


CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: December 11, 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 2020-21 First Quarter**

Attached is the Fiscal Year 2020-21 First Quarter (Q1) Enhanced Comprehensive Homeless Strategy (ECHS) Quarterly Performance Report (QPR). This QPR provides the quarterly ECHS metrics data and highlights key accomplishments.

Some of the highlights include:

- The continued implementation of Proposition HHH;
- Expanded Outreach in response to COVID-19;
- State of California Homeless Emergency Aid Program (HEAP);
- State of California Homeless Housing, Assistance, and Prevention Program (HHAP);
- A Bridge Home Program; and
- The COVID-19 Homelessness Roadmap.

This QPR provides data on 125 metrics across 12 strategies for Q1.

REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: December 11, 2020

CAO File No. 0220-05151-0234

Council File No. 17-1001

Council District: All

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

From: Meg Barclay, Homeless Coordinator


Subject: **Enhanced Comprehensive Homeless Strategy – Quarterly Performance Report
Fiscal Year 2020-21 First Quarter (July 1, 2020 – September 30, 2020)****SUMMARY**

This is the performance report for the first quarter (Q1) of Fiscal Year 2020-21 for the Enhanced Comprehensive Homeless Strategy, approved by the Mayor and Council in March 2019 (Attachment 1). The report highlights key accomplishments for the first quarter, provides updates on the State Homeless Emergency Aid Program and Homeless Housing, Assistance, and Prevention Program grants, the A Bridge Home program, and discusses the City's COVID-19 Homelessness Roadmap. It also includes Q1 metrics data.

DISCUSSIONKey Accomplishments – First Quarter (July 1, 2020 – September 30, 2020)

The First Quarter (Q1) updates for each individual strategy are provided in Attachment 2. Key accomplishments in Q1 are discussed below.

- Employment and Problem Solving (Strategy 4.1 – Programs/Systems: Coordinated Entry Systems (CES), Strategy 4.2 – Programs/Systems: Services)
 - The recruitment effort for the homeless services system, led by the Los Angeles Homeless Services Authority (LAHSA), pre-screened 243 candidates and filled 53 vacant positions on behalf of eight (8) service providers.
 - Through the Los Angeles Regional Initiative for Social Enterprise (LA:RISE), 161 participants received subsidized transitional employment with Program Year (PY) 2020-21 funds. The City's General Fund supported 61 of those participants and County Measure H funding supported 100 placements.
 - The Housing and Community Investment Department (HCID) and LAHSA are coordinating to implement the Family Source Center pilot, which provides one (1)

Prevention/Problem-Solving Specialist at eight (8) Family Source Centers across the City.

- Expanded Outreach and Hygiene in Response to COVID-19 (Strategy 4.3 – Programs/Systems: Street Outreach)
 - The United Homeless Response Center (UHRC) is working with Council District (CD) 11 to pilot a program that engages homeless and housed neighbors to volunteer during encampment cleaning days.
 - LAHSA Homeless Engagement Teams (HET) continue to support daily COVID-19 street testing conducted by the Los Angeles Fire Department (LAFD) in Skid Row and homeless encampments across the City. The teams supporting these efforts conduct health assessments for participants seeking testing, distribute masks and other personal protective equipment, distribute food, water and other essential resources, provide referrals and connections to shelter, housing, medical, mental health and other services, and generally facilitate the testing process with LAFD.
 - The Mobile Pit Stop Program continues to service 17 locations and has provided services to 676,240 patrons since August 2019.
 - The Mobile Shower Program has deployed three (3) mobile shower units and the program is servicing 15 locations weekly. 10,966 patrons have been served since the program was launched in August 2019.
- Proposition HHH (Prop HHH) Implementation (Strategy 4.4 - Program/Systems: Supportive Housing)
 - The Housing Authority of the City of Los Angeles (HACLA) issued the Project Based Voucher (PBV) Notice of Funding Availability (NOFA) on July 15, 2020 making an estimated 520 PBVs available for projects that will provide Permanent Supportive Housing (PSH) to homeless and chronically homeless individuals, seniors, families, and transition age youth (TAY).
 - The Prop HHH project Flor 401 Lofts received its Temporary Certificate of Occupancy on September 30, 2020. The project has 99 total units, 49 of which are PSH units.
 - The City closed financing and began construction on three (3) Prop HHH projects. This represents \$23,200,000 in Prop HHH proceeds for 187 total units, 134 of which are PSH units.

Homeless Emergency Aid Program

On October 3, 2018, the City executed a grant agreement with the State for the \$85,013,607 Homeless Emergency Aid Program (HEAP) grant. The grant has earned a total of \$1,539,891.78 in interest through September 30, 2020. The HEAP Seventh Quarterly Report, pending Mayor and Council approval, will commit a total of \$86,419,078.75, or 99.8 percent of the HEAP allocation (including interest). A total of \$61,224,322 or 70.8 percent of the HEAP grant, including earned interest has been expended.

Table 1 provides the total commitments and expenditures in the HEAP Seventh Quarterly report.

Table 1. Status of HEAP Commitments and Expenditures through September 30, 2020

Activity Category		Amount	Total Funds Committed	Uncommitted Funds Remaining	Expended	Unexpended
1	Capital and Operating Support – A Bridge Home	\$52,539,178.73	\$52,539,178.73	\$0.00	\$41,784,741.83	\$10,754,436.90
2	Capital and Operating Support – Skid Row	\$20,000,000.00	\$19,865,579.97	\$134,420.03	\$9,662,313.08	\$10,337,686.92
3	Capital, Operating, Services – Citywide	\$8,178,003.77	\$8,178,003.77	\$0.00	\$6,472,958.19	\$1,705,045.58
4	Youth Set-Aside	\$3,624,067.55	\$3,624,067.55	\$0.00	\$2,012,510.00	\$1,611,557.21
5	Administrative Costs	\$2,212,248.73	\$2,212,248.73	\$0.00	\$1,291,798.60	\$920,450.13
Total		\$86,553,498.78	\$86,419,078.75	\$134,420.03	\$61,224,321.70	\$25,329,176.74

* Includes \$1,539,891.78 of interest earnings through September 30, 2020.

Homeless Housing, Assistance, and Prevention Program

The City’s \$117,562,500 Homeless Housing, Assistance, and Prevention (HHAP) Program allocation was 49 percent committed as of September 30, 2020. The second quarter (Q2) Enhanced Comprehensive Homeless Strategy (ECHS) quarterly performance report will provide an update on HHAP commitments for the COVID-19 Homelessness Roadmap.

A Bridge Home

Nine (9) new A Bridge Home (ABH) sites with 754 beds opened in Q1. These include: Raymer Street in CD 2 – 85 beds; Van Nuys in CD 2 – 100 beds; Riverside Drive in CD 4 – 100 beds; Aetna in CD 6 – 70 beds; Sylmar Armory in CD 7 – 85 beds; Western Avenue in CD 10 – 15 beds; Civic Center in CD 14 – 99 beds; Beacon Street in CD 15 – 100 beds; and Eubank Avenue in CD 15 – 100 beds.

In Q1, the ABH Program served 1,572 people. Residents at ABH sites stayed 148 days, on average, compared to a system-wide average of 109 days in Bridge Housing Programs. The A Bridge Home (ABH) Program is not like other Bridge Housing Programs. In a typical Bridge Housing Program, participants are matched to the program through CES, and often have spent time in another interim housing facility before entering Bridge Housing. ABH site participants access the sites(s) directly from the street, based on their proximity to each ABH facility. Many of these participants have compounding physical ailments, traumatic experience, and/or are living with a mental illness. This can create additional challenges in adjusting to life in a shelter, which may contribute to longer stays in ABH. While ABH participants are largely eligible for housing resources through CES, the system lacks sufficient resources to match the number of people who qualify for these placements, resulting in extended stays within the program.

COVID-19 Homelessness Roadmap

On June 16, 2020, the City reached an agreement with the County of Los Angeles (County) to develop an additional 6,700 homeless interventions in the City COVID-19 Homelessness Roadmap (Roadmap) to address the COVID-19 emergency within 18 months. The agreement establishes the following milestones:

- Completing 700 beds in existing agreements with the County within 10 months;
- Establishing 5,300 new beds within 10 months; and
- Establishing an additional 700 new beds within 18 months.

6,000 of these interventions must be new beds, which are not included in any existing agreements between the City and the County. The target population for this effort includes people experiencing homelessness in the City who are:

- Living within 500 feet of freeway overpasses, underpasses, or ramps;
- 65 years of age or older; or
- Otherwise vulnerable.

To date, 7,549 total roadmap interventions have been approved. Of these interventions, 1,329 are completed, 3,220 are in progress, and 3,000 are rapid rehousing/shared housing interventions being implemented by LAHSA.

Enhanced Comprehensive Homeless Strategy Metrics

The Comprehensive Homeless Strategy (CHS) metrics framework was approved in June 2017 (C.F. 15-1138-S25). The framework is comprised of strategy-level and headline metrics. 156 strategy-level metrics were scheduled to be reported under the ECHS: 84 continuing metrics from the original CHS, and 72 new metrics. Departments reported that data for 16 of these metrics is not available, and 15 metrics are biannual or annual metric(s) and not reported in Q1. Attachment 3 provides strategy-level data for 125 metrics and Attachment 4 summarizes strategy-level data by headline metrics.

The City Homeless Coordinator and the Chief Legislative Analyst began working with Strategy Leads to develop performance goals for each Strategy in alignment with ECHS headline metrics. Additionally, the City Homeless Coordinator is participating in a working group, led by CD 2 and HCID, to align ECHS metrics with the performance data HCID collects for LAHSA's contracts (C.F. 20-1151).

Data associated with each headline metric is summarized as follows:

- Expansion of supply of affordable and homeless housing:
 - 134 Housing and Community Investment Department (HCID)-financed permanent supportive units (Strategy 4.4) and 50 affordable units (Strategy 4.8) were completed.

- HACLA reported a total of 26 agencies providing supportive services according to their definition and quality standards (Strategy 4.4).
- Number placed in permanent housing:
 - 2,339 households were placed in permanent housing through interactions with LAHSA contractors (Strategy 3.2, 3.4, 4.1, 4.2, 4.3, 4.7, and 4.8). This reflects a nearly three (3) percent decrease from FY 2019-20 Fourth Quarter (FY 2019-20 Q4) data.
 - Of all adults exiting interim housing, 13 percent exited to permanent housing, a 55 percent decrease from the 29 percent in FY 2019-20 Q4. Lower placements has been a consistent trend in the first quarter of the FY, than the last quarter of the FY, likely due to delays in data collection from service providers. The City Homeless Coordinator will continue to monitor this metric (Strategy 4.2).
- Number placed in temporary housing:
 - 2,591 of unsheltered individuals moved into shelter. This was a 36 percent increase from 1,906 in FY 2019-20 Q4 (Strategy 4.2).
 - 435 individuals were served through the Safe Parking Program, an increase from 155 (180 percent) in FY 2019-20 Q4. (Strategy 4.3).
- The average length of stay in crisis/bridge housing increased from 124 days in FY 2019-20 Q4 to 166 days for individuals (Strategy 4.1). The increase in the length of stay is likely due to COVID-19.
 - For those who exited the program, the average length of stay was 147 days.
 - For those who remain enrolled in the program, the average length of stay was 174 days (Strategy 4.2).
 - In the past, this data has been reported as average length of stay for people exiting the program. As a part of the data refinement efforts, LAHSA now provides the average length of stay for all participants, the average length of stay for those who exit, and the average length of stay for participants who remain enrolled in the program.
- Number who are prevented from becoming homeless or being discharged into homelessness:
 - There was a 38 percent decrease in the number of families receiving prevention services through CES to stabilize and maintain existing housing from 366 in FY 2019-20 Q4 to 226.
 - The decrease in families accessing these benefits is largely attributed to the eviction moratorium. LAHSA anticipates this number to increase significantly should it expire (Strategy 4.1).
 - 95 percent of families were able to prevent imminent homelessness, an increase from 64 percent in FY 2019-20 Q4.

- Number who gain employment or enroll in vocational training/education:
 - 2,778 households have increased their income through participation in CES (Strategy 4.1). This is a three (3) percent decrease from 2,870 in FY 2019-20 Q4.
 - Two (2) percent of emergency shelter participants saw an increase in income, a decrease from three and one half (3.5) percent in FY 2019-20 Q4 (Strategy 4.2).
 - Zero (0) people who identified as homeless or formerly homeless were hired by the City of Los Angeles through the targeted local hiring program (Strategy 4.5).

- Number who retain housing from date of placement:
 - 88 percent of persons retained their housing for 12 months through efforts to strengthen CES technology, staffing and standardization, a one (1) percent decrease from FY 2019-20 Q4 (Strategy 4.1).
 - 90 percent of households had retained housing for 12 months through integration and strengthening of family and TAY CES (Strategy 4.1). This is a decrease from 93 percent in FY 2019-20 Q3 and Q4.

The Department of Economic and Workforce Development (EWDD) has requested the addition of the following metric under Strategy 4.2 – Programs/Systems: Shelter beginning in Q2 of Fiscal Year (FY) 2020-21:

- Number of A Bridge Home residents who have received job readiness and employment services.

Additionally, as part of the effort to refine the data reported for the ECHS, EWDD has requested the removal of the following metric under Strategy 4.5 – Programs/Systems: Services because the data is not available:

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

Attachments

1. Comprehensive Homeless Strategy Structure
2. Comprehensive Homeless Strategy First Quarter (Q1) Strategy Briefs
3. Comprehensive Homeless Strategy First (Q1) Metrics – Strategy-level Report
4. Comprehensive Homeless Strategy First (Q1) – Headline Summary
5. Index of Abbreviations

RHL:YC:MB:HR: 16210011

Attachment 1: Enhanced CHS Structure



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

4.0 PROGRAMS / SYSTEMS

3.1 INTERIM

3.3 LAND USE / HSG

4.1 COORDINATED ENTRY SYSTEMS (CES)

4.5 SERVICES

3.2 NO WRONG DOOR

3.4 VULNERABLE POPULATIONS*

4.2 SHELTER

4.6 PREVENTION / DIVERSION

3.5 PLACE-BASED STRATEGY, SKID ROW

4.3 STREET / OUTREACH

4.7 RAPID REHOUSING (RRH)

4.4 SUPPORTIVE HOUSING (SH)

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 Los Angeles Homeless Services Authority (LAHSA) Joint Powers Authority (JPA) agreement, if necessary, to ensure the highest and best delivery of services to homeless residents.

Quarterly Update:

- The Homeless Strategy Committee (HSC) held three (3) meetings during the first quarter (Q1) of Fiscal Year (FY) 2020-21.
- Strategy leads provided updates on individual Enhanced Comprehensive Homeless Strategy (ECHS) strategies as follows:
 - August 27, 2020 – 3.2: No Wrong Door, Presentation by the Personnel Department and Mayor’s Office of Public Engagement.
 - September 24, 2020 – 4.2: Shelter, Presentation by the Los Angeles Homeless Services Authority (LAHSA).

	<ul style="list-style-type: none"> • The HSC forwarded three (3) reports to the Mayor and City Council for consideration. • At this time, no amendments are recommended to the strategy or the LAHSA JPA.
Complete?	<ul style="list-style-type: none"> • No.

Lead:	CAO
Action Steps:	<ul style="list-style-type: none"> • 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 Homeless Strategy Committee (HSC) meetings. • Track and report the status of City funds allocated for homelessness, including City General Fund allocations, Proposition HHH (Prop HHH), and State Homeless Emergency Aid Program (HEAP).
Quarterly Update:	<ul style="list-style-type: none"> • The City Administrative Officer (CAO) reports quarterly on the implementation of the State Homeless Emergency Aid Program (HEAP). • The CAO maintains a schedule of HSC meetings and agenda items to ensure consistent review of the ECHS.
Complete?	<ul style="list-style-type: none"> • No.

Lead:	CAO/Mayor/CLA
Action Steps:	<ul style="list-style-type: none"> • Establish Department and external stakeholder engagement communications plan. • Advocate for additional homeless funding from the State and Federal Government and philanthropic organizations.
Quarterly Update:	<ul style="list-style-type: none"> • The CAO is administering \$200 million in Federal Coronavirus Relief Funds (CRF) for homeless projects. • Additional funding advocacy is ongoing.
Complete?	<ul style="list-style-type: none"> • No.

Lead:	CAO/LAHSA
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Action Steps:	<ul style="list-style-type: none"> Periodically evaluate the need for available funding for services, affordable housing, and permanent supportive housing.
Quarterly Update:	<ul style="list-style-type: none"> The evaluation of the need for funding for services, affordable housing and supportive housing is ongoing.
Complete?	<ul style="list-style-type: none"> No.

Lead:	CAO/CLA
Action Steps:	<ul style="list-style-type: none"> Report on opportunities to coordinate with the Los Angeles Unified School District (LAUSD) to provide services to students and families who are homeless or at risk of homelessness.
Quarterly Update:	<ul style="list-style-type: none"> No updates.
Complete?	<ul style="list-style-type: none"> No.

Lead:	CLA
Action Steps:	<ul style="list-style-type: none"> Establish a collaborative regional intergovernmental relationship with Councils of Government, the Southern California Association of Governments (SCAG), and the League of California Cities to coordinate homeless services, including shelter and housing resources and strategies across multiple jurisdictions.
Quarterly Update:	<ul style="list-style-type: none"> No updates.
Complete?	<ul style="list-style-type: none"> No.

Lead:	LAHSA
Action Steps:	<ul style="list-style-type: none"> Provide data on homeless system performance and report to City Homeless Coordinator and HSC are requested.
Quarterly Update:	<ul style="list-style-type: none"> LAHSA provides metrics data for the ECHS quarterly report.
Complete?	<ul style="list-style-type: none"> No.

2.0 - Planning, Coordination, Modeling & Prioritization

Goal: Utilize available data to identify milestones and priorities for Enhanced Comprehensive Homeless Strategy (ECHS) implementation.

Ongoing Responsibilities:

Lead:	HSC
Action Steps:	<ul style="list-style-type: none"> Review data analysis findings and make recommendations to the Mayor and City Council.
Lead:	CAO/CLA/LAHSMA/Mayor
Action Steps:	<ul style="list-style-type: none"> Review existing Los Angeles Homeless Services Authority (LAHSA) and County of Los Angeles (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 Homeless Strategy Committee (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:	<ul style="list-style-type: none"> Establish working group with the Chief Legislative Analyst (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:	<ul style="list-style-type: none"> No update.
Complete?	<ul style="list-style-type: none"> No.

Lead:	CLA/Mayor
Action Steps:	<ul style="list-style-type: none"> Participate in data working group.
Quarterly Update:	<ul style="list-style-type: none"> No update.
Complete?	<ul style="list-style-type: none"> No.

Lead:	LAHSA
Action Steps:	<ul style="list-style-type: none"> • Participate in data working group. • Provide data as needed and allowable in response to working group requests.
Quarterly Update:	<ul style="list-style-type: none"> • No update.
Complete?	<ul style="list-style-type: none"> • 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/LAHSAs
	<ul style="list-style-type: none"> On an as needed basis, identify critical short- and medium-term needs.
Responsibilities:	<ul style="list-style-type: none"> Present to the Homeless Strategy Committee (HSC) with recommended actions necessary to address the unanticipated need with recommended interim strategy.

Lead:	CAO
Responsibilities:	<ul style="list-style-type: none"> Facilitate departmental coordination to establish interim strategies to address critical short- and medium-term needs.

Lead:	EWDD
Responsibilities:	<ul style="list-style-type: none"> Support efforts to ensure homeless service agencies' workforce professional development needs are met.

Action Steps:

Lead:	EWDD
	Professional development and recruitment for homeless services agencies:
Action Steps:	<ul style="list-style-type: none"> Facilitate the Los Angeles Homeless Services Authority (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:	<ul style="list-style-type: none"> No updates.
Complete?	<ul style="list-style-type: none"> No.

Lead:	CAO
Action Steps:	<p>A Bridge Home (ABH):</p> <ul style="list-style-type: none"> Identify capital and operations funding for the final ABH sites under construction and feasibility review. <p>Homeless Roadmap:</p> <ul style="list-style-type: none"> Oversee the implementation of the Homeless Roadmap.
Quarterly Update:	<ul style="list-style-type: none"> A Bridge Home: <ul style="list-style-type: none"> The Mayor and City Council approved \$1,286,000.04 from Federal Covid-19 Relief Funds (CRF) for the tenant improvements for the family site located at 3061 Riverside Dr. in Council District (CD) 4 on September 18, 2020 (C.F. 20-0841) and \$469,126.96 from the Homeless Emergency Aid Program (HEAP) on September 28, 2020 (C.F. 19-0628). This project is the final project requiring funding as part of the A Bridge Home program. Homeless Roadmap: <ul style="list-style-type: none"> As of Q1, 7,549 total interventions have been approved. Of these interventions, 1,329 are completed, 3,220 are in progress, and 3,000 are rapid rehousing/shared housing interventions being implemented by LAHSA.
Complete?	<ul style="list-style-type: none"> No.

Lead:	All
Action Steps:	<ul style="list-style-type: none"> Meet as needed to assess the need for additional interim strategies or recommend designating existing interim strategies as completed.
Quarterly Update:	<ul style="list-style-type: none"> No updates.
Complete?	<ul style="list-style-type: none"> No.

3.2 - Policy: No Wrong Door	
<p>Goal: Communicate a system-wide policy for No Wrong Door approach (Expansion of “No Wrong Door” Informational Campaign Citywide).</p>	
Ongoing Responsibilities	
<p>Lead:</p>	<p>Personnel</p> <ul style="list-style-type: none"> • 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.”
<p>Responsibilities:</p>	<ul style="list-style-type: none"> • 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.
<p>Lead:</p>	<p>HSC</p> <ul style="list-style-type: none"> • Review and provide feedback on “No Wrong Door” campaign content.
<p>Responsibilities:</p>	<ul style="list-style-type: none"> • Assist with marketing the “No Wrong Door” concept to other City Departments or other agencies.
<p>Lead:</p>	<p>BOS</p>
<p>Responsibilities:</p>	<ul style="list-style-type: none"> • Identify Bureau of Sanitation (BOS) facilities as “No Wrong Door” facilities and implement “No Wrong Door” strategy.
<p>Lead:</p>	<p>LAHSA</p> <ul style="list-style-type: none"> • 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.
<p>Responsibilities:</p>	<ul style="list-style-type: none"> • Assist in developing messaging around access to the Coordinated Entry System (CES) and the broader resources available to support participants in City services who are experiencing or at risk of homelessness.
<p>Lead:</p>	<p>LAPD/RAP/Mayor</p>

Responsibilities:	<ul style="list-style-type: none"> Identify department buildings as “No Wrong Door” facilities and implement “No Wrong Door” strategy.
Action Steps:	
Lead:	HSC
Action Steps:	<ul style="list-style-type: none"> Assist Personnel in marketing "No Wrong Door" informational campaign to other City departments and possibly outside agencies like the County of LA.
Quarterly Update:	<ul style="list-style-type: none"> On August 27, 2020, the Homeless Strategy Committee (HSC) received a presentation from the Personnel Department and Mayor’s Office about the latest “No Wrong Door” informational campaign.
Complete?	<ul style="list-style-type: none"> No.
Lead:	
Lead:	BOS/LAPD
Action Steps:	<ul style="list-style-type: none"> 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:	<ul style="list-style-type: none"> The Los Angeles Police Department (LAPD) Homeless Outreach and Proactive Engagement (HOPE) units continued to work with Los Angeles Homeless Services Authority (LAHSA) and BOS to provide homeless outreach. Currently there are 46 Police Officers and four (4) Sergeants assigned to HOPE units citywide. One LAPD Lieutenant II and three (3) 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 (2) classes per Deployment Period. A total of 3,779 LAPD officers have received this training as of September 30, 2020. As of September 30, 2020, a total of 4,569 Naloxone kits have been distributed to LAPD field operations and the Department has deployed Naloxone 26 times, rendering lifesaving aide to 23 individuals suffering from an opioid overdose. Currently the Department’s specialized Skid Row unit, known as Resources Enhancement Services Enforcement Team (RESET), consists of 50 Police Officers, five (5) Sergeant Is, one (1) Sergeant II, and one (1) Lieutenant I.

3.2 - Policy: No Wrong Door

	<ul style="list-style-type: none"> • In October 2019, LAPD added the No Wrong Door website link to the public webpage. • No Wrong Door flyers and business cards have been delivered to all Area stations. Currently they are being distributed by Senior Lead Officers at each Area. Due to COVID-19, in the beginning of April 2020, all LAPD Station lobbies were closed to the public. Once the lobbies reopen, the flyers and business cards will be distributed from the lobby desks as well.
Complete?	<ul style="list-style-type: none"> • No.

Lead:	LAHSA
Action Steps:	<ul style="list-style-type: none"> • Provide expertise in refinement and development of informational materials that are effective in connecting homeless with right resources. • The Los Angeles Homeless Services Authority (LAHSA) will assist in developing messaging around access to the CES and the broader resources available to support participants experiencing or at risk of homelessness.
Quarterly Update:	<ul style="list-style-type: none"> • LAHSA continues to support the City in connecting people experiencing homelessness to the most appropriate system “front doors.” • COVID-19 has impacted many services for those experiencing homelessness and LAHSA has seen service provisions get largely back to pre-pandemic levels, with significant new resources being provided, including Project RoomKey and street based COVID-testing.
Complete?	<ul style="list-style-type: none"> • No.

Lead:	Mayor
Action Steps:	<ul style="list-style-type: none"> • 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. • Approve the final version of the brochure and distribute hard copies of the brochure and business card after they are provided.
Quarterly Update:	<ul style="list-style-type: none"> • The final version of the No Wrong Door brochure has been approved and received and is being distributed throughout the City.
Complete?	<ul style="list-style-type: none"> • No.

Lead:	Personnel
Action Steps:	<ul style="list-style-type: none"> • 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 Los Angeles Homeless Outreach Portal (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:	<ul style="list-style-type: none"> • The revised No Wrong Door flyers and information cards have been printed and added to the No Wrong Door webpage. Copies of the flyer have been delivered to staff with Rec and Parks, LAPD, and the Mayor's Office and are currently being distributed at public counters. • The Library has requested that the delivery of flyers and information cards to their locations be delayed until they reopen to the public. In addition, posters were sent to Rec and Parks so that they can be posted at locations where materials are available to the public. • The training project is on hold by the Mayor's Office.
Complete?	<ul style="list-style-type: none"> • No.

Lead:	RAP
Action Steps:	<ul style="list-style-type: none"> • 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.

3.2 - Policy: No Wrong Door

	<ul style="list-style-type: none">• Add "No Wrong Door" website link to department website.
Quarterly Update:	<ul style="list-style-type: none">• Updated Flyers and information cards have been delivered to recreation centers. Posters have been posted to public counters where the materials are being distributed.
Complete?	<ul style="list-style-type: none">• Yes.

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:	<ul style="list-style-type: none"> • 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:	<ul style="list-style-type: none"> • 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 (DB) ordinance to streamline approval process and provide new incentives. • Revise Site Plan Review (SPR) ordinance to streamline approval process for housing developments. • Adopt and implement revised Accessory Dwelling Unit (ADU) 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 (IMC) 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 (PSH) ordinance and propose amendments as needed

	<p>to further facilitate and streamline the development of supportive housing.</p> <ul style="list-style-type: none"> • Adopt and implement Mello Act ordinance. • Adopt and implement new California Environmental Quality Act (CEQA) thresholds and complete Senate Bill (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:	<ul style="list-style-type: none"> • The Department of City Planning (DCP) continues to monitor and report regularly on affordable housing production, including quarterly updates to the Department's interactive housing dashboard, available online at: https://planning.lacity.org/resources/housing-reports. • During this quarter, DCP continued work to update the Density Bonus Ordinance, and began preparing for public outreach to begin in early 2021. This update may include an amendment to the City's Site Plan Review (SPR) ordinance, which could change the threshold for SPR projects that require discretionary review. • DCP continues to assist the Los Angeles Department of Building and Safety (LADBS) to implement new state ADU regulations and the City's recently adopted ADU ordinance. During this quarter, City Planning staff hosted an ADU training for Historic Preservation Overlay Zone (HPOZ) Board members. • DCP continues to coordinate with relevant Departments and Agencies to monitor potential barriers to the development of shelters for the homeless. • DCP continues to implement and monitor the effectiveness of the IMC Ordinance. • DCP continues to implement and monitor the effectiveness of the PSH Ordinance. • During this quarter, DCP hosted a staff-level public hearing for the proposed Mello Act ordinance. • During this quarter, DCP released a revised draft of the Downtown Community Plan and the Draft Environmental Impact Report. Staff also held a number of outreach events including virtual office hours and virtual small group meetings.
Complete?	<ul style="list-style-type: none"> • 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:	<ul style="list-style-type: none"> Pursue policy development that lead toward minimizing homelessness for these vulnerable populations.

Lead:	DVA
Responsibilities:	<ul style="list-style-type: none"> 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 Domestic Violence (DV) survivors.

Lead:	EWDD
Responsibilities:	<ul style="list-style-type: none"> 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:	<ul style="list-style-type: none"> Asset management and needs assessment(s) to evaluate accessibility/aging in place for aging persons and persons with disabilities.

Lead:	LAHSA/HCID
Responsibilities:	<ul style="list-style-type: none"> Ongoing evaluation of homeless programs and service accessibility for vulnerable-population identified in this strategy.

Lead:	LAHSA
Responsibilities:	<ul style="list-style-type: none"> 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:	<ul style="list-style-type: none"> Develop and implement a citywide policy of serving survivors of domestic violence and explore how to best deploy flexible funding targeted at DV survivors.
Quarterly Update:	<ul style="list-style-type: none"> The recent receipt of Community Services Block Grant (CSBG) Coronavirus Aid, Relief, and Economic Security (CARES) funds incorporated the recommendations of the Domestic Violence (DV) community to best address and advocate for impactful usage of these funds to assist DV survivors. The program assists clients transitioning to permanent housing and providing support services and assistance for clients already struggling and exponentially affected by the pandemic.
Complete?	<ul style="list-style-type: none"> No.
Lead:	LAHSA
Action Steps:	<ul style="list-style-type: none"> 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:	<ul style="list-style-type: none"> No update.
Complete?	<ul style="list-style-type: none"> No.
Lead:	LAHSA/HCID
Action Steps:	<ul style="list-style-type: none"> 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.

	<ul style="list-style-type: none"> 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:	<ul style="list-style-type: none"> The Housing and Community Investment Department (HCID) is working with the Los Angeles Homeless Services Authority (LAHSA) to implement a “Problem Solving” program at eight FamilySource Centers (FSC). Training was provided to FSC staff by LAHSA earlier in the year, however due to COVID-19, no placements have been made. HCID is implementing the expansion of “Solid Ground”, a homelessness prevention program targeting 500 vulnerable households.
Complete?	<ul style="list-style-type: none"> No.
Lead:	LAHSA/DVA
Action Steps:	<ul style="list-style-type: none"> Advance goals and recommendations made by the Los Angeles Homeless Services Authority (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:	<ul style="list-style-type: none"> No updates.
Complete?	<ul style="list-style-type: none"> No.
Lead:	LAHSA/EWDD
Action Steps:	<ul style="list-style-type: none"> 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:	<ul style="list-style-type: none"> To date, a total of 161 Los Angeles Regional Initiative for Social Enterprise (LA:RISE) participants received subsidized transitional employment with Program Year (PY) 2020-21 funds: 61 with City General Fund dollars and 100 with County Measure H dollars. The LA:RISE partners include 14 social enterprises (SE) and

	<p>transitional employment providers, five (5) WorkSource Center (WSC) partners, and two (2) specialized retention providers.</p> <ul style="list-style-type: none"> • LA:RISE Partners have experienced on boarding and recruitment delays due to health and safety concerns for partner staff and participants. For example, clients in group-homes face pressures not to leave their home for fear of exposing their housemates, or are not permitted to leave during an outbreak; clients avoid public transportation to get to SE/WSC further limiting transportation options. • LA:RISE Partners are experiencing economic impacts due to COVID-19, especially those employing organizations that are impacted by the public health safety measures such as cafes, restaurants, and food service. The result is a reduction in transitional jobs and increased difficulty to place participants into competitive employment. Some have a need for alternative work sites. • LA:RISE Partners have adapted their program design to employ and serve LA:RISE participants in response to the pandemic, which includes incorporating virtual intake and training into the program design. • Due to limited in-person meetings and technology issues, partners have had difficulty connecting with participants during the pandemic, which has also resulted in increased financial hardship for clients, resulting in staff experience a gap in communication drop off from clients due to disconnected phone lines or a participant having limited technology skills. • LA:RISE continues efforts to implement a coordinated outreach strategy to better link the LA:RISE service providers with A Bridge Home (ABH) sites and Project RoomKey (PRK) sites. Each LA:RISE social enterprise has been matched with a specific ABH site based on geography, target populations (youth, women, adults), and pre-existing relationships. The goal is to provide job readiness workshops and employment services, and when appropriate, enroll clients into LA:RISE transitional employment opportunities.
Complete?	<ul style="list-style-type: none"> • No.

Lead:	ASD
Action Steps:	<ul style="list-style-type: none"> • Ensure compliance citywide policy on serving homeless people with pets.
Quarterly Update:	<ul style="list-style-type: none"> • No updates provided.
Complete?	<ul style="list-style-type: none"> • No.

Lead:	All
Action Steps:	<ul style="list-style-type: none">• Create data-sharing working group to look at gaps in data.
Quarterly Update:	<ul style="list-style-type: none">• No update.
Complete?	<ul style="list-style-type: none">• 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:	<ul style="list-style-type: none"> • 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:	<ul style="list-style-type: none"> • 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:	<ul style="list-style-type: none"> • 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:	<ul style="list-style-type: none"> • Develop strategy for Skid Row Long-Term Planning and make recommendations to Mayor and Council.

Action Steps:

Lead:	CAO
Action Steps:	<ul style="list-style-type: none"> • Conduct assessment of properties and physical site for various housing and service interventions. • Identify placement(s) for storage programming.
Quarterly Update:	<ul style="list-style-type: none"> • No update.

Complete?	<ul style="list-style-type: none"> No.
Lead:	DCP
Action Steps:	<ul style="list-style-type: none"> 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:	<ul style="list-style-type: none"> No update.
Complete?	<ul style="list-style-type: none"> No.
Lead:	HSC
Action Steps:	<ul style="list-style-type: none"> 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:	<ul style="list-style-type: none"> No update.
Complete?	<ul style="list-style-type: none"> No.
Lead:	Mayor/CD 14/HSC
Action Steps:	<ul style="list-style-type: none"> 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.
Quarterly Update:	<ul style="list-style-type: none"> No update.
Complete?	<ul style="list-style-type: none"> No.
Lead:	Mayor
Action Steps:	<ul style="list-style-type: none"> 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.

	<ul style="list-style-type: none"> • 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:	<ul style="list-style-type: none"> • No update.
Complete?	<ul style="list-style-type: none"> • No.

4.1 - Programs/Systems: Coordinated Entry System (CES)	
<p>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.</p>	
Ongoing Responsibilities	
Lead:	LAHSA
Responsibilities:	<ul style="list-style-type: none"> • Developing procedures, tools, and trainings needed to effectively implement Coordinated Entry System (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, Transition Age Youth (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:	<ul style="list-style-type: none"> • 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 Core Capacity Assessment Tool (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 Service Planning Area (SPA) data collection.

<p>Quarterly Update:</p>	<ul style="list-style-type: none"> • Provide technical assistance to CES System Matchers, utilize continuous quality improvement to streamline and enhance the current matching process, evaluate integrating Homeless Management Information System (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. • The Centralized Training Academy (CTA) trained 1,600 individuals during the reporting period from 116 unique service agencies on 39 unique training topics. • Recruitment efforts included identifying 243 pre-screened candidates and 53 vacant positions filled on behalf of eight (8) service providers. • The Los Angeles Homeless Services Authority's (LAHSA) workforce development team is participating in the Employer Roundtable for Careers for a Cause, which ensures a pipeline of qualified candidates with lived experience to connect to available job opportunities within community-based organizations. • LAHSA is working with California Policy Lab on developing a CES Key System Indicator Dashboard. • Housing Central Command continues to support CES Matchers, and is monitoring matches made on a weekly basis to ensure that Permanent Supportive Housing (PSH) resources are targeted to the most vulnerable clients. • LAHSA is piloting an augmented case conferencing format as part of the COVID Recovery Plan, using the 5x5 tool as well as the information about COVID vulnerability.
<p>Complete?</p>	<p>No.</p>

4.2 - Programs/Systems: Shelter	
Goal:	<p>Increase supply of safe and accessible interim housing options across the City of Los Angeles.</p> <p>Implement diversion practices to help at-risk households remain in housing and/or be placed into stable, alternative housing, and avoid entering shelter.</p> <p>Enhance shelter facilities and shelter services to improve access to and accessibility of shelter.</p> <p>Ensure shelter system operates as effective and efficient throughput, to move persons out of shelter and into best suited form(s) of permanent housing.</p>
Ongoing Responsibilities	
Lead:	CAO
Responsibilities:	<ul style="list-style-type: none"> • Coordinate City Departments for site identification, assessment and Mayor and Council approval. • Assist the Bureau of Engineering (BOE) 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:	<ul style="list-style-type: none"> • 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:	<ul style="list-style-type: none"> • 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:	<ul style="list-style-type: none"> • 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:	<ul style="list-style-type: none"> • 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:	<ul style="list-style-type: none"> • 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. • Negotiate and execute leases.
Lead:	LAFD
Responsibilities:	<ul style="list-style-type: none"> • Coordinate with the Department of Building and Safety (LADBS) regarding code compliance, with specific reviews for fire safety.
Action Steps:	
Lead:	LAHSA

Action Steps:	<ul style="list-style-type: none"> • Use previous procurement vehicles (pre-qualified list) to identify providers for all A Bridge Home (ABH) 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 Coordinated Entry System (CES) Key System Indicator Dashboard and utilize the CES Regional Data Coordinators to enhance Service Planning Area (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:	<ul style="list-style-type: none"> • Three A Bridge Home (ABH) sites have construction underway and are set to open in the second quarter (Q2) of Fiscal Year (FY) 2020-21. • The Los Angeles Homeless Services Authority (LAHSA) has been compiling a master list of shelter programs and cross-referencing the type of shelter beds (individual, congregate) as well as capacity during the COVID-19 crisis. • LAHSA hosted a series of program kick-off trainings focusing on different contracting components for Safe Parking and ABH in Q1. Technical assistance continues to be provided as needed to all interim housing component providers. • The release of the Key System Indicator Dashboard is on hold, pending further discussion. New data dashboards have been released in Q1 for Winter Shelter and ABH. • Procurement processes are underway for new Interim Housing programs related to the Recovery Roadmap outlined by the City of Los Angeles. New projects are set to be funded in Q2. • Development of the bed availability application is ongoing. LAHSA is considering additional Homeless Management Information System (HMIS) -based tools to support shelter bed occupancy reporting . • During Q1, 149 people were trained in Problem Solving (PS), and 2,134 PS conversations occurred with 1,457 households. 248 of those households were diverted or exited from the Coordinated Entry System (CES) with the Problem-Solving Intervention. At least one (1) staff from each service provider agency has completed the Problem Solving training.
Complete?	The following action steps are complete:

	<ul style="list-style-type: none"> • Use previous procurement vehicles (pre-qualified list) to identify providers for all ABH sites. • Implement Diversion training for all shelter operators. <p>The remaining action steps remain ongoing.</p>
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Lead:	LAHSA/HCID
Action Steps:	<ul style="list-style-type: none"> • Identify needs to improve accessibility of shelters to ensure full inclusion for persons with disabilities (service animals, language access ADA/ADAA, etc.).
Quarterly Update:	<ul style="list-style-type: none"> • No update.
Complete?	<ul style="list-style-type: none"> • No.

Lead:	LAHSA/Mayor
Action Steps:	<ul style="list-style-type: none"> • Program Management: Monitor and Evaluate the Outcomes of the A Bridge Home Program
Quarterly Update:	<ul style="list-style-type: none"> • In Q1, the Mayor's Office began work closely with LAHSA's Data Management team and the System Components Manager of Interim Housing to provide feedback on the development of the ABH Dashboard. The Mayor's Office will establish bi-weekly meetings with LAHSA's Data Management team to discuss ABH outcomes. • Additionally, the Mayor's Office has worked closely with LAHSA's System Components Coordinators, Los Angeles County Department of Health Services (DHS) COVID-19 Response Team, and the ABH service providers to address program and operation challenges that impact optimal service delivery for interim housing.
Complete?	<ul style="list-style-type: none"> • No.

Lead:	LAHSA/Mayor/Council/CAO
Action Steps:	<ul style="list-style-type: none"> • Identify and convene stakeholders to address barriers and identify solutions for issues related to land use, zoning, permitting of shelters.
Quarterly Update:	<ul style="list-style-type: none"> • The Office of the City Administrative Officer (CAO) convenes a weekly meeting with City Departments to ensure the implementation of the Homeless Roadmap avoids land use, zoning and permitting issues when citing new shelters.

Complete?	<ul style="list-style-type: none"> No.
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Lead:	BOE/DBS
Action Steps:	<ul style="list-style-type: none"> Complete design and construction of shelter sites.
Quarterly Update:	<ul style="list-style-type: none"> In Q1, the Bureau of Engineering coordinated with Council offices on the design and implementation of a new temporary shelter concept, Pallet Shelters, as a part of the City's Homeless Roadmap.
Complete?	<ul style="list-style-type: none"> No.

Lead:	GSD
Action Steps:	<ul style="list-style-type: none"> Complete siting of interim shelter site in each District (1500 beds goal).
Quarterly Update:	<ul style="list-style-type: none"> The General Services Department - Real Estate Services (GSD-RES) negotiated and executed one (1) service provider sublease.
Complete?	<ul style="list-style-type: none"> No.

Lead:	DBS/LAFD
Action Steps:	<ul style="list-style-type: none"> Conduct inspections, issue appropriate certification for interim shelter sites.
Quarterly Update:	<ul style="list-style-type: none"> DBS and LAFD conduct inspections upon request from BOE in a timely manner.
Complete?	<ul style="list-style-type: none"> 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:	<ul style="list-style-type: none"> The Los Angeles Police Department (LAPD) officers work with the Los Angeles Homeless Services Authority (LAHSA) and Bureau of Sanitation (BOS) to provide homeless outreach via Homeless Outreach and Proactive Engagement (HOPE) Project and other outreach and provides staff for Unified Homelessness Response Center (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:	<ul style="list-style-type: none"> Emergency Management System (EMS) is frequently the first responder to health emergencies for the people that are unsheltered and collaborates with LAHSA to link people to services. The Los Angeles Fire Department (LAFD) also patrols encampments in high fire risk zones. LAFD conducts fire code outreach, education and enforcement to ensure safety compliance.

Lead:	LAHSA
Responsibilities:	<ul style="list-style-type: none"> 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: <ol style="list-style-type: none"> Homeless outreach services via its Homeless Engagement Teams (HET) generalists and HET HOPE project team members Participation at the UHRC Macro Outreach Coordination 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:	<ul style="list-style-type: none"> • Engage County partners who provide funding, thought leadership, program level coordination and strategic partnership to match quality services with other resources.

Lead:	Mayor
Responsibilities:	<ul style="list-style-type: none"> • Coordinates the City's 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 (ABH) 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 CES, and with guidance from the UHRC Policy Group.

Lead:	RAP
Responsibilities:	<ul style="list-style-type: none"> • 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:	<ul style="list-style-type: none"> • 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, Recreation and Parks (RAP)). • 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.

	<ul style="list-style-type: none"> 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:	<ul style="list-style-type: none"> The Unified Homelessness Response Center (UHRC) worked with BOS and Urban Alchemy to develop outreach materials for people experiencing homelessness. Materials include information for accessing County Department of Mental Health (DMH) substance abuse hotline and recovery services, psychiatric services, and general mental health resources. The UHRC is working with Council District (CD) 11 to pilot a program with a local homelessness advocacy group. The pilot is part of a comprehensive cleaning project around the Sunset A Bridge Home Site and utilizes volunteers consisting of homeless and housed neighbors to assist on cleaning days.
Complete?	<ul style="list-style-type: none"> No.

Lead:	LAHSA
Action Steps:	<ul style="list-style-type: none"> 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 ABH sites, safe parking and other interim housing opportunities.
Quarterly Update:	<ul style="list-style-type: none"> During this quarter, our street-based outreach coordination supported the development of the City's COVID-19 Homelessness Roadmap plan, including the creation of fifteen new Homeless Engagement Teams (HET) to coordinate and conduct the outreach indicated by the Alliance agreement. LAHSA also continued to maintain our coordinated COVID-19 outreach response, as described below: <ul style="list-style-type: none"> LAHSA HET continue to support daily COVID-19 street testing conducted by the Los Angeles Fire Department (LAFD) in Skid Row and homeless encampments across the City. The teams supporting these efforts conduct health assessments for participants seeking testing, distribute masks and other personal protection equipment, distribute food, water and other essential resources, provide referrals and connections to shelter, housing, medical, mental health and other services, and generally facilitate the testing process with LAFD. LAHSA HET continue to support Project Roomkey (PRK) by assessing, referring and transporting participants to PRK sites around the City and County.

	<ul style="list-style-type: none"> • LAHSA also continues to support the Cleaning and Rapid Engagement (CARE) Model under revised operating protocols, providing outreach to encampments and unsheltered individuals receiving CARE and CARE+ services across the City. • LAHSA HET also supported the opening of 754 A Bridge Home beds across nine (9) sites: Raymer Street in Council District (CD) 2 – 85 beds; Van Nuys in CD 2 – 100 beds; Riverside Drive in CD 4 – 100 beds; Aetna in CD 6 – 70 beds; Sylmar Armory in CD 7 – 85 beds; Western Avenue in CD 10 – 15 beds; Civic Center in CD 14 – 99 beds; Beacon Street in CD 15 – 100 beds; and Eubank Avenue in CD 15 – 100 beds.
Complete?	<ul style="list-style-type: none"> • No.

Lead:	Mayor
Action Steps:	<ul style="list-style-type: none"> • Identify critical City Departments and their key representative(s) and mandate their participation in the Street Outreach Strategy Workgroup.
Quarterly Update:	<ul style="list-style-type: none"> • The Mayor’s Office continues to work to identify Departments critical to the implementation of the City’ Street Outreach Strategy to participate in the UHRC.
Complete?	<ul style="list-style-type: none"> • No.

Lead:	Mayor/LAHSA
Action Steps:	<ul style="list-style-type: none"> • Identify other service gaps and identify their respective potential solutions, including those that impact vulnerable subpopulations.
Quarterly Update:	<ul style="list-style-type: none"> • The UHRC is working with DMH to ensure all LAHSA providers are aware of interim and crisis housing available to people experiencing homelessness who qualify due to mental health challenges.
Complete?	<ul style="list-style-type: none"> • No.

Lead:	Mayor/BOS/LAHSA/Mayor/LAPD/City Attorney
Action Steps:	<ul style="list-style-type: none"> • Expand hygiene, sanitation and storage options for people living on the streets. • Increase diversion opportunities for people experiencing street-based homelessness.
Quarterly Update:	<ul style="list-style-type: none"> • The UHRC is working with CD 11 to locate space for storage bins • The Mobile Pit Stop Program is servicing 17 locations and has provided the services to 676,240 patrons since August, 2019.

4.3 - Programs/Systems: Street/Outreach

	<ul style="list-style-type: none"> • Three (3) mobile shower trailers have been fully deployed and the Mobile Shower Program is servicing fifteen locations weekly. A total of 10,966 showers have been provided since the program was launched in August, 2019. • Skid Row Cleaning Services has been performing well and receiving the positive feedback from local communities. <ul style="list-style-type: none"> ○ The service ensures a safe, clean and accessible sidewalks and right-of-way in Skid Row area and has reduced litter on the sidewalks. All three (3) programs are also acting as workforce development services targeting local individual experiencing homelessness and/or formerly incarcerated individuals. • The Mobile Pit Stop, Mobile Shower and Skid Row Cleaning Services programs have all been continued for another year by exercising the renewal option.
Complete?	<ul style="list-style-type: none"> • No.

Lead:	Mayor/LAHSa/LAPD/BOS
Action Steps:	<ul style="list-style-type: none"> • Expand work with broader community (e.g., residents) around challenges and opportunities in our work to address street based homelessness.
Quarterly Update:	<ul style="list-style-type: none"> • The UHRC is working with numerous stakeholders in the areas in and around the mass shelter expansion program sites. Much of the work has been centered around understanding the complexities of trauma experienced by persons experiencing homelessness (PEH) and how trauma plays into the outreach provider/PEH relationships.
Complete?	<ul style="list-style-type: none"> • 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:	<ul style="list-style-type: none"> Administer the Proposition HHH Supportive Housing Loan Program (Prop HHH). Ensure Prop HHH-funded supportive housing units are leased using the Coordinated Entry System (CES).

Lead:	HACLA
Responsibilities:	<ul style="list-style-type: none"> Administer the Housing Choice Voucher program. Participate in working groups for the development of the universal standards for Permanent Supportive Housing (PSH). Partner with Los Angeles Homeless Services Authority (LAHSA), the County Department of Health Services (DHS), Department of Mental Health (DMH), and Housing Authority of the County of Los Angeles (HACLA) to develop the universal application forms.

Lead:	LAHSA
Responsibilities:	<ul style="list-style-type: none"> 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 Housing Authority of the County of Los Angeles (HACoLA) to identify opportunities to streamline the voucher application and lease up processes.

Lead:	Mayor/HCID
Responsibilities:	<ul style="list-style-type: none"> 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 single room occupancy (SRO), supportive shared housing models, small- scale scattered site developments.

Action Steps:

Lead:	HACLA
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Action Steps:	<ul style="list-style-type: none"> 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:	<ul style="list-style-type: none"> One (1) PSH- Project Based Vouchers (PBV) project totaling 75 Project Based Voucher (PBV) units completed construction and began leasing up in Q1. HACLA executed Housing Assistance Payment Contract (AHAP) contracts for three (3) projects totaling 126 PBV units. The projects are estimated to complete construction by the Fourth Quarter (Q4) of 2022. HACLA issued PBV Notice of Funding Availability (NOFA) HA-2020-105 on July 15, 2020 making an estimated 520 PBVs available for projects that will provide PSH to homeless and chronically homeless individuals, seniors, families, and Transition Age Youth (TAY). By the August 18, 2020 submission deadline, HACLA received 35 applications requesting 1,745 PBVs. The review process is concluding, and the projects that will be recommended for PBV commitments will be taken to the Board for approval at the Board meeting on October 22, 2020.
Complete?	<ul style="list-style-type: none"> No.

Lead:	HCID
Action Steps:	<ul style="list-style-type: none"> Annually review and update existing Prop HHH Program guidelines to ensure maximum amount of production of affordable supportive housing.
Quarterly Update:	<ul style="list-style-type: none"> The Proposition HHH (Prop HHH) project Flor 401 Lofts received its Temporary Certificate of Occupancy on September 30, 2020. The project has 99 total units, 49 of which are supportive housing units. The City closed financing and began construction on three (3) Prop HHH projects between July 1, 2020 and September 30, 2020. This represents \$23,200,000 in Prop HHH proceeds, and 187 total units, 134 of which are PSH units. This will lead to the creation of 2,841 temporary and permanent jobs. The Housing and Community Investment Department (HCID) executed Prop HHH commitment letters for four (4) projects between July 1, 2020 and September 30, 2020. On September 16, 2020, HCID received California Debt Limit Allocation Committee (CDLAC) awards for 10 projects that were submitted in the June CDLAC round. On September 24, 2020, HCID submitted 13 projects to the September CDLAC round. An award is expected in December 2020.

	<ul style="list-style-type: none"> • A Call for Projects was not administered within the Fiscal Year 2019-20 Q4. On August 11, August 18, and September 1, 2020, HCID hosted a three-part Prop HHH Summit with the Mayor's Office of Citywide Homelessness Initiatives (MOCHI) and Executive Directive 13, Support for Affordable Housing (ED13) to discuss lessons learned with borrowers that can be incorporated for future Call for Projects.
Complete?	<ul style="list-style-type: none"> • No.
Lead:	LAHSA
Action Steps:	<ul style="list-style-type: none"> • 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 PSH matched through CES. • Develop universal standards for PSH with HACLA, HACoLA, Los Angeles County Department of Mental Health (DMH), DHS, and other community stakeholders. • Analyze prevention funding utilization by PSH providers to better coordinate services and identify opportunities for improvement. • Analyze Housing Management Information System (HMIS) data to identify contract compliance improvements and improve the quality of case management services.
Quarterly Update:	<ul style="list-style-type: none"> • LAHSA continues its work to create and maintain an updated inventory of all current and forthcoming PSH countywide and to implement Housing Central Command to obtain unit matrixes of eligibility information. • LAHSA continues to pair PSH with Intensive Case Management Services (ICMS). • In response to COVID-19, the CES Policy Council has passed an interim policy directing that 80% of all PSH go to COVID High-Risk persons who need PSH; the balancing 20% is for others who need PSH.
Complete?	<ul style="list-style-type: none"> • No.
Lead:	Mayor/HCID
Action Steps:	<ul style="list-style-type: none"> • Administer the HHH Housing Challenge • Complete underwriting for at least three (3) Housing Challenge projects before the end of FY 2020-21, Q1.

Quarterly Update:	<ul style="list-style-type: none"> • The Mayor’s Office and HCID worked to obtain site approval for eight (8) Housing Challenge projects with site control. • The City Council approved a condition commitment for five (5) sites in September 2020. • Conditional commitments provided to two (2) of four (4) Low Income Housing Tax Credits (LIHTC) developer teams for one or more of their respective projects. • Two (2) projects (financed with LIHTCs) are pending addition into the Project Expenditure Plan (PEP). • On track to begin construction on at least one (1) Housing Challenge project before the end of Q2.
Complete?	<ul style="list-style-type: none"> • No.

Proposed New Action Steps (if applicable)	
Lead:	Mayor/HCID
Action Steps:	<ul style="list-style-type: none"> • Secure conditional commitments for at least one (1) project for each Housing Challenge developer team that utilizes Low Income Housing Tax Credits (LIHTC) before the end of Fiscal Year (FY) 2020-21. • Begin construction on at least one (1) Housing Challenge project before the end of FY2020-21, Q2.
Quarterly Update:	

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:	<ul style="list-style-type: none"> • Strengthen collaborative efforts between services agencies, with a focus on City/County resource and policy alignment. • Maintain inventory of services for the Los Angeles Continuum of Care (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:	<ul style="list-style-type: none"> • Coordinate with City and County to provide high quality employment services to people experiencing homelessness.

Lead:	HCID
Responsibilities:	<ul style="list-style-type: none"> • Ensure high quality services are connected to special population programs, including HIV/AIDS and domestic violence.

Lead:	LAHSA/Mayor
Responsibilities:	<ul style="list-style-type: none"> • Coordinate with County partners providing thought leadership, funding and strategic partnership to match quality services with other resources.

Action Steps:

Lead:	CAO
Action Steps:	<ul style="list-style-type: none"> • Invite appropriate City and County departments to participate in policy and system coordination efforts.
Quarterly Update:	<ul style="list-style-type: none"> • No updates from CAO
Complete?	<ul style="list-style-type: none"> • No.
Lead:	LAHSA
Action Steps:	<ul style="list-style-type: none"> • 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, 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 service 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:	<ul style="list-style-type: none"> • The Los Angeles Homeless Services Authority (LAHSA) continues to work closely with the Los Angeles County Department of Public Health (DPH) as well as other City, County, and Federal Partners to continue implementing a COVID-19 response to serve people experiencing homelessness in Los Angeles. • LAHSA continues to host weekly coordination with Coordinated Entry System (CES) lead agency executive staff to discuss ongoing crisis management and service delivery related to COVID-19. <ul style="list-style-type: none"> ○ Regular communicating to the LA CoC Board on emergency LA CoC activities related to COVID-19, which enables Board members to share pertinent information and updates with their respective SPAs. ○ Coordination with Emergency Solutions Grants Covid-19 (ESG-CV) and Emergency Solutions Grants (ESG) recipients on uses of funding and waiver implementation related to COVID-19. ○ LAHSA staff continues to seek guidance from our two (2) lived experience advisory boards, Homeless Youth

	Forum of Los Angeles (HYFLA) and Lived Experience Advisory Board (LEAB). HYFLA and LEAB members have been guiding and participating in the COVID-19 response and demobilization strategy.
Complete?	• No.

Lead:	LAHSA/EWDD
Action Steps:	<ul style="list-style-type: none"> • 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:	<ul style="list-style-type: none"> • LAHSA is working with the County Homeless Initiative to pilot an enhanced Employment Services program through the COVID-19 Recovery Plan.
Complete?	• No.

Lead:	LAHSA/HCID
Action Steps:	<ul style="list-style-type: none"> • 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 Domestic Violence (DV) programs and mainstream programs, etc.
Quarterly Update:	<ul style="list-style-type: none"> • LAHSA is piloting use of the 5x5 tool and refined case management structure to test and implement Program Transfer policies and procedures.
Complete?	• No.

Lead:	EWDD
Action Steps:	<ul style="list-style-type: none"> • Continue and expand Los Angeles Regional Initiative for Social Enterprise (LA:RISE) and other high-impact employment programs.
Quarterly Update:	<ul style="list-style-type: none"> • To date, 161 Los Angeles Regional Initiative for Social Enterprise (LA:RISE) participants received subsidized transitional employment with Program Year (PY) 2020-21 funds: 61 with City General Fund dollars and 100 with County Measure H dollars. • The LA:RISE partners include 14 social enterprises (SE) and transitional employment providers, five (5) WorkSource Center

	<p>(WSC) partners, and two (2) specialized retention providers.</p> <ul style="list-style-type: none"> • LA:RISE Partners have experienced on boarding and recruitment delays due to health and safety concerns for partner staff and participants. For example, clients in group-homes face pressures not to leave their home for fear of exposing their housemates, or are not permitted to leave during an outbreak; clients avoid public transportation to get to SE/WSC further limiting transportation options. • LA:RISE Partners are experiencing economic impacts due to COVID-19, especially those employing organizations that are impacted by the public health safety measures such as cafes, restaurants, and food service. The result is a reduction in transitional jobs and increased difficulty to place participants into competitive employment. Some have a need for alternative work sites. • LA:RISE Partners have adapted their program design to employ and serve LA:RISE participants in response to the pandemic, which includes incorporating virtual intake and training into the program design. • Due to limited in-person meetings and technology issues, partners have had difficulty connecting with participants during the pandemic, which has also resulted in increased financial hardship for clients, resulting in staff experience a gap in communication drop off from clients due to disconnected phone lines or a participant having limited technology skills. • LA:RISE continues efforts to implement a coordinated outreach strategy to better link the LA:RISE service providers with A Bridge Home (ABH) sites and Project RoomKey (PRK) sites. Each LA:RISE social enterprise has been matched with a specific ABH site based on geography, target populations (youth, women, adults), and pre-existing relationships. The goal is to provide job readiness workshops and employment services, and when appropriate, enroll clients into LA:RISE transitional employment opportunities.
Complete?	<ul style="list-style-type: none"> • No.

Lead:	EWDD/Personnel
Action Steps:	<ul style="list-style-type: none"> • 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:	<ul style="list-style-type: none"> • 32 individuals, who identified as homeless or formerly homeless, applied for the Targeted Local Hire (TLH) Program.

	<ul style="list-style-type: none">• Zero (0) individuals identifying as homeless or formerly homeless individuals were hired through the TLH Program during this quarter.
Complete?	<ul style="list-style-type: none">• No.

4.6 - Programs/Systems: Prevention/Diversion

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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.

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Ongoing Responsibilities

Lead:	LAHSA
Responsibilities:	<ul style="list-style-type: none"> 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 (Department of Health Services (DHS), the Department of Children and Family Services (DCFS), Sheriff Dept.)

Lead:	HCID
Responsibilities:	<ul style="list-style-type: none"> Monitor impact and technical assistance to providers. Provide support and capacity building through training and financial capability work for contractors.

Lead:	LAPD
Responsibilities:	<ul style="list-style-type: none"> Provide program and technical leadership for jail in-reach efforts.

Lead:	Mayor
Responsibilities:	<ul style="list-style-type: none"> Increase community support and neighborhood stabilization efforts to minimize and prevent future risk of homelessness.

Lead:	HACLA
Responsibilities:	<ul style="list-style-type: none"> Actively participate in preventing persons receiving Section 8 from entering the homeless system.

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Action Steps:	
Lead:	LAHSA
Action Steps:	<ul style="list-style-type: none"> • 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. • Increase capacity of 2-1-1 for after hour's 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:	<ul style="list-style-type: none"> • The Problem-Solving and Prevention Unit has up to date intra agency staffing lists. • There are posted, public flyers describing Prevention assistance eligibility and provider and pro-bono legal assistance contact information per service planning area. • The Problem-Solving Unit actively shares statistics tracking Problem-Solving resource utilization and outcomes. • Lawyers Preventing and Ending Homelessness Project (PEHP), began pop-up legal clinics at Project Roomkey sites in order to reach and serve clients. • Bet Tzedek provided training to Los Angeles Homeless Services Authority (LAHSA) funded agencies regarding emergency tenant protections. • The Problem-Solving Unit works with 2-1-1 on an on-going basis to support the implementation of Problem-Solving during screening. • The Problem-Solving Unit is working with 2-1-1 to streamline referrals to the Family Solutions Center and their assigned problem-solving specialist.
Complete?	<ul style="list-style-type: none"> • No.
Lead:	LAHSA/HCID
Action Steps:	<ul style="list-style-type: none"> • 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:	<ul style="list-style-type: none"> • The LAHSA Problem-Solving Unit has continued to promote the Problem Solving program through the Problem-Solving Web Series, holding open office hours and providing technical assistance. • The Housing and Community Investment Department (HCID) and LAHSA are meeting regularly to best implement the Family Source Center pilot which staffs eight (8) Problem-Solving Specialists at (8) Family Source Centers across LA City.
Complete?	<ul style="list-style-type: none"> • No.

Lead:	HCID
Action Steps:	<ul style="list-style-type: none"> • Cross-train other city departments for who to call when serving persons who are homeless or at risk (Aging/Parks/libraries, Los Angeles Housing and Community Investment Department (HCID) field offices, community centers funded by the city and county). • Coordinate prevention and diversion strategies with domestic violence intake/service providers.
Quarterly Update:	<ul style="list-style-type: none"> • No update.
Complete?	<ul style="list-style-type: none"> • No.

Lead:	Mayor/LAPD
Action Steps:	<ul style="list-style-type: none"> • Support finding dedicated funding for LAPD Jail InReach Project to expand program reach.
Quarterly Update:	<ul style="list-style-type: none"> • The Los Angeles Police Department's (LAPD) involvement in this strategy is on hold until funding is identified.
Complete?	<ul style="list-style-type: none"> • No.

Lead:	All
Action Steps:	<ul style="list-style-type: none"> • Meet quarterly and continue to assess strategy and update goals and action items as needed.
Quarterly Update:	<ul style="list-style-type: none"> • No update for Q1.
Complete?	<ul style="list-style-type: none"> • No.

4.7 - Programs/Systems: Rapid Re-housing (RRH)	
<p>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.</p>	
<p>Ongoing Responsibilities</p>	
Lead:	LAHSA
Responsibilities:	<ul style="list-style-type: none"> • 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.
<p>Action Steps:</p>	
Lead:	LAHSA
Action Steps:	<ul style="list-style-type: none"> • Develop plan and timeline of implementation regarding responsibilities of various collaborative departments. • Create a master list of RRH programs and updated contacts.

	<ul style="list-style-type: none"> • 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:	<ul style="list-style-type: none"> • Los Angeles Homeless Services Authority (LAHSA) Rapid Rehousing (RRH) Team – The LAHSA RRH added two (2) new RRH Coordinators to the team. • Emergency Solutions Grant (ESG) Onboarding - In July LAHSA hosted an ESG onboarding training for RRH providers regarding a change/addition of ESG dollars to their RRH contracts and have hosted office hours to provide ongoing support. • Housing and Jobs Collaborative (HJC) Transfers – Los Angeles County Department of Health Services (DHS) HJC RRH transfers have been completed. HJC clients needing connection to a RRH LAHSA funded RRH provider has been completed. • Rapid Rehousing Implementation Testing Team (RRH-ITT) – on September 14, 2020 RRH-ITT had its official kick off to test providers in their ability to provide RRH to higher acuity clients (eight to 11 acuity score).
Complete?	<ul style="list-style-type: none"> • No

4.8 - Programs/Systems: Affordable Housing

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

Ongoing Responsibilities

Lead:	HCID
Responsibilities:	<ul style="list-style-type: none"> • 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:	<ul style="list-style-type: none"> • Identify potential City-owned sites for affordable housing.

Action Steps:

Lead:	HCID
Action Steps:	<ul style="list-style-type: none"> • 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 the Housing Authority of the County of Los Angeles (HACLA) and Los Angeles Homeless Services Authority (LAHSA) to include ongoing responsibilities and action steps for these departments.
Quarterly Update:	<ul style="list-style-type: none"> • The total receipts collected for the Affordable Housing Linkage Fee (AHLF) as of September 30, 2020 is approximately \$24.8 million, reaching Tier 2 status. • The AHLF Virtual Stakeholder meeting was held on August 26, 2020 with over 60 participants made up of staff representing other City departments, the affordable housing developer community and various community-based organizations. <ul style="list-style-type: none"> ▪ The outcomes for the meeting include effectively articulating program priorities and leveraging AHLF dollars to meet goals of furthering housing stability and maximizing affordable housing production.

	<ul style="list-style-type: none"> • Services to minimize tenant displacement were provided by the Coalition for Economic Survival (CES), under contract with the Housing and Community Investment Department (HCID). CES interfaces with tenants, property owners, landlords, or other parties to provide outreach and education to residents of expiring and at-risk affordable housing, and assists HCID to monitor the affordable housing portfolio in an effort to prevent potential tenant displacement. • Due to the COVID-19 Pandemic, face-to-face tenant outreach has been suspended to prevent the spread of the virus, and to ensure the safety of tenants in at-risk buildings. CES Staff has continued to contact tenants via telephone and email. Staff continue to provide education materials regarding Subsidy Expirations to the tenants. • During fiscal year FY 2020-21 Q1, tenant outreach and education services was conducted at two (2) at-risk properties consisting of 28 restricted units.
Complete?	<ul style="list-style-type: none"> • No

Lead:	CAO
Action Steps:	<ul style="list-style-type: none"> • Review and assess City-owned sites for affordable housing.
Quarterly Update:	<ul style="list-style-type: none"> • Two (2) sites were assessed in Q1 for affordable housing (411 N. Vermont Avenue in Council District (CD) 13 and 711 S. Beacon Street in CD 15)
Complete?	<ul style="list-style-type: none"> • No

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	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	0	0	Expansion of supply of affordable and homeless housing	
	10A - Full Funding for Affordable Housing Trust Fund	CAO/CLA/HCID	Permanent Housing Units Created	519	134	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	N/A		Training has been placed on hold by the Mayor's Office.
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)	No data provided	86,669		
	3B - Develop Encampment Engagement Protocol	BOS	Amount of hazardous materials collected (lbs) (Federal definition)	No data provided	25,229		
	3B - Develop Encampment Engagement Protocol	BOS	Impoundments from noticed clean ups	No data provided	3,430		
	3B - Develop Encampment Engagement Protocol	BOS	Impoundments from un-noticed clean ups	No data provided	300		
	3B - Develop Encampment Engagement Protocol	BOS	Number of encampments	No data provided	3,730		
	3A - Standardize First Responder Training for Homeless	LAPD	Number of housing referrals to Los Angeles Homeless Services Authority (LAHSA)	237	193		
3A - Standardize First Responder Training for Homeless	LAPD	Number of housing referrals to other agencies	61	55			
	LAPD	Number of officers Citywide having completed Mental Health Intervention Training	3360	3,779			

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	Headline Metrics	Notes	
3.2 - Policy: No Wrong Door / 4.5 - Programs/Systems: Services	3A - Standardize First Responder Training for Homeless	LAHSA	Number of persons placed in permanent housing through contact with HOPE Team	13	0	Number placed in permanent housing	This metric measures individuals placed directly into permanent housing from their contact with a HOPE team. Those exited out of the HOPE program likely are enrolled into RRH or a shelter program upon exit.	
	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	67	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)	329	75			
	3A - Standardize First Responder Training for Homeless	LAPD	Number of service referrals to other agencies	90	20			
	3A - Standardize First Responder Training for Homeless	LAPD	Percent of HOPE Officers with MHIT Training	99%	100%			
	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	N/A	Number placed in temporary housing	Program on hold due to funding constraints
		3D - Expansion of Jail In-Reach	LAPD	Number of persons identified in custody experiencing homelessness	N/A	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	N/A		Program on hold due to funding constraints	
3.3 - Policy: Land Use & Housing	3D - Expansion of Jail In-Reach	LAPD	Number of persons in custody interviewed by a service provider	N/A	N/A		Program on hold due to funding constraints	
	N/A	DCP	Additional housing capacity created through Community Plan Updates and adoption of Transit Neighborhood Plans.	0	N/A		Data provided biannually.	

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	Headline Metrics	Notes
	N/A	DCP	Average entitlement timeline for Priority Housing Projects (20% or more affordable units) as compared to all housing projects	143 days	N/A		Data provided biannually.
	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	N/A		Data provided biannually.
	N/A	DCP	Average entitlement timeline for Transit Oriented Communities projects as compared to stand-alone Density Bonus projects	156	N/A		Data provided biannually.
	N/A	DCP	Number of Community Plan Updates and Transit Neighborhood Plans completed	0	N/A		Data provided biannually.
	N/A	DCP	Number of existing affordable units identified through Mello Act compliance determinations, upon adoption of Mello Act ordinance	N/A	N/A		Data provided biannually.
	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	N/A	Expansion of supply of affordable and homeless housing	Data provided biannually.
	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.	4,311 total units, of which 1,146 are affordable (351 ELI, 167 VLI, 569 LI)	N/A	Expansion of supply of affordable and homeless housing	Data provided biannually.

Attachment 3 - Enhanced Comprehensive Homeless Strategy Fiscal Year 2020-21 First Quarter (Q1) Metrics – Strategy-level Report

Fiscal Year 2020-21: Q1

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	Headline Metrics	Notes
	N/A	DCP	Number of housing units that do not require Site Plan Review upon adoption of revised Site Plan Review ordinance	N/A	N/A		Data provided biannually.
	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	12 Projects 735 Units	N/A	Expansion of supply of affordable and homeless housing	Data provided biannually.
	7K - Development of Second Dwelling Units Pilot Program	DCP	Number of second dwelling units approved upon adoption of City second dwelling unit ordinance	1489	N/A	Expansion of supply of affordable and homeless housing	Data provided biannually.
	N/A	DCP	Number of supportive housing units approved through implementation of the Interim Motel Conversion ordinance.	0	N/A	Expansion of supply of affordable and homeless housing	Data provided biannually.
	N/A	DCP	Number of supportive housing units approved through implementation of the Permanent Supportive Housing ordinance.	0	N/A	Expansion of supply of affordable and homeless housing	Data provided biannually.

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	Headline Metrics	Notes
	N/A	DCP	Number of transitional housing units approved through implementation of the Interim Motel Conversion ordinance.	0	N/A	Expansion of supply of affordable and homeless housing	Data provided biannually.
	7G - Implement Existing & Recommend New CEQA Zoning Reforms	DCP	Reductions in development timeframes for projects	N/A	N/A		Data provided biannually.
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)	Female = 266 Male = 290 Transgender Men = 238 Transgender Women = 244 DV = 252 TAY = 210	Female = 258.61 Male = 277.2 Other = 294.2 Transgender Men = 327.22 Transgender Women = 533.8 Unknown = 121.33 DV = 212.09 TAY = 261.18		
	N/A	LAHSA	Number of DV survivors who exit shelter and are placed in permanent housing.	127	135	Number placed in permanent housing	
	9I - Employment Development for Homeless Individuals with Pets	EWDD	Number of individuals recruited	N/A	N/A		
	9I - Employment Development for Homeless Individuals with Pets	EWDD	Number of participants placed in transitional jobs program and co-enrolled in WIOA	N/A	N/A		EWDD Reports this data is not being collected.

Attachment 3 - Enhanced Comprehensive Homeless Strategy Fiscal Year 2020-21 First Quarter (Q1) Metrics – Strategy-level Report

Fiscal Year 2020-21: Q1

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	Headline Metrics	Notes
	9I - Employment Development for Homeless Individuals with Pets	EWDD	Number of people placed in competitive employment	N/A	N/A		EWDD Reports this data is not being collected.
	N/A	LAHSA	Number of transgender individuals served, employed and housed	Served: 620 Employed: 5 Housed: 30	Served: 581 Employed: 7 Housed: 21		
	9L - Women's Homelessness - Employment Development	EWDD	Number of women employed	2	5	Number who gain employment or enroll in vocational training/education	Due to COVID 19, job placements low.
	9L - Women's Homelessness - Employment Development	EWDD	Number of women enrolled experiencing homelessness who are unemployed (or who do not report earned income)	109	122		Due to COVID 19, transitional employment was interrupted.
	9I - Employment Development for Homeless Individuals with Pets	EWDD	Participants provided with retention supports after social enterprise job experience	N/A	N/A		EWDD has requested this metric to be removed in Q2 because data is not available.
3.5 - Policy: Skid Row	N/A	Mayor	Number of community meetings attended	6	No data provided		
	N/A	CAO	Number of sites assessed for housing utilization	0	0	Expansion of supply of affordable and homeless housing	
	N/A	CAO	Number of sites assessed for service utilization	0	0		
4.1 - Programs/Systems: Coordinated Entry System (CES)	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Average length of stay in crisis/bridge housing	95	Avg. (Clients Still Enrolled) = 163; Avg. (Exits only) = 103; Avg (Both) = 142		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	Headline Metrics	Notes
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Length of time from assessment to housing match	Average: 407.76 Median: 244 Range: 5-1,477	Median: 334		
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Need and acuity level of persons obtaining permanent housing	Average: 8.82 Score 0-3 : 8% Score 4-7 : 31% Score 8+ : 61%	Average: 9.87 Score 0-3 : 7% Score 4-7 : 26% Score 8+ : 67%		
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households screened and matched to a housing resource through CES	224	454		
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households that have moved into housing	2,401	2,339	Number placed in permanent housing	
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households who have increased their income by source of income	2,870	2,778	Number who gain employment or enroll in vocational training/education	
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Percentage of persons that retain housing for 12 months	89%	88%	Number who retain housing from the date of placement	
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Average length of stay in crisis/bridge housing (days)	124.41	Avg. (Clients Still Enrolled) = 174; Avg. (Exits only) = 147; Avg (Both) = 166		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Housing retention over the following year	93%	90%	Number who retain housing from the date of placement	

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	Headline Metrics	Notes
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Length of time from assessment to housing match (days)	339.73	363		
	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		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of families receiving diversion services that do not access homeless services through diversion efforts	N/A	43		
	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	366	226		Number who are prevented from becoming homeless or being discharged into homelessness
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of households that receive services from multiple systems	N/A	N/A		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	Headline Metrics	Notes
	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		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of TAY screened and matched to a housing resource through CES	224	47		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of TAY who have moved into housing	291	285	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	64%	95%	Number who are prevented from becoming homeless or being discharged into homelessness	
	N/A	LAHSA	Average need and acuity level of persons or households who have obtained permanent housing (acuity score)	Average: 8.82 Score 0-3 : 8% Score 4-7 : 31% Score 8+ : 61%	Average: 9.87 Score 0-3 : 7% Score 4-7 : 26% Score 8+ : 67%		
	N/A	LAHSA	Number and percent of families receiving prevention services through CES in order to stabilize and maintain existing housing.	Number: 283	Number: 190	Number who are prevented from becoming homeless or being discharged into homelessness	Percentage not provided this Quarter
	N/A	LAHSA	Number and types of technical assistance provided to CES System Matchers	N/A	55		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	Headline Metrics	Notes
	N/A	LAHSA	Number of CES participating agencies that applied for and were awarded a capacity building grant	0 applied (0 awarded)	0		
	N/A	LAHSA	Number of households matched to permanent supportive housing resources through CES	713	452		
	N/A	LAHSA	Number of staff from CES participating agencies that participated in CTA trainings	1732	1,600		
4.2 - Program/Systems: Shelter	70 - Expanding Emergency Shelter and Improving Access	LAHSA	Average length of stay in shelter	112	175 Avg. (Clients Still Enrolled) = 204; Avg. (Exits only) = 109		
	70 - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of adults exiting bridge housing to permanent housing	29%	13%	Number placed in permanent housing	
	70 - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of participants that see an increase in income	3.5%	2%	Number who gain employment or enroll in vocational training/education	
	70 - Expanding Emergency Shelter and Improving Access	LAHSA	Percent shelter and bridge housing utilization	89%	50.00%		This number is calculated against Pre-COVID level shelter bed inventory and reflects County Department of Public Health (DPH) - mandated shelter decompression.
	N/A	LAHSA	Average length of stay in interim housing for all exits during the reporting period.	81	94		

Attachment 3 - Enhanced Comprehensive Homeless Strategy Fiscal Year 2020-21 First Quarter (Q1) Metrics – Strategy-level Report

Fiscal Year 2020-21: Q1

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	Headline Metrics	Notes
	N/A	LAHSA	Number of emergency beds added to system	2,189	867		
	N/A	LAHSA	Number of new sites that become operational	No data provided	10		775 when accounting for mandatory decompression from DPH.
	N/A	LAHSA	Number of persons exiting bridge housing to permanent housing	685	81	Number placed in permanent housing	
	N/A	LAHSA	Number placed in permanent housing	685	652	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	
	N/A	LAHSA	Persons moved from street to shelter	1906	2591	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		

Attachment 3 - Enhanced Comprehensive Homeless Strategy Fiscal Year 2020-21 First Quarter (Q1) Metrics – Strategy-level Report

Fiscal Year 2020-21: Q1

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	Headline Metrics	Notes
	N/A	Mayor	Number of Departments participating in UHRC	8	0		
	N/A	Mayor	Number of new, revised policies/procedures implemented	0	0		
	N/A	LAHSA	Number of people contacted by a City Funded Outreach Team	2883	3620		
	N/A	LAHSA	Number of people engaged by a City Funded Outreach Team	1213	2426		
	N/A	LAHSA	Number of people engaged who are linked to a permanent housing resource by City Funded Outreach Teams	8	22	Number placed in permanent housing	
	N/A	LAHSA	Number of people engaged who successfully attain crisis or bridge housing by City Funded Outreach Teams	119	277	Number placed in temporary housing	
	N/A	LAHSA	Number of people provided services or attained referrals by City Funded Outreach Teams	2867	2174		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	Headline Metrics	Notes
	N/A	Mayor	Number of people trained in each department	0	12		
	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people connected to CES and permanently housed	4	8	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	26	59		
	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people served	155	435	Number placed in temporary housing	
	N/A	LAPD	Total number of Naloxone kits distributed to LAPD field officers	6981	4569		
	N/A	LAPD	Total number of Naloxone deployed by LAPD Officers	25	26		
	N/A	LAPD	Lives saved by deployment of Naloxone by LAPD Officers	22	23		
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	26	26	Expansion of supply of affordable and homeless housing	
	N/A	HCID/HACLA	Number of households placed into permanent housing through CES	274	276	Expansion of supply of affordable and homeless housing	Q1 approved leases for PBV-PSH, HUD-VASH, Continuum of Care
	N/A	HCID/HACLA	Number of permanent supportive housing units created	519	134	Expansion of supply of affordable and homeless housing	
	N/A	HACLA	Percent of vouchers dedicated to permanent supportive housing	0	N/A		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	Headline Metrics	Notes
	N/A	HACLA	Vouchers dedicated to permanent supportive housing	0	N/A		
4.5 - Programs/Systems: Services	9A - Employ Homeless Adults by Supporting Social Enterprise	EWDD	Number of individuals recruited	89	161		LA-RISE participants only.
	9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	EWDD/ Personnel	Number of individuals recruited	30	32		# TLH applications received from July 1, 2020 - September 30, 2020, with applicant identifying as homeless/formerly homeless
	9A - Employ Homeless Adults by Supporting Social Enterprise	EWDD	Number of participants placed in transitional jobs program and co-enrolled in WIOA	89	161		
	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	0		
	9C - Employment Development Programs for Homeless Youth	EWDD	Number of participants placed in transitional jobs program and co-enrolled in WIOA	No data provided	38		
	9A - Employ Homeless Adults by Supporting Social Enterprise	EWDD	Number of people placed in competitive employment	46	0		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	0	0		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		Participants still completing transitional employment
	N/A	N/A	LAHSA	Number of persons who have increased their income enrolled in LAHSA-funded programs	2870	2,778	

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	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	14902	No data provided		
	N/A	LAHSA	Number of trainings hosted for homeless service staff	42	7		HMIS Trainings, only reflective of the LAHSA Data Management Team provided trainings.
	N/A	LAHSA	Number of trainings offered to LAHSA-contracted service providers	42	39		
	9A - Employ Homeless Adults by Supporting Social Enterprise	EWDD	Participants provided with retention supports after social enterprise job experience	46	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	N/A		
	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	29	50		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	Headline Metrics	Notes
	N/A	LAHSA	Number of families who were able to successfully prevent imminent homelessness	213	62		
	N/A	LAHSA	Number of homeless people diverted	66	64		
	N/A	LAHSA	Number of persons at imminent risk of experiencing homelessness diverted	46	64		
	N/A	LAHSA	Number of staff who have been trained on diversion practices	189	149		
	N/A	EWDD	Number of youth housed or connected with services	27	38		
	9E - Homelessness Prevention for Former Foster Care Youth	LAHSA	Number of youth housed or connected with services	N/A	47		
	N/A	LAHSA	Number who are prevented from becoming homeless or being discharged into homelessness	670	543		Metric reflects prevention for all populations

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	Headline Metrics	Notes
4.7 - Programs/Systems: Rapid Rehousing	N/A	LAHSA	Percentage of persons that return to homelessness	3%	7%		
	7B - Expand Rapid Re-Housing	LAHSA	Days from program entry into Housing	217	332		
	7B - Expand Rapid Re-Housing	LAHSA	Increase in income from all sources	790	700	Number who gain employment or enroll in vocational training/education	
	7B - Expand Rapid Re-Housing	LAHSA	Number placed in Permanent Housing	953	Persons: 738; Households: 373	Number placed in permanent housing	
	7B - Expand Rapid Re-Housing	LAHSA	Percent retaining housing after 12 months	93%	99%	Number who retain housing from the date of placement	
	7B - Expand Rapid Re-Housing	LAHSA	Total participants enrolled	1679	Persons: 11,747; Households: 6,300		All persons/households that were actively enrolled in RRH at any time during the reporting period.
	N/A	LAHSA	Days from RRH program entry into housing	217	112		
	N/A	LAHSA	Number of participants that have moved into rapid re-housing	3587	Persons: 772; Households: 467		

Attachment 3 - Enhanced Comprehensive Homeless Strategy Fiscal Year 2020-21 First Quarter (Q1) Metrics – Strategy-level Report

Fiscal Year 2020-21: Q1

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	Headline Metrics	Notes
	N/A	LAHSA	Number of persons or households currently enrolled in RRH	10025	Persons: 10,502 Households: 5,708		Number of persons/households who were actively enrolled on the last day of the reporting period (9/30/2020)
	N/A	LAHSA	Number of persons or households newly enrolled	1679	Persons: 1,736; Households: 1,240		
	N/A	LAHSA	Number of persons that exit to any destination	1309	Persons: 1222; Households: 652		
	N/A	LAHSA	Number of persons who obtained benefits	96	17		
	N/A	LAHSA	Number of persons who retained permanent housing (for 6 months from date of placement)	1057	No data provided	Number who retain housing from the date of placement	
	N/A	LAHSA	Number of persons who were referred to employment services	42	21		
	N/A	LAHSA	Total participants enrolled in RRH	10,030	Persons: 11,747; Households: 6,300		All persons/households that were actively enrolled in RRH at any time during the reporting period.

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	Headline Metrics	Notes
4.8 - Programs/Systems: Affordable Housing	N/A	HCID	Number of affordable housing units produced	41	50	Expansion of supply of affordable and homeless housing	All units were HHH
	N/A	HCID	Number of affordable unit covenants extended	0	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	109	84	Number placed in permanent housing	
	7H - Facilitate Utilization of Federal Housing Subsidies	HACLA	Number of landlords receiving incentive payment	248	183		
	7S - Preservation of Affordability Covenants	HCID	Number of owners outreached regarding extending affordability covenants or renewal of housing assistance contracts	0	0		
	7D - Using Public Land for Affordable and Homeless Housing	CAO	Number of sites assessed through AHOS program	0	2		
	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		In Q1 2020-2021 City Council authorized HCIDLA to use funds to acquire Tax-Defaulted Property from the Los Angeles County Treasurer and Tax Collector (TTC). However the owners of the 7 parcels have declared bankruptcy, and it is unclear if and when the City will acquire the 7 parcels.
	7D - Using Public Land for Affordable and Homeless Housing	CAO	Number of sites identified for affordable housing through AHOS program	0	2		

Attachment 3 - Enhanced Comprehensive Homeless Strategy Fiscal Year 2020-21 First Quarter (Q1) Metrics – Strategy-level Report

Fiscal Year 2020-21: Q1

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	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	27	28	Number who are prevented from becoming homeless or being discharged into homelessness	
	N/A	LAHSA	Number who are prevented from becoming homeless or being discharged into homelessness	462	228		Number of Single adults in prevention programs exited to PH

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	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	0	0	Expansion of supply of affordable and homeless housing	
1.0 - Governance, Accountability & Budget	10A - Full Funding for Affordable Housing Trust Fund	CAO/CLA/ HCID	Permanent Housing Units Created	519	134	Expansion of supply of affordable and homeless 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	13	0.00	Number placed in permanent 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	Number placed in temporary housing	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	67	43.00	Number placed in temporary housing	
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	Data not yet available.
3.2 - Policy: No Wrong Door / 4.5 - Programs/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	Number placed in temporary housing	Data not yet available.
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	N/A	Number placed in temporary housing	Program on hold.
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	12 Projects 735 Units	N/A	Expansion of supply of affordable and homeless housing	Data provided biannually.

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	Headline Metrics	Notes
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	1489	N/A	Expansion of supply of affordable and homeless housing	Data provided biannually.
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	N/A	Expansion of supply of affordable and homeless housing	Data provided biannually.
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.	4,311 total units, of which 1,146 are affordable (351 ELI, 167 VLI, 569 LI)	N/A	Expansion of supply of affordable and homeless housing	Data provided biannually.
3.3 - Policy: Land Use & Housing	N/A	DCP	Number of supportive housing units approved through implementation of the Interim Motel Conversion ordinance.	0	N/A	Expansion of supply of affordable and homeless housing	Data provided biannually.
3.3 - Policy: Land Use & Housing	N/A	DCP	Number of supportive housing units approved through implementation of the Permanent Supportive Housing ordinance.	0	N/A	Expansion of supply of affordable and homeless housing	Data provided biannually.
3.3 - Policy: Land Use & Housing	N/A	DCP	Number of transitional housing units approved through implementation of the Interim Motel Conversion ordinance.	0	N/A	Expansion of supply of affordable and homeless housing	Data provided biannually.
3.4 - Policy: Vulnerable Populations	N/A	LAHSA	Number of DV survivors who exit shelter and are placed in permanent housing.	127	135	Number placed in permanent housing	Data provided biannually.

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	Headline Metrics	Notes
3.4 - Policy: Vulnerable Populations	9L - Women's Homelessness - Employment Development	EWDD	Number of women employed	2	5	Number who gain employment or enroll in vocational training/education	
3.5 - Policy: Skid Row	N/A	CAO	Number of sites assessed for housing utilization	0	0	Expansion of supply of affordable and homeless housing	
4.1 - Programs/Systems: Coordinated Entry System (CES)	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households that have moved into housing	2,401	2,339	Number placed in permanent housing	
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	291	285	Number placed in permanent housing	
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.	283	190	Number who are prevented from becoming homeless or being discharged into homelessness	
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	366	226	Number who are prevented from becoming homeless or being discharged into homelessness	Item 4b

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	Headline Metrics	Notes
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	64%	95%	Number who are prevented from becoming homeless or being discharged into homelessness	
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	2,870	2,778	Number who gain employment or enroll in vocational training/education	
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%	90%	Number who retain housing from the date of placement	
4.1 - Programs/Systems: Coordinated Entry System (CES)	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Percentage of persons that retain housing for 12 months	89%	88%	Number who retain housing from the date of placement	
4.2 - Program/Systems: Shelter	N/A	LAHSA	Number of persons exiting bridge housing to permanent housing	1,123	No data provided	Number placed in permanent housing	
4.2 - Program/Systems: Shelter	N/A	LAHSA	Number placed in permanent housing	685	81	Number placed in permanent housing	
4.2 - Program/Systems: Shelter	70 - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of adults exiting bridge housing to permanent housing	29%	13%	Number placed in permanent housing	
4.2 - Program/Systems: Shelter	N/A	LAHSA	Persons moved from street to shelter	1,906	2,591	Number placed in temporary housing	Item 4b

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	Headline Metrics	Notes
4.2 - Program/Systems: Shelter	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	Data not yet available.
4.2 - Program/Systems: Shelter	70 - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of participants that see an increase in income	3.5%	2.0%	Number who gain employment or enroll in vocational training/education	
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	8	22	Number placed in temporary housing	
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	119	227	Number placed in permanent housing	
4.3 - Program/Systems: Street Outreach	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people connected to CES and permanently housed	4	8	Number placed in permanent housing	
4.3 - Program/Systems: Street Outreach	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people served	155	435	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	26	26	Expansion of supply of affordable and homeless housing	
4.4 - Programs/Systems: Supportive Housing	N/A	HCID/HACLA	Number of households placed into permanent housing through CES	274	276	Expansion of supply of affordable and homeless housing	Item 4b

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	Headline Metrics	Notes
4.4 - Programs/Systems: Supportive Housing	N/A	HCID/ HACLA	Number of permanent supportive housing units created	519	134	Expansion of supply of affordable and homeless housing	
4.5 - Programs/Systems: Services	9A - Employ Homeless Adults by Supporting Social Enterprise	EWDD	Number of people placed in competitive employment	46	0	Number who gain employment or enroll in vocational training/education	
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	0	0	Number who gain employment or enroll in vocational training/education	
4.7 - Programs/Systems: Rapid Rehousing	7B - Expand Rapid Re-Housing	LAHSA	Number placed in Permanent Housing	953	Persons: 738; Households: 373	Number placed in permanent housing	
4.7 - Programs/Systems: Rapid Rehousing	7B - Expand Rapid Re-Housing	LAHSA	Increase in income from all sources	790	700	Number who gain employment or enroll in vocational training/education	
4.7 - Programs/Systems: Rapid Rehousing	N/A	LAHSA	Number of persons who retained permanent housing (for 6 months from date of placement)	1057	N/A	Number who retain housing from the date of placement	
4.7 - Programs/Systems: Rapid Rehousing	7B - Expand Rapid Re-Housing	LAHSA	Percent retaining housing after 12 months	93%	99%	Number who retain housing from the date of placement	Item 4b

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2019-20	Q1 FY 2020-21	Headline Metrics	Notes
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	Expansion of supply of affordable and homeless housing	
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	2	Expansion of supply of affordable and homeless housing	
4.8 - Programs/Systems: Affordable Housing	N/A	HCID	Number of affordable housing units produced	41	50	Expansion of supply of affordable and homeless housing	
4.8 - Programs/Systems: Affordable Housing	N/A	HCID	Number of affordable unit covenants extended	0	0	Expansion of supply of affordable and homeless housing	
4.8 - Programs/Systems: Affordable Housing	7H - Facilitate Utilization of Federal Housing Subsidies	HACLA	Number of landlords receiving incentive payment	248	183	Number placed in permanent housing	
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	27	28	Number who are prevented from becoming homeless or being discharged into homelessness	

Abbreviation	Full Name
AAHTOES	At-Risk Affordable Housing Tenant Outreach and Education Services
ABH	A Bridge Home
AcHP	Accessible Housing Program
ACM	Active Contract Management
ADA	Americans with Disabilities Act
ADU	Accessory Dwelling Unit
AHAP	Housing Assistance Payments Contract
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
CARE	Cleaning and Rapid Engagement
CBO	Community-Based Organization
CCAT	Core Capacity Assessment Tool
CD	Council District
CDC	Centers of Disease Control and Prevention
CDLAC	California Debt Limit Allocation Committee
CEO	Center for Employment Opportunities
CEQA	California Environmental Quality Act
CES	Coordinated Entry System
CES	Coalition for Economic Survival
CH	Chronically Homeless
CHAMP	Comprehensive Health and Accompaniment Management Platform
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
CTI	Critical Time Intervention
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
DMH	Los Angeles County Department of Mental Health
DOD	Los Angeles Department on Disability
DPH	Los Angeles County Department of Public Health

DPSS	Los Angeles County Department of Public Social Services
DV	Domestic Violence
DV/HTSO	Domestic Violence/Human Trafficking Shelter Operations
DVA	Domestic Violence Alliance
DVHS	Domestic Violence & Homeless Services Coalition
DV-IPV	Intimate Partner Violence
DVRC	Domestic Violence Resource Center
DWC	Downtown Women's Center
DWP	Los Angeles Department of Water and Power
EIR	Environmental Impact Report
ELI	Extremely Low Income
ELP	Enterprise Linkages Project
EMS	Emergency Management System
ENAs	Exclusive Negotiating Agreements
ETP	Emergency Transfer Plan
EWDD	Los Angeles Economic and Workforce Development Department
FHP	Flexible Housing Program
FMR	Fair Market Rent
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
IMC	Interim Motel Conversion
JPA	Joint Powers Authority
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
LEAB	Lived Experience Advisory Board
LI	Low Income
LIHTC	Low Income Housing Tax Credit
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
PEH	People Experiencing Homeless
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
PRK	The Project Roomkey Interim Housing
Prop HHH	Proposition HHH
Prop HHH AOC	Proposition HHH Administrative Oversight Committee
Prop HHH COC	Proposition HHH Citizen Oversight Committee
PS	Problem Solving
PSA	Pupil Service and Attendance
PSH	Permanent Supportive Housing
RAP	The Department of Recreation and Parks
REDF	Robert's Enterprise Development Fund
RESET	Resources Enhancement Services Enforcement Team

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
SCAG	Southern California Association of Governments (SCAG)
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
SRO	Single Room Occupancy
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
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