CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: May 22, 2020

To: Honorable Members of the Homeless Strategy Committee

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

Subject: **Enhanced Comprehensive Homeless Strategy – Quarterly Performance Report Fiscal Year 2019-20 Second Quarter**

Attached is the Fiscal Year 2019-20 Second Quarter enhanced Comprehensive Homeless Strategy (CHS) Quarterly Performance Report (QPR). This is the second QPR since the Mayor and Council approved the enhanced CHS in March 2019. This QPR provides the quarterly CHS metrics data and highlights key accomplishments. This report also highlights information requested by the City Council (Martinez – O'Farrell, C.F. 20-0042) related to the progress made since the adoption of the Comprehensive Homeless Strategy (CHS) in 2016, how that progress is measured, what the City is doing well, and how the City partners with the Los Angeles Homeless Services Authority (LAHSA).

Some of the accomplishments described include:
- Continued implementation of Proposition HHH;
- Affordable Housing Production;
- Expanding Outreach;
- State of California Homeless Emergency Aid Program;
- State of California Homeless Housing, Assistance, and Prevention Program; and
- The A Bridge Home initiative.

This QPR provides metrics data for 124 metrics across 12 strategies.

REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date:

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

From: Meg Barclay, Homeless Coordinator

Subject: **Enhanced Comprehensive Homeless Strategy – Quarterly Performance Report Fiscal Year 2019-20 Second Quarter (October 1, 2019 – December 31, 2019)**

SUMMARY

This is the second quarterly performance report (QPR) under the Enhanced Comprehensive Homeless Strategy (ECHS), approved by the Mayor and Council in March 2019. The report highlights key accomplishments and metrics data in the second quarter (Q2) of Fiscal Year (FY) 2019-20, and provides updates on the State Homeless Emergency Aid Program (HEAP), the Homeless Housing, Assistance, and Prevention (HHAP) Program grants, and the A Bridge Home (ABH) program. This report also highlights information requested by the City Council (Martinez – O'Farrell, C.F. 20-0042) related to the progress made since the adoption of the Comprehensive Homeless Strategy (CHS) in 2016, how that progress is measured, what the City is doing well, and how the City partners with the Los Angeles Homeless Services Authority (LAHSA).

City's Role in the Homeless Response System: What the City does well

The City's primary role in the homelessness response system is housing creation through gap financing of permanent supportive and affordable housing, affordable housing preservation, land-use policy enhancements, and providing employment opportunities to homeless residents. In 2017, the City initiated the A Bridge Home Program to provide interim beds while permanent units are developed and a Citywide hygiene program to address the immediate needs of our unsheltered population.

Gap Financing for Permanent Supportive and Affordable Housing Development

The City, through its Housing and Community Investment Department (HCID), has had a robust affordable housing gap financing system for over 20 years, financing on average 700-1,000 affordable and supportive units annually, depending on the funding sources available. Proposition HHH (Prop HHH), approved by City voters in November 2016, authorizes the City to issue up to $1.2 billion in General Obligation bonds (GO Bonds). Prop HHH has increased permanent supportive housing (PSH) funding substantially, resulting in the gap financing of thousands of new units with the goal of financing the development of 10,000 PSH units. As of December 31, 2019, there are 6,742 PSH units and 1,582 affordable housing units in the Prop HHH pipeline. 1,444 units

are expected to be ready for occupancy by Q2, FY 2020-21. 271 of these units will be constructed on four (4) City-owned parcels through the Affordable Housing Opportunity Sites (AHOS) program. In the current FY, HCID has an additional 532 units of PSH and 338 units of affordable housing in the non-Prop HHH funded pipeline. 305 of these are being constructed on five (5) City-owned properties.

Preservation and Prevention Support

The City contributes to the homeless prevention response system through affordable housing preservation and programs administered by HCID that address income insecurity, such as the At-Risk Affordable Housing Tenant Outreach and Education Services (AAHTOES) and FamilySource Centers (FSCs). The AAHTOES program monitors properties with expiring affordability covenants with the goal of preventing potential tenant displacement, coordinating efforts with owners and residents, and stabilizing rents that have been adjusted to market rate after covenants expire. Since July 1, 2019, tenant outreach and education activities have been conducted at approximately 1,261 units in 43 properties with expiring affordability covenants. 180 tenants living in at-risk properties were educated about their rights, responsibilities and options when an affordability covenant and/or rental assistance contract is at-risk of expiration or termination during this time. The FSCs provide services and supports to low-income families, including financial education and connection to problem-solving and other prevention services provided through LAHSA.

Land Use

The Department of City Planning (DCP) has been invaluable in increasing housing production and affordability through proactive and creative land use policies. Since the Transit Oriented Communities (TOC) program was created in 2017, 20,397 units have been approved through the program, 4,192 (21 percent) of which are affordable. The Mayor and City Council adopted the Affordable Housing Linkage fee in February 2018, creating a permanent, dedicated funding source for affordable workforce housing to help the City meet its affordable housing production goals. Further, the Permanent Supportive Housing ordinance, which became effective on May 28, 2018, removes regulatory barriers, streamlines the review of applications for supportive housing, provides density bonuses, and reduces the project approval timeline from years to months. Soon after the PSH Ordinance was adopted, the City was sued under the assertion that the Ordinance did not comply with the California Environmental Quality Act (CEQA). The Court dismissed the lawsuit in December 2019.

Employment Opportunities

LA:RISE, administered by the Economic and Workforce Development Department (EWDD), connects people experiencing homelessness to social enterprise businesses that provide employment opportunities for this population. The City subsidizes a portion of wages for participant employees, while the employer provides crucial job skills and training. Most participants obtain full time, unsubsidized employment with the social enterprise or develop the necessary skills to move on to other unsubsidized opportunities. Since 2015, 3,800 program participants have been placed into transitional jobs, and 1,679 have retained competitive, unsubsidized employment. 68 percent of participants were at risk of experiencing homelessness, while 19 percent were homeless and living in a shelter, and seven (7) percent were living on the street.

A Bridge Home

In addition to the City's investment in permanent housing, the City has allocated over $140 million to the construction of crisis and bridge housing beds through its A Bridge Home (ABH) Program, to quickly house unsheltered Angelenos while a permanent housing placement is identified. These ABH sites provide low barrier shelter with on-site security, mental health, addiction, wellness, and employment resources, and housing placement services. 30 ABH sites with 2,246 beds are currently in operation or under construction.

Hygiene Services

Although the County of Los Angeles is responsible for public health, the City established the Pit Stop Program in 2017 in response to a Hepatitis A outbreak to address immediate hygiene needs in encampments and control the spread of the disease. The Pit Stop Program has since grown to 19 sites and four (4) mobile showers throughout the City. Pit Stop has become the cornerstone in the City's effort to provide access to clean restrooms and showers to people living on the streets or in encampments. Pit Stop locations are either portable toilets or existing automatic public toilets near encampments, staffed by workers with extensive trauma informed care training. In October 2019, the Department of Sanitation (LASAN) launched the Comprehensive Cleaning and Rapid Engagement (CARE) and CARE+ program, which enhanced sanitation services to encampments by providing additional mobile hygiene services, including showers and restrooms. Through a partnership with UCLA, the program also offers access to medical services.

The Los Angeles Homeless Services Authority's (LAHSA) Role in the Homelessness Response System

LAHSA, a joint powers authority created by the City and County of Los Angeles, is the lead of the Los Angeles County Continuum of Care (CoC). In this capacity, LAHSA leads the rehousing services system component of the homelessness response system by implementing and managing the Coordinated Entry System (CES), establishing policies and procedures for homeless services based on national best practices, and administering contracts and providing technical support for homeless service providers funded by the City and County of Los Angeles and the U.S. Department of Housing and Urban Development (HUD).

A major part of LAHSA's work is administering approximately $343 million from the City and County for contracts with providers for services, such as year-round and winter shelter, Skid Row hygiene, voluntary storage, safe parking, outreach, and CES regional coordination and housing navigation. In FY 2019-2020, this includes $61,342,403 in City General Fund and California Homeless Emergency Aid Program (HEAP) grant funds, $8 million County General Fund, $267 million County Measure H and the City and County HUD Emergency Solutions Grant (ESG) allocations ($4,557,484 and $2,000,000, respectively).

In 2019, LAHSA launched the Housing Central Command (HCC) within the CES to shorten the length of time for a client to move into a housing resource after being matched. The HCC centralizes the matching system at LAHSA, allowing LAHSA to better visualize the matching process and solve problems as they arise to reduce move-in times. LAHSA also leads the outreach component of the

homelessness response system. In addition to deploying Homeless Engagement Teams (HET) funded by the City and County, LAHSA coordinates with multidisciplinary teams administered by other County agencies and service provider-based outreach teams to ensure all areas in the Los Angeles County CoC have outreach coverage.

Although it is often assumed that LAHSA is also responsible for creating/financing housing and all homelessness prevention efforts, these responsibilities lie with the County, the cities within the county (housing creation/financing) and the County of Los Angeles (homelessness prevention).

While the City and LAHSA support some prevention activities, the most critical work of prevention in the homelessness response system - addressing income insecurity and housing stability - is within the purview of the County of Los Angeles' broader mainstream systems of care, such as the County Departments of Public and Social Services, Children and Family Services, Health Services, and Mental Health. The work of these departments is critical to ensuring that vulnerable populations do not become homeless.

Enhanced Comprehensive Homeless Strategy Goal-Setting

The adoption of the ECHS (Attachment 1) facilitated moving the City to an action-oriented and dynamic approach to addressing homelessness. Each strategy carried over metrics from the CHS, and added new metrics to create a more holistic picture of the City's work. These metrics indicate programmatic performance, and allow us to assess successes or challenges on a quarterly basis. Quarterly data evaluation has resulted in significant policy changes that respond, in real time, to the crisis on our streets.

The metrics that are collected are either specific to a strategy, or fall under one of six headline metrics:
1. Expansion of supply of affordable and homeless housing:
2. Number of individuals/households placed in permanent housing;
3. Number of individuals placed in temporary housing;
4. Number of individuals/households prevented from becoming homeless or being discharged into homelessness;
5. Number of individuals who gain employment or enroll in vocational training/education;
6. Number of individuals/households who retain housing from Date of Placement.

While ECHS metrics data indicate program performance, the next step in ECHS implementation is to create performance goals for each of the headline metrics above. The City Homeless Coordinator will work with Strategy Leads to develop performance goals for each Strategy in alignment with ECHS headline metrics and report to the Homeless Strategy Committee and City Council in Q1 FY 2020-21. These goals will consider the FY 2020-21 budget allocations and other resource allocations, including County Measure H funding.

Key Accomplishments from FY 2019-20 Second Quarter

Strategy briefs with updated information for each individual strategy are provided in Attachment 2. Key accomplishments in Q2 from these briefs are discussed below.

- Proposition HHH (Prop HHH) Implementation (Strategy 4.4 - Program/Systems: Supportive Housing)
  - In Q2, HCID made recommendations to commit Proposition HHH bond authority as follows:
    - City Council approved the Call for Projects Round 3, 2018-19, which included 33 Supportive Housing Loan Projects and one HHH Design Challenge Project (11010 Santa Monica Boulevard).
    - On December 10, 2019, the City Council approved the first Quarter 2020 Prop HHH Commitment Extensions. This included six (6) projects.
- Affordable Housing Production (Strategy 4.8 – Programs/Systems: Affordable Housing)
  - Revenue from the Linkage Fee totaled $5,710,562 for the 2nd Quarter, bringing the balance for FY 2019 – 20 to $9,919,334.
  - The Transit Oriented Communities (TOC) Guidelines (Strategy 3.3 – Policy: Land Use & Housing) became effective in September 2017, and the Department of City Planning has been processing applications under these guidelines since Q2 of FY 2017-18.
    - 4,048 total units were approved in Q1 and Q2, of which 952 are affordable (539 Extremely Low Income, 113 Very Low Income, 300 Low Income)
  - During Q2, litigation challenging the City's adoption of the Interim Motel Conversion and related California Environmental Quality Act (CEQA) approvals was dismissed on the basis of the CEQA exemption provided by AB 1197 (Santiago).
- Affordable Housing Preservation (Strategy 4.8 – Programs/Systems: Affordable Housing)
  - Under the At-Risk Affordable Housing Tenant Outreach and Education Services (AAHTOES), tenant outreach and education services were conducted at 18 at-risk properties consisting of 539 restricted and assisted units.
- Expanding resources for vulnerable populations (Strategy 3.4 – Policy: Vulnerable Populations)
  - The Los Angeles Homeless Services Authority (LAHSA) used a $5 million Notice of Funding Availability (NOFA) bonus to create 177 new rapid re-housing (RRH) slots for Domestic Violence (DV) survivors as well as 15 new DV transitional housing beds.
  - LAHSA funded its first Enhanced Bridge Housing site (16 beds), operated by Special Services for Groups Homeless Outreach (SSG/HOPICS), specifically for trans women and gender non-conforming people.
- Expediting occupancy of supportive housing (Strategy 4.1 – Programs/Systems: Coordinated Entry System (CES)
  - In Q2, LAHSA launched the Housing Central Command initiative to improve the speed and effectiveness of connecting people experiencing homelessness to housing resources.
- Expanding hygiene services to the unsheltered population (Strategy 4.3 – Programs/Systems: Street Outreach)
  - The City has six (6) CARE+ mobile hygiene units being deployed Citywide to provide shower and restroom facilities to encampments during enhanced cleanups.
  - The Mobile Pit Stop Bathroom Monitoring program expanded to 17 sites in Q2.

Homeless Emergency Aid Program (HEAP)

On October 3, 2018, the City executed a grant agreement with the State for the $85,013,607 HEAP grant. Since then, the Homeless Strategy Committee (HSC) has recommended commitments in the amount of $85,190,760.35 (99.14 percent of the total allocation and earned interest) in HEAP funding commitments. As of December 31, 2019, a total of $33,477,108.98 (39 percent) of the City's HEAP allocation had been expended. The chart below provides the total amount of funds committed, uncommitted, and expended within each HEAP Activity Category.

Table 1. Status of HEAP Commitments Recommended by the HSC and Expenditures as of December 31, 2019

Activity Category		Amount	Total Funds Committed	Uncommitted Funds Remaining	Expended
1	Capital and Operating Support – A Bridge Home*	$52,141,197.00	$52,141,197.00	$0.00	$24,765,658.27
2	Capital and Operating Support – Skid Row	$20,000,000.00	$19,261,987.00	$1,104,583.00	$3,202,561.76
3	Capital, Operating, Services – Citywide	$7,998,325.00	$7,998,325.00	$0.00	$3,098,910.03
4	Youth Set-Aside*	$3,937,520.34	$3,937,520.34	$0.00	$1,799,425.00
5	Administrative Costs*	$1,851,731.00	$1,851,731.00	$0.00	$610,553.92
Total		$85,928,773.34	$85,190,760.34	$1,104,583.00	$33,477,108.98

* Includes $915,166.34 of interest earned through December 31, 2019.

Homeless Housing, Assistance, and Prevention (HHAP) Program

As discussed in the Q1 QPR, in June 2019, the State of California adopted legislation for the Homeless Housing, Assistance, and Prevention (HHAP) Program, a block grant of $640,000,000 to be allocated to cities, counties, and continuums of care (CoC) throughout the state for homeless programs and projects. The City anticipates receiving $117,562,500 from the HHAP grant. In Q2, the Mayor and City Council adopted a joint report from the City Administrative Officer (CAO) and Chief Legislative Analyst (CLA) which authorized the CAO to apply for the grant when the application period opened and created funding categories.

A Bridge Home

The Mayor's Office convenes bi-weekly meetings of City staff to expedite the construction of interim housing facilities. By the end of Q2, a total of 1,932 new interim housing beds were funded or under construction. In Q2, one (1) new bridge housing site with 100 beds opened in Watts (CD 15) at 2316 E. Imperial Highway and 452 beds were available program wide. 524 individuals received beds and services at seven (7) ABH sites throughout the City. Residents at ABH sites had an average stay of 94 days, compared to a system-wide average of 100 days.

CHS Metrics

The CHS metrics framework was approved in June 2017 (C.F. 15-1138-S25). The framework comprises strategy-level and headline metrics. 154 metrics were scheduled to be reported under

the ECHS: 84 continuing metrics from the original CHS, and 70 new metrics. Departments report that data for 29 of these metrics are not available, and 1 biannual or annual metric(s) is not expected this quarter. As such, Q2 data is available for 124 metrics across 12 strategies. Attachment 3 provides this strategy-level data. Attachment 4 summarizes strategy-level data by headline metrics.

Data associated with each headline metric is summarized as follows:

- Expansion of supply of affordable and homeless housing:
  - 272 HCID-financed permanent supportive units (Strategy 4.4) and 78 affordable units (Strategy 4.8) were completed in Q2.
  - The Housing Authority of the City of Los Angeles (HACLA) reported a total of 26 agencies providing supportive services according to HACLA's definition and quality standards, an increase of 19 from the previous quarter (Strategy 4.4).

- Number placed in permanent housing:
  - A total of 2,326 households and 1,102 individuals were placed in permanent housing in Q2 through interactions with LAHSA contractors (Strategy 3.2, 3.4, 4.1, 4.2, 4.3, 4.7, and 4.8). This reflects a 3.8 percent increase and 42 percent increase, respectively, from Q1.
  - Of all adults exiting bridge housing, 19.5 percent exited to permanent housing, an increase from 15 percent reported in Q1 (Strategy 4.2).
  - The median length of time from assessment to housing match increased to 382 days for individuals in Q2, from 249 in Q1. While the increase from Q1 is significant, the creation of the Housing Central Command by LAHSA, which centralizes CES housing placements, is expected to reduce this timeline (Strategy 4.1).

- Number placed in temporary housing:
  - 1,906 unsheltered individuals moved into shelter, a 14 percent increase from Q1 (Strategy 4.3).
  - 206 individuals were served through the Safe Parking Program, a decrease from 296 individuals reported in Q1 (Strategy 4.3). This decrease may be related to a delay in data entry from service providers into HMIS.
  - The average length of stay in crisis/bridge housing increased from 88 days in Q1 to 110 days in Q2 for individuals (Strategy 4.1). The average length of stay in shelter across all programs increased from 87 days in Q1 to 100 in Q2 (Strategy 4.2). This increase in the length of stay is likely due to the quality of data being received by LAHSA from service providers, and is a more accurate representation of this metric than what has previously been reported.

- Number who are prevented from becoming homeless or being discharged into homelessness:
  - 366 families received prevention services through CES in order to stabilize and maintain existing housing in Q2, up from 326 in Q1 (Strategy 4.1). 63 percent of families were able to prevent imminent homelessness, up from 45 percent in Q4.

- Number who gain employment or enroll in vocational training/education:
  - 3,057 households have increased their income through participation in CES (Strategy 4.1), a 2.4 percent increase from Q1.

- ○ 14 homeless adults were hired by the City of Los Angeles in Q2, the same as in Q1 (Strategy 4.5).
- ○ Just over four (4) percent of emergency shelter participants saw an increase in income. There was no increase between Q1 and Q2 (Strategy 4.2).

● Number who Retain Housing from Date of Placement:
  - ○ 89 percent of persons retained housing for 12 months through efforts to strengthen CES technology, staffing and standardization, similar to the 88 percent in Q1 (Strategy 4.1).
  - ○ 92 percent of households retained housing for 12 months through integration and strengthening of family and transition age youth CES (Strategy 4.1), a one (1) percent decrease from Q1.
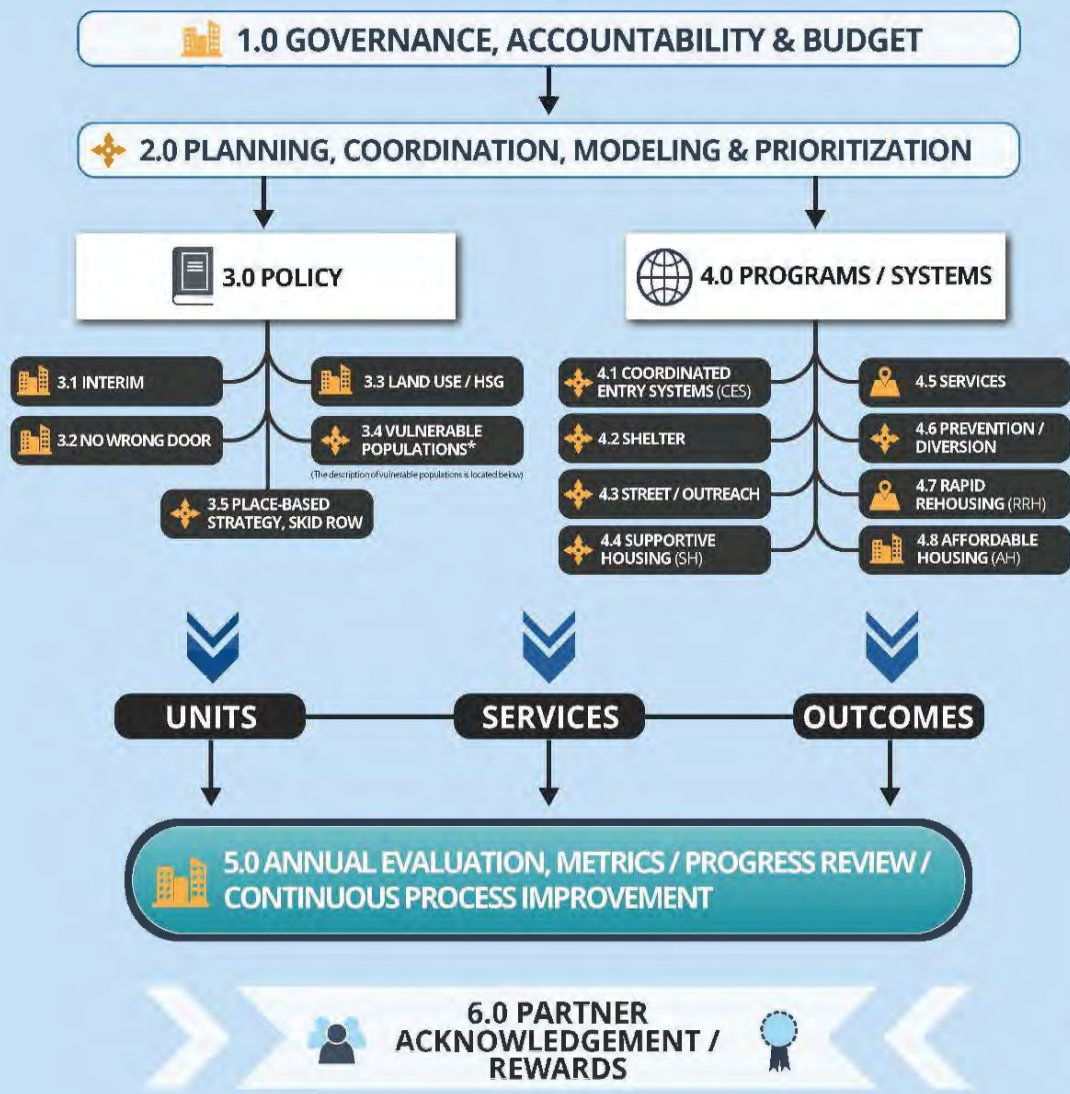
Attachments
1. Comprehensive Homeless Strategy Structure
2. Comprehensive Homeless Strategy Second Quarter (Q2) Strategy Briefs
3. Comprehensive Homeless Strategy Second Quarter (Q2) Metrics – Strategy-level Report
4. Comprehensive Homeless Strategy Second Quarter (Q2) – Headline Summary
5. Index of Abbreviations

RHL:YC:MB:HR:16200063

End Homelessness in the City of Los Angeles.

City of Los Angeles is committed to improving the lives of Angelenos who are experiencing homelessness and housing instability. We will accomplish this by developing and implementing smart strategies that focus on the outcomes we need to house our most vulnerable citizens.

1.0 GOVERNANCE, ACCOUNTABILITY & BUDGET

2.0 PLANNING, COORDINATION, MODELING & PRIORITIZATION

3.0 POLICY

- 3.1 INTERIM
- 3.2 NO WRONG DOOR
- 3.3 LAND USE / HSG
- 3.4 VULNERABLE POPULATIONS*
  (The description of vulnerable populations is located below)
- 3.5 PLACE-BASED STRATEGY, SKID ROW

4.0 PROGRAMS / SYSTEMS

- 4.1 COORDINATED ENTRY SYSTEMS (CES)
- 4.2 SHELTER
- 4.3 STREET / OUTREACH
- 4.4 SUPPORTIVE HOUSING (SH)
- 4.5 SERVICES
- 4.6 PREVENTION / DIVERSION
- 4.7 RAPID REHOUSING (RRH)
- 4.8 AFFORDABLE HOUSING (AH)

UNITS   **SERVICES**   **OUTCOMES**

5.0 ANNUAL EVALUATION, METRICS / PROGRESS REVIEW / CONTINUOUS PROCESS IMPROVEMENT

6.0 PARTNER ACKNOWLEDGEMENT / REWARDS

STAKEHOLDER ENGAGEMENT / STRATEGIC COMMUNICATIONS

RESPONSIBLE ENTITY LEGEND: City County All

*Vulnerable populations include at a minimum: youth, DV, veterans, families, single adults, CH, women, elderly, person with pets, LGBTQ, persons with disabilities.

1.0 - Governance, Accountability, & Budget

Goal: Administrative infrastructure to oversee successful execution of CHS

Ongoing Responsibilities	
Lead:	HSC
Responsibilities:	Oversight and recommendations to Mayor and City Council

Lead:	CAO/CLA/Mayor
Responsibilities:	Accountability and departmental support

Lead:	CAO
Responsibilities:	Department and external stakeholder engagement

Lead:	LAHSA
Responsibilities:	Data collection and sharing

Action Steps	
Lead:	HSC
Action Steps:	• Hold regular monthly meetings to oversee strategy implementation. • Make recommendations for strategy amendments as needed. • Review staff reports and recommend Council action. • Evaluate and recommend amendments to the LAHSA JPA agreement, if necessary, to ensure the highest and best delivery of services to homeless resident
Quarterly Update:	• The HSC continues to meet monthly, review staff reports and make recommendations for Mayor and City Council action.
Complete?	• No.

Lead:	CAO
Action Steps:	• Establish a schedule of meetings to share information, accomplishments, challenges and support needs of City Departments. • Establish Lived Experience Working Group and ensure ongoing

	engagement.
	• Schedule meetings with leads as needed based on quarterly performance reporting
	• Work with other governance leads to identify topics for monthly HSC meetings.
	• Track and report the status of City funds allocated for homelessness, including City General Fund allocations, Proposition HHH, and State Homeless Emergency Aid Program.
Quarterly Update:	The City Homeless Coordinator is working with LAHSA to establish a protocol to present the QPR to the Lived Experience Working Group that aligns with LAHSA's Lived Experience Advisory Board (LEAB) and Homeless Youth Forum of Los Angeles (HYFLA). The CAO reports quarterly on the implementation of the State Homeless Emergency Aid Program (HEAP) and will report with the Chief Legislative Analyst (CLA) to the City Council in April 2020 with the first round of recommendations and new commitments from the State Homeless Housing, Assistance, and Prevention (HHAP) Program.
Complete?	• No.

Lead:	CAO/Mayor/CLA
Action Steps:	• Establish Department and external stakeholder engagement communications plan
	• Advocate for additional homeless funding from the State and Federal Government and philanthropic organizations
Quarterly Update:	• Funding advocacy is ongoing.
Complete?	• No.

Lead:	CAO/LAHSA
Action Steps:	• Periodically evaluate the need for available funding for services, affordable housing, and permanent supportive housing.
Quarterly Update:	• The evaluation of the need for funding for services, affordable housing and supportive housing is ongoing.
	• In Q3, the CAO will work with the Mayor's Office, LAHSA and other City departments on the Fiscal Year (FY) 2020-21 Homeless Budget.
Complete?	• No.

Lead:	CAO/CLA
Action Steps:	• Report on opportunities to coordinate with LAUSD to provide services to students and families who are homeless or at risk of homelessness
Quarterly Update:	• There is no new activity on this action item to report for Q2. The CAO and CLA will report in future quarters.
Complete?	• No.

Lead:	CLA
Action Steps:	• 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.
Quarterly Update:	• The CLA has identified agencies and informal working groups where elected officials and staff from the City of Los Angeles interact with elected officials and staff from other jurisdictions on homelessness issues.
Complete?	• No.

Lead:	LAHSA
Action Steps:	• Provide data on homeless system performance and report to City Homeless Coordinator and HSC are requested.
Quarterly Update:	• LAHSA provides a comprehensive metrics data for the enhanced CHS quarterly report.
Complete?	• No.

2.0 - Planning, Coordination, Modeling & Prioritization

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

Ongoing Responsibilities:

Lead:	HSC
Action Steps:	• Review data analysis findings and make recommendations to the Mayor and City Council.

Lead:	CAO/CLA/LAHSA/Mayor
Action Steps:	• 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:

Lead:	HSC
Action Steps:	• 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.
Quarterly Update:	• None.
Complete?	• No.

Lead:	CLA/Mayor
Action Steps:	• Participate in data working group.
Quarterly Update:	• None.
Complete?	• No.

Lead:	LAHSA

Action Steps:	• Participate in data working group. • Provide data as needed and allowable in response to working group requests.
Quarterly Update:	• None.
Complete?	• No.

3.1 - Policy: Interim

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

Ongoing Responsibilities

Lead:	CAO/CLA/EWDD/LAHSA
Responsibilities:	• On an as needed basis, identify critical short- and medium-term needs. • Present to the Homeless Strategy Committee with recommended actions necessary to address the unanticipated need with recommended interim strategy.

Lead:	CAO
Responsibilities:	• Facilitate departmental coordination to establish interim strategies to address critical short- and medium-term needs.

Lead:	EWDD
Responsibilities:	• Support efforts to ensure homeless service agencies' workforce professional development needs are met.

Action Steps:

Lead:	EWDD
Action Steps:	**Professional development and recruitment for homeless services agencies:** • Facilitate LAHSA and Worksource System collaboration in filling new jobs created by the significant homeless services expansion. • In coordination with LAHSA, establish a "Training Academy" for recruiting and training new hires. • Support the coordination and staffing of Regional Hiring Fairs. • Identify strategies to lower barriers to employment.
Quarterly Update:	• None.
Complete?	• No.

Lead:	CAO

Action Steps:	**A Bridge Home (ABH):** • 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.
Quarterly Update:	• The City Homeless Coordinator reports quarterly on the status of the A Bridge Home program as a part of Strategy 4.2 and the HEAP Quarterly report. During Q2, the CAO oversaw the evaluation of seven potential ABH sites with the support of Brilliant Corners.
Complete?	

Lead:	All
Action Steps:	• Meet as needed to assess the need for additional interim strategies or recommend designating existing interim strategies as completed.
Quarterly Update:	• None.
Complete?	• No.

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)

Ongoing Responsibilities

Lead:	Personnel
Responsibilities:	• Facilitate implementation of "No Wrong Door" strategy. • Provide access to "No Wrong Door" materials to participating departments and oversee Citywide implementation of "No Wrong Door." • Collect metrics from participating departments and share progress of implementation and reach of campaign. • Facilitate the development and implementation of a training course for front-desk staff who many interact directly with individuals who are seeking resources.

Lead:	HSC
Responsibilities:	• Review and provide feedback on "No Wrong Door" campaign content. • Assist with marketing the "No Wrong Door" concept to other City Departments or other agencies, such as County of LA.

Lead:	BOS
Responsibilities:	• Identify BOS facilities as "No Wrong Door" facilities and implement "No Wrong Door" strategy.

Lead:	LAHSA
Responsibilities:	• 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. • 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.

Lead:	LAPD/RAP/Mayor

Responsibilities:	• Identify department buildings as "No Wrong Door" facilities and implement "No Wrong Door" strategy.
Action Steps:	
Lead:	HSC
Action Steps:	• Assist Personnel in marketing "No Wrong Door" informational campaign to other City departments and possibly outside agencies like County of LA.
Quarterly Update:	• HSC will review and provide feedback on "No Wrong Door" campaign content and assist with marketing upon request.
Complete?	• No

Lead:	BOS/LAPD
Action Steps:	• 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.
Quarterly Update:	• In October, 2019, LAPD added the No Wrong Door website link to our public webpage.
	• LAPD is still waiting for physical No Wrong Door flyers to distribute to Area lobbies.
Complete?	• No

Lead:	LAHSA
Action Steps:	• Provide expertise in refinement and development of informational materials that are effective in connecting homeless with right resources.
	• 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.
Quarterly Update:	• LAHSA presented its updated Get Help page https://www.lahsa.org/get-help, which includes resources on interim housing, access centers, LA-HOP, and population and need-specific resources. No Wrong Door City partners provided feedback and suggestions for additional resources.
	• LAHSA also provided a template idea for a No Wrong Door flyer. It will collaborate with City partners on the development of No Wrong Door campaign collateral materials to be sent to the Personnel Department for publishing.

Complete?	• No

Lead:	Mayor
Action Steps:	• Work with the Personnel Department to develop a training course for front-desk staff. • 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.
Quarterly Update:	• The Mayor's office, after meeting with the No Wrong Door Policy committee the week of February 10, 2020, will be working on a flyer with some resources and information that can be shared city wide to support people experiencing homelessness or anyone who wants to help. We are aiming to have that ready in 1 – 2 weeks.
Complete?	• No

Lead:	Personnel
Action Steps:	• 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.
Quarterly Update:	• A task force meeting was held on 2/12/20 to update the current information materials. During the meeting, LAHSA presented the

	https://www.lahsa.org/get-help page. Task force representatives from LAHSA and the Mayor's Office are currently working to develop a list of resources that should be included on the revised information materials. When the task force has identified a full list of resources, the Personnel Department will design and distribute materials to participating departments.
Complete?	• No

Lead:	RAP
Action Steps:	• 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.
Quarterly Update:	• RAP is waiting for updated materials to distribute to the identified RAP public counters. • RAP has identified all facilities that have public counters to implement "No Wrong Door" informational Campaign • RAP has added the "No Wrong Door" website link to the Department Website.
Complete?	• No

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.

Ongoing Responsibilities

Lead:	DCP
Responsibilities:	• 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. • 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. • Identify opportunities for the creation of additional housing capacity.

Action Steps:

Lead:	DCP
Action Steps:	• Monitor and evaluate effectiveness of ongoing policy efforts related to affordable housing and propose amendments as needed to further expand affordable housing opportunities citywide. • Revise Density Bonus ordinance to streamline approval process and provide new incentives. • Revise Site Plan Review ordinance to streamline approval process for housing developments. • Adopt and implement revised Accessory Dwelling Unit ordinance. • Review additional zoning code barriers to the development of shelters for the homeless and initiate code updates as needed. • 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.

	- 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.
Quarterly Update:	- DCP continues to monitor and report regularly on affordable housing production. During this quarter, the Department introduced an interactive housing dashboard that displays housing activity and trends from 2015 to present. It is available online at: https://planning.lacity.org/resources/housing-reports. - During this quarter, DCP submitted an SB 2 Planning Grant application to fund activities relative to the preparation of the update to the Density Bonus Ordinance, including associated environmental review. - The Department's SB 2 Planning Grant application will also fund work related to a potential amendment to the City's Site Plan Review (SPR) ordinance, which could lead to a change in the threshold for SPR projects that require discretionary review. - The City's Accessory Dwelling Unit (ADU) Ordinance was adopted by the City Council on December 11, 2019 and became effective on December 19, 2019. During this quarter, the Department worked with the Department of Building and Safety (DBS) to prepare an implementation memo to provide guidance to staff and applicants regarding new state ADU regulations and the City's ordinance. - DCP continues to coordinate with relevant Departments and Agencies to monitor potential barriers to the development of shelters for the homeless. - During this quarter, litigation challenging the City's adoption of the Interim Motel Conversion Ordinance and related California Environmental Quality Act (CEQA) approvals was dismissed on

	the basis of the CEQA exemption provided by AB 1197 (Santiago).
	● DCP recently held two community meetings concerning the draft Mello Act ordinance and is in the process of receiving community feedback. Following this, feedback may be incorporated in a revised draft ordinance. An environmental review document based on the revised draft will be prepared and circulated, after which a staff-level public hearing will be conducted prior to submittal to the City Planning Commission for consideration. ● The update to the Transportation Section of the City's CEQA Thresholds Guide was adopted by Los Angeles City Council on July 30, 2019 to bring the City into compliance with SB 743 requirements ahead of the mandatory deadline. DCP and the Department of Transportation (LADOT) continued work during Q2 to implement the recently-adopted SB 743 Transition, including ongoing staff trainings. ● During this quarter, DCP released the Draft Downtown Community Plan, Draft Downtown Zoning Code and Map, and Draft Downtown Community Benefits Program. DCP held two public open houses. ● On December 26, 2019 the Expo Transit Neighborhood Plan (TNP) became effective. The Expo TNP encourages new residential, mixed-use, commercial, and industrial growth near the Exposition Light-Rail Line. DCP continues work to update sixteen Community Plans and several additional TNPs, including: Regional Connector, Purple Line, Orange Line and the Slauson Corridor. ● Opportunity Sites: No status update for this quarter.
Complete?	● No.

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.

Ongoing Responsibilities

Lead:	All
Responsibilities:	• Pursue policy development that lead toward minimizing homelessness for these vulnerable populations.

Lead:	DVA
Responsibilities:	• 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.

Lead:	EWDD
Responsibilities:	• 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.

Lead:	HCID
Responsibilities:	• Asset management and needs assessment(s) to evaluate accessibility/aging in place for aging persons and persons with disabilities (to also include HACLA).

Lead:	LAHSA/HCID
Responsibilities:	• Ongoing evaluation of homeless programs and service accessibility for vulnerable-population identified in this strategy.

Lead:	LAHSA
Responsibilities:	• 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.

Action Steps:	
Lead:	DVA/HCID
Action Steps:	• 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.
Quarterly Update:	• The DVA is working on advocating for additional Homeless Housing, Assistance, and Prevention Program (HHAP) funding through various collaborations with homeless service providers, City and County partners. • The Mayor's Office piloted a Domestic Violence (DV) hotel voucher program to serve victims experiencing acute trauma. The Mayor's office plans on applying for CDBG funds to sustain the program after the pilot ends.
Complete?	• No.

Lead:	LAHSA
Action Steps:	• 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.
Quarterly Update:	• LAHSA used a $5 million Notice of Funding Availability (NOFA) bonus to create 177 new rapid re-housing (RRH) slots for DV survivors, as well as 15 new DV transitional housing beds. • This funding will support efforts for increased alignment of the DV and homeless service system by way of new DV housing navigators and added capacity for mobile case management.
Complete?	• No.

Lead:	LAHSA/HCID
Action Steps:	• Develop a plan and timeline - identify and prioritize areas of need and urgency. • Create master list of programs and resources with updated contacts • Identify and convene stakeholders, including persons with lived experience from vulnerable populations, to address barriers and identify solutions and provide ongoing feedback. • Assist with training and implementation of responsibilities for providers, program operators, and system partners • 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.

	- Identify and procure funding to support program and service enhancements to ensure programs and services are accessible for vulnerable populations. - 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. - 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. - Provide trauma and resiliency informed care training to all newly funded DV shelters.
Quarterly Update:	- HCID is currently conducting focus groups in preparation for the Request for Proposals (RFP) for Housing Opportunities for Persons with AIDS/HIV (HOPWA) programs that will be released in the fall of 2020. - These focus groups include members of the general population as well as management and staff from current HOPWA providers. - The goal of the focus groups is to seek ways of improving accessibility, efficiency, and quality of services provided to our vulnerable client population. - HCID and LAHSA have provided intensive Problem Solving training to approximately 57 individuals working with survivors of trafficking, domestic violence (DV), and sexual assault. Attendees included staff from culturally-specific programs and programs assisting survivors with substance use. - The National Alliance for Safe Housing partnered with the Domestic Violence-Homeless Services Coalition to further evaluate the work of the Domestic Violence Regional Coordinators. - Domestic Violence Regional Coordinators host quarterly SPA-wide meetings between various providers to address barriers survivors face when accessing services. - LAHSA funded its first Enhanced Bridge Housing site (16 beds), operated by Special Services for Groups Homeless Outreach Program Integrated Care Systems (SSG/HOPICS), specifically for trans women and gender non-conforming people.
Complete?	No.

Lead:	LAHSA/DVA

Action Steps:	• 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.
Quarterly Update:	• LAHSA will examine opportunities to train mainstream systems of care (Mental Health, Public Social Services, Children and Family Services, Health Services) to divert their clients to appropriate, culturally sensitive services and avoid the homeless services system. LAHSA will use a racial equity analysis to determine how to strengthen and expand homelessness prevention programs that include and benefit Black individuals and families with children.
Complete?	• No.

Lead:	LAHSA/EWDD
Action Steps:	• Identify funding opportunities to augment LAHSA funded Rapid Rehousing (RRH) 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.
Quarterly Update:	• All RRH programs across the County, regardless of funder, can access or refer into the Shallow Subsidy program. The Shallow Subsidy program offers a flat subsidy that is applied towards a participant's rent for up to five years. • The Home 2 Work program is currently being piloted with three agencies that involve all populations and connect RRH and Prevention program participants with the American Job Career Centers, who will then assess and provide training, employment-focused case management, and placement.
Complete?	• No.

Lead:	ASD
Action Steps:	• Ensure compliance citywide policy on serving homeless people with pets.
Quarterly Update:	• LAHSA provides trainings and information for Service Animals at all program onboardings, and through technical assistance. • During site visits of LAHSA-contracted interim, crisis and bridge housing facilities, HCID staff review the shelter's implementation of requirements to allow clients to bring pets into the facilities. HCID observed full compliance during each site visit during the reporting period.

Complete?	• No.

Lead:	All
Action Steps:	• Create data-sharing working group to look at gaps in data.
Quarterly Update:	• A data-sharing working group has begun discussing obstacles and opportunities to data sharing among Coordinated Entry System (CES), Housing Opportunities for Persons with AIDS (HOPWA), Los Angeles County Department of Health Services (DHS), Los Angeles County Department of Public Health (DHSP), and Ryan White funded organizations. • Some of the obstacles include client privacy, the limitations of the VI-SPDAT (the acuity tool used to evaluate CES clients), and varied reporting requirements among the various funding streams.
Complete?	• No.

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.

Ongoing Responsibilities

Lead:	CAO
Responsibilities:	• Coordinate with Strategy leads. Track progress toward developing Skid Row Strategy. • Assess property available to establish new facilities to meet the needs of the Skid Row community.

Lead:	Mayor/CD 14
Responsibilities:	• Connect with existing stakeholders, City departments, the County, and providers to assess both the specific and immediate needs of the Skid Row Community.

Lead:	HSC
Responsibilities:	• Ensure development and implementation of other strategy areas, both Policy and Programs, are reflected in Skid Row and have meaningful impact. • Examine and track effectiveness of a place based model and best practices and identify portability for other place based efforts to combat homelessness.

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

Action Steps:

Lead:	CAO
Action Steps:	• Conduct assessment of properties and physical site for various housing and service interventions. • Identify placement(s) for storage programming.

Quarterly Update:	• In Q2 the Asset Management Group of the CAO assessed six (6) properties for A Bridge Home use and five properties as Affordable Housing Opportunity Sites. Of the six (6) properties assessed for bridge housing, two are located Downtown but outside the boundaries of Skid Row but would serve the Skid Row community if selected as a site for future bridge housing.
Complete?	No

Lead:	DCP
Action Steps:	• Increase access to hygiene resources (showers, bathrooms, drinking water). • Revise Central City Community Plan, with targeted policies and land use strategies to meet housing needs in the Skid Row community.
Quarterly Update:	• In Q2 DCP released the Draft Downtown Community Plan, Draft Downtown Zoning Code and Map, and Draft Downtown Community Benefits Program. The draft Plan includes a revised land use strategy that prioritizes development of Affordable and Permanent Supportive housing in Skid Row. • DCP held two public open houses.
Complete?	No

Lead:	HSC
Action Steps:	• Identify immediate and long term interventions to address public health issues in Skid Row. • Present Key findings and replicable best practices to Mayor and Council.
Quarterly Update:	None
Complete?	No

Lead:	Mayor/CD 14/HSC
Action Steps:	• Identify immediate and long term interventions to address public health issues in Skid Row. • Design and implement stakeholder engagement plan. • Solicit feedback and suggestions through existing stakeholders and organizing efforts. • Present draft strategy to Mayor and Council for approval.

Quarterly Update:	• The Skid Row Strategy Team has worked to increase health and hygiene infrastructure in Skid Row by providing 5 new hydration stations that will provide access to clean drinking water 24 hours a day in key areas in Skid Row Community.
	• Funding has been allocated for these units and the process towards installation has begun.
	• An opportunity to increase storage capacity in Skid Row by 1100 storage bins has been identified and should be operational by end of Q3.
	• The Skid Row Strategy Team has been working closely with a number of stakeholders to maintain regular engagement, as well as conduct monthly site visits to program providers, shelter sites, and City funded projects.
	• The outreach efforts in Q2 include attending:
	    ○ 3 Los Angeles Central Providers Collaborative Meeting
	    ○ 1 Homeless Providers Alliance Meeting
	    ○ 3 Skid Row Community Coalition Meetings
	    ○ 1 Mission Service Providers Meeting
	    ○ 1 Business Improvement District Engagement Meeting
	    ○ 1 Los Angeles Community Action Network Meeting
	• Community Stakeholders have been engaged and have provided feedback in 3 key areas:
	    ○ The overall strategy to transform Skid Row
	    ○ The Re-Design of the Refresh Spot
	    ○ The Skid Row section of the DTLA 2040 Plan.
	• There has been no presentation to Council.

Complete?	• No.

Lead:	Mayor
Action Steps:	• Conduct baseline assessment of existing services and programs that serve persons experiencing homelessness. • Through an equity lens, identify needs of especially vulnerable populations (women, older adults, families, people of color). • Meet regularly with other strategy leads to identify relevant overlap with Skid Row area and ensure strategic alignment. • Partner with County Health Agency to identify opportunities for partnership on addressing public health needs. • Through an equity lens identify needs of underrepresented populations. • Meet with City departments and review relevant data on emergency responses deployed in Skid Row area.

Quarterly Update:	In Q2 The Skid Row Strategy Team made the following progress: • Collected a baseline list of service providers and partners in Skid Row. • Met with newly appointed County Liaison to Skid Row to align priorities, resources and goals.
Complete?	• No.

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.

Ongoing Responsibilities

Lead:	LAHSA
Responsibilities:	• Developing procedures, tools, and trainings needed to effectively implement CES Policies. • Build the capacity of existing and new CES participating agencies by developing and implementing training and capacity building for participating agency staff. • 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). • Enhance matching infrastructure to ensure timely and efficient placement into housing matched through CES. • Improve data collection and quality of key system indicators for tracking homelessness. • Strengthen regional coordination activities to ensure a consistent and coordinated regional response to homelessness.

Action Steps:

Lead:	LAHSA
Action Steps:	• Develop procedures for CES Policies addressing Access, Assessment, Prioritization, Matching and Evaluation. • 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. • 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. • Develop CES Key System Indicator Dashboard, and utilize the CES Regional Data Coordinators to enhance SPA data collection.

Quarterly Update:	• 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, and 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.
	
	 CES procedures and system enhancements:
	 • LAHSA just completed its CES Refinement Pre-Implementation Workshops, designed to work with CES Partners and the community to identify a refined system vision, identify and prioritize refinement tasks, and create implementation groups.
	
	 • As new processes are rolled out for testing, these will be developed into procedures for CES. Any new or updated policies will be taken to the CES Policy Council. The refinements cover areas such as screening tools, the role of access centers, and the need to continue to scale diversion.
	
	 Assessment Tool:
	 • United Way Home for Good has contracted dollars from Hilton to USC and UCLA to do a multiyear evaluation and improvement project for the CES Survey Tools.
	
	 • The team will evaluate the CES Triage Tools through the lens of racial, gender-based, and age-based equity. The core aims of this research are to:
	   1) Evaluate the effectiveness of CES Triage Tools at mitigating implicit bias.
	   2) Better understand whether or not the existing CES Triage Tools appropriately measure and account for unique vulnerabilities of target populations.
	   3) Evaluate the tools' effectiveness at connecting participants to appropriate housing and services to end their homelessness.
	
	 Capacity Building:
	 • Assessment of LAHSA's capacity building initiative, conducted by Abt Associates, Nonprofit Finance Fund and TCC Group found an ongoing need to support provider development required to refine & enhance overall system management and further racial equity.
	
	 • Building on work accomplished in the assessment and discovery phase of the initiative, future capacity building efforts will

	1) Utilize evaluation data to re-calibrate approach to focus on Hiring/Recruitment/Burnout prevention. 2) Consolidate training activities to ensure system education and instruction is developed, implemented and owned by system partners. 3) Align capacity building measures to support the implementation of racial equity and strategic system vision. **Housing Central Command:** • The HCC is levering technology to automate repetitive tasks to increase communication and placement into PSH. The system will automatically notify relevant staff that a participant has been matched and allow for their tracking through the housing process. • HCC is creating dashboards that will allow for real-time tracking of PSH resources.
Complete?	• No.

Proposed New Action Steps (if applicable)	
Lead:	**LAHSA**
Action Steps:	• Begin CES Refinement Implementation Testing Teams. • Start the HCC Branch Pilots in SPA 4 and SPA 7. • House all participants who have already been matched to PSH resources within 60 days. • Implement, test, and refine the process changes. • Validate the system changes in SPA 3 and 6. • Refine the process and implement in remaining SPAs.

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.

Ongoing Responsibilities

Lead:	CAO
Responsibilities:	• Coordinate City Departments for site identification, assessment and Mayor and Council approval.
	• Assist BOE with to resolve issues during project construction.
	• Account for funds allocated for interim housing, review expenditures and reconcile with project budgets at project completion.

Lead:	LAHSA
Responsibilities:	• Effectively administer City funding for Interim Housing programs. Lead on design for interim housing programs.
	• Facilitate access to providers and coordinate with City departments for expeditious siting and implementation of new shelter programs and facilities.
	• 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.
	• Act as the point for connecting shelter to other key system components.
	• Ongoing engagement with County partners.

Lead:	Mayor
Responsibilities:	• Ensure that all City Departments are coordinated.

- Provide political leadership for new interim housing projects and ensure accountability for City Departments.
- Review potential locations to ensure new facilities are sited where there is the greatest need.
- Identify City resources for the siting of new shelter facilities, reduce barriers to creating and implementing shelter facilities.

Lead:	BOE
Responsibilities:	• 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. - Manage construction timelines with General Services.

Lead:	DBS
Responsibilities:	• Ensure that health and safety building codes are met for new interim housing facilities. • Issue permits for construction, then provide Certificate of Occupancy. • Coordinate with planning/fire and other agencies before a permit is issued.

Lead:	GSD
Responsibilities:	• Identify properties within the City portfolio for interim shelter use, including management of real estate and maintenance. • Procurement of materials. • Coordinate with BOE for construction.

Lead:	LAFD
Responsibilities:	• Coordinate with Building and Safety regarding code compliance, with specific reviews for fire safety.

Action Steps:	
Lead:	LAHSA
Action Steps:	• Use previous procurement vehicles (pre-qualified list) to identify providers for all A Bridge Home sites. • Create a master list of shelter programs and updated contacts.

	• Identify provider challenges; assist with implementation of responsibilities for providers, program operators, and system partners as needed.
	• Develop CES Key System Indicator Dashboard and utilize the CES Regional Data Coordinators to enhance SPA data collection.
	• Continue regular procurement to channels to identify additional opportunities for interim shelter.
	• Develop, test and publicly release bed availability application.
	• Implement Diversion training for all shelter operators.
Quarterly Update:	• The procurement pre-qualified list for A Bridge Home Housing has been used to identify providers.
	• The selected provider for the CD 9 A Bridge Home site is pending confirmation.
	• LAHSA is working to gather all contact information for the Interim Housing providers to ensure the master list is up to date.
	• LAHSA continues to work with all Interim Housing providers to provide technical assistance when needed and/or requested. This has been done by providing one-on-one trainings at LAHSA or at the providers' sites through learning communities.
	• Providers are continuously provided information on available training opportunities offered by LAHSA through Configio and LAHSA training partners.
	• Developed, tested and publicly released for Winter Shelter programs. Providers have additional access to Crisis Housing; the functionality is the same.
	• The release of the Key System Indicator Dashboard is on hold, pending further discussion with the executive team.
	• LAHSA will continue to coordinate and engage with the Regional Data Coordinators in Service Planning Area (SPA) 4 and 7 on data cleanup.
	• LAHSA has contracted with new providers to serve as Interim Housing shelters. The Procurement Department continues to engage and assist interested agencies seeking information on LAHSA funding.
	• There is ongoing dialogue on the development of the interface and tools of the bed availability application, and improving availability reporting.
	• LAHSA is reviewing additional Homeless Management Information System (HMIS) based tools to support the referral-reservation-occupancy data loop, and the reporting from those points of participant-shelter engagement.

	• A total of 167 Interim Housing provider staff have been trained in Problem Solving (formerly called Diversion). • Problem Solving trainings are scheduled until April 2020 with ongoing trainings to be scheduled for the remainder of the fiscal year.
Complete?	• No.

Lead:	LAHSA/HCID
Action Steps:	• Identify needs to improve accessibility of shelters to ensure full inclusion for persons with disabilities (service animals, language access ADA/ADAA, etc.).
Quarterly Update:	• LAHSA and the CAO's office are recommending that this Action Step is updated to reflect that LAHSA and the Office of Disability jointly work on this strategy moving forward.
Complete?	• No.

Lead:	LAHSA/Mayor
Action Steps:	• Create a shelter/interim housing communications plan.
Quarterly Update:	• No updates at this time.
Complete?	• No.

Lead:	LAHSA/Mayor/Council
Action Steps:	• Identify and convene stakeholders to address barriers and identify solutions for issues related to land use, zoning, and permitting of shelters.
Quarterly Update:	• LAHSA continues to work with the Office of the Mayor and other City departments to identify and work through land use, zoning and permitting barriers for shelters and supportive housing. • LAHSA, Office of the Mayor and City departments worked to amend LAFD Directive #45 to ease permitting of winter shelters for FY 19-20. A meeting is scheduled on 2/19/20 to prepare for winter shelter in FY 20-21.
Complete?	• No.

Lead:	Mayor
Action Steps:	• Call to City Departments to prioritize interim shelter strategy.

Quarterly Update:	• No updates provided
Complete?	• No.

Lead:	BOE/DBS
Action Steps:	• Complete design and construction of shelter sites.
Quarterly Update:	• No updates provided
Complete?	• No.

Lead:	GSD
Action Steps:	• Complete siting of interim shelter site in each District (1500 beds goal).
Quarterly Update:	• No updates provided
Complete?	• No.

Lead:	DBS/LAFD
Action Steps:	• Conduct inspections, issue appropriate certification for interim shelter sites.
Quarterly Update:	• No updates provided
Complete?	• No.

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.

Ongoing Responsibilities

Lead:	BOS/LAPD
Responsibilities:	• 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.

Lead:	LAFD
Responsibilities:	• 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.

Lead:	LAHSA
Responsibilities:	• 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

Lead:	LAHSA/Mayor

Responsibilities:	• Engage County partners who provide funding, thought leadership, program level coordination and strategic partnership to match quality services with other resources.
Lead:	Mayor
Responsibilities:	• 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.

Lead:	RAP
Responsibilities:	• Coordinate with LAHSA and UHRC to provide services to encampments located in parks and provides resources at public facing counters.

Action Steps:	
Lead:	All
Action Steps:	• Determine frequency of Street/Outreach workgroup meetings. Set timelines and milestones. Ongoing review and revision of action steps/project management.
	• 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).
	• 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.
	• 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.

Quarterly Update:	• UHRC Policy Group meets bi-weekly, and is now a public (noticed) meeting. • The UHRC continues working with People Assisting the Homeless (PATH), members of the Provider Alliance, and LAPD to develop scenario-based training for cohorts of police officers on homelessness-related issues. • Los Angeles Police Department (LAPD) Homeless Outreach and Proactive Engagement (HOPE) units continued to work with Los Angeles Homeless Services Authority (LAHSA) and Los Angeles Bureau of Sanitation (LASAN) to provide homeless outreach. Currently there are 42 Police Officers and four Sergeants assigned in HOPE units citywide. • One LAPD Lieutenant II and three Police Officer IIs are currently assigned to the Unified Homelessness Response Center (UHRC). • LAPD's Mental Evaluation Unit (MEU) continues to provide Mental Health Intervention Training (MHIT), offering two classes per Deployment Period. A total of 3,208 LAPD officers have received this training as of December 31, 2019. • As of December 31, 2019, a total of 6,231 Naloxone kits have been distributed to Department field operations. As of December 31, 2019, the Department has deployed Naloxone 22 times, rendering lifesaving aide to 19 individuals suffering from an opioid overdose.
Complete?	• No.

Lead:	LAHSA
Action Steps:	• Continue to provide street-based outreach coordination both at UHRC and within the broader County context. • Continue connection and coordination between the Street Outreach teams with the new A Bridge Home (ABH) sites, safe parking and other interim housing opportunities.
Quarterly Update:	• LAHSA continues to engage in outreach in coordination with the A Bridge Home program. Several ABH sites have opened this fiscal year, and LAHSA was instrumental in ensuring the beds were filled as quickly as possible after opening.
Complete?	• No.

Lead:	Mayor
Action Steps:	• Identify critical City Departments and their key representative(s) and mandate their participation in the Street Outreach Strategy Workgroup.

Quarterly Update:	• UHRC is now hosting public policy group meetings. These meetings have included Caltrans, the Bureau of Street Lighting, and Council Offices.
Complete?	• Yes.

Lead:	Mayor/LAHSA
Action Steps:	• Identify other service gaps and identify their respective potential solutions, including those that impact vulnerable subpopulations.
Quarterly Update:	• The UHRC has identified a clear need to have representation from the LA County Department of Public Health (DPH) at the UHRC. Fully integrating DPH into the UHRC would help to ensure outreach and sanitation teams have the most up to date information and materials about public health related issues and concerns.
Complete?	• No.
Lead:	Mayor/BOS/LAHSA/Mayor/LAPD/City Attorney
Action Steps:	• Expand hygiene, sanitation and storage options for people living on the streets. • Increase diversion opportunities for people experiencing street-based homelessness.
Quarterly Update:	• The City has increased its fleet of CARE+ mobile hygiene units to 6 total units. By June 2020, there will be a total of 13. • Mobile Pit Stop Program will expand the monitoring and attendance services to the newly renovated permanent restroom in El Pueblo for 7 days a week and 12 hours a day, which expands the said program from 16 locations to 17 locations. • Board of Public Works (BPW) has been working with the Department of General Services (GSD) to secure a parking facility for mobile shower trailers. In January 2020, Council approved the use Old Fire Station 13 for storing all four (4) shower trailers. Since the parking issue is resolved, the BPW office plans to launch all four shower trailers at the beginning of March, 2020. • Skid Row Cleaning Services has been performing very well and receiving positive feedback from community members. • LAPD's specialized Skid Row unit, known as Resources Enhancement Services Enforcement Team (RESET), consists of 50 Police Officers, five Sergeant Is, one Sergeant II, and one Lieutenant I.
Complete?	• No.

Lead:	Mayor/LAHSA/LAPD/BOS

Action Steps:	• Expand work with broader community (e.g., residents) around challenges and opportunities in our work to address street based homelessness.
Quarterly Update:	• Mayor's Office, LAHSA, Bureau of Sanitation (LASAN), and LAPD continue to participate in numerous meetings with interested stakeholders, including residents, businesses, nonprofits, faith organizations, neighborhood councils, community police advisory boards, and more.
Complete?	• No.

4.4 - Programs/Systems: Supportive Housing

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

Ongoing Responsibilities

Lead:	HCID
Responsibilities:	• Administer the Proposition HHH Supportive Housing Loan Program (Prop HHH). • Ensure Prop HHH-funded supportive housing units are leased using the Coordinated Entry system.

Lead:	HACLA
Responsibilities:	• Administer the Housing Choice Voucher program. • Participate in working groups for the development of the universal standards for PSH. • Partner with LAHSA, the County Department of Health Services (DHS), Department of Mental Health (DMH), and Housing Authority of the County of Los Angles to develop the universal application forms.

Lead:	LAHSA
Responsibilities:	• Partner with other strategy leads to ensure the CES can be used to efficiently and effectively identify tenants for new PSH units. • Coordinate with HACLA and HACoLA to identify opportunities to streamline the voucher application and lease up processes.

Lead:	Mayor/HCID
Responsibilities:	• 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

Action Steps:	• 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.
Quarterly Update:	• The Housing Authority of the City of Los Angeles (HACLA) continues participation in the working groups with LAHSA, DHS, DMH, and LACDA for the development of the universal standards for PSH.
Complete?	• No.

Lead:	HCID
Action Steps:	• Annually review and update existing HHH Program guidelines to ensure maximum amount of production of affordable supportive housing.
Quarterly Update:	• On October 15, 2019, City Council approved Call for Projects Round 3, 2018-19, which included 33 Supportive Housing Loan Projects and one HHH Design Challenge Project (11010 Santa Monica Boulevard). HHH Commitments were contingent on clean background checks and approved CASp and accessibility review. • HCIDLA's HHH Unit contacted all holders of HHH Commitments expiring in 2020, requested updates, and, if necessary, extensions. HCIDLA's HHH Unit indicated its plan to present HHH Commitment Extension Requests quarterly. It was also stated that extensions were not automatic, but instead subject to HCIDLA recommendation, Prop HHH Citizens Oversight Advisory Committee (COC) approval, Prop HHH Administrative Oversight Committee (AOC) approval, Homelessness and Poverty Committee approval, City Council approval, and Mayor's concurrence. • On December 10, 2019, City Council approved the 1st Quarter 2020 HHH Commitment Extensions. This included six (6) projects.
Complete?	• No.

Lead:	LAHSA
Action Steps:	• 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.
Quarterly Update:	• To gain unified system awareness of PSH resources, HCC system partners (HACLA, LACDA, LAHSA, DMH, and others) are working on developing a system that leverages HMIS and the CES Resource Management systems to create an inventory tracking system. The inventory tracking system will provide real-time information on PSH resources that are available to match. • HCC is creating dashboards that will allow for real-time tracking of PSH resources. • Through HCC, LACDA, LAHSA, HACLA, DMH, and DHS have been working to integrate their different data systems to allow for unified system awareness of available PSH resources, participants assessed for PSH, and their stage in the housing process • Through HCC, HCID and their partners are working to track and integrate future PSH and low-income housing resources into the inventory of available resources.
Complete?	• No.

Lead:	Mayor/HCID
Action Steps:	• Develop detailed program regulations for the Competitive HHH pilot program and selection process through a Request for Qualifications/Information
Quarterly Update:	• Completed the execution of the MOU between the City and 6 awardees. • Prepared transmittals for various proposed projects by the 6 Awardees for approval by the Homelessness and Poverty Committee and subsequently provided 12-month conditional commitments for the approved projects.
Complete?	• No.

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.

Ongoing Responsibilities

Lead:	LAHSA
Responsibilities:	• Strengthen collaborative efforts between services agencies, with a focus on City/County resource and policy alignment. • Maintain inventory of services for LA CoC, provide training and technical assistance as needed. • Review data and evaluate programs. • Identify and execute key strategies to improve retention, training and resource development and technical assistance for service providers and staff. • Create and foster intra-organizational sharing of best practices, strategies, success stories and innovative concepts between services providers and planning areas. • Incorporate a stronger connectivity and support through engagement of persons with lived experience in every level of the service system.

Lead:	EWDD
Responsibilities:	• Coordinate with City and County to provide high quality employment services to people experiencing homelessness.

Lead:	HCID
Responsibilities:	• Ensure high quality services are connected to special population programs, including HIV/AIDS and domestic violence.

Lead:	LAHSA/Mayor
Responsibilities:	• Coordinate with County partners providing thought leadership, funding and strategic partnership to match quality services with other resources.

Action Steps:

Lead:	CAO
Action Steps:	• Invite appropriate City and County departments to participate in policy and system coordination efforts.
Quarterly Update:	• The Mayor's office is a critical partner on Housing Central Command (HCC), lending staff, advocacy, and resources.
Complete?	• No.

Lead:	LAHSA
Action Steps:	• Strengthen collaborative efforts between services agencies, with a focus on City/County resource and policy alignment. • Maintain inventory of services for LA CoC, provide training and technical assistance as needed. • Review data and evaluate programs. • Identify and execute key strategies to improve retention, training and resource development and technical assistance for service providers and staff. • Create and foster intra-organizational sharing of best practices, strategies, success stories and innovative concepts between services providers and planning areas. • Incorporate a stronger connectivity and support through engagement of persons with lived experience in every level of the service system.
Quarterly Update:	• LAHSA has launched the creation of Housing Central Command (HCC). HCC system partners (HACLA, LACDA, LAHSA, DMH, and others) are working on developing a system that leverages Homeless Management Information System (HMIS) and the CES Resource Management systems to create an inventory tracking system to create a unified operational understanding of all Permanent Supportive Housing (PSH) in the County. • The inventory tracking system will provide real-time information on PSH resources that are available to match. As soon as a person exits a PSH unit, the unit becomes available to be matched. • Through HCC, LACDA, LAHSA, HACLA, DMH, and DHS have been working to integrate their different data systems to allow for unified system awareness of available PHS resources, participants assessed for PSH, and their stage in the housing process. • Assessment of LAHSA's capacity building initiative, conducted by Abt Associates, Nonprofit Finance Fund and TCC Group found an ongoing need to support provider development

	required to refine & enhance overall system management and further racial equity.
	• Building on work accomplished in the assessment and discovery phase of the initiative, future capacity building efforts will:
	  1) Utilize evaluation data to re-calibrate approach to focus on Hiring/Recruitment/Burnout prevention.
	  2) Consolidate training activities to ensure system education and instruction is developed, implemented and owned by system partners.
	  3) Align capacity building measures to support the implementation of racial equity and strategic system vision.
	• LAHSA continues to seek guidance from our two lived experience advisory boards, Homeless Youth Forum of Los Angeles (HYFLA) and LEAB. HYFLA and Lived Experience Advisory Board (LEAB) members are also participating in the CES Refinement Post Implementation workshops, to identify prioritized areas for improvement. HYFLA and LEAB members will be invited to participate in Testing/Refinement Work Groups.
	• LAHSA continues to manage the Centralized Training Academy to provide training and technical assistance to CBOs in the City and County. LAHSA is working with City and County to implement systemwide problem solving, which will increase capacity and ability of people to quickly resolve their homelessness
	• LAHSA is a key partner with the Homeless Employment Taskforce, with the County and philanthropy. LAHSA has hired an Employment Coordinator, whose primary role is to integrate workforce development and employment services into the homeless services delivery system.
	• LAHSA will be working with USC and UCLA to evaluate the CES Triage Tool, to ensure that the tool is being properly used, and that acuity is being fully captured.

Complete?	• No.

Lead:	LAHSA/EWDD
Action Steps:	• Increase the number of persons connected to employment opportunities paying a living wage. • Implement and expand pilot to support employment in rapid rehousing.
Quarterly Update:	• No updates.
Complete?	• No.

Lead:	LAHSA/HCID
Action Steps:	• 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.
Quarterly Update:	• The needs survey for DV survivors and Housing Opportunities for Persons with AIDS (HOPWA) program participants is scheduled for later this year. HCID is conducting an evaluation of the HOWPA program and is streamlining procedures in the DV shelter system.
Complete?	• No.

Lead:	EWDD
Action Steps:	• Continue and expand LA Rise and other high-impact employment programs.
Quarterly Update:	• No updates.
Complete?	• No.

Lead:	EWDD/Personnel
Action Steps:	• 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.
Quarterly Update:	• 263 individuals who self-identified as homeless or formerly homeless applied for the Targeted Local Hire (TLH) Program. • 14 self-identified homeless or formerly homeless individuals were hired through the TLH Program.
Complete?	• No.

Proposed New Action Steps (if applicable)	
Lead:	LAHSA
Action Steps:	• LAHSA will begin testing new HCC improvements in SPA 4 and 7 and then scale to the rest of the County.

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.

Ongoing Responsibilities

Lead:	LAHSA
Responsibilities:	• Overall implementation of diversion/problem-solving practices throughout the system. • Build strong relationships with various providers including legal, justice and homeless services. • Invest in and implement diversion as a best practice at all levels of homeless service delivery system though training. • Provide fiscal management, technical guidance and data analytics to continuously improve the practice. • Engage with the County to coordinate strategies and participation of relevant departments (DHS, DCFS, Sheriff Dept.)

Lead:	HCID
Responsibilities:	• Monitor impact and technical assistance to providers. • Provide support and capacity building through training and financial capability work for contractors.

Lead:	LAPD
Responsibilities:	• Provide program and technical leadership for jail in-reach efforts.

Lead:	Mayor

Responsibilities:	• Increase community support and neighborhood stabilization efforts to minimize and prevent future risk of homelessness.

Lead:	HACLA
Responsibilities:	• Actively participate in preventing persons receiving Section 8 from entering the homeless system.

Action Steps:	

Lead:	LAHSA
Action Steps:	• Work with Lived Experience Advisory Group to explore opportunities to create formerly homeless support groups to prevent returns to homelessness. • Create and keep current a Prevention/Diversion provider list (intra agency), and Prevention Assistance Flyer (public). • Convene stakeholders to establish data sharing plan for data analysis.
Quarterly Update:	• The Problem-Solving Unit has contacted the Advisory Group Coordinator to have the Lived Experience Advisory Board (LEAB) and the Homeless Youth from Los Angeles (HYFLA) provide insight on diversion and trauma-informed care. • Problem-Solving and Prevention have up to date intra agency staffing lists and public flyers on prevention assistance eligibility, as well as provider and pro-bono legal assistance contact information per service planning area (SPA).
Complete?	• No.

Lead:	LAHSA/HCID
Action Steps:	• Conduct and make available training on prevention and diversion at every level of the homeless assistance system. • Increase diversion staffing at common city entry points.
Quarterly Update:	• The LAHSA Problem-Solving Unit has trained 400 staff from diverse facets of the homeless services system. • LAHSA is in the process of hiring Problem-Solving Specialists who will be co-located at the Family Source Centers.

Complete?	No.

Lead:	LAHSA/Mayor
Action Steps:	• Utilize research and data to improve outcomes and target resources.
Quarterly Update:	• The LAHSA Problem-Solving Unit is tracking Problem-Solving conversations and outcomes from each agency and key-partners on an ongoing basis to provide appropriate technical assistance. • Data on Prevention households served vs. those deemed ineligible are being collected to better serve households experiencing eviction. • The Mayor's Office is working with HCID to implement AB 1482 to prevent unfair evictions, and to ensure the ordinance is fairly implemented and enforced by hiring 20 new employees to oversee the program. • The Mayor's office is working to expand Solid Ground, a prevention program first piloted by the County that provides three months of rental assistance and wraparound services. • The Mayor's Office created LA EnterpRISE, a pilot program that provides workforce training and financial counseling to Angelenos experiencing homelessness or housing instability to become economically self-sufficient.
Complete?	• No.

Lead:	HCID
Action Steps:	• 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.
Quarterly Update:	• There are no updates for this quarter.
Complete?	• No.

Lead:	LAHSA
Action Steps:	• 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.
Quarterly Update:	• LAHSA proposed a shift in 2-1-1 eligibility questions to align further with the Problem-Solving model. • LAHSA and 2-1-1 are collaborating to streamline referrals to designate Problem-Solving Specialists in each SPA.
Complete?	• No

Lead:	LAPD
Action Steps:	• Work with courts to expand prevention and diversion programs.
Quarterly Update:	• There are no current updates at this time.
Complete?	• No

Lead:	LAPD/Mayor
Action Steps:	• Continue/expand successful jail in-reach program.
Quarterly Update:	• The Mayor's office, in Partnership with Council District 1 and LAPD, provide continuous support to the Jail In-Reach Project. • Created Partnerships with LAPD Custody Services Division, Tarzana Treatment Center, SSG, HOPICS, Homeless Health Care LA and City of LA Personnel Department - Medical Services Division.

	• The Jail In-Reach Program achieved 201 CES enrollments, 64% consent to services, and a 70% reduction in rearrests.
Complete?	• Yes

Lead:	All
Action Steps:	• Meet quarterly and continue to assess strategy and update goals and action items as needed.
Quarterly Update:	• There are no current updates at this time.
Complete?	• No

Proposed New Action Steps (if applicable)	
Lead:	Mayor
Action Steps:	• Support identifying a dedicated funding source to continue the LAPD Jail in Reach Project to expand program reach.

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.

Ongoing Responsibilities

Lead:	LAHSA
Responsibilities:	- Strengthen collaboration efforts with supporting agencies and RRH programs by identifying and creating new partnerships. - Identify and maintain inventory of all known and available RRH programs and resources operating within LA CoC regardless of funding source or population served. - Sound fiscal administration to ensure providers and participants have access to timely and fully subsidized rental assistance and other financial assistance when needed. - 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. - 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. - Coordinate Landlord/Property Management Recruitment and Engagement activities to ensure consistency across the LA CoC. - Match participants to RRH resources through the LA County Coordinated Entry System (CES). - 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.

Action Steps:

Lead:	LAHSA
Action Steps:	- Develop plan and timeline of implementation regarding responsibilities of various collaborative departments. - Create a master list of RRH programs and updated contacts.

	• Identify and convene stakeholders to address challenges and identify solutions. • Assist with implementation of responsibilities for service providers, RRH program operators, and system partners.

Quarterly Update:	• Housing Central Command is an initiative that LAHSA has launched to improve the speed and effectiveness of connecting people experiencing homelessness to housing resources. Currently they are planning to test with Permanent Supportive Housing (PSH), then looking at Interim Housing, and will eventually look into RRH.
	• LAHSA's RRH coordinator has continued to update the master list of RRH providers County-wide. RRH programs include the following:
	   o DHS – HJC (which will be sunsetting in June)
	   o Breaking Barriers (justice involved)
	   o LAHSA funded RRH (including CoC, DV-IPV, CES)
	   o SSVF- VA funded RRH
	   o DV/IPV – CAL OES funded RRH
	   o DCFS RRH Bringing families Home program.
	• LAHSA's RRH Coordinator attended policy summits regarding employment and housing. Coordinator listened to public input along with community partners who shared successes and challenges regarding employment and RRH participants. Coordinator and Senior Manager shared pilot programs that involved partnership with workforce development and RRH..
	• RRH Coordinator participated and assisted in CES refinement workshops for both Single Adults and Youth. RRH coordinator was able to hear firsthand concerns and barriers to referring program participants into the RRH program as well as hear about potential solutions to these issues from RRH service providers.
	• The first meeting with the RRH testing and implementation team explored what could be tested. The RRH testing and Implementation team is made up of 14 RRH providers who have volunteered to "test" serving higher acuity folks in RRH. This included discussions around acuity, prioritization, matching, and possible program transfers for program participants who are too high need as well as agreeing to the overall goal for this round of testing.

Complete?	• No.

4.8 - Programs/Systems: Affordable Housing

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

Ongoing Responsibilities

Lead:	HCID
Responsibilities:	• Administer the Affordable Housing Managed Pipeline (AHMP) to finance new affordable units Citywide. • Identify at-risk properties to target the City's preservation efforts. • Assist property owners' awareness in complying with the State Notification requirements at covenant expiration or termination of rental subsidies.

Lead:	CAO
Responsibilities:	• Identify potential City-owned sites for affordable housing.

Action Steps:

Lead:	HCID
Action Steps:	• Prepare and implement Linkage Fee Expenditure Plan. • Minimize Tenant Displacement with At-Risk Affordable Housing Tenant Outreach and Education Services (AAHTOES). • Establish working group to develop Universal Waiting list for Density Bonus units. • Engage HACLA and LAHSA to include ongoing responsibilities and action steps for these departments.

Quarterly Update:	• Linkage Fee revenue was $5,710,562 for the 2nd Quarter, bringing the total balance for FY 20-21 to $9,919,334. Revenues will be allocated as follows:
	   o 15% HCIDLA Administration
	   o 60% new rental construction
	   o 20% preservation
	   o 5% Moderate-income Purchase Assistance Program
	 • Efforts to minimize tenant displacement was provided by the Coalition for Economic Survival (CES), an organization contracted by HCID to interface with tenants, property owners, landlords, or other parties to provide outreach and education to residents of expiring and at-risk affordable housing; also assists

	HCID with monitoring the affordable housing portfolio in an effort to prevent potential tenant displacement. • During FY 2019-20, Q2, tenant outreach and education services were conducted at 18 at-risk properties (including scattered site properties) consisting of 539 restricted and assisted units. Outreach and services provided include property visits, door-to-door canvassing, and/or tenant meetings to advise and assist tenants with notice requirements.
Complete?	• No.

Lead:	CAO
Action Steps:	• Review and assess City-owned sites for affordable housing.
Quarterly Update:	• In Q2, the Asset Management Group of the CAO assessed six properties for A Bridge Home use and five properties as Affordable Housing Opportunity Sites (AHOS).
Complete?	• No.

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Headline Metrics	Notes
1.0 - Governance, Accountability & Budget	10A - Full Funding for Affordable Housing Trust Fund	CAO/CLA/ HCID	Bonds issued for permanent supportive housing and facilities for persons experiencing homelessness	N/A (Annual)	N/A (Annual)	Expansion of supply of affordable and homeless housing	
	10A - Full Funding for Affordable Housing Trust Fund	CAO/CLA/ HCID	Permanent Housing Units Created	0	272	Expansion of supply of affordable and homeless housing	
3.2 - Policy: No Wrong Door	N/A	Personnel	Number of City Staff that received No Wrong Door Training	0	0		
3.2 - Policy: No Wrong Door / 4.3 - Program/Systems: Street Outreach	3B - Develop Encampment Engagement Protocol	BOS	Amount of hazardous materials collected (lbs) (California definition, includes human waste)	N/A	58,128		
	3B - Develop Encampment Engagement Protocol	BOS	Amount of hazardous materials collected (lbs) (Federal definition)	N/A	18,073		
	3B - Develop Encampment Engagement Protocol	BOS	Impoundments from noticed clean ups	N/A	196		
	3B - Develop Encampment Engagement Protocol	BOS	Impoundments from un-noticed clean ups	N/A	96		
	3B - Develop Encampment Engagement Protocol	BOS	Number of encampments	N/A	1,545		
	3A - Standardize First Responder Training for Homeless	LAPD	Number of housing referrals to Los Angeles Homeless Services Authority (LAHSA)	194	150		
	3A - Standardize First Responder Training for Homeless	LAPD	Number of housing referrals to other agencies	17	54		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Headline Metrics	Notes
	3A - Standardize First Responder Training for Homeless	LAPD	Number of officers Citywide having completed Mental Health Intervention Training	Total to Date: 2978	3300		
	3A - Standardize First Responder Training for Homeless	LAHSA	Number of persons placed in permanent housing through contact with HOPE Team	5	0	Number placed in permanent housing	
	3B - Develop Encampment Engagement Protocol	BOS	Number of persons placed in temporary housing	N/A	N/A	Number placed in temporary housing	
	3A - Standardize First Responder Training for Homeless	LAHSA	Number of persons placed in temporary housing through contact with HOPE Team	66	43	Number placed in temporary housing	
	3A - Standardize First Responder Training for Homeless	LAPD	Number of service referrals to Los Angeles Homeless Services Authority (LAHSA)	241	91		
	3A - Standardize First Responder Training for Homeless	LAPD	Number of service referrals to other agencies	81	207		
	3A - Standardize First Responder Training for Homeless	LAPD	Percent of HOPE Officers with MHIT Training	95%	98%		
3.2 - Policy: No Wrong Door / 4.5 - Programs/Systems: Services	3E - Integration with County Health Sobering Centers	LAHSA	Number of clients placed in permanent housing upon discharge from a sobering center	N/A	N/A	Number placed in permanent housing	
	3E - Integration with County Health Sobering Centers	LAHSA	Number of clients placed in temporary housing upon discharge from sobering center	N/A	N/A	Number placed in temporary housing	
3.2 - Policy: No Wrong Door / 4.6 - Programs/Systems: Prevention/Diversion	3D - Expansion of Jail In-Reach	LAPD	Number of people discharged to temporary housing	N/A (Biannual)	N/A	Number placed in temporary housing	

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Headline Metrics	Notes
	3D - Expansion of Jail In-Reach	LAPD	Number of persons identified in custody experiencing homelessness	N/A (Biannual)	N/A		Program on hold due to funding constraints
	3D - Expansion of Jail In-Reach	LAPD	Number of persons in custody entered into CES or provided a referral by a service provider	N/A (Biannual)	N/A		Program on hold due to funding constraints
	3D - Expansion of Jail In-Reach	LAPD	Number of persons in custody interviewed by a service provider	N/A (Biannual)	N/A		Program on hold due to funding constraints
3.3 - Policy: Land Use & Housing	N/A	DCP	Additional housing capacity created through Community Plan Updates and adoption of Transit Neighborhood Plans.	N/A (Biannual)	4400-4600 dwelling units		
	N/A	DCP	Average entitlement timeline for Priority Housing Projects (20% or more affordable units) as compared to all housing projects	N/A (Biannual)	136 days		
	N/A	DCP	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.	N/A (Biannual)	N/A		
	N/A	DCP	Average entitlement timeline for Transit Oriented Communities projects as compared to stand-alone Density Bonus projects	N/A (Biannual)	143		
	N/A	DCP	Number of Community Plan Updates and Transit Neighborhood Plans completed	N/A (Biannual)	1		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Headline Metrics	Notes
	N/A	DCP	Number of existing affordable units identified through Mello Act compliance determinations, upon adoption of Mello Act ordinance	N/A (Biannual)	N/A		
	N/A	DCP	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.	N/A (Biannual)	N/A	Expansion of supply of affordable and homeless housing	
	N/A	DCP	Number of housing units approved through implementation of the Transit Oriented Community (TOC) Program, including the number of affordable units restricted for Extremely Low Income, Very Low Income and Low Income Households.	N/A (Biannual)	4,048 total units, of which 952 are affordable (539 ELI, 113 VLI, 300 LI)	Expansion of supply of affordable and homeless housing	
	N/A	DCP	Number of housing units that do not require Site Plan Review upon adoption of revised Site Plan Review ordinance	N/A (Biannual)	N/A		
7G - Implement Existing & Recommend New CEQA Zoning Reforms	DCP	Number of projects that take advantage of the various CEQA streamlining measures, including the number of total units, affordable housing units and homeless housing units	N/A (Biannual)	15	Expansion of supply of affordable and homeless housing	

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Headline Metrics	Notes
	7K - Development of Second Dwelling Units Pilot Program	DCP	Number of second dwelling units approved upon adoption of City second dwelling unit ordinance	N/A (Biannual)	2425	Expansion of supply of affordable and homeless housing	
	N/A	DCP	Number of supportive housing units approved through implementation of the Interim Motel Conversion ordinance.	N/A (Biannual)	0	Expansion of supply of affordable and homeless housing	
	N/A	DCP	Number of supportive housing units approved through implementation of the Permanent Supportive Housing ordinance.	N/A (Biannual)	0	Expansion of supply of affordable and homeless housing	
	N/A	DCP	Number of transitional housing units approved through implementation of the Interim Motel Conversion ordinance.	N/A (Biannual)	0	Expansion of supply of affordable and homeless housing	
	7G - Implement Existing & Recommend New CEQA Zoning Reforms	DCP	Reductions in development timeframes for projects	N/A	N/A		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Headline Metrics	Notes
3.4 - Policy: Vulnerable Populations	N/A	LAHSA	Length of time from enrollment to housing placement measured by population (gender, DV, TAY, LGBTQ, disabled, ageing, persons with pets)	- By GENDER Female = 246.07; Male = 207.85; Other=139.14; Transgender Female to Male=226.24; Transgender Male to Female=172; Unknown=61.5; - By DV Experience = 208.25; - By TAY = 176.52; - By LGBTQ Bisexual=137.19; Gay=160.58; Lesbian=156.6; - By Disability No=232.68; Yes=210.55; - By Aging=160.73	By Gender: Female = 249; Male = 198; Other=129; Transgender Female to Male=220; Transgender Male to Female=165; By Unknown=57; By DV Experience = 210; By TAY = 180; By LGBTQ: Bisexual=140; Gay=164; Lesbian=152; By Disability No=226; Yes=212; By Aging = 156		
	N/A	LAHSA	Number of DV survivors who exit shelter and are placed in permanent housing.	95	87	Number placed in permanent housing	
	9I - Employment Development for Homeless Individuals with Pets	EWDD	Number of individuals recruited	N/A	19		
	9I - Employment Development for Homeless Individuals with Pets	EWDD	Number of participants placed in transitional jobs program and co-enrolled in WIOA	N/A	211		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Headline Metrics	Notes
	9I - Employment Development for Homeless Individuals with Pets	EWDD	Number of people placed in competitive employment	N/A	N/A		
	N/A	LAHSA	Number of transgender individuals served, employed and housed	577	156		
	9L - Women's Homelessness - Employment Development	EWDD	Number of women employed	3	11	Number who gain employment or enroll in vocational training/education	
	9L - Women's Homelessness - Employment Development	EWDD	Number of women enrolled experiencing homelessness who are unemployed (or who do not report earned income)	76	242		
	9I - Employment Development for Homeless Individuals with Pets	EWDD	Participants provided with retention supports after social enterprise job experience	N/A	N/A		
3.5 - Policy: Skid Row	N/A	Mayor	Number of community meetings attended	5	10		
	N/A	CAO	Number of sites assessed for housing utilization	4	0	Expansion of supply of affordable and homeless housing	
	N/A	CAO	Number of sites assessed for service utilization	2	0		
4.1 - Programs/Systems: Coordinated Entry System (CES)	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Average length of stay in crisis/bridge housing	88	132		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Headline Metrics	Notes
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Average length of stay in crisis/bridge housing (days)	92	110.56		
	N/A	LAHSA	Average need and acuity level of persons or households who have obtained permanent housing (acuity score)	Score (0-3):122 Score (4-7):425 Score (8+):686 Average: 8.3	Score (0-3):98 Score (4-7):376 Score (8+):702 Average:8.41		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Housing retention over the following year	93%	92%	Number who retain housing from the date of placement	
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Length of time from assessment to housing match	Avg: 291.26 Med: 249 Range: 2-1272	Average: 416.5 Median: 382 Range: 2-1371		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Length of time from assessment to housing match (days)	Avg: 222 Med: 177 Range: 19-858	416.5		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Length of time from housing match to actual housing move-in (days)	N/A	N/A		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Headline Metrics	Notes
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Need and acuity level of persons obtaining permanent housing	Score 0-3: 122 Score 4-7: 425 Score 8+: 686 (Average is 8.3)	Average:8.4 Score (0-3): 98 Score(4-7): 376 Score(8+): 702		
	N/A	LAHSA	Number and percent of families receiving prevention services through CES in order to stabilize and maintain existing housing.	Number: 326 Percentage: 8%	Number: 366 Percentage: 0.09	Number who are prevented from becoming homeless or being discharged into homelessness	

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Headline Metrics	Notes
	N/A	LAHSA	Number and types of technical assistance provided to CES System Matchers	74	1 - Matcher's Training 2 - SPA 2 Youth Matcher Onboarding 1- VASH RMS Training 1 - St. Annes RMS Overview w/ SPA 3 Youth Matcher 1- LACDA / Whittier Apartments w/ SPA 7 Family Matcher 1- SPA 5 Youth Matcher Onboarding Part 1 &2		
	N/A	LAHSA	Number of CES participating agencies that applied for and were awarded a capacity building grant	7	4 providers were newly awarded $272,630 to implement capacity building projects		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of families receiving diversion services that do not end up accessing homeless services through diversion efforts	N/A	N/A		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Headline Metrics	Notes
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of families receiving prevention services through CES in order to stabilize and maintain existing housing	326	366	Number who are prevented from becoming homeless or being discharged into homelessness	
	N/A	LAHSA	Number of households matched to permanent supportive housing resources through CES	271	713		
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households screened and matched to a housing resource through CES	271	714		
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households that have moved into housing	2,240	2,326	Number placed in permanent housing	
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of households that receive services from multiple systems	N/A	N/A		
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households who have increased their income by source of income	2,985	3,057	Number who gain employment or enroll in vocational training/education	
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of matches being made from one SPA to another	N/A	N/A		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of referrals being made from one population system to another	N/A	N/A		
	N/A	LAHSA	Number of staff from CES participating agencies that participated in CTA trainings	547	1023		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of TAY screened and matched to a housing resource through CES	37	115		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Headline Metrics	Notes
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of TAY who have moved into housing	274	264	Number placed in permanent housing	
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Percentage of families who were able to successfully prevent imminent homelessness	45%	63%	Number who are prevented from becoming homeless or being discharged into homelessness	
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Percentage of persons that retain housing for 12 months	88%	89%	Number who retain housing from the date of placement	
4.2 - Program/Systems: Shelter	N/A	LAHSA	Average length of stay in interim housing for all exits during the reporting period.	79	81.28		
	7O - Expanding Emergency Shelter and Improving Access	LAHSA	Average length of stay in shelter	87	100		
	N/A	LAHSA	Number of emergency beds added to system	348	No data provided		
	N/A	LAHSA	Number of new sites that become operational	5	No data provided		
	N/A	LAHSA	Number of persons exiting bridge housing to permanent housing	449	602	Number placed in permanent housing	

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Headline Metrics	Notes
	N/A	LAHSA	Number placed in permanent housing	449	602	Number placed in permanent housing	
	N/A	EWDD	Number who gain employment or enroll in vocational training/education	N/A	N/A	Number who gain employment or enroll in vocational training/education	
	7O - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of adults exiting bridge housing to permanent housing	15%	19.5%	Number placed in permanent housing	
	7O - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of participants that see an increase in income	4%	4.4%	Number who gain employment or enroll in vocational training/education	
	7O - Expanding Emergency Shelter and Improving Access	LAHSA	Percent shelter and bridge housing utilization	87%	89%		
	N/A	LAHSA	Persons moved from street to shelter	1645	1906	Number placed in temporary housing	
4.3 - Program/Systems: Street Outreach	N/A	LAHSA	Number of Departments participating in Street/Outreach Strategy Workgroup	N/A	N/A		
	N/A	Mayor	Number of Departments participating in UHRC	20	0		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Headline Metrics	Notes
	N/A	Mayor	Number of new, revised policies/procedures implemented	1	0		
	N/A	LAHSA	Number of people contacted by a City Funded Outreach Team	3486	2124		
	N/A	LAHSA	Number of people engaged by a City Funded Outreach Team	1448	746		
	N/A	LAHSA	Number of people engaged who are linked to a permanent housing resource by City Funded Outreach Teams	6	3	Number placed in permanent housing	
	N/A	LAHSA	Number of people engaged who successfully attain crisis or bridge housing by City Funded Outreach Teams	351	217	Number placed in temporary housing	
	N/A	LAHSA	Number of people provided services or attained referrals by City Funded Outreach Teams	3470	2106		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Headline Metrics	Notes
	N/A	Mayor	Number of people trained in each department	47 LASAN, 60 LAHSA, 45 LAPD	48 LASAN, 60 LAHSA, 45 LAPD		
	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people connected to CES and permanently housed	8	7	Number placed in permanent housing	
	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people connected to CES as measured by a new VI-SPDAT survey through the parking program	42	30		
	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people served	296	206	Number placed in temporary housing	
4.4 - Programs/Systems: Supportive Housing	4E - Supportive Services Standards for Subsidized Housing	HACLA	Number of agencies providing supportive services according to HACLA's definition and quality standards	7	26	Expansion of supply of affordable and homeless housing	
	N/A	HCID/HACLA	Number of households placed into permanent housing through CES	N/A	211	Expansion of supply of affordable and homeless housing	
	N/A	HCID/HACLA	Number of permanent supportive housing units created	N/A	272	Expansion of supply of affordable and homeless housing	
	N/A	HACLA	Percent of vouchers dedicated to permanent supportive housing	0	0		
	N/A	HACLA	Vouchers dedicated to permanent supportive housing	0	0		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Headline Metrics	Notes
4.5 - Programs/Systems: Services	9A - Employ Homeless Adults by Supporting Social Enterprise	EWDD	Number of individuals recruited	295	523		
	9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	EWDD/Personnel	Number of individuals recruited	120	263		
	9C - Employment Development Programs for Homeless Youth	EWDD	Number of individuals recruited	47	523		
	9A - Employ Homeless Adults by Supporting Social Enterprise	EWDD	Number of participants placed in transitional jobs program and co-enrolled in WIOA	250	455		
	9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	EWDD/Personnel	Number of participants placed in transitional jobs program and co-enrolled in WIOA	N/A	No data provided		
	9C - Employment Development Programs for Homeless Youth	EWDD	Number of participants placed in transitional jobs program and co-enrolled in WIOA	28	59		
	9A - Employ Homeless Adults by Supporting Social Enterprise	EWDD	Number of people placed in competitive employment	0	20	Number who gain employment or enroll in vocational training/education	
	9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	EWDD/Personnel	Number of people placed in competitive employment	14	14	Number who gain employment or enroll in vocational training/education	
	9C - Employment Development Programs for Homeless Youth	EWDD	Number of people placed in competitive employment	0	0		
	N/A	LAHSA	Number of persons who have increased their income enrolled in LAHSA-funded programs	2985	3057		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Headline Metrics	Notes
	N/A	LAHSA	Number of programs targeting special and under-represented populations	N/A	N/A		
	N/A	LAHSA	Number of referrals made based on HMIS data	7808	No data provided		
	N/A	LAHSA	Number of trainings hosted for homeless service staff	35	38		
	N/A	LAHSA	Number of trainings offered to LAHSA-contracted service providers	35	38		
9A - Employ Homeless Adults by Supporting Social Enterprise		EWDD	Participants provided with retention supports after social enterprise job experience	0	0		
9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless		EWDD/ Personnel	Participants provided with retention supports after social enterprise job experience	N/A	No data provided		
9C - Employment Development Programs for Homeless Youth		EWDD	Participants provided with retention supports after social enterprise job experience	0	0		
4.6 - Programs/Systems: Prevention/Diversion	N/A	LAHSA	Number of agencies that have implemented diversion practices	16	16		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Headline Metrics	Notes
	N/A	LAHSA	Number of families who were able to successfully prevent imminent homelessness	116	132		
	N/A	LAHSA	Number of homeless people diverted	36	43		
	N/A	LAHSA	Number of persons at imminent risk of experiencing homelessness diverted	21	55		
	N/A	LAHSA	Number of staff who have been trained on diversion practices	50	282		
	N/A	EWDD	Number of youth housed or connected with services	N/A	N/A		
	9E - Homelessness Prevention for Former Foster Care Youth	LAHSA	Number of youth housed or connected with services	N/A	N/A		
	N/A	LAHSA	Number who are prevented from becoming homeless or being discharged into homelessness	726	779		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Headline Metrics	Notes
	N/A	LAHSA	Percentage of persons that return to homelessness	2.3%	3%		
4.7 - Programs/Systems: Rapid Rehousing	7B - Expand Rapid Re-Housing	LAHSA	Days from program entry into Housing	257	220		
	N/A	LAHSA	Days from RRH program entry into housing	257	220		
	7B - Expand Rapid Re-Housing	LAHSA	Increase in income from all sources	944	940	Number who gain employment or enroll in vocational training/education	
	N/A	LAHSA	Number of participants that have moved into rapid re-housing	1888	3552		
	N/A	LAHSA	Number of persons or households currently enrolled in RRH	10890	8426		
	N/A	LAHSA	Number of persons or households newly enrolled	1469	1502		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Headline Metrics	Notes
	N/A	LAHSA	Number of persons that exit to any destination	1460	1331		
	N/A	LAHSA	Number of persons who obtained benefits	100	107		
	N/A	LAHSA	Number of persons who retained permanent housing (for 6 months from date of placement)	1064	1018	Number who retain housing from the date of placement	
	N/A	LAHSA	Number of persons who were referred to employment services	16	18		
	7B - Expand Rapid Re-Housing	LAHSA	Number placed in Permanent Housing	774	1102	Number placed in permanent housing	
	7B - Expand Rapid Re-Housing	LAHSA	Percent retaining housing after 12 months	93%	91%	Number who retain housing from the date of placement	
	7B - Expand Rapid Re-Housing	LAHSA	Total participants enrolled	1469	10348		
	N/A	LAHSA	Total participants enrolled in RRH	1469	10348		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Headline Metrics	Notes
4.8 - Programs/Systems: Affordable Housing	N/A	HCID	Number of affordable housing units produced	0	78	Expansion of supply of affordable and homeless housing	
	N/A	HCID	Number of affordable unit covenants extended	N/A	0	Expansion of supply of affordable and homeless housing	
	7S - Preservation of Affordability Covenants	HCID	Number of at-risk properties and units preserved through Financial & Non-Financial Transactions	0	0	Expansion of supply of affordable and homeless housing	
	7H - Facilitate Utilization of Federal Housing Subsidies	HACLA	Number of Landlord Housing Incentive Payment (HIP) inquiries	110	90		
	7H - Facilitate Utilization of Federal Housing Subsidies	HACLA	Number of landlords receiving incentive payment	182	112	Number placed in permanent housing	
	7S - Preservation of Affordability Covenants	HCID	Number of owners outreached regarding extending affordability covenants or renewal of housing assistance contracts	3 owners/ managers	0		
	7D - Using Public Land for Affordable and Homeless Housing	CAO	Number of sites assessed through AHOS program	0	11		
	7D - Using Public Land for Affordable and Homeless Housing	HCID	Number of sites identified for affordable housing development through HCID process (excludes AHOS Program)	0	0	Expansion of supply of affordable and homeless housing	
	7D - Using Public Land for Affordable and Homeless Housing	CAO	Number of sites identified for affordable housing through AHOS program	0	5		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Headline Metrics	Notes
	7S - Preservation of Affordability Covenants	HCID	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	788	55	Number who are prevented from becoming homeless or being discharged into homelessness	
	N/A	LAHSA	Number who are prevented from becoming homeless of being discharged into homelessness	514	779		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Notes
Expansion of supply of affordable and homeless housing						
1.0 - Governance, Accountability & Budget	10A - Full Funding for Affordable Housing Trust Fund	CAO/CLA/ HCID	Bonds issued for permanent supportive housing and facilities for persons experiencing homelessness	N/A (Annual)	N/A (Annual)	
1.0 - Governance, Accountability & Budget	10A - Full Funding for Affordable Housing Trust Fund	CAO/CLA/ HCID	Permanent Housing Units Created	0	272	
3.3 - Policy: Land Use & Housing	7G - Implement Existing & Recommend New CEQA Zoning Reforms	DCP	Number of projects that take advantage of the various CEQA streamlining measures, including the number of total units, affordable housing units and homeless housing units	N/A (Biannual)	15	
3.3 - Policy: Land Use & Housing	7K - Development of Second Dwelling Units Pilot Program	DCP	Number of second dwelling units approved upon adoption of City second dwelling unit ordinance	N/A (Biannual)	2425	
4.4 - Programs/Systems: Supportive Housing	4E - Supportive Services Standards for Subsidized Housing	HACLA	Number of agencies providing supportive services according to HACLA's definition and quality standards	7	26	
4.8 - Programs/Systems: Affordable Housing	7S - Preservation of Affordability Covenants	HCID	Number of at-risk properties and units preserved through Financial & Non-Financial Transactions	0	0	

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Notes
4.8 - Programs/Systems: Affordable Housing	7D - Using Public Land for Affordable and Homeless Housing	HCID	Number of sites identified for affordable housing development through HCID process (excludes AHOS Program)	0	0	
3.3 - Policy: Land Use & Housing	N/A	DCP	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.	N/A (Biannual)	N/A	
3.3 - Policy: Land Use & Housing	N/A	DCP	Number of housing units approved through implementation of the Transit Oriented Community (TOC) Program, including the number of affordable units restricted for Extremely Low Income, Very Low Income and Low Income Households.	N/A (Biannual)	4,048 total units, of which 952 are affordable (539 ELI, 113 VLI, 300 LI)	
3.3 - Policy: Land Use & Housing	N/A	DCP	Number of supportive housing units approved through implementation of the Interim Motel Conversion ordinance.	N/A (Biannual)	0	
3.3 - Policy: Land Use & Housing	N/A	DCP	Number of supportive housing units approved through implementation of the Permanent Supportive Housing ordinance.	N/A (Biannual)	0	
3.3 - Policy: Land Use & Housing	N/A	DCP	Number of transitional housing units approved through implementation of the Interim Motel Conversion ordinance.	N/A (Biannual)	0	

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Notes
3.5 - Policy: Skid Row	N/A	CAO	Number of sites assessed for housing utilization	4	0	
4.4 - Programs/Systems: Supportive Housing	N/A	HCID/ HACLA	Number of households placed into permanent housing through CES	N/A	211	
4.4 - Programs/Systems: Supportive Housing	N/A	HCID/ HACLA	Number of permanent supportive housing units created	N/A	272	
4.8 - Programs/Systems: Affordable Housing	N/A	HCID	Number of affordable housing units produced	0	78	
4.8 - Programs/Systems: Affordable Housing	N/A	HCID	Number of affordable unit covenants extended	N/A	0	
Number placed in permanent housing						
3.2 - Policy: No Wrong Door / 4.3 - Program/Systems: Street Outreach	3A - Standardize First Responder Training for Homeless	LAHSA	Number of persons placed in permanent housing through contact with HOPE Team	5	0	
3.2 - Policy: No Wrong Door / 4.5 - Programs/Systems: Services	3E - Integration with County Health Sobering Centers	LAHSA	Number of clients placed in permanent housing upon discharge from a sobering center	N/A	N/A	

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Notes
3.4 - Policy: Vulnerable Populations	N/A	LAHSA	Number of DV survivors who exit shelter and are placed in permanent housing.	95	87	
4.1 - Programs/Systems: Coordinated Entry System (CES)	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households that have moved into housing	2,240	2,326	
4.1 - Programs/Systems: Coordinated Entry System (CES)	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of TAY who have moved into housing	274	264	
4.2 - Program/Systems: Shelter	N/A	LAHSA	Number of persons exiting bridge housing to permanent housing	449	602	
4.2 - Program/Systems: Shelter	N/A	LAHSA	Number placed in permanent housing	449	602	
4.2 - Program/Systems: Shelter	7O - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of adults exiting bridge housing to permanent housing	15%	19.5%	
4.3 - Program/Systems: Street Outreach	N/A	LAHSA	Number of people engaged who are linked to a permanent housing resource by City Funded Outreach Teams	6	3	
4.3 -Program/Systems: Street Outreach	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people connected to CES and permanently housed	8	7	
4.7 - Programs/Systems: Rapid Rehousing	7B - Expand Rapid Re-Housing	LAHSA	Number placed in Permanent Housing	774	1102	

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Notes
4.8 - Programs/Systems: Affordable Housing	7H - Facilitate Utilization of Federal Housing Subsidies	HACLA	Number of landlords receiving incentive payment	182	112	
Number placed in temporary housing						
3.2 - Policy: No Wrong Door / 4.3 - Program/Systems: Street Outreach	3B - Develop Encampment Engagement Protocol	BOS	Number of persons placed in temporary housing	N/A	N/A	Data not yet available.
3.2 - Policy: No Wrong Door / 4.3 - Program/Systems: Street Outreach	3A - Standardize First Responder Training for Homeless	LAHSA	Number of persons placed in temporary housing through contact with HOPE Team	66	43	
3.2 - Policy: No Wrong Door / 4.5 - Program/Systems: Services	3E - Integration with County Health Sobering Centers	LAHSA	Number of clients placed in temporary housing upon discharge from sobering center	N/A	N/A	
3.2 - Policy: No Wrong Door / 4.6 - Program/Systems: Prevention/Diversion	3D - Expansion of Jail In-Reach	LAPD	Number of people discharged to temporary housing	N/A (Biannual)	N/A	Data not available. Program on hold.
4.2 - Program/Systems: Shelter	N/A	LAHSA	Persons moved from street to shelter	1645	1906	
4.3 - Program/Systems: Street Outreach	N/A	LAHSA	Number of people engaged who successfully attain crisis or bridge housing by City Funded Outreach Teams	351	217	
4.3 -Program/Systems: Street Outreach	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people served	296	206	
Number who are prevented from becoming homeless or being discharged into homelessness						

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Notes
4.1 - Programs/Systems: Coordinated Entry System (CES)	N/A	LAHSA	Number and percent of families receiving prevention services through CES in order to stabilize and maintain existing housing.	Number: 326 Percentage: 8%	Number: 366 Percentage: 9%	
4.1 - Programs/Systems: Coordinated Entry System (CES)	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of families receiving prevention services through CES in order to stabilize and maintain existing housing	326	366	
4.1 - Programs/Systems: Coordinated Entry System (CES)	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Percentage of families who were able to successfully prevent imminent homelessness	45%	63%	

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Notes
4.8 - Programs/Systems: Affordable Housing	7S - Preservation of Affordability Covenants	HCID	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	788	55	
Number who gain employment or enroll in vocational training/education						
3.4 - Policy: Vulnerable Populations	9L - Women's Homelessness - Employment Development	EWDD	Number of women employed	3	11	
4.1 - Programs/Systems: Coordinated Entry System (CES)	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households who have increased their income by source of income	2985	3057	
4.2 - Program/Systems: Shelter	N/A	EWDD	Number who gain employment or enroll in vocational training/education	N/A	N/A	

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Notes
4.2 - Program/Systems: Shelter	7O - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of participants that see an increase in income	4%	4.4%	
4.5 - Programs/Systems: Services	9A - Employ Homeless Adults by Supporting Social Enterprise	EWDD	Number of people placed in competitive employment	0	20	
4.5 - Programs/Systems: Services	9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	EWDD/ Personnel	Number of people placed in competitive employment	14	14	
4.7 - Programs/Systems: Rapid Rehousing	7B - Expand Rapid Re-Housing	LAHSA	Increase in income from all sources	944	940	
4.1 - Programs/Systems: Coordinated Entry System (CES)	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Housing retention over the following year	93%	92%	
4.1 - Programs/Systems: Coordinated Entry System (CES)	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Percentage of persons that retain housing for 12 months	88%	89%	

Number who retain housing from date of placement

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2019-20	Q2 FY 2019-20	Notes
4.7 - Programs/Systems: Rapid Rehousing	N/A	LAHSA	Number of persons who retained permanent housing (for 6 months from date of placement)	1064	1018	
4.7 - Programs/Systems: Rapid Rehousing	7B - Expand Rapid Re-Housing	LAHSA	Percent retaining housing after 12 months	93%	91%	

Abbreviation	Full Name
AAHTOES	At-Risk Affordable Housing Tenant Outreach and Education Services
ABH	A Bridge Home
ACM	Active Contract Management
ADA	Americans with Disabilities Act
ADU	Accessory Dwelling Unit
AHLF	Affordable Housing Linkage Fee
AHMP	Affordable Housing Managed Pipeline
AHOS	Affordable Housing Opportunity Sites Initiative
AMG	Asset Management Group
AOC	Administrative Oversight Committee
ASD	Department of Animal Services
BOE	Los Angeles Bureau of Engineering
BOS	Los Angeles Bureau of Sanitation
BPW	Board of Public Works
CAO	City Administrative Officer
CBO	Community-Based Organization
CCAT	Core Capacity Assessment Tool
CD	Council District
CEO	Center for Employment Opportunities
CEQA	California Environmental Quality Act
CES	Coordinated Entry System
CH	Chronically Homeless
CLA	Chief Legislative Analyst
CoC	Continuum of Care
CPC	City Planning Commission
CRA/LA	Community Redevelopment Agency Los Angeles
CSD	Custody Services Division
CSH	Corporation for Supportive Housing
CTA	Centralized Training Academy
CWMDM	Countywide Master Data Management
DBS	Los Angeles Department of Building and Safety
DCFS	Los Angeles County Department of Children and Family Services
DCP	Los Angeles Department of City Planning
DDA	Disposition and Development Agreement
DHS	Los Angeles County Department of Health Services
DPH	Los Angeles County Department of Public Health
DMH	Los Angeles County Department of Mental Health
DOD	Los Angeles Department on Disability
DPSS	Los Angeles County Department of Public Social Services
DV	Domestic Violence
DV/HTSO	Domestic Violence/Human Trafficking Shelter Operations
DVA	Domestic Violence Alliance
DV-IPV	Intimate Partner Violence
DWC	Downtown Women's Center
DWP	Los Angeles Department of Water and Power
ELI	Extremely Low Income

Abbreviation	Full Name
ELP	Enterprise Linkages Project
ENAs	Exclusive Negotiating Agreements
ETP	Emergency Transfer Plan
EWDD	Los Angeles Economic and Workforce Development Department
FHP	Flexible Housing Program
FSC	FamilySource Centers
FUP	Family Unification Program
GARE	Government Alliance on Race and Equity
GSD	Los Angeles General Services Department
HACLA	Housing Authority of the City of Los Angeles
HACLB	Housing Authority of the City of Long Beach
HACoLA	Housing Authority of the County of Los Angeles
HAP	Housing Assistance Payment
HCID	Los Angeles Housing and Community Investment Department
HEAP	Homeless Emergency Aid Program
HET	Homeless Engagement Teams
HHAP	Homeless Housing, Assistance, and Prevention Program
HHCLA	Homeless Healthcare Los Angeles
HIMS	Housing Information Management System
HIP	Homeless Incentive Program
HITF	Housing Impact Trust Fund
HMIS	Homeless Management Information System
HOPE	Homeless Outreach and Proactive Engagement
HOPICS	Homeless Outreach Program Integrated Care Systems
HOPWA	Housing Opportunities for Persons with AIDS
HSC	Homeless Strategy Committee
HUD	Department of Housing and Urban Development
HUD-VASH	HUD-Veterans Affairs Supportive Housing
HYFLA	Homeless Youth Forum of Los Angeles
ICLC	Inner City Law Center
ICMS	Intensive Case Management Services
J-SPDAT	Service Prioritization Decision Assistance Tool (Justice involved)
LA:RISE	Los Angeles Regional Initiative for Social Enterprise
LACDA	Los Angeles County Development Authority
LACPA	Los Angeles County Psychological Association
LADOT	Los Angeles Department of Transportation
LAFD	Los Angeles Fire Department
LA-HOP	Los Angeles Homeless Outreach Portal
LAHSA	Los Angeles Homeless Services Authority
LAMC	Los Angeles Municipal Code
LAPD	Los Angeles Police Department
LASAN	Los Angeles Bureau of Sanitation
LASC	Los Angeles Superior Court
LASD	Los Angeles County Sheriff's Department
LAUSD	Los Angeles Unified School District
LC	Learning Community

Abbreviation	Full Name
LEAB	Lived Experience Advisory Board
LI	Low Income
MEU	Mental Evaluation Unit
MFC	Municipal Facilities Committee
MHIT	Mental Health Intervention Training
MIPA	Moderate Income Purchase Assistance Program
MOU	Memorandum of Understanding
NEW	New Economics for Women
NOFA	Notice of Funding Availability
NPHD	Non-Profit Housing Developers
NTP	Notice to Proceed
OPA	Owners Participation Agreement
OPLA	Own a Piece of Los Angeles
P3	Performance Partnership Pilot
PATH	People Assisting the Homeless
PBV	Project Based Voucher
PEHP	Lawyers Preventing and Ending Homelessness Program
PEP	Project Expenditure Plan
PHA	Public Housing Authority
PLUM	Planning and Land Use Management Committee
PRC	California Public Resources Code
PSA	Pupil Service and Attendance
PSH	Permanent Supportive Housing
RAP	The Department of Recreation and Parks
REDF	Robert's Enterprise Development Fund
RFI	Request for Information
RFP	Request for Proposals
RFQ	Request for Quotation
RHAC	Regional Homeless Advisory Council
RMS	Resource Management System
RRH	Rapid Re-Housing
SHLF	Supportive Housing Loan Fund
SIF PFS	Social Innovation Fund Pay for Success
SLO	Senior Lead Officer
SPA	Service Planning Area
SPR	Site Plan Review
SRS	Scopes of Required Services
SSG HOPICS	Special Services for Groups Homeless Outreach Program Integrated Care Systems
SSI	Supplemental Security Income
TA	Technical Assistance
TAY	Transition Age Youth
TCC	The Core Capacity
TCI	Trauma Informed Care
TLHP	Targeted Local Hire Program
TNP	Transit Neighborhood Plans
TOC	Transit Oriented Communities

Abbreviation	Full Name
UHRC	Unified Homelessness Response Center
US DOL	United States Department of Labor
VASH	Veterans Affairs Supportive Housing
VAWA	Violence Against Women Act
VHFHSZ	Very High Fire Hazard Severity Zone
VLI	Very Low Income
WDACS	Los Angeles County Workforce Development, Aging, and Community Services
WLCAC	Watts Labor Community Action Center
WSP	Winter Shelter Program
YCES	Coordinated Entry System for Youth
YFR	Youth Family Reconnection
YHDP	Youth Homelessness Demonstration Program
YRP	Youth Reconnection Program