AGENDA AND NOTICE OF A PUBLIC MEETING OF THE
LOS ANGELES HOMELESS SERVICES AUTHORITY COMMISSION

Friday, February 28, 2020
9:00 a.m.

Los Angeles Homeless Services Authority
811 Wilshire Boulevard, 5th Floor
Los Angeles, CA 90017

AGENDA NO. ITEM AND DESCRIPTION PRESENTER PAGE

Call to Order/Roll Call/Establishment of Quorum
Agenda Items - The public will have an opportunity to speak to any agenda item when the item is called and before action is taken. A Request to Speak Form must be submitted to the Secretary prior to the completion of the agenda item. The Chair will determine the order of speaking and unless the Chair grants more or less time, the speaker’s limit is two (2) minutes on each agenda item, subject to the total 20-minute period.

1.0 Review and approve the minutes from the Commission Meeting held Friday, January 24, 2020. 4

2.0 Consent Calendar
(Unless a Commissioner removes an item listed in this section or a Request to Speak form on the item is received by the Chair from a member of the public, this section will be voted upon without debate or presentations.)

2.1 Review and approve the phase 2 quality review results and recommendations for the 2019 Grants Management System Request for Proposals (RFP), hear potential appeals, and authorize Interim Executive Director to enter into a contract with the recommended proposer. 11

2.2 Review and approve LAHSA comment on the Department of Housing and Urban Development (HUD) proposed Affirmatively Furthering Fair Housing Rule and authorize for signature by Commission Chair and Interim Executive Director. 13

2.3 Review and approve LAHSA letter of support for HR4936, federal grant program for shelter, and authorize for signature by Commission Chair and Interim Executive Director. 17

2.4 Authorize Interim Executive Director to enter into grant agreements with the U.S. Department of Housing and Urban Development (HUD) for the period between February 1, 2020 and December 31, 2021 as listed in the attachment. In the event that funding period or amount allocated from HUD is reduced or not forthcoming, authorize the Interim Executive Director to reduce terms of service, compensation, or not enter into agreements as deemed appropriate. 20

2.5 Authorize Interim Executive Director to enter into agreements with the Los Angeles Continuum of Care Sub-
authorize the Interim Executive Director to reduce terms of service, compensation, or not enter into sub-recipient agreements as deemed appropriate.

2.6 Authorize Interim Executive Director to enter into agreements and amendments with Sub-recipients for activities in Fiscal Years 2019-2020 and/or 2020-2021 funded by the City of Los Angeles' Housing & Community Investment Department (HCIDLA) for CDBG and ESG Funding Allocated for the 44th Consolidated Plan, General Funds and Homeless Emergency Aid Program (City HEAP); the County of Los Angeles’ (County) Department of Children and Family Services (DCFS), Department of Public Social Services (DPSS), Workforce Development, Aging and Community Services (WDACS) and Chief Executive Office (CEO); California Emergency Solutions and Housing Program (CESH); and/or State Homeless Emergency Aid Program (HEAP) funds as shown on the attachment, subject to funding being allocated to LAHSA. In the event that funding period or amount allocated from HCIDLA, County and/or the State is reduced or not forthcoming, authorize the Interim Executive Director to reduce terms of service, compensation, or not enter into agreements as deemed appropriate.

2.7 Review and approve LAHSA’s updated budget as of December 31, 2019.

3.0 Interim Executive Director Report. Heidi Marston

4.0 Communications Quarterly Report. Ahmad Chapman

5.0 Update and discussion on Housing Central Command Action Plan. Heidi Marston

6.0 Report on workplan development for the Ad Hoc Committee on Governance. Commissioner Dusseault

7.0 Report on the Personnel Committee Meeting held on Tuesday, February 4, 2020. Commissioner Dusseault

8.0 Report on the Programs & Evaluation Meeting held on Thursday, February 20, 2020. Commissioner Waggoner

9.0 Report on the Policy & Planning Committee Meeting held on Friday, February 21, 2020. Commissioner Muro

10.0 Report on the Special Finance, Contracts and Grants Management Committee Meeting held Tuesday, February 25, 2020. Commissioner Martin

11.0 Commissioner updates and agenda requests for future meetings. Commissioner Dusseault
12.0 **Public Participation**

Each Public Participant speaker is limited to two (2) minutes and may address any topic within the Commission’s jurisdiction. A Request to Speak Form must be filled out and submitted to the Secretary prior to the beginning of Public Participation. Subject to the total 20-minute period, each Public Participation speaker is limited to **two (2) minutes**.

**Adjournment**

Packets of materials on agenda items are available to the public during normal business hours at 811 Wilshire Boulevard, 6th Floor, Los Angeles, CA 90017. For further information, you may call 213-683-3333. Upon request, sign language interpreters, materials in alternative formats and other accommodations are available to the public for LAHSA meetings. All requests for reasonable accommodations must be made at least three working days (72 Hours) in advance of the scheduled meeting date. For additional information, contact LAHSA at (213) 683-3333 or TTY (213) 553-8488.
The Los Angeles Homeless Services Authority Commission Meeting, held at 811 Wilshire Boulevard, Los Angeles, California, was called to order at 9:16 a.m. by Commissioner Dusseault.

Attendance:
LAHSA Commissioners Present:
Sarah Dusseault, Chair
Mitch Kamin, Vice Chair
Noah Farkas
Wendy Greuel
Lawson Martin
Irene Muro
Booker Pearson
Kelvin Sauls

LAHSA Commissioners Absent:
Kelli Bernard
Jacqueline Waggoner

Attorneys Present:
Jennifer A.D. Lehman, Assistant County Counsel
Aileen Langton, Principal Deputy County Counsel

LAHSA Staff:
Heidi Marston, Interim Executive Director
Karla Chalif, Chief Operating Officer
Tony Creed, CFO
Emily Andrade, Director of Procurement and Performance Department
Nathaniel VerGow, Acting Director, Policy & Systems Department
Lisa Flores, Executive Assistant, Executive Department
Anika Akhter, Project Manager, Procurement & Performance Management Department
Candace Baker, Manager, CES Capacity Building, Procurement & Performance Management
William Lehman, Sr. Manager, Systems Integration
Jeffrey Proctor, Associate Director, Procurement & Performance Management,
Maureen Sabino, Principal Accountant, Finance Department
Alex Visotzky, Manager, Legislative Affairs, Policy & Systems Department

Call to Order/Roll Call/Establishment of Quorum
Commissioner Dusseault called the meeting to order. Roll was called and quorum was established at 9:16 a.m.

1.0 Review and approve the minutes from the Commission Meeting held Friday, December 20, 2019.

Motion: Commissioner Greuel moved and Commissioner Farkas seconded approval of the minutes as presented.

Public Speaker(s): There were no public speakers.

Action: The motion passed unanimously.

2.0 Consent Calendar
2.1 Review and approve policies and procedures associated with absences.

2.2 Review and approve quality evaluation results and funding recommendations for the 2019 Access Centers for Transition-Age Youth (TAY) Request for Proposals (RFP), and authorize Executive Director to enter into contracts with the recommended agencies.

2.3 Review and approve the phase 1 quality review results and recommendations for the 2019 Grants Management System Request for Proposals (RFP), and authorize staff to conduct software demonstrations with selected proposers.

2.4 Review and approve the recommendations for the Request for Training Provider Qualifications – Centralized Training Academy.

2.5 Authorization for Interim Executive Director to Enter Into Agreement and Accept Funds Funded with Homeless Housing, Assistance and Prevention Program Funding (HHAPP), and Execute Amendment to Funder Agreement Number C-133697 and Accept Funds Funded with City General Funds from the City of Los Angeles' Housing and Community Investment Department (HCIDLA). In the event that funding period or amount allocated from HCIDLA is reduced or not forthcoming, authorize the Interim Executive Director to reduce terms of service, compensation, or not enter into agreements as deemed appropriate by the Interim Executive Director.

2.6 Authorization for Interim Executive Director to Enter Into Agreements and Amendments with Sub-recipients for Activities in Fiscal Years 2019-2020 and 2020-2021 Funded by the City of Los Angeles’ Housing & Community Investment Department (HCIDLA) for CDBG and ESG Funding Allocated for the 44th Consolidated Plan, General Funds and Homeless Emergency Aid Program (City HEAP); the County of Los Angeles’ (County) Department of Children and Family Services (DCFS), Department of Public Social Services (DPSS), Workforce Development, Aging and Community Services (WDACS) and Chief Executive Office (CEO); California Emergency Solutions and Housing Program (CESH); and/or State Homeless Emergency Aid Program (HEAP) Funds as Shown on the Attachment, Subject to Funding Being Allocated to LAHSA. In the event that funding period or amount allocated from HCIDLA, County and/or the State is reduced or not forthcoming, authorize the Interim Executive Director to reduce terms of service, compensation, or not enter into agreements as deemed appropriate by the Interim Executive Director.

2.7 Review and approve revisions to LAHSA Policies and Procedures:
   2.7 (a) - Treasury and Investments
   2.7 (b) - Investment Pools and Interest
   2.7 (c) - Facility Management

2.8 Review and approve the 2020 LAHSA Guiding Policy Principles.

2.9 Review and approve Letters of Support for State Legislation:
   2.9 (a) - SCA-1 regarding Repealing Article 34 of the California Constitution.
   2.9 (b) - AB 1279 regarding Housing Development in High-Resource Areas.
   2.9 (c) - AB 362 regarding Substance Use and Overdose Prevention.

2.10 Review and approve Homeless Housing, Assistance and Prevention Program (HHAPP) Expenditure Plan.

   Motion: Commissioner Pearson moved and Commissioner Farkas seconded the approval of the Consent Calendar, excluding items 1.2 and 2.10.

   Action: The motion passed unanimously.

   Public Speaker(s): There were no public speakers.

Items 2.1 and 2.10 were pulled and the agenda was heard out of order.
2.1 Review and approve policies and procedures associated with absences.

- Commissioner Greuel shared information on the policies and procedures associated with absences as discussed in Personnel Committee.

**Motion:** Commissioner Farkas moved and Commissioner Greuel seconded the approval of the Consent Calendar item 2.1.

**Action:** The motion passed unanimously.

**Public Speaker(s):** There were no public speakers.

2.10 Review and approve Homeless Housing, Assistance and Prevention Program (HHAPP) Expenditure Plan.

Alex Visotzky, Manager, Legislative Affairs, Policy & Systems Department, gave the report:

- Mr. Visotzky reported on the Homeless Housing, Assistance and Prevention Program (HHAPP) as described in the documents provided.
- Commissioner Greuel requested an executive summary document or memo sharing input and information be sent to Commissioners, community and partners. Commissioner Dusseault requested to also include substance use services for sober living environment, flexibility around the application of acuity and CES and support for share housing.
- Commissioner Farkas raised questions about HHAPP year two funding, resources and allocations; there was discussion about the long-term planning and sustainable solutions to homelessness and ongoing predictable funding stream, planning and methodology being used.
- Emily Andrade, Director of Procurement and Performance Management, gave a report on the HHAPP expenditure plan, rental assistance and rapid rehousing programs, problem solving trainings, prevention and shallow subsidy diversion programs, Capacity Building program, systems support infrastructure development, CES refinement workshops, data and IT enhancements, TAY and navigation centers programming; there was discussion about the Commission's role, funds allocation, shallow subsidy, problem solving programs allocation and implementation process.
- Commissioner Pearson talked about the operators asking for flexibility in the CES program, shallow subsidy and bifurcating families vs. adults in the CES system and enforcing acuity.
- William Lehman, Sr. Manager, Systems Integration, shared information about the existing CES for family and adults process already in place.
- Commissioners requested a breakout of the programming and utilization of current funds available and allocations.
- Heidi Marston, shared information on the problem-solving training process and funding allocations. Commissioner Pearson and Greuel requested that it go on record that they do not want a reduction in Measure H funds allocated to be used; a report back will come back on the expected outcome and proposed allocations.
- Commissioner Sauls asked about Capacity Building strategy being used and its expansion. Candace Baker, Manager, CES Capacity Building, Procurement & Performance Management shared information about the capacity building support system to expand our consultants.
- Commissioners requested a report on the details of anything that's new, prevention and diversion, innovation program, the expenditure plan, and alignment with feedback with other partners.
- Commissioner Pearson talked about increase availability of rapid rehousing rental.
- Commissioners requested a report back on subsidy of rapid rehousing for families when funding runs out; Jeffrey Proctor, Associate Director, Procurement & Performance Management, shared information about the expiration of subsidy through rapid rehousing funding and continuum of funding.

**Motion:** Commissioner Greuel moved and Commissioner Sauls seconded the approval of the Consent Calendar item 2.10.

**Action:** The motion passed unanimously.

**Public Speaker(s):** There were no public speakers.

5.0 Establishment of an Ad Hoc Committee on Governance.

Commissioner Dusseault, gave the report:

- Commissioner Dusseault requested establishment of an Ad Hoc Committee on Governance.
• Jennifer A.D. Lehman, Assistant County Counsel advised that when creating/forming the committee, it should specify that it will be a temporary ad hoc committee with a particular mission and when it will come back to full commission.
• Commissioner Dusseault indicated other interested Commissioners Sauls, Farkas, Greuel and Muro.
• Commissioner Farkas raised questions about appointing or designating additional non-members, subrecipients or partners to the Ad Hoc Committee. Commissioners Greuel shared her concerns about keeping this ad hoc committee with only Commissioners before appointing others. For the initial Commissioner Sauls suggested we include others to get expertise from the community members and there was discussion about including other expertise, budget line for participants, hire consultants to support this committee.

Public Speakers: Mike Neely; Kerry Morrison

3.0 Interim Executive Director Report.
Heidi Marston, Interim Executive Director, gave the report:

• Ms. Marston, updated Commission on issues and events for LAHSA, including the 2020 Homeless Count, youth count and demographic youth and family surveys; HUD’s CoC Tier 1 and Tier 2 awards for 2019 NOFA funding and Domestic Violence bonus; gaps analysis and report on funding recommendations in February; CES refinement workshops, diversion, low acuity, problem solving, employment and workforce developments services.
• Commissioner Pearson inquired about the motion introduced by the County of LA on the increase of funding for access centers; there was discussion about the continued existing operations for access centers.
• Commissioner Dusseault requested that the communications team highlight full time employed participants utilizing safe parking and the work around income enhancement and economic homeless services;
• Commissioner Greuel requested a report back on initial funding priorities for the high acuity.
• Audit updates, DPSS on-site monitoring review; OIG HUD current audit, Measure H annual audit; LA County Audit Controller Measure H metrics and strategies review and report; HEAP state wide evaluation; reduction in payment processing time for our providers; Winter Shelters program and the extension on hours of operation; A Bridge Home upcoming openings; legislative updates from Governor Newsom’s budget proposal, legislative deadlines and new bills; Federal HUD’s proposed regulation on Fair Housing; new staff, promotions, transfers, anniversaries and employee of the month.
• Commissioners requested to notified them on the recruiting for summer internships.

Public Speaker(s): There were no public speakers.

4.0 Chief Operating Officer Bi-monthly Report.
Karla Chalif, Chief Operating Officer, gave the report:

• Ms. Chalif updated Commission on issues and events for LAHSA, including the centralization of the regulatory and statutorily required policies and creation of temporary revolving policy group; emergency response and Continuity of Operation Planning (COOP) trainings and identifying a consultant/firm for guidance and plan construction for LAHSA and provides; building move, space planning, vendors, timeline and milestone; Racial Equity Initiative; Director of Equity position search; GARE Cohort employee resource groups.

Public Speaker(s): There were no public speakers.

6.0 Report back on Outreach after 5pm and on weekends with greater access to shelter beds.
Nathaniel VerGow, Acting Director, Policy & Systems Department, gave the report:

• Mr. VerGow gave a report back on the outreach after 5pm and on weekends with greater access to shelter beds and an overview of the shifts adjustments made to help and improve the connection with homelessness; addition of weekend teams and new schedules; outreach teams: housing focus outreach team, responsive and reactive geographic focus team and health and safety mediation team.
• Commissioner Dusseault raised questions on how the access and outreach teams are connecting with homeless after 5pm and weekends; there was discussion about the bed occupancy, winter shelters, focus on evening outreach teams, the barriers and ineffectiveness of working after hours and safety for staff, and the resources available.
• Commissioner Greuel raised questions about funded providers going out in the evenings and the flexibility on staff working after hours on emergency situations; there was discussion about DMH outreach teams working
evenings, the reactive and proactive system and refining the outreach system to access bed availability at night.

- Commissioners Dusseault asked is there’s a digital option to create access afterhours for bed availability; there was discussion about the interim housing central command work, PSH Central Command, HMIS evaluation to automate the process for real time data and make HMIS accessible to providers and law enforcement.
- Commissioner Pearson raised questions about the hurdles and barriers in getting homeless into the shelters and what’s being done; there was discussion about the feedback from clients around the winter shelters, locations, transportation and restrictions on allowing pets in the shelters.
- Commissioner Sauls asked what the next steps are to improve the process.
- Staff will report back in 60 days on the work being done within the Interim Housing Central Command and an update on the progress, thorough knowledge of all inventory and obstacles on folks accessing beds, plans on addressing the problems, and recommendations to improve the process.
- Commissioner Pearson suggested to consider shifting staff hours to work at later times; there was discussion about the challenges on alternative work schedules.

Public Speaker(s): There were no public speakers.

7.0 Report back on Safe Parking and Connections.
Anika Akhter, Project Manager, Procurement & Performance Management Department, gave the report:

- Staff gave a report back on Safe Parking and Connections as described in the provided documents.
- Commissioner Farkas raised questions about the safe parking program cost, viability and incentives of moving homeless to permanent housing; Heidi Marston, Interim Executive Director shared information on the comparison on substitute to shelter vs. alternative to shelter, the cost effective approach, case management and security services; Commissioner Farkas raised questions about why are we not reaching out to Community College Board, State Colleges or LAUSD to create partnership for a more cost effectiveness program; parking lots utilization rates, case management and security ratio; interim housing data report will be sent to elected officials
- Commissioner Muro raised questions about the housing navigation requirement for safe parking service providers and matching to interim supportive housing; there was discussion about the housing navigation system, case and touch base management, and navigation requirement not being included in the RFP, specifically in SPA 7 and 4; and how the different models are being structured.
- Commissioner Sauls talked about the conversations with faith based organizations to offer the use of their lots and suggested to also include community colleges in the RFP; there was discussion about a letter sent to the Community College Foundation asking for the use of their parking lots and partnering up with the safe parking program for their students.

Public Speaker(s): There were no public speakers.

Commissioner Dusseault requested to pull Item 2.6 for reconsideration. Commissioner Dusseault recused herself and left the room.

2.6 Authorization for Interim Executive Director to Enter Into Agreements and Amendments with Sub-recipients for Activities in Fiscal Years 2019-2020 and 2020-2021 Funded by the City of Los Angeles’ Housing & Community Investment Department (HCIDLA) for CDBG and ESG Funding Allocated for the 44th Consolidated Plan, General Funds and Homeless Emergency Aid Program (City HEAP); the County of Los Angeles’ (County) Department of Children and Family Services (DCFS), Department of Public Social Services (DPSS), Workforce Development, Aging and Community Services (WDACS) and Chief Executive Office (CEO); California Emergency Solutions and Housing Program (CESH); and/or State Homeless Emergency Aid Program (HEAP) Funds as Shown on the Attachment, Subject to Funding Being Allocated to LAHSA. In the event that funding period or amount allocated from HCIDLA, County and/or the State is reduced or not forthcoming, authorize the Interim Executive Director to reduce terms of service, compensation, or not enter into agreements as deemed appropriate by the Interim Executive Director.

Motion: Commissioner Farkas moved and Commissioner Pearson seconded to reconsider the Consent Calendar Item 2.6.

2nd Motion: Commissioner Farkas moved and Commissioner Sauls seconded the approval of the Consent Calendar Item 2.6.
Action: The motion passed unanimously.

Public Speaker(s): There were no public speakers.

Commissioner Dusseault returned to the meeting and requested that an email be sent to all Commissioners to identify any voting conflicts and requested items be flagged to avoid voting conflicts.

Commissioner Dusseault moved public participation and the agenda was heard out of order.

14.0 Public Participation

Public Speaker: Pamela Crenshaw.

8.0 Report on LAHSA’s 12-month cash flow.
Maureen Sabino, Principal Accountant, Finance Department, gave the report:

- Ms. Sabino gave a report on LAHSA’s 12-month cash flow as described in the provided documents.
- Commissioner Farkas shared information about the cash flow cycle and the need to refine the reimbursement payment system and spenddown process.
- Tony Creed, CFO, shared information about the new system being used to improve the cash flow and reimbursement payment process; there was discussion about the line of credit with Wells Fargo.
- Report back to the Ad Hoc governance once the Ad Hoc is established.

Public Speaker(s): There were no public speakers.

Commissioner Dusseault, gave the report:

- Commissioner Dusseault reported on the two executive search firms selected to conduct the nationwide search for the executive director position; final interviews with the Hawkins Company and McCormack firms; the Committee empowered Commissioners Dusseault and Kamin to conduct in-person meetings and make final selection and decision, refine job description and salary range, meetings with stakeholders and senior staff, and timeline.
- Commissioner Dusseault will send salary range to all Commissioners. An update will be given at the next Commission meeting.

Public Speaker(s): There were no public speakers.

10.0 Report on the Programs & Evaluation Meeting held on Thursday, January 16, 2020.
Commissioner Sauls, gave the report:

- Commissioner Sauls reported that most items were previously approved on consent.

Commissioner Farkas, gave the report:

- Commissioner Farkas reported that most items were previously approved on consent and shared information discussed on the 2017 NOFA close out and WDACS spenddown.

Public Speaker(s): There were no public speakers.

12.0 Report on the Policy & Planning Committee Meeting held on Friday, January 17, 2020.
Commissioner Dusseault, gave the report:

- Commissioner Dusseault reported that most items were previously approved on consent.

Public Speaker(s): There were no public speakers.
13.0 Commissioner updates and agenda requests for future meetings.
Commissioner Dusseault, gave the report:

- Report backs tracker will be emailed to full commission.
- Report back on rapid rehousing and problem solving.
- 60-day report back on outreach.
- Commissioner Pearson requested a report back on shallow subsidy and send gap analysis update to committees and to Commission in February or March; staff will brief Commissioner Pearson on the gaps analysis progress.

Public Speaker(s): There were no public speakers.

Adjournment

The meeting adjourned at 12:37 p.m.
MEMO

To: LAHSA Programs and Evaluation Committee

From: Elsie Nwankwo, Coordinator, Procurement

Date: February 20, 2020

CC: Heidi Marston, Interim Executive Director
    Tony Creed, Chief Financial Officer
    Kristina Dixon, Director, Finance
    Emily Andrade, Director, Procurement & Performance Management
    Daniel Fisher, Associate Director, Operations
    Shalon Zeferjahn, Sr. Manager, Purchasing, Contracts & Grants Administration

Re: Phase 2 Quality Review Results and Recommendations for the 2019 Grants Management System Request for Proposals (RFP)

Committee Action Requested: Review and approve the Phase 2 Quality Review Results for the 2019 Grants Management System RFP and authorize Interim Executive Director to enter into a contract with the recommended proposer.

Background: The Los Angeles Homeless Services Authority (LAHSA) released the 2019 Grants Management System RFP on October 17, 2019 to procure a web-based Software as a Service Grants Management System (SaaS GMS) that supports the full grant lifecycle, unifying the current disparate data sources, files and processes. A mandatory proposers’ conference webinar was held on November 1, 2019. The submission deadline for this RFP to LAHSA was December 2, 2019 at 2 p.m. Two no bid responses were received. LAHSA received nine proposals for review during Phase 1. The two highest scoring proposals (REI Systems and Total Networks Incorporated) were invited to demonstrate their software platforms on February 4-5, 2020.

Quality Review Criteria: The scoring area and points allotted for Phase 2 are:

<table>
<thead>
<tr>
<th>Scoring Area</th>
<th>Points Allotted</th>
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<tbody>
<tr>
<td>Workflows</td>
<td>20</td>
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<tr>
<td>Integration</td>
<td>15</td>
</tr>
<tr>
<td>User Interface</td>
<td>15</td>
</tr>
<tr>
<td>Reports/Dashboards</td>
<td>15</td>
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<tr>
<td>Document Management</td>
<td>10</td>
</tr>
<tr>
<td>Constituent Relationship Management</td>
<td>10</td>
</tr>
<tr>
<td>Notifications/Alerts</td>
<td>10</td>
</tr>
<tr>
<td>Templates/Forms</td>
<td>5</td>
</tr>
<tr>
<td>Training/Support</td>
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</tr>
<tr>
<td><strong>Total Points Possible</strong></td>
<td><strong>105</strong></td>
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</tbody>
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Quality Review Results: The Phase 2 quality review results are as follows:

<table>
<thead>
<tr>
<th>Scoring Area</th>
<th>February 4, 2020 Demonstration with Total Networks Incorporated featuring “SmartSimple”</th>
<th>February 5, 2020 Demonstration with REI Systems featuring “GovGrants”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workflows</td>
<td>13.3</td>
<td>18.9</td>
</tr>
<tr>
<td>Integration</td>
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<td>13.8</td>
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<tr>
<td>User Interface</td>
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<td>14.6</td>
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<tr>
<td>Reports/Dashboards</td>
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<td>Document Management</td>
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<td>Constituent Relationship Management</td>
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<td>Notifications/Alerts</td>
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<tr>
<td>Templates/Forms</td>
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<tr>
<td>Training/Support</td>
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<td>4.6</td>
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<tr>
<td><strong>Total Points Received</strong></td>
<td><strong>71.2</strong></td>
<td><strong>99.8</strong></td>
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</table>

Staff Recommendations: Staff recommends the approval of the Phase 2 Quality Review Results and Recommendations as detailed in this memorandum. Based upon an evaluation of the criteria detailed above, LAHSA is recommending that the highest scoring software demonstration (REI Systems featuring “GovGrants”) be awarded.
February 28, 2020

Mr. Paul Compton
Regulations Division, Office of General Counsel
U.S. Department of Housing and Urban Development
451 7th Street SW, Room 10276
Washington, D.C. 20410-0500

RE:  Docket No. FR 6123-P-02: Affirmatively Furthering Fair Housing

Dear Mr. Compton:

On behalf of the Los Angeles Continuum of Care (LA CoC), the Los Angeles Homeless Services Authority (LAHSA) submits our response to the request for comment regarding Affirmatively Furthering Fair Housing as issued in the January 14, 2020 Federal Register (Docket No. FR-6123-P-02).

LAHSA is a joint-powers authority of the City and County of Los Angeles and serves as the lead agency in the LA CoC. LAHSA is responsible for funding a significant portion of the interim and permanent housing, and supportive services for people experiencing homelessness in Los Angeles County. LAHSA opposes the U.S. Department of Housing and Urban Development’s (HUD) proposed changes to the current Affirmatively Furthering Fair Housing (AFFH) regulations, as they may weaken the rule and adversely impact protected classes, especially those with a heightened risk of homelessness.

To truly affirmatively further fair housing is to take actionable steps towards reversing decades of discrimination and segregation, which takes time and effort. Accordingly, HUD should not make changes that would allow jurisdictions to conduct only perfunctory AFFH actions while neglecting the intention of the Fair Housing Act to meaningfully move toward more inclusive communities.

New AFFH Certification

The most significant proposed change to AFFH is the removal of the Assessment of Fair Housing (AFH) and the reworking of the AFFH certification as a replacement. The proposed revised certification is largely formed around the idea that increasing the supply of affordable housing alone will further fair housing. HUD is dismissing the importance of AFFH in recognizing historic patterns of segregation and deep-rooted inequities that persist regardless of current housing supply.

For example, after World War II, the G.I. Bill provided no-down and low-interest mortgages for returning veterans; however, these same benefits did not always extend to Black/African American veterans. Additionally, Black/African Americans were frequently denied mortgages as well as the ability to live in neighborhoods close to their jobs. Decades later, during the housing boom leading up to 2008, Black/African American and Hispanic homeowners were consistently targeted by mortgage lenders and steered towards unfavorable subprime loans, ultimately resulting in disproportionate rates of foreclosure and loss of wealth during the

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2 Ibid.
foreclosure crisis. HUD has proposed rule changes that ignore this history of racism in our country and will only serve to deepen the inequities in our housing market.

By excluding obstacles from the new certification related to community resistance of development, lack of awareness of fair housing rights, displacement due to new development, and inadequate access to opportunity for minority households, HUD is failing to recognize that housing practices do not exist on a level playing field but are laden with histories of discrimination. HUD also explains that they will consider “changes to zoning laws to be a useful and appropriate tool to further fair housing choice.” While certain zoning laws and regulations can pose a barrier to affordable housing, zoning changes without regard for needed tenant protections or unequal access to opportunity can exacerbate existing disparities.

Data
The current rule also requires HUD-provided data, local data, and local knowledge from community participation to be used in the fair housing analysis required by the AFH. However, under the proposed rule, HUD would not prescribe any standardized modes of analysis or data to use in the certification. HUD instead indicates that use of “practical experiences and local insights of the program participant” based off of ordinary housing-related operations would be sufficient.

Jurisdictions should be allowed to include experiential and other data as they see fit, but this should only be in supplement to the standard, objective data sets defined by HUD. A data-driven approach is essential to recognizing patterns of discrimination, identifying racially and ethnically concentrated areas of poverty, and evaluating fair housing progress.

Public Participation
HUD has also proposed to eliminate the AFFH rule’s current public participation process, which requires a public hearing and written comment period for community members. The new certification instead will be developed without any public input or knowledge and all reference to a public participation process will be eliminated. It will aim to incorporate public feedback given during the Consolidated Plan process – a completely separate process which focuses on affordable housing and community development and includes multiple streams of comment on competing housing priorities.

Public comment on AFFH should focus solely on fair housing and the requisite impediments. Community participation that is broad, easily accessible, and inclusive of the most impacted is an indispensable element when discussing fair housing. For example, LAHSA recently convened an Ad Hoc Committee on Black People Experiencing Homelessness, which addressed the disproportionately high number of Black/African American individuals experiencing homelessness in Los Angeles County. As part of the Committee, listening sessions were held throughout the County in which community members came and shared their experiences. Without this level of community participation, the subsequent report from the Committee would have missed key insights and experiences that can only be gleaned through real community participation.

New HUD Evaluation Process of AFFH
Additionally, the standards needed to show that a jurisdiction is AFFH-compliant have been significantly reduced in the proposed rule. The current rule requires a number of elements to be included in the AFH,

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3 Ibid.
including a summary of a jurisdictions’ fair housing issues, including lawsuits, enforcement, and settlements; analysis of the data, including segregation patterns and trends, concentrated areas of poverty, and disparate access to opportunity; fair housing goals; strategies and actions to implement those goals; robust community participation; and a summary of progress achieved since last AFH.

In the proposed changes, however, the new evaluation process will be based on nine factors, two of which relate to fair housing choice with the rest relating to housing supply, housing affordability, and housing quality. As indicated in the previous section, jurisdictions with low housing cost burdens, low vacancy rates, or excessive housing supply do not necessarily have fairer housing practices.

Additionally, HUD indicates that under the proposed changes, jurisdictions can be considered outstanding AFFH performers as long as they are free from adversely adjudicated fair housing complaints brought on by HUD or the U.S. Department of Justice from the previous five years. This is a low benchmark given that most complaints are settled out of court and are brought on by nonprofit organizations. In 2018, 75% of all national fair housing complaints were brought on by nonprofits.7 Although there were over 31,000 housing discrimination complaints that year, housing discrimination often goes unreported or undetected and it is estimated to be closer 4 million annually.8

An evaluation of a jurisdiction’s progress towards AFFH should include any fair housing claims, no matter who brought them or how they were adjudicated. There have been numerous studies that demonstrate that segregation and discriminatory practices persist due in part to the fact that AFFH regulations have never been fully enforced by the federal government.9 Placing major emphasis only on barriers such as housing supply, regulatory barriers, and zoning will not fulfill the goals of AFFH or the Fair Housing Act.

PHA Participation

The current rule requires public housing authorities (PHA) to fulfill their responsibility in conducting an AFH by collaborating with other jurisdictions or by submitting their own, and to then affirmatively further fair housing by taking “meaningful actions” to work toward the goals identified.10 The proposed rule, however, would eliminate any mention of taking “meaningful actions” and would accept consultation with jurisdictions during the Consolidated Plan process as sufficient in lieu of submitting a certification.

PHAs play an extremely important role in the provision of fair housing services and should be required to develop and submit their own AFFH goals and actions. For example, voucher rates, criminal background check policies, implementation of Fair Market Rents, and public housing demolition decisions all fall under the power of a PHA and would have a significant effect on access to housing.

Definition of AFFH

Finally, HUD is also proposing to change the definition of “affirmatively furthering fair housing” by completely rewriting the current one, which is a robust and comprehensive summary of what AFFH represents. The proposed definition, as stated in the proposed rule, removes words like “meaningful actions” and “compliance,” indicating a more permissive approach. It also diminishes the meaning and spirit behind the regulation by removing words like disparities, opportunity, segregation, race, ethnicity,

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8 Ibid.
9 Ibid.
10 24 CFR § 903.7(o)1 2016.
and civil rights. This proposed change represents a visual departure from affirmative actions to create a more equitable housing market and uplift the civil rights of our most marginalized communities.

Discrimination in housing leads to persistent segregation, which in turn results in health, education, and economic disparities. Ultimately, these disparities result in fewer comparable opportunities and insufficient financial stability to fall back on in cases of emergency, making one more susceptible to homelessness. Our history of discrimination has manifested itself in homelessness data – in 2017, Black/African American individuals made up 9% of the general population in Los Angeles County but 40% of the population experiencing homelessness. Other categories of protected classes experience disproportionate rates of homelessness as well – senior homelessness in the LA CoC increased by 8% in 2019 and lesbian, gay, bisexual, transgender, and queer (LGBTQ) individuals comprised up to 40% of the youth experiencing homelessness yet only 10% of the general youth population.

HUD justifies these proposed changes by lamenting that “simplifying AFFH requirements would aid program participants in meeting their statutory civil rights obligations.” AFFH is a crucial aspect of housing law and is necessary to fulfill the intended goals of the Fair Housing Act – to rectify the insidious history of discriminatory practices in our country.

While we appreciate the Administration working towards alleviating administrative burdens for local and state jurisdictions, scaling back and weakening AFFH regulations will result in more detrimental and costly outcomes for vulnerable protected classes. We urge HUD to withdraw this proposed rule change and we look forward to working together in the future on ways to create more equitable housing for all.

Sincerely,

Sarah Dusseault
Chair
LAHSA Commission

Heidi Marston
Interim Executive Director
LAHSA

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13 National Coalition for the Homeless. (June 2017). “LGBTQ Homelessness.”
# Legislative Recommendation Summary

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<thead>
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<th>Date of Analysis</th>
<th>2/19/2020</th>
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<tr>
<td><strong>Bill Number</strong></td>
<td>H.R.4936</td>
</tr>
<tr>
<td><strong>Author</strong></td>
<td>Grace Napolitano (CD 32: Parts of the San Gabriel Valley including West Covina and El Monte)</td>
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| **Los Angeles Delegation Co-Sponsors** | - Adam Schiff (CD 28: West Hollywood; Pasadena)  
- Gilbert Cisneros (CD 39: South San Gabriel Valley; parts of Orange and San Bernardino Counties) |
| **Bill Status**  | Currently in the House Financial Services Committee |
| **Staff Recommendation** | SUPPORT |
| **Bill Summary** | H.R.4936 would establish a new grant program through HUD to fund the construction, rehabilitation, repurposing, and operation of interim housing for people experiencing homelessness. |
| **Argument for Support/Opposition** | SUPPORT: H.R.4936 recognizes the urgent need for additional interim housing due to the disproportionately high number of individuals experiencing unsheltered homelessness, especially in Los Angeles County. Additionally, the bill requires the implementation of trauma-informed care and a Housing First approach, supportive services, and the accommodation of service animals and pets in the provision of the interim housing funded by the grant. It also recognizes the role of the local CoC and ensures that lead entities are kept informed. As a result, H.R.4936 promotes the creation of additional interim housing in a thoughtful way. |
| **County Position** | No position. |
| **City Position** | No position. |
| **Notable Support/Opposition** | SUPPORT: There has been no documented support.  
OPPOSITION: There has been no documented opposition. |
February 28, 2020

The Honorable Maxine Waters  
Chair, House Financial Services Committee  
2221 Rayburn House Office Building  
Washington, D.C. 20515

RE: Support for H.R.4936 – G. Napolitano (CA-32)

Dear Chair Waters,

On behalf of the Los Angeles Continuum of Care (LA CoC), the Los Angeles Homeless Services Authority (LAHSA) writes in support of H.R.4936, which would establish a grant program within the U.S. Department of Housing and Urban Development (HUD) for the acquisition, construction, rehabilitation, repurposing, and operation of property to be used as interim housing for individuals experiencing homelessness.

LAHSA is a joint powers authority of the City and County of Los Angeles and serves as the lead agency in the LA CoC. LAHSA is responsible for funding a significant portion of the interim housing, permanent housing, and supportive services for individuals and families experiencing homelessness in Los Angeles County and works to ensure safe and stable housing for all. As such, we support this legislation as it provides a needed response to the growing population of people experiencing unsheltered homelessness.

On any given night in 2019, there were over 44,000 individuals experiencing unsheltered homelessness throughout Los Angeles County – a number which represents 75% of the total population experiencing homelessness.¹ Not only are unsheltered individuals more vulnerable to violence but they face life-threatening weather conditions as well, particularly during the hot summer and cold winter months. Additionally, mortality rates for people experiencing homelessness in Los Angeles County were 2.3 times higher than for the general population and have been steadily increasing over the past five years.² There is an urgent need for additional interim housing.

While interim housing is not a permanent solution to ending or reducing homelessness, it is a critical component of an effective homeless services system that provides immediate respite for a vulnerable person while they connect to services to facilitate their placement in permanent housing. The grant program under H.R.4936 would require the interim housing created to be paired with services such as mental health, employment, substance use, and wellness programs. The bill also requires any services conducted in these interim housing programs to employ trauma-informed principles, a Housing First approach, and provide connections to permanent housing.

¹ Los Angeles Homeless Services Authority. (2019). Greater Los Angeles Homeless Count Results.
Housing First is an evidence-based practice essential to homelessness programs as its goal is to help people find and maintain housing first, without requiring enrollment in services as a pre-requisite. Housing First assists people experiencing homelessness to access housing faster and remain stably housed longer.\(^3\) Clients in programs using a Housing First model report increased perceived levels of autonomy, choice, and control,\(^4\) and report improved physical and behavioral health outcomes and reduced use of crisis services such as hospitals and jails.\(^5\) Similarly, trauma-informed principles are also necessary to ensure effective care for people experiencing homelessness who have likely undergone severe trauma from living on the streets. Trauma-informed care is an approach that understands and responds to the impact of trauma and creates a safe space for all, and is associated with better program outcomes.\(^6\) H.R.4936 also emphasizes the importance of connecting to permanent housing and recognizes that interim housing serves as a bridge to a more stable and long-term solution.

The bill also requires grant applicants to submit certain assurances to HUD, including the accommodation of service animals and pets at interim housing facilities and the ability to keep the lead entity of the local CoC informed of the programs created under the grant. According to a number of listening sessions held by the County of Los Angeles regarding the creation of a pet-friendly housing ordinance, people experiencing homelessness find that no-pet policies pose a significant barrier to entering housing; pets provide a deep source of comfort and companionship.

Additionally, coordination of care is extremely important for individuals and families experiencing homelessness who may have a difficult time navigating complex systems and keeping track of past or current service use. Keeping the local CoC informed about the progress of any interim housing programs in the area can allow for the proper prioritization of clients and connections to relevant housing programs and services. However, best practices for homelessness require the use of the Coordinated Entry System (CES) in order to facilitate a collaborative, streamlined response to getting individuals experiencing homelessness into housing and connected to services. We would strongly urge the author amend the bill to require connections to CES as a condition of grant funding.

We support H.R.4936 as it would provide safety and shelter to thousands of our most vulnerable residents experiencing homelessness across Los Angeles County. We welcome any further opportunity to comment on the necessity of this legislation and we thank you for your consideration.

Sincerely,

Sarah Dusseault
Chair
LAHSA Commission

Heidi Marston
Interim Executive Director
LAHSA

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\(^3\) National Alliance to End Homelessness. (2016). *Housing First.*


To: Finance Contracts & Grants Management Committee

From: Shalon Zeferjahn, Sr. Manager – Purchasing, Contracts & Grants Administration

Date: February 25, 2020

CC: Heidi Marston, Interim Executive Director
    Anthony Creed, Chief Financial Officer
    Emily Andrade, Director of Procurement & Performance Management Dept.
    Daniel Fisher, Associate Director of Operations – Procurement & Performance Management Dept.

Re: Authorization for Interim Executive Director to Enter into Grant Agreements With the U.S. Department of Housing and Urban Development (“HUD”) For the Period Between February 1, 2020 and December 31, 2021 as Listed in the Attachment.

Staff Recommendation:

Staff recommends that LAHSA’s Commission authorize LAHSA’s Interim Executive Director to enter into grant agreements with the Department of Housing and Urban Development (“HUD”) pursuant to the 2019 Continuum of Care notice of Funding Availability (“NOFA”) award as notified to LAHSA on January 14, 2018. Terms for these grant agreements will be for the period between February 1, 2020 and January 31, 2021 for funding allocated to LAHSA, the lead agency for the Los Angeles Continuum of Care, by HUD.

Staff further recommends, in the event that funding period or amount allocated from HUD is reduced or not forthcoming, authorize the Interim Executive Director to reduce terms of service, compensation, or not enter into sub-recipient agreements as deemed appropriate by the Interim Executive Director.

Background:

Each year, LAHSA submits an application for federal funding for County and City of Los Angeles Continuum of Care projects. As a result of the NOFA submission on September 27, 2019, LAHSA received, on January 14, 2020, award notifications from HUD that funding is available to pass through to sub-recipients whose needed services benefit homeless populations in the County and City of Los Angeles.

Justification:

Authorizing the execution of the grant agreements with HUD would enable LAHSA to execute and fund subrecipient agreements enabling subrecipients to continue to address the needs of individuals and families at risk of experiencing homelessness and those experiencing homelessness in the City and County of Los Angeles.

Staff has determined that the administrative dollars associated with this funding are adequate to cover costs associated with administering the funding.
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To: Finance Contracts & Grants Management Committee

From: Shalon Zeferjahn, Sr. Manager – Purchasing, Contracts & Grants Administration

Date: February 25, 2020

CC: Heidi Marston, Interim Executive Director
Anthony Creed, Chief Financial Officer
Emily Andrade, Director of Procurement & Performance Management Dept.
Daniel Fisher, Associate Director of Operations – Procurement & Performance Management Dept.

Re: Authorization for Interim Executive Director to Enter into Agreements With the Los Angeles Continuum of Care Sub-recipients For the Period Between February 1, 2020 and December 31, 2021 as Listed in the Attachment.

Staff Recommendation:

Staff recommends that LAHSA’s Commission authorize LAHSA’s Interim Executive Director to enter into agreements with Continuum of Care sub-recipients, as listed in the attachment, subject to funding awarded to LAHSA on or about January 14, 2020 by the U.S. Department of Housing and Urban Development (“HUD”) pursuant to the 2019 Continuum of Care Notice of Funding Availability (“NOFA”). Terms for these sub-recipient agreements will be for the period between February 1, 2020 and December 31, 2021.

Staff further recommends, in the event that funding period or amount allocated from HUD is reduced or not forthcoming, authorize the Interim Executive Director to reduce terms of service, compensation, or not enter into sub-recipient agreements as deemed appropriate by the Interim Executive Director.

Background:

Each year, LAHSA submits an application for federal funding for County and City of Los Angeles Continuum of Care projects. As a result of the NOFA submission on September 27, 2019, LAHSA received, on January 14, 2020, award notifications from HUD that funding is available to pass through to sub-recipients whose needed services benefit homeless populations in the County and City of Los Angeles.

Justification:

Authorizing the execution of the subrecipient agreements will enable subrecipients to continue to address the needs of individuals and families at risk of experiencing homelessness and those experiencing homelessness in the City and County of Los Angeles.

Staff has determined that the administrative dollars associated with this funding are adequate to cover costs associated with administering the funding.
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<td>CA179L9D001901-B</td>
<td>Los Angeles House of Ruth</td>
<td>CA1809 Los Angeles CoC DV TH-RRH</td>
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<td>TBD</td>
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<td>1736 FCC Joint TH-RRH Program for Domestic Violence Survivors</td>
<td>$2,543,458.00</td>
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To: Finance Contracts & Grants Management Committee

From: Shalon Zeferjahn, Sr. Manager – Purchasing, Contracts & Grants Administration

Date: February 25, 2020

CC: Heidi Marston, Interim Executive Director
Anthony Creed, Chief Financial Officer
Emily Andrade, Director of Procurement & Performance Management Dept.
Daniel Fisher, Associate Director of Operations – Procurement & Performance Management Dept.

Re: Authorization for Interim Executive Director to Enter Into Agreements and Amendments with Sub-recipients for Activities in Fiscal Years 2019-2020 and/or 2020-2021 Funded by the City of Los Angeles’ Housing & Community Investment Department (“HCIDLA”) for CDBG and ESG Funding Allocated for the 44th Consolidated Plan, General Funds and Homeless Emergency Aid Program (“City HEAP”); the County of Los Angeles’ (“County”) Department of Children and Family Services (“DCFS”), Department of Public Social Services (“DPSS”), Workforce Development, Aging and Community Services (“WDACS”) and Chief Executive Office (“CEO”); California Emergency Solutions and Housing Program (“CESH”); and/or State Homeless Emergency Aid Program (“HEAP”) Funds as shown on the Attachment, Subject to Funding Being Allocated to LAHSA.

Staff Recommendation:

Staff recommends that LAHSA’s Commission authorize LAHSA’s Interim Executive Director to enter into agreements and amendments with sub-recipients for activities in Fiscal Years 2019-2020 and/or 2020-2021, funded by the City of Los Angeles’ Housing & Community Investment Department (“HCIDLA”) for CDBG and ESG funding allocated for the 44th Consolidated Plan, General Funds and Homeless Emergency Aid Program (“City HEAP”); County of Los Angeles’ (“County”) Department of Children and Family Services (“DCFS”), Department of Public Social Services (“DPSS”), Workforce Development, Aging and Community Services (“WDACS”) and Chief Executive Office (“CEO”); California Emergency Solutions and Housing Program (“CESH”); and/or State Homeless Emergency Aid Program (“HEAP”) Funds, as shown on the attachment, subject to funding being allocated to LAHSA.

Staff further recommends, in the event that funding period or amount allocated from HCIDLA, County and/or the State is reduced or not forthcoming, authorize the Interim Executive Director to reduce terms of service, compensation, or not enter into agreements as deemed appropriate by the Interim Executive Director.

Background:

LAHSA administers annual funding from the State, City and County to support a variety of homeless programs. LAHSA receives annual CDBG and ESG funding from the City of Los Angeles through the City’s Consolidated Plan application to HUD, City HEAP funds from the City’s Grant Number 18-HEAP-00003 with the State, and City General Funds through the Mayor’s budget. LAHSA receives annual funding from a variety of County Departments, including funding for the Independent Living Program (“ILP”) from DCFS, funding for General Relief and Coordinated Entry System for Families programs from DPSS, funding for Adult Protective Services Home Safe program from WDACS, and General Funds and
Measure H Special Funds from the CEO. LAHSA has also been awarded one-time CESH and HEAP funding from the State.

This funding represents a significant portion of the resources utilized in the Los Angeles Continuum of Care for homeless individuals, youth and families, and supports a variety of programs and services that are provided to prevent and rapidly resolve homelessness and assist homeless persons in the County of Los Angeles.

**Justification:**

This authorization would enable LAHSA to execute agreements and amendments for activities in FYs 2019-2020 and/or 2020-2021, as described on the attachment, enabling sub-recipients to continue to address the needs of individuals and families at-risk of experiencing homelessness and those experiencing homelessness in the City and County of Los Angeles.

Staff has determined that the administrative dollars associated with this funding are adequate to cover costs associated with administering the funding.
<table>
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<tr>
<th>SPA</th>
<th>Funder</th>
<th>Program</th>
<th>Contract Number</th>
<th>Subrecipient Name</th>
<th>Start Date</th>
<th>End Date</th>
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<td>4</td>
<td>City HEAP</td>
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<td>Crisis Housing - Motel Vouchers</td>
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Total: $1,109,100 $4,702,970 $5,812,070
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LAHSA receives funding from multiple sources & develops programs to address homelessness in LA, as well as contracts with sponsoring agencies to provide the programs to the community.

**OVERVIEW OF LAHSA**

**Total FY 2019-2020**

**Q2 Budget $ 438,428,907**

**Federal 6.56%**

HUD CoC Funds: LAHSA Directly Administers $28,768,178 (total LA CoC award $123,707,061)

**State of California 10.15%**

CoC, HEAP, & CESH $44,482,697 (prorated for FY19-20, the total award is $91,494,725 for multiple years)

**County of LA 69.97%**

Measure H, GF, HSP, ILP, ESG, HFSS, CalWorks, & CDBG: $306,757,252

**City of LA 13.24%**

GF, ESG, CDBG, & HEAP: $58,060,780

**Other 0.08%**

Hilton Foundation & CCF: $360,000

**SPONSORING AGENCIES**

(360+ Contracts)

- Family Solutions Center
- Permanent Housing - Rapid Rehousing
- Permanent Housing - Homelessness Prevention
- Transitional Housing
- Crisis/Bridge Housing
- Supportive Services
- Access Centers
- Outreach
- Winter Shelter
- Capacity Building
- Navigation Center
- Mobile Showers/Safe Parking
- Regional Coordination

**MAJOR PROJECTS**

- Annual Homeless Count
- Grants Management
- Coordinated Entry System

**DIRECT PROGRAMS**

- Operation Healthy Streets
- Countywide Outreach
- CoC Coordinated Assessment
- CoC Planning Project
- HMIS

**ADVOCACY, POLICY, PROGRAM DESIGN, PROCUREMENT, CONTRACTING, MONITORING, TECHNICAL ASSISTANCE, INVOICE PAYMENT, ASSESSMENT, REPORTING, GRANT CLOSEOUT**

**OVERVIEW OF LAHSA**

**Total FY 2019-2020**

**Q2 Budget $ 438,428,907**

LAHSA receives funding from multiple sources & develops programs to address homelessness in LA, as well as contracts with sponsoring agencies to provide the programs to the community.
I am happy to report that we have made substantial strides in improving our internal and external communications. We have begun creating the infrastructure necessary for LAHSA to communicate effectively. We added new staff, developed a new communications platform, and started to communicate proactively about major programs. While we have found some success, there are many opportunities for LAHSA to communicate more effectively with the public and its employees.

**Increasing Communications Partners**

In October, I reported that I had met with key staff members of the City Council, the Board of Supervisors, and the United Way’s Everyone In campaign. Since then, I met with the Lived Experience Advisory Board (LEAB), and the Homeless Youth Forum of Los Angeles (HYFLA), LAHSA’s lived experience advisory groups.

Both Boards requested greater visibility through an increased presence on LAHSA’s website, to be included more in LAHSA’s communications, and for LHASA to define itself through its communications. Additionally, HYFLA also requested more communication support for the annual youth count and their next youth homelessness summit.

Based on their feedback, my team is in the process of adding pages to the LAHSA website specifically for both HYFLA and LEAB that will include pictures and biographies for each of the board members as well as other salient items that the respective boards deem necessary. In addition, we are working with both advisory boards on the digital communication campaigns that are described later in this report.

The next set of partners to meet with will be LAHSA’s service providers. Late last year, I spoke to some of my counterparts among the SPA leads, and we had good introductory conversations. In the months ahead, I will meet with them and other providers to discuss the long-term communications plans that we are creating and gain their buy-in.

**Staffing**
It is my pleasure to report that Chris Yee joined our team as a Communications Specialist. In this role, Chris will focus on our media relations efforts, both responding to inquiries and pitching stories to the press.

Chris comes to us from the San Gabriel Valley Tribune, where he was a reporter. During his time there, he took an interest in covering homelessness leading him to learn a great deal about LAHSA’s efforts and the reporters covering homelessness. He will be instrumental for us in our push to gain more positive coverage for LAHSA in the local papers.

I am also happy to report that we will begin interviewing for the fourth person on our team, the Internal Communications Specialist, next week. This person will be in charge of ensuring that every member of LAHSA has the tools necessary to be effective communicators of LAHSA’s message. They will develop our talking points, create a centralized PowerPoint database, prep members of the agency for presentations, and ensure all of the agency’s PowerPoints are uniform and adhere to our guidelines. They will find new and innovative ways to open communication portals within LAHSA, ensuring that all of our employees are informed about LAHSA’s latest developments. We hope to have someone on board no later than April.

**Goals**

In my previous report to the Commission, I laid out three goals: proactively engage the media, educate the public on LAHSA’s efforts to address homelessness, and unite LAHSA under one message.

**Proactive**

Over the last few months, LAHSA has led or is in the progress of leading the way on several communications initiatives. In each of the following initiatives, LAHSA staff proactively pitched stories to the media. The initiatives include:

- **Winter Shelter Program**: LAHSA was at the forefront of the Winter Shelter media strategy. Much like our programmatic teams worked with various stakeholders to stand up thousands of beds over the Thanksgiving weekend, we worked with the Mayor’s Office, County CEO’s Office, and Supervisor Offices on a communications strategy that informed the public of the augmented shelter sites and how to connect someone experiencing homelessness to the Winter Shelter Program.
  - Our efforts promoting the Winter Shelter Program yielded 61 radio and television stories and 44 online and print stories.
- **The Greater Los Angeles Homeless Count**: the communications team helped recruit volunteers for the homeless count through social and traditional media. In consultation with the Community Engagement team, we developed social media posts and email marketing strategies to increase volunteer numbers. In addition, one of Chris’ first tasks was to pitch the following media outlets on the need for more volunteers, including:
  - ABC 7
  - CBS 2
  - NBC 4
  - KTLA
  - Spectrum News 1
Chris’ efforts on pre-homeless count pitching yielded 40 stories across the county, and most outlets included links to our volunteer website.

The actual homeless count was also popular amongst the press. Over 120 stories about the homeless count ran during homeless count week and the week that followed.

Housing Central Command: Last week, LAHSA led the media rollout of Housing Central Command with a media briefing that was attended by ten reporters. The announcement of HCC was featured in over 15 news outlets, ranging from the Associated Press to the LA Sentinel. We also are the architects and lead for the Housing Central Command Communications team, which consists of representatives from DMH, DHS, Mayor’s Office, County CEO, LAHSA’s government affairs team, and on the ground representatives. This team will create a unified communications campaign for HCC, including its continued introduction to state and national media outlets and developing best practices for reporting HCC updates.

Educate

LAHSA was successful in developing two new digital communication vehicles to educate the public on LAHSA’s latest successes: The Road Home Blog and The Road Home Newsletter.

Developed by our partners at Ocean and Mountain, The Road Home Blog will produce one to two stories a week featuring LAHSA’s success stories and LAHSA’s messaging on current events in the homeless services landscape. The popular blog platform Medium hosts the blog, but each of the posts will be shared on LAHSA’s social media and on LAHSA’s website to ensure maximum visibility.

The Road Home Newsletter bundles the latest articles from the blog and distribute them to over 9,000 individuals in our database, including the public, service providers, policy deputies, communications deputies, and LAHSA staff. The newsletters will feature special editions that dive deeper into LAHSA programs and practices to illuminate LAHSA’s efforts in addressing the homeless crisis.

One Message
Our new internal newsletter, The LAHSA Bulletin, launched shortly after my previous report to the Commission. The Bulletin represents a significant overhaul from the previous Friday email. It features:

- Staff Updates
- Stories about recent events and successes at LAHSA
- A fun weekly poll
- The Media Story of the Week
- Feel Good Story

We are looking into more ways in which we can continue breaking down communication barriers among departments to educate our workforce about the incredible work being done throughout LAHSA. These efforts will manifest themselves as more dynamic newsletter content featuring the work of teams and individuals at LAHSA.

Today, the communications team will roll out LAHSA’s first talking points database wiki. Accessible to all members of the staff, the talking points database will house the latest messaging that the staff can use to develop PowerPoint presentations, speak about the latest LAHSA developments in the field, or while talking to elected officials. The talking points that will be available at launch are:

- Ad Hoc Committee on Black People Experiencing Homelessness
- Housing Central Command
- Unsheltered Policy Guidance

By the end of March, we will post talking points about LAHSA itself as well as on how homelessness became a crisis in Los Angeles.

**Digital Media Plan**

The Comms Team has developed three digital media campaigns that explore how some residents became homeless, bust some of the myths about homelessness, and answer the question of what is LAHSA. We are expecting to roll out this campaign during the first week of April.

Unless specifically noted, each campaign will use the following vehicles to tell the stories:

- Graphics
- Video
- Blog
- Newsletter

**Falling Into Homelessness**

The Falling Into Homelessness series will explore what circumstances led people to become homeless. The campaign will feature videos and graphics to tell the stories of people with lived experience as well as the county-wide statistics relevant to the subject’s story.

We will set the stage for the videos by referencing how many people are experiencing homelessness and how many people are in danger of becoming homeless in Los Angeles County. We will use the system
flow slide from the 2019 homeless count presentation and create a new graphic to describe inflow. These introductory posts are the lens to tell the story of how someone becomes homeless.

The post featuring people with lived experience focuses on nine of the leading reasons someone may become homeless, including:

- Eviction/Foreclosure
- Ending a relationship
- Domestic Violence
- Coming Out
- Death of a Loved One
- Mental Health Issues
- Health Issues
- Addiction
- Economics

To execute this campaign, the Comms Team needs to find residents with lived experience to create short videos and biographical graphics. The members of LAHSA’s Lived Experienced Advisory Board and the Homeless Youth Forum of Los Angeles will be the first people with lived experience asked to participate in the campaign.

The Comms Team and LAHSA’s Access and Engagement teams will create anonymous quote graphics based on the outreach team’s interactions.

**Mythbusting Homelessness**

The Mythbusting Homelessness campaign will feature several common misconceptions about Los Angeles County’s homeless community, including:

- People experience homelessness want to remain homeless
- People who experience homelessness are service resistant
- People who experience homelessness are dangerous
- People experience homelessness mostly come to Los Angeles or Southern California from other parts of the country
- People who experience homelessness are lazy
- Providing services will result in more people experiencing homelessness/enable their “lifestyle”
- Permanent Supportive Housing is more expensive than leaving people on the street
- All people experiencing homelessness are drug addicts
- All people experiencing homelessness are mentally ill
- People who experience homelessness aren’t “ready” for housing until they get sober, seek mental health treatment, etc.
- People experiencing homelessness deserve to be homeless

Each myth would be dispelled through a messaging vehicle that lends itself best to the topic under consideration. For instance, the post busting the service resistance myth would be a video, while an infographic would bust the drug addict myth.

**LAHSA 101**
There are several successful programs that LAHSA administers that should receive greater communications attention. By raising the public’s consciousness about these programs, LAHSA will begin to define itself in a more positive light. To accomplish this goal, the Comms Team will develop social media posts that define LAHSA’s programs and offers information on their performance.

Possible topics include:

- Safe Parking
- Rapid re-housing
- Mobile Showers
- Shallow Subsidy
- Problem Solving
- Prevention
- Outreach
- LA-HOP
- The Bin (storage)
- Winter Shelter
- Interim Housing
- Host Homes
- Campus Navigators
- Capacity Building
- Ad Hoc Committees (women and black people experiencing homelessness)
- Advocacy for our CoC (Jose’s team)

**Paid Posts**

Based on focus groups conducted by the County, the best way to expand the public’s base knowledge of homelessness and homeless services is through paid social media posts.

Criteria for paid posts will be a combination of posts that are popular among our followers and how important a fact is for the public to have a greater understanding of how LAHSA is addressing homelessness.

**Other Media Opportunities**

We are developing plans to promote the work of both Ad Hoc Committees in relation to the progress updates that are coming up later this year. My team recently met with the staff leads of both committees, and we are combing through the latest results to determine the best approach to ensure widespread coverage of LAHSA’s progress in these areas.