

South Bay Cities Council of Governments

July 10, 2023

TO: SBCCOG Steering Committee

FROM: Jacki Bacharach, SBCCOG Executive Director
Ronson Chu, SBCCOG Senior Project Manager for Homeless Services

SUBJECT: Approval of terms for Local Solutions Fund project – SHARE! Housing to Employment

BACKGROUND

On June 22nd, 2023, the SBCCOG Board of Directors approved the Measure H Local Solutions Fund SOW. One program in the SOW is the SHARE! Housing to Employment project. SHARE! provides transitional housing in a shared room environment within a group home setting. This intervention has been used by the Gateway Cities COG and the City of Manhattan Beach with success. SAMHSA (Substance Abuse Mental Health Services Administration) recognizes Shared Recovery Housing as a best practice in housing people with mental health issues and/or substance abuse.

The SBCCOG has agreed to terms for SHARE to serve up to 30 people experiencing homelessness. In addition to providing transitional housing stabilization, SHARE will work with our regional workforce/career centers to place our participants into employment. The goal is to transition these 30 individuals to self-sufficiency and permanent housing placement within 6 months. One component of this project has been to help Manhattan Beach replace its expiring contract with SHARE! As such, 5 slots will be reserved for Manhattan Beach as part of this agreement.

The terms of the agreement are as follows:

- One year term beginning August 1, 2023
- \$315,000 to serve up to 30 people. Costs will go towards a peer bridger (case manager), housing placement specialists, homeowner liaisons (group homes), data and administration, overhead, and management oversight
- \$35,000 in rental subsidies on an as needed basis. Typically, SHARE! will seek County General Relief rental subsidies to cover the \$600/month rent.
- **Total Budget \$350,000** (as approved in the Local Solutions Fund SOW)

RECOMMENDATION

That the Steering Committee approve the terms of the agreement. SBCCOG and SHARE! will then prepare a contract incorporating these terms. SBCCOG will present the final contract document at the July 27 Board meeting for approval.

**Emotional Health Association/SHARE!
SHARE! Collaborative Housing**

South Bay Cities Council of Governments

Proposal Background

Emotional Health Association dba SHARE! contracted with Gateway Cities Council of Governments to house and connect to employment 100 homeless people from participating municipalities in the Gateway Cities Council of Governments from December 2020 through December 31, 2021.

The success of the program led Gateway Cities to expand the program. To date, SHARE! has housed a total of 151 people and placed a total of 103 in employment.

The South Bay Cities Council of Governments has asked SHARE! to replicate SHARE!'s housing to employment program in the SBC COG communities by housing 48 individuals and connecting them to employment.

Brief Organization Summary

Emotional Health Association dba SHARE! the Self-Help And Recovery Exchange is a 501c3 that has been operating evidence-based programs since 1993. SHARE! Collaborative Housing is an evidence-based model that has been operating a housing-first program for chronically, disabled and other homeless individuals in Los Angeles County since 2005. SAMHSA (Substance Abuse Mental Health Services Administration) recognizes Shared Recovery Housing as a best practice in housing people with mental health issues and/or substance abuse. In 2018, SAMHSA featured SHARE! Collaborative Housing as a promising practice for Shared Recovery Housing.

SHARE! Collaborative Housing recruits privately owned single-family homes, establishes Memorandums of Understanding with homeowners, places homeless peoples in the houses and provides supportive services to them.

SHARE! Collaborative Housing has been funded for supportive services by the LA County Department of Mental Health, LA County Department of Health Services, LAHSA, United Way, Jewish Community Foundation, Gateway Cities Council of Governments, and City of Claremont and has been a sub-contractor with three CES leads. SHARE! Collaborative Housing currently has contracts with DHS, DMH, DPSS, LAHSA (with projects in City Council districts 1, 3 and 11), Gateway Cities Council of Governments, Supervisor Holly Mitchel and Supervisor Hilda Solis.

In the past 12 months, SHARE! Collaborative Housing housed 442 people in nearly 40 houses across Los Angeles County. SHARE! houses people on the very first day they request housing, whether we are funded for them or not, as SHARE! is mission driven to get as many people off the street and into recovery as quickly as possible.

SHARE! Collaborative Housing is a no-barriers permanent supportive housing program that propels people into mainstream lives. SHARE! does not require identification, sobriety, mental health stability, background checks, eviction checks, credit checks, security deposits, last month rent, or any other screening to eliminate potential residents. We take pregnant women, women with babies and can often accommodate pets. People can stay as long as they like. Most people move out to market rate housing within 9-12 months. SHARE! Collaborative Housing is a no-fail program. If someone does not like a house or is asked to leave a house, SHARE! immediately houses them in another house to try again.

SHARE! currently tracks outcome data in LAHSA's HMIS, DHS's CHAMP and SHARE!'s own database systems.

Here are some of SHARE!'s statistics:

- 41% of people move in within 24 hours of first contact
- The average VISPDAT score for residents in SHARE!'s DHS contract is 10.8. The overall average VISPDAT score of residents in SHARE! Collaborative Housing is 8.2, with the range from 1 to 17.
- 26% of residents with SMI (severe mental illness) get competitive jobs within one year of moving in
- At any one time 43% of residents are employed and another 20% are in school
- Each bed that SHARE! Collaborative Housing has houses 1.6 people each year

RESIDENT OUTCOMES:

- 95.2% maintain housing
- 6% reunite with family
- 9% move to other permanent supportive housing
- 70% attend self-help support groups
- 43% secure or maintain employment
- 20% are enrolled in education
- 38% volunteer in the community
- 52% are African American
- Only 4% move back to homelessness over a three-year period

30 South Bay Cities Residents Housed and Connected to Employment

Project Description:

The South Bay Cities Council of Governments has committed to housing and connecting to employment people experiencing homelessness.. SHARE! Collaborative Housing is Housing Now as it opens new houses immediately and moves people into housing immediately.

SHARE! proposes to open an additional 1-2 SHARE! Collaborative Houses to create 16 new beds and house 30 people meeting the project's target population of individuals connected to housing and employment.

SHARE! will receive referrals from project partners, including Coordinated Entry System lead Harbor Interfaith Services, and local municipalities such as the City of Manhattan Beach, which SHARE! has an existing relationship.. SHARE! will house and provide individuals supportive services. Additionally, for individuals referred from other sources, SHARE! will connect housed individuals to Worksource centers and DPSS for employment support. Rent for individuals without income can be leveraged through South Bay Cities and where slots are open through DPSS.

SHARE! Collaborative Housing (www.shareselfhelp.org) is an easily replicable, cost-effective program providing affordable, permanent, supportive housing to disabled people in single-family houses throughout Los Angeles County. Although it is permanent supportive housing, it can also function as emergency shelter as SHARE! houses people the day of their first contact, or transitional housing as it gives people a place to get back on their feet, sort out their health, mental and physical health issues, find a job and become productive members of the community.

SHARE! Collaborative Housing was designed using evidence-based practices that have been shown to take people from homelessness to productive members of the community (see attached). It is a Housing First model that intentionally removed common barriers to housing, such as background and credit checks, last month rent and security deposits, identification documents, eviction history, cost of housing and others. People with similar issues, such as vets, mental health consumers, people with diabetes, trauma issues, etc. live like college roommates, each paying a portion of their SSI or similar income for their place in the SHARE! Collaborative House.

SHARE! connects people needing housing with owners who have housing and finds self-help support groups near the houses fitting residents' needs. SHARE! employs Peer Bridgers—peers who share the same characteristics as the people in the house but are in recovery—who help the residents resolve problems and get connected to needed services, education and employment. Peer Bridgers create and maintain a culture of recovery in the houses, so people make healthy choices and seek education and employment. The Peer Bridgers respond to crises and encourages people to move their lives along all while maintaining their housing.

SHARE! would place 30 people in housing as each bed is turned over 1.6 times a year. Before SHARE! Collaborative Housing became an option for housing at DMH, there were no codes for people with severe mental illness (SMI) moving out of housing for positive reasons (e.g. got a job and afforded their own apartment, family reunification, went back to school on a grant, etc.) Only 4% of people in SHARE! Collaborative Housing return to homelessness over a 4-year period.

SHARE! would use SHARE! Peer Bridgers to:

- house people,
- provide Peer Support to determine people's employment goals,
- connect people to Self-Help Support Groups, shown by research to build social networks that support people in attaining and sustaining employment,
- connect people to employment resources and other services as needed.

SHARE! will hire and train people in recovery to:

1. Inspect the houses
2. Outreach to potential residents
3. Answer calls from potential residents
4. Provide peer bridging—peer supportive services, including
 - a. Recovery planning that targets employment goals
 - b. Connections to Self-Help Support Groups
 - c. Linkages to needed services and employment resources
5. Respond to crises in the houses
6. Provide supervision and administrative support to the project

Other expenses include rent, utilities, computer expenses, data collection and analysis, cellphones, mileage for the Peer Bridgers visiting the houses, office supplies and overhead.

Staffing Plan

Chief Program Officer	Peer Bridgers	Transcribers
Director-Housing	Homeowner Liaisons	Data Analyst
Prog. Coord.-Peer Bridg.	Homeowner Outreach	Administrative Asst.
Prog. Coord.- Placement		

The Chief Program Officer would be responsible for the project ensuring that the goals of the project are carried out and achieved with quality. The CPO would spend 5% of his time on this project and supervise the Director of Housing directly. He would participate in the Housing Management meetings, developing plans to be carried out and troubleshoot problems within the project.

The Director--Housing would be in charge of all aspects of the program's housing acquisition, placement, and supportive services. She would supervise Program Coordinators to ensure that all areas of services and operations are functioning seamlessly. She would oversee housing staff recruiting owners and houses, seeing that houses meet the standards for SHARE! Collaborative Houses, that they are properly furnished and equipped, all paperwork is in order for each house, see that good relations are maintained with house owners/operators, neighbors and address any issues that arise in that area.

The Program Coordinator—Placement oversees the outreach to potential residents, the phone center for people calling in for housing and the placement of people in housing. They supervise the Outreach Workers and Phone Operators.

The Program Coordinator—Peer Bridgers supervises a team of up to 10 Peer Bridgers providing supportive services to residents. The Program Coordinators—Peer Bridgers respond to crises in the house and work to find solutions to issues that the Peer Bridgers have been unable to resolve. They support the Peer Bridgers in performing their duties and see that residents are progressing in their recovery.

Peer Bridgers are responsible for building and maintaining a culture of recovery in the houses. They work with residents to develop Plans for Success using backward design—an evidence-based practice to reach goals faster--to give each resident a pathway to reach their goals. Peer Bridgers help establish a house meeting in each house, teach problem-solving and conflict resolution techniques, visit residents regularly, are available to address problems and concerns, and link residents to services, self-help support groups and community activities.

Homeowner Liaisons work with homeowners to address any issues with the house that residents or homeowners have. They encourage homeowners to attend trainings offered by SHARE! for homeowners. They respond to homeowners in crisis and work to see that homeowners' needs are met.

The Homeowner Outreach works with volunteers to search craigslist and other online and print publications to find houses for rent that may meet SHARE! Collaborative Housing criteria. They engage the homeowners, send out materials about SHARE! Collaborative Housing and how to participate in the program.

Transcribers are staff who write up notes and other documentation for Peer Bridgers to meet the requirements of funders.

Data Analyst is in charge of collecting and analyzing data on the program to determine outcomes and insure quality assurance.

Administrative Assistant supports the work of the Housing Director and the Program Coordinators.

Budget:- See Attached

Program Outcomes – Using Results Base Accountability

Who Are Our Customers?

First, we serve people who come to SHARE! for housing or any services, and our success depends upon a customer-service orientation. In assessing our performance, we directly seek feedback from people who are coming to SHARE! for housing to ensure that they experience dignity and respect in our interactions, and that we are successful in meeting their goals – housing, employment, family reunification, education, community integration.

SHARE! convenes quarterly quality assurance meetings with residents in SHARE! Collaborative Housing to receive input, address issues and implements solutions to whatever is not working.

We assess the amount of time it takes for us to place someone in housing, the amount of time it takes for us to support them in getting employment, the quality of the relationships among residents in each house.

Additionally, our customers are the homeowners who work with us. We ensure that we fill vacancies quickly, that we nurture the relationships between residents and owners so that houses run smoothly and owners' needs are met. One of our greatest resources for new houses is owners in our program who recruit more houses from their friends and acquaintances.

We also see our funders and partner agencies in the CES as our customers. We want to make sure that we are working seamlessly with the existing partners in identifying and housing people as quickly as possible. We work diligently to meet contract outcomes and engage actively with stakeholders and community members.

Finally, we see the community as our customer. Because our houses are families of disabled people, the US Supreme Court has ruled that they do not need conditional use permits or licenses to operate. The City of Los Angeles was shocked to discover a few years ago that we had 39 houses in their jurisdiction for formerly homeless mental health consumers, 70% of whom has co-occurring substance use disorder, and that none of the houses were known to police as problems. We encourage our residents to be good neighbors and help out removing debris from roadways after storms or raking elderly neighbors' yards. Studies show that Shared Recovery Houses do not increase crime in neighborhoods and may actually reduce it. Communities feel better when the number of homeless people is reduced.

How Can We Measure if Our Customers Are Better Off?

SHARE! uses its own databases, as well as LAHSA's HMIS and DHS's CHAMPS systems to look at performance outcomes including the length of time it takes us to move someone into housing, the length of time it takes for Supportive Services to connect to each resident and to connect each resident to Self-Help Support Groups, employment and education and any additional services. On average SHARE! places between 2-3 people in housing every day. People can move into SHARE! Collaborative Housing the same day they express a desire to be housed.

SHARE! uses the SHARE! Plan for Success to connect with each resident and support each resident in identifying and achieving their goals. The SHARE! Plan for Success uses evidence-based backward design to set and achieve goals for long-term achievement and short-term action.

How Can We Measure if We Are Delivering Services Well?

SHARE! uses regular check-ins with residents, quarterly quality assurance meetings with residents, homeowners and Peer Bridgers and resident surveys to consistently track our performance from a customer service perspective. Residents and owners

have multiple ways to submit complaints and problems to SHARE! and can also file complaints with Patients' Rights and LAHSA.

How Are We Doing on the Most Important Measures?

SHARE!'s moves 41% of people into housing within 24 hours of their asking to be housed – compared to the LA Homelessness Initiative average of over 200 days.

Using single-family homes, SHARE! is able to open new houses – creating 6-10 beds per house in 6-8 weeks, compared to the years it takes to build new units of permanent supportive housing.

Who Are the Partners that have a Role to Play in Doing Better?

SHARE!'s partners are the existing service providers in SPA 8, Supervisorial District 4, who can refer all low-acuity individuals to SHARE! immediately. SHARE! works with the regional CES providers and the SPA 7 Homelessness Coalition to engage partners and create protocols for successful referrals.

What Works to do better, including No-cost and Low-cost Ideas?

More than half of all housing units in Los Angeles are single-family houses, which have vacancy rates of around 12% at any one time. We can open new affordable houses in 6 to 8 weeks in almost any area of the County. SHARE!'s use of existing single-family homes for the evidence-based model of Shared Recovery Housing has quickly moved people from homelessness into employment and self-supporting lives since its inception in 2005. SHARE! Collaborative Housing costs less per bed than shelter beds. It uses existing natural resources in the community so that government does not have to build and pay for everything.

What do we propose to do?

SHARE! proposes to open new houses for SHARE! Collaborative Housing in the participating communities of Lakewood, Paramount, Cerritos, Downey and Signal Hill to move 150 low-acuity people into SHARE! Collaborative Housing and provide supportive services for them, so that they get employment and back on their feet quickly.