Homelessness in Los Angeles: A Case-Based Evaluation of Capacity-Building Strategies

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Research Question: How can the homeless services industry in Los Angeles best use their increased funds to build their capacity efficiently?
Los Angeles County Homeless Population: 57,794

Sheltered: 14,966 (25.8%)

Unsheltered: 42,828 (74.1%)

City of Los Angeles: 34,1895 (59.1%)
Proposition HHH

- Passed in the City of Los Angeles on November of 2016.
- Anticipated to generate $1.2 billion
- Funds allocated to build an estimated 10,000 units of permanent housing over the next decade by increasing property taxes.
Measure H

- Passed in Los Angeles County on March of 2017.
- Projected to generate approximately $355 million per year for 10 years to combat issues of service distribution for the homeless in all of Los Angeles County.
- It increases sales tax by ¼ cent for the next ten years with revenue solely allocated towards alleviating homelessness.
- The Los Angeles County Homelessness Initiative outlined 22 strategies to be funded by Measure H.
A set of activities that expand the scale, reach, efficiency, or effectiveness of programs and organizations.

Activities may also leverage resources for programs and/or organizations.
Case Study: State-Building in Iraq and the Coalition Provisional Authority (Rex Alley)

- Background/Analogizing State-Building to Homeless Services
- 3 Focuses:
  - Planning
  - Staffing
  - Interagency Coordination and Decisionmaking

- Planning
  - Adverse impacts of Pentagon control of reconstruction
  - Plans were inflexible and failed to predict unexpected developments
  - LA County and Measure: H Citizen Planning Group and program funding
Case Study: State-Building in Iraq and the Coalition Provisional Authority (Rex Alley)

Figure 1.1
ORHA Organizational Chart, January 2003

Figure 2.1
CPA Organizational Chart, July 2003

SOURCE: Chart provided to ORHA, late January 2003.

SOURCE: Coalition Provisional Authority.
Case Study: State-Building in Iraq and the Coalition Provisional Authority (Rex Alley)

Interagency Coordination
- Necessity of open pathways of communication and “institutionalized feedback loops” (Rathmell 1033)
- Lack of clear division of labor produces “duplicative” or even contradictory strategies (Aman and Aman 41)
Case Study: Workforce Training and Development through The Affordable Care Act (Matt Park)

- The ACA and workforce shortages in healthcare
  - Addressing a lack of providers and service provision through Graduate Medical Education
  - Community based sponsorship
  - The NHCHC’s guideline to homeless care
    - Core Competencies in the HCH Setting: A Guide for Administrators
Case Study: Workforce Training and Development through The Affordable Care Act (Matt Park)

- Federally Qualified Health Centers after ACA implementation
- Service provision for a growing patient base
- Partnership Model: Purchase of Services Arrangement
Case Study: Workforce Training and Development through The Affordable Care Act (Matt Park)

- Lack of oversight
  - Congress and the dormant NHCWC
- Utilizing a data system for future demands in care
Case Study: AmeriCorps VISTA (Shernae Hughes)
Expanding Workforce for Efficient Capacity Building

AmeriCorps VISTA (Volunteers in Service to America)

- Federal domestic anti-poverty program
- Provides full-time employees to support organizations that address the needs of low-income communities.
- One year commitment.

Corporation for National & Community Service (CNCS)
Infrastructure

- Board of Directors
- Performance-based work plans and assessment
- Corporate donations

Source: AmeriCorps VISTA Fact Sheet
University of Southern California
AmeriCorps VISTA:
Infrastructure & Expansion (Shernae Hughes)

Core Principles of AmeriCorps VISTA:
- Anti-Poverty Focus
- Community Empowerment
- Capacity Building
- Sustainable Solutions

VISTA Key Facts:
- Mobilizes 900,000 volunteers annually
- Leverages $178 million in cash and in-kind resources each year

Source: AmeriCorps VISTA Fact Sheet
AmeriCorps VISTA: Policy Recommendations (Shernae Hughes)

Capacity Building Strategies to Note:

1. **Expanding the Pipeline to Public Service**
   a. Passion → Real World Experiences → Lifelong Commitment to Service

2. **Utilizing University Partnerships to Facilitate Training**
   a. USC’s Initiative on Eliminating Homelessness
   b. Implement pre-service educational programs to ensure participants’ knowledge of socioeconomic and political factors surrounding communities they will serve.

3. **Mandating Publicly Accessible Evaluations to Increase Transparency**
   a. Increase efficiency by measuring and continually improving how needs are met.
Jesse M. Unruh Institute of Politics

Case Study: New York City (Anna McEnroe)

• Statistics and demographics

• 2 Focuses:
  • Preventative Programs
  • The Robin Hood Foundation

• Preventative Programs
• Legal Services

Source: City Marshal, as available on http://cwhf.nyc/victors-marshals-documents
Case Study: New York City (Anna McEnroe)

**Rental Assistance:**
- HomeBase, CITYFEPS Rent Supplement Program, Rental Arrears Grants for Single Adults and Families, and the Homeless Prevention Fund

![Pie chart showing City Rent Subsidies 2015-2017, Cumulative (through Dec 2016)]
The Robin Hood Foundation

- The Metrics System—“Relentless Monetization”
  - A philanthropic strategy by which to pick the right proposals to fund—“right” in the sense of generating the greatest expected benefit from the amount of money the funder makes available.
Case Study: San Francisco (Maria Manjarrez)

- Statistics, Demographics
- Focuses:
  - Care Not Cash (2002)
  - Ten Year Plan (2004)/Homeward Bound
  - Five Year Plan
- Policy Proposals

Care Not Cash & The Ten Year Plan

Failures and the Lessons to be Learned

- Care Not Cash (2002):
  - Measure to cut funds in General Assistance programs and provide services instead

- Ten Year Plan (2004-2014):
  - 1.6 billion dollar investment in an effort to reduce the number of San Francisco’s chronically homeless
  - Homeward bound
New Five Year Plan

- Reduce the city's chronically homeless population 50 percent by December 2022
- Moving On Initiative
- Data Base: Medical, housing, and other services
- Pop Up Navigation Center
Policy Recommendations

- Optimal Organizational Structure:
  - Unified strategic planning
  - Staffing through competitive career incentives
  - Quality interagency relationships and communication

- Pre-service educational programs at partner universities & non-profits

- Mandatory evaluations to increase transparency and efficiency