

HOMELESS POLICY DEPUTIES MEETING AGENDA

DUE TO THE CLOSURE OF ALL COUNTY BUILDINGS, MEETING PARTICIPANTS AND MEMBERS OF THE PUBLIC WILL NEED TO CALL INTO THE MEETING.

Date: Thursday, March 23, 2023
Time: 2:00 PM
Microsoft Teams Link: [Click here to join the meeting](#)
Teleconference Number: [+1 323-776-6996,,214215956#](#)

AGENDA ITEM		LEAD
I.	Welcome and Introductions	Ivan Sulic, Fourth District
II.	State of Emergency on Homelessness	Cheri Todoroff, CEO-HI
III.	Coordinated Entry System (CES) and Project Based Vouchers (PBV)	Molly Rysman, Marina Genchev, Kiara Payne, LAHSA
IV.	Metro's LIFE program	Michael Cortez, Metro
V.	Domestic Violence and Homelessness	Stephanie Whack, St. Joseph Center; Laura Elena Garza, The Whole Child
VI.	Items Recommended for Future Discussion	
VII.	Public Comment*	

***THIS TELECONFERENCE WILL BE MUTED FOR ALL CALLERS.** Those interested in speaking should raise their hand on Microsoft Teams and can unmute themselves once called upon by the Chair. Those on their phones should press *5 to raise their hand and *6 to unmute. Public Comment is limited to 1 minute.

NEXT MEETING: APRIL 6, 2023

MARCH 23, 2023

Homeless Initiative

Homeless Policy Deputies Meeting

State of Emergency on Homelessness



Chief
Executive
Office.



County of Los Angeles
Homeless
Initiative

AGENDA

1. Welcome and Introductions
- 2. State of Emergency on Homelessness**
3. City of Los Angeles **Inside Safe** Initiative
4. Scaling up **County Efforts**
- 5. Delegated Authority** Update



County of Los Angeles

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State of Emergency on Homelessness

County State of Emergency

- January 10, 2023 – Board of Supervisors voted to **proclaim a local emergency** for homelessness in the County of Los Angeles.
- Under the State of Emergency, the County allows for:
 - Faster, more streamlined housing creation
 - Expanded services
 - More effective and efficient use of funds
 - Expedited contracting and procurement
 - Accelerated hiring
 - Coordinated efforts with State and Federal governments, cities within LA County

Mission 1: Encampment Resolution in Partnership with Local Jurisdictions

LA County will collaborate with Cities and Councils of Government (COGs) develop plans and funding for encampment resolution, including:

- **Outreach** to those residing in an encampment.
- Identifying and offering them **interim housing**
- Matching them to resources and providing **housing navigation services** to move them into **permanent housing**.
- Providing **supportive services** in both interim and permanent housing.

Mission 2: Housing

The County must be able to more quickly transition people from interim housing, such as a shelter, into permanent housing, such as an apartment where the rent is subsidized and supportive services may be available for those with acute needs. The County will:

- **Accelerate interim housing turnover** and maximize capacity of existing beds.
- Make **strategic investments in new interim housing** linked to encampment resolution.
- **Accelerate timelines** to produce permanent housing.
- **Increase permanent housing resources** in partnership with local jurisdictions.

Mission 3: Mental Health and Substance Use Disorder Services

LA County seeks to provide mental health and substance use disorder services to unsheltered and sheltered people experiencing homelessness at the level needed to meet their needs, including by:

- Coordinating **field-based mental health and substance use disorder assessments and services** with outreach workers and interim housing providers.
- **Reducing wait times for services** by prioritizing delivery of services to people experiencing homelessness unless otherwise prohibited.

Encampment Resolution

- The County's SOE focuses on three missions, the first of which is **Encampment Resolution**, which seeks to reduce unsheltered homelessness in partnership with local jurisdictions.
- Expanding **collaboration and co-investment** opportunities with Cities and COGs

Communication Plan

- **Proactive approach** to engaging with contract cities, independent cities, and COGs
- **Enhance and leverage** infrastructure to share what is new or different under the emergency declaration as well as **establish stronger connections**, particularly around the Encampment Resolution mission.
- We will develop or expand regular times to provide periodic updated information and use various communication channels to **ensure effective and convenient communication spaces**.



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County Support for City of LA's State of Emergency & Inside Safe

Supporting the City of LA's SOE

- December 12, 2022 - City of Los Angeles issues a **Declaration of Local Emergency** regarding the crisis of homelessness
- December 20, 2022 – Board of Supervisors unanimously vote to support the City of Los Angeles' Emergency Declaration on homelessness and **partner in the emergency response** to the homelessness crisis.

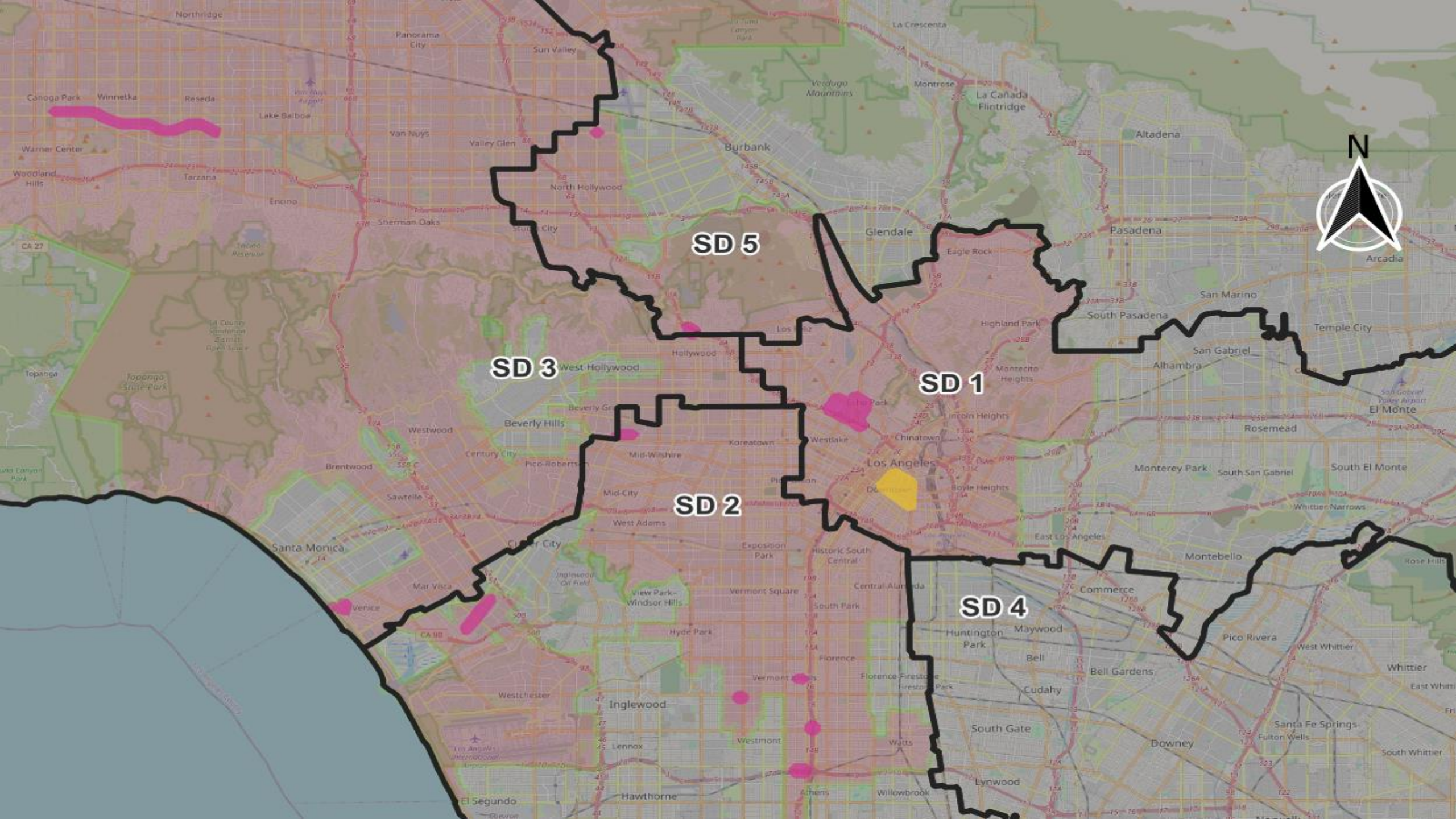
Inside Safe

- December 21, 2022 – City of Los Angeles launches the Inside Safe Initiative: **housing-focused solution** to combating homelessness, coupled with immediate interim housing and linkages to permanent housing
- The success of Inside Safe is dependent on a strong and meaningful collaboration between the City and County

City of LA 100 Day Update

- Inside Safe:
 - 13 operations completed
 - Total number of **PEH brought inside – 945***
- Additional Housing Placements:
 - Interim Housing – 1,336
 - Permanent Housing – 615
 - Emergency Vouchers – 883
 - VASH Vouchers – 94







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Delegated Authority Update

Delegated Authorities

Delegated Authorities Approved By The LA County Board of Supervisors

February 7, 2023 Board Motion

On February 7, 2023, the Board of Supervisors approved significant increases in delegated authorities across the five below areas to our Chief Executive Officer and County departments to facilitate faster more nimble service implementation in response to the Emergency Declaration to advance the three PEH Missions.

- Hiring Authority
- Contracting Authority
- Purchasing Authority
- Funding/Grant Authority
- Acquisition and Leasing Authority



County of Los Angeles

**Homeless
Initiative**

Homeless Emergency Implementation Protocols - Hiring

Implementation Protocols - Hiring

Hiring Authorities will allow for:

- Emergency/Rapid Hiring (Civil Service Rule 13.04)
- Recruitment and Retention Bonuses
- Special Step Placements
- Ordinance Position Authority
- New positions



Implementation Protocols - Hiring

Implementation Protocols issued March 7, 2023

- Forms for each authority to be completed and submitted to:
HomelessEmergency@ceo.lacounty.gov
- For emergency/rapid hiring requests, DHR will require:
 - Draft job announcement
 - Self-certification checklist
- ARDI has prepared a checklist and guidance for equitable recruitment and hiring practices.
- CEO Survey responses under review for nexus to PEH Missions
- Central Review Team consists of CEO (Homeless Initiative, Budget, Class/Comp, Employee Relations) and DHR



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Homeless Emergency Implementation Protocols

– Contracting and Purchasing

Implementation Protocols – Contracting

Contracting Authorities will allow for:

- New agreements or amendments without adhering to the County's Sole Source Policy or other competitive requirements.

Note: This does not waive the County's obligation to comply with competitive solicitation requirements from other entities (e.g. State and federal)

Implementation Protocols – Contracting

Implementation Protocols issued March 14, 2023

- Forms for each authority to be completed and submitted to:
HomelessEmergency@ceo.lacounty.gov
- Requests submitted prior to the issuance of the implementation protocols have been reviewed and approved
- Central Review Team consists of CEO Homeless Initiative and Budget and Operations Branches

Implementation Protocols – Purchasing

Purchasing Authorities will allow for:

- Increase of County departments' delegated authority to \$50,000.
- Expedited acquisition of goods, services, equipment, and services without adhering to the requirements of the County's Sole Source Policy, Purchasing Policies, or other competitive procurement requirements.
- CEO approval of purchases that otherwise would have required Board approval.

Note: This does not waive the County's obligation to comply with competitive solicitation requirements from other entities (e.g. State and

Implementation Protocols – Purchasing

Implementation Protocols issued March 14, 2023

- Forms for each authority to be completed and submitted to:
HomelessEmergency@ceo.lacounty.gov
- Central Review Team consists of CEO Homeless Initiative and Budget and Operations Branches



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Homeless Emergency Implementation Actions – Next Steps

Next Steps

- Finalization of forms and workflow for grants and real estate authority.
- Guidance on delegated authority requests for purchases up to \$50,000.
- CEO Report Back to Board on Implementation Protocols – **DUE MARCH 24, 2023**
- Ongoing coordination meetings with program and administrative staff to facilitate implementation.

Thank you.



County of Los Angeles

Homeless Initiative

Los Angeles County Homless Deputies



LAHSA

Redesigning CES to Improve Project Based PSH Leasing

LOS ANGELES HOMELESS SERVICES AUTHORITY

Marina Genchev – Acting Director Systems and Planning

Kiara Payne – Associate Director Permanent Housing

Molly Rysman – Chief Program Officer

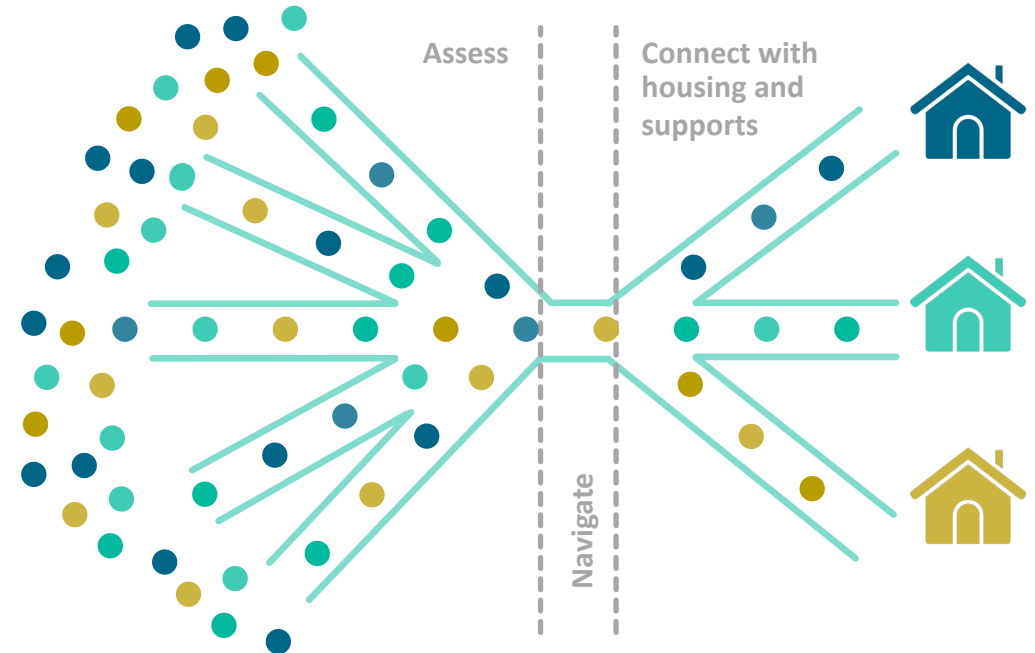
Thursday, March 23, 2023

Why was CES created?

CES was created to streamline access for people experiencing homelessness to limited housing resources



- Before CES, homeless service providers largely operated in silos with diverse program models and different program rules
- People experiencing homelessness had no clear front door for accessing services
- Those most in need of housing and services were left to navigate a complex system without support



- CES created a network of service providers working together across the county under a common framework
- CES increases transparency for how to access homeless services and housing resources
- CES relies on standardized assessment processes to understand housing and services needs, and works to connect people to the most appropriate resource to end their housing crisis



WHAT CES IS

1

HUD requires all CoCs have a Coordinated Entry process governed by common policies and procedures

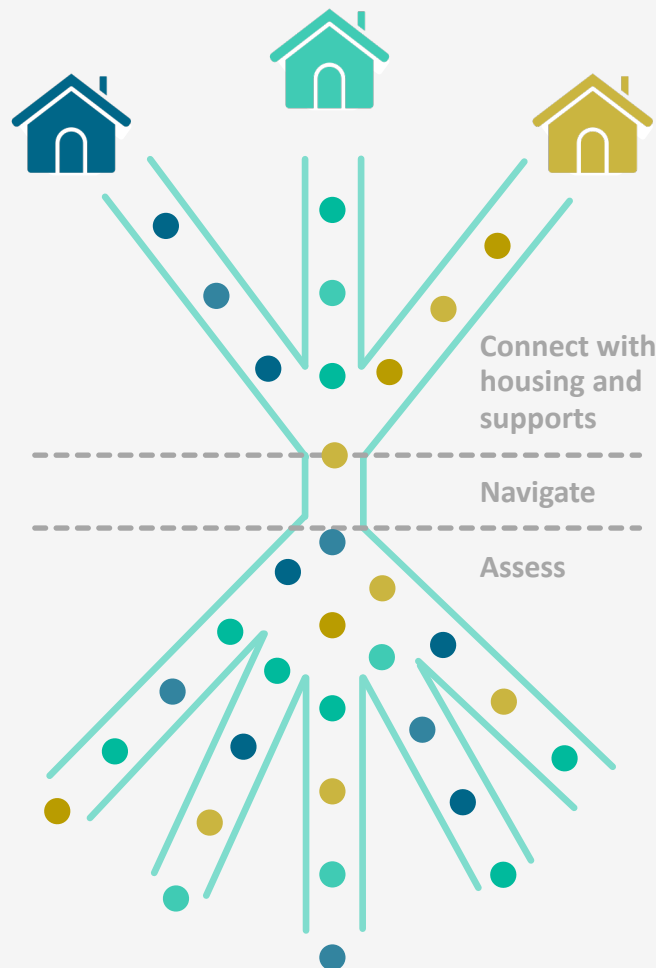
2

CES coordinates various housing and services models including Permanent Supportive Housing, Rapid Re-Housing, Emergency Housing Vouchers, Interim Housing, Housing Navigation, Integrated Case Management Services, Access Centers, etc.

3

The VI-SPDAT is a CES triage tool that is currently used as part of the CES assessment process

CES



WHAT CES IS NOT



1

CES does not increase available housing resources

2

CES does not govern voucher issuance or lease up processes

3

CES does not set PSH unit funding or who buildings are designed to serve

4

CES is not a triage tool or a data system

CES Policy Council

CES Policy Council makes policies for Access, Assessment, Prioritization, & Matching, with the goal of aligning resources for maximal impact for people experiencing homelessness across Los Angeles City and County

Jeffrey Proctor
City of Long Beach

Christina Miller
Hilton Foundation

Arsine Isayan
City of Glendale

Ann Sewill
LA Housing Department

Carielle Escalante
Rainbow Services

Carter Hewgley
United Way, Home for Good

Chris Contreras
Brilliant Corners

Caitlin Schaefer
Homeless Youth Forum of LA

Donyielle Holley
City of Pomona

Gail Winston
Department of Children and
Family Services

Gloria Johnson
Lived Experience Advisory
Board

Hazel Lopez
The People Concern

Jennifer O'Reilly Jones
City of Pasadena

James Ramirez
A Community of Friends

Kimberly Roberts
LA Family Housing

Lisa Hayes
Dept. of Public Social Service

Maria Funk
Department of Mental Health

John Kuhn
Veteran Affairs

Miriam Aquino
Housing Authority of LA City

Michael Graff-Weisner
Chrysalis

Myk'I Williams
LA County Development Authority

Samuel Gonzalez
Hathaway-Sycamores

Sarah Mahin
Dept. of Health Services

Nathaniel VerGow
LAHSA

Vacant
Non-CES Provider Seat

HUD requires that CoCs develop CES policies to assess people's needs and prioritize limited housing resources for those with most need.

The VI-SPDAT (Vulnerability Index – Service Prioritization Decision Assistance Tool) for Adults is the most widely used assessment tool in the country.

The VI-SPDAT includes a number of questions designed to assess the vulnerability of people experiencing homelessness to help make decisions about how to prioritize resources.

Questions include information on history of housing, experiences of homelessness, disabling conditions, experiences of violence, daily functioning, risks, wellness, etc.

Homeless service providers administer the VI-SPDAT survey and enter answers into HMIS, which produces a vulnerability score.

VI-SPDAT scores are only used for matching to PSH and are one of many factors used to prioritize people for resources.

Changes to the Use of the VI-SPDAT in CES

CESTTRR

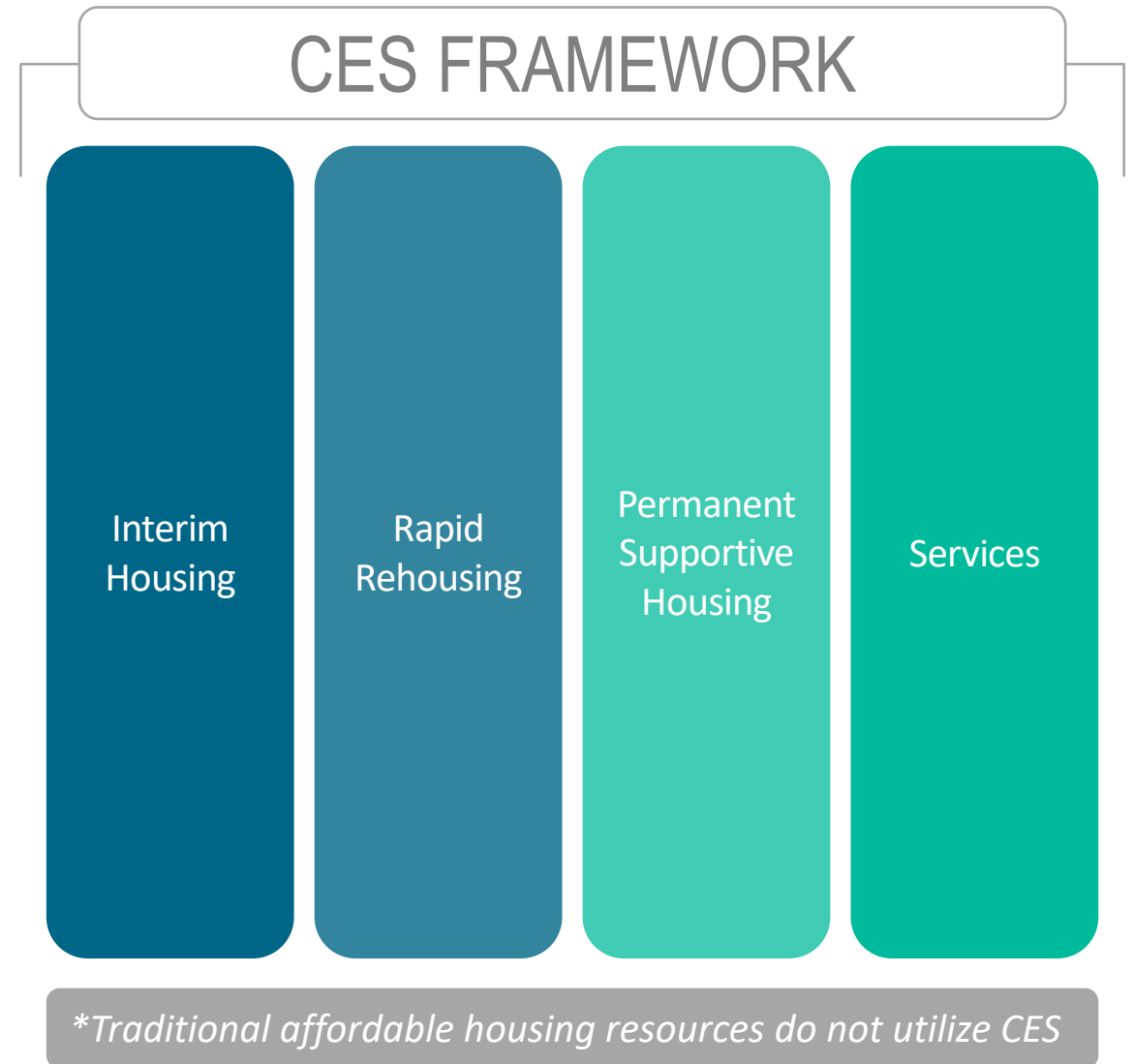
In 2019, LAHSA partnered with United Way and the Hilton Foundation to launch the CES Triage Tool Research and Refinement project designed to use data and community input to refine the CES triage tool (VI-SPDAT).

CESTTRR was launched as a result of findings of the Ad Hoc Committee on Black People Experiencing Homelessness that found wide-spread concern about racial bias in the VI-SDPAT

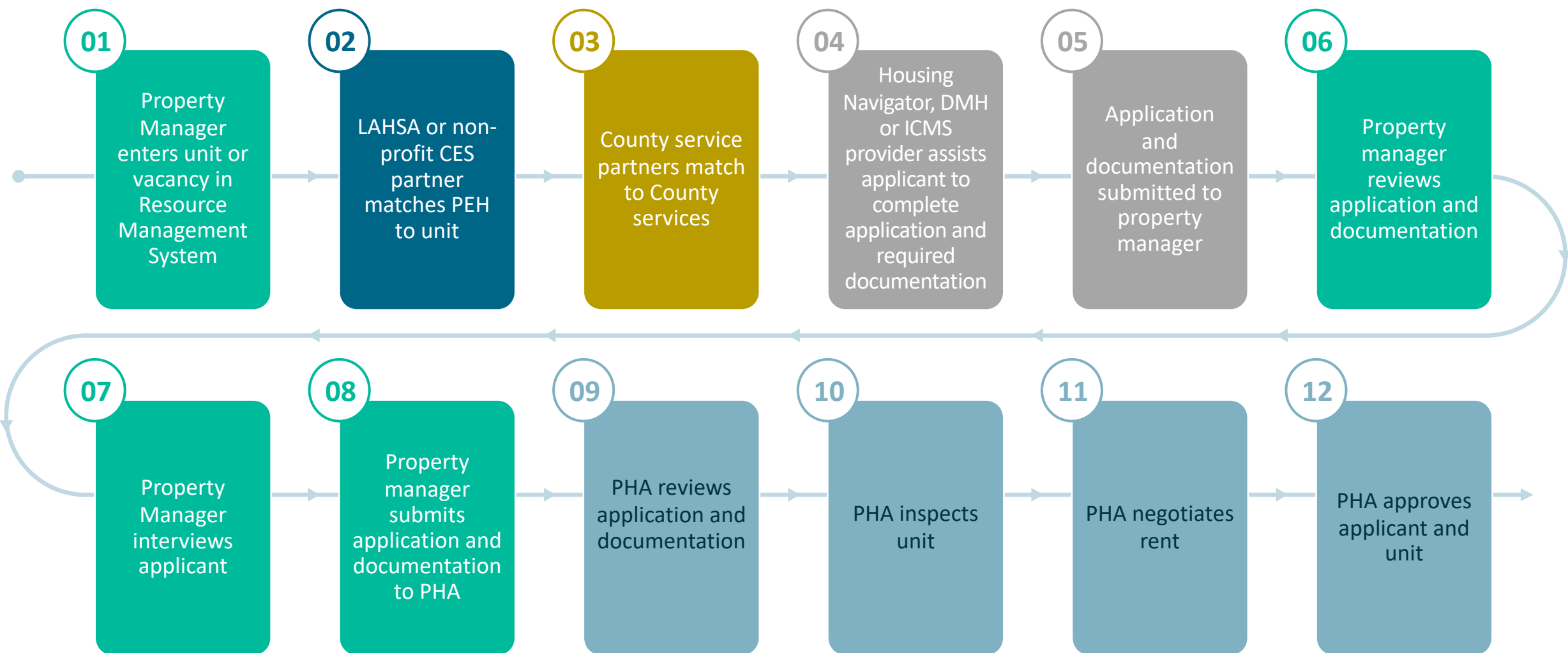
The CES Triage Tool Research and Refinement final report will come out this spring.

Project Based Permanent Supportive Housing

- Some PSH subsidies require referrals from CES such as Continuum of Care subsidies
- Some funders require resources be coordinated through CES: HUD programs including Emergency Housing Vouchers, some state programs, DMH funded housing programs, and DHS funded Intensive Case Management Services (ICMS)
- Other funding sources like Housing Choice Vouchers do not require use of CES, but may chose to use CES, as does LACDA
- PSH prioritization policies (i.e.: policies for how applicants are "matched" to PSH) are established by the CES Policy Council
- The current prioritization policy requires assessment using the VI-SPDAT and matching of people who meet unit and subsidy eligibility with the highest VI-SPDAT score



Process for Leasing Project Based PSH



PEH: People Experiencing Homelessness
PHA: Public Housing Authority



LAHSA



Property Management



County

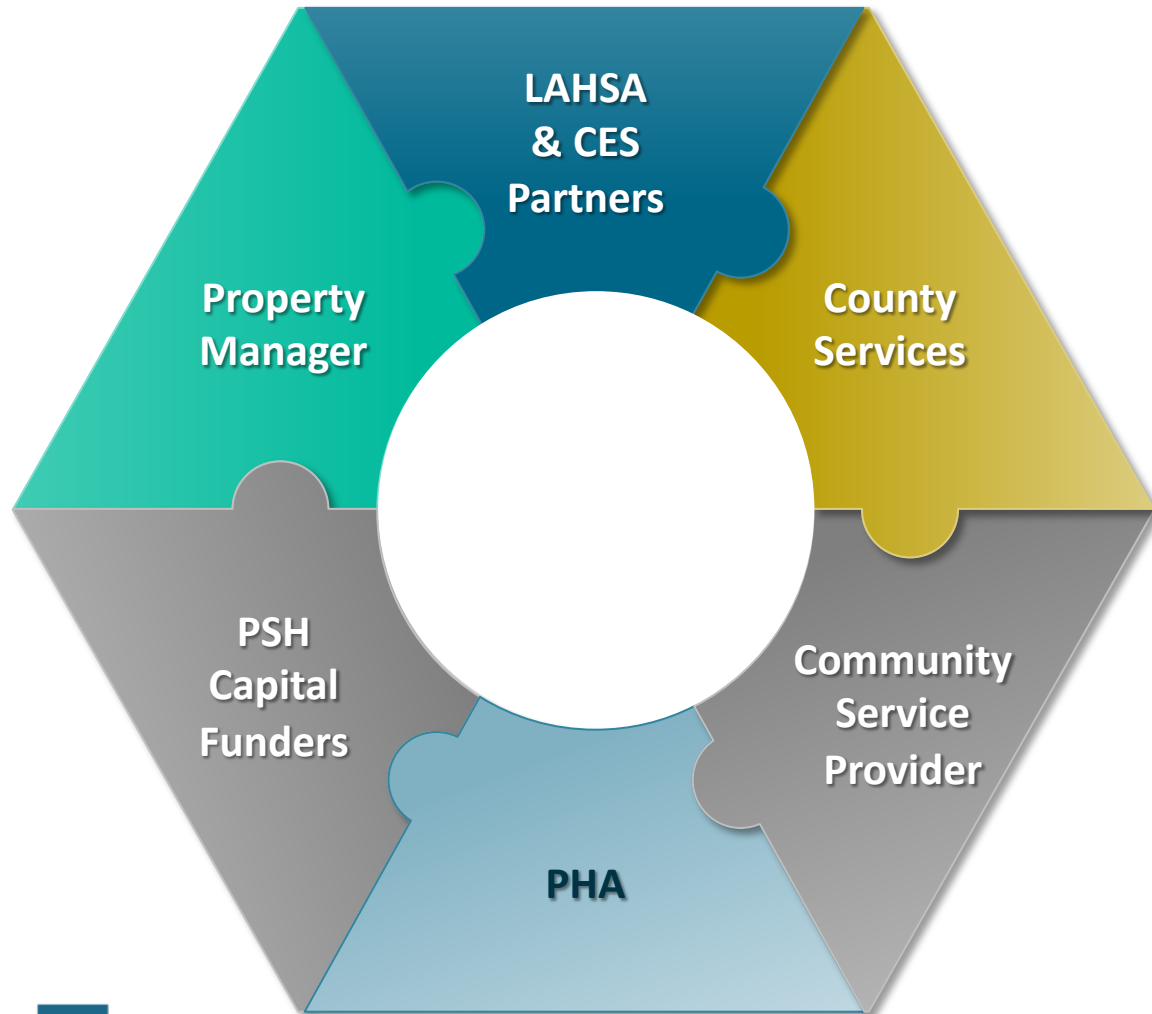


Housing Navigators, DMH, ICMS



PHA

Challenges to Current PSH Leasing Processes



- 1 Not enough resources to assist scale of homelessness in LA
- 2 CES Community Queue (the list of people awaiting Permanent Supportive Housing) has tens of thousands of names on it
- 3 Challenge of matching to layered eligibility requirements of unit, rental subsidy , and services
- 4 Many hand-offs between partners in the housing process
- 5 Extensive documentation required to utilize federal rental subsidies and capital funders
- 6 Provider capacity and staffing challenges
- 7 Some PSH units such as SROs and VASH are often declined by the applicants
- 8 Some PSH units are not structured to reflect the needs of people experiencing homelessness and/or have too many restrictions on individual units, i.e.: chronically homeless veterans over the age of 55 at 30% AMI or below, etc.

Success Story: Brynhurst Apartment Lease Up



Brynhurst Pilot

- ❑ Total PSH Units: 36
- ❑ All 2-Bedroom / Family Units
- ❑ Matched people from Outreach and Interim Housing programs within the SPA with 2-4 documents uploaded in HMIS
- ❑ Property Management (PM) & Public Housing Authority (PHAs) did concurrent application reviews to save time
- ❑ HACLA staff provided real time updates and expedited application review



Key Takeaways

- ❑ LAHSA facilitated weekly lease up calls
- ❑ In partnership with DHS, reduced ICMS match decline timeline from **30 days to 5 days**
- ❑ Building leased up within **45 days**
- ❑ HACLA on weekly lease up calls pivotal in helping keep applicants moving forward

CES Project-Based PSH Match to Move-In Pilot

1 To ensure quicker CES Matches

- Matching people who are document ready in HMIS first
- Still matching to those with CES scores of 8/9 or above, based on population

2 To ensure matches to people homeless in the area

- Matching people who are enrolled in Outreach or Interim Housing programs in the area (LAHSA, DMH, DHS)

3 To support a quicker lease up process

- LAHSA leading lease up calls to actively manage progress of all people through the PM & PHA application process + dedicated PHA staff on weekly lease up calls
- For DHS ICMS connected units, match decline timelines have been reduced from 30 to 14 days

CES Project-Based PSH Match to Move-In Pilot: Evaluation & Next Steps



Evaluation

- Lease Up Timeline Reduction
- Increased Project-Based PSH Utilization
- Equity of PSH Placements
- Success of relying on outreach/interim housing programs as part of local engagement strategy



Next Steps

- Sending match emails to more than one applicant at a time (similar to 'multiple matching')
- Targeted engagement to IH and Outreach Programs geographically close to buildings
- Collaborating with HUD Technical Assistance to ensure Fair Housing compliance
- Concurrent application review of Property Management & Public Housing Authority (PHA)
- Expedited application review at PHAs

Other CES Pilots

Examples of recent pilots include:

01

Matching

Prioritizing and matching some unique housing stock differently, such as SRO Housing

02

Transferring

Transferring households in Time Limited Subsidy programs to Permanent Supportive Housing programs when needed

03

Universal Housing Application

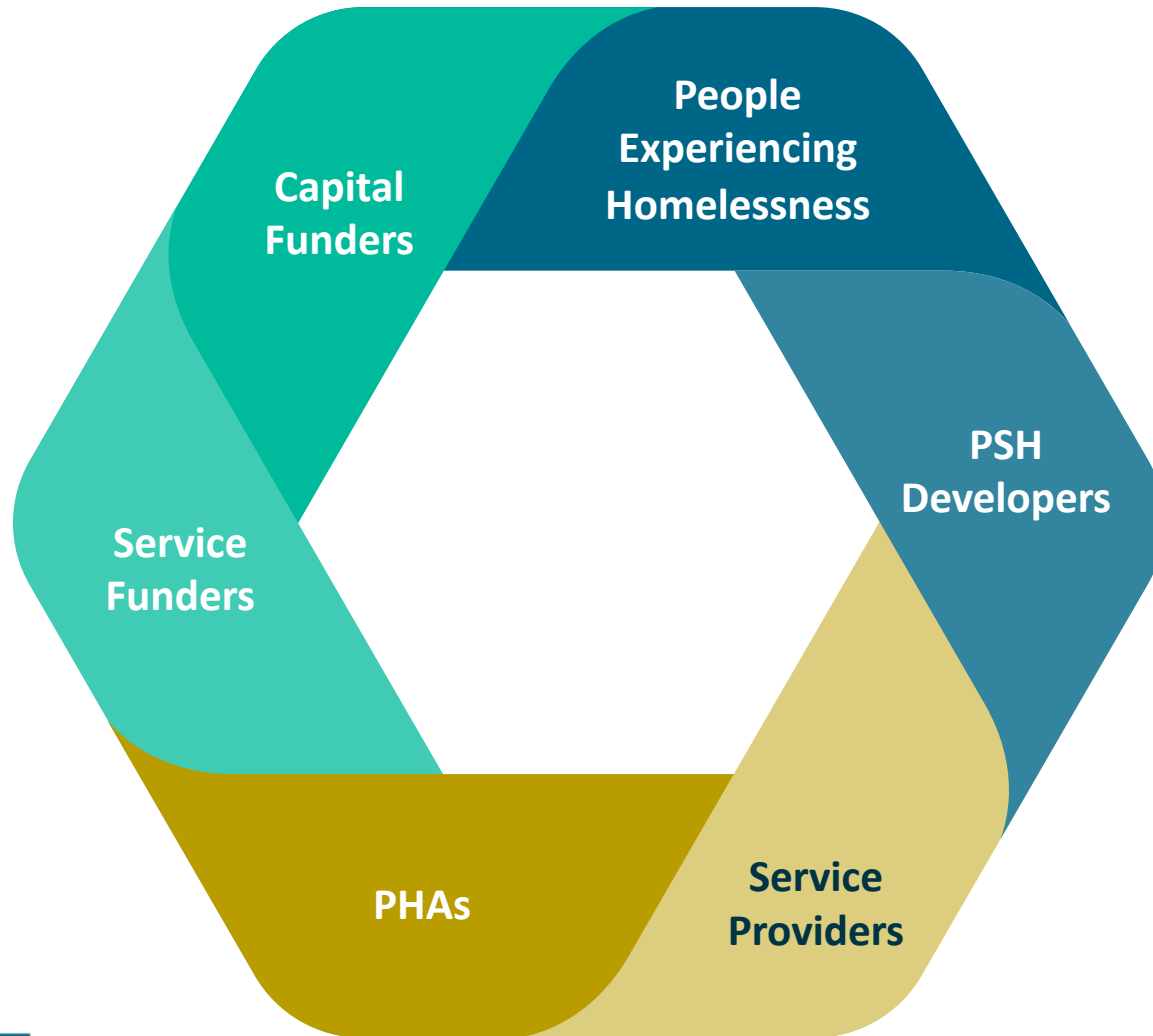
LAHSA is piloting an app that will allow one electronic application to be submitted to property managers and PHAs and that allows applications to be tracked from submittal to lease up

Opportunities for further CES Improvements

- HACLA and LACDA are applying to HUD to allow applicant self-certifications
- Expand focus on document readiness and program enrollment for people with CES scores 8/9 or above
- LAHSA will pilot further refining using a preference for program enrollments with a focus on programs working with people experiencing unsheltered homelessness directly around PSH buildings including Inside Safe, outreach, and interim housing
- Differentiate PSH portfolio and policies (SROs, VASH, vacancies in existing PSH buildings, DMH units, FHSP units, etc.)
- Expand document-ready matching preferences
- Increase coordination on lease-up calls



Redesigning CES for Success



1

Gets people off the streets and into homes with urgency

2

Meets people where they are – no wrong door

3

Utilizes housing resources efficiently

4

Utilizes housing resources equitably

5

Allows all community partners to have agency and trust in the process

6

Meets the needs of capital, subsidy and services funders



LIFE

Low Income Fare is Easy (LIFE) Program

LIFE Program



- > The Low-Income Fare is Easy (LIFE) Program provides transportation assistance to low-income individuals in Los Angeles County.
- > The LIFE program offers fare discounts that may be applied toward the purchase of passes on Metro or any LIFE participating transit agencies.
- > New LIFE Program participants get 90-day free rides
- > 20 free rides monthly



Participating LIFE Transit Operators

LIFE



New LIFE Enrollees get 90 Days FREE

LIFE

Tap into savings.

A little help can go a long way. So we've made it easier to enroll in Metro's LIFE Program. Sign up now and get 90 days of free rides.

Visit metro.net/life to get started.



Metro

Fare collection has resumed.
When riding, please have your fare ready.

Obtenga 90 días de viajes gratis.

Con un poco de ayuda, se ayuda mucho. Por eso, hemos facilitado la inscripción en el programa LIFE de Metro. Regístrese ahora y aproveche los ahorros.

Visite metro.net/life para comenzar.



Metro

La colección de tarifas se ha reanudado.
Cuando viaja, por favor tenga lista su tarifa.



Metro

LIFE Program Income Eligibility



To be eligible for the LIFE program, each patron must meet the household size and annual income requirements listed below:

Persons in household	Annual Income (not to exceed)
1	\$41,700
2	\$47,650
3	\$53,600
4	\$59,550
5	\$64,350
6	\$69,100

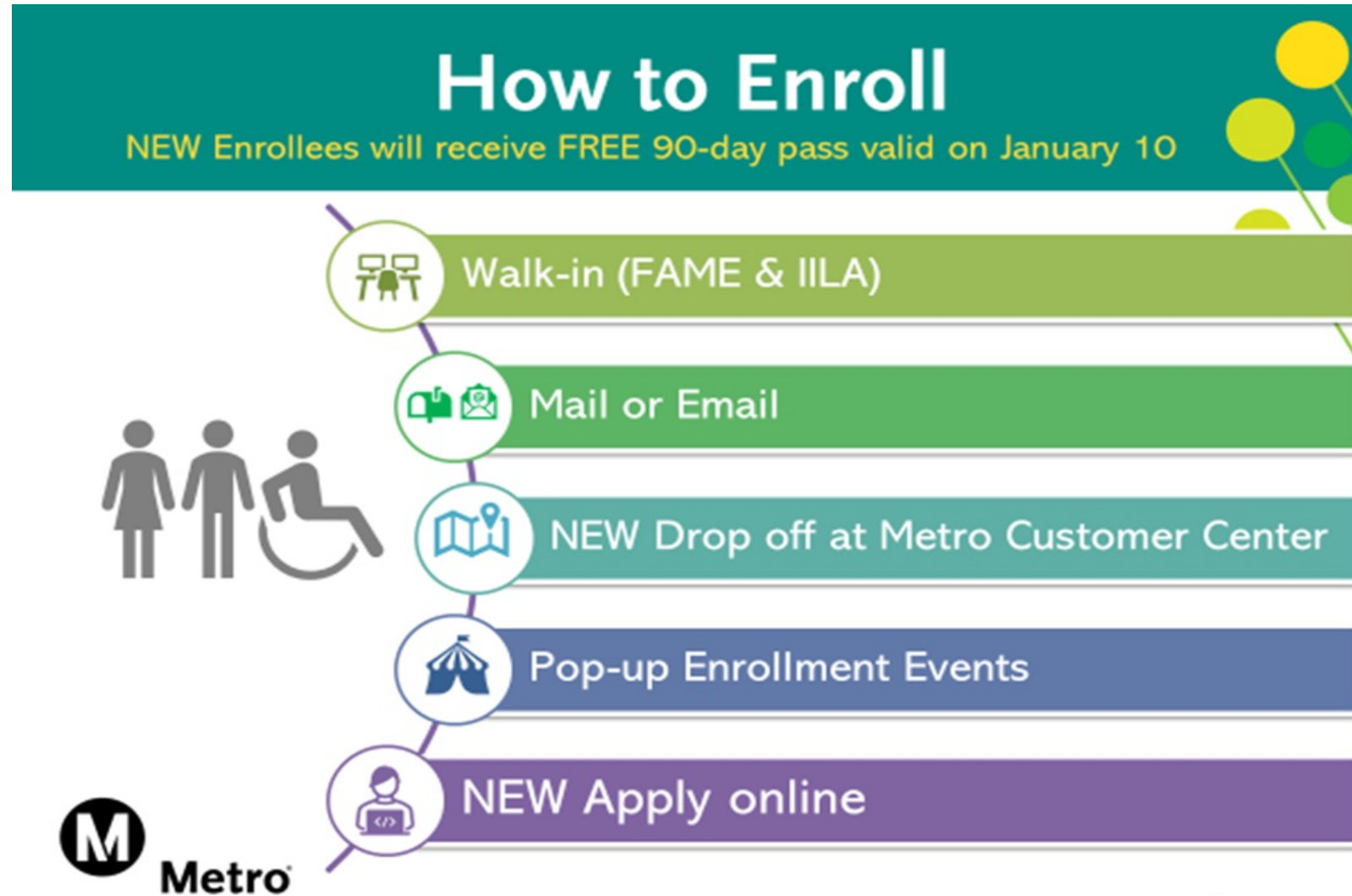
Existing LIFE Enrollee Discounts



Fare Type	Fare	LIFE Discount	Final Cost
Pass Option			
Regular 30-Day/Monthly Pass	\$50.00	\$24.00	\$26.00
Regular 7-Day/Weekly Pass (up to four/mo)	\$12.50	\$6.00	\$6.50
Senior/Disabled 30-Day Monthly Pass	\$20.00	\$8.00	\$12.00
College/Vocational 30-Day/Monthly Pass	\$43.00	\$13.00	\$30.00
Student K-12 30-Day/Monthly Pass	\$24.00	\$10.00	\$14.00
Regular EZ Transit Pass (base fare)	\$110.00	\$24.00	\$86.00
Senior/Disabled EZ Transit Pass (base fare)	\$42.00	\$8.00	\$34.00
Ride Option			
20-Regional Rides: Base Fare Only. Interagency transfers are additional cost		Free for LIFE Participants	
Bike Share 30-Day Pass	\$17.00	\$12.00	\$5.00
Bike Share 365-Day Pass	\$150.00	\$100.00	\$50.00

How to Enroll

LIFE

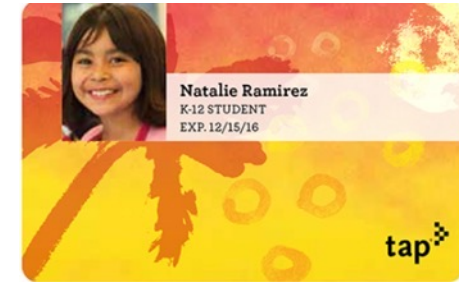


Sample Valid TAP Cards



Below are samples of acceptable TAP Cards to use when enrolling for LIFE Benefits:

- > Regular Rider
- > Senior
- > Student K-12
- > College/Vocational
- > Disabled
- > **Note:** The applicant must provide a copy of the back of each TAP card to capture the TAP card number
- > A student between the ages of 5-17 **MUST** apply with a student TAP card



Sample Acceptable Proof of Income

LIFE

Few samples of valid proof of income or a patron may self-certify

- > Paycheck stub
- > Medi-Cal Card
- > Tax Return

Approved Benefit Letters

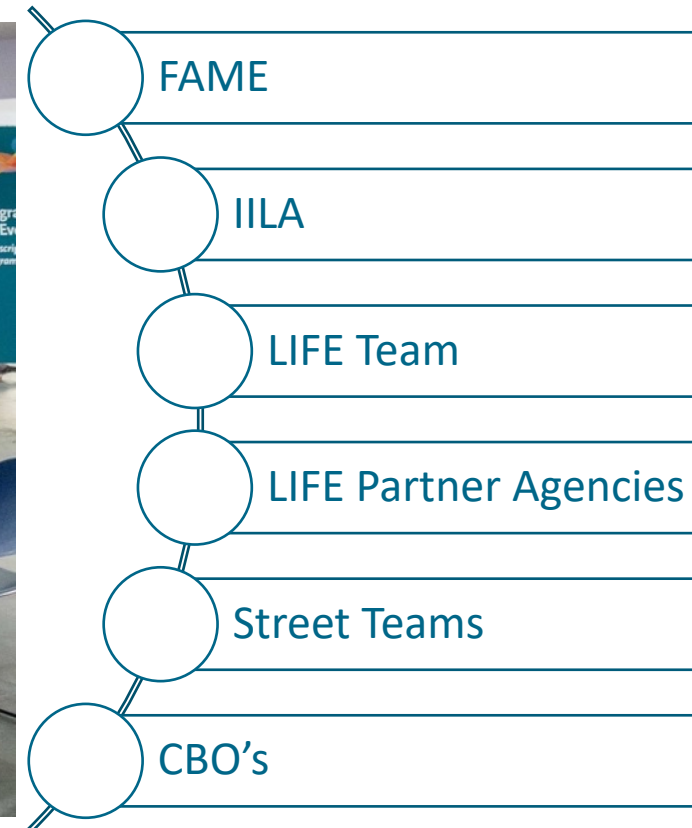
- > EBT
- > Social Security
- > Unemployment
- > Notice of Action/Cash Aid
- > Free/Reduced School Lunch





- > LIFE program also offers fare subsidies to Los Angeles County residents who are experiencing homelessness, have been discharged from the hospital, have been released from incarceration, a domestic violence victim, and seniors coming from selected Senior facilities.
- > Metro partners with agencies that assist the above-mentioned individuals that are first approved by a LIFE Administrator.
- > LIFE Limited offers the following subsidies:
 - > \$11.00 Taxi Coupon
 - > Variable Value Voucher (VVV)
 - > 4-Regional Ride Ticket

Outreach



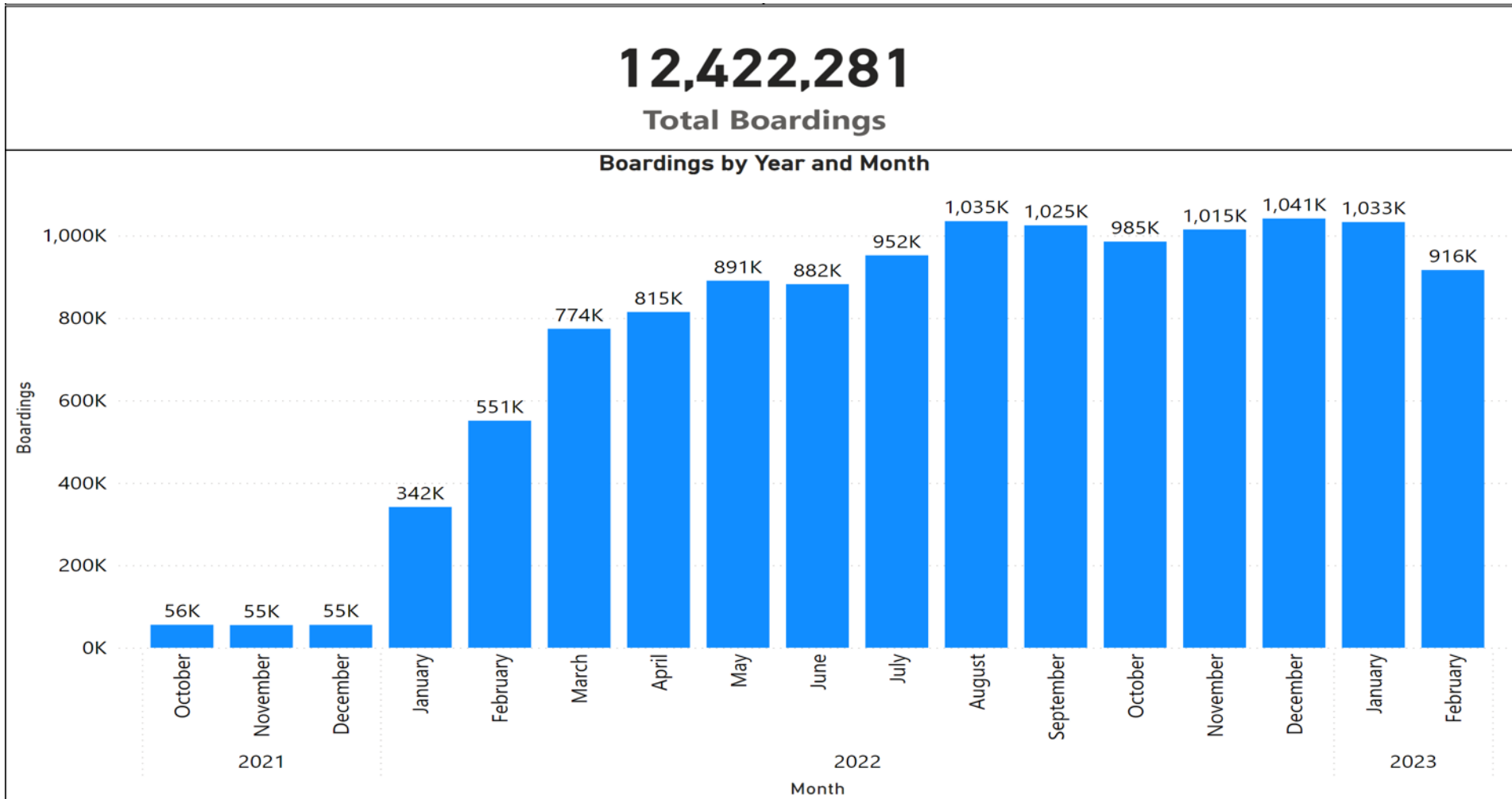
DPSS Partnership

- > 4 Pilot Sites
 - > Metro Family (Central LA)
 - > Rancho Park (West LA)
 - > Belvedere (East LA)
 - > Glendale
- > 25 offices anticipated to be added by end of fiscal year

New Offices

- | | |
|-------------------------------|------------------------------|
| • East Valley/Santa Clarita | • Pomona |
| • Pasadena/San Fernando | • San Gabriel Valley |
| • West Valley | • Cudahy |
| • North Division II | • Florence |
| • Civic Center | • Hawthorne |
| • Medi-CAL LTC | • Metro East/Lincoln Heights |
| • Medi-CAL Application Center | • Norwalk |
| • Metro North | • Compton |
| • Wilshire | • Paramount |
| • El Monte | • South Central |
| • Metro Special | • South Family |
| | • South Special |
| | • Southwest Family |
| | • Southwest Special |

LIFE Boardings



Metro

Contact Us Today!



LA Metro

- > Michael Cortez, Director (Interim)
- > (213) 418-3423
- > cortezmic@metro.net

FAME Assistance Corporation (FAC):

- > 1968 W. Adams Blvd., Los Angeles CA 90018
- > (323) 870-8567
- > LIFEinfo@famecorporations.org
- > FAME's service areas are: Antelope Valley, Central Los Angeles, Gateway Cities, San Fernando Valley, South Bay, Westside Cities and Santa Clarita Valley located in the Northwestern and Southwestern regions.

International Institute of Los Angeles (IILA):

- > 9060 Telstar Ave. Suite 223
- > El Monte Ca 91731
- > (818) 244-2550
- > LIFEinfo@iilosangeles.org
- > IILA's service areas are: Gateway Cities and San Gabriel Valley located in the Southeastern region.

THANK YOU





DPSS Temporary Homeless Assistance Program for Victims of Domestic Violence

Stephanie Whack
Laura-Elena Garza

Table of Contents

- I. Temporary Homeless Assistance Program
- II. Current landscape for
 - a. Families never enrolled in CalWORKs
 - b. Families currently enrolled in CalWORKs
- III. Necessary change to the current system

California Work Opportunity and Responsibility to Kids (CalWORKs)



CalWORKs is a public assistance program that provides cash aid and services to eligible families that have a child(ren) in the home.

If a family has little or no cash and needs housing, food, utilities, clothing or medical care, they may be eligible to receive immediate short-term help. Families that apply and qualify for ongoing assistance receive money each month to help pay for housing, food and other necessary expenses.

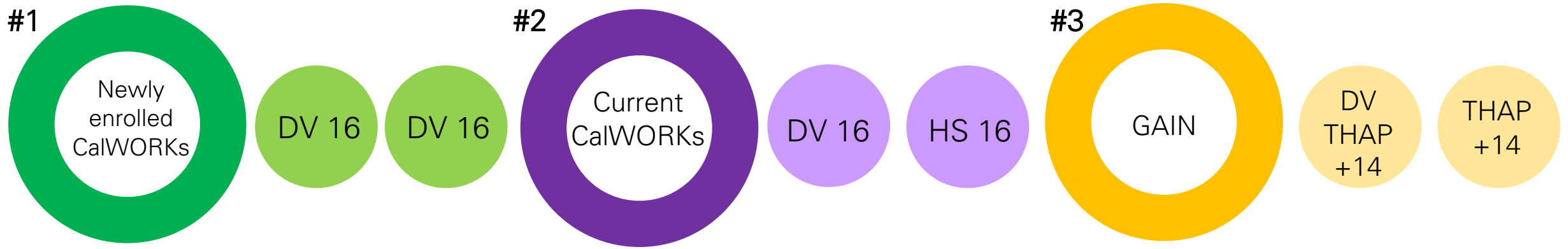
Temporary Homeless Assistance Program (THAP)

THAP provides temporary shelter payments to homeless CalWORKs families while they are looking for permanent housing

CalWORKs families who are fleeing domestic violence can access specific resources

Current landscape

Family never enrolled in CalWORKs



- Once in a lifetime
- Disbursed as two lump sums
- If unused right away, the second 16 nights can be used later*

- Every 12 months
- Disburse as 7/7/2

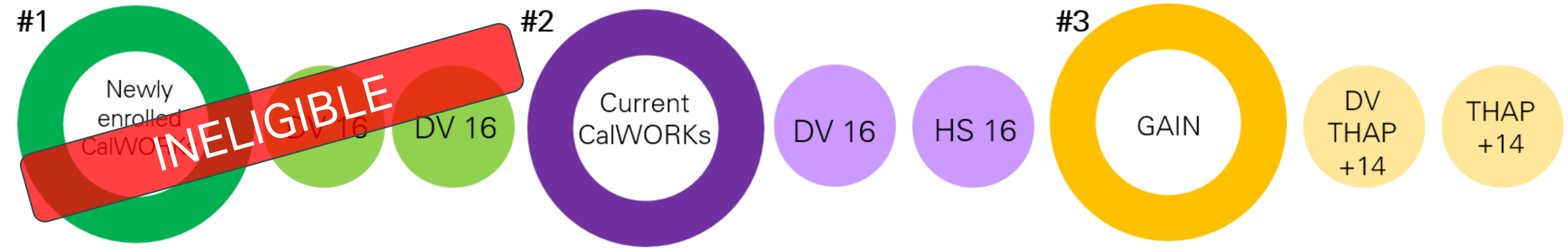
- Once in a lifetime
- Only for GAIN participants
- Exclusion: SSI recipients, undocumented people, and people with exemption
- Disburse 7/7

Total of 92 motel nights or roughly three months

- For commercial establishment
- For family and friends who provide the sleeping accommodation

Current landscape

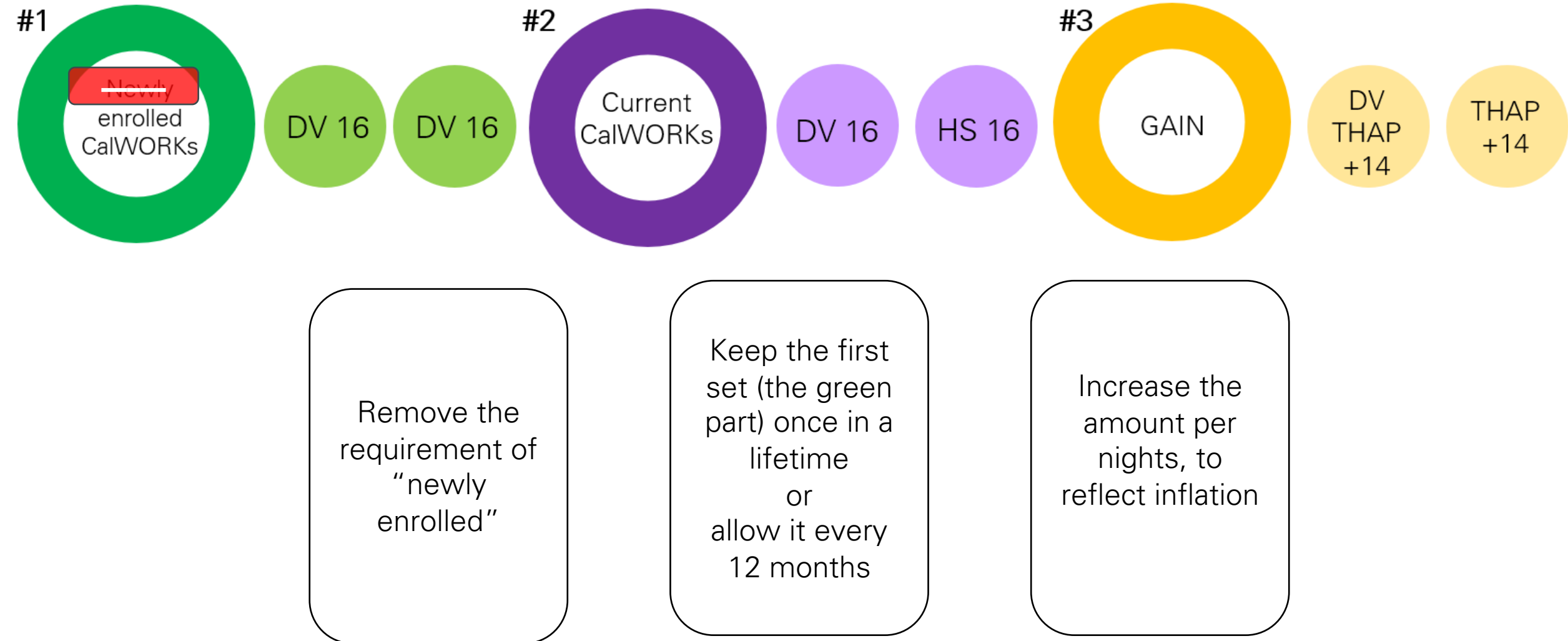
Family currently enrolled in CalWORKs



- Many families have been recipients of CalWORKs and the “newly enrolled” ruling excludes a lot of people
 - Inability to use 32 nights of motel voucher
- DPSS provide :
 - The rate of 85\$/nights for a household of 4 people
 - Over 4 people, an extra 15\$/person with the maximum of 145\$ per night

Necessary change to
the current system

What is being asked?



Faster for fleeing families to get to safety in a motel than find space in a confidential shelter

Recipients can use it with family and friends, who may charge a lower fee per night, and therefore stretch the money for a longer stay

Alleviates pressure from DV shelters, which do not have enough availability

Maximizes and leverages resources

Impactful Change

Questions or Comments

Call to action

Thank you

Stephanie Whack

DV Regional Coordinator SPA 5

St Joseph Center

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Laura-Elena Garza

DV Regional Coordinator SPA 7

The Whole Child

lgarza@thewholechild.org