

October 18, 2024

Leadership Table for Regional Homeless Alignment

Meeting #2

Call to Order and Land Acknowledgement

Welcome and Opening Remarks

Peter Laugharn

President & CEO
Conrad N. Hilton Foundation

Miguel Santana

President & CEO
California Community Foundation

Leadership Table Community Outreach

Dr. Alisa Orduña

Florence Aliese Advancement Network

Sector & Community Representation

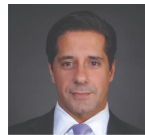
- Academia
- Business Community
- Faith Community
- Homeless Service Providers
- Labor Community
- Persons with Lived Expertise
- Veteran Community



Celina Alvarez
Service Provider
Housing Works



Kevin Blackburn
Business
Los Angeles Business Council



Alberto M. Carvalho
Education
Los Angeles Unified School District



La'Toya Cooper
Lived Expertise /
Youth System
LA Emissary



Peter Laughram
Philanthropy
Conrad N. Hilton Foundation



David Green
Labor
SEIU Local 721



George W. Greene, Esq.
Business
The Hospital Association of Southern California



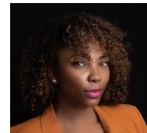
Darren Hendon
Veteran Community
Veteran Social Services, Inc.



Stephanie Klasky-Gamer
Service Provider
LA Family Housing



Alexis Obinna
Lived Expertise /
Youth System
LA Emissary/Homeless Youth Forum of Los Angeles



Amara Ononihu
Faith
Faith Collaborative to End Homelessness



Jose Osuna
Service Provider
Brilliant Corners



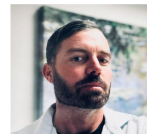
Janey Rountree, JD /LLM
Academia
California Policy Lab at UCLA



Maria S. Salinas
Business
Los Angeles Area Chamber of Commerce



Miguel Santana
Philanthropy
California Community Foundation



Brandon Scoggan
Lived Expertise /
Adult System
Valley Oasis



Grant Sunoo
Service Provider
Little Tokyo Service Center

What does the Leadership Table do?

The Leadership Table has three primary functions

01

Educate

Educate the public about the plan and keep them informed of its progress. Share updates with sectors and community organizations on the plan's implementation and results.

02

Represent

Represent specific sectors and communities and provide guidance as the plan is confirmed. Bring insight, suggestions, and feedback from the sector and community back to the Table.

03

Oversee

With the Executive Committee, provide oversight and accountability as the plan is continuously evaluated and improved.



What Are Our Current Strategies?

To Date

1. Prepared introductory tools to support public presentations
2. Hosted an Ambassador's orientation call with LT Representatives
3. Encouraged Sector Leaders to coordinate presentations among shared stakeholders

Ongoing

1. Collecting feedback on community education presentations
2. Assessing gaps in outreach to constituent groups

What Comes Next?

- **Now:** Leadership Table representatives continue to complete the [Public Education Report Out Form](#).
- **October-November 2024:** Assess feedback to identify what is working well or not, and develop additional outreach recommendations for the Leaderships Table's review.
- **December 2024:** Convene Leadership Table representatives to powermap a public education and community outreach strategy for Q1 - 2025.

Leadership Table Charter and Bylaws Review

Cheri Todoroff

Executive Director
Los Angeles County Homeless Initiative

Amara Ononiwu

Faith Collaborative to End Homelessness

Leadership Table Charter

This charter establishes the working parameters of the Leadership Table for Regional Homeless Alignment (“Leadership Table”), ensuring that all members have a voice and that the group operates effectively, inclusively, and transparently.

Charter Sections:

- I. Purpose
- II. Key Responsibilities
- III. Values & Guiding Principles
- IV. Charter Amendments & Ratification



Leadership Table Bylaws

On August 8, 2023, the County of Los Angeles ("County") Board of Supervisors ("Board") adopted a Motion, operationalizing a Regional Governance Structure for Homelessness ("Motion"), through the establishment of an Executive Committee and Leadership Table. . . *These bylaws shall apply to the Leadership Table.*

Bylaws Sections

CHAPTER 1. GENERAL PROVISIONS

CHAPTER 2. MEETINGS

CHAPTER 3. DEBATE AND VOTING

CHAPTER 4. MEMBERSHIP

CHAPTER 5. OFFICERS

CHAPTER 6. DUTIES OF MEMBERS

CHAPTER 7. COMMITTEES

CHAPTER 8. STRATEGIC CONSULTANT

CHAPTER 9. PUBLIC PARTICIPATION

Ad-Hoc Subcommittee Progress Report

Overview of Work to Date

Leslie Wise

Strategy Consultant
Community Solutions

Alex Visotzky

Senior California Policy Fellow
National Alliance to End Homelessness

Sector & Community Representation

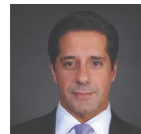
- Academia
- Business Community
- Faith Community
- Homeless Service Providers
- Labor Community
- Persons with Lived Expertise
- Veteran Community



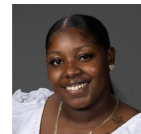
Celina Alvarez
Service Provider
Housing Works



Kevin Blackburn
Business
Los Angeles Business Council



Alberto M. Carvalho
Education
Los Angeles Unified School District



La'Toya Cooper
Lived Expertise /
Youth System
LA Emissary



Peter Laughram
Philanthropy
Conrad N. Hilton Foundation



David Green
Labor
SEIU Local 721



George W. Greene, Esq.
Business
The Hospital Association of Southern California



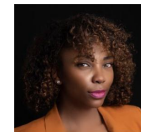
Darren Hendon
Veteran Community
Veteran Social Services, Inc.



Stephanie Klasky-Gamer
Service Provider
LA Family Housing



Alexis Obinna
Lived Expertise /
Youth System
LA Emissary/Homeless Youth Forum of Los Angeles



Amara Ononiwu
Faith
Faith Collaborative to End Homelessness



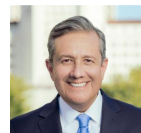
Jose Osuna
Service Provider
Brilliant Corners



Janey Rountree, JD /LLM
Academia
California Policy Lab at UCLA



Maria S. Salinas
Business
Los Angeles Area Chamber of Commerce



Miguel Santana
Philanthropy
California Community Foundation



Brandon Scoggan
Lived Expertise /
Adult System
Valley Oasis



Grant Sunoo
Service Provider
Little Tokyo Service Center



Cheri Todoroff
LA County: CEO-Homeless
Initiative (CEO/HI)



Dr. Christina Ghaly
LA County: Department of
Health Services (DHS)



Dr. Lisa Wong
LA County: Department of
Mental Health (DMH)



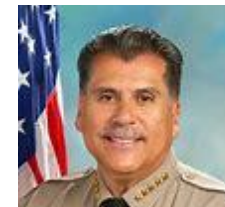
Dr. Barbara Ferrer
LA County: Department of
Public Health (DPH)



Emilio Salas
LA County: Development
Authority (LACDA)



Dr. Jackie Contreras
LA County: Department of
Public Social Services
(DPSS)



Robert Luna
LA County: Sheriff



Dr. D'Artagnan Scroza
Executive Director,
Anti-Racism, Diversity and
Inclusion Initiative (ARDI)



Stephanie Wiggins
LA Metro



Jim Zenner
LA County: Department of
Military and Veteran Affairs



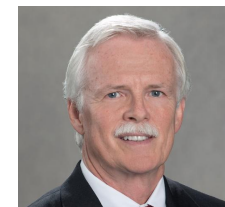
Sarah Dusseault
Blue Ribbon Commission
on Homelessness Liaison



Anne Sewill
LA City: Los Angeles
Housing Department
(LAHD)



Dominic Choi
LA City: Los Angeles Police
Department (LAPD)



Douglas Guthrie
Housing Authority of the
City of Los Angeles
(HACLA)



Lourdes Castro- Ramirez
LA City: Mayor's Office
Chief of Housing and
Homelessness



Dr. Va Lecia Adams-Kellum
Los Angeles Homeless
Services Authority (LAHSA)



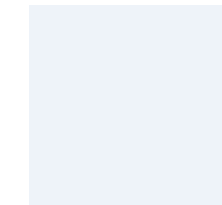
Onnig Bulankin
**Director of Community
Services and Parks,**
Glendale
Glendale Continuum of Care



Alison King
Director, Long Beach
Department of Health
and Human Services
Long Beach Continuum of Care



Bill Huang
Director, Department of
Housing, City of
Pasadena
Pasadena Continuum of Care



Roberto Chavez
Inglewood Housing
Authority

What is the Plan?

The Leadership Table will help create the plan and track progress so it can hold the system accountable to real results. Currently the Leadership Table is helping draft goals and metrics to present to the Executive Committee for consideration and completion in the first quarter of 2025, but no later than April 1, 2025



What Are the Goals?

1. Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness
2. Reduce the number of people with mental illness and/or substance use disorders who experience homelessness
3. Increase the number of people permanently leaving homelessness
4. Prevent people from falling into homelessness
5. Increase the number of affordable housing units in Los Angeles County



Critical Progress to Date: Foundations of Goals

- **Foundational Work for Goal-Setting**
 - Shared agreements and recommendations on: definitions of key terms, data sources
 - Structure of a baseline number and metric
- **Shared Agreements = Major Step Forward for Los Angeles County**
 - Discord in communities stems from divergent understandings of progress

Ad Hoc Subcommittee on Data

Janey Rountree

Executive Director
California Policy Lab

Formalizing Data Work

- **Critical Data Work for Reporting Progress**
 - Testing recommended data sources and metrics for feasibility of reporting, establishing structure and business rules of annual report
- **Recommendations for Leadership Table and Executive Committee**
 - Formalize role of Ad Hoc Data Subcommittee
 - Designate CIO as lead for recommending baseline measures for each goal and to develop a report to track and report out progress toward metrics
 - Report back to LT and EC in January 2025 with baselines and report format

Highlights, Key Points of Progress, and Identified Limitations by Goal

Goal 1

Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness

Dr. Va Lecia Adams Kellum

CEO
Los Angeles Homeless Services Authority

Grant Sunoo

Director of Community Building and Engagement
Little Tokyo Service Center

Goal 1 Metric

Increase by xx% the number of people moving into interim and permanent housing from unsheltered settings, as measured through the PIT count, the encampment data tool and reporting groups experiencing unsheltered homelessness.



Key Decision Points

- **A Multi-Pronged Approach to Measurement**
 - Using a measurement model that integrates multiple data sets along with measurement of housing progress of a reporting group
- **Inclusion of Interim Housing Placements**
 - Using a metric that includes both interim and permanent housing placements will give a better indication of the effectiveness of efforts to move people out of unsheltered homelessness
- **Utilization of Multiple Datasets**
 - This type of multi-pronged measurement model should give an indication of the health and effectiveness of the homeless response system by indicating how expeditiously it identifies individuals in encampments and connects them to resources over set periods of time.

Identified Limitations

- **Limited by Affordable Housing Availability**
 - Permanent housing placements can only grow if housing is available, tying success to the progress on Goal 5 and ease of access to those units.
- **Limited Resources for Services and Operations**
 - Additional resources beyond Measure A funding (should it pass) is required to adequately support the homeless and housing sector

Goal 2

Reduce the number of people with mental illness and/or substance use disorders who experience homelessness

Dr. Va Lecia Adams Kellum

CEO
Los Angeles Homeless Services Authority

Grant Sunoo

Director of Community Building and Engagement
Little Tokyo Service Center

Goal 2 Metric

Reduce by xx% the number and proportion of the population experiencing homelessness with serious mental illness and/or substance use disorder.



Key Decision Points

- **Defining Serious Mental Illness (SMI)**
 - A person with bipolar disorder, episodic mood disorder, major depressive disorder, manic episode, other psychotic or delusional disorder, schizophrenic disorder, schizophrenia, or schizotypal disorder.
- **Combining Survey and Administrative Data**
 - Combining both administrative and PIT survey data paints a much more fulsome picture of SMI and SUD.
 - Complementing administrative data with survey data may still miss people who are neither seeking care nor reporting their conditions to surveyors, but it is likely to provide a much more robust picture of how many people are suffering from SMI and/or SUDs.

Identified Limitations

- **Collecting Data on Substance Use**
 - Privacy considerations and social stigma lead to difficulty in accessing and limited self-reporting of substance use.
 - Subcommittee members, including DPH leadership, encourage the use of all available data to observe this population because, in the past, concerns over data quality have led to this population being left out of major reports and policy discussions

Goal 3

Increase the number of people
permanently leaving homelessness

Dr. Va Lecia Adams Kellum

CEO
Los Angeles Homeless Services Authority

Grant Sunoo

Director of Community Building and Engagement
Little Tokyo Service Center

Goal 3 Metric

Number of persons who have exited homelessness to a permanent destination during current year; Number of persons who have exited homelessness to a permanent destination and have not returned after two years.



Key Decision Points

- **Defining Permanent Housing**
 - A community-based housing model, the purpose of which is to provide housing without a designated length of stay.
- **Tracking Preliminary Returns**
 - To reflect people that exited homelessness to permanent housing, but returned to homelessness within the two-year period

Identified Limitations

- **Tracking Self-Resolutions**
 - It is difficult to track individuals who exited homelessness without major interactions with public systems or housing-based services.
- **Equity Concerns**
 - Equity must be considered in retention of housing placements.

Goal 4

Prevent people from falling into homelessness

Dr. Jackie Contreras

Director
Los Angeles Department of Public Social Services

Jose Osuna

Director of External Affairs
Brilliant Corners

Goal 4 Metric

Reduce the number of people who become newly homeless, as measured in administrative data, by XX%



Key Decision Points

- **Defining Prevention**
 - Targeted homelessness prevention for people at immediate risk of homelessness.
 - This will mean using targeting and screening processes to identify people at the greatest risk of becoming homelessness and concentrates resources on that population in the near term.
- **Combining Administrative & PIT Count Data**
 - Considering program enrollment as well as point in time data will provide a more comprehensive view of whether increases in enrollment numbers reflects an increase in homelessness inflow versus better access to services.

Identified Limitations

- **Tracking Inflow**
 - Current estimates of inflow represent numbers that lack variables important to accuracy. To more precisely calculate inflow, a comprehensive inflow report is recommended.
- **Lack of Prevention System**
 - Existing prevention programs are scattered and uncoordinated. Working with urgency to create a comprehensive, coordinated prevention system is recommended.

Goal 5

Increase the number of affordable housing units in Los Angeles County

Lourdes Castro Ramirez

Chief Housing & Homelessness Officer
City of Los Angeles

Stephanie Klasky-Gamer

President and CEO
L.A. Family Housing

Goal 5 Metric

Change in unmet need, from a baseline of 500,000 to 550,000 unit shortage, targeted at people with very low-incomes or below.



Key Decision Points

- **Dividing Into Three**
 - Work is divided among three distinct groups - Prevention, Preservation, and Access - which will eventually have their own sub-metrics.
- **Defining Unmet Need**
 - The California Housing Partnership's Housing Needs Dashboard will be used to more accurately define unmet need as the gap between the total number of very low-income households (50% AMI) and below, and the number of affordable and available housing units for that population.

Identified Limitations

- **Tracking Preservation Data**
 - While there are data sources on expiring affordability of deed-restricted affordable housing, there is little reliable data on unrestricted market-rate housing that is currently affordable to very low-income households (known as naturally occurring affordable housing, or NOAH).

The Role of Los Angeles County Affordable Housing Solutions Agency

- Funding for affordable housing and preservation is included in Measure A, and those funds will be directed and allocated at the discretion of the Los Angeles County Affordable Housing Solutions Agency (LACAHSa)
- The subcommittee recommends additional work to invite the leadership of LACAHSa to work with the Leadership Table and the Executive Committee to align these efforts with the metrics established for Goals 4 and 5

Equity Considerations

Alex Visotzky

Senior California Policy Fellow
National Alliance to End Homelessness

Equity Considerations

- **Recognizing Disproportionate Representation**
- **Ad Hoc Data Subcommittee Recommendations**
 - Develop report formats for each metric that disaggregate data by race, ethnicity, age, veteran status, and other demographic factors.
 - Establish additional targets for closing racial and other disparities, with at least a corresponding equity goal for each of the five topline goals.

Questions, Recommendations, and Follow-Up Actions from the Leadership Table

Peter Laugharn

President & CEO
Conrad N. Hilton Foundation

Miguel Santana

President & CEO
California Community Foundation

Discussion Prompts

- **Prevention:**
- **Response:**
- **Affordable and Supportive Housing:**
- **Data:**

Measure A Goals and Corresponding Metrics

Goal as Written in Measure A	Metric(s) Developed by Subcommittee
Goal 1. Increase the number of people moving from encampments into permanent housing to reduce unsheltered homelessness	Increase by xx% the number of people moving from encampments into interim and permanent housing, as measured by tracking person-level cohorts of the unsheltered population.
Goal 2. Reduce the number of people with mental illness and/or substance use disorders who experience homelessness	Reduce by xx% the proportion and total number of people experiencing homelessness with mental illness and substance use disorder.
Goal 3. Increase the number of people permanently leaving homelessness	Increase by xx% the number of persons who have exited homelessness to a permanent destination and have not returned after two years.
Goal 4. Prevent people from falling into homelessness	Reduce the number of people who become newly homeless (as measured in administrative data) by XX%.
Goal 5. Increase the number of affordable housing units in Los Angeles County	Reduce by xx% the baseline of unmet need (500,000-550,000 unit shortage for people with very low-incomes and below), with additional submetrics for production, preservation, and access.

Next Steps and Workplan Updates

Peter Laugharn

President & CEO
Conrad N. Hilton Foundation

Miguel Santana

President & CEO
California Community Foundation

Completed & Upcoming Phases

- **Phase 1:** Develop shared definitions of key terms, decide on data sources, create structure of a baseline data point for each goal, create metric to measure progress for each of the five Measure A goals; **[COMPLETE]**
- **Phase 2:** Develop structure of annual data report, test data sources to ensure feasibility of metrics, make recommendations for amendments to metrics where needed, create of business rules for report, and establish the numbers for baseline data points; **[UPCOMING]**
- **Phase 3:** Set numerical goals from baselines for each metric. **[UPCOMING]**

Thank you!