation 1a: Increase Representation and Seats on the LAHSA Commission

The SGVCOG believes that, within the current system, there must be increased representation for jurisdictions besides the City and County of Los Angeles. Seats should be added to the LAHSA Commission, to provide a voice to and increase knowledge of other areas of the region and smaller cities.

The SGVCOG proposes that jurisdictions other than the City of Los Angeles and the County of Los Angeles should have representation that is equal to that of the City and the County. Four potential approaches are summarized in Table 1, below.

Model	Representation Structure
Los Angeles County Metropolitan Transportation Authority (Metro) board	<ul style="list-style-type: none"> ● 5 seats for the City of Los Angeles ● 5 seats for the County of Los Angeles ● 5 seats selected by the City Selection Committee

Add Service Planning Area (SPA) Based Representation	<ul style="list-style-type: none"> ● 5 seats for the City of Los Angeles ● 5 seats for the County of Los Angeles ● 5 seats allocated to all 8 SPAs according to their population, excluding portions in the City of Los Angeles and unincorporated County. That could be divided potentially as follows: <ul style="list-style-type: none"> ● SPAs 1 and 2 (Combined) (approx. 1.3 million people) ● SPA 3 (approx. 2 million people) ● SPAs 4 and 5 (Combined) (approx. 550,000 people) ● SPA 7 (approx. 2 million people) ● SPAs 6 and 8 (Combined) (approx. 1.8 million people)
Add Council of Government (COG) Based Representation	<ul style="list-style-type: none"> ● 5 seats for the City of Los Angeles ● 5 seats for the County of Los Angeles ● 5 seats allocated to COGs according to their population, excluding portions in the City of Los Angeles and unincorporated County. That could be divided potentially as follows: <ul style="list-style-type: none"> ● San Gabriel Valley COG (approx. 2 million people) ● Gateway Cities COG (approx. 2 million people) ● South Bay Cities COG (approx. 1.3 million people) ● Westside Cities COG and the Las Virgenes/Malibu COG (Combined) (approx. 500,000 people) ● San Fernando COG, Arroyo Verdugo COG, and North Los Angeles County COG (Combined) (approx. 1.35 million people)
King County (Seattle) Regional Homelessness Authority	<ul style="list-style-type: none"> ● A Governing Committee <ul style="list-style-type: none"> ● One seat for the Mayor of Los Angeles, three seats for LA Councilmembers ● Five seats for the Supervisors ● Five seats for elected officials representing the other 87 cities ● Two seats representing people with lived experience with homelessness ● An Implementation Board of twelve members with specialized skills and experience appointed by the County, the City of Los Angeles and the smaller cities in the County.

Table 1.
Summary of Possible Governance Structures.

Many problems identified stem from the fact that LAHSA does not represent the other 87 cities in LA County, and behaves accordingly. While this solution does not solve other specific problems immediately, it allows for appropriate representation to ensure issues in all categories can be addressed over time. It takes the existing structure and improves it incrementally, preventing the disruption associated with building out a new system. Because small cities would have direct authority within the LAHSA structure, LAHSA staff would start to appropriately prioritize their needs, and those cities would have advocates within LAHSA they could call upon as specific situations arise. It also would provide cities with trusted insight into how decisions are being made.

Issue(s) Addressed

- Lack of Collaborative Relationship with Smaller Cities
- Lack of Funding for Locally-Based and Supported Initiatives and Programs
- Poor Communication and Lack of Transparency.

Key Considerations

We recommend an option that provides representation directly to COGs or SPAs, so that the representatives can be more fully accountable to the diverse interests of cities within those regions, rather than only the city they represent. If such alternatives are chosen, the portions of each COG or SPA which are composed of the City of Los Angeles or unincorporated County should not be considered for population weighting purposes, and those entities should recuse themselves from the selection of representatives. Otherwise, this will continue to provide them with disproportionate influence over the homeless services system. Where a seat is to be shared by multiple COG's or SPA's, they could be provided with the option of jointly selecting their representative or rotating who makes the selection. Additionally, policies would need to be created surrounding cities which are not members of any COG or are members of multiple COG's.

This change must still be accompanied by a shift in perspective by LAHSA to view cities and their commissioners as full partners and to endeavour to understand how cities function. Because small cities would not be able to collectively enact any change on their own even with five votes, cities would need to feel assured that the voices of their new commissioners would be listened to.

Recommendation 1b: Increase Small City Representation on Stakeholder Groups

A commitment from LAHSA and the County to provide seats dedicated to small cities on advisory bodies, ad hoc committees, and/or stakeholder groups whenever they are formed. This will allow for important, otherwise overlooked considerations to be raised from the beginning and provide cities with influence in more areas.

Issue(s) Addressed

- Lack of Collaborative Relationship with Smaller Cities

Key Considerations

A thoughtful process would need to be developed to determine which entities select these representatives. Those selected would need to bring the perspective of small cities as a group, but it is also necessary for each region to advocate for their distinct needs. Whenever possible, representation from multiple areas should be provided. We also recommend adding additional seats to such bodies for people with lived experience with homelessness.

More Autonomy Within the Current System

Recommendation 2a: Modify LAHSA's Mission to Acknowledge its Services to All Cities

Modifications to LAHSA's mission to specify that it represents and services all 88 cities, and to clarify responsibilities and provide more of them to the cities. This would include, for example, input on siting locations and developing overall strategy in each area. By including the need to be accountable to smaller cities in its mission, LAHSA staff would better grasp the importance of understanding the priorities and structures of cities. By requiring early input from cities on matters which affect them, strategies will be better tailored to local needs and foreseeable problems can be averted.

Issue(s) Addressed

- Lack of Collaborative Relationship with Smaller Cities

Key Considerations

Modifications to written policy must be accompanied by good faith collaboration. Because any outline of responsibilities will not be able to capture all circumstances, it will be important to develop strong relationships and active lines of communication to address each new situation.

Recommendation 2b: Incorporate City Input into Program Design

Cities should be provided the opportunity to have input in program design and on the development of Requests for Proposals (RFP's) and Scopes of Required Services, as well as a process to request exemptions from certain requirements. This should also include public funding related to homelessness administered through any other agency. This would allow for the removal of barriers to small cities or small providers being awarded funding through the LAHSA RFP process or otherwise. These changes could include, but not be limited to:

- Allowing for programs to target a catchment area approved by the cities but smaller than the whole SPA.
- Removing requirements related to having Licensed Clinical Social Worker level staff.
- Removing prohibitions on funding law enforcement.

This would better facilitate cities being directly awarded funding and to support smaller scale programs by trusted community providers. Both groups are sometimes unable to meet the program requirements LAHSA requires, unreasonably restricting funding to larger social services providers with the expansive infrastructure necessary. It would allow cities who operate their local homeless services through or in close coordination with their police departments to continue these programs, taking advantage of the knowledge they have of their communities.

While homelessness is a regional issue, the SPA is too broad a catchment area for programs in a region as large and diverse as the San Gabriel Valley. This requirement prevents PEH from receiving services in their community. For many in our region, this may mean separation from those who speak their language or from foods from their community or origin, undermining goals related to cultural competency. Our communities may be understanding of serving some PEH from neighboring cities, but requiring the acceptance of referrals from the entire SPA serves neither housed nor unhoused residents of the San Gabriel Valley. Allowing cities to collaboratively determine a local catchment area of 2-5 cities solves these problems while allowing for flexibility.

Issue(s) Addressed

- Lack of Funding for Locally-Based and Supported Initiatives and Programs

Key Considerations

This process would need to be ongoing and allow for flexibility as new programs are designed or new problems are identified.

Recommendation 2c: Create No-Wrong Door Communication Approach with Cities

LAHSA and the County should provide a “no wrong door” style central point of contact for cities who would be empowered to determine answers to new, city-specific problems. LAHSA and the County would develop better, formal mechanisms within their own structures for engaging with cities as stakeholders and incorporating their input when making decisions.

This would solve a variety of issues related to a collaborative relationship and responsiveness to questions or needs. It would create a mechanism for solutions to novel problems to be developed in a timely manner. It would better facilitate outreach to cities when a new program may be located in their jurisdiction.

Issue(s) Addressed

- Poor Communication and Lack of Transparency
- Lack of Collaborative Relationship with Smaller Cities

Key Considerations

A key element to this solution is that the contact would have the ability to prioritize these issues within LAHSA and facilitate decision making. Providing a single point of contact without this ability only solves a small portion of the problem.

Recommendation 2d: Make Funding and Programming Decisions at the SPA-level

Making funding and programming decisions at the SPA-level rather than Countywide. This could include distinct allocations of each Measure H strategy for each SPA and/or SPA specific RFP’s. This could resolve issues of a mismatch between the strategies for programs and funding determined for each sub-region at the County level and their actual needs.

Issue(s) Addressed

- Lack of Funding for Locally-Based and Supported Initiatives and Programs

Key Considerations

A thoughtful engagement of SPA level stakeholders would be needed to make these decisions.

Recommendation 2e: Increase Measure H Allocations to Cities and COGs

Increasing the Measure H allocation to cities and COGs, with a dedicated minimum funding level for each year.

Ensuring a consistent local return will bring Measure H more in line with other County sales tax measures. It would help to address a variety of concerns which were raised with respect to local

control and needs. Creating more city controlled programs allows for better responsiveness to community concerns and improves public perception about the impact made by Measure H.

Issue(s) Addressed

- Lack of Funding for Locally-Based and Supported Initiatives and Programs
- Lack of Collaborative Relationship with Smaller Cities

Key Considerations

The use of previous allocations of funding to COG's demonstrated their ability to use this funding effectively to create city-specific programs. By providing dedicated funding on an ongoing basis, it will become possible to create long-term programs.

Recommendation 2f: Collect Input on the PIT Methodology from Cities Prior to Finalizing

Providing an opportunity for input from each City on the data and methodology used to calculate their city level PIT count before it is finalized, as may be possible within HUD guidelines. This can include input on the correct multiplier to use for the number of individuals per car, tent, or makeshift structure, as well as ensuring the census includes a count of areas within each city with disproportionately high or low concentrations of unsheltered individuals.

This lowers the likelihood of an official overcount or undercount which is at odds with the observations of those who know the city well. It prevents fluctuations from year to year related more to how the count was conducted than changes in reality. It will allow for better data related to the geographic distribution of the homeless population within SPA 3 to inform program targeting decisions.

Issue(s) Addressed

- Lack of Collaborative Relationship with Smaller Cities

Key Considerations

Cities can provide valuable information about their homeless population both when planning for the PIT count and when functioning as a check against inaccurate data or conclusions afterwards.

Additional Improvements to the Current System

Recommendation 3a: Increase Flexibility in Implementing Programs

Increased flexibility in implementing programs. Overall, there should be more flexibility, whether through modifications to existing program types or the option of proposing new ones. This could include, for example, funding more, smaller programs rather than fewer, larger programs, or the funding of creative programs proposed by cities. LAHSA should not set minimum numbers of PEH to be served by proposed programs, and should not restrict the number of providers to be awarded in each SPA. Program funding levels should be set to make smaller programs feasible. This would allow for more access centers, interim housing programs, winter shelters, safe parking sites, and rapid rehousing providers. Currently, the limited number of these programs in each SPA hinders program access by PEH, prevents access to funds by smaller providers, and leads to greater neighborhood pushback as compared to the same funds split across more programs.

This will allow for versions of programs which fit better into communities or otherwise better meet local needs. Using the same amount of funding for smaller programs allows for better geographic distribution, lowers neighborhood impact, and facilitates the participation of smaller providers. For example, in the 2020 Access Centers RFP, in which LAHSA added more funding overall to SPA 3 but did not increase the number of sites. The funding available would have been sufficient to fund two or three smaller programs capable of carrying out the full scope of required services. The current approach leaves most of the region without any nearby access center.

Issue(s) Addressed

- Lack of Funding for Locally-Based and Supported Initiatives and Programs

Key Considerations

This should be addressed both through the creation of the “menu” of programs available to be implemented, but also within RFP documents themselves. RFP’s should be less specific in mandating, for example, how many programs will be selected per SPA, and should state more generally goals programs must meet, allowing for some discretion in the proposal itself.

Recommendation 3b: Allow Cities to Access HMIS

Creating a streamlined way for cities to access HMIS, and collaborating to resolve any legitimate privacy concerns. LAHSA should provide a clear process for beginning HMIS participation, and standard policies related to privacy concerns cities are likely to face.

This will allow cities to participate in HMIS who do not currently do so either because of lack of a clear avenue to gain access, or because they are prohibited from doing so. Where privacy concerns must be addressed, a collaborative process could result in cities adopting the appropriate policies to resolve them.

Issue(s) Addressed

- Poor Communication and Lack of Transparency

Key Considerations

This should include a clear mechanism to produce city level data and reports to best take advantage of increased HMIS use.

Recommendation 3c: Better Integrate Law Enforcement into Homeless Response

Better incorporating homeless outreach within law enforcement. This could be based on the existing model operated by the Department of Mental Health (DMH) with local law enforcement. For example, Monterey Park has a DMH psychiatric social worker assigned to their police department. This person works in conjunction with their officers who focus on homeless outreach. This clinician has to follow the policies of the County related to privacy and program standards, but is integrated with this local city team. LAHSA could utilize a similar model, assigning an outreach worker to each independent city or to groups of cities depending on their size and/or PIT count. This integration could better tailor outreach to specific community needs.

This will allow the homeless services system to take advantage of the knowledge local law enforcement has of their city. It will reduce fragmentation between the larger system and the work

currently taking place in cities who operate their homelessness programs through their police departments, especially as relates to individual PEH who interact with both.

Issue(s) Addressed

- Poor Communication and Lack of Transparency
- Lack of Collaborative Relationship with Smaller Cities

Key Considerations

The appropriate points of contact and areas for integration will vary by city depending on their law enforcement structure or methods of operating homeless services within their city.

Recommendation 3d: Expand Participation in Housing Central Command

Participation in Housing Central Command by smaller cities and independent public housing authorities (PHA's), once it expands beyond its pilot phase. This would better streamline the use of these entity's resources to address homelessness in their communities.

Issue(s) Addressed

- Poor Communication and Lack of Transparency

Key Considerations

PHA's have different policies and differing approaches to homelessness which may influence their relationship to Housing Central Command.

Independent Control

Should all attempts to reform or restructure LAHSA fail or be determined to be infeasible, the San Gabriel Valley could pursue the creation or expansion of an entity or entities independent of LAHSA to manage Measure H and other funding. This could include:

- Administration of the majority of funds and programs directly through the COG's
- Forming new homeless services authorities to serve each sub-region.
- Forming a new homeless services authority to serve the County minus the City of LA
- Administration of the majority of funds and programs directly through each city.

Such an entity or entities could, with the necessary approvals, join the Pasadena, Glendale, or Long Beach Continuums of Care (CoC) or create independent CoC's.

Managing funding independently would allow cities to solve all or most of the problems we have identified. Because such an overhaul comes with downsides in terms of disruption of the current system, we hope that these problems can be resolved through other means. However, we view these options as effective solutions to prioritize if other methods fail.

These smaller entities also may be better equipped to act as the fiscal agent to administer funds, as LAHSA struggles to do. Smaller entities could provide more timely payments to providers and cities and be responsive to fiscal questions.

Issue(s) Addressed

- Lack of Collaborative Relationship with Smaller Cities
- Lack of Funding for Locally-Based and Supported Initiatives and Programs
- Poor Communication and Lack of Transparency

Key Considerations

The governance structure of any new entity created would need to be thoughtful to ensure problems of representation are not duplicated and that the needs of all member cities are taken into account. Additionally, Measure H funding would need to be allocated to the respective entities proportionally, either by PIT count, population, or amount of sales taxes collected within their borders. The costs associated with these options should be borne by new or existing County funding.

Recommendation	Collaboration with Smaller Cities	Funding for Local Programs	Communication and Transparency
Additional LAHSA Commission seats for smaller cities	X	X	X
Dedicated seats for smaller cities on advisory bodies, ad hoc committees, and/or stakeholder groups.	X		
Expansion/clarification of LAHSA's mission and responsibilities to specify that it represents and serves all 88 cities.	X		
Formally incorporate cities' input into program design, RFPS, and SOWS and allow cities to be exempted from certain RFP requirements		X	
Provide a "no wrong door" style central point of contact for cities who would be empowered to determine answers to new, city-specific problems.	X		X
Making funding and programming decisions at the SPA-level rather than Countywide.		X	
Increasing the Measure H allocation to cities and COG's, with a dedicated minimum annual funding level.	X	X	

Providing an opportunity for input from each City on the data and methodology used to calculate their city level PIT count before it is finalized.	X		
Increased flexibility in implementing programs.		X	
Streamline access for cities to HMIS, collaborating to resolve any legitimate privacy concerns.			X
Better incorporating homeless outreach within law enforcement.	X		X
Participation in Housing Central Command by smaller cities and independent public housing authorities.			X
The selection of an entity or entities independent of LAHSA to manage Measure H and other funding.	X	X	X

Table 2.
Summary of Proposed Recommendations.

DEMONSTRATING COMMITMENT TO QUALITY PROGRAMS AND SERVICES

The San Gabriel Valley is committed to continuing to pursue philosophies which lead to quality programs and services and align with nationally recognized best practices. Our existing practices and plans demonstrate this, and we intend to deepen our commitment to them as our work expands. This demonstrates that funding will be used effectively as the San Gabriel Valley is provided with more autonomy as our recommended solutions are put into effect. While this may look different depending on the level of autonomy provided, these principles will guide the work to combat homelessness in the San Gabriel Valley regardless.

Pursuing Best Practices

All programs in the San Gabriel Valley will follow nationally and regionally recognized best practices, such as those mandated by HUD or recommended by the National Alliance to End Homelessness. These include, but are not limited to, Housing First, Harm Reduction, Trauma-informed Care, Cultural Competency, and a focus on equity, including racial equity and a distribution of funds and services among subpopulations.

Our programs will be operated in accordance with program standards, facilities standards, and performance targets substantially similar to those currently in use by LAHSA. They will follow best practices in terms of caseload ratios and the use of interventions such as motivational interviewing. With respect to unsheltered homelessness in our communities, cities will follow a public health approach which prioritizes services over enforcement as recommended by LAHSA's Principles and Practices for Local Responses to Unsheltered Homelessness. PEH served in our communities will benefit from non-discrimination, equal access, and grievance policies similar to those currently in use. Overall, funds which cities or the COG control will be put to use according to the Measure H strategies.

In order to support the implementation of these philosophies, staff at individual cities who focus on homelessness will provide education on the importance of these best practices to their city councils, particularly to councilmembers who may sit on the LAHSA commission or other boards which oversee homeless services.

CES Participation and Regional Services

Programs in the San Gabriel Valley will participate in the Coordinated Entry System and operate from a regional perspective. Our work will continue to prioritize administering the VI-SPDAT in all programs and entering all participants into CES. City or COG funded programs will require collaboration with CES providers through case conferencing and other venues. Any permanent housing we control will be allocated according to LA County CES prioritization policies. Our programs will participate in HMIS and use it to the fullest extent possible. The only exception to this would be where prohibited by LAHSA, as outlined in the "problems" section of this paper.

Site based programs, such as interim housing, will be structured to serve a portion of the region. Many of our cities already address homelessness in cohorts of neighboring cities. As locally-controlled homelessness programming expands, the remaining cities can form themselves into self-selected cohorts of two to five cities each. These cohorts will form the basis of the catchment

area that each site based program would serve, rather than the entire SPA, and eligibility criteria would include having contact with an outreach team while in that area or otherwise having ties to a member city. In this way, local programs will have a regional approach while serving PEH from the communities where the sites are located.

Use of Local Resources and Control

Our communities commit to using local resources and control to effectively expand the homeless services delivery system. Once the above mentioned cohorts of cities are formed, we will work to site interim housing beds in each one. By doing so, interim housing options will be available to PEH anywhere in the SPA, resolving a key limitation of this approach. The number of beds within each catchment area will be in accordance with targets to be determined at a later time, for example, 10% of each area's PIT count.

It will be important for member cities to maintain a level of control over beds in their catchment area. This could include the targeting of specific encampments, the use of preference lists, or a set-aside of beds to be filled specifically by city referral. This will not preclude the integration of interim housing into CES, such as by using eligibility criteria related to acuity or housing match status.

Our communities will also support the siting of permanent supportive housing within our communities. We will prioritize using surplus land for homeless services and affordable housing and are actively working to identify parcels for this purpose. We will also prioritize leveraging funding such as CDBG and the Regional Housing Trust to support regional goals.



December __, 2020

Los Angeles County Board of Supervisors
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Los Angeles, CA 90012

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SGV Water Districts

RE: STRUCTURE AND FUNCTION OF LAHSA

In our letter to you on October 14, the San Gabriel Valley Council of Governments (SGVCOG) supported the County's leadership in reexamining LAHSA's structure and function.

We want to urgently reiterate that support -- and urge the County to collaborate with LAHSA's Ad Hoc Committee on Governance to develop a consensus approach to restructuring.

It has been clear for some time that the current structure cannot meet the moment. The SGVCOG's working group on LAHSA restructuring has identified significant liabilities that directly impact service delivery to people experiencing homelessness. These include lack of clarity on the role and mission of LAHSA; an absence of a collaborative relationship with smaller cities and a lack of funding for locally based and supported initiatives and programs; as well as poor communication and opaque decision-making.

The preliminary findings from the LAHSA's Ad Hoc Committee's consultant bear out that those concerns are shared countywide, including:

- Unclear what the common vision is among partners – not rowing in the same direction.
- No single entity is clearly in charge of homelessness in LA; LAHSA answers to too many “bosses”.
 - LAHSA's authority does not match its level of responsibility.
 - Those in control of LAHSA's funds are not always in agreement.
 - Leaves the door open for disruption from other sources (i.e., current lawsuit, elected official subregional priorities).
 - Lack of role clarity for various governing bodies . . . (that) leads to a lack of/unclear accountability.
 - Creates fragmentation/lack of trust throughout the system.
 - Collective impact is difficult to achieve.
- Commission membership challenges: does not include City Council, no job descriptions or characteristics for elected officials to use when appointing commissioners.
 - Need balance between expertise and political acumen.
 - Accountability for and by elected leadership.

The LAHSA consultant also identified the lack of representation and direct participation by the 87 cities outside of the City of Los Angeles who represent 60% of the population of the

County. There is no “one size fits all” approach to homelessness in LA County and strategies must be tailored to the unique needs and resources of diverse populations and communities.

The cities of the San Gabriel Valley truly are actively engaged in the fight against homelessness. We bring our own resources to the table, with three independent public housing authorities, three cities receiving ESG funding directly, a regional housing trust, and recent State funding towards homeless services administered through the SGVCOG. We ask to be included in this discussion to ensure that LAHSA can best take advantage of these critical partnerships and resources. We believe that solving these problems will strengthen the homeless services system.

We have not yet received a reply to our earlier request for a broadened opportunity to participate in the discussions on the future structure of LAHSA and a coordinated approach to tackling homelessness in our County.

We hope that the 31 cities of the San Gabriel Valley can actively work with the County and LAHSA to develop a workable shared approach to mission and governance for ending homelessness. We believe all the cities in the County should have the same opportunity to best forge effective solutions to this growing crisis.

We look forward to your response and to a successful collaborative effort!

Sincerely,



Marisa Creter
Executive Director
San Gabriel Valley Council of Governments

DATE: December 2, 2020
TO: Homelessness Committee
FROM: Marisa Creter, Executive Director
RE: **PROJECT ROOMKEY, PROJECT HOMEKEY, AND THE LAHSA COVID-19 RECOVERY**

RECOMMENDED ACTION

For information only.

BACKGROUND

In November, there have been several developments regarding the County's effort to transition current residents of Project Roomkey (PRK) to other successful housing destinations and to otherwise house those vulnerable to COVID-19.

LAHSA continues to demobilize PRK sites, offering Recovery Rehousing services to their residents. This program will provide a rental subsidy and case management for all participants, either until they can increase their income to afford their rent or can receive a more permanent subsidy, depending on their level of disability. This program also allows for an additional short-term stay in a motel, if locating a unit with this subsidy is not possible before the PRK site closes. Currently, there is sufficient funding to provide this program to between 4,700 – 7,000 individuals, depending on the level of subsidy each needs.

According to the latest information available, at least eight sites have been fully demobilized and five sites are currently in the process of being demobilized. Together, this means that 17% of the original PRK capacity has been taken offline, including at least three sites in the San Gabriel Valley. The remainder of sites that are not continuing to operate using Project Homekey funding are expected to close over the next four months, at a rate of 400 to 1,000 rooms per month. The remaining sites in the San Gabriel Valley are expected to demobilize between December and March, though this schedule is subject to change depending on funding availability.

These demobilization efforts continue to assist participants to exit to successful housing destinations. According to the latest information available, only 3% of these exits were to the street. At least 7% were to permanent housing placements, with most of the remainder in interim housing while they work to locate a unit with their Recovery Rehousing voucher.

There have been no further Project Homekey awards made since the State reported on October 29 that all funds were committed. In total, Homekey has now funded more than \$835 million supporting 93 projects and 6,000 interim and permanent homes statewide. Four of these projects are in or near the San Gabriel Valley. A small number of projects around the state have indicated they will not be successfully utilizing their Homekey reservations, so further awards may be made if this funding is reallocated. On November 10, Los Angeles County closed escrow on

REPORT

each of the original eight properties for which they were awarded funding, including two in the San Gabriel Valley and one in unincorporated Whittier. They expect to close escrow on the final two properties in December. One of these, a motel in Commerce with studio-style rooms which include kitchenettes, is expected to be operable as permanent supportive housing (PSH) immediately. The remaining properties will operate as interim housing until converted to PSH at a later date, using other funds.

Prepared by: Brian McCullom
Brian McCullom
Management Analyst

Approved by: Marisa Creter
Marisa Creter
Executive Director

REPORT

DATE: December 2, 2020

TO: Homelessness Committee

FROM: Marisa Creter, Executive Director

RE: **LA ALLIANCE FOR HUMAN RIGHTS ET AL. V. CITY OF LOS ANGELES ET AL.**

RECOMMENDED ACTION

For information only.

BACKGROUND

LA Alliance for Human Rights, et al. v. City of Los Angeles, et al. was filed in March by a group of business owners and residents called the LA Alliance for Human Rights. The Alliance claims the City and County of Los Angeles have failed to protect and provide shelter for people experiencing homelessness. The Court has ordered the City and County to find alternate shelter for nearly 7,000 people living near freeways and under freeway overpasses.

In June, the City and County signed a binding term sheet to provide 6,700 beds within a specified time frame, and services for five years thereafter. These beds will be primarily in the City of Los Angeles and funded in large part by the County.

Little has been publicly announced in November regarding this settlement. Developments include work to explore the use of the Los Angeles Convention Center to house “hundreds” of people, and the potential implications of City budget deficits due to the pandemic and the election of three new councilmembers. Conflicts remain regarding whether the County will redirect existing resources and staff towards efforts related to this lawsuit.

Prepared by: Brian McCullom
Brian McCullom
Management Analyst

Approved by: Marisa Creter
Marisa Creter
Executive Director

DATE: December 2, 2020

TO: Homelessness Committee

FROM: Marisa Creter, Executive Director

RE: **2021 LOS ANGELES CONTINUUM OF CARE POINT-IN-TIME COUNT**

RECOMMENDED ACTION

For information only.

BACKGROUND

Every year, the Los Angeles Continuum of Care (Los Angeles County except Pasadena, Glendale, and Long Beach) conducts a Point-in-Time (PIT) Homeless Count at the end of January. This count includes both sheltered and unsheltered individuals. The specific methodology for conducting each count is determined locally in accordance with HUD guidelines. The Los Angeles Continuum of Care holds the count annually, in excess of the bi-annual HUD requirement. 2021 is a year HUD requires the Count to be held.

However, on November 16 HUD released official guidance for Continuums of Care (CoCs) allowing CoCs to request waivers of HUD's requirements. This could include omitting portions of the process which are normally required, or even refraining from conducting a street count entirely. LAHSA intends to apply for such a waiver. While the process of determining what to request is still ongoing, LAHSA is considering requesting to skip the street count, using 2020 numbers until the 2022 count is conducted. No matter what decision is ultimately reached concerning these waivers, the 2021 count is expected to look meaningfully different than that of prior years.

On November 12, prior to the release of official HUD guidance, LAHSA held a Homeless Count meeting for municipalities where they shared preliminary information. In light of the pandemic, they planned to encourage volunteering with members of the same household, to conduct the count mostly from vehicles, and to use a phone-based application to minimize in-person contact. They expressed that the demographic survey portion of the count will be limited. Information from that survey is typically used to determine, among other things, how many individuals are estimated to live in each tent, car, or makeshift shelter. This calculation has a significant influence on the overall total and that of each city. This and other changes in process will limit the ability to directly compare 2021 numbers to prior years' numbers and may mean that city level data is less accurate.

LAHSA staff continues to prepare for the Homeless Count as would be necessary if only a limited waiver is received. Staff is working with cities to identify deployment sites and "hot spots" to target for the count and to gain other input from the local context. They continue to

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seek engagement from cities to participate in a variety of ways which increase the accuracy of the Homeless Count, should it occur.

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