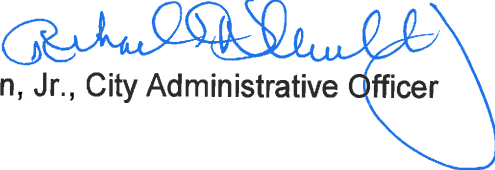


**CITY OF LOS ANGELES**  
INTER-DEPARTMENTAL CORRESPONDENCE

0220-05151-0076

Date: January 28, 2019

To: Honorable Members of the Homeless Strategy Committee

From:   
Richard H. Llewellyn, Jr., City Administrative Officer

Subject: **Enhanced Comprehensive Homeless Strategy**

Attached for your review is the enhanced City Comprehensive Homeless Strategy (CHS) based on the streamlined framework recommended by the Homeless Strategy Committee (HSC) and approved by the Mayor and City Council in September 2018.

The briefs for each strategy in the enhanced CHS were developed collaboratively among City department leads, the Los Angeles Homeless Services Authority, and a Lived Experience Working Group.

I recommend that you review and forward the attached enhanced CHS to the City Council and Mayor for approval.

REPORT FROM

## OFFICE OF THE CITY ADMINISTRATIVE OFFICER

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Date: January 28, 2019

CAO File No. 0220-05151-0076

Council File No. 17-1001

Council District: All

To: Richard H. Llewellyn, Jr., City Administrative Officer

From: Meg Barclay, City Homeless Coordinator

Subject: **Comprehensive Homeless Strategy Enhancement**

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### RECOMMENDATIONS

That you provide the attached proposed enhanced City Comprehensive Homeless Strategy to the Homeless Strategy Committee to review and forward to the City Council and Mayor for approval.

### SUMMARY

Attached is the proposed enhanced Comprehensive Homeless Strategy (CHS) consistent with the framework adopted by the Mayor and City Council in September 2018 (C.F. 17-1001). Based on a review of the original CHS, progress and changes since adoption, and feedback from City department leads, the structure of the enhanced CHS is designed to be action oriented. The enhanced CHS reflects the work the City is doing to address homelessness more accurately by including outreach and supportive housing production strategies, which were not emphasized in the original CHS.

The enhanced CHS is comprised of the following components:

1. Executive Summary;
2. Demographics; and
3. Strategy briefs, which outline:
  - a. Each strategy's goal;
  - b. Department leads;
  - c. Ongoing responsibilities of department leads;
  - d. Action Steps for each department lead to accomplish the strategy's goal;
  - e. Metrics to measure progress; and
  - f. Original CHS strategies included.

Strategy briefs were developed collaboratively by strategy leads. In response to feedback from the leads and the City Council, the City Homeless Coordinator formed a Lived Experience Working Group to provide insight from persons with lived experience. This group assisted with finalizing the strategy briefs and will also be engaged throughout the enhanced CHS implementation to provide perspective on the impact of strategy implementation and serve as a resource to strategy leads.

The proposed enhanced CHS includes changes to the framework approved by Council as follows:

1. An additional strategy (3.5) is added to establish a long-term strategy for Skid Row. This strategy was previously included within Strategy 3.3 – Land-Use. The leads for Strategy 3.3 recommended this change to highlight the need for coordination with other strategies beyond land use in developing a plan for Skid Row. This strategy will also help establish the usefulness of this place-based approach to potentially apply to other areas of concentration as requested by Council when the new CHS framework was approved.
2. A change in the name of Strategy 3.4 to “Vulnerable Populations.” The strategy leads agreed that this name more accurately represented the focus of the strategy.

#### Original CHS and Reporting Consistency

Each strategy in the enhanced CHS corresponds to at least one strategy from the original CHS. Strategy leads were instructed to consider the goals and metrics of these original strategies when developing the strategy briefs for the enhanced CHS. Specifically, metrics proposed for each strategy brief preserve the metrics currently reported under the original CHS and add additional metrics to fully represent the work anticipated in the enhanced strategy brief.

#### **BACKGROUND**

In February 2016, the Mayor and City Council adopted the Comprehensive Homeless Strategy (CHS) to establish a short, medium and long-term approach to the City’s ongoing efforts to combat a growing homelessness crisis. The CHS was the result of unprecedented coordination between City, County and non-profit partners to understand shared responsibilities and the appropriate roles for each entity. When it was adopted, the CHS included 64 individual strategies, establishing a City commitment to work in unison with Los Angeles County and the Los Angeles Homeless Services Authority (LAHSA) to address the homelessness crisis.

The homelessness landscape in the City has evolved significantly since the CHS was adopted in 2016. The 2018 PIT showed a six percent decrease in the number of people experiencing homelessness in Los Angeles and a record number of homeless households were placed in permanent housing that year. While these outcomes indicate that the systems implemented since CHS adoption are starting to be effective, economic factors are playing a greater role than ever. Los Angeles County has the highest poverty rate in California. Since 2000, when adjusted for inflation, median rent increased by 32%, while median renter household income has decreased by 3%. In the 2018 PIT, LAHSA reported that 46 percent of people experiencing homelessness for the first time stated that their homelessness was due to a loss of employment or other financial issues.

Funding for homeless services and facilities has also changed dramatically since the CHS was adopted. In November 2016, City voters approved Proposition HHH, a \$1.2 billion dollar bond to fund permanent supportive and affordable housing, as well as facilities providing homeless services. In March 2017, Measure H was approved by County voters to generate approximately \$355 million annually for services and programs to prevent and combat homelessness. The Mayor and City Council approved \$30 million in the Fiscal Year 2018-19 budget, to establish new crisis

and bridge housing facilities as well as other homeless services. Lastly, the State of California awarded the City \$85 million through the Homeless Emergency Aid Program (HEAP). \$45 million of this was set aside to support new interim housing facilities.

## **Strategy Review**

Like any strategy, the CHS is a living document that should be periodically assessed and amended to reflect progress, lessons learned, and new and changing priorities and conditions. Recognizing this, in September 2017, the Mayor and Council authorized the City Administrative Officer (CAO) to submit an application to the County of Los Angeles for funds for consultant services to review the CHS and recommend amendments. The City executed award documents with the County and identified Enterprise Community Partners (Enterprise) to conduct the CHS review in March 2018.

Enterprise conducted the CHS review between March and July of 2018. The scope of work consisted of:

1. Review of the CHS and related documents to ensure an accurate understanding of the CHS strategies, progress to date, current priorities and governance, and budget; and
2. Interviews with Strategy Leads and other key CHS stakeholders regarding their experience with CHS implementation including implementation barriers or challenges, and their recommendations to add, consolidate, or remove strategies.

Throughout the strategy review process, Enterprise met regularly with City staff, representing the City Administrative Officer, the Chief Legislative Analyst, the Mayor, and multiple Council Offices. Final recommendations for CHS enhancements were provided in August 2018. After the City Council and Mayor approved the new CHS structure, Enterprise assisted LAHSA with the briefs for Strategies 4.2, 4.3, 4.5, and 4.6. This work was completed in late November 2018.

## **Consultant Findings**

Enterprise's findings from the CHS review are summarized as follows:

- **Strategy Review Findings:**
  - The original CHS focuses on reporting and analysis, which was appropriate early in the City's homeless initiative; however, now that implementation is well underway, the strategy does not accurately represent all of the work the City is doing to address homelessness.
- **Strategy Lead and Stakeholder Interview Findings:**
  - City staff demonstrated their investment in the goals of the CHS and a desire to contribute, but did not clearly understand how their work contributes to the CHS as it is written. For example, staff consistently expressed concern that there was not sufficient opportunity to provide feedback during CHS development, and voiced a desire to contribute to the development of CHS enhancements.
  - Strategy Leads requested more useful data and indicated that they could be more efficient if they were given the opportunity to use their data differently.

- Staff reported that as the CHS is being implemented it has become clear that some strategies are difficult to implement as written.
- Some staff also requested more formal opportunities to collaborate directly with their County counterparts to better understand the growing County role and resources as Measure H is further implemented.

*RHL/YC/mb16190020*

Attachment



**CITY OF LOS ANGELES  
PROPOSED ENHANCED  
COMPREHENSIVE HOMELESS STRATEGY**  
*January 2019*

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## EXECUTIVE SUMMARY

The enhanced Comprehensive Homeless Strategy (CHS), adopted by the Mayor and City Council on (date) describes ongoing responsibilities and measureable actions the City of Los Angeles (City) is taking to combat homelessness.

The enhanced CHS is action oriented as informed by the first two years of the strategy implementation. Since its initial adoption in February 2016, the original CHS has served as a blueprint for City Departments to gather information and track progress toward achieving the City's goal to achieve functional zero homelessness. Most of the exploratory information anticipated in the original CHS has been received and analyzed by the City and has informed the next steps necessary to meet the desired outcomes.

This CHS is organized into six (6) functional strategies (Figure 1, Page 4): (1) Governance, Accountability and Budget; (2) Planning, Coordination, Modeling and Prioritization; (3) Policy; (4) Program/Systems; (5) Annual Evaluation; and (6) Partner Acknowledgement and Awards. These functional strategies are designed to include the actions needed for an effective response to homelessness, and ensure communication and collaboration between City Departments, the Los Angeles Homeless Services Authority (LAHSA) and the County of Los Angeles (County). This structure also accurately represents the work of strategy leads and will more clearly present the outcomes of this work throughout implementation.

The CHS is designed to be a living document that can be adjusted as conditions change or lessons are learned during implementation. As Policy strategies are implemented they may lead to changes and adjustments in Program/Systems Strategies. Likewise, challenges encountered during Programs/Systems strategy implementation may point to the need for adjustments to Policy strategies.

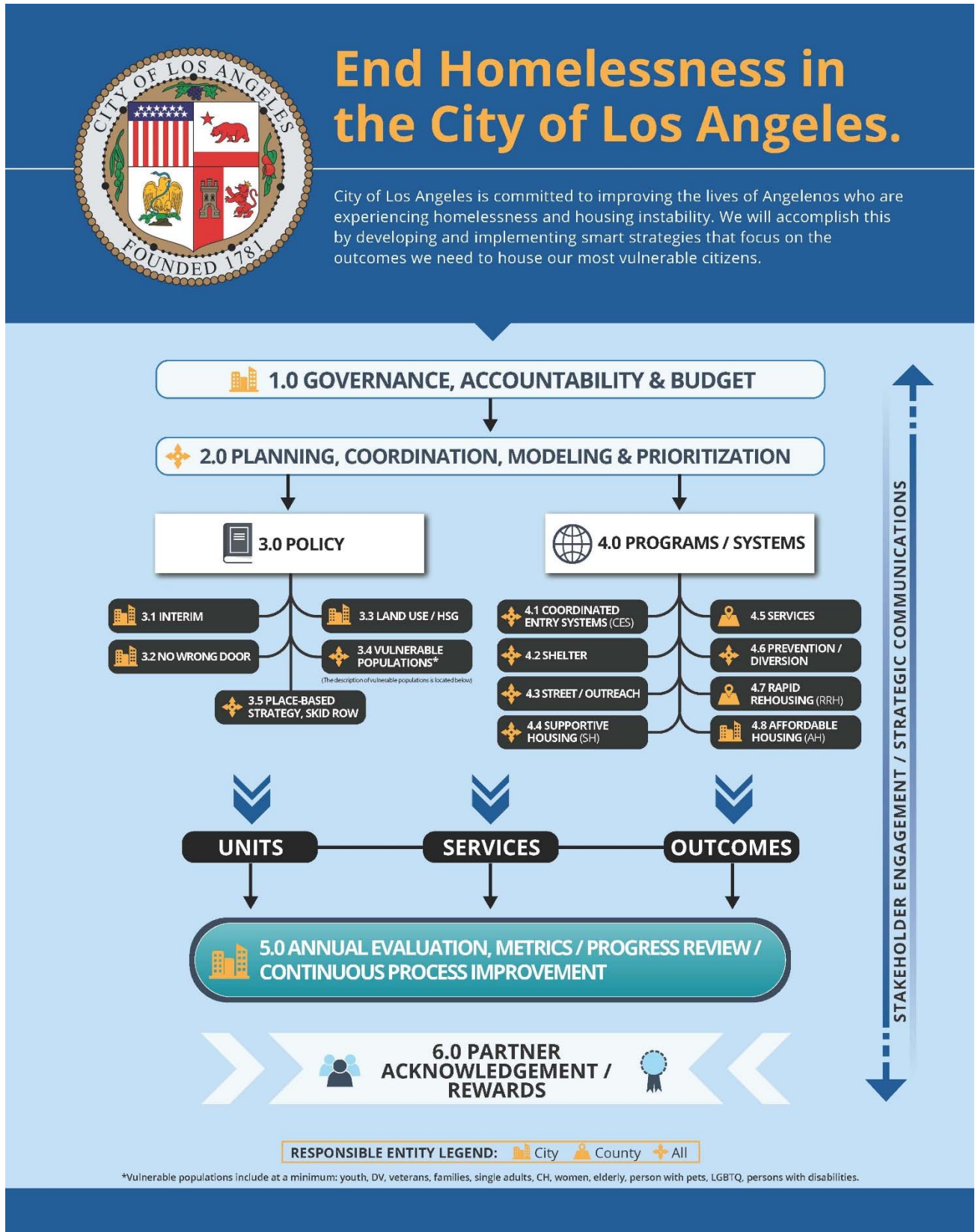
A Lived Experience Working Group has partnered with City departments to develop the final strategy briefs and will provide feedback and perspective throughout the strategy implementation process.

Each of the CHS's strategy categories and associated strategies are described below. The work to implement the CHS is described in a brief for each strategy. Lead departments collaboratively developed these strategy briefs, describing the goals, ongoing responsibilities and action steps for each strategy. Briefs for strategy categories 5.0 and 6.0 will be provided upon further consultation with strategy leads after the enhanced CHS is adopted.

Each brief includes the strategy's goal, the departments participating in a lead or support role, each department's ongoing responsibilities and action steps, metrics that will be used to report performance, and the original CHS strategies. Strategy leads were instructed to consider the goals and metrics of the associated original strategies when developing each brief. Specifically, proposed metrics include the metrics currently reported under the original strategies and add additional metrics to fully represent the work anticipated in the enhanced strategy brief.



Figure 1: Enhanced CHS Structure



Leads designated Strategy Coordinator(s), responsible for serving as a point of contact for the City Homeless Coordinator, collecting quarterly updates from Department leads and convening meetings to discuss implementation and challenges. Appendix 1 summarizes the lead departments, designated strategy coordinators and the goal of each strategy.

### **1.0 – Governance, Accountability, and Budget**

- This strategy describes the administrative infrastructure to oversee successful CHS execution. It addresses internal and external stakeholder communications and anticipates intergovernmental coordination with the County of Los Angeles, Councils of Government and the Los Angeles Unified School District. City and other funding for homelessness will be tracked under this strategy.

### **2.0 – Planning, Coordination, Modeling, and Prioritization**

- Under this strategy, the City Administrative Officer (CAO), Chief Legislative Analyst (CLA), Mayor’s Office and LAHSA will establish recommendations to the Homeless Strategy Committee (HSC) regarding data to be used in addition to metrics collected for each strategy to inform CHS goal setting and overall outcome reporting.

### **3.0 – Policy**

- The goal of the strategies in this category is to use available policy tools to ensure that local priorities/requirements support the implementation of the CHS, and that local and national data and evidence inform policy development activities.

#### **3.1 – Policy: Interim**

- Led by the CAO and CLA, this strategy will work to develop and implement short and medium term strategies to address critical needs until long term solutions are implemented. These interim strategies will be implemented with cooperation from the appropriate Program/System strategy leads as they are developed. Current proposed interim strategies are; (1) A Bridge Home; and (2) Professional Development and Recruitment Support for Homeless Services Agencies. As critical short-term needs are met, the strategy team will notify the HSC and continue to propose appropriate interim strategies. Likewise, the team will recommend closing interim strategies as they are completed.

#### **3.2 – Policy: No Wrong Door**

- While City staff are unable to provide supportive services directly, they should have the proper information and training to connect a homeless individual to services, regardless of their point of entry to the system. The updated “No Wrong Door” strategy intends to build upon the work that has been done, and create a streamlined communication process for all City departments to receive these resources.

#### **3.3 – Policy: Land use & Housing**

- Land use plays a crucial role in the City’s ability to produce affordable and supportive housing. It is also a critical tool in ensuring communities develop and thrive without causing displacement of existing community members. This strategy

aims to identify and implement short, medium and long-term regulatory and policy changes to maximize available resources for homeless use, while also addressing high concentrations of homelessness within the City.

### **3.4 – Policy: Vulnerable Populations**

- In the original strategy, subpopulations were segregated into specific strategies which resulted in narrow solutions to address the specific needs of individual vulnerable populations. The updated strategy allows for leads to recommend system-level policies and priorities to ensure all the strategies address the needs of sub-populations.

### **3.5 – Policy: Place-based Strategy, Skid Row**

- The goal of this strategy is to develop a comprehensive and inclusive place-based strategy for people experiencing homelessness on Skid Row that focuses on Community Engagement, Housing Development (interim/permanent, supportive), Safety and Sanitation, Employment and Economic Opportunity, Health and Wellness, Accessibility, and Service Provision.

### **4.0 – Program/Systems**

- The goal of the strategies in this category is to implement evidence-based program models/approaches in collaboration with the County of Los Angeles and other partners.

#### **4.1 – Program/System: Coordinated Entry System**

- Since the original CHS was adopted, significant progress has been made to create a Coordinated Entry System (CES) that streamlines service delivery and more efficiently places people into housing. This strategy will continue these efforts to strengthen the CES.

#### **4.2 – Program/System: Shelter**

- This new strategy is intended to reflect the extensive work being done by the City to add shelter beds and meet the needs of unsheltered persons experiencing homelessness. Strategy leads will work to identify and implement permanent, safe shelter options to decrease the number of people sleeping in unsheltered locations, in addition to the interim/temporary shelter strategies currently being pursued. The strategy team will also develop policies to ensure that shelters place people into permanent housing as efficiently as possible.

#### **4.3 – Program/System: Street Strategy and Outreach**

- This newly added strategy will include the work done by outreach teams to identify and assess the needs of people living in unsheltered locations and connect them to housing and service opportunities, as well as provide additional hygiene and sleeping resources while we work to bring people indoors.

#### **4.4 – Program/System: Supportive Housing**

- This strategy represents the work being done by the Housing and Community Investment Department (HCID), LAHSA, and the Housing Authority of the City of Los Angeles to expand the supply of supportive housing in the City of Los Angeles.

The work of the Mayor's Office to seek innovative solutions to establish new supportive housing units more quickly and less expensively is also included in Strategy 4.4.

#### **4.5 – Program/System: Services**

- This strategy will facilitate collaboration among LAHSA, the County and local service providers to ensure that appropriate services (including mental health and substance use treatment) are available at all levels of the homeless assistance system, including services for supportive housing.

#### **4.6 – Program/System: Homelessness Prevention and Diversion**

- Through coordination and funding targeted at institutional discharge, eviction prevention, and neighborhood stabilization, the City can minimize and prevent the future risk of homelessness. This strategy includes efforts to enhance prevention services to divert individuals from falling into homelessness.

#### **4.7 – Program/System: Rapid Re-Housing**

- This strategy will track LASHA's work to expand rapid rehousing efforts through coordination with LAHSA and the County, and policy development to support innovative approaches, practices and successful housing retention.

#### **4.8 – Program/System: Affordable Housing**

- The development and preservation of affordable housing is critical to preventing homelessness. Initiatives and policies that identify, develop, and preserve affordable housing options made available to households experiencing or at risk of homelessness will be addressed through this strategy.

#### **5.0 – Evaluation, Tracking Metrics, Progress Review and Continuous Process Improvement**

- As the new CHS structure is implemented a strategy will be developed to measure progress, and report on the City's success in reaching desired outcome and recommend changes as need to ensure the successful implementation of the CHS.

#### **6.0 – Partner Acknowledgements and Rewards**

- City staff have shown a sincere dedication to their work to address homelessness. Over the course of strategy implementation, the City Homeless Coordinator will report on successes of City strategy leads and other partners to recognize the positive impact of individual or group work towards meeting the CHS goals.

## DEMOGRAPHICS

### 2018 PIT Count:

The effective delivery of homeless services and resources depends on a clear understanding of the needs of persons experiencing homelessness (PEH). In compliance with federal regulations established by the Department of Housing and Urban Development (HUD), LAHSA conducts the annual Greater Los Angeles Point-In-Time (PIT) Count of persons experiencing homelessness in the Los Angeles County Continuum of Care (CoC).<sup>1</sup> Over the course of three days and nights, staff and trained volunteers count the number of homeless persons, identify their demographic characteristics, and note the locations where they reside within the CoC. This data supports the allocation of federal and local funding for homeless services, and the determination of where and what types of services are needed to serve the homeless living in Los Angeles.

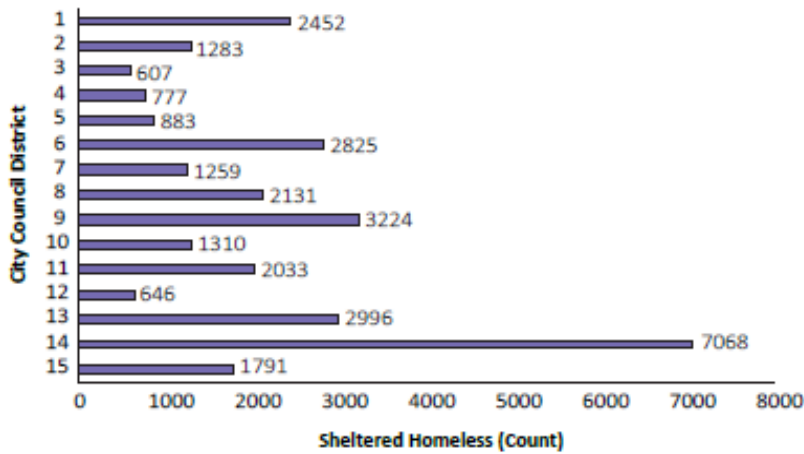
The last PIT count was conducted on January 23-25, 2018. Of the 52,765 persons experiencing homelessness in Los Angeles County, 31,285, or 59 percent were counted in the City of Los Angeles (Figure 2).

Figure 2. Homelessness in LA City and County



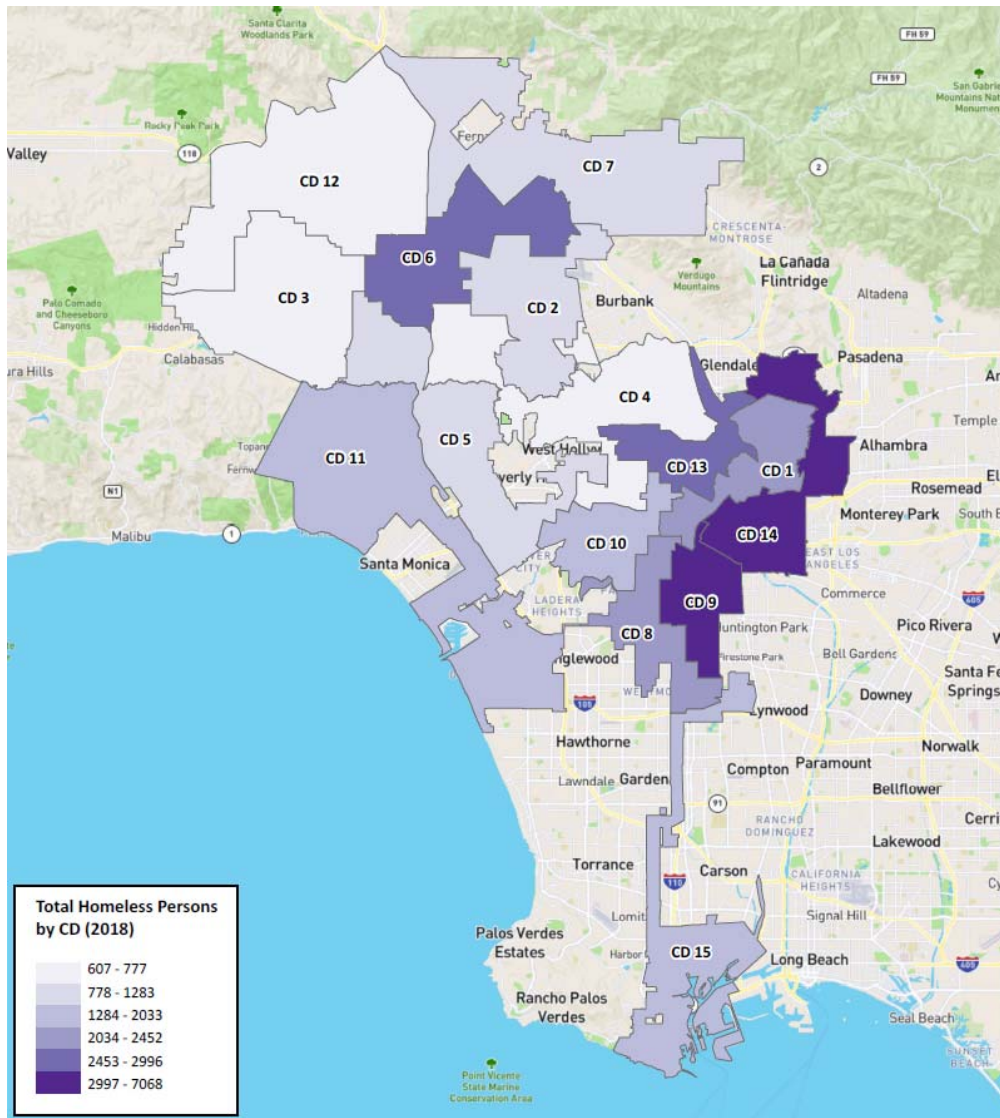
<sup>1</sup> The Los Angeles County Continuum of Care encompasses all areas of Los Angeles County, excluding the Cities of Glendale, Pasadena and Long Beach, which each administer their own Continuums of Care. LAHSA is the lead agency for the Los Angeles County CoC.

**Figure 3. Unsheltered Homeless Population by Council District**



As shown in Figure 3, 15,569 (50 percent) of persons experiencing homelessness in the City reside within four Council Districts (CDs): CD 1 (2,452/8 percent), CD 6 (2,825/9 percent), CD 9 (3,224/10 percent), CD 14 (7,068/22 percent). Figure 4 depicts the concentration of persons experiencing homelessness by Council District.

**Figure 4. Total Homeless Population by Council District**



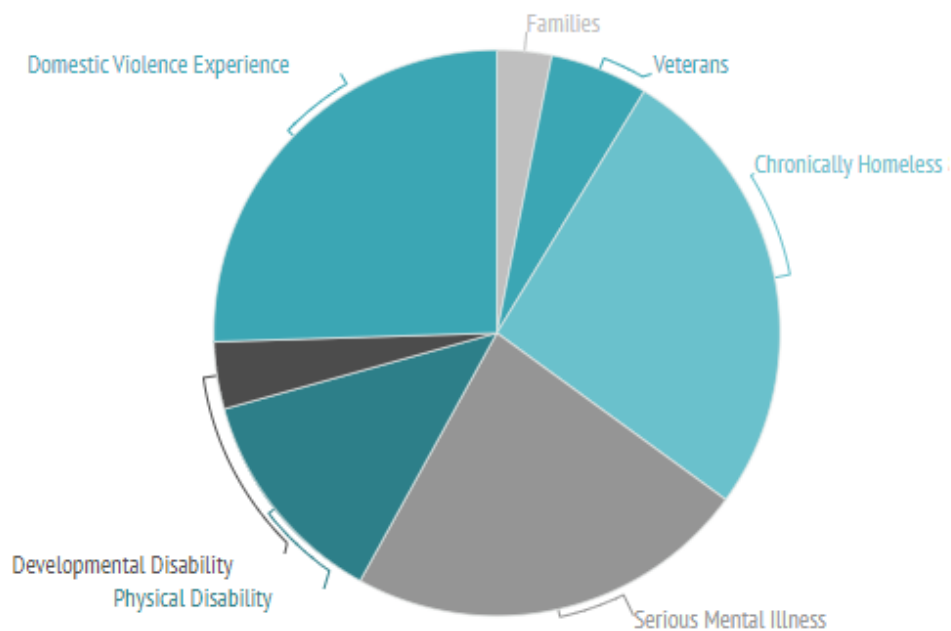
## Demographic Overview of Homelessness in Los Angeles:

### *Age, Gender & Ethnic Demographics*

73 percent of persons experiencing homelessness in the City Of Los Angeles are unsheltered, living on the streets, in river drainages, under freeway overpasses, and in vehicles. Figure 5 summarizes the unsheltered population in the City by sub-population.

Figure 5. Unsheltered Population Summary

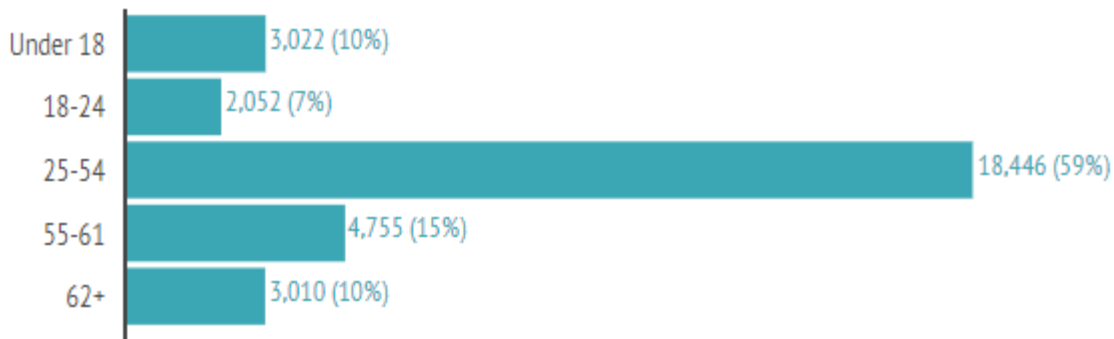
## UNSHeltered POPULATION



Almost 60 percent of the unsheltered population are between the ages of 25 and 54, with nearly a quarter who are 55 and older. The 2018 PIT saw a 22 percent increase in people falling into homelessness over the age of 62, but a decrease in all other age groups. Nearly 67 percent of homeless individuals are male. Figure 6 shows the 2018 homeless population by age.

Figure 6. City of Los Angeles Homeless Population by Age

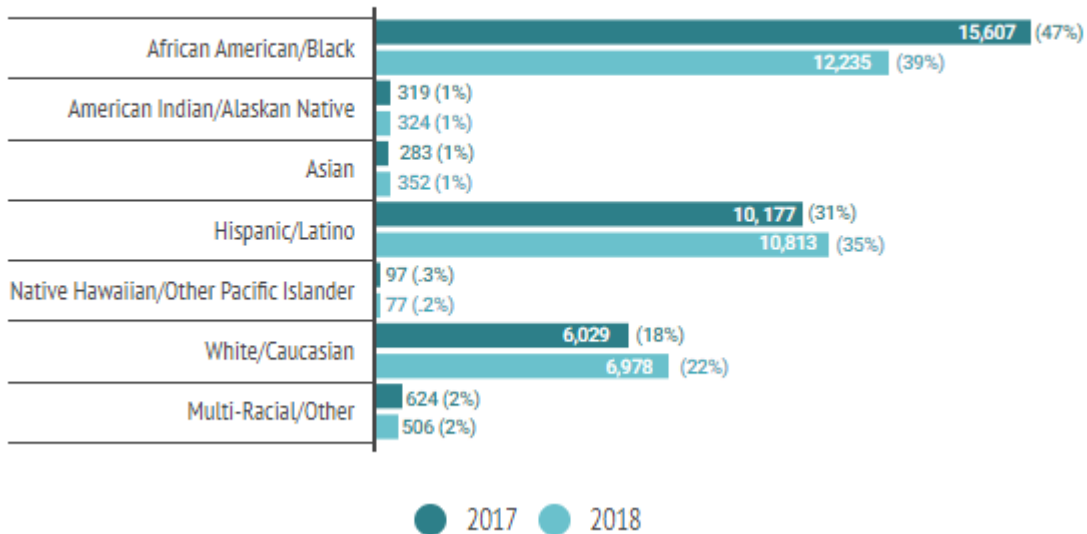
## AGE



African Americans make up nine percent of the total population in the City of Los Angeles, yet represent 47 percent of the total number of individuals experiencing homelessness (Figure 7). According to a report from the LAHSA Commission’s Ad Hoc Committee of Black People Experiencing Homelessness, employment discrimination based on race contributes to high unemployment rates for Black people, which often leads to housing instability.

Figure 7. City of Los Angeles Homeless Population by Ethnicity

## ETHNICITY



### Individuals Experiencing Trauma, Illness, Disability and Sub-populations

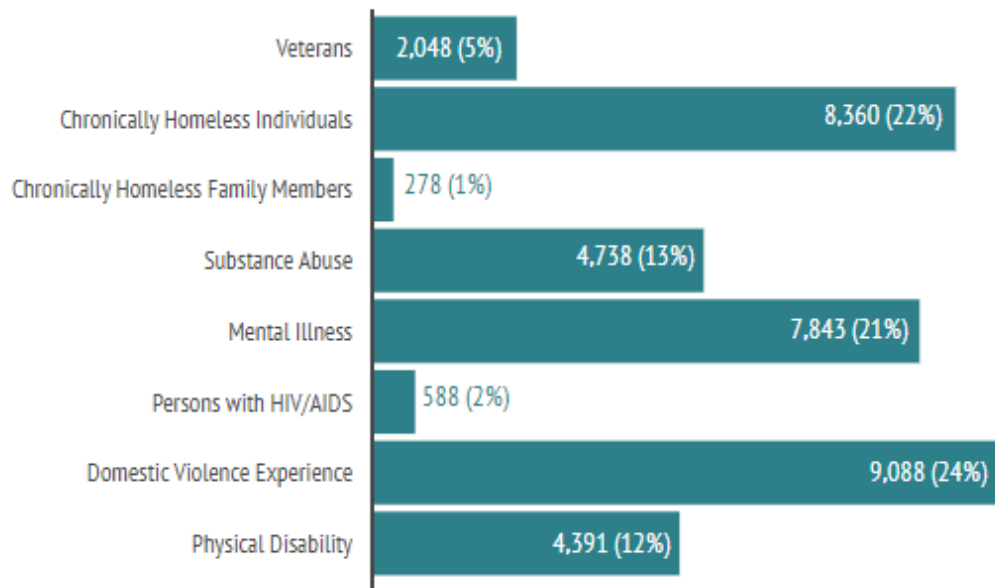
A significant portion of homeless persons often experience multiple health issues, trauma, and disability. Almost one sixth are physically disabled and approximately one quarter are experiencing a severe mental illness. Nearly one sixth of the population had a substance abuse disorder – a decrease from one quarter of individuals in 2016. Almost a third has experienced domestic/intimate partner violence. Furthermore, six (6) percent of people



report experiencing homelessness because they are fleeing domestic/intimate partner violence. The homeless system of care must be flexible in order to accommodate the needs of individuals with these needs (Figure 8).

Figure 8. City of Los Angeles Homeless Population by Sub-population

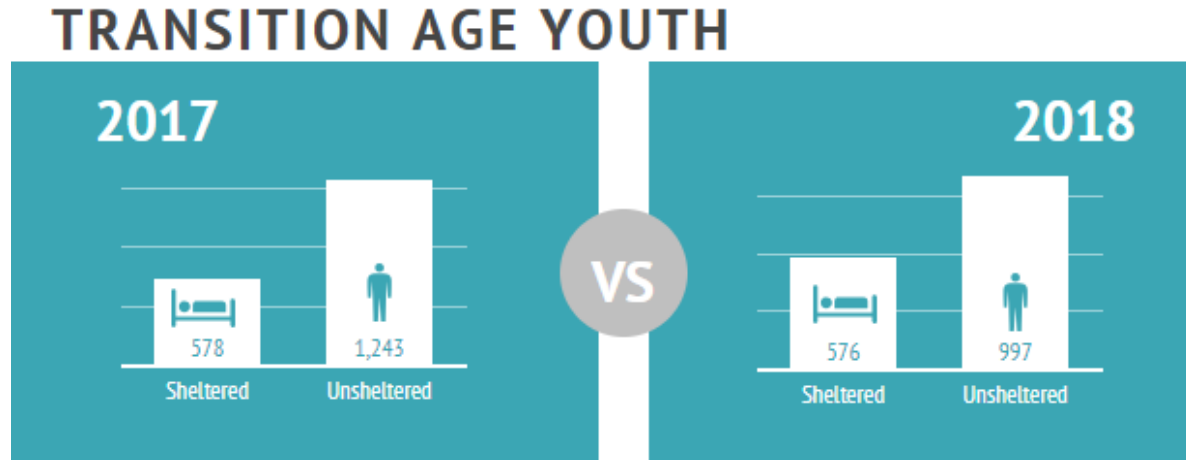
## SUB-POPULATION



### *Transition Age Youth*

Homeless youth between the ages of 18 and 24 (oftentimes referred to as Transition Age Youth (TAY)) account for just under seven (7) percent of the City's total homeless population. It is difficult to identify unsheltered youth in a traditional PIT as they tend to be difficult to locate. Youth Counts utilize volunteers and provider staff to canvass 445 census tracts within the Los Angeles CoC and administer a 15-minute survey with unsheltered youth on the streets or in youth access centers. In 2018, the number of TAY sheltered increased 20 percent, while youth housing placements increased 43 percent (Figure 9).

Figure 9. City of Los Angeles Transition Age Youth Population



### Veterans

Veterans account for 6.5 percent of the City's total homeless population, a 19 percent decrease from the 2017 PIT Count (Figure 10). A countywide Veterans Benefit Advocacy Program and enhanced direct-service staff collaboration contributed to this decrease.

Figure 10. City of Los Angeles Veteran Population



### Chronic Homelessness

A person considered chronically homeless has been homeless for the duration of one year or longer and have one or more long-term disabling condition. This population is extremely vulnerable. By prioritizing the most vulnerable and streamlining the supportive housing process, the number of chronically homeless individuals in the City decreased 19 percent since the 2017 PIT (Figure 11).

Figure 11. Number of Chronically Homeless in City of Los Angeles



# Enhanced Comprehensive Homeless Strategy Briefs

## 1.0 Governance, Accountability & Budget

### Goal:

Administrative infrastructure to oversee successful execution of CHS.

### Participating Departments:

Lead	Homeless Strategy Committee (HSC)
Lead	City Administrative Officer (CAO)
Lead	Chief Legislative Analyst (CLA)
Lead	Mayor's Office (Mayor)
Support	Los Angeles Homeless Services Authority (LAHSA)

Primary Contact: Meg Barclay, City Homeless Coordinator, CAO

### Ongoing responsibilities:

<u>Lead</u>	<u>Responsibility</u>
HSC	Oversight and recommendations to Mayor and City Council.
CAO/CLA/ Mayor	Accountability and departmental support.
CAO	Department and external stakeholder engagement; accountability and
LAHSA	Data collection and sharing.

### Action Steps:

<u>Lead</u>	<u>Action</u>
HSC	<ul style="list-style-type: none"><li>- Hold regular monthly meetings to oversee strategy implementation.</li><li>- Make recommendations for strategy amendments as needed.</li><li>- Review staff reports and recommend Council action</li><li>- Evaluate and recommend amendments to the LAHSA JPA agreement, if necessary, to ensure the highest and best delivery of services to homeless residents</li></ul>
CAO	<ul style="list-style-type: none"><li>- Establish a schedule of meetings to share information, accomplishments, challenges and support needs of City Departments.</li><li>- Establish Lived Experience Working Group and ensure ongoing engagement.</li><li>- Schedule meetings with leads as needed based on quarterly performance reporting.</li><li>- Work with other governance leads to identify topics for monthly HSC meetings.</li><li>- Track and report the status of City funds allocated for homelessness, including City General Fund allocations, Proposition HHH, State Homeless Emergency Aid Program.</li></ul>

# Enhanced Comprehensive Homeless Strategy Briefs

## 1.0 Governance, Accountability & Budget (cont.)

CAO/Mayor/ CLA	<ul style="list-style-type: none"><li>- Establish Department and external stakeholder engagement communications plan.</li><li>- Advocate for additional homeless funding from the State and Federal Government and philanthropic organizations.</li></ul>
CAO/LAHSAs	<ul style="list-style-type: none"><li>- Periodically evaluate the need for available funding for services, affordable housing, and permanent supportive housing</li></ul>
CAO/CLA	<ul style="list-style-type: none"><li>- Report on opportunities to coordinate with LAUSD to provide services to students and families who are homeless or at risk of homelessness</li></ul>
CLA	<ul style="list-style-type: none"><li>- Establish a collaborative regional intergovernmental relationship with Councils of Government, the Southern California Association of Governments, and the League of California Cities to coordinate homeless services, including shelter and housing resources and strategies across multiple jurisdictions.</li></ul>
LAHSA	<ul style="list-style-type: none"><li>- Provide data on homeless system performance and report to City Homeless Coordinator and HSC as requested</li></ul>

### Original strategies included:

5C	Establish Regional Intergovernmental Coordination
5D	Evaluate LAHSA JPA & Composition of Commission Create Regional Homeless Advisory Council; Joint County-City Implementation
5E	Group
5F	Coordinate Homeless Support with LAUSD
10A	Full Funding for Affordable Housing Trust Fund
10B	Establish the Homeless Services Trust Fund
10C	Augment Supportive Housing Loan Fund & New Generation Fund
10E	CAO and CLA Report on Desired Strategies

# Enhanced Comprehensive Homeless Strategy Briefs

## 2.0 Planning, Coordination, Modeling & Prioritization

### Goal:

Utilize available data to identify milestones and priorities for CHS implementation.

### Participating Departments:

Lead	Homeless Strategy Committee (HSC)
Lead	City Administrative Officer (CAO)
Lead	Chief Legislative Analyst (CLA)
Lead	Mayor's Office (Mayor)

Primary Contact: Meg Barclay, City Homeless Coordinator, CAO

### Ongoing responsibilities:

<u>Lead</u>	<u>Responsibility:</u>
HSC	- Review data analysis findings and make recommendations to the Mayor and City Council.
CAO/CLA/ LAHSA/ Mayor	- Review existing LAHSA and County data analysis efforts and identify opportunities to partner to gain a better understanding of the impact of City and County work to combat homelessness - Make recommendations to the HSC regarding data to be used by the City for goal setting and outcome reporting and to inform resource and service targeting.

### Action Steps:

<u>Lead:</u>	<u>Action:</u>
CAO	- Establish working group with CLA, Mayor's Office LAHSA and County Homeless initiative to review available data and identify opportunities for City-specific uses of data and resources. - Working group will consider whether data is available to address the issues identified in the former strategies included in Strategy 2.0 as well as other issues related to addressing homelessness.
CLA/Mayor	- Participate in data working group.
LAHSA	- Participate in data working group. - Provide data as needed and allowable in response to working group requests.

### Original strategies included:

4B	Strengthen Departmental Support for Homeless Case Managers
7I	Regional Coordination of LA City & County Housing Authorities
7R	Expand Access to Flexible Housing Programs
9D	Centralized Homeless Donation Coordination
9J	Social Impact Financing/Pay for Success

# Enhanced Comprehensive Homeless Strategy Briefs

## 3.1 Policy: Interim

**Goal:**

Develop and implement short and medium term strategies to address unanticipated critical needs while long-term solutions are implemented.

**New strategies included:**

- A Bridge Home
- Professional Development and Recruitment Support for Homeless Services Agencies.

**Participating Departments:**

- Lead City Administrative Officer (CAO)
- Lead Chief Legislative Analyst (CLA)
- Lead Economic and Workforce Development Department (EWDD)
- Lead Los Angeles Homeless Services Authority (LAHSA)
- Support Other Departments as Needed

Primary Contact: Meg Barclay, City Homeless Coordinator, CAO

**Ongoing responsibilities:**

<u>Lead</u>	<u>Responsibility</u>
CAO/CLA/ EWDD/ LAHSA	<ul style="list-style-type: none"><li>- On an as needed basis, identify critical short- and medium-term needs.</li><li>- Present to the Homeless Strategy Committee with recommended actions necessary to address the unanticipated need with recommended interim strategy.</li></ul>
CAO	<ul style="list-style-type: none"><li>- Facilitate departmental coordination to establish interim strategies to address critical short- and medium-term needs.</li></ul>
EWDD	<ul style="list-style-type: none"><li>- Support efforts to ensure homeless service agencies' workforce professional development needs are met.</li></ul>

**Action Steps:**

<u>Lead</u>	<u>Action</u>
EWDD	<p><i>Professional development and recruitment for homeless services agencies:</i></p> <ul style="list-style-type: none"><li>- Facilitate LAHSA and Worksource System collaboration in filling new jobs created by the significant homeless services expansion.</li><li>- In coordination with LAHSA, establish a "Training Academy" for recruiting and training new hires.</li><li>- Support the coordination and staffing of Regional Hiring Fairs.</li><li>- Identify strategies to lower barriers to employment.</li></ul>

# Enhanced Comprehensive Homeless Strategy Briefs

## 3.1 Policy: Interim (cont.)

CAO

*A Bridge Home:*

- Coordinate reporting on this interim strategy.
- Lead review of potential sites for City-constructed Interim Housing facilities.
- Convene weekly Interim Housing/Temporary Structures Working Group to expedite implementation of A Bridge Home Initiative.
- Coordinate with elected officials, LAHSA and City Departments as needed.

All

- Meet as needed to assess the need for additional interim strategies or recommend designating existing interim strategies as completed.

### **Original strategies included:**

6E

Evaluate Homeless Navigation Centers



# Enhanced Comprehensive Homeless Strategy Briefs

## 3.2 Policy: No Wrong Door

### Goal:

Communicate a system-wide policy for No Wrong Door approach (Expansion of "No Wrong Door" Informational Campaign Citywide)

### Participating Departments:

Lead	Personnel Department (Personnel)
Support	Homeless Strategy Committee (HSC)
Support	Bureau of Sanitation (BOS)
Support	Los Angeles Homeless Services Authority (LAHSA)
Support	Los Angeles Police Department (LAPD)
Support	Mayor's Office (Mayor)
Support	Recreation and Parks (RAP)

Primary Contact: Michael Rose, Personnel

### Ongoing responsibilities:

<u>Lead</u>	<u>Responsibility</u>
Personnel	<ul style="list-style-type: none"><li>- Facilitate implementation of "No Wrong Door" strategy</li><li>- Provide access to "No Wrong Door" materials to participating departments and oversee Citywide implementation of "No Wrong Door"</li><li>- Collect metrics from participating departments and share progress of implementation and reach of campaign.</li><li>- Facilitate the development and implementation of a training course for front-desk staff who may interact directly with individuals who are seeking resources.</li></ul>
HSC	<ul style="list-style-type: none"><li>- Review and provide feedback on "No Wrong Door" campaign content.</li><li>- Assist with marketing the "No Wrong Door" concept to other City Departments or other agencies, such as County of LA.</li></ul>
BOS	<ul style="list-style-type: none"><li>- Identify BOS facilities as "No Wrong Door" facilities and implement "No Wrong Door" strategy.</li></ul>
LAHSA	<ul style="list-style-type: none"><li>- Provide expertise in refinement and development of informational materials that are effective in connecting homeless persons interacting with City departments with needed non-City resources.</li><li>- Assist in developing messaging around access to the Coordinated Entry System and the broader resources available to support participants in City services who are experiencing or at risk of homelessness.</li></ul>
LAPD/RAP/ Mayor	<ul style="list-style-type: none"><li>- Identify department buildings as "No Wrong Door" facilities and implement "No Wrong Door" strategy.</li></ul>

# Enhanced Comprehensive Homeless Strategy Briefs

## 3.2 Policy: No Wrong Door (cont.)

### Action Steps:

<u>Lead</u>	<u>Action</u>
HSC	<ul style="list-style-type: none"><li>- Assist Personnel in marketing "No Wrong Door" informational campaign to other City departments and possibly outside agencies like County of LA.</li></ul>
BOS	<ul style="list-style-type: none"><li>- Identify buildings or facilities that have public counter where "No Wrong Door" informational campaign can be implemented.</li><li>- Once identified, work with Personnel on obtaining materials for a successful implementation.</li><li>- Add "No Wrong Door" website link to department website.</li></ul>
LAHSA	<ul style="list-style-type: none"><li>- Provide expertise in refinement and development of informational materials that are effective in connecting homeless with right resources.</li><li>- LAHSA will assist in developing messaging around access to the Coordinated Entry System and the broader resources available to support participants experiencing or at risk of homelessness.</li></ul>
LAPD	<ul style="list-style-type: none"><li>- Identify buildings or facilities that have public counter where "No Wrong Door" information can be implemented.</li><li>- Once identified, work with Personnel on obtaining materials for a successful implementation.</li><li>- Add "No Wrong Door" website link to department website.</li></ul>
Mayor	<ul style="list-style-type: none"><li>- Work with the Personnel Department to develop a training course for front-desk staff.</li><li>- Identify buildings or facilities that have public counter where "No Wrong Door" informational campaign can be implemented.</li><li>- Once identified, work with Personnel on obtaining materials for a successful implementation.</li><li>- Add "No Wrong Door" website link to department website.</li></ul>

# Enhanced Comprehensive Homeless Strategy Briefs

## 3.2 Policy: No Wrong Door (cont.)

- Personnel
  - Work with LAHSA to revise and refine existing "No Wrong Door" informational materials in order to incorporate current entry points for homeless outreach.
  - Will work with each participating City Department to implement their "No Wrong Door" informational campaign by providing access to materials, such as brochures, posters, or decals.
  - Work with LAHSA to evaluate utilizing LA-HOP and possible data collection/reporting opportunities.
  - Identify ways to expand No Wrong Door concept in which City employees are trained to refer persons experiencing homelessness to CES through LA-HOP or other methods.
  - Work with stakeholders to develop an eLearning course for City employees related to "No Wrong Door" with the objective of understanding the underlying issues of homelessness, promoting awareness of strategies to reduce homelessness, the available resources for homeless individuals, and ways to assist the homeless.
  - Work with LAHSA and the Mayor's Office to develop a training course for front-desk staff.
  
- RAP
  - Identify buildings or facilities that have public counter where "No Wrong Door" informational campaign can be implemented.
  - Once identified, work with Personnel on obtaining materials for a successful implementation.
  - Add "No Wrong Door" website link to department website.

### Metrics:

#### *Headline Metrics*

- BOS
  - Number placed in temporary housing
- LAFD, LAHSA
  - Number of clients placed in permanent housing upon discharge from a sobering center
  - Number of clients placed in temporary housing upon discharge from a sobering center

#### *Strategy Specific Metrics*

- Personnel
  - Number of City Staff that receive No Wrong Door training course

# Enhanced Comprehensive Homeless Strategy Briefs

## 3.2 Policy: No Wrong Door (cont.)

- LAPD
- Number of service referrals to Los Angeles Services Authority (LAHSA)
  - Number of housing referrals to Los Angeles Homeless Services Authority (LAHSA)
  - Number of housing referrals to other agencies.
  - Number of service referrals to other agencies,
  - Number of Officers citywide having completed Mental health Intervention Training
  - Percent of HOPE Officers with MHIT Training

### ***Original strategies included:***

- N/A
- While this strategy reflects the concept of No Wrong Door, the specific No Wrong Door strategies from the original CHS are included in other enhanced CHS Strategies.

# Enhanced Comprehensive Homeless Strategy Briefs

## 3.3 Policy: Land Use & Housing

**Goal:**

Identify and implement equitable and inclusive short, medium and long-term land use policies and development strategies to maximize temporary and permanent housing opportunities for persons experiencing homelessness or at risk of experiencing homelessness.

**Participating Departments:**

Lead	Department of City Planning (DCP)
Support	Housing and Community Investment Department (HCID)
Support	Mayor's Office (Mayor)

Primary Contact: Cally Hardy, DCP

**Ongoing responsibilities:**

<u>Lead</u>	<u>Responsibility</u>
DCP	<ul style="list-style-type: none"><li>- Identify citywide land use initiatives to facilitate shorter development timelines and reduce costs for the development of affordable housing projects for persons at-risk of homelessness to be adopted as appropriate.</li><li>- Evaluate additional citywide land use initiatives to facilitate the development of temporary and permanent housing opportunities for persons experiencing homelessness and persons at-risk of homelessness.</li><li>- Identify opportunities for the creation of additional housing capacity.</li></ul>

**Action Steps:**

<u>Lead</u>	<u>Action</u>
DCP	<ul style="list-style-type: none"><li>- Monitor and evaluate effectiveness of ongoing policy efforts related to affordable housing and propose amendments as needed to further expand affordable housing opportunities citywide.</li><li>- Revise Density Bonus ordinance to streamline approval process and provide new incentives.</li><li>- Revise Site Plan Review ordinance to streamline approval process for housing developments.</li><li>- Adopt and implement revised Accessory Dwelling Unit ordinance.</li><li>- Review additional zoning code barriers to the development of shelters for the homeless and initiate code updates as needed.</li><li>- Evaluate and monitor effectiveness of Interim Motel Conversion ordinance and propose amendments as needed to further facilitate and streamline the use of motels for supportive and transitional housing.</li></ul>

# Enhanced Comprehensive Homeless Strategy Briefs

## 3.3 Policy: Land Use & Housing (cont.)

- Evaluate and monitor effectiveness of Permanent Supportive Housing ordinance and propose amendments as needed to further facilitate and streamline the development of supportive housing.
- Adopt and implement Mello Act ordinance.
- Adopt and implement new CEQA thresholds and complete SB 743 Transition.
- Revise Central City Community Plan, with targeted policies and land use strategies to meet housing needs in the Skid Row community.
- Create additional housing capacity through adoption of Community Plan Updates and Transit Neighborhood Plans (TNP).
- Analyze opportunity sites, and identify whether any further zoning changes are needed to facilitate streamlined supportive housing development on those sites.

### Metrics

	<b>Headline Metric:</b>
DCP/HCID	Expansion of affordable housing
	<b>Strategy Specific Metrics:</b>
DCP	<ul style="list-style-type: none"><li>- Number of housing units approved through implementation of the Transit Oriented Communities Affordable Housing Incentive Program (TOC Program), including the number of affordable units restricted for Extremely Low Income, Very Low Income, and Low Income households.</li><li>- Average entitlement timeline for Priority Housing Projects (20% or more affordable units) as compared to all housing projects.</li><li>- Average entitlement timeline for Transit Oriented Communities projects as compared to stand-alone Density Bonus projects.</li><li>- Number of housing units approved through implementation of the revised Density Bonus ordinance, including the number of affordable units restricted for Extremely Low Income, Very Low Income, and Low Income households.</li><li>- Number of accessory dwelling units approved.</li></ul>
	<ul style="list-style-type: none"><li>- Number of housing units that do not require Site Plan Review upon adoption of revised Site Plan Review ordinance.</li><li>- Number of existing affordable units identified through Mello Act compliance determinations, upon adoption of Mello Act ordinance.</li><li>- Total amount of in-lieu fees collected and deposited into the Coastal Zone Affordable Housing Trust Fund, upon adoption of Mello Act ordinance.</li></ul>

# Enhanced Comprehensive Homeless Strategy Briefs

## 3.3 Policy: Land Use & Housing (cont.)

- Number of supportive housing units approved through implementation of the Permanent Supportive Housing ordinance.
- Average entitlement timeline for projects using the Permanent Supportive Housing ordinance as compared to all housing projects for which a Director's determination is made.
- Number of transitional housing or supportive housing units approved through implementation of the Interim Motel Conversion ordinance.
- Number of Community Plan Updates and Transit Neighborhood Plans completed.
- Additional housing capacity created through Community Plan Updates and adoption of Transit Neighborhood Plans.

### Original strategies included:

- |    |  |
|----|--|
| 6D | Identify Public Land for Homeless Facilities           |
| 7C | Expand Adaptive Reuse for Homeless Housing             |
| 7G | Implement Existing & Recommend New CEQA Zoning Reforms |
| 7K | Development of Second Dwelling Units Pilot Program     |
| 7Q | Support Housing LA Initiative                          |
| 8D | Reestablish Mello Act Guidance                         |

# Enhanced Comprehensive Homeless Strategy Briefs

## 3.4 Policy: Vulnerable Populations

**Goal:**  
Create system-level policies/priorities to address the needs of vulnerable populations and ensure programs address their unique needs.

### Participating Departments:

- Lead Domestic Violence Alliance (Formerly DVTF)
- Lead Economic and Workforce Development Department (EWDD)
- Lead Housing and Community Investment Department (HCID)
- Lead Los Angeles Homeless Services Authority (LAHSA)
- Support Animal Services (ASD)
- Support Department of Disability (DOD)
- Support Department of Aging (LADOA)
- Support Personnel Department (Personnel)

Primary Contact: Abigail R. Marquez, HCID

### Ongoing responsibilities:

<u>Lead</u>	<u>Responsibility</u>
ALL	- Pursue policy development that lead toward minimizing homelessness for these vulnerable populations.
DV Alliance	- Advise and provide guidance on the development and coordination of City's domestic violence programs, and make recommendations regarding legal advocacy, legislation and victims' services, and permanent housing support for DV survivors.
EWDD	- To provide homeless job seekers with intensive case management, training services, training stipends, supportive services, on-the-job training or paid work-experience, with the goal of securing competitive unsubsidized employment.
HCID	- Asset management and needs assessment(s) to evaluate accessibility/aging in place for aging persons and persons with disabilities (to also include HACLA).
LAHSA/ HCID	- Ongoing evaluation of homeless programs and service accessibility for vulnerable-population identified in this strategy.
LAHSA	- Ongoing evaluation of program and service accessibility for persons with animals (pets and service) animals. - Ongoing evaluation of program accessibility. - Ongoing engagement with County partners.



# Enhanced Comprehensive Homeless Strategy Briefs

## 3.4 Policy: Vulnerable Populations (cont.)

- |               |  |
|---------------|--|
| ASD/<br>LAHSA | - Continued implementation of programs that reduce barriers for entry to people experiencing homeless with pets to shelters.   |
| DOD/<br>LADOA | - Pursue policies that enhance and strengthen relationships with system providers, including housing, legal, medical, and homeless service systems to minimize and prevent homelessness for low income/fixed income seniors and persons with disabilities. |

### Action Steps:

- | <u>Lead</u>          | <u>Action</u>  |
|----------------------|--|
| DV Alliance/<br>HCID | - Develop and implement a citywide policy of serving survivors of domestic violence and explore how to best deploy flexible funding targeted at domestic violence survivors.   |
| LAHSA/<br>HACLA      | - Develop and implement policy for the expansion of HACLA's Section 8 housing program for all vulnerable populations. This will include specific program to double up in its units, determine the appropriate number of units to be dedicated in a set aside, accept third-party forms of payment, and others.   |
| LAHSA/<br>HCIDLA     | <ul style="list-style-type: none"><li>- Develop a plan and timeline - identify and prioritize areas of need and urgency.</li><li>- Create master list of programs and resources with updated contacts</li><li>- Identify and convene stakeholders, including persons with lived experience from vulnerable populations, to address barriers and identify solutions and provide ongoing feedback.</li><li>- Assist with training and implementation of responsibilities for providers, program operators, and system partners</li><li>- Gaps analysis to assess for and identify needs to improve accessibility of programs and services to ensure full inclusion for vulnerable and/or underserved persons.</li><li>- Identify and procure funding to support program and service enhancements to ensure programs and services are accessible for vulnerable populations.</li><li>- Identify and procure funding to support capital improvements to ensure housing (including interim housing and congregate living facilities) are accessible for older adults, people with disabilities, persons with animals.</li><li>- Develop and implement best practices training for providers and system partners on providing quality, culturally relevant and culturally sensitive services for vulnerable and underserved populations.</li><li>- Provide trauma and resiliency informed care training to all newly funded DV shelters.</li></ul> |

# Enhanced Comprehensive Homeless Strategy Briefs

## 3.4 Policy: Vulnerable Populations (cont.)

- LAHSA/  
DV Alliance - Advance goals and recommendations made by the LAHSA Ad Hoc Committee on Women's Homelessness, Downtown Women's Action Coalition, Domestic Violence Homeless Services Coalition, and Black People experiencing homelessness.
- LAHSA/  
EWDD - Identify funding opportunities to augment LAHSA funded Rapid Rehousing programs in order to help clients sustain their housing when the subsidy decreases to ensure housing retention. Work will include engaging the Workforce Development Board.
- ASD - Ensure compliance citywide policy on serving homeless people with pets.
- ALL - Create data-sharing working group to look at gaps in data.

### Metrics:

#### **Headline Metrics**

- EWDD
  - Number of homeless women employed
  - Number of participants place in transitional jobs program and co-enrolled in WIOA
  - Number of people placed in competitive employment
- LAHSA
  - Number of DV survivors who exit shelter and are placed in permanent housing

#### **Strategy Specific Metric:**

- LAHSA
  - Number of transgender individuals served; employed; and housed
  - Assess length of time from enrollment to housing placement measured by population (gender, DV experience, TAY, LGBTQ, disabled, aging, persons with pets)
- EWDD
  - Number of women enrolled experiencing homelessness who are unemployed (or do not report earned income)

### Original strategies included:

- 7N Evaluate Youth Housing Needs
- 9G Emergency Shelter for Homeless Individuals with Pets
- 9H Proposals to Assist Homeless Individuals and Their Pets
- 9I Employment Development for Homeless Individuals with Pets
- 9K CAO and CLA Report on Desired Strategies
- 9L CAO and CLA Report on Desired Strategies

# Enhanced Comprehensive Homeless Strategy Briefs

## 3.5 Policy: Placed-based Strategy, Skid Row

**Goal:**

Develop an inclusive place based strategy for people experiencing homelessness on Skid Row that focuses on Community Engagement, Housing Development (interim/permanent, supportive), Safety and Sanitation, Employment and Economic Opportunity, Health and Wellness, Accessibility and Service Provision.

**Participating Departments:**

Lead	CAO
Lead	Mayor's Office (Mayor)
Lead	Homeless Strategy Committee (HSC)
Lead	Department of City Planning (DCP)
Support	Bureau of Engineering (BOE)
Support	Department of Building and Safety (DBS)
Support	Department of Water and Power (DWP)
Support	General Services Department (GSD)
Support	Housing and Community Investment Department (HCID)

Primary Contact: Kirkpatrick Tyler, Mayor

**Ongoing responsibilities:**

<u>Lead</u>	<u>Responsibility</u>
CAO	<ul style="list-style-type: none"><li>- Coordinate with Strategy leads. Track progress toward developing Skid Row Strategy.</li><li>- Assess property available to establish new facilities to meet the needs of the Skid Row community.</li></ul>
Mayor	<ul style="list-style-type: none"><li>- Connect with existing stakeholders, City departments, the County, and providers to assess both the specific and immediate needs of the Skid Row Community.</li></ul>
HSC	<ul style="list-style-type: none"><li>- Ensure development and implementation of other strategy areas, both Policy and Programs, are reflected in Skid Row and have meaningful impact.</li><li>- Examine and track effectiveness of a place based model and best practices and identify portability for other place based efforts to combat homelessness.</li></ul>

# Enhanced Comprehensive Homeless Strategy Briefs

## 3.5 Policy: Placed-based Strategy, Skid Row (cont.)

DCP/  
HSC - Develop strategy for Skid Row Long-Term Planning and make recommendations to Mayor and Council.

### Action Steps:

<u>Lead</u>	<u>Action</u>
CAO	<ul style="list-style-type: none"><li>- Conduct assessment of properties and physical site for various housing and service interventions.</li><li>- Identify placement(s) for storage programming.</li></ul>
DCP	<ul style="list-style-type: none"><li>- Increase access to hygiene resources (showers, bathrooms, drinking water).</li><li>- Revise Central City Community Plan, with targeted policies and land use strategies to meet housing needs in the Skid Row community.</li></ul>
HSC	<ul style="list-style-type: none"><li>- Identify immediate and long term interventions to address public health issues in Skid Row.</li><li>- Present Key findings and replicable best practices to Mayor and Council.</li></ul>
Mayor/HSC	<ul style="list-style-type: none"><li>- Identify guiding principals for Skid Row Long-Term Planning (Suggested Principals: Housing Stability, Health &amp; Safety, Balance of Services).</li><li>- Design and implement stakeholder engagement plan.</li><li>- Solicit feedback and suggestions through existing stakeholders and organizing efforts.</li><li>-Present draft strategy to Mayor and Council for approval.</li></ul>
Mayor	<ul style="list-style-type: none"><li>- Conduct baseline assessment of existing services and programs that serve persons experiencing homelessness.</li><li>- Through an equity lens, identify needs of especially vulnerable populations (women, older adults, families, people of color).</li><li>- Meet regularly with other strategy leads to identify relevant overlap with Skid Row area and ensure strategic alignment.</li><li>- Partner with County Health Agency to Identify opportunities for partnership on addressing public health needs.</li><li>- Through an equity lens identify needs of under represented populations.</li><li>- Meet with City departments and review relevant data on emergency responses deployed in Skid Row area.</li></ul>

# Enhanced Comprehensive Homeless Strategy Briefs

## 3.5 Policy: Placed-based Strategy, Skid Row (cont.)

**Metrics:**

	<i>Strategy Specific Metric</i>
CAO	Number of sites assessed for service and housing utilization
DCP/ Mayor	Number of community meetings attended and convened

**Original Strategies Included:**

N/A

# Enhanced Comprehensive Homeless Strategy Briefs

## 4.1 Programs/Systems: Coordinated Entry System (CES)

### Goal:

Strengthen the Coordinated Entry System to function as a tool to efficiently and effectively place homeless persons into housing and/or services that meets their needs and choices.

### Participating Departments:

Lead            Los Angeles Homeless Services Authority (LAHSA)

Primary Contact: Paul Duncan, LAHSA

### Ongoing responsibilities:

<u>Lead</u>	<u>Responsibility</u>
LAHSA	<ul style="list-style-type: none"><li>- Developing procedures, tools, and trainings needed to effectively implement CES Policies.</li><li>- Build the capacity of existing and new CES participating agencies by developing and implementing training and capacity building for participating agency staff.</li><li>- Improve access, system connection, and collaboration across populations and systems to support people experiencing or at risk of homelessness accessing CES (i.e. Adults, Families with children, TAY, Vets, domestic violence).</li><li>- Enhance matching infrastructure to ensure timely and efficient placement into housing matched through CES.</li><li>- Improve data collection and quality of key system indicators for tracking homelessness.</li><li>- Strengthen regional coordination activities to ensure a consistent and coordinated regional response to homelessness.</li></ul>

### Action Steps:

<u>Lead</u>	<u>Action</u>
LAHSA	<ul style="list-style-type: none"><li>- Develop procedures for CES Policies addressing Access, Assessment, Prioritization, Matching and Evaluation.</li><li>- Develop capacity building and training opportunities for CES agencies, enhance training on CES Triage Tools, etc. Evaluate CES participating agencies with the CCAT tool to identify the type of capacity building needed. Bring quality training to agencies on specific topics such as Trauma Informed Care, Domestic Violence, Elderly/Aging, etc.</li><li>- Enhance system access through development of an all population screening tool, emphasis on and enhancement of access centers, sites, and partners, and increasing diversion training.</li><li>- Develop CES Key System Indicator Dashboard, and utilize the CES Regional Data Coordinators to enhance SPA data collection.</li></ul>

# Enhanced Comprehensive Homeless Strategy Briefs

## 4.1 Programs/Systems: Coordinated Entry System (CES) (cont.)

- Provide technical assistance to CES System Matchers, utilize continuous quality improvement to streamline and enhance the current matching process, evaluate integrating HMIS and MyOrg matching functions, continue to improve the Match to Move-in process.
- Develop updated Case Conferencing and Care Coordination framework that is consistent with CES Policies. Provide detailed training and support to CES System Leads to implement new framework.

### Metrics:

#### **Headline Metrics**

LAHSA

- Number of persons or households who have increased their income by source of income
- Number of persons or households that have moved into housing
- Number of TAY who have moved into permanent housing
- Number and percent of families receiving prevention services through CES in order to stabilize and maintain existing housing
- Percentage of persons who retain their housing over a 12-month period

#### **Strategy Specific Metrics:**

- Average need and acuity level of persons or households who have obtained permanent housing (acuity score)
- Average length of time from housing match to actual housing move-in for all move-ins in the reporting period (days)
- Number of households matched to permanent supportive housing resources through CES
- Number of staff from CES participating agencies that participated in CTA trainings
- Number of CES Participating agencies that applied for and were awarded a Capacity Building Grant
- Number and types of technical assistance provided to CES System Matchers

### Original strategies included:

- 4A Strengthen CES Technology, Staffing & Standardization
- 4C Strengthen CES Data Sharing and Tracking
- 4F Integration and Strengthening of Family and TAY CES

# Enhanced Comprehensive Homeless Strategy Briefs

## 4.2 Programs/Systems: Shelter

**Goal:**

- Increase supply of safe and accessible interim housing options across the City of Los Angeles.
- Implement diversion practices that helps at-risk households remain in housing and/or be placed into stable, alternative housing, and avoid entering shelter.
- Enhance shelter facilities and shelter services to improve access to and accessibility of shelter.
- Ensure shelter system operates as effective and efficient throughput, to move persons out of shelter and into best suited form(s) of permanent housing.

**Participating Departments:**

Lead	City Administrative Officer (CAO)
Lead	Los Angeles Homeless Services Authority (LAHSA)
Lead	Mayor's Office (Mayor)
Lead	Department of Building and Safety (DBS)
Lead	Bureau of Engineering (BOE)
Lead	Bureau of Sanitation (BOS)
Support	Animal Services (ASD)
Support	Chief Legislative Analyst (CLA)
Support	City Council (Council)
Support	Department of City Planning (DCP)
Support	Housing and Community Investment Department (HCID)
Support	Los Angeles Fire Department (LAFD)

Primary Contact: Jeff Proctor, LAHSA

**Ongoing responsibilities:**

<u>Lead</u>	<u>Responsibility</u>
CAO	<ul style="list-style-type: none"><li>- Coordinate City Departments for site identification, assessment and Mayor and Council approval.</li><li>- Assist BOE with to resolve issues during project construction.</li><li>- Account for funds allocated for interim housing, review expenditures and reconcile with project budgets at project completion.</li></ul>



# Enhanced Comprehensive Homeless Strategy Briefs

## 4.2 Programs/Systems: Shelter (cont.)

- |       |   |
|-------|---|
| LAHSA | <ul style="list-style-type: none"><li>- Effectively administer City funding for Interim Housing programs. Lead on design for interim housing programs.</li><li>- Facilitate access to providers and coordinate with City departments for expeditious siting and implementation of new shelter programs and facilities.</li><li>- Develop policy designed to: reduce barriers to entry into shelter; enhance shelter programming and services; improve effectiveness and efficiency of interim housing as a tool to access permanent housing.</li><li>- Act as the point for connecting shelter to other key system components.</li><li>- Ongoing engagement with County partners.</li></ul> |
| Mayor | <ul style="list-style-type: none"><li>- Ensure that all City Departments are coordinated.</li><li>- Provide political leadership for new interim housing projects and ensure accountability for City Departments.</li><li>- Review potential locations to ensure new facilities are sited where there is the greatest need.</li><li>- Identify City resources for the siting of new shelter facilities, reduce barriers to creating and implementing shelter facilities.</li></ul>  |
| BOE   | <ul style="list-style-type: none"><li>- Design and oversee construction of interim shelter options with a focus on designing the smartest and most efficient space. After design, hand off to General Services for construction in consultation with providers/practitioners.</li><li>- Manage construction timelines with General Services.</li></ul>  |
| DBS   | <ul style="list-style-type: none"><li>- Ensure that health and safety building codes are met for new interim housing facilities.</li><li>- Issue permits for construction, then provide Certificate of Occupancy.</li><li>- Coordinate with planning/fire and other agencies before a permit is issued.</li></ul>   |
| GSD   | <ul style="list-style-type: none"><li>- Identify properties within the City portfolio for interim shelter use, including management of real estate and maintenance.</li><li>- Procurement of materials.</li><li>- Coordinate with BOE for construction.</li></ul>   |
| LAFD  | <ul style="list-style-type: none"><li>- Coordinate with Building and Safety regarding code compliance, with specific reviews for fire safety.</li></ul>   |

### Action Steps:

- | <u>Lead</u> | <u>Action</u>  |
|-------------|--|
| LAHSA       | <ul style="list-style-type: none"><li>- Use previous procurement vehicles (pre-qualified list) to identify providers for all A Bridge Home sites.</li><li>- Create a master list of shelter programs and updated contacts.</li></ul> |

# Enhanced Comprehensive Homeless Strategy Briefs

## 4.2 Programs/Systems: Shelter (cont.)

- Identify provider challenges; assist with implementation of responsibilities for providers, program operators, and system partners as needed.
- Continue regular procurement to channels to identify additional opportunities for interim shelter.
- Develop, facilitate, adopt, and implement universal shelter requirements.
- Develop, test and publicly release bed availability application.
- Implement Diversion training for all shelter operators.
- Improve system and resource connection/coordination in order to improve flow from shelter to permanent housing.

LAHSA/ HCID	- Identify needs to improve accessibility of shelters to ensure full inclusion for persons with disabilities (service animals, language access ADA/ADAA, etc.).
LAHSA/ Mayor	- Create a shelter/interim housing communications plan.
LAHSA/ Mayor/ Council Mayor	- Identify and convene stake holders to address barriers and identify solutions for issues related to land use, zoning, permitting of shelters.  - Call to City Departments to prioritize interim shelter strategy.
BOE/DBS	- Complete design and construction of shelter sites.
GSD	- Complete siting of interim shelter site in each District (1500 beds goal).
DBS/LAFD	- Conduct inspections, issue appropriate certification for interim shelter sites.

### Metrics:

#### **Headline Metrics**

LAHSA	- Number placed in permanent housing - Percent of participants that see an increase in income - Number of persons exiting from interim housing to permanent housing destination
EWDD	- Number who gain employment or enroll in vocational training/education

#### **Strategy Specific**

LAHSA	- Interim housing utilization - Percent of adults exiting bridge housing to permanent housing - Number of persons moved from street to shelter (decrease in unsheltered homeless count) - Number of interim housing staff receiving diversion training - Average length of stay in interim housing for all exits during the reporting period
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# Enhanced Comprehensive Homeless Strategy Briefs

## 4.2 Programs/Systems: Shelter (cont.)

- LAHSA/HCID/ - Number of new sites that become operational by December 31, 2019
- Mayor/DBS/ - Number of emergency shelter beds added to system
- BOE/GSD

**Original strategies included:**

- 7A Shelter System Personnel Need for Bridge Housing Conversion
- 7O Expanding Emergency Shelter and Improving Access

# Enhanced Comprehensive Homeless Strategy Briefs

## 4.3 Programs/Systems: Street/Outreach

**Goal:**

Identify and assess the needs of people living in unsheltered locations and connect them to services and housing opportunities including security, hygiene, and safe sleeping resources.

**Participating Departments:**

Lead	Department of Animal Services (ASD)
Lead	Bureau of Sanitation (BOS)
Lead	Bureau of Street Services (BSS)
Lead	City Attorney
Lead	City Council (Council)
Lead	Department on Disability (DOD)
Lead	Department of Neighborhood Empowerment (EmpowerLA)
Lead	Department of Aging (LADDA)
Lead	Los Angeles Fire Department (LAFD)
Lead	Los Angeles Homeless Services Authority (LAHSA)
Lead	Los Angeles Police Department (LAPD)
Lead	Mayor's Office (Mayor)
Lead	Recreation and Parks Department (RAP)
Support	City Administrative Officer (CAO)
Support	Department of Public Works (DPW)
Support	Emergency Management Department (EMD)
Support	Housing & Community Investment (HCID)

Primary: Colleen Murphy, LAHSA

**Ongoing responsibilities:**

<u>Lead</u>	<u>Responsibility</u>
BOS/LAPD	- LAPD officers work with LAHSA and BOS to provide homeless outreach via HOPE Project and other outreach and provides staff for UHRC. LAPD participates in community meetings and coordinates with LAHSA on needs of people experiencing street based homelessness. LAPD implemented Narcan for opioid response and provides Mental Health Intervention, de-escalation, bias, diversity training for all officers and provides a specialized Skid Row unit to better support needs in the area.
LAFD	- EMS is frequently the first responder to health emergencies for the people that are unsheltered and collaborates with LAHSA to link people to services. LAFD also patrols encampments in high fire risk zones. LAFD conducts fire code outreach, education and enforcement to ensure safety compliance.

# Enhanced Comprehensive Homeless Strategy Briefs

## 4.3 Programs/Systems: Street/Outreach (cont.)

LAHSA	- As the lead agency for Los Angeles' Homeless Continuum of Care, LAHSA serves in a number of roles that relate to Street/Outreach strategy. These include the provision of 1) Homeless outreach services via its Homeless Engagement Teams (HET) generalists and HET HOPE project team members 2) Participation at the UHRC 3) Macro Outreach Coordination 4) Broader Coordinated Entry System (CES) and Programmatic Support for programs that serve people who are experiencing street-based homelessness. 5) Homeless Policy and Program guidance.
LAHSA/ Mayor	-Engage County partners who provide funding, thought leadership, program level coordination and strategic partnership to match quality services with other resources.
Mayor	- Coordinates the City's Unified Homelessness Response Center (UHRC), which co-locates leadership from critical City departments, LAHSA, and other partners in the same room at the Emergency Operations Center to respond to the street-based homelessness crisis together, in real-time, with services and engagement to bring people indoors. The UHRC provides a space for a more timely and effective response to street-based homelessness, leading with services and grounded in a unified incident command structure. In addition to implementing A Bridge Home outreach, engagement, and clean-up protocols, the UHRC leads the City's street-based homelessness strategies with all partners in the UHRC, including LAHSA, as well as with external partners in the County and Coordinated Entry System, and with guidance from the UHRC Policy Group.
RAP	- Coordinate with LAHSA and UHRC to provide services to encampments located in parks and provides resources at public facing counters.

### Action Steps:

<u>Lead</u>	<u>Action</u>
All	<ul style="list-style-type: none"> <li>- Determine frequency of Street/Outreach workgroup meetings. Set timelines and milestones. Ongoing review and revision of action steps/project management.</li> <li>- Develop training and cross training opportunities for those entities working directly with people experiencing homelessness, prioritizing key departments (e.g., Sanitation, LAPD, Recs and Parks).</li> <li>- Expand ways to coordinate and collaborate across City family and County Departments and establish joint strategies on how to better serve people experiencing street-based homelessness.</li> <li>- Partner with people experiencing homelessness, groups that represent them, and other key stakeholders to develop mutually agreeable policy recommendations that align City policies with best practices to improve service provision/connections.</li> </ul>

# Enhanced Comprehensive Homeless Strategy Briefs

## 4.3 Programs/Systems: Street/Outreach (cont.)

LAHSA	<ul style="list-style-type: none"><li>- Continue to provide street-based outreach coordination both at UHRC and within the broader County context.</li><li>- Continue connection and coordination between the Street Outreach teams with the new A Bridge Home (ABH) sites, safe parking and other interim housing opportunities.</li></ul>
Mayor	<ul style="list-style-type: none"><li>- Identify critical City Departments and their key representative(s) and mandate their participation in the Street Outreach Strategy Workgroup.</li></ul>
Mayor/LAHSA	<ul style="list-style-type: none"><li>- Identify other service gaps and identify their respective potential solutions, including those that impact vulnerable subpopulations.</li><li>- Expand training for City departmental staff on best practices in outreach and engagement, and other street-based homelessness strategies, codes, and solutions. Coordinate this expanded training for City staff through the UHRC.</li></ul>
Mayor/BOS/ LAHSA	<ul style="list-style-type: none"><li>- Expand hygiene, sanitation and storage options for people living on the streets.</li></ul>
Mayor/ LAPD/ City Attorney	<ul style="list-style-type: none"><li>- Increase diversion opportunities for people experiencing street-based homelessness.</li></ul>
Mayor/ LAHSA/ LAPD/ BOS	<ul style="list-style-type: none"><li>- Expand work with broader community (e.g., residents) around challenges and opportunities in our work to address street based homelessness.</li></ul>

### Metrics:

#### **Headline Metrics**

LAHSA	<ul style="list-style-type: none"><li>- Number of people engaged who are linked to a permanent housing resource by City Funded Outreach Teams</li><li>- Number of people engaged who successfully attain crisis or bridge housing by City Funded Outreach Teams</li><li>- Number of people connected to CES as measured by a new VI-SPDAT survey through the safe parking program</li><li>- Number of people engaged who are permanently housed by City Funded Outreach Teams</li><li>- Number of persons placed in temporary housing through contact with HOPE Teams</li></ul>
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# Enhanced Comprehensive Homeless Strategy Briefs

## 4.3 Programs/Systems: Street/Outreach (cont.)

- LAPD
- Number of persons placed in permanent housing through contact with HOPE team
  - Number of people connected to CES and permanently housed
  - Number of housing referrals to other agencies

### **Strategy Specific Metrics**

- BOS
- Amount of hazardous materials collected (lbs.) (Federal definition)
  - Amount of hazardous materials collected (lbs.) (California definition, includes human waste)
  - Impoundments from noticed clean ups
  - Impoundments from un-noticed clean ups
  - Number of encampments

- LAPD
- Percent of HOPE Officers with Mental Health Intervention Training (MHIT)
  - Percent of total officers Citywide having received MHIT
  - Number of service referrals to LAHSA
  - Number of service referrals to other agencies

- LAHSA
- Number of service referrals to Los Angeles Homeless Services Authority (LAHSA)
  - Number of people contacted by City Funded Outreach Teams
  - Number of people engaged by City Funded Outreach Teams
  - Number of people provided services or attained referrals by City Funded Outreach Teams
  - Number of Departments participating in Street/Outreach Strategy Workgroup

- Mayor
- Number of new, revised policies/procedures implemented
  - Number of people trained in each department
  - Need a metric to capture improved coordination
  - Number of Departments participating in UHRC

### **Original strategies included:**

- 3A Standardize First Responder Training for Homeless
- 3B Develop Encampment Engagement Protocol
- 3C Widen Access to First Responder Teams for Homeless
- 6A Co-Locate Homeless Services Within Homeless Storage Facilities & Create New Facilities
- 6B Establish Citywide Safe Parking Program
- 6C Establish Citywide Mobile Shower and Public Restroom System
- 6F Expand Access to Public Restrooms

# Enhanced Comprehensive Homeless Strategy Briefs

## 4.4 Programs/Systems: Supportive Housing

**Goal:**

Identify and invest in the development of additional supportive housing resources for households experiencing homelessness.

**Participating Departments:**

- Lead        Housing and Community Investment Department (HCID)
- Lead        Los Angeles Homeless Services Authority (LAHSA)
- Lead        Housing Authority of the City of Los Angeles (HACLA)
- Support    Mayor's Office (Mayor)
- Support    City Administrative Officer (CAO)

Primary Contact:    Yaneli Ruiz, HCID

**Ongoing responsibilities:**

<u>Lead</u>	<u>Responsibility</u>
HCIDLA	<ul style="list-style-type: none"><li>- Administer the Proposition HHH Supportive Housing Loan Program (Prop HHH).</li><li>- Ensure Prop HHH-funded supportive housing units are leased using the Coordinated Entry system.</li></ul>
HACLA	<ul style="list-style-type: none"><li>- Administer the Housing Choice Voucher program.</li><li>- Participate in working groups for the development of the universal standards for PSH.</li><li>- Partner with LAHSA, the County Department of Health Services (DHS), Department of Mental Health (DMH), and Housing Authority of the County of Los Angeles to develop the universal application forms.</li></ul>
LAHSA	<ul style="list-style-type: none"><li>- Partner with other strategy leads to ensure the CES can be used to efficiently and effectively identify tenants for new PSH units.</li></ul>



# Enhanced Comprehensive Homeless Strategy Briefs

## 4.4 Programs/Systems: Supportive Housing (cont.)

Mayor/  
HCIDLA

- Coordinate with HACLA and HACoLA to identify opportunities to streamline the voucher application and lease up processes.
- Lead by Mayor's Housing Crisis Solutions Team, \$120M reserved for a competitive HHH pilot program. Program will fund innovative production and/or financial models. Typologies encouraged are long-term vacant SRO's, supportive shared housing models, small- scale scattered site developments.

### Action Steps:

#### Lead

HACLA

- Continue cross-sector collaborations and improve data sharing with partnering agencies. Provide quarterly reporting on HACLA's vouchers dedicated to PSH as well as PSH utilization data.

HCIDLA

- Annually review and update existing HHH Program guidelines to ensure maximum amount of production of affordable supportive housing.
- Coordinate a joint application with HACLA and Los Angeles County Community Development Commission to create efficiencies and expand coordination between Departments.

LAHSA

- Create a master inventory of all existing and pipeline PSH in LA City and County.
- In collaboration with the DHS, pair new Intensive Case Management Services with new and existing PSH in the City and County.
- Implement a prioritization policy for all permanent supportive housing matched through CES.
- Develop universal standards for PSH with HACLA, HACoLA, DMH, DHS, and other community stakeholders.
- Analyze prevention funding utilization by PSH providers to better coordinate services and identify opportunities for improvement.
- Analyze HMIS data to identify contract compliance improvements and improve the quality of case management services.

# Enhanced Comprehensive Homeless Strategy Briefs

## 4.4 Programs/Systems: Supportive Housing (cont.)

Mayor/  
HCIDLA - Develop detailed program regulations for the Competitive HHH pilot program and selection process through a Request for Qualifications/ Information

### Metrics:

#### Headline Metrics:

HCID - Expansion of supply of affordable housing  
- Number placed in permanent housing

#### Strategy Specific Metric:

LAHSA - Number of households placed in permanent housing through CES

HACLA - Vouchers dedicated to permanent supportive housing  
- Number placed in Permanent Housing  
- Percent of vouchers dedicated to permanent supportive housing

### Original strategies included:

4E Supportive Services Standards for Subsidized Housing  
7J Housing Choice Vouchers for Permanent Supportive Housing  
10D New Funding Programs and Guidelines

# Enhanced Comprehensive Homeless Strategy Briefs

## 4.5 Programs/Systems: Services

### Goal:

Collaborate with the County to ensure services are high quality, integrated, inclusive and embrace a culture of community; thus, allowing access at all levels of the homeless assistance system, including supportive housing.

### Participating Departments:

Lead	Los Angeles Homeless Services Authority (LAHSA)
Lead	Economic and Workforce Development Department (EWDD)
Lead	Housing and Community Investment Department (HCID)
Support	Mayor's Office (Mayor)
Support	Domestic Violence Alliance (DVA)
Support	Housing Authority of the City of Los Angeles (HACLA)
Support	Homeless Strategy Committee (HSC)
Support	Personnel Department

Primary Contact: Josh Hall & Paul Duncan, LAHSA

### Ongoing responsibilities:

<u>Lead</u>	<u>Responsibility</u>
LAHSA	<ul style="list-style-type: none"><li>- Strengthen collaborative efforts between services agencies, with a focus on City/County resource and policy alignment.</li><li>- Maintain inventory of services for LA CoC, provide training and technical assistance as needed.</li><li>- Review data and evaluate programs.</li><li>- Identify and execute key strategies to improve retention, training and resource development and technical assistance for service providers and staff.</li><li>- Create and foster intra-organizational sharing of best practices, strategies, success stories and innovative concepts between services providers and planning areas.</li><li>- Incorporate a stronger connectivity and support through engagement of persons with lived experience in every level of the service system.</li></ul>
EWDD	<ul style="list-style-type: none"><li>- Coordinate with City and County to provide high quality employment services to people experiencing homelessness.</li></ul>
HCID	<ul style="list-style-type: none"><li>- Ensure high quality services are connected to special population programs, including HIV/AIDS and domestic violence.</li></ul>
LAHSA/ Mayor	<ul style="list-style-type: none"><li>- Coordinate with County partners providing thought leadership , funding and strategic partnership to match quality services with other resources.</li></ul>

# Enhanced Comprehensive Homeless Strategy Briefs

## 4.5 Programs/Systems: Services (cont.)

### Action Steps:

<u>Lead</u>	<u>Action</u>
CAO	- Invite appropriate City and County departments to participate in policy and system coordination efforts.
LAHSA	<ul style="list-style-type: none"><li>- Strengthen collaborative efforts between services agencies, with a focus on City/County resource and policy alignment.</li><li>- Maintain inventory of services for LA CoC, provide training and technical assistance as needed.</li><li>- Review data and evaluate programs.</li><li>- Identify and execute key strategies to improve retention, training and resource development and technical assistance for service providers and staff.</li><li>- Create and foster intra-organizational sharing of best practices, strategies, success stories and innovative concepts between services providers and planning areas.</li><li>- Incorporate a stronger connectivity and support through engagement of persons with lived experience in every level of the service system.</li></ul>
LAHSA/EWDD	<ul style="list-style-type: none"><li>- Increase the number of persons connected to employment opportunities paying a living wage.</li></ul> Implement and expand pilot to support employment in rapid rehousing.
LAHSA/HCID	Conduct a support needs survey for Homeless Service Staff. Develop and implement Program Transfer policies and procedures in order to ensure participants are able to quickly access and receive services in the environment and/or system of care best suited to meet their needs, i.e. - stepping up/stepping down persons between Interim Housing to Recuperative Care, between DV programs and mainstream programs, etc.
EWDD	Continue and expand LA Rise and other high-impact employment programs.
EWDD/Personnel	Increase employment through expansion of City's targeted local hire, work with personnel to analyze the current effectiveness of the City's local hire program.

# Enhanced Comprehensive Homeless Strategy Briefs

## 4.5 Programs/Systems: Services (cont.)

**Metrics:**

**Headline Metric:**

LAHSA/EWDD - Number who gain employment or enroll in vocational training/education.

**Strategy Specific Metric:**

EWDD/  
Personne/ - Number of people placed in competitive employment

LAHSA - Number of referrals made based on HMIS data

LAHSA - Participants provided with retention supports after social enterprise job experience

LAHSA - Number of trainings offered to LAHSA-contracted service providers

- Number of programs targeting special and under-represented populations

- Number of persons who have increased their income enrolled in LAHSA-funded programs.

- Number of trainings hosted for Homeless Service Staff

**Original strategies included:**

3E Integration with County Health Sobering Centers

9A Employ Homeless Adults by Supporting Social Enterprise

9B City Recruitment, Training, and Hiring Process for Homeless/Recently Homeless

9C Employment Development Programs for Homeless Youth

9F Expand Homeless Services

# Enhanced Comprehensive Homeless Strategy Briefs

## 4.6 Programs/Systems: Prevention/Diversion

### Goal:

Invest in and implement prevention and diversion strategies at all levels of the homeless service delivery system to reduce the entry and re-entry into homelessness as well as shorten the time someone experiences homelessness.

### Participating Departments:

Lead	Los Angeles Homeless Services Authority (LAHSA)
Lead	Housing and Community Investment Department (HCID)
Lead	Los Angeles Police Department (LAPD)
Support	Mayor's Office (Mayor)
Support	Housing Authority City of Los Angeles (HACLA)

Primary Contact: Alex Devin, LAHSA

### Definitions

**Diversion;** (also known as problem solving or Rapid Exit) is a short-term intervention that seeks to empower people experiencing a housing crisis to avoid entering the homeless system by working together with them to either preserve their current housing situation or finding another housing situation (not in the homelessness system). Diversion also seeks to empower persons experiencing homelessness who might already be in the homeless system to resolve their own homelessness with supports that they might already have. Problem Solving/Diversion practice should be attempted as a guided conversation that helps the person explore options for alternative resources. Diversion is an intervention not a program. The most common Diversion activities include: active listening, coaching, mediation and conflict resolution with families/friends and/or landlords, connection to mainstream resources, housing search assistance, housing stabilization planning, family reunification, etc. Problem Solving/Diversion may include some follow-up work to assist the household in finding appropriate housing.

**Prevention;** is short term assistance for low-income participants who are imminently at-risk of homelessness to resolve a crisis that would otherwise lead to a loss of housing. Most common prevention activities include: Short-term financial assistance; housing-conflict resolution and mediation with landlords and/or property managers; housing stabilization planning; legal assistance, and/or planning for exit from the program.

# Enhanced Comprehensive Homeless Strategy Briefs

## 4.6 Programs/Systems: Prevention/Diversion (cont.)

### Ongoing responsibilities:

<u>Lead</u>	<u>Responsibility</u>
LAHSA	<ul style="list-style-type: none"> <li>- Overall implementation of diversion/problem solving practices throughout the system.</li> <li>- Build strong relationships with various providers including legal, justice and homeless services.</li> <li>- Invest in and implement diversion as a best practice at all levels of homeless service delivery system through training.</li> <li>- Provide fiscal management, technical guidance and data analytics to continuously improve the practice.</li> <li>- Engage with the County to coordinate strategies and participation of relevant departments (DHS,DCFS, Sheriff Dept.)</li> </ul>
HCID	<ul style="list-style-type: none"> <li>- Monitor impact and technical assistance to providers.</li> <li>- Provide support and capacity building through training and financial capability work for contractors.</li> </ul>
LAPD	<ul style="list-style-type: none"> <li>- Provide program and technical leadership for jail in-reach efforts.</li> </ul>
Mayor	<ul style="list-style-type: none"> <li>- Increase community supports and neighborhood stabilization efforts to minimize and prevent future risk of homelessness.</li> </ul>
HACLA	<ul style="list-style-type: none"> <li>- Actively participate in preventing persons receiving Section 8 from entering the homeless system.</li> </ul>

### Action Steps:

<u>Lead</u>	<u>Action</u>
LAHSA	<ul style="list-style-type: none"> <li>- Work with Lived Experience Advisory Group to explore opportunities to create formerly homeless support groups to prevent returns to homelessness.</li> <li>- Create and keep current a Prevention/Diversion provider list (intra agency), and Prevention Assistance Flyer (public).</li> <li>- Convene stakeholders to establish data sharing plan for data analysis.</li> </ul>
LAHSA/ HCID	<ul style="list-style-type: none"> <li>- Conduct and make available training on prevention and diversion at every level of the homeless assistance system.</li> </ul>
LAHSA/ Mayor	<ul style="list-style-type: none"> <li>- Utilize research and data to improve outcomes and target resources</li> </ul>
HCID/ Mayor	<ul style="list-style-type: none"> <li>- Develop population specific resources and interventions (DV, seniors, rent stabilized places)</li> </ul>

# Enhanced Comprehensive Homeless Strategy Briefs

## 4.6 Programs/Systems: Prevention/Diversion (cont.)

- HCID

  - Cross-train other city departments for who to call when serving persons who are homeless or at risk. (Aging/Parks/libraries, HCID field offices, community centers funded by the city and county.)
  - Coordinate prevention and diversion strategies with domestic violence intake/service providers.
  
- HCID/  
LAHSA  
LAHSA

  - Increase diversion staffing at common city entry points.
  - Increase capacity of 211/for after hours information on diversion strategies.
  - Create a small pool of diversion assistance funds that can be accessed to rapidly resolve a housing crisis
  - Identify and implement strategies to help people in need outside of working hours by creating more access points and co-locating CES staff to conduct basic triage.
  - Coordinate homelessness prevention funding with County.
  - Establish and implement data sharing strategy, policy, and procedure between homeless services and institutional partners.
  
- LAPD

  - Work with courts to expand prevention and diversion programs.
- LAPD/  
Mayor

  - Continue/expand successful jail in-reach program.
- All leads

  - Meet quarterly and continue to assess strategy and update goals and action items as needed.

### Metrics:

- Headline Metric:**

  - LAHSA - Number placed in temporary housing
  - LAHSA/ LAPD - Number who are prevented from becoming homeless or being discharged into homelessness
  
- Strategy Specific Metric:**

  - LAHSA/ HCID - Number of persons at imminent risk of experiencing homelessness diverted
  - Number of staff who have been trained on diversion practices
  - Number of agencies that have implemented diversion practices
  
- LAHSA

  - Number of homeless people diverted
  - Reduce the percentage of persons that returns to homelessness
- LAPD

  - Number of people discharged to temporary housing
- EWDD/ LAHSA

  - Number of youth housed or connected with services



# Enhanced Comprehensive Homeless Strategy Briefs

## 4.6 Programs/Systems: Prevention/Diversion (cont.)

**Original strategies included:**

- 3D Expansion of Jail In-Reach
- 4D Discharge Data Tracking System & Planning Guidelines
- 7T Homeless Prevention and Diversion Programs
- 9E Homelessness Prevention for Former Foster Care Youth

# Enhanced Comprehensive Homeless Strategy Briefs

## 4.7 Programs/Systems: Rapid Re-housing (RRH)

**Goal:**

Expand rapid re-housing (RRH) efforts through strengthening coordination with LAHSA and Los Angeles County, developing policies to support innovative approaches and practices, increasing capacity to serve homeless persons/households, and enhancing access to RRH services.

**Participating Departments:**

Lead	Los Angeles Homeless Services Authority (LAHSA)
Support	Housing Authority of the City of Los Angeles (HACLA)
Support	Housing and Community Investment Department (HCID)
Support	Economic and Workforce Development Department (EWDD)
Support	Domestic Violence Task Force (DVTF)
Support	Other Departments as Needed

**Ongoing responsibilities:**

<u>Lead</u>	<u>Responsibility</u>
LAHSA	<ul style="list-style-type: none"><li>- Strengthen collaboration efforts with supporting agencies and RRH programs by identifying and creating new partnerships.</li><li>- Identify and maintain inventory of all known and available RRH programs and resources operating within LA CoC regardless of funding source or population served.</li><li>- Sound fiscal administration to ensure providers and participants have access to timely and fully subsidized rental assistance and other financial assistance when needed.</li><li>- Program development to determine and update appropriate supportive services (e.g. case management and financial assistance) are available for all RRH programs and their participants.</li><li>- Provide RRH program staff with on-going Technical Assistance and Program Guidance on service delivery by identifying best practices and providing training for RRH program staff.</li><li>- Coordinate Landlord/Property Management Recruitment and Engagement activities to ensure consistency across the LA CoC.</li><li>- Match participants to RRH resources through the LA County Coordinated Entry System (CES).</li><li>- Strengthen coordination efforts with HACLA and other City/County departments in order to facilitate program transfers to PSH and other forms of subsidized permanent housing with intensive supportive services.</li></ul>

# Enhanced Comprehensive Homeless Strategy Briefs

## 4.7 Programs/Systems: Rapid Re-housing (RRH) (cont.)

### Action Steps:

<u>Lead</u>	<u>Action</u>
LAHSA	<ul style="list-style-type: none"><li>- Develop plan and timeline of implementation regarding responsibilities of various collaborative departments.</li><li>- Create a master list of RRH programs and updated contacts.</li><li>- Identify and convene stakeholders to address challenges and identify solutions.</li><li>- Assist with implementation of responsibilities for service providers, RRH program operators, and system partners.</li></ul>

### Metrics:

	<b>Headline Metric:</b>
LAHSA	<ul style="list-style-type: none"><li>- Number of persons that exited to a permanent housing destination</li><li>- Number of persons who retained permanent housing (for 12 months from date of placement)</li></ul>
	<b>Strategy Specific Metric:</b>
LAHSA	<ul style="list-style-type: none"><li>- Number of persons or households newly enrolled</li><li>- Number of persons or households currently enrolled in Rapid Re-Housing</li><li>- Number of participants that have moved into rapid re-housing</li><li>- Number of persons that exit to any destination</li><li>- Number of persons who were referred to employment services</li><li>- Number of persons who obtained benefits</li><li>- Number of persons who retained permanent housing (for 6 months from date of placement)</li></ul>

### Original strategies included:

7B	Expand Rapid Re-Housing
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# Enhanced Comprehensive Homeless Strategy Briefs

## 4.8 Programs/Systems: Affordable Housing

### Goal:

Support initiatives and policies that identify, develop, and preserve affordable housing.

### Participating Departments:

Lead	Housing and Community Investment Department (HCID)
Lead	City Administrative Officer (CAO)
Support	Department of City Planning (DCP)
Support	General Services Department (GSD)
Support	Los Angeles Homeless Services Authority (LAHSA)
Support	Mayor's Office (Mayor)

Primary Contact: Yaneli Ruiz, HCID

### Ongoing responsibilities:

<u>Lead</u>	<u>Responsibility</u>
HCID	<ul style="list-style-type: none"><li>- Administer the Affordable Housing Managed Pipeline (AHMP) to finance new affordable units Citywide.</li><li>- Identify at-risk properties to target the City's preservation efforts</li><li>- Assist property owners awareness in complying with the State Notification requirements at covenant expiration or termination of rental subsidies.</li></ul>
CAO	<ul style="list-style-type: none"><li>- Identify potential City Owned sites for affordable housing.</li></ul>

### Action Steps:

<u>Lead</u>	<u>Action</u>
HCID	<ul style="list-style-type: none"><li>- Prepare and implement Linkage Fee Expenditure Plan</li><li>- Minimize Tenant Displacement with At-Risk Affordable Housing Tenant Outreach and Education Services (AAHTOES).</li><li>- Establish working group to develop Universal Waiting list for Density Bonus units.</li><li>- Engage HACLA and LAHSA to include ongoing responsibilities and action steps for these departments.</li></ul>
CAO	<ul style="list-style-type: none"><li>- Review and assess City owned sites for affordable housing.</li></ul>

# Enhanced Comprehensive Homeless Strategy Briefs

## 4.8 Programs/Systems: Affordable Housing (cont.)

### Metrics:

#### *Headline Metrics*

HACLA - Number people with vouchers placed in permanent housing

#### *Strategy Specific Metrics*

- HCID
- Production of affordable housing - Units produced
  - Number of affordable unit covenants extended
  - Number of at-risk properties and units preserved through Financial & Non-Financial Transactions
  - Number of tenants living in at-risk properties educated about their tenant rights, responsibilities and options when an affordability covenant and/or rental assistance contract is at-risk of expiration or termination
- HACLA - Number of landlords receiving incentive payment
- LAHSA - Number who are prevented from becoming homeless or being discharged into homelessness
- CAO - Number of sites identified for affordable housing development

### Original strategies included:

- 7D Using Public Land for Affordable and Homeless Housing
- 7F Linkage Fee Expenditure Plan
- 7H Facilitate Utilization of Federal Housing Subsidies
- 7P Study Shared Housing Programs
- 7S Preservation of Affordability Covenants

Strategy Number	Departments	Coordinators	Strategy Goal
<b>1.0 Governance:</b> Accountability & Budget	CAO, CLA, HSC, Mayor, County, LAHSA	Meg Barclay, City Homeless Coordinator, CAO	Administrative infrastructure to oversee successful execution of CHS.
<b>2.0 Planning:</b> Coordination, Modeling & Prioritization	CAO, CLA, HSC, Mayor	Meg Barclay, City Homeless Coordinator, CAO	Utilize available data to identify milestones and priorities for CHS implementation.
<b>3.0 Policy:</b>			
<b>3.1 Interim</b>	CAO, CLA, EWDD, LAHSA	Meg Barclay, City Homeless Coordinator, CAO	Utilize available data to identify milestones and priorities for CHS implementation.
<b>3.2 No Wrong Door</b>	Personnel, BOS, HSC, LAHSA, LAPD, RAP, Mayor	Michael Rose, Personnel	Communicate a system-wide policy for No Wrong Door approach
<b>3.3 Land Use and Housing</b>	DCP, Mayor, HCID, HSC	Cally Hardy, DCP Helmi Hisserich, HCID Ben Winter, Mayor Kirkpatrick Tyler, Mayor	Identify and implement equitable and inclusive short, medium and long-term land use policies and development strategies to maximize temporary and permanent housing opportunities for persons experiencing homelessness or at risk of experiencing homelessness.
<b>3.4 Subpopulations</b>	HCID, DVA, EWDD, LAHSA, Personnel, DOA, DOD, ASD	Abigail Marquez, HCID	Create system-level policies/priorities to address the needs of vulnerable populations and ensure programs address their unique needs.
<b>4.0 Programs and Systems</b>			
<b>4.1 Coordinated Entry System</b>	LAHSA	Paul Duncan, LAHSA Josh Hall, LAHSA	Strengthen the Coordinated Entry System to function as a robust tool for all populations and program providers, resulting in efficient and effective placement of homeless persons into housing and/or services

Strategy Number	Departments	Coordinators	Strategy Goal
			that meets their needs and choices.
4.2 Shelter	CAO, LAHSA, Mayor, BOE, BOS, CLA, County, DBS, LAFD, Council, HCID, ASD, BPW, DCP	Jeff Proctor, LAHSA	<ul style="list-style-type: none"> <li>- Increase supply of safe and accessible interim housing options across the City of Los Angeles.</li> <li>- Implement diversion practices.</li> <li>- Enhance shelter facilities and shelter services.</li> <li>- Ensure shelter system operates effectively and efficiently to move persons out of shelter and into best suited form(s) of permanent housing.</li> </ul>
4.3 Street / Outreach	Mayor, City Council, City Attorney, LAHSA, County, LAFD, LAPD, BOS, BSS, DOA, ASD, DOD, DNE, EMD, HCID, CAO, DPW	Colleen Murphy, LAHSA Brian Buchner, Mayor's Office	Invest in and implement prevention and diversion strategies at all levels of the homeless service delivery system to reduce the entry and re-entry into homelessness as well as shorten the time someone experiences homelessness.
4.4 Supportive Housing	HCID, HACLA, LAHSA, County	Yaneli Ruiz, HCID	Identify and invest in the development of additional supportive housing resources for households experiencing homelessness.
4.5 Services	LAHSA, County, EWDD, DVA, HSC, HCID, HACLA	Paul Duncan, LAHSA Josh Hall, LAHSA Jaime Pachecho Orozco, EWDD	
4.6 Prevention/ Diversion	LAHSA, HCID, Mayor, LAPD, County	Alex Devin, LAHSA	Invest in and implement prevention and diversion strategies at all levels of the homeless service delivery system to reduce the entry and

Strategy Number	Departments	Coordinators	Strategy Goal
4.7 Rapid Rehousing	LAHSA, County	Charisse Mercado, LAHSA Josh Hall, LAHSA	<p>re-entry into homelessness as well as shorten the time someone experiences homelessness.</p> <p>Expand rapid rehousing (RRH) efforts through strengthening coordination with LAHSA and Los Angeles County, developing policies to support innovative approaches and practices, increasing capacity to serve homeless persons/households, and enhancing access to RRH services.</p>
4.8 Affordable Housing	HCID, CAO, DCP, LAHSA	Yaneli Ruiz, HCID	Support initiatives and policies that identify, develop, and preserve affordable housing.