



COUNTY of VENTURA
COUNTY EXECUTIVE OFFICE

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Mike Pettit
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January 24, 2023

Board of Supervisors
County of Ventura
800 S. Victoria Ave.
Ventura, CA 93009

Subject: Approval of, and Authorization for the CEO, or Designee, to Sign, a Memorandum of Understanding (MOU) with the Cities of Oxnard, San Buenaventura, and Thousand Oaks (Cities) to Contribute Financial Support for Consultant Services from LeSar Development Consultants to Update the Ventura County Plan to Prevent and End Homelessness (Plan) and Generate Actionable Recommendations, with the County Contributing an Amount Not to Exceed \$100,000 and the Cities Contributing \$25,000 Each, for a Total Amount Not to Exceed \$175,000; Contingent on the Approval of the MOU by the Cities, Approve the Contract with LeSar Development Consultants to update the Plan for an Amount Not to Exceed \$161,230; and Authorization for the CEO or Designee to Execute the Contract and Approve Limited Contract Modifications, Subject to Certain Conditions.
(4/5 Vote Required Recommendation 4)

Recommended Actions:

1. Approval of, and authorization for, the CEO or designee to sign a Memorandum of Understanding (MOU) with the cities of Oxnard, San Buenaventura, and Thousand Oaks (Cities), to contribute financial support for consultant services from LeSar Development Consultants to update the Ventura County Plan to Prevent and End Homelessness (Plan) and generate actionable recommendations, with the County contributing an amount not to exceed \$100,000 and the Cities contributing \$25,000 each (Exhibit 1);
2. Contingent on the approval of the MOU with the Cities, approve the contract with LeSar Development Consultants (Contract) to update the Plan for an amount not to exceed \$161,230 (Exhibit 2);
3. Authorize the CEO, or designee, to execute the Contract and to approve modifications to increase the amount of the Contract for a total amount not to exceed \$175,000, (which is the maximum amount authorized under the MOU) to extend the time for performance not to exceed a cumulative four-month period, to terminate the Contract, and other modifications to the Contract, when the changes are consistent with the original purpose of the Contract, subject to County Counsel review and approval; and,

4. Authorize the Auditor-Controller to process the accounting transactions necessary to establish appropriations as follows (4/5ths vote required).

INCREASE	1010-1011	Services and Supplies	\$ 75,000
INCREASE	1010-1011	Miscellaneous Revenues	\$ 75,000

FISCAL/MANDATES IMPACT:

Mandatory:	No
Source of Funding:	Financial Contributions from Participating Cities (Oxnard, Ventura, and Thousand Oaks)
Funding Match Required:	No
Impact on Other Departments:	Minimal

Summary of Revenues and Costs:*

	FY 2022-23	FY2023-24
Revenues:	\$ 75,000	\$ 0
Costs:		
Direct	\$ 75,000	\$ 0
Indirect-Dept	\$ 0	\$ 0
Indirect-County CAP	\$ 0	\$ 0
Total Cost	\$ 75,000	\$ 0
Net County Cost	\$ 0	\$ 0
Recovered Indirect Costs	\$ 0	\$ 0

FY 2022-23 Budget Projection for County Executive Office – Division 1010				
	Adopted Budget	Adjusted Budget	Projected Budget	Estimated Savings/(Deficit)
Appropriations	\$ 30,380,814	\$ 57,356,540	\$ 57,356,540	\$ 0
Revenue	\$ 14,755,016	\$ 34,268,266	\$ 34,268,266	\$ 0
Net Cost	\$ 15,625,798	\$ 23,088,274	\$ 23,088,274	\$ 0

*Fiscal impact of \$75,000 represents additional cost related to city participants. \$100,000 was approved by the Board on 10/4/22 Item 23.

BACKGROUND

In response to a request from the Board of Supervisors (Board) on October 4, 2022, County staff sought and received permission to release Request for Proposals (RFP) seeking consultant services to facilitate an assessment addressing the entrenched issue of homelessness. The assessment would include a review of the current homeless service delivery system; identification of gaps and possible areas of over-investment; and recommendations to enhance system performance and improve outcomes for persons experiencing homelessness. The Board also requested that the consultant services identify potential funds that should be pursued to help fund this work and advise whether local governments should consider future commitments to improve and sustain outcomes. Since homelessness is a regional concern, area cities were invited to join the County,

and the cities of Thousand Oaks, San Buenaventura, and Oxnard responded seeking jurisdiction-specific recommendations for their communities as part of this work. Costs related to each city's participation would be \$25,000 each, in addition to County's financial commitment of up to \$100,000.

Upon Board approval, County staff released an initial RFP on October 4, 2022, with a due date of November 11th. By the deadline, only one submission was received that, in the opinion of County staff and participating jurisdictions, was non-responsive to the original request. Upon surveying organizations who received the RFP, it was learned that the request to formulate recommendations identifying future funding was, in their opinion, more appropriately a local decision. With rapidly changing sources and conditions for different grants, organizations did not feel comfortable weighing in on that aspect of the RFP. A modified RFP that was essentially identical to the first RFP, but eliminated the request for funding recommendations, was released on November 18th, with a due date of December 16th. Four responses were received and evaluated by County and Continuum of Care (CoC) staff and participating jurisdictions who unanimously recommended hiring LeSar Development Consultants (LDC) for requested services.

DISCUSSION

LDC is a women-owned company located in San Diego that has been in existence for over 17 years. Identifying as a social innovation firm, they assist clients with growing healthy, thriving, and vibrant communities by providing creative solutions to complex problems, applying expertise in community development, housing affordability and homelessness, workforce and economic development sustainability, transportation, and civic and stakeholder engagement.

In response to this RFP, LDC highlighted their extensive work with government partners and Continuums of Care (CoC), including developing homelessness plans, facilitating the creation of a Coordinated Entry System and Performance Management Plan, and preparing mid- and long-range affordable housing plans for local governments and housing authorities. LDC incorporates system-level, person-centered strategies to address homelessness within the communities that hire them and adhere to guiding principles including (1) engaging persons with lived experience, (2) promoting equity to ensure persons over-represented in the homeless service system can access services, and (3) promoting systems-level collaboration. With their work throughout Southern California, they are familiar with the adverse impact of the affordable housing crisis and entrenched issue of homelessness. Their general approach and strategy will address our request for both a quantitative gaps analysis and qualitative assessment of the homeless services system that will ultimately inform specific recommendations in the Plan.

Approach

For the quantitative data analysis, LDC's appendix, contained in its response to the RFP, included an information and data needs document that demonstrates the breadth of information to be included in their analysis. Most information is readily available, but some data (primarily around program cost) is not captured through existing systems and will

need to be collected directly from community partners. For the qualitative data, LDC intends to perform a combination of surveys, in-person interviews, virtual and in-person focus groups and 'ride-alongs' to obtain a comprehensive understanding of the perceptions and experiences of those accessing and/or using the service system. Their outreach will extend to community members, the business community, elected officials, service and housing providers, school districts and, most importantly, persons with lived experience (PLE). LDC will work with the National Health Foundation who recently received a CoC grant to gain an understanding directly from PLE about their experiences with, and suggested improvements to, the homeless services delivery system.

Timeline

LDC anticipates that the entirety of their work would be concluded in September 2023, assuming a contract term start date of mid-to-late January 2023, and provided that data inputs are delivered within 2 weeks of the start of the term and all interviews, survey results and work groups are concluded within the first six weeks of the start of the term. Data availability and scheduling with survey participants may impact this schedule, but all efforts will be made to work within their timeline.

Budget

The total budget for LDC's work is \$161,230, inclusive of the jurisdiction specific recommendations for the three participating cities. Staff is recommending that, in order to avoid the need to return to the Board for additional modifications for this work, that the CEO or designee be authorized to approve modifications to increase the amount of the Contract for a total amount not to exceed \$175,000, which allows the County to contribute an amount not to exceed \$100,000, along with the Cities' collective contribution of \$75,000 under the MOU.

Project Costs

Task	Estimated Hours	Estimated Cost*
Task 1: Kickoff and Project management	84	\$ 15,960
Task 2: Quantitative Data Collection and Analysis	160	\$ 30,400
Task 3: Qualitative Data Collection and Analysis- Stakeholder and Community Input	323	\$ 61,370
Task 4: Draft Homelessness Plan for Ventura County	250	\$ 47,500
Compensation for People with Lived Experience (18) (Task 3)		\$ 1,800
Travel (Task 3)		\$ 1,800
Accommodations (Task 3)		\$ 2,400
Total	817	\$ 161,230

*Estimated cost based on a blended hourly rate and is subject to fluctuation.

Deliverables

Throughout the term of the Contract, LDC will provide the following deliverables:

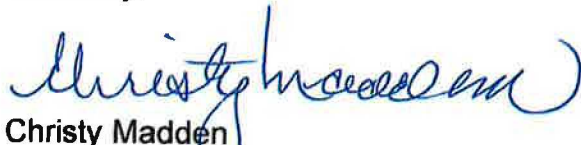
1. Following an initial kickoff meeting, a summary confirming the approach, communication protocols, roles and responsibilities and next steps;
2. A summary of the quantitative findings for County, Thousand Oaks, Ventura, and Oxnard's existing programs;
3. Qualitative findings informed by stakeholder input and community feedback for the same communities;
4. Initial draft of the Plan presented to relevant stakeholders as identified by participating jurisdictions;
5. Second draft incorporating comments received;
6. Final draft of the Plan including an analysis of gaps and needs, strategies to address homelessness and next steps for implementation (including specific recommendations for participating cities); and
7. Virtual presentation on findings that communicate how/why the strategies were developed to address the gaps and needs within the service delivery system.

Conclusion

It is recommended that, upon execution of the MOU with the County and the cities of Thousand Oaks, Oxnard, and San Buenaventura, committing a total of \$175,000 to be used for the Contract with LDC, that the CEO or designee be authorized to execute the Contract with LDC as summarized herein. Time is of the essence, and thus it is further recommended that our valued partners and community organizations be encouraged to timely cooperate in providing the data and information necessary to complete this work, the results of which will result in recommendations to enhance both the service delivery system for persons experiencing homelessness, and improve outcomes to make homelessness rare, brief, and non-recurring.

This item has been reviewed by the offices of the Auditor-Controller and County Counsel. Questions should be directed to the undersigned.

Sincerely,



Christy Madden
Sr. Deputy Executive Officer



Sevet Johnson, PsyD.
County Executive Officer

Exhibit 1 Financial Sharing Memorandum of Understanding
Exhibit 2 Contract with LeSar Development Consultants