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County of Los Angeles
CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

SACHI A. HAMAI
Chief Executive Officer

June 21, 2017

To: Supervisor Mark Ridley-Thomas, Chairman
Supervisor Hilda L. Solis
Supervisor Sheila Kuehl
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Sachi A. Hamai
Chief Executive Officer

Board of Supervisors
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First District

MARK RIDLEY-THOMAS
Second District

SHEILA KUEHL
Third District

JANICE HAHN
Fourth District

KATHRYN BARGER
Fifth District

COMMUNITY HOMELESSNESS EDUCATION AND ENGAGEMENT EFFORT (ITEM NO. 11, AGENDA OF DECEMBER 20, 2016)

On December 20, 2016, the Board of Supervisors instructed the Chief Executive Office (CEO) to retain a consultant to research and identify best practices for facilitating community dialogues about siting permanent supportive housing and homelessness services sites, including other associated actions related to engaging and building community support for permanent supportive housing; consult with key stakeholders; and report back to the Board on a quarterly basis. This memorandum serves as the first report to the Board on the directives referenced above. The CEO secured Board approval not to submit the initial scheduled report in March 2017.

On May 19, 2017, the CEO executed a contract with Fenton Communications to research and identify best practices, conduct opinion research, develop messaging, create a tactical toolkit to support outreach efforts, and pilot customized specific communications planning and a support plan for select permanent supportive housing sites. To date, Fenton has met twice with the County, Los Angeles Homeless Services Authority, and United Way of Greater Los Angeles to obtain initial input on the landscape of siting issues, approach, areas of focus, expected outcomes and deliverables, and next steps.

Fenton's efforts on this project have just begun, so there is limited information to report to the Board at this time. Fenton, along with the CEO, will continue to engage and consult with various stakeholders to complete the work as instructed by the Board, and the next

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quarterly report will include an update on best practices for engaging communities in dialogues regarding the siting of permanent supportive housing and service facilities, educational materials that may be needed to facilitate dialogue and education, and opportunities for the County to play a proactive role in facilitating these dialogues.

If you have any questions, please contact Phil Ansell, Director of the Homeless Initiative, at (213) 974-1752 or pansell@ceo.lacounty.gov.

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c: Executive Office, Board of Supervisors
County Counsel



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SACHI A. HAMAI
Chief Executive Officer

September 21, 2017

To: Supervisor Mark Ridley-Thomas, Chairman
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From: Sachi A. Hamai 
Chief Executive Officer

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To help inform the development of a community engagement model, Fenton met with the Community Development Commission to gather insights and information about:

- Identifying housing developers that are utilizing best practices to communicate with residents; and
- Determining ongoing challenges faced by housing developers in building community support.

A key element of Fenton's work includes the development and implementation of opinion research in the form of "focus groups" of County residents to uncover knowledge about their perceptions and fears related to homelessness and PSH, along with testing messages and determining spokespeople that will influence their opinions

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about the siting of PSH. After receiving input from the County and United Way of Greater Los Angeles, Fenton and the CEO met with each of the Board offices seeking information and input on:

- Upcoming and/or potential development projects;
- Demographic information to inform focus group design decisions; and
- Suggested areas/regions of focus where PSH is needed and difficult to build.

While the format and targeting of the focus groups are currently under development, the preliminary geographic focus of key communities to recruit focus group participants includes:

- Unincorporated East Los Angeles and City of El Monte (English and Spanish)
- Northeast San Fernando Valley (English and Spanish)
- Cities of Downey and Whittier (unincorporated as well)
- City of Lancaster

Furthermore, we are also exploring recruitment from key cities in the San Gabriel Valley (budget-permitting). At this point, it is anticipated that the focus groups will take place in early to mid-October.

For assistance with the development and administration of the focus groups, Fenton has sub-contracted with FM3, a public opinion research and strategy firm. Information derived from the focus groups will inform the development of messaging and the design of a customized communications and support plan for select PSH sites.

Additionally, Fenton, along with the CEO, will continue to work in partnership with the key stakeholders mentioned in this report and others to identify best practices for engaging communities in dialogues regarding the siting of PSH and service facilities, and opportunities for the County to play a proactive role in facilitating these dialogues.

The next report back will be provided to the Board by December 13, 2017.

If you have any questions, please contact Phil Ansell, Director of the Homeless Initiative, at (213) 974-1752 or pansell@ceo.lacounty.gov.

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County Counsel



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December 15, 2017

To: Supervisor Sheila Kuehl, Chair
Supervisor Mark Ridley-Thomas
Supervisor Hilda L. Solis
Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Sachi A. Hamai
Chief Executive Officer

COMMUNITY HOMELESSNESS EDUCATION AND ENGAGEMENT EFFORT (ITEM NO. 11, AGENDA OF DECEMBER 20, 2016)

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Since the last report back, Fenton met with the CEO, the Community Development Commission (CDC), each Board Office, and the United Way of Greater Los Angeles to gather insights and information about the ongoing challenges faced by housing developers in building PSH. The Board Offices also identified a pipeline project in each Supervisorial District that could potentially be used to test a toolkit of messaging and best practices. For the development of this toolkit, Fenton subcontracted with FM3, a public opinion research and strategy firm, to help design and administer six focus groups of County residents with the following objectives:

- Understand perceptions and fears related to homelessness and PSH;

- Test messages that might influence opinions about the siting of PSH; and
- Identify spokespersons and community leaders who influence opinions about the siting of PSH.

The focus groups were conducted this past October and November in the following communities:

Focus Group Location	Recruited Residents From	Language
Downey	Downey, El Monte, East LA, Whittier	English / Spanish
Sherman Oaks	Panorama City, Reseda, Sun Valley, Van Nuys	English / Spanish
Lancaster	Lancaster	English
LAX	Inglewood, View Park, Windsor Hills, Ladera Heights, Del Aire, El Segundo, Hawthorne	English

Fenton worked closely with the stakeholders identified above to synthesize the focus group findings and develop messaging and community outreach best practices related to PSH development. Fenton has compiled these into a draft toolkit designed to help developers and their community partners successfully site and build new PSH developments. The draft toolkit includes:

- Key messages related to homelessness and supportive housing
- How to talk about mental health issues
- Successful community outreach strategies
- Alternatives to traditional community meetings
- How to deal with opponents
- How to work with politicians on PSH development
- Common legal tools for affordable housing

The focus group findings and draft toolkit are being shared in a series of meetings throughout December and January with key stakeholders. Fenton is working with the CEO, Board Offices, and the United Way on a strategy to successfully implement the final toolkit. Additionally, all stakeholders mentioned in this report will continue to work in partnership to identify best practices for engaging communities in dialogues regarding the siting of PSH and opportunities for the County to play a proactive role in facilitating these dialogues.

The next report back will be provided to the Board by March 13, 2018.

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If you have any questions, please contact Phil Ansell, Director of the Homeless Initiative, at (213) 974-1752 or pansell@ceo.lacounty.gov.

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March 16, 2018

To: Supervisor Sheila Kuehl, Chair
Supervisor Hilda L. Solis
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Supervisor Janice Hahn
Supervisor Kathryn Barger

From: Sachi A. Hamai 
Chief Executive Officer

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Since the last report back, Fenton completed the draft toolkit and shared it with the CEO, each Board office, and the United Way of Greater Los Angeles to gather feedback and comments. Fenton is gathering additional feedback from a sample of supportive housing developers, City of Los Angeles, and County staff, and will make revisions as needed by the end of March. The draft toolkit includes:

- Key messages related to homelessness and supportive housing;
- How to talk about mental health issues;
- Successful community outreach strategies;
- Alternatives to traditional community meetings;
- How to deal with opponents;

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- How to work with elected officials on PSH development; and
- Common legal tools for affordable housing.

In the final phase of Fenton's work, Fenton will develop the following presentations and materials:

- Two one-hour webinar presentations on the toolkit for public partners and general community supporters;
- Two in-person training modules (one on Messaging and one on Community Outreach) to reinforce the toolkit recommendations with developers, cities and County staff, and others involved in siting housing;
- One-page summary of the toolkit in various languages; and
- Additional fact sheets on Bridge Housing and Safe Parking.

The next report back is due to the Board by June 13, 2018; however, all of Fenton's remaining activities are to be completed by the contract end date of March 31, 2018. Therefore, the CEO will provide the final report back to the Board by April 30, 2018.

If you have any questions, please contact Phil Ansell, Director of the Homeless Initiative, at (213) 974-1752 or pansell@ceo.lacounty.gov.

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SACHI A. HAMAI
Chief Executive Officer

April 30, 2018

To: Supervisor Sheila Kuehl, Chair
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From: Sachi A. Hamai
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On June 21, 2017, September 21, 2017, December 13, 2017, and March 13, 2018, the CEO submitted quarterly reports to the Board on actions taken toward achieving the directives referenced above, including the execution of a contract between the CEO and Fenton Communications (Fenton) and the administration of six focus groups of County residents to inform the development of a toolkit of messaging and best practices. This memorandum serves as the final report back to the Board.

Since the last report back, Fenton revised the draft toolkit based on feedback from the CEO, Board Offices, and the United Way of Greater Los Angeles. Additionally, Fenton solicited feedback on the revised toolkit from a sample of supportive housing developers, the City of Los Angeles, and County departments. The final toolkit includes the following key components:

- Key messages related to homelessness and supportive housing;
- How to talk about mental health issues;
- Successful community outreach strategies;

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- Alternatives to traditional community meetings;
- How to deal with opponents;
- How to work with elected officials on PSH development; and
- Common legal tools for affordable housing.

In the final phase of Fenton's scope of work, Fenton developed the following community engagement materials:

- Two one-hour webinar presentations on the toolkit (one geared toward city staff and one geared toward community partners and supporters);
- Two in-person training modules (one on Messaging and one on Community Outreach) to reinforce the toolkit recommendations with developers, cities and county staff, and others involved in siting housing;
- A one-page summary of the toolkit in various languages; and
- Additional one-page fact sheets on Supportive Housing, Bridge Housing, and Safe Parking.

As of this date, all of Fenton's deliverables have been submitted to the CEO, except for the translations of the one-page summaries of the toolkit and fact sheets on Supportive Housing, Bridge Housing, and Safe Parking. The final toolkit and associated materials will be shared broadly with public and community partners in the ongoing effort to provide education, increase engagement, and maximize support for Permanent Supportive Housing.

If you have any questions, please contact Phil Ansell, Director of the Homeless Initiative, at (213) 974-1752 or pansell@ceo.lacounty.gov.

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