CITY OF LOS ANGELES
PROPOSED ENHANCED
COMPREHENSIVE HOMELESS STRATEGY
Adopted March 19, 2019

Contents:

EXECUTIVE SUMMARY

The enhanced Comprehensive Homeless Strategy (CHS), adopted by the Mayor and City Council on March 19, 2019 describes ongoing responsibilities and measureable actions the City of Los Angeles (City) is taking to combat homelessness.

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

This CHS is organized into six (6) functional strategies (Figure1, Page 4): (1) Governance, Accountability and Budget; (2) Planning, Coordination, Modeling and Prioritization; (3) Policy; (4) Program/Systems; (5) Annual Evaluation; and (6) Partner Acknowledgement and Awards. These functional strategies are designed to include the actions needed for an effective response to homelessness, and ensure communication and collaboration between City Departments, the Los Angeles Homeless Services Authority (LAHSA) and the County of Los Angeles (County). This structure also accurately represents the work of strategy leads and will more clearly present the outcomes of this work throughout implementation.
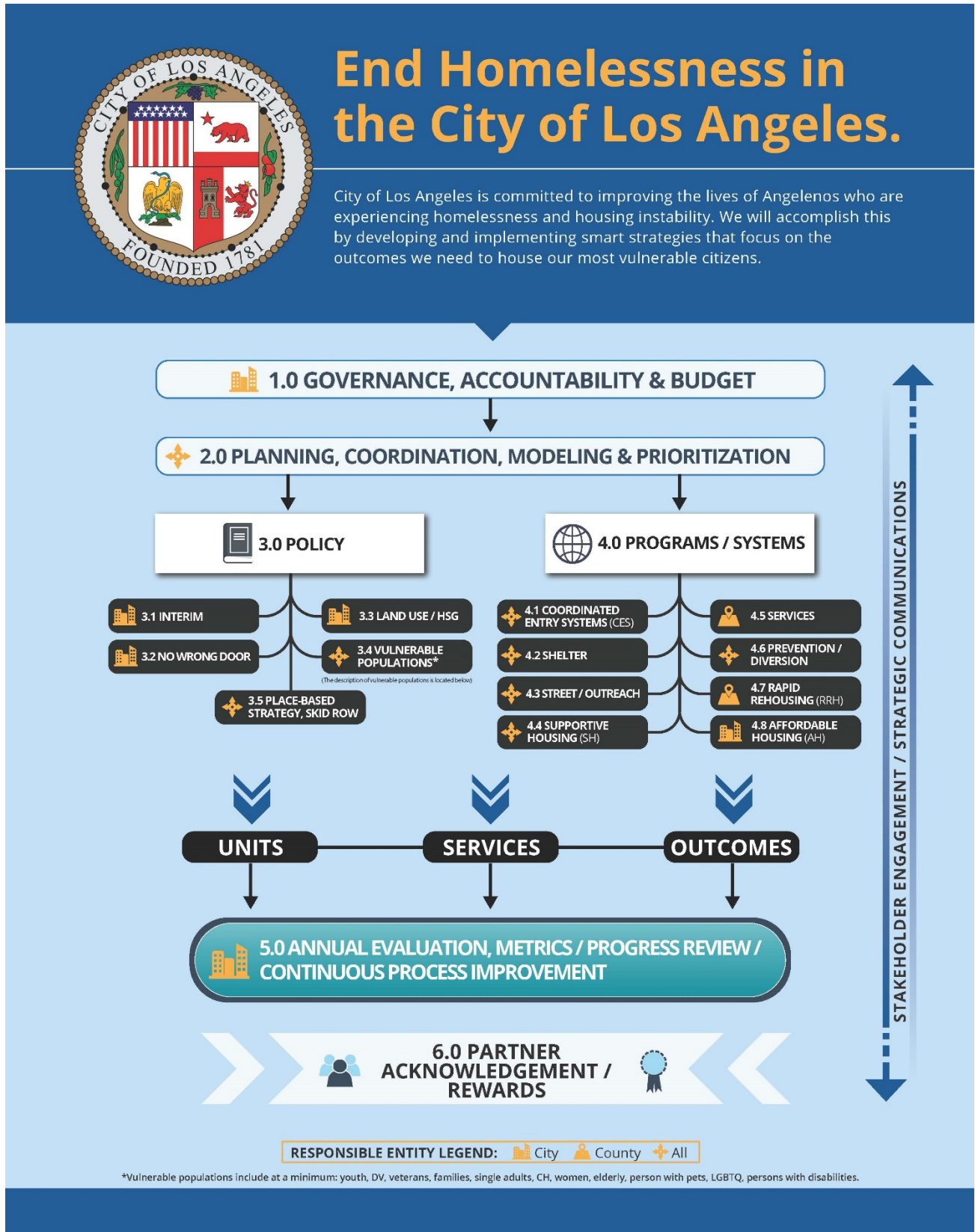
The CHS is designed to be a living document that can be adjusted as conditions change or lessons are learned during implementation. As Policy strategies are implemented they may lead to changes and adjustments in Program/Systems Strategies. Likewise, challenges encountered during Programs/Systems strategy implementation may point to the need for adjustments to Policy strategies.

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

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

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

Figure 1: Enhanced CHS Structure

End Homelessness in the City of Los Angeles.

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

1.0 GOVERNANCE, ACCOUNTABILITY & BUDGET

2.0 PLANNING, COORDINATION, MODELING & PRIORITIZATION

3.0 POLICY

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

4.0 PROGRAMS / SYSTEMS

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

UNITS — SERVICES — OUTCOMES

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

6.0 PARTNER ACKNOWLEDGEMENT / REWARDS

STAKEHOLDER ENGAGEMENT / STRATEGIC COMMUNICATIONS

RESPONSIBLE ENTITY LEGEND: City   County   All

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

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

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

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

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

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

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

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

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

3.4 – Policy: Vulnerable Populations

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

3.5 – Policy: Place-based Strategy, Skid Row

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

4.0 – Program/Systems

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

4.1 – Program/System: Coordinated Entry System

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

4.2 – Program/System: Shelter

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

4.3 – Program/System: Street Strategy and Outreach

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

4.4 – Program/System: Supportive Housing

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

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

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

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

4.7 – Program/System: Rapid Re-Housing
- This strategy will track LASHA's work to expand rapid rehousing efforts through coordination with LAHSA and the County, and policy development to support innovative approaches, practices and successful housing retention.

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

5.0 – Evaluation, Tracking Metrics, Progress Review and Continuous Process Improvement
- As the new CHS structure is implemented a strategy will be developed to measure progress, and report on the City's success in reaching desired outcome and recommend changes as need to ensure the successful implementation of the CHS.

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

DEMOGRAPHICS

2018 PIT Count:

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

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

Figure 2. Homelessness in LA City and County

**59.2%** of Los Angeles County's 52,765 homeless population lives within the City of Los Angeles.

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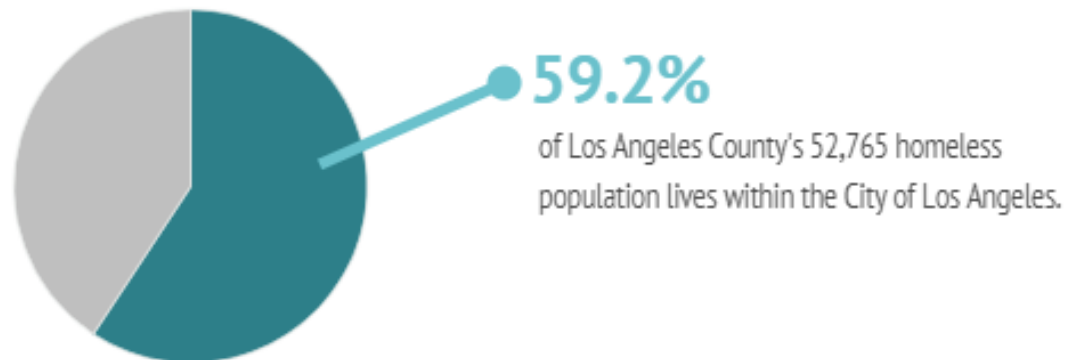
[1] The Los Angeles County Continuum of Care encompasses all areas of Los Angeles County, excluding the Cities of Glendale, Pasadena and Long Beach, which each administer their own Continuums of Care. LAHSA is the lead agency for the Los Angeles County CoC.

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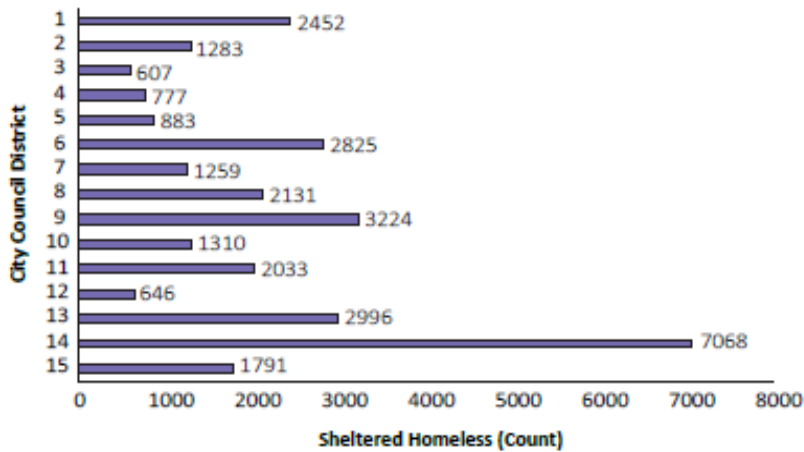
As shown in Figure 3, 15,569 (50 percent) of persons experiencing homelessness in the City reside within four Council Districts (CDs): CD 1 (2,452/8 percent), CD 6 (2,825/9 percent), CD 9 (3,224/10 percent), CD 14 (7,068/22 percent). Figure 4 depicts the concentration of persons experiencing homelessness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

Figure 4. Total Homeless Population by Council District

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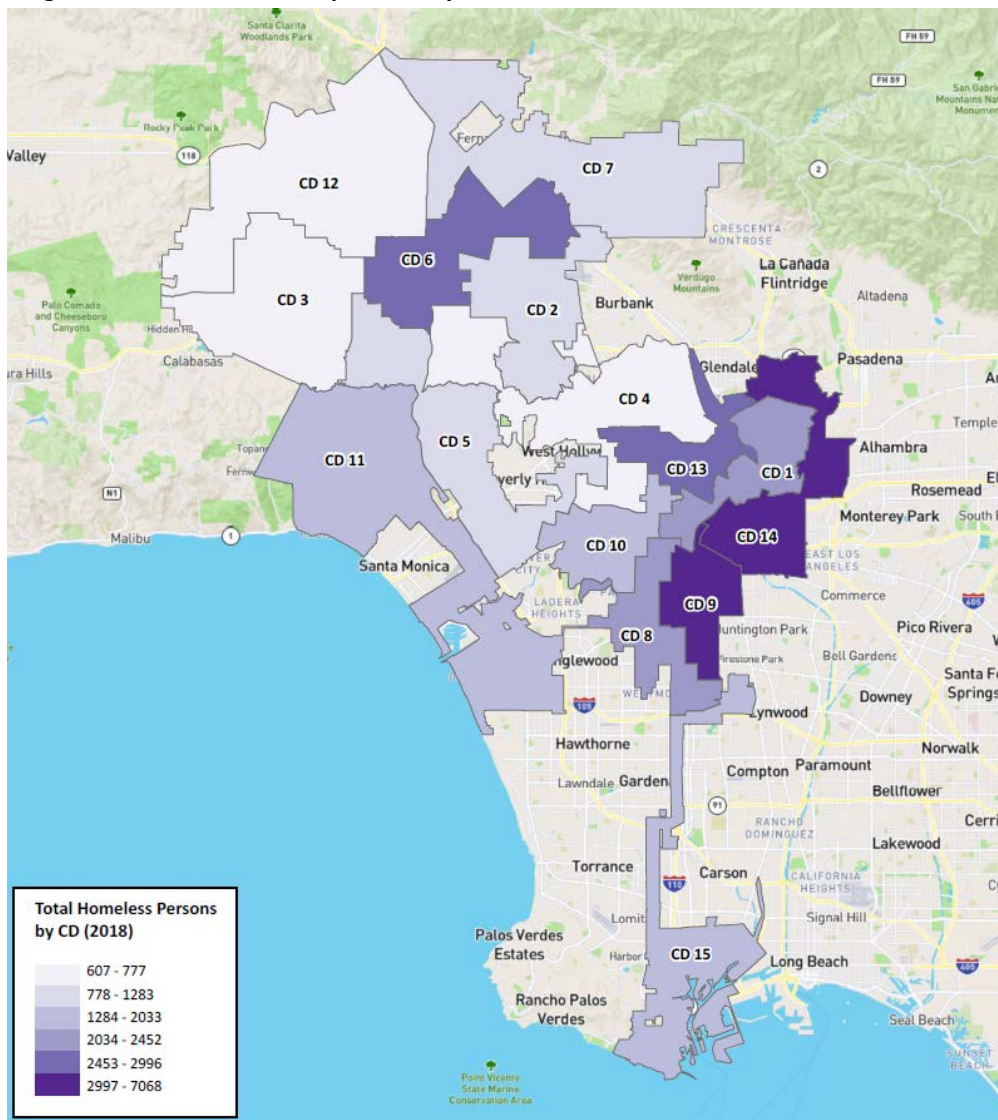
Demographic Overview of Homelessness in Los Angeles:

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

**Figure 5. Unsheltered Population Summary**

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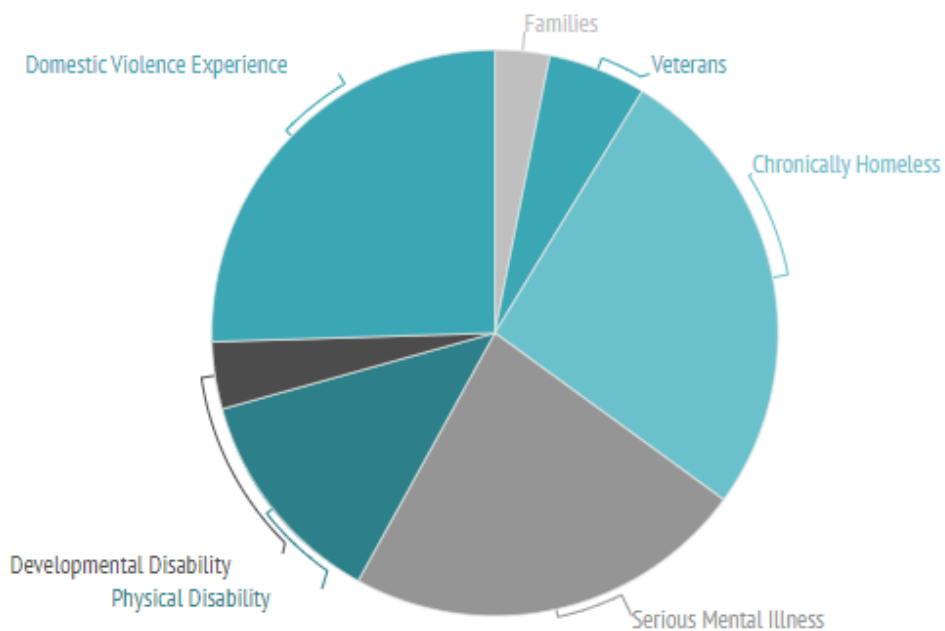
Almost 60 percent of the unsheltered population are between the ages of 25 and 54, with nearly a quarter who are 55 and older. The 2018 PIT saw a 22 percent increase in people falling into homelessness over the age of 62, but a decrease in all other age groups. Nearly 67 percent of homeless individuals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

Figure 6. City of Los Angeles Homeless Population by Age

AGE

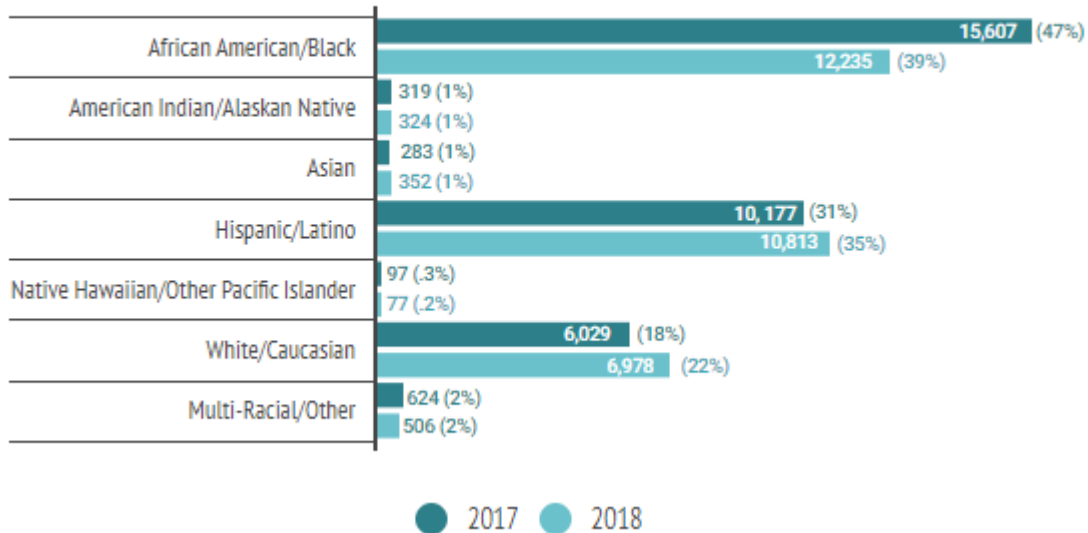|	
Under 18	3,022 (10%)
18-24	2,052 (7%)
25-54	18,446 (59%)
55-61	4,755 (15%)
62+	3,010 (10%)
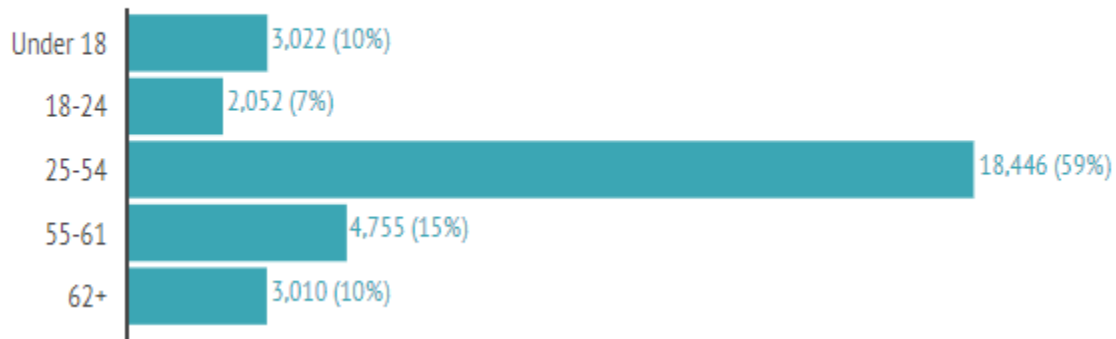
African Americans make up nine percent of the total population in the City of Los Angeles, yet represent 39 percent of the total number of individuals experiencing homelessness (Figure 7). According to a report from the LAHSA Commission's Ad Hoc Committee of Black People Experiencing Homelessness, employment discrimination based on race contributes to high unemployment rates for Black people, which often leads to housing instability.

Figure 7. City of Los Angeles Homeless Population by Ethnicity

ETHNICITY

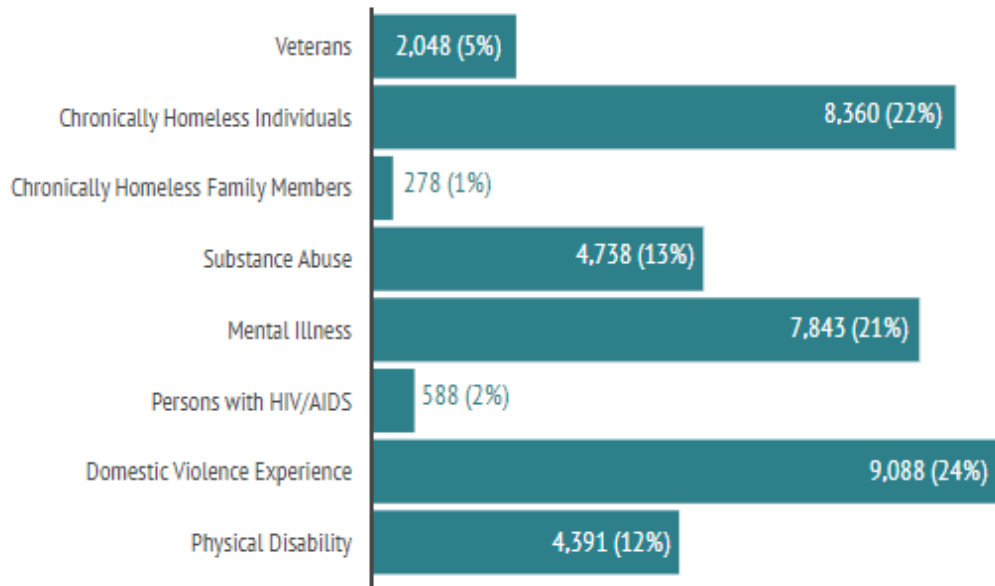|	2017	2018
African American/Black	15,607 (47%)	12,235 (39%)
American Indian/Alaskan Native	319 (1%)	324 (1%)
Asian	283 (1%)	352 (1%)
Hispanic/Latino	10,177 (31%)	10,813 (35%)
Native Hawaiian/Other Pacific Islander	97 (.3%)	77 (.2%)
White/Caucasian	6,029 (18%)	6,978 (22%)
Multi-Racial/Other	624 (2%)	506 (2%)

● 2017 ● 2018

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

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

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

SUB-POPULATION

Sub-population	Count (%)
Veterans	2,048 (5%)
Chronically Homeless Individuals	8,360 (22%)
Chronically Homeless Family Members	278 (1%)
Substance Abuse	4,738 (13%)
Mental Illness	7,843 (21%)
Persons with HIV/AIDS	588 (2%)
Domestic Violence Experience	9,088 (24%)
Physical Disability	4,391 (12%)

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

Figure 9. City of Los Angeles Transition Age Youth Population
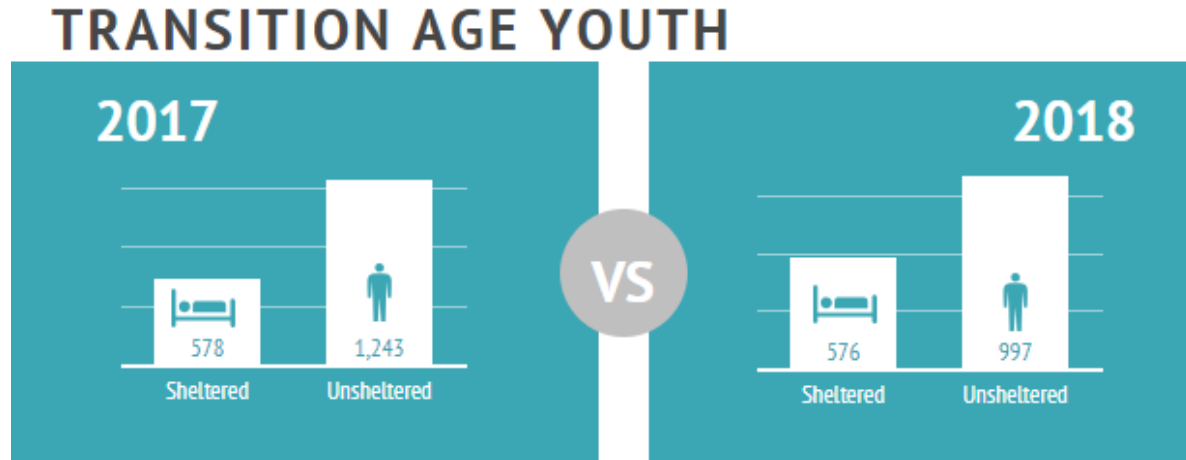
Veterans

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

Figure 10. City of Los Angeles Veteran Population
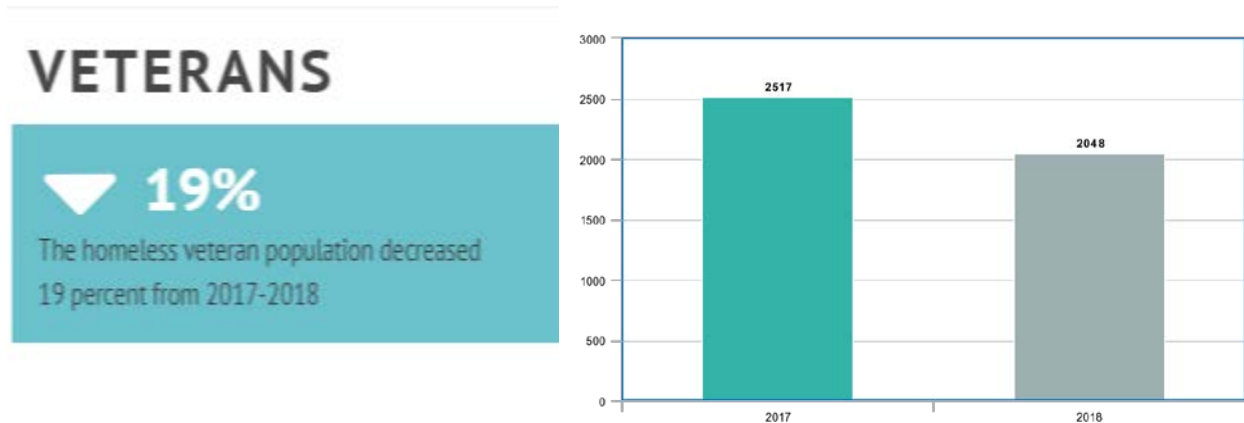
Chronic Homelessness

A person considered chronically homeless has been homeless for the duration of one year or longer and have one or more long-term disabling condition or an individual with a disabling condition who has had at least four episodes of homelessness within three years. This population is extremely vulnerable. By prioritizing the most vulnerable and streamlining the supportive housing process, the number of chronically homeless individuals in the City decreased 19 percent since the 2017 PIT (Figure 11).

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

CHRONIC HOMELESSNESS

10,621

↓19%

8,638

2017

2018

1.0 Governance, Accountability & Budget

Goal:

Administrative infrastructure to oversee successful execution of CHS

Participating Departments:

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

Primary Contact: Meg Barclay, City Homeless Coordinator, CAO

Ongoing Responsibilities:

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

Action Steps:

<u>Lead</u>	<u>Action</u>
HSC	- Hold regular monthly meetings to oversee strategy implementation. - Make recommendations for strategy amendments as needed. - Review staff reports and recommend Council action. - Evaluate and recommend amendments to the LAHSA JPA agreement, if necessary, to ensure the highest and best delivery of services to homeless residents
CAO	- Establish a schedule of meetings to share information, accomplishments, challenges and support needs of City Departments. - Establish Lived Experience Working Group and ensure ongoing engagement. - Schedule meetings with leads as needed based on quarterly performance reporting

- Work with other governance leads to identify topics for monthly HSC meetings.
- Track and report the status of City funds allocated for homelessness, including City General Fund allocations, Proposition HHH, and State Homeless Emergency Aid Program.

CAO/Mayor CLA
- Establish Department and external stakeholder engagement communications plan
- Advocate for additional homeless funding from the State and Federal Government and philanthropic organizations

CAO/ LAHSA
- Periodically evaluate the need for available funding for services, affordable housing, and permanent supportive housing.

CAO/CLA
- Report on opportunities to coordinate with LAUSD to provide services to students and families who are homeless or at risk of homelessness

CLA
- Establish a collaborative regional intergovernmental relationship with Councils of Government, the Southern California Association of Governments, and the League of California Cities to coordinate homeless services, including shelter and housing resources and strategies across multiple jurisdictions.

LAHSA
- Provide data on homeless system performance and report to City Homeless Coordinator and HSC are requested.

Original Strategies Included:

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

2.0 Planning, Coordination, Modeling & Prioritization

Goal:

Utilize available data to identify milestones and priorities for CHS implementation

Participating Departments:

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

Primary Contact: Meg Barclay, City Homeless Coordinator, CAO

Ongoing Responsibilities:

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

Action Steps:

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

2.0 Planning, Coordination, Modeling & Prioritization (cont.)

Original Strategies Included:

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

3.1 Policy: Interim

Goal:

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

New Strategies Included:

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

Participating Departments:

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

Primary Contact: Meg Barclay, City Homeless Coordinator, CAO

Ongoing Responsibilities:

Lead	Responsibility
CAO/CLA	- On an as needed basis, identify critical short- and medium-term needs.
EWDD/ LAHSA	- Present to the Homeless Strategy Committee with recommended actions necessary to address the unanticipated need with recommended interim strategy.
CAO	- Facilitate departmental coordination to establish interim strategies to address critical short- and medium-term needs.
EWDD	- Support efforts to ensure homeless service agencies' workforce professional development needs are met.

Action Steps:

Lead	Action
EWDD	*Professional development and recruitment for homeless services agencies:*

- Facilitate LAHSA and Worksource System collaboration in filling new jobs created by the significant homeless services expansion.
- In coordination with LAHSA, establish a "Training Academy" for recruiting and training new hires.
- Support the coordination and staffing of Regional Hiring Fairs.
- Identify strategies to lower barriers to employment.

3.1   Policy: Interim (cont.)

CAO

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

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

Original Strategies Included:

6E   Evaluate Homeless Navigation Centers

3.2 Policy: No Wrong Door

Goal:

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

Participating Departments:

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

Primary Contact: Michael Rose, Personnel

Ongoing Responsibilities:

<u>Lead</u>	<u>Responsibility</u>
Personnel	- Facilitate implementation of "No Wrong Door" strategy
	- Provide access to "No Wrong Door" materials to participating departments and oversee Citywide implementation of "No Wrong Door"
	- Collect metrics from participating departments and share progress of implementation and reach of campaign
	- Facilitate the development and implementation of a training course for front-desk staff who many interact directly with individuals who are seeking resources.
HSC	- Review and provide feedback on "No Wrong Door" campaign content.
	- Assist with marketing the "No Wrong Door" concept to other City Departments or other agencies, such as County of LA.
BOS	- Identify BOS facilities as "No Wrong Door" facilities and implement "No Wrong Door" strategy.
LAHSA	- Provide expertise in refinement and development of informational materials that are effective in connecting homeless persons interacting with City departments with needed non-City resources.
	- Assist in developing messaging around access to the Coordinated Entry System and the broader resources available to support participants in City services who are experiencing or at risk of homelessness.
	-

3.2 Policy: No Wrong Door (cont.)

LAPD/RAP Mayor	-	Identify department buildings as "No Wrong Door" facilities and implement "No Wrong Door" strategy.

Action Steps:

Lead		Action
HSC	-	Assist Personnel in marketing "No Wrong Door" informational campaign to other City departments and possibly outside agencies like County of LA.
BOS/ LAPD	-	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.
LAHSA	-	Provide expertise in refinement and development of informational materials that are effective in connecting homeless with right resources.
	-	LAHSA will assist in developing messaging around access to the Coordinated Entry System and the broader resources available to support participants experiencing or at risk of homelessness.
Mayor	-	Work with the Personnel Department to develop a training course for front-desk staff.
	-	Identify buildings or facilities that have public counter where "No Wrong Door" informational campaign can be implemented.
	-	Once identified, work with Personnel on obtaining materials for a successful implementation.
	-	Add "No Wrong Door" website link to department website.
Personnel	-	Work with LAHSA to revise and refine existing "No Wrong Door" informational materials in order to incorporate current entry points for homeless outreach.
	-	Will work with each participating City Department to implement their "No Wrong Door" informational campaign by providing access to materials, such as brochures, posters, or decals.
	-	Work with LAHSA to evaluate utilizing LA-HOP and possible data collection/reporting opportunities.
	-	Identify ways to expand No Wrong Door concept in which City employees are trained to refer persons experiencing homelessness to CES through LA-HOP or other methods.

	-	Work with stakeholders to develop an eLearning course for City employees related to "No Wrong Door" with the objective of understanding the underlying issues of homelessness, promoting awareness of strategies to reduce homelessness, the available resources for homeless individuals, and ways to assist the homeless.
	-	Work with LAHSA and the Mayor's Office to develop a training course for front-desk staff.
RAP	-	Identify buildings or facilities that have public counter where "No Wrong Door" informational campaign can be implemented.
	-	Once identified, work with Personnel on obtaining materials for a successful implementation.
	-	Add "No Wrong Door" website link to department website.

Metrics:

Headline Metrics

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

Strategy Specific Metrics

Personnel	-	Number of City Staff that receive "No Wrong Door" training course
LAPD	-	Number of service referrals to Los Angeles Services Authority (LAHSA)
	-	Number of housing referrals to Los Angeles Homeless Services Authority (LAHSA)
	-	Number of housing referrals to other agencies.
	-	Number of service referrals to other agencies,
	-	Number of Officers citywide having completed Mental health Intervention Training
	-	Percent of HOPE Officers with MHIT Training

Original Strategies Included:

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

3.3 Policy: Land Use & Housing

Goal:

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

Participating Departments:

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

Primary Contact: Cally Hardy, DCP

Ongoing Responsibilities:

Lead	Responsibility
DCP	- 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	Action
DCP	- Monitor and evaluate effectiveness of ongoing policy efforts related to affordable housing and propose amendments as needed to further expand affordable housing opportunities citywide.
	- Revise Density Bonus ordinance to streamline approval process and provide new incentives.
	- Revise Site Plan Review ordinance to streamline approval process for housing developments.
	- Adopt and implement revised Accessory Dwelling Unit ordinance.
	- Review additional zoning code barriers to the development of shelters for the homeless and initiate code updates as needed.
	- Evaluate and monitor effectiveness of Interim Motel Conversion ordinance and propose amendments as needed to further facilitate and streamline the use of motels for supportive and transitional housing.

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

Metrics:

Headline Metrics

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
- Number of second dwelling units approved upon adoption of City second dwelling unit ordinance
- Number of housing units approved through implementation of the Transit Oriented Communities Affordable Housing Incentive Program (TOC Program), including the number of affordable units restricted for Extremely Low Income, Very Low Income, and Low Income households.
- 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.
- Number of supportive housing units approved through implementation of the Permanent Supportive Housing ordinance.
- Number of transitional housing units approved through implementation of the Interim Motel Conversion ordinance.
- Number of supportive housing units approved through implementation of the Interim Motel Conversion ordinance.

Strategy Specific Metrics

DCP
- Average entitlement timeline for Priority Housing Projects (20% or more affordable units) as compared to all housing projects.
- Average entitlement timeline for Transit Oriented Communities projects as compared to stand-alone Density Bonus projects.

- Number of housing units that do not require Site Plan Review upon adoption of revised Site Plan Review ordinance.
- Number of existing affordable units identified through Mello Act compliance determinations, upon adoption of Mello Act ordinance.
- Total amount of in-lieu fees collected and deposited into the Coastal Zone Affordable Housing Trust Fund, upon adoption of Mello Act ordinance.
- Average entitlement timeline for projects using the Permanent Supportive Housing ordinance as compared to all housing projects for which a Director's determination is made.
- Number of Community Plan Updates and Transit Neighborhood Plans completed.
- Additional housing capacity created through Community Plan Updates and adoption of Transit Neighborhood Plans.

Original Strategies Included:

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

3.4 Policy: Vulnerable Populations

Goal:

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

Participating Departments:

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

Primary Contact: Abigail R. Marquez, HCID

Ongoing Responsibilities:

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

3.4 Policy: Vulnerable Populations (cont.)

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

Action Steps:

Lead	Action
DVA/ HCID	- Develop and implement a citywide policy of serving survivors of domestic violence and explore how to best deploy flexible funding targeted at domestic violence survivors.
LAHSA	- Develop and implement a citywide policy of serving survivors of domestic violence and explore how to best deploy flexible funding targeted at domestic violence survivors.
LAHSA/ HCID	- Develop a plan and timeline - identify and prioritize areas of need and urgency. - Create master list of programs and resources with updated contacts - Identify and convene stakeholders, including persons with lived experience from vulnerable populations, to address barriers and identify solutions and provide ongoing feedback. - Assist with training and implementation of responsibilities for providers, program operators, and system partners - Gaps analysis to assess for and identify needs to improve accessibility of programs and services to ensure full inclusion for vulnerable and/or underserved persons. - Identify and procure funding to support program and service enhancements to ensure programs and services are accessible for vulnerable populations. - Identify and procure funding to support capital improvements to ensure housing (including interim housing and congregate living facilities) are accessible for older adults, people with disabilities, persons with animals. - Develop and implement best practices training for providers and system partners on providing quality, culturally relevant and culturally sensitive services for vulnerable and underserved populations. - Provide trauma and resiliency informed care training to all newly funded DV shelters.

3.4 Policy: Vulnerable Populations (cont.)

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

Metrics:

Headline Metrics

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

Strategy Specific Metrics

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

Original Strategies Included:

7N	Evaluate Youth Housing Needs
9G	Emergency Shelter for Homeless Individuals with Pets
9H	Proposals to Assist Homeless Individuals and Their Pets
9I	Employment Development for Homeless Individuals with Pets
9K	Women's Homelessness – Domestic Violence
9L	Women's Homelessness – Employment Development

3.5 Policy: Placed-based Strategy, Skid Row

Goal:

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

Participating Departments:

Lead	City Administrative Officer (CAO)
Lead	Mayor's Office (Mayor)
Lead	City Council (Council)
Lead	Council District 14 (CD 14)
Lead	Homeless Strategy Committee (HSC)
Lead	Department of City Planning (DCP)
Support	Bureau of Engineering (BOE)
Support	Department of Building and Safety (DCS)
Support	Department of Water and Power (DWP)
Support	General Services Department (GSD)
Support	Housing and Community Investment Department (HCID)

Primary Contact: Kirkpatrick Tyler, Mayor

Ongoing Responsibilities:

Lead	Responsibility
CAO	- 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.
Mayor/ CD 14	- Connect with existing stakeholders, City departments, the County, and providers to assess both the specific and immediate needs of the Skid Row Community.
HSC	- 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.
DCP/HSC	- Develop strategy for Skid Row Long-Term Planning and make recommendations to Mayor and Council.

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

Action Steps:

Lead	Action
CAO	- Conduct assessment of properties and physical site for various housing and service interventions. - Identify placement(s) for storage programming.
DCP	- 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.
HSC	- 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.
Mayor/ CD 14/ HSC	- Identify guiding principles for Skid Row Long-Term Planning (Suggested Principals: Housing Stability, Health & Safety, Balance of Services). - Design and implement stakeholder engagement plan. - Solicit feedback and suggestions through existing stakeholders and organizing efforts. - Present draft strategy to Mayor and Council for approval.
Mayor	- Conduct baseline assessment of existing services and programs that serve persons experiencing homelessness. - Through an equity lens, identify needs of especially vulnerable populations (women, older adults, families, people of color). - Meet regularly with other strategy leads to identify relevant overlap with Skid Row area and ensure strategic alignment. - Partner with County Health Agency to identify opportunities for partnership on addressing public health needs. - Through an equity lens identify needs of underrepresented populations. - Meet with City departments and review relevant data on emergency responses deployed in Skid Row area.

Metrics:

Strategy Specific Metrics

CAO	- Number of sites assessed for service and housing utilization
DCP/Mayor	- Number of community meetings attended and convened

Original Strategies Included:

N/A

4.1 Programs/Systems: Coordinated Entry System (CES)

Goal:

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

Participating Departments:

Lead   Los Angeles Homeless Services Authority (LAHSA)

Primary Contact: Paul Duncan, LAHSA

Ongoing Responsibilities:

Lead	Responsibility
LAHSA	- Developing procedures, tools, and trainings needed to effectively implement CES Policies.
	- Build the capacity of existing and new CES participating agencies by developing and implementing training and capacity building for participating agency staff.
	- Improve access, system connection, and collaboration across populations and systems to support people experiencing or at risk of homelessness accessing CES (i.e. Adults, Families with children, TAY, Vets, domestic violence).
	- Enhance matching infrastructure to ensure timely and efficient placement into housing matched through CES.
	- Improve data collection and quality of key system indicators for tracking homelessness.
	- Strengthen regional coordination activities to ensure a consistent and coordinated regional response to homelessness.

Action Steps:

Lead	Action
LAHSA	- Develop procedures for CES Policies addressing Access, Assessment, Prioritization, Matching and Evaluation.
	- Develop capacity building and training opportunities for CES agencies, enhance training on CES Triage Tools, etc. Evaluate CES participating agencies with the CCAT tool to identify the type of capacity building needed. Bring quality training to agencies on specific topics such as Trauma Informed Care, Domestic Violence, Elderly/Aging, etc.
	- Enhance system access through development of an all population screening tool, emphasis on and enhancement of access centers, sites, and partners, and increasing diversion training.
	-

- Develop CES Key System Indicator Dashboard, and utilize the CES Regional Data Coordinators to enhance SPA data collection.

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

Metrics:

Headline Metrics

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

Strategy Specific Metrics

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

Original Strategies Included:

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

4.2 Programs/Systems: Shelter

Goal:

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

Participating Departments:

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

Primary Contact: Jeff Proctor, LAHSA

Ongoing Responsibilities:

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

4.2   Programs/Systems: Shelter (cont.)

-	Act as the point for connecting shelter to other key system components.
-	Ongoing engagement with County partners.

Mayor
-	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.

BOE
-	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.

DBS
-	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.

GSD
-	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.

LAFD
-	Coordinate with Building and Safety regarding code compliance, with specific reviews for fire safety.

Action Steps:

Lead	Action
LAHSA
-	Use previous procurement vehicles (pre-qualified list) to identify providers for all A Bridge Home sites.
-	Create a master list of shelter programs and updated contacts.
-	Identify provider challenges; assist with implementation of responsibilities for providers, program operators, and system partners as needed.
-	Continue regular procurement to channels to identify additional opportunities for interim shelter.
-	Develop, facilitate, adopt, and implement universal shelter requirements.

- Develop, test and publicly release bed availability application.
- Implement Diversion training for all shelter operators.
-

4.2   Programs/Systems: Shelter (cont.)

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

Metrics:

Headline Metrics

LAHSA
- Number placed in permanent housing
- Percent of participants that see an increase in income
- Number of persons exiting from interim housing to permanent housing destination
- Percent of adults exiting bridge housing to permanent housing

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

Strategy Specific Metrics

LAHSA
- Interim housing utilization
- Number of persons moved from street to shelter (decrease in unsheltered homeless count)
- Number of persons moved from street to shelter (decrease in unsheltered homeless count)
- Average length of stay in interim housing for all exits during the reporting period
- Average length of stay in shelter

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4.2 Programs/Systems: Shelter (cont.)

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

Original Strategies Included:

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

4.3 Programs/Systems: Street/Outreach

Goal:

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

Participating Departments:

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

Primary Contact: Colleen Murphy, LAHSA

Ongoing Responsibilities:

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

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

Action Steps:

Lead	Action
All	- Determine frequency of Street/Outreach workgroup meetings. Set timelines and milestones. Ongoing review and revision of action steps/project management.
	- Develop training and cross training opportunities for those entities working directly with people experiencing homelessness, prioritizing key departments (e.g., Sanitation, LAPD, Recs and Parks).
	- Expand ways to coordinate and collaborate across City family and County Departments and establish joint strategies on how to better serve people experiencing street-based homelessness.

	-	Partner with people experiencing homelessness, groups that represent them, and other key stakeholders to develop mutually agreeable policy recommendations that align City policies with best practices to improve service provision/connections.
LAHSA	-	Continue to provide street-based outreach coordination both at UHRC and within the broader County context.
	-	Continue connection and coordination between the Street Outreach teams with the new A Bridge Home (ABH) sites, safe parking and other interim housing opportunities.
Mayor	-	Identify critical City Departments and their key representative(s) and mandate their participation in the Street Outreach Strategy Workgroup.
Mayor/ LAHSA	-	Identify other service gaps and identify their respective potential solutions, including those that impact vulnerable subpopulations.
Mayor/BOS/ LAHSA	-	Expand hygiene, sanitation and storage options for people living on the streets.
Mayor/LAPD/ City Attorney	-	Increase diversion opportunities for people experiencing street-based homelessness.
Mayor/LAHS A/ LAPD/BOS	-	Expand work with broader community (e.g., residents) around challenges and opportunities in our work to address street based homelessness.

Metrics:

Headline Metrics

LAHSA	-	Number of people engaged who are linked to a permanent housing resource by City Funded Outreach Teams
	-	Number of people engaged who successfully attain crisis or bridge housing by City Funded Outreach Teams
	-	Number of people connected to CES as measured by a new VI-SPDAT survey through the safe parking program
	-	Number of people engaged who are permanently housed by City Funded Outreach Teams
LAPD	-	Number of housing referrals to other agencies

Strategy Specific Metrics

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

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

LAPD	-	Percent of HOPE Officers with Mental Health Intervention Training (MHIT)
	-	Percent of total officers Citywide having received MHIT
	-	Number of service referrals to LAHSA
	-	Number of service referrals to other agencies
LAHSA	-	Number of service referrals to Los Angeles Homeless Services Authority (LAHSA)
	-	Number of people contacted by City Funded Outreach Teams
	-	Number of people engaged by City Funded Outreach Teams
	-	Number of people provided services or attained referrals by City Funded Outreach Teams
	-	Number of Departments participating in Street/Outreach Strategy Workgroup
Mayor	-	Number of new, revised policies/procedures implemented
	-	Number of people trained in each department
	-	Need a metric to capture improved coordination
	-	Number of Departments participating in UHRC

Original Strategies Included:

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

4.4 Programs/Systems: Supportive Housing

Goal:

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

Participating Departments:

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

Primary Contact: Yaneli Ruiz, HCID

Ongoing Responsibilities:

Lead	Responsibility
HCID	- Administer the Proposition HHH Supportive Housing Loan Program (Prop HHH). - Ensure Prop HHH-funded supportive housing units are leased using the Coordinated Entry system.
HACLA	- Administer the Housing Choice Voucher program. - Participate in working groups for the development of the universal standards for PSH. - Partner with LAHSA, the County Department of Health Services (DHS), Department of Mental Health (DMH), and Housing Authority of the County of Los Angles to develop the universal application forms.
LAHSA	- Partner with other strategy leads to ensure the CES can be used to efficiently and effectively identify tenants for new PSH units. - Coordinate with HACLA and HACoLA to identify opportunities to streamline the voucher application and lease up processes.
Mayor/ HCID	- Lead by Mayor's Housing Crisis Solutions Team, $120M reserved for a competitive HHH pilot program. Program will fund innovative production and/ or financial models. Typologies encouraged are long-term vacant SRO's, supportive shared housing models, small- scale scattered site developments.

4.4　Programs/Systems: Supportive Housing (cont.)

Action Steps:

Lead	Action
HACLA	- Continue cross-sector collaborations and improve data sharing with partnering agencies. Provide quarterly reporting on HACLA's vouchers dedicated to PSH as well as PSH utilization data.
HCID	- Annually review and update existing HHH Program guidelines to ensure maximum amount of production of affordable supportive housing. - Coordinate a joint application with HACLA and Los Angeles County Community Development Commission to create efficiencies and expand coordination between Departments.
LAHSA	- Create a master inventory of all existing and pipeline PSH in LA City and County. - In collaboration with the DHS, pair new Intensive Case Management Services with new and existing PSH in the City and County. - Implement a prioritization policy for all permanent supportive housing matched through CES. - Develop universal standards for PSH with HACLA, HACoLA, DMH, DHS, and other community stakeholders. - Analyze prevention funding utilization by PSH providers to better coordinate services and identify opportunities for improvement. - Analyze HMIS data to identify contract compliance improvements and improve the quality of case management services.
Mayor/ HCID	- Develop detailed program regulations for the Competitive HHH pilot program and selection process through a Request for Qualifications/ Information

Metrics:

Headline Metrics

Lead	Metric
HACLA	- Number of agencies providing supportive services according to HACLA's definition and quality standards
HACLA/ HCID	- Number placed in permanent supportive housing
HCID	- Number of permanent supportive housing units created
LAHSA	- Number of households placed in permanent housing through CES

Strategy Specific Metrics

Lead	Metric
HACLA	- Vouchers dedicated to permanent supportive housing - Percent of vouchers dedicated to permanent supportive housing

4.4 Programs/Systems: Supportive Housing (cont.)

Original Strategies Included:

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

4.5　Programs/Systems: Services

Goal:

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

Participating Departments:

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

Primary Contact: Josh Hall & Paul Duncan, LAHSA

Ongoing Responsibilities:

Lead	Responsibility
LAHSA	- Strengthen collaborative efforts between services agencies, with a focus on City/County resource and policy alignment.
	- Maintain inventory of services for LA CoC, provide training and technical assistance as needed.
	- Review data and evaluate programs.
	- Identify and execute key strategies to improve retention, training and resource development and technical assistance for service providers and staff.
	- Create and foster intra-organizational sharing of best practices, strategies, success stories and innovative concepts between services providers and planning areas.
	- Incorporate a stronger connectivity and support through engagement of persons with lived experience in every level of the service system.
EWDD	- Coordinate with City and County to provide high quality employment services to people experiencing homelessness.
HCID	- Ensure high quality services are connected to special population programs, including HIV/AIDS and domestic violence.
LAHSA/ Mayor	- Coordinate with County partners providing thought leadership, funding and strategic partnership to match quality services with other resources.

4.5 Programs/Systems: Services (cont.)

Action Steps:

Lead	Action
CAO	- Invite appropriate City and County departments to participate in policy and system coordination efforts.
LAHSA	- Strengthen collaborative efforts between services agencies, with a focus on City/County resource and policy alignment. - Maintain inventory of services for LA CoC, provide training and technical assistance as needed. - Review data and evaluate programs. - Identify and execute key strategies to improve retention, training and resource development and technical assistance for service providers and staff. - Create and foster intra-organizational sharing of best practices, strategies, success stories and innovative concepts between services providers and planning areas. - Incorporate a stronger connectivity and support through engagement of persons with lived experience in every level of the service system.
LAHSA/ EWDD	- Increase the number of persons connected to employment opportunities paying a living wage. - Implement and expand pilot to support employment in rapid rehousing.
LAHSA/ HCID	- Conduct a support needs survey for Homeless Service Staff. - Develop and implement Program Transfer policies and procedures in order to ensure participants are able to quickly access and receive services in the environment and/or system of care best suited to meet their needs, i.e. - stepping up/stepping down persons between Interim Housing to Recuperative Care, between DV programs and mainstream programs, etc.
EWDD	- Continue and expand LA Rise and other high-impact employment programs.
EWDD/ Personnel	- Increase employment through expansion of City's targeted local hire, work with personnel to analyze the current effectiveness of the City's local hire program.

Metrics:

Headline Metrics

Lead	Metric
EWDD	- Number of people placed in competitive employment
EWDD/ LAHSA	- Number who gain employment or enroll in vocational training/education.

4.5 Programs/Systems: Services (cont.)

Strategy Specific Metrics

EWDD
- Number of participants placed in transitional jobs program and co-enrolled in WIOA
- Number of individuals recruited

EWDD/
Personnel/
LAHSA
- Number of referrals made based on HMIS data
- Participants provided with retention supports after social enterprise job experience

LAHSA
- Number of trainings offered to LAHSA-contracted service providers
- Number of programs targeting special and under-represented populations
- Number of persons who have increased their income enrolled in LAHSA-funded programs.
- Number of trainings hosted for Homeless Service Staff

Original Strategies Included:

3E	Integration with County Health Sobering Centers
9A	Employ Homeless Adults by Supporting Social Enterprise
9B	City Recruitment, Training, and Hiring Process for Homeless/Recently Homeless
9C	Employment Development Programs for Homeless Youth
9F	Expand Homeless Services

4.6 Programs/Systems: Prevention/Diversion

Goal:

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

Participating Departments:

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

Primary Contact: Alex Devin, LAHSA

Definitions

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

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

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

Ongoing Responsibilities:

Lead	Responsibility
LAHSA	- Overall implementation of diversion/problem solving practices throughout the system. - Build strong relationships with various providers including legal, justice and homeless services. - Invest in and implement diversion as a best practice at all levels of homeless service delivery system though training. - Provide fiscal management, technical guidance and data analytics to continuously improve the practice. - Engage with the County to coordinate strategies and participation of relevant departments (DHS, DCFS, Sheriff Dept.)
HCID	- Monitor impact and technical assistance to providers. - Provide support and capacity building through training and financial capability work for contractors.
LAPD	- Provide program and technical leadership for jail in-reach efforts.
Mayor	- Increase community support and neighborhood stabilization efforts to minimize and prevent future risk of homelessness.
HACLA	- Actively participate in preventing persons receiving Section 8 from entering the homeless system.

Action Steps:

Lead	Action
LAHSA	- 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.
LAHSA/ HCID	- 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
LAHSA/ Mayor	- Utilize research and data to improve outcomes and target resources.

HCID	-	Cross-train other city departments for who to call when serving persons who are homeless or at risk. (Aging/Parks/libraries, HCID field offices, community centers funded by the city and county.)
	-	Coordinate prevention and diversion strategies with domestic violence intake/service providers.
LAHSA	-	Increase capacity of 211 for afterhours information on diversion strategies.
	-	Create a small pool of diversion assistance funds that can be accessed to rapidly resolve a housing crisis
	-	Identify and implement strategies to help people in need outside of working hours by creating more access points and co-locating CES staff to conduct basic triage.
	-	Coordinate homelessness prevention funding with County.
	-	Establish and implement data sharing strategy, policy, and procedure between homeless services and institutional partners.
LAPD	-	Work with courts to expand prevention and diversion programs.
LAPD/ Mayor	-	Continue/expand successful jail in-reach program.
All	-	Meet quarterly and continue to assess strategy and update goals and action items as needed.

Metrics:

Headline Metrics

LAHSA	-	Percentage of families who were able to successfully prevent imminent homelessness
LAHSA/LAPD	-	Number who are prevented from becoming homeless or being discharged into homelessness
	-	Number of people discharged to temporary housing

Strategy Specific Metrics

LAHSA/HCID	-	Number of persons at imminent risk of experiencing homelessness diverted
	-	Number of staff who have been trained on diversion practices
	-	Number of agencies that have implemented diversion practices
LAHSA	-	Number of homeless people diverted
	-	Reduce the percentage of persons that returns to homelessness
LAPD	-	Number of persons identified in custody as experiencing homelessness
	-	Number of persons in custody entered into CES or provided a referral by services provider
	-	Number of persons in custody interviewed by a service provider

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

EWDD   -   Number of youth housed or connected with services

Original Strategies Included:

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

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

Goal:

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

Participating Departments:

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

Primary Contact: Charisse Mercado and Josh Hall, LAHSA

Ongoing Responsibilities:

Lead	Responsibility
LAHSA	- 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.

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

Action Steps:

Lead	Action
LAHSA	- Develop plan and timeline of implementation regarding responsibilities of various collaborative departments.
	- Create a master list of RRH programs and updated contacts.
	- Identify and convene stakeholders to address challenges and identify solutions.
	- Assist with implementation of responsibilities for service providers, RRH program operators, and system partners.

Metrics:

Headline Metrics

LAHSA	- Number of persons that exited to a permanent housing destination
	- Number of persons who retained permanent housing (for 12 months from date of placement)

Strategy Specific Metrics

LAHSA	- Number of persons or households newly enrolled
	- Number of persons or households currently enrolled in Rapid Re-Housing
	- Number of participants that have moved into rapid re-housing
	- Number of persons that exit to any destination
	- Number of persons who were referred to employment services
	- Number of persons who obtained benefits
	- Number of persons who retained permanent housing (for 6 months from date of placement)
	- Days from RRH program entry into housing
	- Total participants enrolled in RRH

Original Strategies Included:

7B   Expand Rapid Re-Housing

4.8 Programs/Systems: Affordable Housing

Goal:

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

Participating Departments:

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

Primary Contact: Yaneli Ruiz, HCID

Ongoing Responsibilities:

Lead	Responsibility
HCID	- 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.
CAO	- Identify potential City-owned sites for affordable housing.

Action Steps:

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

4.8   Programs/Systems: Affordable Housing (cont.)

Metrics:

Headline Metrics

CAO   -   Number of sites identified for affordable housing development

HACLA   -   Number of landlords receiving incentive payment

HCID   -   Number of at-risk properties and Units preserved through Financial & Non-Financial Transactions.

Strategy Specific Metrics

HCID   -   Production of affordable housing - Units produced.
-   Number of affordable unit covenants extended.
-   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.
-   Number of owners outreached regarding extending affordability covenants or renewal of housing assistance contracts.

HACLA   -   Number of landlords receiving incentive payment

LAHSA   -   Number who are prevented from becoming homeless or being discharged into homelessness

CAO   -   Number of sites assessed for affordable housing development

Original Strategies Included:

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

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

Strategy Number	Departments	Coordinators	Strategy Goal
			that meets their needs and choices.
4.2 Shelter	CAO, LAHSA, Mayor, BOE, BOS, CLA, County, DBS, LAFD, Council, HCID, ASD, BPW, DCP	Jeff Proctor, LAHSA	- Increase supply of safe and accessible interim housing options across the City of Los Angeles. - Implement diversion practices. - Enhance shelter facilities and shelter services. - Ensure shelter system operates effectively and efficiently to move persons out of shelter and into best suited form(s) of permanent housing.
4.3 Street / Outreach	Mayor, City Council, City Attorney, LAHSA, County, LAFD, LAPD, BOS, BSS, DOA, ASD, DOD, DNE, EMD, HCID, CAO, DPW	Colleen Murphy, LAHSA Brian Buchner, Mayor's Office	Invest in and implement prevention and diversion strategies at all levels of the homeless service delivery system to reduce the entry and re-entry into homelessness as well as shorten the time someone experiences homelessness.
4.4 Supportive Housing	HCID, HACLA, LAHSA, County	Yaneli Ruiz, HCID	Identify and invest in the development of additional supportive housing resources for households experiencing homelessness.
4.5 Services	LAHSA, County, EWDD, DVA, HSC, HCID, HACLA	Paul Duncan, LAHSA Josh Hall, LAHSA Jaime Pachecho Orozco, EWDD	
4.6 Prevention/ Diversion	LAHSA, HCID, Mayor, LAPD, County	Alex Devin, LAHSA	Invest in and implement prevention and diversion strategies at all levels of the homeless service delivery system to reduce the entry and

Strategy Number	Departments	Coordinators	Strategy Goal
			re-entry into homelessness as well as shorten the time someone experiences homelessness.
4.7 Rapid Rehousing	LAHSA, County	Charisse Mercado, LAHSA Josh Hall, LAHSA	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.
4.8 Affordable Housing	HCID, CAO, DCP, LAHSA	Yaneli Ruiz, HCID	Support initiatives and policies that identify, develop, and preserve affordable housing.

Attachment 1: Comprehensive Homeless Strategy Crosswalk to Proposed Enhanced Comprehensive Homeless Strategy - Summary

Original Strategy	Enhanced Strategy	Report or Council File
Completed		
5A - Establish Homelessness Coordinator	N/A	CF 15-1138-S1: FY 2016-17 Q1 QPR
5B - Establish Homeless Strategy Committee	N/A	CF 15-1138-S1: FY 2016-17 Q1 QPR
Completed and Ongoing		
3A - Standardize First Responder Training for Homeless	4.3 -Program/Systems: Street Outreach	HSC Verbal Report from LAPD, LASAN, & LAHSA 6/29/17
3B - Develop Encampment Engagement Protocol Homeless	4.3 -Program/Systems: Street Outreach 4.3 -Program/Systems: Street Outreach	HSC Verbal Report from LAPD, LASAN, & LAHSA 6/29/17 LASAN, & LAHSA 6/29/17
3D - Expansion of Jail In-Reach	4.6 - Programs/Systems: Prevention/Diversion	CHS Quarterly Performance Reports
5E - Create Regional Homelessness Advisory Council	1.0 - Governance, Accountability & Budget	HSC Report from LAHSA 5/25/17
6E - Evaluate Homeless Navigation Centers	3.1 - Policy: Interim	HSC Report from LAHSA 10/24/17
7A - Shelter System Personnel Need for Bridge Housing Conversion	4.2 - Program/Systems: Shelter	CF 15-1138-S31 & 15-1138-S2: CAO Reports to Council 6/19/19
7F - Linkage Fee Nexus Study	4.8 - Programs/Systems: Affordable Housing	CF 17-0274: Ordinance
7H - Facilitate Utilization of Federal Housing Subsidies	4.8 - Programs/Systems: Affordable Housing	HSC Report from HACLA 2/22/18
9A - Employ Homeless Adults by Supporting Social Enterprise	4.5 - Programs/Systems: Services	CHS Quarterly Performance Reports
9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	4.5 - Programs/Systems: Services	CHS Quarterly Performance Reports
9D - Centralized Homeless Donation Coordination in LA County	2.0 - Planning, Coordination, Modeling & Prioritization	C.F. 15-1138-S15
10B - Establish the Homeless Services Trust Fund	1.0 - Governance, Accountability & Budget	CHS Quarterly Performance Reports
Ongoing		
3E - Integration with County Health Sobering Centers	4.5 - Programs/Systems: Services	N/A
4A - Strengthen CES Technology, Staffing & Standardization	4.1 - Programs/Systems: Coordinated Entry System (CES)	N/A
4B - Strengthen Departmental Support for Homeless Case Managers	2.0 - Planning, Coordination, Modeling & Prioritization	N/A
4C - Strengthen CES Data Sharing and Tracking	4.1 - Programs/Systems: Coordinated Entry System (CES)	LAHSA CES Dashboards
4D - Discharge Data Tracking System and Planning Guidelines	4.6 - Programs/Systems: Prevention/Diversion	N/A
4E - Supportive Services Standards for Subsidized Housing	4.4 - Programs/Systems: Supportive Housing	HSC Report from HACLA 2/22/18
4F - Integration and Strengthening of Family and TAY CES	4.1 - Programs/Systems: Coordinated Entry System (CES)	N/A
5C - Establish Regional Intergovernmental Coordination	1.0 - Governance, Accountability & Budget	N/A
5D - Evaluate LAHSA JPA	1.0 - Governance, Accountability & Budget	N/A
5F - Coordinate Homeless Support with LAUSD	1.0 - Governance, Accountability & Budget	N/A
6A - Co-Locate Homeless Services Within Homeless Storage Facilities & Create New Facilities	4.3 -Program/Systems: Street Outreach	HSC Report from LAHSA 10/24/17
6B - Establish Citywide Safe Parking Program	4.3 -Program/Systems: Street Outreach	HSC Verbal Report from LAHSA 11/16/17
6C - Establish Citywide Mobile Shower and Public Restroom System	4.3 -Program/Systems: Street Outreach	CF 17-1092: Report from CAO to Council 12/4/17
6D - Identify Public Land for Homeless Facilities	3.3 - Policy: Land Use & Housing	N/A
6F - Expand Access to Public Restrooms	4.3 -Program/Systems: Street Outreach	CF 17-1092: Report from CAO to Council 12/4/17
7B - Expand Rapid Re-Housing	4.7 - Programs/Systems: Rapid Rehousing	N/A
7C - Expand Adaptive Reuse for Homeless Housing	3.3 - Policy: Land Use & Housing	CF 17-1432: Ordinance
7D - Using Public Land for Affordable and Homeless Housing	4.8 - Programs/Systems: Affordable Housing	HSC Verbal Report from CAO & HCID
7E - Annualize Joint Affordable & Homeless Housing Reports	5.0 - Annual Evaluation, Metrics/ Progress Review/Continuous Process Improvement	N/A

Original Strategy	Enhanced Strategy	Report or Council File
7G - Implement Existing & Recommend New CEQA Zoning Reforms	3.3 - Policy: Land Use & Housing	HSC Report from DCP 3/28/17
7I - Regional Coordination of LA City & County Housing Authorities	2.0 - Planning, Coordination, Modeling & Prioritization	HSC Report from HACLA 2/22/18
7J - Housing Choice Vouchers for Permanent Supportive Housing	4.4 - Programs/Systems: Supportive Housing	HSC Report from HACLA 2/22/18
7K - Development of Second Dwelling Units Pilot Program	3.3 - Policy: Land Use & Housing	HSC Report from DCP 3/28/17
7L - Establish Planning and Zoning Policy on Homeless Micro Units	3.3 - Policy: Land Use & Housing	HSC Report from DCP 3/28/17
7M - Reform Site Plan Review Ordinance for Homeless Housing	3.3 - Policy: Land Use & Housing	HSC Report from DCP 3/28/17
7N - Evaluate Youth Housing Needs	3.4 - Policy: Vulnerable Populations	N/A
7O - Expanding Emergency Shelter and Improving Access	4.2 - Program/Systems: Shelter	HSC Report from LAHSA 10/24/17
7P - Study Shared Housing Programs	4.8 - Programs/Systems: Affordable Housing	N/A
7Q - Support House LA Initiative	3.3 - Policy: Land Use & Housing	HSC Report from DCP 3/28/17
7R - Expand Access to Flexible Housing Programs	2.0 - Planning, Coordination, Modeling & Prioritization	N/A
7S - Preservation of Affordability Covenants	4.8 - Programs/Systems: Affordable Housing	CF 17-0027: AAHTOES Request for Proposals
7T - Homeless Prevention and Diversion Programs	4.6 - Programs/Systems: Prevention/Diversion	N/A
8A - Analyze City-Wide Zoning for Homeless Housing	3.3 - Policy: Land Use & Housing	HSC Report from DCP 3/28/17
8B - Review Transfer of Floor Area Rights (TFAR), Greater Downtown Housing Incentive Area (GDHIA), & Density Bonus Programs for Homeless Housing Inclusions	3.3 - Policy: Land Use & Housing	HSC Report from DCP 3/28/17
8C - Revise Parking and Trip Credit Guidelines for Homeless Housing	3.3 - Policy: Land Use & Housing	HSC Report from DCP 3/28/17
8D - Reestablish Mello Act Guidance	3.3 - Policy: Land Use & Housing	CF 15-0129: Report
9C - Employment Development Programs for Homeless Youth	4.5 - Programs/Systems: Services	N/A
9E - Homelessness Prevention for Former Foster Care Youth	4.6 - Programs/Systems: Prevention/Diversion	N/A
9F - Expand Youth Homeless Services	4.5 - Programs/Systems: Services	N/A
9G - Emergency Shelter for Homeless Individuals with Pets	3.4 - Policy: Vulnerable Populations	N/A
9H - Proposals to Assist Homeless Individuals and Their Pets	3.4 - Policy: Vulnerable Populations	N/A
9I - Employment Development for Homeless Individuals with Pets	3.4 - Policy: Vulnerable Populations	N/A
9J - Social Impact Financing/Pay for Success	2.0 - Planning, Coordination, Modeling & Prioritization	N/A
9K - Women's Homelessness - Domestic Violence	3.4 - Policy: Vulnerable Populations	N/A
9L - Women's Homelessness - Employment Development	3.4 - Policy: Vulnerable Populations	N/A
10A - Full Funding for Affordable Housing Trust Fund	1.0 - Governance, Accountability & Budget	N/A
10C - Augment Supportive Housing Loan Fund & New Generation Fund	1.0 - Governance, Accountability & Budget	N/A
10D - New Funding Programs and Guidelines	4.4 - Programs/Systems: Supportive Housing	Proposition HHH Committees
10E - CAO and CLA Report on Desired Strategies	1.0 - Governance, Accountability & Budget	N/A

Attachment 2: Comprehensive Homeless Strategy Crosswalk to Proposed Enhanced Comprehensive Homeless Strategy - Detail

Original Strategy	Original Strategy Deliverable Summary	Original Strategy Implementation to Date	Incorporation into Enhanced Strategy	Enhanced Strategy	Completed or Ongoing	Link to Report
3A - Standardize First Responder Training for Homeless	Direct the Los Angeles Police Department (LAPD) […] to report on the development of a training program and implementation plan […] on standardized first responder training for the homeless.	-LAPD developed standardized Mental Health Intervention Training (MHIT) and implemented this training for all Homeless Outreach and Proactive Engagement (HOPE) teams and all new officers citywide.	-Training program will continue to be implemented through 4.3 - Programs/Systems: Street Outreach.	4.3 -Program/Systems: Street Outreach	Completed and Ongoing	HSC Verbal Report from LAPD, LASAN, & LAHSA 6/29/17
3B - Develop Encampment Engagement Protocol	Direct [the agencies] to develop a citywide protocol to address encampments and unsheltered homelessness, including protocols that address emergency public area cleanings.	-LAPD, The Department of Sanitation (LASAN), and the Los Angeles Homeless Services Authority (LAHSA) have developed an encampment engagement protocol to address noticing and cleaning citywide.	-Protocol will continue to be implemented through 4.3 - Programs/Systems: Street Outreach.	4.3 -Program/Systems: Street Outreach	Completed and Ongoing	HSC Verbal Report from LAPD, LASAN, & LAHSA 6/29/17
3C - Widen Access to First Responder Teams for Homeless	Direct [LAPD and the Los Angeles Fire Department (LAFD)] to report relative to […] expanding first responder pilot programs. Instruct LAPD & LAFD to report to Council with a proposed framework for incorporation of Sobering Units into both departments' homeless strategy and submit the proposed framework to Council for approval.	-See Strategy 3A.	-See Strategy 3A.	4.3 -Program/Systems: Street Outreach	Completed and Ongoing	HSC Verbal Report from LAPD, LASAN, & LAHSA 6/29/17
3D - Expansion of Jail In-Reach	Direct [the agencies] to expand jail in-reach to make it available to all homeless people incarcerated in a Los Angeles City and County jail. [...E]nsure that […] no homeless individual is released from any City jail without a safe place to stay.	-Jail in-reach has been expanded under this strategy to two days per week at all three regional jails.	-Efforts to build upon success and continue current jail in-reach programs will be implemented through 4.6 - Programs/Systems: Prevention/Diversion.	4.6 - Programs/Systems: Prevention/Diversion	Completed and Ongoing	N/A
3E - Integration with County Health Sobering Centers	Instruct [LAFD & LAPD] to report relative to utilizing the County's Sobering Centers. This report should include proposed locations and distribution of Sobering Units.	-LAFD has specialized teams to support high-frequency users of emergency services. -The Skid Row County sobering centers accept patients from City emergency services.	-LAFD will continue to coordinate with the County to ensure any additional County sobering centers accept patients from City emergency services through implementation of 4.5 - Programs/Systems: Services.	4.5 - Programs/Systems: Services	Ongoing	N/A
4A - Strengthen CES Technology, Staffing & Standardization	Direct [LAHSA] to report quarterly on progress and milestones in fully implementing the Coordinated Entry System (CES) including family and youth systems relative to technology deployment, staffing, case management standardization and outreach.	-The Coordinated Entry System (CES) is fully implemented for single adults, youth, and families.	-The CES will continue to be strengthened and modified as needed under 4.1 - Programs/Systems: Coordinated Entry System (CES).	4.1 - Programs/Systems: Coordinated Entry System (CES)	Ongoing	N/A

Attachment 2: Comprehensive Homeless Strategy Crosswalk to Proposed Enhanced Comprehensive Homeless Strategy - Detail

Original Strategy	Original Strategy Deliverable Summary	Original Strategy Implementation to Date	Incorporation into Enhanced Strategy	Enhanced Strategy	Completed or Ongoing	Link to Report
4B - Strengthen Departmental Support for Homeless Case Managers	Direct all City departments listed below to work with [LAHSA] to develop and implement plans to support homeless case managers to the extent and nature of each department's interaction with homeless families/single adults/transition age youth (TAY).	-Placement of homeless case managers within City departments determined to be unactionable without funding.	-Strategy implementation will be further evaluated through implementation of 2.0 - Planning, Coordination, Modeling & Prioritization.	2.0 - Planning, Coordination, Modeling & Prioritization	Ongoing	N/A
4C - Strengthen CES Data Sharing and Tracking	Direct [the Homeless Strategy Committee (HSC) & LAHSA] to develop and implement a citywide plan to enhance data sharing and tracking across departments that is inclusive of, but not limited to the populations listed below.	-LAHSA has developed dashboards to share data about all populations experiencing homelessness throughout the City. -All homeless services providers have access to the Homeless Management Information System (HMIS) and are encouraged to share their data for incorporation in LAHSA's dashboards and datasets. -Case-conferencing systems have been established between service providers and LAHSA.	-Information through the CES and the Homeless Management Information System (HMIS) will continue to be available and modified as needed under 4.1 - Programs/Systems: Coordinated Entry System (CES).	4.1 - Programs/Systems: Coordinated Entry System (CES)	Ongoing	LAHSA CES Dashboards
4D - Discharge Data Tracking System and Planning Guidelines	Instruct [LAHSA and agencies]to develop a consistent, systemic approach to identifying people and providing discharge planning guidelines for individuals in an institution or residential setting who were homeless upon entry or who are at risk of being homeless upon discharge. Instruct LAHSA to report to Council regarding how these guidelines will prevent funneling of discharged individuals into targeted geographies, and the funding available for travel expenses to assist individuals who desire to return to their home City or State.	-LAHSA has established prevention and diversion guidelines and has provided trainings to subcontractors on prevention and diversion methods.	- Prevention and diversion trainings to subcontractors will continue through implementation of 4.6 - Programs/Systems: Prevention/Diversion.	4.6 - Programs/Systems: Prevention/Diversion	Ongoing	N/A
4E - Supportive Services Standards for Subsidized Housing	Direct [the Housing Authority of the City of Los Angeles (HACLA) & Los Angeles Housing and Community Investment Department (HCID) & others] to develop a definition of supportive services and establish a set of standards that define the quality of supportive services for persons in subsidized housing who have recently experienced homeless.	-A working group composed of HACLA, HCID, LAHSA, and County agencies, identified a Baseline of High Quality Supportive Services in Subsidized Housing.	-Standards for a Baseline of High Quality Supportive Services in Subsidized Housing will continue to be developed through 4.4 - Programs/Systems: Supportive Housing.	4.4 - Programs/Systems: Supportive Housing	Ongoing	HSC Report from HACLA 2/22/18

Original Strategy	Original Strategy Deliverable Summary	Original Strategy Implementation to Date	Incorporation into Enhanced Strategy	Enhanced Strategy	Completed or Ongoing	Link to Report
4F - Integration and Strengthening of Family and TAY CES	Direct [LAHSA] to report on the progress of fully integrating the coordinated assessment systems that serve the homeless populations, which are inclusive of, but not limited to, single adults, families, and TAY into a comprehensive CES.	-The CES is fully implemented for single adults, youth, and families.	-The CES will continue to be strengthened and modified as needed under 4.1 - Programs/Systems: Coordinated Entry System (CES). -The Strategy leads from 3.4 - Policy: Vulnerable Populations will assist with informing policy to ensure CES is inclusive and able to meet the needs of vulnerable populations such as TAY throughout the City.	4.1 - Programs/Systems: Coordinated Entry System (CES)	Ongoing	N/A
5A - Establish Homelessness Coordinator	Direct the City Administrative Officer (CAO) to establish a Homelessness Coordinator position housed in the CAO to report to the Homeless Strategy Committee and implement the strategies approved by City Council.	- This strategy is completed. The Homeless Coordinator position was established in October 2016.	-N/A - Council adopted recommendation to designate strategy as complete on 11/23/2016 (CF 15-1138-S1).	N/A - Completed	Completed	CF 15-1138-S1: FY 2016-17 Q1 QPR
5B - Establish Homeless Strategy Committee	Establish the Homeless Strategy Committee, to be comprised of the City Administrative Officer, Chief Legislative Analyst (CLA), the chair of the Council Committee responsible for homeless issues at his/her discretion (currently the Homelessness and Poverty Committee), and Mayor to coordinate City homeless services.	- This Strategy is completed. The Homeless Strategy Committee was established in 2016.	-N/A - Council adopted recommendation to designate strategy as complete on 11/23/2016 (CF 15-1138-S1).	N/A - Completed	Completed	CF 15-1138-S1: FY 2016-17 Q1 QPR
5C - Establish Regional Intergovernmental Coordination	Establish regional intergovernmental relationships with Councils of Government (COGS), the Southern California Association of Governments (SCAG), and the League of California Cities (LCC) to coordinate homeless services, resources and strategies across multiple jurisdictions.	-Coordination between City, County, and LAHSA has been established and is ongoing.	-SCAG, LCC, COGs coordination will be further pursued through implementation of 1.0 - Governance, Accountability & Budget.	1.0 - Governance, Accountability & Budget	Ongoing	N/A
5D - Evaluate LAHSA JPA	Direct the [HSC] to evaluate and recommend amendments to the [LAHSA] Joint Powers Authority agreement, if necessary, to ensure the highest and best delivery of services to the homeless. Direct the [CLA] to report on the composition and method of appointing the City members of LAHSA, as well as actions and costs associated with converting the LAHSA Commission to a body of full-time, paid members.	-Strategy placed on hold by leads in 2016.	-Strategy will continue to be evaluated under 1.0 - Governance, Accountability & Budget.	1.0 - Governance, Accountability & Budget	Ongoing	N/A

Attachment 2: Comprehensive Homeless Strategy Crosswalk to Proposed Enhanced Comprehensive Homeless Strategy - Detail

Original Strategy	Original Strategy Deliverable Summary	Original Strategy Implementation to Date	Incorporation into Enhanced Strategy	Enhanced Strategy	Completed or Ongoing	Link to Report
5E - Create Regional Homelessness Advisory Council	Instruct the [LAHSA] to convene a public-private Regional Homelessness Advisory Council to ensure broad-based collective strategic leadership. Instruct LAHSA to establish an intergovernmental Homeless Strategy Implementation Group jointly with County public administrative leaders, City public administrative leaders, and LAHSA to coordinate the ongoing implementation of the homeless strategies agreed upon.	- This strategy is completed. The Regional Homelessness Advisory Council (RHAC) has been created and meets on a quarterly basis.	-The work of the Regional Homelessness Advisory Council (RHAC) will continue through 1.0 - Governance, Accountability & Budget.	1.0 - Governance, Accountability & Budget	Completed and Ongoing	HSC Report from LAHSA 5/25/17
5F - Coordinate Homeless Support with LAUSD	Direct the [CLA] and [CAO], & [LAHSA], to report on opportunities to provide outreach and services to LAUSD students and their families who are homeless, including an assessment of the services needed, resources available to provide assistance, and other actions necessary to support homeless students attending LAUSD facilities.	-A Higher Education and Homelessness workgroup has been established and meets regularly.	-The work of the Higher Education and Homelessness workgroup will continue through implementation of 1.0 - Governance, Accountability & Budget.	1.0 - Governance, Accountability & Budget	Ongoing	N/A
6A - Co-Locate Homeless Services Within Homeless Storage Facilities & Create New Facilities	Instruct [LAHSA...] to create additional homeless storage facilities. [...] Instruct LAHSA [...] to ensure homeless outreach and engagement case managers are available; [...] provide personal hygiene facilities [...].	-A new voluntary storage facility has opened in conjunction with the A Bridge Home site in El Pueblo. -The City is currently developing three Navigation Centers using Proposition HHH funding. These centers will incorporate storage services with additional case management and referral services.	-The performance of storage facilities and Navigation Centers will be reported under 4.3 - Program/Systems: Street Outreach.	4.3 -Program/Systems: Street Outreach	Ongoing	HSC Report from LAHSA 10/24/17
6B - Establish Citywide Safe Parking Program	Direct [agencies] to develop and submit for approval a Safe Parking program including permits for predetermined locations, contracting guidelines for homeless service providers, max vehicle occupancy guidelines per location, service provider engagement for enrollment in homeless case management, and integration with Los Angeles Police Department local policing personnel.	-LAHSA has established seven safe parking programs throughout the City of Los Angeles. -LAHSA has also developed best practices and program guidelines to inform new programs.	-Safe Parking programs will continue to be implemented through 4.3 -Program/Systems: Street Outreach.	4.3 -Program/Systems: Street Outreach	Ongoing	HSC Verbal Report from LAHSA 11/16/17
6C - Establish Citywide Mobile Shower and Public Restroom System	Instruct [LAHSA] to establish a citywide Mobile Shower and Public Restroom System, including service provider engagement for homeless case management, and coordinate with [agencies] [;...] report should include recommended locations and schedules that cover either all 15 Council districts or for those Council districts which choose to opt-in to the program, prior to implementation.	-The Pit Stop Program has added mobile restrooms and attendants in multiple council districts. -The ReFresh Spot opened in Skid Row, providing hygiene services including restrooms, showers, and laundry facilities.	-Funding was approved to expand the Pit Stop Program, including the addition of mobile showers in 2019. -Performance of the Pit Stop program, citywide mobile showers and Refresh Spot will be reported under 4.3 -Program/Systems: Street Outreach.	4.3 -Program/Systems: Street Outreach	Ongoing	CF 17-1092: Report from CAO to Council 12/4/17

Attachment 2: Comprehensive Homeless Strategy Crosswalk to Proposed Enhanced Comprehensive Homeless Strategy - Detail

Original Strategy	Original Strategy Deliverable Summary	Original Strategy Implementation to Date	Incorporation into Enhanced Strategy	Enhanced Strategy	Completed or Ongoing	Link to Report
6D - Identify Public Land for Homeless Facilities	Direct the [CAO...] to identify City-owned property that could be used for the development of homeless facilities and to report to Council with a comprehensive list and next steps for development and instruct the City Clerk to refer this report to the Entertainment & Facilities Committee for consideration.	-The Affordable Housing Opportunity Sites program was established through coordination between the CAO and HCID. -The CAO's office has established a review process to examine additional sites in conjunction with Council offices and other City departments.	-City owned properties will continue to be evaluated and presented to Council as potential sites for homeless facilities under 3.3 - Policy: Land Use & Housing.	3.3 - Policy: Land Use & Housing	Ongoing	N/A
6E - Evaluate Homeless Navigation Centers	Instruct [LAHSA & other agencies] to report on the feasibility of establishing all-purpose homeless services Homeless Navigation Centers.	-LAHSA provided the requested report on navigation centers. -The City is currently developing three navigation centers scheduled to open in 2019-20.	-Report from LAHSA informed the process of developing and implementing A Bridge Home program, as well as Navigation Centers, which will continue to be implemented through 3.1 - Policy: Interim.	3.1 - Policy: Interim	Completed and Ongoing	HSC Report from LAHSA 10/24/17
6F - Expand Access to Public Restrooms	Instruct [LAHSA & agencies] to identify a Citywide inventory of existing public restrooms, including those in City park facilities, that can be made available to homeless individuals on a 24-hour basis; [...] should also report relative to locations for temporary and permanent public restrooms throughout the City. The report should include [...] providing the following amenities[...]: expanded hours of access; drinking fountains; trash bins; storage lockers; showers; sink facilities; and, security and maintenance needs.	-Los Angeles County Department of Public Health completed an inventory of existing public restrooms countywide available for use to populations experiencing homelessness. -The Department of Recreation and Parks increased cleanings and access to restrooms throughout City recreation facilities. -The Pit Stop Program was implemented and expanded to provide mobile restrooms and attendants in multiple council districts.	-Funding was approved to expand the Pit Stop Program, including the addition of mobile showers in 2019. -Performance of the Pit Stop program and Refresh Spot will be reported under 4.3 - Program/Systems: Street Outreach.	4.3 -Program/Systems: Street Outreach	Ongoing	CF 17-1092: Report from CAO to Council 12/4/17
7A - Shelter System Personnel Need for Bridge Housing Conversion	Instruct [LAHSA] to report on the required CES case manager personnel, shelter standards, and additional beds required to transform the City's existing shelter system into bridge housing,	-All of LAHSA's interim housing beds within the City of Los Angeles have been converted to 24-hour bridge housing.	-The report described in this strategy is completed. -All of LAHSA's interim housing beds within the City of Los Angeles will continue to be operated as 24-hour bridge housing through 4.2 - Program/Systems: Shelter.	4.2 - Program/Systems: Shelter	Completed and Ongoing	CF 15-1138-S31 & 15-1138-S2: CAO Reports to Council 6/19/19
7B - Expand Rapid Re-Housing	Instruct [LAHSA & agencies] to report relative to expanding the availability of Rapid Re-Housing (RRH), as described below. Direct LAHSA to report relative to the management of a Rapid Rehousing financial assistance program as described in this Strategy, including move-in and rental assistance.	-The City continues to fund rapid rehousing for families through the General Fund. RRH for families and other populations is supported by Los Angeles County Measure H dollars.	-RRH outcomes and metrics will continue to be reported through 4.7 - Programs/Systems: Rapid Rehousing.	4.7 - Programs/Systems: Rapid Rehousing	Ongoing	N/A

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7C - Expand Adaptive Reuse for Homeless Housing	Direct HCID and the Department of City Planning (DCP) to report on identifying additional opportunities for adaptive reuse for existing private and public properties in the City of Los Angeles capable of being converted into bridge housing or more permanent homeless housing.	-The Interim Motel Conversion Ordinance was developed by the strategy leads and adopted by Council in April 2018.	-Strategy implementation will be further evaluated through implementation of 3.3 - Policy: Land Use & Housing.	3.3 - Policy: Land Use & Housing	Ongoing	CF 17-1432: Ordinance
7D - Using Public Land for Affordable and Homeless Housing	Direct [CAO] to identify City-owned property that could be used for the development of affordable housing and housing for the homeless and to report to Council with a comprehensive list and next steps for development.	-The Affordable Housing Opportunity Sites program was established through coordination between the CAO and HCID. -The CAO's office has established a review process to examine additional sites in conjunction with Council offices and other City departments.	- Through 4.8 - Programs/Systems: Affordable Housing, the CAO and HCID will continue to work to identify City-owned sites suitable for affordable housing development.	4.8 - Programs/Systems: Affordable Housing	Ongoing	HSC Verbal Report from CAO & HCID
7E - Annualize Joint Affordable & Homeless Housing Reports	Instruct [agencies] to publish a joint report on the status of affordable and homeless housing in the City of Los Angeles twice a year for the first three years, then annually thereafter.	-Regular reporting on affordable and homeless housing has been provided in the Comprehensive Homeless Strategy Quarterly Performance Reports. -HCID has been enhancing its proprietary data system, Housing Information Management System (HIMS) to allow for more comprehensive reporting on affordable and homeless housing.	-Implementation of HIMS enhancements will make it possible for LAHSA to begin additional reporting under 5.0 - Annual Evaluation, Metrics/ Progress Review/Continuous Process Improvement.	5.0 - Annual Evaluation, Metrics/ Progress Review/Continuous Process Improvement	Ongoing	N/A
7F - Linkage Fee Nexus Study	Direct DCP to conduct a nexus study for the development of an Affordable Housing Benefit Fee program ordinance. Direct the CAO and HCID to identify the necessary funds for DCP to conduct the study and provide the necessary instructions to effectuate the transfer of funds to DCP.	-The linkage fee nexus study informed the development of the Affordable Housing Linkage Fee (AHLF) ordinance, which was adopted in December 2017.	-The report described in this strategy is completed. -Implementation of the AHLF ordinance will be reported on under 4.8 - Programs/Systems: Affordable Housing.	4.8 - Programs/ Systems: Affordable Housing	Completed and Ongoing	CF 17-0274: Ordinance
7G - Implement Existing & Recommend New CEQA Zoning Reforms	Instruct [DCP] to report on internal processes and procedures to implement CEQA-based incentives in areas targeted for housing growth and Transit Oriented Development and release a timeline of when implementation will occur. Additional reporting regarding potential CEQA-related reforms to benefit homeless housing projects are also requested.	-DCP has been preparing for the implementation of the State Bill 743 transition, which will result in a shift in how transportation impacts are measured.	- DCP will continue to work on preparing to implement the SB 743 Transition under 3.3 - Policy: Land Use & Housing.	3.3 - Policy: Land Use & Housing	Ongoing	HSC Report from DCP 3/28/17

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7H - Facilitate Utilization of Federal Housing Subsidies	Instruct [HACLA] to develop a budget recommendation for the following temporary, two-year programs to encourage landlord acceptance of subsidized tenants with a HUD voucher issued by HACLA: (1) Property Compliance/Damage Mitigation Fund; (2) Vacancy payments to hold units; (3) Increased landlord incentives; (4) Participation by all federal subsidy programs; and (5) Security deposit/move-in assistance.	-HACLA has established incentive programs to increase acceptance of subsidized tenants, which include security deposits, vacancy payments, move-in assistance, and damage mitigation.	-Incentives made available and implemented through this strategy will continue to be reported through 4.8 - Programs/Systems: Affordable Housing.	4.8 - Programs/Systems: Affordable Housing	Completed and Ongoing	HSC Report from HACLA 2/22/18
7I - Regional Coordination of LA City & County Housing Authorities	Direct [HACLA & the Housing Authority of the County of Los Angeles (HACoLA)] to convene an ongoing, quarterly Homeless Issues Roundtable of all public housing authorities in Los Angeles County, for the purpose of identifying common issues related to combating homelessness and developing more integrated housing policies to assist homeless families and individuals.	-HACLA and HACoLA convene quarterly meetings of Los Angeles County housing authorities. -Multiple interagency agreements have been established and a universal application is in development.	-Through 2.0 - Planning, Coordination, Modeling & Prioritization, coordination with regional governments will continue.	2.0 - Planning, Coordination, Modeling & Prioritization	Ongoing	HSC Report from HACLA 2/22/18
7J - Housing Choice Vouchers for Permanent Supportive Housing	Request HACLA to report on increasing the percentage of Housing Choice Vouchers (Section 8) which become available through routine turnover to permanent supportive housing for chronically homeless individuals.	-The City, HACLA and the County have executed a Permanent Supportive Housing Memorandum of Understanding, including a HACLA commitment of up to 4,000 project-based Housing Choice Vouchers. -HACLA's board has approved the release of 1,000 project-based vouchers annually in conjunction with Proposition HHH.	-HACLA and the City will continue to work to approve project-based vouchers in conjunction with supportive housing built with Proposition HHH funds through implementation of 4.4 - Programs/Systems: Supportive Housing.	4.4 - Programs/Systems: Supportive Housing	Ongoing	HSC Report from HACLA 2/22/18
7K - Development of Second Dwelling Units Pilot Program	Direct [HCID] to report on creation of by-right guidelines for single and multi-family residential zoning that would support second dwelling units. Direct [DCP & DBS] to develop and recommend for Council approval a Second Dwelling Unit Pilot Program that provides City incentives to assist homeowners in constructing second units in exchange for providing long-term affordability covenants or requiring recipients to accept vouchers.	-State adoption of Accessory Dwelling Unit legislation preempted the need for an ordinance developed by the Department of City Planning. Almost 7,000 ADU permits have been issued since the state legislation went into effect. -The Mayor's Office and the County of Los Angeles have implemented independent pilot programs.	-DCP will continue to pursue a the adoption of a more tailored ADU ordinance through 3.3 - Policy: Land Use & Housing.	3.3 - Policy: Land Use & Housing	Ongoing	HSC Report from DCP 3/28/17
7L - Establish Planning and Zoning Policy on Homeless Micro Units	Instruct [DCP & HCID] to evaluate opportunities and recommend changes or special exemptions to residential zoning codes and parking requirements to allow for micro units for homeless housing.	-Consolidated under 7Q.	-See 7Q.	3.3 - Policy: Land Use & Housing	Ongoing	HSC Report from DCP 3/28/17

Attachment 2: Comprehensive Homeless Strategy Crosswalk to Proposed Enhanced Comprehensive Homeless Strategy - Detail

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7M - Reform Site Plan Review Ordinance for Homeless Housing	Instruct [DCP] to report on potential amendments to the Site Plan Review ordinance to reduce development timelines for affordable housing units dedicated to homeless individuals.	-Consolidated under 7Q.	-See 7Q.	3.3 - Policy: Land Use & Housing	Ongoing	HSC Report from DCP 3/28/17
7N - Evaluate Youth Housing Needs	Instruct [LAHSA] to conduct a housing gap analysis for youth; [...] vacancy rate [etc. ...] instruct [HACLA] to report on the feasibility of expanding its Section 8 housing program to allow doubling-up in units for TAY.	-HACLA has expanded its project-based voucher program to include 8 project-based buildings with 109 Transition-Age Youth (TAY) units and has more than 60 new units in the pipeline for 2019. -LAHSA completed a Countywide housing gaps analysis that included single adults, families, and TAY, in 2018.	-Strategy leads of 3.4 - Policy: Vulnerable Populations will continue to work with LAHSA, HCIDLA, and HACLA to ensure the needs of TAY through the Enhanced CHS.	3.4 - Policy: Vulnerable Populations	Ongoing	N/A
7O - Expanding Emergency Shelter and Improving Access	Instruct [agencies] to provide policy recommendations relative to the need to expand shelter capacity, including hard-to-serve populations such as mothers with teenage sons. Further, instruct LAHSA to report on measures to improve access to emergency shelter.	-LAHSA reported on implementation of this strategy in October 2017. -Additional reporting on expanding access was provided at Council request under CF 15-1138-S31 and 15-1138-S32. -The A Bridge Home program began implementation in 2018 to open interim housing in every council district.	-Expansion of access to shelter beds will continue through 4.2 - Program/Systems: Shelter under a Bridge Home program and Prop HHH facilities projects.	4.2 - Program/Systems: Shelter	Ongoing	HSC Report from LAHSA 10/24/17
7P - Study Shared Housing Programs	Instruct [agencies] to report relative to the feasibility of establishing or participating in a shared housing program in the City that connects homeless individuals or individuals at-risk of homelessness to housing that is shared with other individuals, including homeowners.	-A Shared Housing Program study is anticipated from LAHSA and the CAO's office in March 2019.	-Exploration of the efficacy of a shared housing will continue under 4.8 - Programs/Systems: Affordable Housing.	4.8 - Programs/Systems: Affordable Housing	Ongoing	N/A
7Q - Support House LA Initiative	Support implementation of House LA initiatives that facilitate shorter timelines and reduced costs for affordable and homeless housing projects throughout the City of Los Angeles, and work with regional governments to encourage other municipalities to study these initiatives for potential adoption.	-The Permanent Supportive Housing (PSH) Ordinance was adopted in April 2018 and became effective in May 2018. -DCP has been drafting a Density Bonus Ordinance. -The Transit-Oriented Communities (TOC) Guidelines became effective in September 2017.	-Implementation of the PSH Ordinance, TOC, and updating the Density Bonus Ordinance will continue under 3.3 - Policy: Land Use & Housing.	3.3 - Policy: Land Use & Housing	Ongoing	HSC Report from DCP 3/28/17
7R - Expand Access to Flexible Housing Programs	Instruct [agencies] to report with recommendations on a process for the City and philanthropies to participate in and expand access to flexible housing subsidy programs.	-The City has access to the County Flexible Housing Subsidy Pool. Approximately 45% of FHP-assisted households are in the City of Los Angeles as of Dec. 31, 2018 (1,977 of 4,380 total Countywide).	-The City will continue to access the FHP and coordinate with philanthropies through 2.0 - Planning, Coordination, Modeling & Prioritization.	2.0 - Planning, Coordination, Modeling & Prioritization	Ongoing	N/A

Attachment 2: Comprehensive Homeless Strategy Crosswalk to Proposed Enhanced Comprehensive Homeless Strategy - Detail

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7S - Preservation of Affordability Covenants	Direct [HCID] to report with recommendations and goals for preserving covenants on affordable and permanent supportive housing units.	-HCID has implemented the At-Risk Affordable Housing Tenant Outreach and Education Services (AAHTOES) program to conduct tenant outreach and provide valuable information about tenant rights to vulnerable communities.	-HCID will continue to report on work to preserve affordability covenants and at-risk tenant outreach through 4.8 - Programs/Systems: Affordable Housing.	4.8 - Programs/Systems: Affordable Housing	Ongoing	CF 17-0027: AAHTOES Request for Proposals
7T - Homeless Prevention and Diversion Programs	Instruct [LAHSA] to report relative to the number of individuals who could be served by homeless prevention and diversion programs, the causes of those individuals' homelessness, the benefits resulting from prevention and diversion strategies and the costs of not providing those interventions; [...] report relative to establishing a prevention and diversion program integrated into the Coordinated Entry System for all homeless populations that includes, but is not limited to, providing the following interventions rental/housing subsidies, case management, employment development, utility payments, motel vouchers and legal services. [etc.]	-LAHSA has established prevention and diversion guidelines and has provided trainings to subcontractors on prevention and diversion methods.	- Prevention and diversion program implementation will continue through implementation of 4.6 - Programs/Systems: Prevention/Diversion.	4.6 - Programs/Systems: Prevention/Diversion	Ongoing	N/A
8A - Analyze City-Wide Zoning for Homeless Housing	Instruct [DCP] to report on a citywide plan of zoning modifications to increase residential capacity across the city to structurally address the City's housing stock deficit, including density profiles inclusive of affordable and homeless housing goals; [this] should include the impact of modifying Transitional Height Requirements to allow affordable and homeless housing along commercial corridors and prioritizing transit-oriented developments (TOD) with affordable housing.	-Consolidated under 7Q.	-See 7Q.	3.3 - Policy: Land Use & Housing	Ongoing	HSC Report from DCP 3/28/17
8B - Review Transfer of Floor Area Rights (TFAR), Greater Downtown Housing Incentive Area (GDHIA), & Density Bonus Programs for Homeless Housing Inclusions	Instruct [DCP] to report on potential revisions to the Transfer of Floor Area Rights (TFAR), Greater Downtown Housing Incentive Area (GDHIA), and the Density Bonus programs to better complement each other and to better achieve City-wide objectives of providing affordable and homeless housing.	-Consolidated under 7Q.	-See 7Q.	3.3 - Policy: Land Use & Housing	Ongoing	HSC Report from DCP 3/28/17
8C - Revise Parking and Trip Credit Guidelines for Homeless Housing	Direct [DCP] to prepare a report on lowering parking requirements for affordable and homeless housing profiles where lower car ownership is common. Include recommended adjustments to the vehicular trip credits for affordable housing in the City's Traffic Study Guidelines.	-Consolidated under 7Q.	-See 7Q.	3.3 - Policy: Land Use & Housing	Ongoing	HSC Report from DCP 3/28/17

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8D - Reestablish Mello Act Guidance	Instruct [DCP] to prepare a permanent Mello Act implementation ordinance for the City that results in replacement of lost affordable housing, inclusive of a potential required in-lieu payment option into the City's Affordable Housing Trust Fund.	-DCP has collaborated with the City Attorney's Office, HCID, Council District 11, and other agencies to develop a draft ordinance relating to the City's implementation of the Mello Act.	-Work on drafting the Mello Act ordinance will continue through 3.3 - Policy: Land Use & Housing.	3.3 - Policy: Land Use & Housing	Ongoing	CF 15-0129: Report
9A - Employ Homeless Adults by Supporting Social Enterprise	Direct the Economic and Workforce Development Department (EWDD) to report on specific strategies promoting Social Enterprises/Alternate Staffing Organizations to increase employment opportunities for Homeless Adults.	-The Los Angeles Regional Initiative for Social Enterprise (LA:RISE) program has been operating out of the EWDD since 2014, and is a five-year demonstration project designed to employ 500 individuals through training and social enterprise jobs.	-LA: Rise will continue to operate and report outcomes through 4.5 - Programs/Systems: Services.	4.5 - Programs/Systems: Services	Completed and Ongoing	N/A
9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	Direct the Personnel Department and the Economic and Workforce Development Department (EWDD) with assistance from the City Administrative Officer to report on specific strategies promoting targeted recruitment opportunities for the homeless or recently homeless, including job training and outreach.	-The Targeted Local Hire Program has been implemented Citywide.	-Per Executive Directive No. 15, the EWDD through the WorkSource System and LA:RISE program will continue its partnership with the City's Personnel Department to serve as a pipeline to supply participants with lived experience for consideration of City civil service positions through the Targeted Local Hire program through 4.5 - Programs/Systems: Services.	4.5 - Programs/Systems: Services	Completed and Ongoing	N/A
9C - Employment Development Programs for Homeless Youth	Instruct EWDD to report relative to expanding employment development opportunities for homeless youth or youth at-risk of homelessness, including lesbian, gay, bisexual, transgender, and questioning (LGBTQ) homeless youth and LGBTQ youth at-risk of homelessness. Instruct the Los Angeles Police Department (LAPD) to report relative to expanding the LAPD Cadet program to include homeless TAY up to 24 years of age, including LGBTQ youth, and LGBTQ youth at-risk of homelessness, and the potential for having an LGBTQ sworn officer support the program.	-The LA:RISE program has expanded employment development opportunities to youth.	-LA Rise will continue to recruit homeless youth for transitional subsidized jobs through 4.5 - Programs/Systems: Services.	4.5 - Programs/Systems: Services	Ongoing	N/A

Original Strategy	Original Strategy Deliverable Summary	Original Strategy Implementation to Date	Incorporation into Enhanced Strategy	Enhanced Strategy	Completed or Ongoing	Link to Report
9D - Centralized Homeless Donation Coordination in LA County	Instruct LAHSA with assistance of the Homeless Strategy Committee and non-profit organizations such as the United Way Home For Good Funders Collaborative to report on a strategy to establish a centralized mechanism that facilitates the ability of individual donors and philanthropies to fund homelessness related projects and initiatives of their choice and expand capacity of non-profit organizations.	-A joint report from the CLA and CAO included a recommendation to request the City Attorney to prepare and present an Ordinance to establish the Homeless Services and Financial Assistance Trust Fund to accept gifts, contributions, donations, and bequests to the City to support homeless services; the City Council received and filed this recommendation.	-CAO and CLA may consider reevaluation of strategy as 2.0 - Planning, Coordination, Modeling & Prioritization is implemented.	2.0 - Planning, Coordination, Modeling & Prioritization	Completed and Ongoing	C.F. 15-1138-S15
9E - Homelessness Prevention for Former Foster Care Youth	Instruct LAHSA), EWDDD and the HSC to monitor and report relative to upcoming changes to the County's services provided to foster youth to prevent homelessness, and actions the City can take in partnership with the County to prevent or end homelessness for former foster youth.	-The P3 partnership was established to align funding and resources from State, County, and other agencies to the YouthSource system.	- The P3 partnership will continue to align funding and resources from State, County and other agencies to the YouthSource System through implementation of 4.6 - Programs/Systems: Prevention/Diversion.	4.6 - Programs/Systems: Prevention/Diversion	Ongoing	N/A
9F - Expand Youth Homeless Services	Instruct LAHSA to report on the feasibility of expanding services targeted to homeless youth and youth at-risk of homelessness. Instruct LAHSA to report relative to partnering with local schools of social work to provide case management services to homeless individuals including homeless youth and homeless LGBTQ youth. Instruct LAHSA to partner with local community colleges to help identify TAY homeless students and determine housing solutions for those youth, and identify additional emergency shelter, crisis and bridge housing resources and supportive services targeting the unique needs of the (TAY) homeless population. Instruct the CLA to report relative to sponsoring/supporting legislation to increase State and federal funding for youth homelessness.	-LAHSA has expanded the services available to TAY. -Multiple working groups have been established to support efforts to expand access to services for TAY, including the Homelessness and Higher Education working group and the Homeless Youth Forum in Los Angeles (HYFLA).	-The working groups established to expand access to services to TAY will continue to work towards establishing further access points through implementation of 4.5 - Programs/Systems: Services.	4.5 - Programs/Systems: Services	Ongoing	N/A
9G - Emergency Shelter for Homeless Individuals with Pets	Department of Animal Services (Animal Services) with the assistance of LAHSA to report relative to Animal Services' proposal to purchase tents and kennels so homeless individuals with pets can access shelter without having to be separated from their pet during emergencies.	-Funding was provided to purchase kennels for emergencies. -New A Bridge Home facilities have been designed with pets and their owners in mind.	-The needs of homeless individuals with pets will continue to be considered through implementation of 3.4 - Policy: Vulnerable Populations.	3.4 - Policy: Vulnerable Populations	Ongoing	N/A

Original Strategy	Original Strategy Deliverable Summary	Original Strategy Implementation to Date	Incorporation into Enhanced Strategy	Enhanced Strategy	Completed or Ongoing	Link to Report
9H - Proposals to Assist Homeless Individuals and Their Pets	Instruct the Animal Services to report relative to the following proposals to assist homeless individuals with pets or pet owners at-risk of homelessness: tethering law amendment; expansion of spay/neuter surgeries; licensing and microchipping; temporary housing for pets in danger of relinquishment; developing pet services programs; and providing free vaccine clinics.	-Free and low-cost spay and neuter programs are available throughout the City. -New A Bridge Home facilities have been designed with pets and their owners in mind.	-The needs of homeless individuals with pets will continue to be considered through implementation of 3.4 - Policy: Vulnerable Populations.	3.4 - Policy: Vulnerable Populations	Ongoing	N/A
9I - Employment Development for Homeless Individuals with Pets	Instruct LAHSA and EWDD to report on the feasibility of providing employment opportunities to homeless individuals with pets or pet owners at-risk of homelessness. Instruct EWDD, LAHSA and Animal Services to report relative to developing a peer educator program of formerly homeless youth to conduct engagement to homeless youth including those homeless youth with pets.	-Barriers to employment have been identified for pet owners experiencing homelessness.	Strategy leads of 3.4 - Policy: Vulnerable Populations will continue to work to ensure the needs of homeless individuals with pets are met through the Enhanced CHS.	3.4 - Policy: Vulnerable Populations	Ongoing	N/A
9J - Social Impact Financing/Pay for Success	Direct EWDD, with the assistance of LAHSA, to report regarding the establishment of a "Pay for Success (PFS)" program using a model similar to that of Los Angeles County, and investigate whether Proposition 47 or other funds may become available to the City to help pay for the costs of such a program.	- EWDD has reported that a large-scale Social Innovation Fund (SIF)/PFS program would not be feasible without significant financing through the General Fund. However, a small-scale PFS system has been incorporated into the LA:RISE program to provide financial incentives to participants to increase participation.	-CAO and CLA may consider evaluating further investment in a large-scale SIF/PFS program through implementation of 2.0 - Planning, Coordination, Modeling & Prioritization is implemented.	2.0 - Planning, Coordination, Modeling & Prioritization	Ongoing	N/A
9K - Women's Homelessness - Domestic Violence	Instruct LAHSA, HCID and the City Domestic Violence Alliance (DVA) [formerly Domestic Violence Task Force] to report relative to identifying the number of individuals whose homelessness is directly related to domestic violence, and the supportive services to address the needs of those individuals. Instruct LAHSA, HCID and the DVA to conduct a housing gap analysis for all homeless women, and that the housing types identified include supportive services to address women's homelessness including survivors of domestic violence. Instruct LAHSA, HCID, the DVA and the City Administrative Officer to report with the funding necessary to ensure that all domestic violence beds in the City remain open through Fiscal Year 2016-17.	-The City has funded the Downtown Women's Center (DWC) to work with a team from the University of Southern California (USC) to complete the women's housing gaps analysis.	-Upon completion of the gaps analysis, policy recommendations will be evaluated and implemented through implementation of 3.4 - Policy: Vulnerable Populations.	3.4 - Policy: Vulnerable Populations	Ongoing	N/A

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9L - Women's Homelessness - Employment Development	Instruct LAHSA to report with data relative to the number of homeless women who are unemployed. Instruct the EWDD with assistance from LAHSA, to report relative to providing employment development services to homeless women or women at-risk of homelessness.	-LAHSA and EWDD have compiled and analyzed data to identify barriers to employment and develop solutions and interventions. -The LA:RISE program has a partnership with the Downtown Women's Center to provide employment specifically to women experiencing homelessness, in addition to 9 other Social Enterprise organizations that are also recruiting and serving women.	-Through implementation of 3.4 - Policy: Vulnerable Populations, the City will continue to explore ways to identify employment opportunities for women experiencing homelessness.	3.4 - Policy: Vulnerable Populations	Ongoing	N/A
10A - Full Funding for Affordable Housing Trust Fund	Direct the CAO and the CLA, with the assistance of HCID and LAHSA to identify permanent funding sources in the amount of $75 million annually for the Affordable Housing Trust Fund (AHTF) to finance the construction of affordable and PSH and updated costs for programs proposed by this report to be funded by the AHTF. Instruct the CAO and CLA, with assistance of HCID and LAHSA, to report with any revisions to the AHTF guidelines needed to further the goals of the City's Comprehensive Homeless Strategy.	-See strategy 10D.	-See strategy 10D.	1.0 - Governance, Accountability & Budget	Ongoing	N/A
10B - Establish the Homeless Services Trust Fund	Instruct the CAO and the CLA, with the assistance of HCID and LAHSA to identify permanent funding sources in the amount of $113 million annually for a new Homeless Services Trust Fund (HSTF) to finance the construction of lease based PSH, RRH, homelessness diversion programs, and supportive services and updated costs for programs proposed by this report to be funded by the HSTF. Instruct the CAO and CLA, with the assistance of HCID and LAHSA, to report with recommendations for the new HSTF guidelines.	-An individual account has been established by HCID for City-funded homeless services through LAHSA. -Los Angeles County Measure H revenue is being used to support homeless services funding throughout the City. -Reporting on homeless spending through the City has been streamlined through the use of a Homeless Schedule within the annual budget process.	-The City will continue to report on homeless spending through implementation of 1.0 - Governance, Accountability & Budget.	1.0 - Governance, Accountability & Budget	Completed and Ongoing	N/A
10C - Augment Supportive Housing Loan Fund & New Generation Fund	Direct the CAO and the CLA, with the assistance of the HCID and LAHSA to report on funding options and amounts to be loaned to the Supportive Housing Loan Fund (SHLF) and New Generation Fund (NGF) to finance pre-development and acquisition loans for permanent supportive housing projects in the City.	-The SHLF was augmented in Q1 of FY 2017-18. A need for additional funding has not been identified at this time.	-CAO and CLA will continue to evaluate other funding sources through implementation of 2.0 - Planning, Coordination, Modeling & Prioritization is implemented.	1.0 - Governance, Accountability & Budget	Ongoing	N/A

Attachment 2: Comprehensive Homeless Strategy Crosswalk to Proposed Enhanced Comprehensive Homeless Strategy - Detail

Original Strategy	Original Strategy Deliverable Summary	Original Strategy Implementation to Date	Incorporation into Enhanced Strategy	Enhanced Strategy	Completed or Ongoing	Link to Report
10D - New Funding Programs and Guidelines	Direct HCID with the assistance of the CAO and the CLA, to report on new programs or policy changes to existing guidelines that can facilitate and expedite the development of new PSH units.	-Proposition HHH was developed to facilitate and expedite the development of new PSH units. It was approved by voters in November 2016.	-Proposition HHH will continue to be the City's funding source for PSH projects and will be implemented through 4.4 - Programs/Systems: Supportive Housing -Implementation of the PSH Ordinance will continue under 3.3 - Policy: Land Use & Housing.	4.4 - Programs/Systems: Supportive Housing	Ongoing	Proposition HHH Committees
10E - CAO and CLA Report on Desired Strategies	Direct the CAO and the CLA with the assistance of LAHSA and City departments as needed, to report with cost estimates to finance the homelessness-related strategies emerging from the Comprehensive Homeless Strategy as adopted by the Mayor and Council, including financial and service delivery impacts to departments on the provision of core City services across the City, and direct the CAO and CLA to include proposals to identify implementation time frames for these strategies. Wherever possible, pilots that can proceed in advance of citywide implementation will be considered and supported.	-The CAO has been tracking the progress of strategies through quarterly performance reports and strategy-specific working groups and reports as needed.	-The CAO will continue to track the progress of strategies through quarterly performance reports and strategy-specific working groups and reports as needed through 1.0 - Governance, Accountability & Budget.	1.0 - Governance, Accountability & Budget	Ongoing	N/A