

# MEASURE H

## Citizens' Oversight Advisory Board

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 493, Los Angeles, California 90012  
<https://homeless.lacounty.gov/oversight/>



### MEETING AGENDA

**DATE:** Thursday, December 7, 2023  
**TIME:** 1:00 p.m. – 4:00 p.m.

**VENUE**

<b>A C Bilbrew Library</b> 150 E El Segundo Blvd. Los Angeles, 90061	<b>Duarte Community Center</b> 1600 Huntington Dr. Duarte, CA 91010
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**JOIN VIA WEBEX:** [Measure H COAB Meeting](#)

For members of the public who wish to call into the meeting:  
Phone Number: +1-213-306-3065  
Meeting Code: 25583141778##

**1<sup>st</sup> District Appointee**  
Brian Tabatabai

**2<sup>nd</sup> District Appointee**  
Amelia Williamson

**3<sup>rd</sup> District Appointee**  
Vacant

**4<sup>th</sup> District Appointee**  
Andrew Kerr

**5<sup>th</sup> District Appointee**  
Jody Schulz

**Executive Director,  
Homeless Initiative and  
Affordable Housing**  
Cheri Todoroff

**Advisory Board Liaison**  
Danielle Zapata

#### I. Welcome & Introductions

#### II. Approval of Minutes for the June 1, 2023, Regular Board Meeting and October 13, 2023, Special Board Meeting

#### III. General Public Comment

#### IV. Interim Housing Cost Study Analysis, Elizabeth Ben-Ishai, Los Angeles County Homeless Initiative, Nichole Fiore, Principal Associate, Abt Associates, and Cheri Todoroff, Executive Director, Los Angeles County Homeless Initiative

#### V. Affordable Housing, Homelessness Solutions, and Prevention Now Transactions and Tax Use Ordinance, Tommy Newman, Vice President, Public Affairs and Activation, United Way of Greater Los Angeles

#### VI. Adjournment

*If any person intends to submit documentation to the Advisory Board for its consideration prior to the meeting, such documentation shall be submitted via email to: [MeasureHOversight@lacounty.gov](mailto:MeasureHOversight@lacounty.gov), no later than 5:00 p.m. the day before the scheduled meeting.*

*"Combating homelessness together"*

**Meeting Dates for 2024:** Thursday, March 7, 2024, at 1:00 pm  
Thursday, June 6, 2024, at 1:00pm  
Thursday, September 5, 2024, at 1:00pm  
Thursday, December 5, 2024, at 1:00pm

*“Combatting homelessness together”*  
**Measure H Citizens’ Oversight Advisory Board**  
**Meeting Minutes**  
**Thursday, June 1, 2023**

**ATTENDEES**

**Advisory Board Members:** Amelia Williamson, Chair  
Andrew Kerr  
Brian Tabatabai,  
Jody Schulz

**County Staff:** Cheri Todoroff, Executive Director, CEO-HI  
Carter Hewgley, Senior Manager, CEO-HI  
Rowena Magaña, CEO-HI  
Christina Villacorte, CEO-HI  
Onnie Williams III, CEO-HI  
Norma Benicia Lobatos, CEO-HI

**I. Welcome and Introductions**

Chair Williamson called the meeting to order at 1:12 p.m.

**II. Approval of Meeting Minutes**

The December 1, 2022, meeting minutes were approved with no amendments.

**III. General Public Comment**

- Member of the City of Arcadia, Karen: Provided comments related to future meetings being virtual for convenience of the community attendees
- No other public comments.

**IV. Audit of the Homeless and Housing Measure H Special Revenue Fund for The Year Ended June 30, 2022 – Oscar Valdez, Interim Auditor Controller**

- Oscar Valdez presented the financial statements for the Measure H Special Revenue Fund.
- Discussion from the Board Members regarding balance sheet for Measure H.
- No public comments.

**V. Blue-Ribbon Commission on Homelessness Report-Back Cheri Todoroff, Chief Executive Office - Homeless Initiative and Affordable Housing**

- Cheri Todoroff presented on the Blue-Ribbon Commission on Homelessness (BRCH) second quarterly report.

- Discussion from the board members regarding origin of BRCH directives and how CEO-HI is communicating each directive.
- Public Comment
  - Community Member, Gail Stevens: Provided comment related to participation and representation of faith-based groups, the selection process for the coordinators for Los Angeles Homeless Service Authority (LAHSA), Continuum of Care Board and SEC Board. Ms. Stevens expressed concerns about operating in silos, educating the community, and ensuring the commission understands the work that is necessary.
  - Community Member: Provided comments related to meeting accessibility. Additionally, Community Member expressed concerns about being able to find BRCH information online, negative commentary among the public, and public participation related to solving issues in the homeless service system.
  - Community Member, Landlord: Provided public comment related to concerns about the Local Solutions Fund being a small portion of the overall budget and the grant process.
  - Community Member: Provided comment related to re-directing funds for Inside Safe and Pathway Home initiatives.
  - Community Member: Provided a list of suggested ideas for implementation.
  - Community Member: Provided comment related to scarce housing vacancies due to high rents in the real estate market.

**VI. State of Emergency - Cheri Todoroff, Chief Executive Office - Homeless Initiative and Affordable Housing (CEO-HI/AH)**

- Cheri Todoroff, Carter Hewgley and Rowena Magaña provided a presentation on the County's response to the State of Emergency on Homelessness.
- Discussion was held by Board Members regarding the process of hiring more staff in response to the State of Emergency and whether participants from encampment resolutions can obtain and sustain stable/permanent housing after being brought inside.
- Public Comment:
  - Community Member: Member expressed concerns over people who are house-averse and collecting data on that population.
  - Community Member: Provided comment on timeline for moving people from street into housing, training on how to live indoors, and holding housing locations accountable.

- Community Member: Provided comment regarding the 250 new “boots on the ground” new hires and necessity of increasing outreach workers when there isn’t enough housing.
- Community Member: Provided comments related to addressing owners of the RVs who don’t reside in them and how these will be relocated.
- Community Member: Expressed concerns related to temporary places for people waiting for housing solutions.
- Community Member: Provided comments regarding Inside Safe program, including solutions once people have moved inside, questions related to time limited subsidies (TLS) and financial assistance, timing and management of resources.
- Community Member: Provided comments related to collaboration with organizations that address life skills, utilizing community-based organizations that can offer help in creative ways and reconsideration of strategic partnerships.
- Community Member: Provided comments related to retention services and hiring efforts.

### **VIII. Adjournment**

- Meeting ended at 3:18 p.m.

Minutes submitted by: Norma Benicia Lobatos

Minutes approved by: Christina Villacorte

Next meeting: Thursday, September 7, 2023, at 1:00pm

*"Combatting homelessness together"*  
**Measure H Citizens' Oversight Advisory Board Meeting**  
**Minutes**  
**Friday, October 13, 2023**

**ATTENDEES**

**Advisory Board Members:** Amelia Williamson, Chair  
Andrew Kerr  
Brian Tabatabai,  
Jody Schulz (left the meeting at 11:30 am)

**County Staff:** Cheri Todoroff, Executive Director, CEO-HI  
Carter Hewgley, Senior Manager, CEO-HI  
Dorinne Jordan, Senior Manager, CEO-HI  
Tene Tate, CEO-HI  
Danielle Zapata, CEO-HI  
Norma Benicia Lobatos, CEO-HI  
Noro Zurabyan, County Counsel

**I. Welcome and Introductions**

- Chair Williamson called the meeting to order at 10:11 a.m.

**II. General Public Comment**

- Anthony Alman, Veteran Advocacy/Commissioner – Provided public comment on behalf of the Veterans Advisory Commission regarding a recent report back related to veteran's services and opined that Measure H funding should serve veterans.

**III. Fiscal Year 2022-2023 Homeless Initiative Final Expenditures**

- Discussion from Board Member Kerr and Board Member Tabatabai related to underspend, rate increases/costs, and CEO-HI's annual funding recommendation community and stakeholder listening sessions.
- No public comments.

**IV. Emergency Response Update**

- Discussion from Board Member Kerr regarding recreational vehicles encampments.
- Further discussion from Chair Williamson about partnerships with County departments and supporting entities regarding the encampment resolution planning phase and community engagement.

- No public comments.

## **V. Blue-Ribbon Commission on Homelessness Quarterly Report Update**

- Discussion from Chair Williamson regarding philanthropic partners involved.
- Further discussion from Board Member Kerr regarding economic issues related to structural changes, symptoms of problems related to core structural issues and how the system can focus on the source of the problem rather than problem itself.
- Discussion with Board Members around how to stop inflow of people experiencing homelessness, eviction prevention investments and affordable housing.
- Public Comment:
  - Member of the Community, Carrie: provided comments related to the allocation of Measure H beds.
  - Member of the Community: Commented on the lack of funding for board and care in adult residential facilities.

## **VI. Adjournment**

- Meeting ended at 12:05 p.m.

**Minutes submitted by: Norma Benicia Lobatos**

**Minutes approved by: Danielle Zapata**

Next meeting will be held on Thursday December 7, 2023.



**BOLD  
THINKERS  
DRIVING  
REAL-WORLD  
IMPACT**

# ***Understanding Interim Housing Costs across Los Angeles County***

***December 7, 2023***



# Purpose of Cost Study



- In recent years, homeless service providers have expressed concerns to public funders that the cost reimbursement rates—that is, the funding per bed they receive for providing Interim Housing (IH) to people experiencing homelessness—are inadequate.
- In response to this feedback, LAHSA, DMH, DHS, and County HI, engaged Abt Associates to conduct a cost study on the IH portfolio across Los Angeles County.
- This presentation discusses the high-level findings from the IH Cost Study.

# Agenda



- Interim Housing in Los Angeles County
- Scope of Research
- Data Administration Activities
- Key Findings
- Questions/Answers

# Interim Housing in Los Angeles



- Interim Housing (IH) is mostly funded by the public agencies that coordinate and operate the homeless service system.
- Public agencies fund more than 300 distinct IH sites across Los Angeles County with more than 16,000 IH beds operated by approximately 100 homeless service providers and other community organizations. (Data as of Nov 2022)
- IH sites can be funded by multiple contracts (from the same funder) and multiple funders.
- The scope of required services for IH providers varies by funder and bed type.
- More than 10 different bed types/contract types were included in this study.

# Scope of Research



- Primary research question:
  - *How much does operating interim housing cost across Los Angeles County?*
- The Abt team worked with the public funders to select 125 IH sites serving diverse populations in different service providers areas (SPAs) to participate in a survey that collected detailed information about the IH operations and costs across several expense categories.
- In addition to reporting specific costs, providers were also asked about whether their bed rates were sufficient to cover the costs of operating the IH sites.
- The Abt team then conducted telephone interviews with 16 providers who represented a diverse set of IH sites to obtain a deeper understanding of the drivers affecting overall costs for IH.

# Data Administration Activities



- The Abt asked IH providers to report cost data for either the past two fiscal years or calendar years.
- The Abt held three webinars for providers to learn about the study, the cost data collection approach, and how to complete the online survey.
- The Abt team administered the survey for eight weeks, sending weekly communications to providers reminding them about the survey and offering support from the Abt team to complete the survey.
  - Upon survey completion, a 78 percent response rate was achieved (i.e., providers from 98 of the 125 sites completed the survey).

# Data Administration Activities



## Cost Categories:

<b>Housing</b>	<b>Program Supplies</b>	<b>Client Supports</b>	<b>Staffing</b>	<b>Administration</b>
<i>Rent or Mortgage Cost</i>	<i>Furniture</i>	<i>Housing Placement Expenses</i>	<i>Staffing at this Interim Housing site</i>	<i>Executive/Admin staff (includes executive director, development team, accounting, etc.)</i>
<i>Property Insurance</i>	<i>Linens</i>	<i>Clothing</i>	<i>Benefits</i>	<i>Agency operating overhead (audits, reporting, misc. office expenses, payroll taxes)</i>
<i>Property Taxes</i>	<i>Program Supplies</i>	<i>Transportation</i>	<i>Other expenses (e.g., training)</i>	<i>Indirect or allocated costs</i>
<i>Utilities</i>	<i>Food</i>	<i>Program activities</i>		
<i>Building/Outdoor Area Maintenance</i>	<i>Agency Vehicles</i>	<i>Education and Employment related expenses</i>		
<i>Other(s)</i>	<i>Parking</i>	<i>Client cash assistance</i>		
	<i>Office supplies</i>	<i>Other(s)</i>		
	<i>Other(s)</i>			

# *Key Findings*



# Cost Overview



- In 2022, the median per bed night cost was just over \$109.
- However, the median costs varies based on site characteristics (i.e., housing type, site ownership status, SPA, population served, funder and bed type.)

## Bed Night Costs by Funder

Funder	Median
LAHSA	\$83.41
DHS	\$148.41
DMH	\$93.68

# Cost Drivers



- The biggest driver of IH costs is staffing, about half of all reported costs.
  - Across Los Angeles County, homeless service providers face significant staffing issues, with constant turnover among staff and vacancies that are challenging to fill. The reported staffing costs are most likely less than what providers would incur if they were fully staffed.
- The next largest category is the cost of the housing, at about 20 percent of reported costs.

Measure	Median
Housing (%)	14%
Supply Costs (%)	8%
Support Costs (%)	0%
Staffing Costs (%)	52%
Admin/Overhead (%)	12%

# Cost by Interim Housing Site Characteristics

- **Size:** The estimates suggest that small IH sites (1-20 beds) incur higher bed-night costs as compared to medium IH sites (21-50 beds) or large IH sites (51+ beds).
- **Ownership:** Sites that reported no rent or mortgage costs tended to have lower bed-night costs than sites that reported paying rent for their space.
- **Housing type:** The estimates for housing type show higher median costs for congregate and semi-congregate IH than for non-congregate, but the average costs are higher for non-congregate.

# Funding Gaps



- 71% of sites in our sample reported that bed rates do not fully cover the costs of providing IH.
- The average gap between costs and bed rates was over \$77, and the median funding gap was over \$36.
  - 26% reported funding gaps ranging from \$1 to \$49.
  - 9% reported funding gaps ranging from \$50 to \$99.
  - 36% reported funding gaps equal to or exceeding \$100.
- Many providers are closing funding gaps at least in part by applying for grants from non-government sources (i.e., philanthropy, private donors).

# Learnings



- Interim housing costs have increased significantly in recent years, but funding has not changed.
- Site budgets do not reflect cost of living wage increases and other increases that reflect inflation.
- Budget challenges are impacting providers' ability to retain staff because they cannot afford to pay them living wages.
- To move toward a more equitable homeless service system, there needs to be transparency in the funding formula that creates IH bed rates.

# Homeless Initiative

Interim Housing Cost Analysis Report: Next Steps

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**Cheri Todoroff**

**Executive Director, Homeless Initiative and Affordable Housing**

**Measure H Citizens' Oversight Advisory Board (COAB) Meeting, December 7, 2023**



**Chief  
Executive  
Office.**



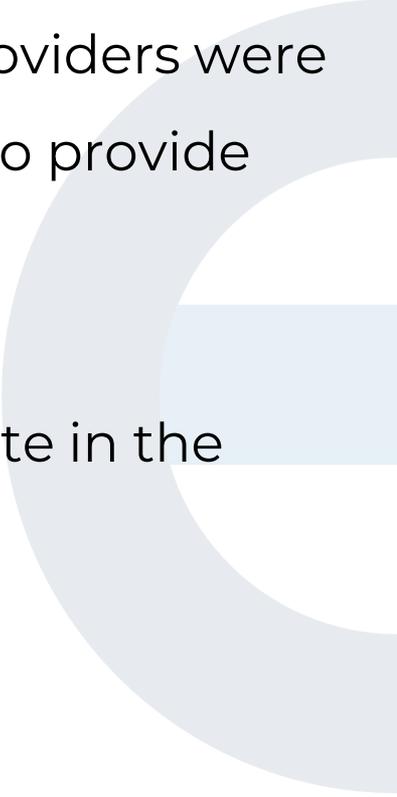
County of Los Angeles

**Homeless  
Initiative**

# Next Steps

- CEO-HI, in coordination with LAHSA, DHS and DMH have been meeting to discuss report findings and potential solutions to address the funding gaps in Interim Housing bed rates.
- Because some of LAHSA's County-funded Interim Housing providers are uniquely burdened by low bed rates, CEO-HI and LAHSA are assessing a two-step approach to provide financial relief to providers experiencing the most significant funding gaps that could include an initial adjustment in the current fiscal year.
- DHS and DMH are considering the findings of the report with rate adjustments being considered for FY24-25.

# Provider Engagement

- Webinar held for providers on November 15, 2023. Providers were presented with report findings and the opportunity to provide feedback.
  - Providers will have further opportunities to participate in the development of the new formula.
- 

# Questions



County of Los Angeles

**Homeless  
Initiative**

# ***Affordable Housing, Homelessness Solutions & Prevention Now***

A L.A. County Citizens' Initiative  
proposed by the  
Our Future L.A. County Coalition



# Our Future L.A. County Coalition

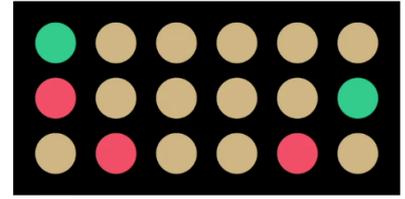
Operating for two years with support from the **Conrad N. Hilton Foundation and James Irvine Foundation**, the Steering Committee is comprised of 28 organizations:

- Abundant Housing LA
- Alliance of Californians for Community Empowerment (ACCE)
- ACT LA
- Active SGV
- Black Women for Wellness
- CA Native Vote Project
- Climate Resolve
- Inclusive Action for the City
- Inner City Law Center
- InnerCity Struggle
- KIWA
- LA CAN
- LA Forward
- LA Voice
- Liberty Hill Foundation
- PATH
- Public Counsel
- Strategic Actions for a Just Economy (SAJE)
- SEIU 2015
- Safe Place for Youth (SPY)
- St. Joseph Center
- Social Justice Learning Institute
- SCANPH
- T.R.U.S.T. South LA
- Union Station Homeless Services
- United Way of Greater L.A.
- Venice Community Housing



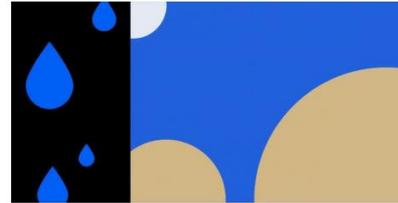
## 01

**Building community wealth**



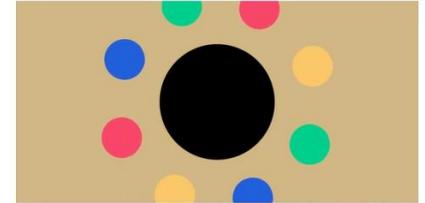
## 02

**Removing barriers to affordable housing**



## 03

**Keeping low-income communities housed**



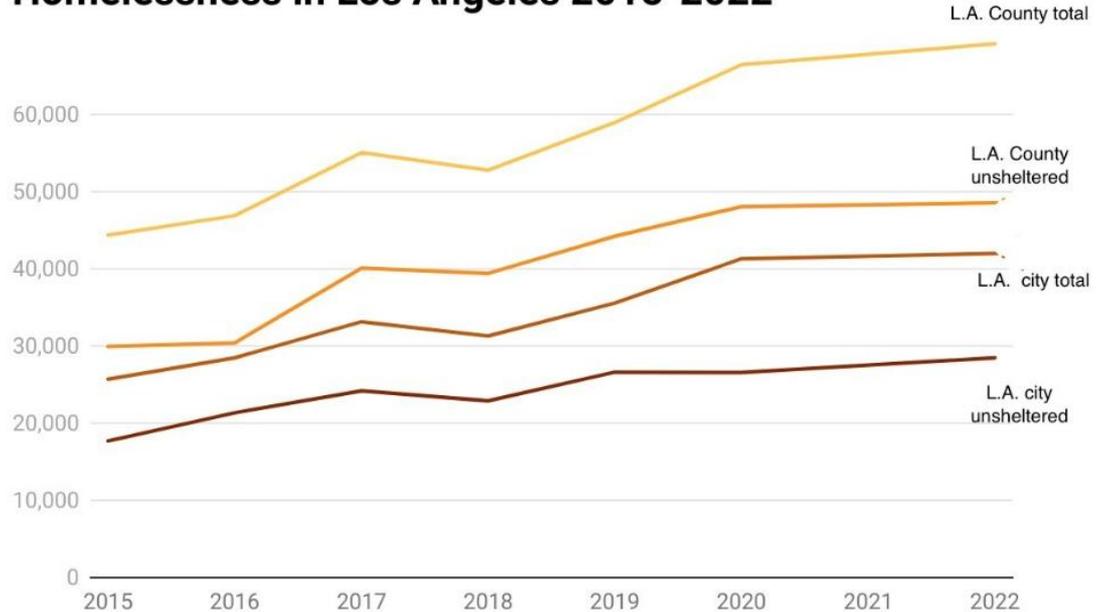
## 04

**Protecting tenants and their rights**

# Despite Heroic Work, Homelessness Keeps Climbing

- Rents in L.A. County have increased 54% since 2000, while incomes have increased 16%, which is driving more individuals and families to experience homelessness
- The average rent is \$2,349 for a two bedroom apartment in L.A. County, which requires a wage of \$45 an hour to afford
- Only 1 in 4 people who are eligible for federal rental subsidies can access them
- We do not have a dedicated countywide revenue stream for affordable housing production & preservation

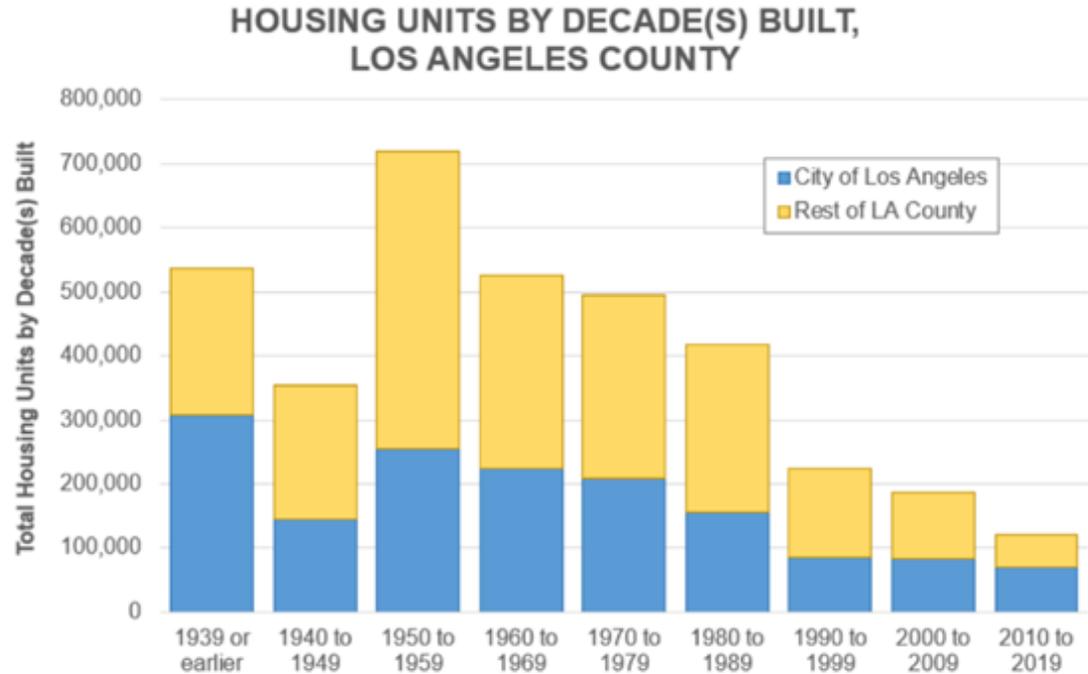
## Homelessness in Los Angeles 2015-2022



Source: Los Angeles Homeless Services Authority (There was no count in 2021)

# Housing Production in L.A. County is at an All-Time Low

- Less housing is being built now than at any point in the last 80 years
- Cities are being asked to do a lot- without adequate resources to support
- And we're losing the affordable housing we have- between 2009 and 2019 we lost nearly 200,000 units that rent for less than \$1k a month in the L.A. Metro Area



Created by Shane Phillips

Data: American Community Survey 1-year sample, 2019

# **We won't make progress ending homelessness *unless we do a better job of preventing it in the first place***

- We've never had a coordinated, well resourced countywide strategy to produce more affordable housing, protect the affordable housing we have, and support renters at risk of homelessness
- **Until Now!** LACAHSa exists for this purpose.



# A Bold, New Approach

The purpose of this citizens initiative is to use goals-based accountability to fund L.A. County's comprehensive homelessness response system as well as invest in new strategies to address street encampments, prevent homelessness and create affordable housing.

This measure would replace the existing ¼ cent sales tax that currently funds the homelessness response system and expires in 2027.



# Core Citizens Initiative Ballot Measure Components

01

## Outcome Goals

Focus the measure's intent and impact.

02

## Revenue Allocation & Accountability

A flexible allocation plan with clear guardrails

03

## Revenue Source

Replace existing ¼ cent sales tax with ½ cent sales tax

04

## Accountability, Governance and Oversight

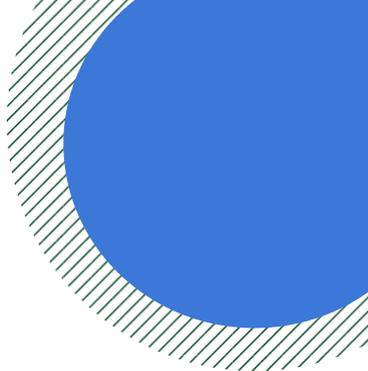
A new approach to accountability & oversight

05

## Local Solutions Fund, Technical Assistance & Innovation Fund

Shared responsibility, experimentation and implementation support for cities

# OUTCOME GOALS- Accountability in Action



1. **Increase** the number of people moving **from encampments into permanent housing in order to** reduce unsheltered homelessness.
1. **Reduce the number of people with a mental illness** and/or substance use disorder who are experiencing homelessness.
2. **Increase the number of people permanently leaving homelessness.**
1. **Reduce** the number of **people falling into homelessness.**
1. **Increase** the number **of affordable housing units in L.A. County.**

The goals shall be determined by the Executive Committee informed by the L.A. County Leadership Table and relevant Agencies/Departments, **no later than April 1, 2025.**

**Each goal will have specific metrics** as well as short, medium, and long term **time bound deadlines**, at minimum 5 and 10 years.

# Accountability, Governance and Oversight

Mirroring and connecting to the the ongoing implementation of L.A. County's Blue Ribbon Commission on Homelessness.

- **Needs Assessment + Regional Plan**
- **Real Time Evaluation & Accountability**
- **Transparency & Communication**

# A Balanced Approach

## Core Programs:

- Homeless Services: 50%
- Flexible: Services or Housing- 10%
  - Local Solutions Fund
  - Innovation Fund
- Housing Production: 24%
- Homelessness Prevention, Renter Supports: 11%
- Accountability, Data, Evaluation- 1.25%

*\*LACAHSAs allocation can **never** be reduced below 33% of total funds, and services funding may be shifted to LACAHSAs in future years as the landscape changes.*

# Revenue Allocation- Assumes \$1.25B

Allocation	Amount (*rounding)	% Share of Total Revenue
Core Homeless Services (Substance Use Treatment, Mental Health Services, Outreach, Emergency Shelter, Supportive Housing Services, Short Term Rental Assistance) ( 86.6% of services allocation)	\$612,000,000	
Local Housing & Services Solutions Fund for Cities (15% of services allocation)	\$110,000,000	
Innovation Fund (3.3% of services allocation)	\$12,000,000	
<b>Services &amp; Emergency Housing (County &amp; Cities) Subtotal</b>	<b>\$735,000,000</b>	<b>60%</b>
<b>L.A County Development Authority Housing Production Fund</b>	<b>\$36,000,000</b>	<b>3%</b>
<b>Accountability, Data &amp; Evaluation Fund</b>	<b>\$15,000,000</b>	<b>1.25%</b>
LACAHSA - Production, Preservation & Affordable Ownership (minimum 40%) (assumes 61.5%)	\$262,000,000	
LACAHSA- Renter Supports & Homelessness Prevention (minimum 30%) (assumes 30%)	\$131,000,000	
LACAHSA- Flexible (any eligible agency use (minimum 15%) (assumes 100% allocation to Production)		
LACAHSA- Cities Technical Assistance (minimum 5%)	\$21,000,000	
LACAHSA Admin & Operations (maximum 10%; assumes 5%)	\$21,000,000	
<b>LACAHSA (County &amp; Cities) Subtotal</b>	<b>\$438,000,000</b>	<b>35.75%</b>

# Key Facts & Outputs

## Homeless Services System

- Prevents 25% increase in homelessness, ensures:
  - 22,000 people in supportive housing continue to receive services
  - 8,700 emergency/interim housing beds continue operating

## Affordable Housing & Homelessness Prevention:

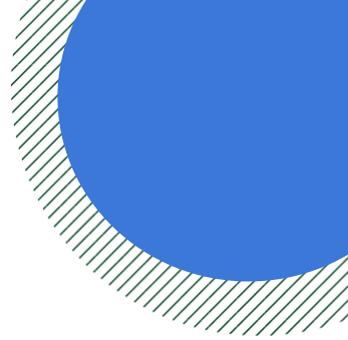
- **\$3 Billion+** for Affordable Housing Production & Preservation over the next 10 years
  - Triple the current local funding investment
- **\$1 Billion+** for homelessness prevention & at-risk renter supports
  - Current Measure H investment in prevention is \$20M in current budget-\$200M over 10 years

# Allocation Analysis- Cities

Cities- 36% of total annual revenue raised is earmarked for cities directly  
(\$444M out of \$1.25B)

- **\$110M in guaranteed annual services funding through Local Solutions Fund**
  - 15% of services category
  - 4X the current Measure H Local Solutions Fund (\$25M in FY23-24 budget)
- **\$312M in guaranteed annual housing production / renter supports funding**
  - 5 largest cities can self administer, others through COGs
  - 70% of production & preservation categories allocated to cities/unincorporated/COGs by Low Income RHNA goal
  - 70% of renter protections & supports categories allocated to cities/unincorporated/COGs by per capita low income renter
- **\$21M in guaranteed annual LACAHSAs funding for cities under 50k**
  - Technical assistance for program design, policy creation, land use updates

# Funding Adjustments- Accountability & Innovation



- *If Outcome Goals are not achieved*, that **County and LACAHS**A shall each move at least **2.5% of funding from existing programs** to different programs that have demonstrated higher effectiveness.
- Funding to LACDA shall be **contingent upon LACDA continuing to receive \$100M in annual funding from the County annual budget**. Any reduction in this annual appropriation results in a dollar for dollar reduction in the 3% allocation, with those funds instead going to LACAHS

# Revenue Source

## **½ Cent Sales Tax, replacing existing ¼ cent increment**

- **A net increase of ¼ cent for most cities in L.A. County**
  - 5 cities are currently not paying Measure H would increase by ½ cent
    - Compton, Lynwood, Pico Rivera, Santa Monica, South Gate
- **Sales Tax does not apply to:**
  - Rent
  - Groceries
  - Medicine
  - Gas
  - Items purchased with EBT

# Next Steps

- **The Measure was filed on Monday, November 6**
- **400,000 submittable signatures are required to achieve 260,000 valid signatures**
- **Signature collection will begin in early December and take approx. 5 months**
- **Fundraising Goals:**
  - **Phase 1 (Qualification): \$3.6M**
  - **Phase 2 (Campaign): \$5M (estimate)**

# THANK YOU!