



SACHI A. HAMAI  
Chief Executive Officer

## 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>

*"To Enrich Lives Through Effective And Caring Service"*

Board of Supervisors  
HILDA L. SOLIS  
First District

MARK RIDLEY-THOMAS  
Second District

SHEILA KUEHL  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

November 17, 2015


The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

Dear Supervisors:

# ADOPTED

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

8 November 17, 2015

  
PATRICK OGAWA  
ACTING EXECUTIVE OFFICER

### **AMENDMENT NUMBER 4 TO THE GATEWAY CONNECTIONS PROGRAM AGREEMENT BETWEEN THE COUNTY OF LOS ANGELES AND THE GATEWAY CITIES COUNCIL OF GOVERNMENTS (ALL AFFECTED) (3 VOTES)**

#### **SUBJECT**

The Fourth Supervisorial District seeks to extend the term and increase the pricing schedule of the Gateway Connections Program County Homeless Prevention Initiative (HPI) Agreement Number AO-12-024 (Agreement) with the Gateway Cities Council of Governments (GCCOG) for the continued provision of homeless services and affordable housing opportunities for homeless persons in the Gateway Cities region of the County.

#### **IT IS RECOMMENDED THAT THE BOARD:**

Approve and instruct the Chief Executive Officer to execute the attached Amendment Number 4 (Amendment) with the GCCOG to extend the term through June 30, 2016, and to increase the maximum contract sum by \$860,000, utilizing the Fourth District's Homeless Prevention Initiative-Homeless Services Fund (HPI-HSF), for a maximum contract sum of \$4,340,000.

#### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

The Amendment will allow the GCCOG to administer the Gateway Connections Program for an additional seven months through June 30, 2016. The Gateway Cities region is comprised of 27 member cities across southeast Los Angeles County and encompasses a combined population of over 2 million. The GCCOG has taken up the complex issue of homelessness and conducted a thorough review of the issue, how it impacts its cities, and the southeast region of the County at large. In response, the GCCOG decided as a group to embark on an effort to develop and

implement a coordinated, regional approach to serving the homeless population in its large and diverse area of the County.

In 2011, the First and Fourth Supervisorial Districts allocated \$1,160,000 of County HPI-HSF per year (\$860,000 from the Fourth District and \$300,000 from the First District) for a total allocation of \$3,480,000 over three years to support a three-year agreement to implement the Plan.

In November 2014, the GCCOG's contract term was amended to approve a one-year no-cost extension through November 24, 2015, utilizing unspent program funds. The unspent funding was due to the fact that during the first 11 months of the program, the GCCOG developed an RFP and conducted a solicitation process to identify a sub-contractor.

Amendment Number 4 will increase the current maximum contract sum by \$860,000 for a total allocation of \$4,340,000 over 4 years and 7 months through June 30, 2016.

Based on the Board's June 22, 2015 action, the CEO has delegated authority to enter into HPI-HSF funded agreements of up to \$250,000. However, because the \$860,000 allocation to support the Gateway Connections Program exceeds the delegated authority amount, we are requesting the Board's approval of this action.

### **Implementation of Strategic Plan Goals**

The recommended actions are in compliance with the County Strategic Plan Goal 2, Community Support and Responsiveness.

### **FISCAL IMPACT/FINANCING**

There is no net County cost impact of this Amendment; the Fourth Supervisorial District is utilizing \$860,000 of its HPI-HSF originally allocated in Fiscal-Year 2014-15.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

The Amendment extends the Agreement for seven months through June 30, 2016, and adjusts the Agreement's current budget to add \$860,000 as detailed in the attached Amendment.

### **IMPACT ON CURRENT SERVICES (OR PROJECTS)**

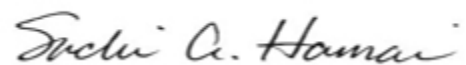
The approval of the recommendations will allow the GCCOG to continue to administer the Gateway Connections Program and serve the region's homeless population and move families and individuals off the streets. Approval will also result in cost reductions related to emergency room visits and incarceration of persons with mental illness and/or substance abuse issues who would be better served through treatment programs, resulting in savings to the County's Health and Human Service and Justice Systems. Finally, approval will result in an improved safety net for the region's homeless population.

The Honorable Board of Supervisors

11/17/2015

Page 3

Respectfully submitted,

A handwritten signature in cursive script that reads "Sachin A. Hamai".

SACHI A. HAMAI

Chief Executive Officer

SAH:JJ:PA

MDC:ib

Enclosures

c: Executive Office, Board of Supervisors  
County Counsel

**AMENDMENT NUMBER FOUR  
TO  
CONTRACT NUMBER AO-12-024  
BETWEEN  
COUNTY OF LOS ANGELES AND  
GATEWAY CITIES COUNCIL OF GOVERNMENTS  
FOR  
IMPLEMENTATION OF THE GATEWAY CITIES COUNCIL OF  
GOVERNMENTS' ACTION PLAN**

This Amendment Number Four ("Amendment") to the Contract Number AO-12-024 for Implementation of the Gateway Cities Council of Governments ("GCCOG") Action Plan ("Contract") is entered in to this \_\_\_\_\_ day of \_\_\_\_\_, 2015, by and between the County of Los Angeles ("County") and GCCOG ("Contractor").

**RECITALS**

**WHEREAS**, on November 28, 2011, the County entered into the Contract with Contractor for implementation of the GCCOG Action Plan with a focus on three key areas: 1. Homeless Prevention; 2. First Responders Program; and 3. Permanent Supportive Housing; Amendment One was executed on May 20, 2013; Amendment Two was executed on March 20, 2014; and Amendment Three was executed on November 24, 2014.

**WHEREAS**, County and Contractor mutually agree to modify the Contract to extend the term to June 30, 2016 and add an additional \$860,000 from the Fourth District's Homeless Prevention Initiative-Homeless Services Fund, increasing the Maximum Contract Sum to \$4,340,000 to continue consulting services outlined in the Statement of Work and Budget.

**NOW, THEREFORE**, in consideration of the foregoing and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, and effective upon full execution, it is agreed between the parties that the Contract shall be amended as follows:

- I. **Section 4.0, TERM OF CONTRACT, Subsection 4.1** is hereby deleted in its entirety and replaced by:

"4.1 The term of this Contract shall be November 28, 2011, through June 30, 2016, unless sooner terminated or extended, in whole or in part, as provided in this Contract."

- II. **Section 5.0, Contract Sum, Subsection 5.1**, is hereby deleted in its entirety and replaced by:

"5.1 The maximum amount of this contract shall be **Four million three hundred forty thousand dollars (\$4,340,000)** for the term of this contract as set forth in section 4.0 Term of Contract.

- III. **Exhibit A-4, Statement of Work and Budget**, is deleted in its entirety and replaced with **Exhibit A-5, Statement of Work and Budget**, attached hereto and incorporated by reference.
- IV. All references in the Contract, its Table of Contents, any Exhibits and any Amendments to **Exhibit A, and/or A-1, and/or A-3, and/or A-4, Statement of Work and/or Statement of Work and Budget**, shall hereafter be references to **Exhibit A-5, Statement of Work and Budget**.

**All other terms and conditions of the Contract remain in full force and effect.**

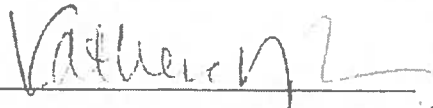
IN WITNESS HEREOF, the CONTRACTOR has executed this Amendment No. 4, to Contract No. AO-12-024, and the County of Los Angeles, by its Chief Executive Officer, has caused this Amendment No. 4 to be executed on behalf of the Board of Supervisors.

COUNTY OF LOS ANGELES


By \_\_\_\_\_ Date \_\_\_\_\_  
SACHI A. HAMAI  
Chief Executive Officer

APPROVED AS TO FORM:

Interim County Counsel  
MARY C. WICKHAM

By   
KATHERINE M. BOWSER 10/2/11  
Senior Deputy County Counsel

GATEWAY CITIES COUNCIL OF  
GOVERNMENTS

By   
RICHARD POWERS  
Executive Director

95-4666706

\_\_\_\_\_  
Taxpayer Identification Number

## STATEMENT OF WORK AND BUDGET

### I. Overview

In March 2011, the Gateway Cities Council of Governments (GCCOG) Adopted the Gateway Cities Homeless Action Plan (Plan), developed with funding support from the Los Angeles County (County), Homeless Prevention Initiative (HPI). The Plan is intended to address homelessness in the 27 cities and unincorporated areas that make up the Gateway Cities within Southeast County. Through a competitive solicitation process conducted from March – April 2012, and again with funding support from the County HPI, the GCCOG selected PATH Partners (PATH) to implement the Plan.

1. Homeless Prevention
2. First Responders Program
3. Permanent Supportive Housing

### II. Objectives

Working with a subcontractor and the Chief Executive Office Service Integration Branch (“CEO”), to ensure that homeless and housing services “best practices,” and successful models are applied to this initiative, the GCCOG will achieve the following objectives:

1. **“Hot Spot” Identification and Engagement of Homeless.** Over the life of this Contract, the Gateway region-wide homeless engagement and coordination team will work to identify and engage homeless individuals in “hot spot” areas of the GCCOG (homeless encampments or any area known to have a concentration of homeless persons). This includes identifying homeless persons, engaging with them on a regular basis to establish a rapport, and offering access to services and housing entry activities. The frequency of visits to a respective “hot spot” and the work required at those visits will be determined by the level of need of the homeless individuals at a given location. The details will be included in the timelines and outcome measures discussed in Section III, Tasks/Deliverables in this Statement of Work.
2. **Housing Entry.** Local Coordinating Alliances (“LCA”), which are regional groups within the GCCOG made up of clusters of cities within the GCCOG and with a strong local focus, will implement rapid re-housing/housing strategies for homeless individuals over the life of this Contract. The emphasis of these activities will be to place homeless individuals and families identified at the local “hot spots” into permanent supportive housing. The details, timelines and outcomes

will be included in the timelines and outcome measures discussed in Section III, Tasks/Deliverables in this Statement of Work.

3. **Permanent Supportive Housing ("PSH").** Over the life of this Contract, the GCCOG will increase the stock of PSH units within the region through the development of affordable housing units, master leasing existing units, and rental vouchers. The details, timelines and outcomes will be included in the timelines and outcome measures discussed in Section III, Tasks/Deliverables in this Statement of Work.
4. **Coordinate the Implementation of the Plan.** A homeless coordinator will be retained by the GCCOG to oversee implementation of the Plan. The details, timelines and outcomes will be included in the timelines and outcome measures discussed in Section III, Tasks/Deliverables in this Statement of Work.

### III. Tasks/Deliverables

*The GCCOG will develop timelines and outcome measures for all tasks/deliverables outlined below and submit them to the CEO for approval. Once the timelines and outcome measures are agreed upon, an amendment to this Contract shall be prepared and entered into by the parties to document the timelines and outcome measures.*

**Task 1:** The GCCOG will implement a competitive solicitation following all applicable federal, State and local laws and regulations. The CEO will assist the GCCOG with the solicitation process from the development of the "Request for Proposals" through the selection of a community based provider. The GCCOG will abide by Section 8.40 Subcontracting of the Contract and execute a subcontract with the selected community based provider to create one Gateway region-wide homeless engagement and coordination team to provide the following deliverables:

- Establish a centralized entity/contact/referral telephone line for all reports of "hot spots" of homeless and community concerns related to homeless activity.
- Establish a case management team to conduct regular "hot spot" surveys of the region. The case management team will canvas the Gateway cities area two to three times per week, will conduct a survey upon the identification of every new "hot spot," and will conduct follow-up surveys at a minimum of twice per month per "hot spot," or more frequently if needed. These surveys shall include tracking of the following: demographics (as much identifying information as possible), geographic locations, migration patterns, indications of places where homelessness persists, documentation of all contacts, and referrals/services provided. Data collected via



the survey shall be uploaded to the Homeless Management Information System ("HMIS") data base.

- When appropriate (see NOTE below), utilize the CEO's Homeless Encampment Protocol Teams to communicate regularly with the following stakeholders: law enforcement, emergency management team workers, housing providers, hospitals, and community groups. Encourage the use of "hot spot" teams to guide and support GCCOG stakeholders who encounter homelessness. Communications shall occur on a daily basis, if necessary, or as needed to provide ample feedback to stakeholder(s) so that they are properly updated as to the disposition and plan/process being conducted to address the homeless issue reported.
- Work with community groups and homeless service providers within each LCA to coordinate their efforts with "hot spot" teams. Coordination shall include the following: confirming that the proper team is addressing the "hot spot;" ensuring that a proper case management plan is created for all homeless persons identified at a "hot spot" who have agreed to receive services; ensuring that all homeless service providers in a given LCA are engaged with case plans to ensure that homeless individuals are aware of the services they are eligible for; and, conducting proper referrals so that homeless persons can obtain needed services. Communications shall occur on a daily basis, if necessary, or as frequently as required based on the specific needs to address a respective "hot spot."
- Develop and utilize a standardized assessment tool, approved jointly by the County and GCCOG, to survey homeless individuals within each "hot spot." The assessment tool will be used as the basis for developing individual case management plans; engaging the homeless individuals; implementing housing entry activities; and to secure stable housing with needed services.

**NOTE:** Outreach and engagement efforts at homeless encampments, detailed under Task 1, will only apply to areas of the GCCOG where the County Homeless Encampment Protocol does not apply, i.e., in cities where a local police force exists. Homeless encampments identified within the GCCOG where the Sheriff's Department (Sheriff) has jurisdiction, either cities where the Sheriff is the contracted law enforcement agency or in unincorporated areas, will be addressed by the County's Homeless Encampment Protocol Team.

**Task 2:** The GCCOG will release a competitive solicitation and abide by Section 8.40 Subcontracting of the Contract to execute subcontracts with selected agencies within each LCA. The selected subcontractors will oversee a rapid re-

housing/housing strategy for homeless individuals with a focus on permanently housing homeless individuals identified at "hot spots". The subcontract will include the following deliverables:

- Engage the homeless individuals identified by the "hot spot" teams and work with them through the process of housing entry, location of stable housing, and move-in activities. Engagement shall include follow-up with homeless individuals who are willing to be housed as identified by the case management team surveys, conduct follow-up interviews to ensure that the client is ready to be housed and to confirm the supportive services plan. Engagement attempts shall occur as necessary based on the needs identified in the "hot spot" survey results. Working with the individuals through the process shall include, at a minimum ensuring that all necessary support is provided and that the client is housed as soon as possible. The time it takes to place a client into housing will vary depending on the level of support needed to make them housing ready, e.g., obtaining proper documents, securing rental subsidies, securing a housing voucher.
- Provide motel vouchers or other emergency housing solutions for temporary/ immediate housing assistance. An annual budget for this activity will be developed as a part of the design of the competitive solicitation document. Outcome measurements will also be developed to identify the number of motel vouchers or emergency housing solutions that will be available per month and used to house homeless persons identified at each "hot spot." The details, timelines and outcomes will be included in the timelines and outcome measures discussed in Section III, Tasks/Deliverables in this Statement of Work.
- Provide housing location services to assist in finding stable housing such as securing rental assistance/subsidies, working with landlords to identify available/affordable units, identify a unit that suits the needs of the client, ensure that support services, such as health and human services and benefits eligibility agencies, are available in close proximity to the clients housing, etc.
- Provide move-in assistance for stable housing and manage the process in relation to the expenditure of funds and linkages to supportive services. At a minimum, such assistance and services shall include, providing first and last month's rent and security deposit, ensuring that a client has all required documentation to allow them to enter into a lease/rental agreement, and assisting with the creation of a rental/lease agreement.

- Coordinate the local housing and services resources to meet the needs of the local homeless population(s). At a minimum, such coordination shall include ensuring that a complete list of available affordable housing units and health and human services agencies, government and community based, within each LCA is updated on a monthly basis.
- Facilitate access to public benefits. (e.g., Social Security, General Relief, and the County's BEST program.) At a minimum, such facilitation shall provide assistance with the following: eligibility screenings, completing benefits applications, filing appeals for rejected applications, and ensuring that clients are aware of the location and contact information of agencies that administer the aforementioned benefits.

**Task 3:** The GCCOG will work to increase the stock of permanent supportive housing units and opportunities for scattered-site housing models within the region based on the GCCOG Homeless Services Plan's five-year goal of creating new affordable housing. At a minimum, this includes:

1. Identifying housing developers willing to develop affordable housing in the Gateway cities area.
2. Working with landlords to identify affordable units for scattered-site housing.
3. Working with Gateway cities to identify potential funding opportunities for developing affordable housing to leverage with developers budgets.
4. Working with cities to address "NIMBY" (not in my back yard) issues by conducting public forums to address community concerns and to educate the local community on the benefits of developing affordable housing units and scattered-site housing for the homeless.

The GCCOG will oversee the following deliverables:

- Within three (3) years of execution of this Contract, develop an affordable housing building to house homeless individuals/families identified in "hot spots."
- Identify existing affordable housing units that can be used to house homeless individuals/families identified in "hot spots" and development of a master leasing housing model for homeless individuals/families identified in "hot spots." At a minimum, an initial list will be created and updated quarterly over the life of the Contract.

- Ensure that necessary support services are available for the formerly homeless individuals/families residing in any of the above referenced housing units. At a minimum, the GCCOG will keep a list on file of all service providers in the area who administer homeless services, e.g., case management, health, mental health, etc., to ensure client access to services in close proximity to their housing.
- Work with the Board, CEO, Corporation for Supportive Housing, and the GCCOG Homeless Coordinator (referenced under Task 4 of this Statement of Work), on the coordination of the goals referenced above. At a minimum, this shall include convening meetings on an as needed basis to discuss and address potential barriers to accomplishing the deliverables/tasks and the development of quarterly reports on the progress of the Contracts tasks to be submitted to the CEO.

**Task 4:** The GCCOG will oversee and manage the implementation of the Plan and ensure coordination among the LCAs, the GCCOG's 27 cities, and the unincorporated areas of the County within the GCCOG. In order to ensure the efficacy of these efforts the GCCOG will:

- Hire a Homeless Coordinator to coordinate with regional housing developers, local coordinating alliances, city housing agencies, homeless service providers, and County agencies to implement the five-year permanent supportive housing goal of creating one 40-unit development, a set aside (units within a larger development set aside specifically for homeless) of 175 units of PSH, and 450 scattered-site master leased units. Additional activities include:
  - Coordinate implementation of the three Implementation Action Items (referred to in Section II, Objectives, Numbers 1-3) as further described in Tasks 1-3 of this Statement of Work: "Hot Spot" Identification and Engagement of Homeless, Housing Entry, and Permanent Supportive Housing.
  - Pursue, on behalf of the GCCOG, federal, State and local public and private funding opportunities for housing, rental subsidies, and services. At a minimum, this shall include contact with applicable Housing Authorities, HUD, and SAMHSA.
  - Coordinate and staff all GCCOG Homeless Initiative meetings.
  - Coordinate and support the LCA groups. At a minimum, this shall include monthly meetings with LCA lead agency staff.
  - Coordinate with private and public agencies. At a minimum, this shall include meeting with governmental agencies such as the CEO, Los Angeles Homeless Services Authority, Gateway cities housing authorities, and health, mental health, and other social services agencies located within the Gateway cities.

- Plan and convene a regional homeless summit to present the Plan, solicit/promote Gateway Cities and community participation, and oversee community/cities engagement, education, and ongoing communication. The summit shall include, at minimum, invitations to the following entities: landlords within the Gateway cities, County and other Gateway cities governmental agencies, local city governments, service providers, housing developers, faith-based organizations, and other agencies/entities located in the Gateway cities with a vested interest in serving and housing homeless persons.

Contractor will provide administrative support for the implementation of the Plan.

### GATEWAY CONNECTIONS BUDGET

The County is providing a maximum Contract sum not to exceed \$4,340,000 for the term of the Contract November 28, 2011, through June 30, 2016. The initial maximum contract sum was \$3,480,000, and as of the date of execution of Amendment Four, there were \$156,519 in unspent funds. The Contractor may utilize the current balance \$156,519, in addition to the \$860,000 added to the total Contract in this Amendment Four for an available amended budget of \$1,016,519, for the remaining term of this Contract.

	Current Balance	New Allocation	Amended Budget
<b>Outreach &amp; Engagement</b>			
Engagement & Coordination	44,908	66,724	111,632
<b>Sub-Total</b>	44,908	66,724	111,632
<b>Housing Entry/Rapid Rehousing</b>			
LCA 1	-14,780	88,966	74,186
LCA 2	337	88,966	89,303
LCA 3	-9,981	88,966	78,985
LCA 4	24410	88,966	113,376
<b>Sub-Total</b>	-14	355,864	355,850
<b>Permanent Supportive Housing</b>			
LCA 1	16,088	48,190	64,278
LCA 2	14021	48,190	62,211
LCA 3	10,607	48,190	58,797
LCA 4	25619	48,190	73,809
PATH	-12,178	103,790	91,612
<b>Sub-Total</b>	54,157	296,550	350,707
<b>Implementation of Homeless Action Plan</b>			
Coordination (Regional Lead Agency)	-4,536	77,847	73,311
Administration (COG)	61,883	44,431	106,314

	<b>Current Balance</b>	<b>New Allocation</b>	<b>Amended Budget</b>
Administration (PATH)	-14879	18,584	3,705
Regional Homeless Summit	15,000	0	15,000
<b>Sub-Total</b>	57,468	140,862	198,330
<b>Total Amended Budget</b>	156,519	860,000	1,016,519