REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: March 15, 2024

CAO File No. 0220-05151-0541
Council File No.20-1524-S7
Council District: All

To: The City Council

From: Matthew W. Szabo, City Administrative Officer

Reference: C.F. 20-1524-S7

Subject: **HOMELESS HOUSING, ASSISTANCE, AND PREVENTION PROGRAM ROUND 5 (HHAP-5) APPLICATION**

RECOMMENDATION

That the City Council, subject to the approval of the Mayor:
1. Note and file this Report

SUMMARY

On January 19, 2024, a motion (Raman - Blumenfield; C.F. 20-1524-S7) was introduced to instruct the City Administrative Officer (CAO) to apply for the State of California Interagency Council on Homelessness (Cal ICH) Homeless Housing, Assistance, and Prevention Program Round 5 (HHAP-5) funding. The City of Los Angeles anticipates receiving a total HHAP-5 allocation of $164,335,500 to support regional coordination and continue local capacity to address immediate homelessness challenges . The funds received from the HHAP-5 award will primarily be applied towards continuing shelter interventions, outreach, hygiene services, supportive services, systems support, and administrative costs, which will also support the Regionally Coordinated Homeless Action Plan (RCHAP).

On February 21, 2024, the Housing and Homelessness Committee considered the Homeless Housing Assistance and Prevention Program Round 5 (HHAP-5) Application Report and the motion (Raman – Blumenfield; C.F. 20-1524-S7) relative to the Regionally Coordinated Homeless Action Funding Plans, and MOU as part of the HHAP-5 application. The committee amended the recommendations contained in the report to include an instruction to the CAO to return to Council with the full grant

application prior to its submission to the State. This report summarizes and includes the full grant application.

BACKGROUND

The State of California HHAP-5 program is a $1 billion block grant program designed to provide jurisdictions with one-time grant funds to support regional coordination and expand or develop local capacity to address immediate homelessness challenges.This fifth round of HHAP was authorized by Assembly Bill 129 and signed into law by Governor Newsom on July 10, 2023.The City of Los Angeles anticipates receiving a total HHAP-5 allocation of $164,335,500. The application process for these funds differs a great deal from the past four rounds of HHAP in that regional coordination is required, resulting in the creation of a RCHAP, and a Memorandum of Understanding (MOU). The participating entities are the County of Los Angeles (the County), the Los Angeles Homeless Services Agency (LAHSA), and the Cities of Los Angeles, Long Beach, Pasadena and Glendale.

The Regional Coordination approach for HHAP 5 is designed to have grant recipients create a unified regional response to reduce and end homelessness. CAO staff have participated in numerous meetings with our regional partners to discuss HHAP 5 priorities and coordinate on the application process. The County is the lead agency and has led the effort to consolidate the individual entities' responses and prepare the final application.

The final application requires three major components, the RCHAP, MOU and each entity's funding plans. All regional partners including the City of Los Angeles submitted their drafts of the RCHAP on March 6, 2024. On March 8, 2024, the County of Los Angeles sent a final draft of the MOU to all regional partners. Currently, the City of Los Angeles has completed our Funding Plan which will be submitted to the County.. The County will prepare the application for the final submission date of March 27, 2024. All three components (RCHAP, MOU, Funding Plan) are included as attachments to this report.

COMPONENT 1: REGIONALLY COORDINATED HOMELESSNESS ACTION PLAN (RCHAP)

Cal ICH established six System Performance Measures (SPMs) that are required components of the RCHAP. Each jurisdiction submitted a response detailing how their respective jurisdiction will address each of the six SPMs. A summary of the regional metrics provided by LAHSA and responses in which the City of Los Angeles is a lead or

collaborator entity in the RCHAP is accompanied by the RCHAP in its entirety as attachment 1.

COMPONENT 2: MEMORANDUM OF UNDERSTANDING

The HHAP-5 application must be accompanied by a signed Memorandum of Understanding (MOU). This requires that each jurisdiction participating in and committing to the Regionally Coordinated Homelessness Action Plan be signatory on the MOU. The final draft of the MOU is attachment 2 of this report.

COMPONENT 3: FUNDING PLAN

Upon the approval of the application by CAL ICH, the City of Los Angeles is allocated to receive $164,335,500. The complete Funding Plan is attachment 3 of this report. HHAP funds are used for the operating costs of the City of Los Angeles' various interim housing interventions, including the A Bridge Home Program (ABH), City of LA COVID-19 Homelessness Roadmap (Roadmap) interventions and ongoing hygiene, outreach, prevention, and supportive services. There are eight eligible use categories included in the HHAP-5 Funding Plan for which the City of Los Angeles has identified funding uses:

Eligible Use Category	**Dollars Budgeted**	**Youth Set Aside**	**Activities the funds will Support**
1. Rapid Rehousing	$28,408,935	$16,433,550	Time-Limited Subsidies
2. Prevention and Shelter Diversion	$392,003		Food security and Rapid Resolution Specialists
3. Operating Subsidies - Interim Housing	$99,438,494		Services at City's Interim Housing Sites
4. Interim Housing	$843,745		Emergency Shelter Program (pop-up shelters and motel vouchers for inclement weather)
5. Street Outreach	$20,259,503		Outreach and Hygiene Services
6. Services Coordination	$3,489,334		Connection to health services and move-in assistance,
7. Systems Support	$8,870,059		Program delivery
8. Administrative Costs	$2,633,426		Grant administration
TOTAL	**$164,335,500**		

Upon receipt of the application with the MOU and funding plan, Cal ICH conducts a 90 day review period. After the 90 day review period ends, Cal ICH expects to send award notifications in July of 2024. Cal ICH will issue award letters and will send contract packages to each jurisdiction. Each jurisdiction chose to receive their approved funding individually. Jurisdictions will have 30 days to complete the contract packages required to receive their funding. The initial disbursement for the City of Los Angeles is expected between August and September of 2024. The initial disbursement will be $92,515,500 of the total $164,335,500. In order to receive the remainder of the funding, grantees must obligate at least 75 percent of the initial HHAP-5 allocation and expend at least 50 percent of the initial HHAP-5 allocation by June 30, 2026.

FISCAL IMPACT STATEMENT

There is no impact to the General Fund at this time as a result of the recommendations in this report. The City expects to receive $164,335,500 from the State through the HHAP-5 grant program to support the implementation of the RCHAP. If the City does not receive these funds, or does not receive additional funding beyond Round 5, there may be a potential impact to the General Fund at such time.

FINANCIAL POLICIES STATEMENT

The recommendation in this report complies with the City's Financial Policies.

Attachments:

No. 1 RCHAP City of LA Summary and Final Regional Plan
No. 2 Memorandum Of Understanding
No. 3 HHAP-5 Funding Plan

ECG:MP:BK:EC:16240093

ATTACHMENT NO. 1

RCHAP City of LA Summary and Final Regional Plan

Summary of City of Los Angeles RCHAP Responses as Lead or Collaborating Entity

SPM 1a. Number of people accessing services who are experiencing homelessness: **102,360**	**Response: Expand problem solving throughout the region. Update outreach coordination maps to ensure geographic coverage and access to services throughout the jurisdictions.** Lead agency: LAHSA Collaborators: LA County, **Cities of Los Angeles**, Long Beach, Glendale, and Pasadena. Method of Measuring Success of the Action: Tracking participation in a training series for problem-solving partners. (LAHSA) Tracking the number of organizations associated with the region who are using problem solving across the region.(LAHSA) Tracking the number of entities within the justice system and faith-based community engaged in partnership for problem solving. (LAHSA) Track the number of individuals contacted, number of individuals engaged, number of individuals who attained referrals, number of individuals placed in interim housing, number of individuals placed in permanent housing (County). **Response: Support Multi-Disciplinary Teams (MDTs) who engage and connect unsheltered PEH with complex health and/or behavioral health conditions to needed resources and services. MDTs include a health specialist, mental health specialist, substance use specialist, peer with lived experience, and a generalist.** Lead agency: LA County Department of Health Services (DHS) Collaborators: LAHSA Homeless Service Providers LA County CEO Homeless Initiative, **Cities of Los Angeles**, Long Beach, Glendale, and Pasadena. Method of Measuring Success of the Action: Track the number of individuals contacted, number of individuals engaged, number of individuals who attained referrals, number of individuals placed in interim housing, number of individuals placed in permanent housing (County). **Response: Increase coinvestment opportunities for cities and Councils of Government (COGs) for interim housing operations.** Lead agency: LA County Collaborators: **All cities** and Councils of Governments (COGs) within the county

	Method of Measuring Success of the Action: Track the increase in the number of sites and amount of investments dedicated to operating costs at City or Council of Government operated interim housing sites (County).
SPM 1b. Number of people experiencing unsheltered homelessness on a single night: **45,548**	**Response: Expand problem solving throughout the region. Expand interim housing options throughout a City and County to allow unsheltered people to come inside.** Lead agency*:* LAHSA Collaborators: LA County, Cities of Long Beach, Glendale, Pasadena, and **Los Angeles** Method of Measuring Success of the Action: Tracking participation in a training series for problem-solving partners.(LAHSA) Tracking the number of organizations associated with the region who are using problem solving across the region.(LAHSA) Tracking the number of entities within the justice system and faith-based community engaged in partnership for problem solving. (LAHSA) Review baseline data on interim housing and compare to data after expansion is in place. (LAHSA) **Response: Support Inside Safe, the City of LA's Encampment Resolution program, through the planning and response phases of every operation. This partnership includes County representation** Lead agency: LA County CEO Homeless Initiative Collaborators: **City of Los Angeles,** Other County Departments, LAHSA Method of Measuring Success of the Action: Track participation in Inside Safe operations, track connections to mainstream county services/benefits. **Response: Provide and maintain diverse interim housing offerings under the City of Los Angeles' Homelessness Roadmap.** Lead agency: **City of Los Angeles** Collaborators: Los Angeles Housing Department and LAHSA Method of Measuring Success of the Action: Track the diversity and number of interim housing options offered in the City of Los Angeles as well as any increase in either
SPM 2	**Response: Increase the number of interim and permanent units in the City of Los Angeles.** Lead agency: **City of Los Angeles**

Number of people accessing services who are experiencing homelessness for the first time: **50,314**	Collaborators: City of Los Angeles Depts of Housing, City Planning, Public Works and Building and Safety Method of Measuring Success of the Action: Track to identify the increased number of sites, compare the timing of permitting process before the effort compared to after.
SPM 3 Number of people exiting homelessness into permanent housing: **17,894**	**Response: Expand problem solving throughout the region. Prioritize those in Interim Housing for TLS to promote more housing placement and less exits to homelessness. Expand the Time-Limited Subsidy (TLS) program.** Lead agency: LAHSA Collaborators: LA County, **Cities of Los Angeles**, Long Beach, Glendale, and Pasadena. Method of Measuring Success of the Action: Tracking participation in a training series for problem-solving partners. (LAHSA) Tracking the number of organizations associated with the region who are using problem solving across the region. Tracking the number of entities within the justice system and faith-based community engaged in partnership for problem solving. (LAHSA) Track the number of people moving from Interim Housing to TLS. (LAHSA) Measure the amount of time-limited subsidy slots, track the number of new enrollees and number of clients who secured permanent housing upon exiting the program. (LAHSA) **Response: Provide and maintain funding for time-limited subsidies in the City of LA, which will also include housing navigation services.** Lead agency: **City of Los Angeles** Collaborators: Los Angeles Housing Department, LAHSA, LA County Method of Measuring Success of the Action: Measure the amount of time-limited subsidy slots to stabilize the amount available in the community
SPM 4 Average length of	**Response: Use TLS for encampment resolution efforts to promote quicker housing placements than through PSH, and transfer to PSH later, if needed**.

time that people experienced homelessness while accessing services: **182 days**	Lead agency: LAHSA, City of Los Angeles Collaborators: LA County CEO Homeless Initiative Method of Measuring Success of the Action: Track the number of people moving from encampment resolution to TLS. (LAHSA) Track length of time since engagement of those who came to TLS from encampment resolution efforts. (LAHSA) Track PSH transfers from TLS for those who came to TLS from encampment resolution efforts. (LAHSA) **Response: Continue to develop permanent supportive housing (PSH) to decrease the wait time of people experiencing homeless in interim beds** Lead agency: City of Los Angeles Collaborators: City of Los Angeles - Depts of City Planning, Building and Safety Method of Measuring Success of the Action: Tracking the number of new PSH beds in the City of LA. Tracking wait times for people in interim housing who are awaiting PSH referrals and placement. **Response: Implement document collection in interim housing to promote quicker housing placements** Lead agency: LAHSA Collaborators: LA County, City of Los Angeles, City of Glendale CoC City of Long Beach CoC City of Pasadena CoC Method of Measuring Success of the Action: Measure length of time to housing placements each FY to track document collection improvement system wide. (LAHSA
SPM 5 Percent of people who return to homelessness within 6 months of exiting the homelessness	**Response: Extend length of time for TLS enrollments when needed to avoid exits to homelessness.** Lead agency: LAHSA Collaborators: LA County Homeless Initiative and **City of Los Angeles** Method of Measuring Success of the Action: Track to identify program policy changes that are made to allow longer stays in TLS. LAHSA to measure data to determine if extending TLS can be connected to decreased returns to homelessness. (LAHSA)

response system to permanent housing: 7%	**Response: Implement transfers from TLS to PSH to promote housing retention** Lead agency: LAHSA Collaborators: LA County CEO-Homeless Initiative, LA County Department of Health Services (DHS), City of Los Angeles, community providers. Method of Measuring Success of the Action: LAHSA to measure data to determine if individuals transferred from TLS to PSH are decreasing returns to homelessness. **Response: Fully establish linkages to needed services (psychiatric, substance abuse, and financial benefit) to maintain permanent housing once secured.** Lead agency: City of Los Angeles Collaborators: County of Los Angeles (DHS) and USC (MDT and Street Medicine) Method of Measuring Success of the Action: Track any increase in the number of sustained permanent housing units.
SPM 6 Number of people with successful placements from street outreach projects: 4,086	**Response: Fund regional outreach teams and coordinators who engage and connect unsheltered people experiencing homelessness (PEH) to needed resources and services with the ultimate goal of connecting them with permanent housing** Lead agency: LAHSA & LA County Department of Health Services Collaborators: LA County, Cities of Long Beach, Glendale, Pasadena, and Los Angeles Method of Measuring Success of the Action: Tracking participation in a training series for problem-solving partners.(LAHSA) Tracking the number of organizations associated with the region who are using problem solving across the region.(LAHSA) Tracking the number of entities within the justice system and faith-based community engaged in partnership for problem solving. (LAHSA) **Response: Support Multi-Disciplinary Teams (MDTs) who engage and connect unsheltered PEH with complex health and/or behavioral health conditions to needed resources and services. MDTs include a health specialist, mental health specialist, substance use specialist, peer with lived experience, and a generalist** Lead agency: LA County Department of Health Services

	Collaborators: LA County, **Cities of Los Angeles**, Long Beach, Glendale, and Pasadena. Method of Measuring Success of the Action: Tracking participation in a training series for problem-solving partners.(LAHSA). Tracking the number of organizations associated with the region who are using problem solving across the region.(LAHSA); Tracking the number of entities within the justice system and faith-based community engaged in partnership for problem solving. (LAHSA) **Response: Promote referrals from access centers to TLS programs** Lead agency: LAHSA Collaborators:LA County CEO-Homeless Initiative, City of Los Angeles, community providers Method of Measuring Success of the Action: LAHSA to track data in HMIS to monitor the increase in referrals from access centers to TLS programs. **Response: Implement encampment resolution to move people from street to interim and permanent housing** Lead agency: LAHSA, LA County CEOHomeless Initiative, **City of Los Angeles** Collaborators: LA County Department of Health Services (DHS), homeless service providers, local jurisdictions. Method of Measuring Success of the Action:Track HMIS data from SO to monitor the impact of encampment resolution efforts on participation in interim and permanent housing. (LAHSA) **Response: Expand A Bridge Home sites to provide low barrier interim housing options that are connected to support services.** Lead agency: **City of Los Angeles** Collaborators: LA County Method of Measuring Success of the Action: Track additional interim sites including those currently under construction.

California Interagency Council on Homelessness

In partnership with the Department of Housing and Community Development

REGIONALLY COORDINATED HOMELESSNESS ACTION PLAN AND APPLICATION TEMPLATE

HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM

ROUND 5 (HHAP-5)

Purpose of this Template

The California Interagency Council on Homelessness (Cal ICH) in partnership with the Department of Housing and Community Development (HCD) is providing this optional application template, inclusive of the Regionally Coordinated Homelessness Action Plan, for use by jurisdictions seeking funding under Round 5 of the Homeless Housing, Assistance and Prevention Program (HHAP-5).

This template closely mirrors the online application portal and is intended to support the regional development and submission of information required for approval by Cal ICH as required in AB 129 (Health & Safety Code § 50230, et seq.).

This template will not be collected by Cal ICH nor reviewed in lieu of an official application submission. Applicants are responsible for inputting the required information into the online application portal and submitting the official application through the portal no later than 5:00 p.m. on March 27, 2024.

- **PART I: REGIONAL IDENTIFICATION AND CONTRACTING INFORMATION**

- **PART II: REGIONALLY COORDINATED HOMELESSNESS ACTION PLAN**
  - 2.1: Participating Jurisdictions' Roles and Responsibilities
  - 2.2 Performance Measures and Improvement Plan
  - 2.3 Equity Improvement Plan
  - 2.4 Plan to Reduce the Number of People Experiencing Homelessness Upon Exiting an Institutional Setting
  - 2.5 Plan to Utilize Local, State, and Federal Funds to End Homelessness
  - 2.6 Plan to Connect People Experiencing Homelessness to All Eligible Benefit Programs
  - 2.7 Memorandum of Understanding
  - 2.8 Application Development Process Certification

- **PART III: FUNDING PLAN(S)**

Part I: Regional Identification and Contracting Information

1. Select the CoC Region.
2. Indicate which of the eligible applicants are participating in this HHAP-5 application.

Guidance

All overlapping jurisdictions within a region must complete a Regionally Coordinated Homelessness Action Plan and submit a single regional HHAP-5 application. For purposes of HHAP-5, the term "region" refers to the geographic area served by a ***county****, including all large cities and the CoC or CoCs within it. When multiple counties are served by the same CoC, those counties may choose to apply together or as separate county regions; however,* multi-county regions that are served by the same CoC are encouraged to apply as one region *and submit a single Regionally Coordinated Homelessness Action Plan.*

Applicants may apply together and still receive and administer funds separately.

- *Large Cities must apply as part of the regional application with the County and CoC.*
- *Counties must apply as part of a regional application with the CoC and any overlapping Large Cities.*
  - *In a multi-county CoC: Counties are strongly encouraged to apply in collaboration with other counties that are served by the same CoC.*
- *A CoC that serves a single county must apply as part of the regional application with the County and any overlapping Large Cities.*
- *A CoC that serves multiple counties must either:*
  - *Apply as part of the regional application with multiple Counties and any overlapping Large Cities; and/or*
  - *Participate in the regional application of each overlapping County and the Large Cities therein.*

3. Indicate the Administrative Entity and provide contact information for each Eligible Applicant.

Guidance

Each eligible applicant (Large City, County, and CoC) has the discretion to receive their base allocation directly or may designate an eligible applicant in their region to serve as their Administrative Entity. This selection will indicate to Cal ICH which eligible applicant will enter into contract with the state to receive and administer each eligible applicant's HHAP-5 allocation.

The Administrative Entity is responsible for HHAP funds and meeting the terms and conditions of the contract. Broadly speaking, this means administering funds, contracting (when necessary) with sub-recipients, and reporting on HHAP-5 dollars and activities to Cal ICH.

- *If you plan to contract with the state to receive and administer only* your (single) HHAP-5 allocation, select: "Will enter into contract with the state to receive and administer their HHAP-5 allocation individually" under the contracting selection in the application.
- *If you do not plan to contract with the state and instead plan to identify another participating eligible applicant in the region to enter into contract with the state to receive and administer your HHAP-5 allocation, select: "Identify another participating eligible applicant in their region to enter into contract with the state to receive and administer their HHAP-5 allocation"* under the contracting selection in the application. You will then be prompted to designate the Administrative Entity from a list of eligible applicants in the region.

- *If you plan to contract with the state to receive and administer multiple HHAP-5 allocations within your region, select "Will enter into contract with the state to receive and administer their HHAP-5 allocation and allocation(s) from other eligible applicants in the region" under the contracting selection in the application.*

Administrative Entity Information

Participating Eligible Applicant	1. Administering only your own HHAP-5 allocation 2. Administering multiple allocations or 3. Designating a different eligible applicant as your Administrative Entity	If designating, identify the Administrative Entity that will be administering your HHAP-5 Allocation

Contact Information for each Eligible Applicant

Participating Eligible Applicant	Name	Title	Email	Phone Number
Los Angeles County (LA County)	Rachael Simon	System Optimization and Communications	rsimon@ceo.lacounty.gov	323-447-6402
Los Angeles Homeless Service Authority (LAHSA)	Rachel Johnson	Chief of Staff	rajohnson@lahsa.org	213-518-2170
City of Glendale Continuum of Care (CoC)	Arsine Isayan	Homeless Programs Manager	arisayan@glendaleca.gov	818-550-4474
City of Long Beach Continuum of Care (CoC)	Paul Duncan	Homeless Services Bureau Manager	paul.duncan@longbeach.gov	562-570-4581
City of Los Angeles (LA)	Edwin Gipson II Bindu Kannan	Edwin Gipson II- Assistant City Administrative	edwin.gipson@lacity.org; bindu.kannan@lacity.org	EG -(213) 643-9397 BK - (213) 574-4392

		Officer, Bindu Kannan - Sr. Administrative Analyst II		
City of Pasadena Continuum of Care (CoC)	Jennifer O'Reilly-Jones Lillian Tong	Homeless Programs Coordinator Management Analyst II	joreillyjones@cityofpasadena.net ltong@cityofpasadena.net	626-744-8305 626-744-8332

Part II: Regionally Coordinated Homelessness Action Plan

2.1 Participating Jurisdictions' Roles and Responsibilities

1. **First** identify and describe the specific roles and responsibilities of **each participating Eligible Applicant** in the region regarding:
   a. Outreach and site coordination;
   b. Siting and use of available land;
   c. Development of interim and permanent housing options; and
   d. Coordination and connection to the delivery of services for individuals experiencing or at risk of experiencing homelessness within the region.
2. **Then** describe and explain how all collaborating Eligible Applicants in the region are coordinating in each area.

Optional: You may also include roles and responsibilities of small jurisdictions in the region that elect to engage and collaborate on the plan.

Guidance

Each jurisdiction must identify and describe their role in the region for each table.
To add additional Jurisdictions, add rows to the bottom of each table.

A. Outreach and Site Coordination

Participating Jurisdictions	Role(s) and Responsibilities in Outreach and Site Coordination
LA County	**OUTREACH** The LA County Board of Supervisors (Board) allocates a significant amount of county, state, and federal funding for homeless and housing services to county departments, LAHSA, the City of

Glendale CoC, the City of Long Beach CoC, the City of Pasadena CoC, and other cities throughout the county.

LA County, along with LAHSA, provides oversight of the Coordinated Outreach System, which includes the Department of Health Services' (DHS) Multi-Disciplinary Teams (MDTs), the Department of Mental Health (DMH) Homeless Outreach Mobile Engagement (HOME) Teams, and LAHSA Teams. Together they collaboratively oversee the Coordinated Outreach System. LAHSA directly staffs the system or Macro Outreach Coordinators who provide guidance to the regional Outreach Coordinators who are employed at service provider agencies across the entire county. LA County funds both coordination and outreach activities at LAHSA and LA County DHS with local Measure H funds. Most outreach services are contracted through local homeless service providers.

LA County funds outreach services for all six HHAP-5 partners, through the various outreach teams. Two of the CoCs, the City of Glendale CoC and the City of Long Beach CoC, receive funding from LA County for outreach services, including homelessness support services and navigation services. The City of Pasadena CoC does not receive direct county funding for outreach services, but it is covered by LAHSA and LA County DHS outreach teams.

ENCAMPMENT RESOLUTION

Leveraging powers under the state of emergency on homelessness declared by the Board January 2023, LA County has launched Pathway Home, a major expansion of its ongoing efforts to resolve encampments countywide, including recreational vehicles, in partnership with local jurisdictions and unincorporated communities. With Pathway Home, LA County hopes to reduce unsheltered homelessness in specific communities by helping people living on the streets come indoors, receive supportive services they need to achieve housing stability, and ultimately move into permanent housing. Pathway Home draws on lessons from previous multi-jurisdictional efforts, such as Project Roomkey during the COVID-19 pandemic, and the City of LA's Inside Safe Initiative. Under Pathway Home, LA County works with local service providers, LAHSA, and other jurisdictional partners to enhance and expedite encampment outreach, interim housing, housing navigation, rental subsidies, benefit establishment, health and behavior health services, and other supportive services. Part of that work includes the implementation of State Encampment Resolution Funds including Every Woman Housed efforts and the Skid Row Action Plan.

LA County is also an integral partner during the planning and response phases of every City of LA Inside Safe encampment resolution and remains in partnership with the City of LA and their Inside

	Safe participants throughout their housing stabilization process. (See Section 2.3 for more details about the region's coordinated encampment resolution efforts).
LAHSA	**OUTREACH** LAHSA plays a pivotal role in formulating and overseeing the Coordinated Outreach Strategy for the Region of LA. LAHSA works closely with its partners at LA County (LA County DHS and LA County DMH), as well as the City of LA, the City of Glendale CoC, City of Pasadena CoC, and City of Long Beach CoC, as well as smaller City-funded or small nonprofit-led outreach teams to ensure a comprehensive Coordinated Outreach Strategy that can respond to the needs of people experiencing street-based homelessness wherever they find themselves throughout LA County. To coordinate across the large geography of LA County, the Region is managed in eight "Service Planning Areas" (SPAs) that cut across city/county/CoC boundaries and organize sub-regions of the County according to geographic relevance. LAHSA staffs Regional Outreach Coordinators in each of the SPAs, who oversee coordination amongst local outreach teams. Additionally, LAHSA staffs five SPAs with "Macro Coordinators" at LAHSA who actively support each SPA's Outreach Coordination activities and who fill gaps for Regional Outreach Coordinators, as needed. The Macro Coordinators also lead critical SPA coordination activities, such as care coordination and case conferencing. The strategic framework, designed to leverage diverse expertise and ensure comprehensive geographic coverage throughout all of LA County, including all six HHAP-5 partners, is underpinned by three fundamental approaches aimed at optimizing the efficacy of outreach resources: 1. Deployment of Distinct Outreach Modalities and Roles: LAHSA actively collaborates with all regional partners to coordinate and deploy outreach teams, both under its direct supervision and LAHSA Macro Coordinators. The multifaceted deployment involves aligning regional strategies with the overarching system vision, which is to respond to street-based homelessness including encampment resolution by focusing each system component on a targeted number of key activities and behaviors, in order to achieve system throughput from interim to permanent housing. Currently, local outreach teams coordinate across the region to ensure seamless integration and collaboration in addressing homelessness within specific communities. Outreach coordination crosses city, county, and CoC lines, and outreach teams are deployed to regions as needed. Additionally, Outreach Coordination works with teams from each CoC as well as the City and County. LAHSA will continue to work towards enhancing collaboration and

coordination with its partner CoCs to ensure a cohesive and effective approach to outreach efforts across the entire region.

2. Outreach Coordination: LAHSA's Macro Coordinators maintain a comprehensive inventory of outreach teams (funded by a variety of diverse partners), manage the By-Name List (BNL) for encampment resolutions (Inside Safe and Pathway Home), and coordinate with city and county partners for resolution activities. They also collaborate with Regional Outreach Coordinators to engage in strategic vision setting. These activities help Macro Coordinators inform and recommend changes to outreach zones in each SPA. Each SPA is divided into hubs to better ensure local coordination. These hubs meet on a weekly or bi-weekly cadence to discuss encampment transitions (movement or growth), to hear priorities of local officials, and to coordinate care for individual participants. Monthly, LAHSA, LA County DHS, and LA County DMH provide coordinated training and information sessions for all outreach teams across the county. The goal of these is to ensure that all teams have access to the same information about cross-system referrals and reviews of best practices and new resources. There is also a quarterly meeting of the leadership of the key funders for outreach, mainly LA County DHS, LAHSA, LA County DMH, LA County and City of LA. LAHSA has now also begun a quarterly convening that will be open to city officials from across the county to share their concerns and hotspots, and to plan for encampment resolution efforts.

3. Active Management of the Outreach System: LAHSA's Macro Coordinators play a pivotal role in strategizing outreach responses during emergency events such as public health outbreaks, inclement weather, and natural disasters. Additionally, they provide training and support for Regional Coordinators, ensuring adherence to best practices for Outreach Coordination. The annual Outreach Coordination bootcamp serves as a platform for knowledge exchange and skill enhancement for all Regional Outreach Coordinators.

The region's collaborative and comprehensive approach underscores the region's commitment to effectively addressing homelessness and creating a more equitable and sustainable system.

ENCAMPMENT RESOLUTION

The largest encampment resolution efforts thus far have been led by the City of LA and LA County, both in close collaboration with LAHSA. Both the City of LA and County are using the

	LAHSA outreach teams to manage the coordination of the outreach teams working in the impacted area, coordination of the by-name list of the participants moving out of the encampments and have contracted for the interim housing services through LAHSA. Additionally, LAHSA has two encampment resolution projects funded through state grants that LAHSA is managing through its contracted non-profit providers. LAHSA was also awarded funds for housing navigation and permanent housing resources through the Department of Housing and Urban Development (HUD) CoC Supplemental to Address Unsheltered and Rural Homelessness (Special NOFO) competition that are being deployed across the county to support encampment resolution efforts as well as expediting flow through interim housing for previously unsheltered participants. Across the county, there are hundreds of encampments that deserve to be prioritized for encampment resolution. Sites are selected according to: encampments whose residents are members of demographic groups that have been disproportionately impacted by homelessness and poverty, sites in communities which have been disproportionately impacted by homelessness and poverty, the size and scale of the encampment, availability of interim /permanent housing nearby, the potential for harm to residents and neighboring communities from fires, flash floods, or other hazards, and the strength of the existing relationship between outreach partners and encampment residents. Oftentimes, encampments border multiple cities, as well as unincorporated LA County, so collaboration is key to all encampment resolutions.
City of Glendale CoC	**OUTREACH** The City of Glendale CoC is part of SPA 2 "San Fernando Valley" of eight (8) SPAs that comprise LA County. In this configuration, The City of Glendale CoC shares territorial borders with SPA 3 to the east and SPA 4 to the south. The population of Glendale represents 2% of the population of LA County. The City of Glendale CoC is responsible for oversight of three robust outreach teams that cover 100% of the CoC's geographic area, with the primary goal of engaging all unsheltered homeless persons and those fleeing DV and related crimes in the community. Outreach efforts in the City of Glendale CoC aim to provide immediate assistance and link individuals to appropriate resources such as shelters, health care, mental health services, and housing assistance. Although the CoC's outreach teams cover the entire geographic area, they focus heavily on areas with higher concentrations of homelessness where unsheltered individuals are more likely to be found. The CoC uses GIS mapping each time outreach teams conduct intakes and reviews the data quarterly to increase outreach efforts in specific areas. The CoC and its local partners meet regularly to tailor outreach and engagement, which involves partnerships

	with health care agencies, people with lived expertise, law enforcement, and LA County DMH licensed clinicians to reduce chronic homelessness. In addition, the City of Glendale is part of the San Fernando Valley Councils of Government (COG). The COG meets monthly with our local partners, which includes members from LA County. The City of Glendale CoC also works directly with LA County on the Measure H distribution of funds to the City of Glendale CoC. **ENCAMPMENT RESOLUTION** The City of Glendale is seeking to coordinate additional funding for encampment resolution, such as applying for Cal-ICH Encampment Resolution Funding (ERF).
City of Long Beach CoC	**OUTREACH** The City of Long Beach CoC is located in SPA 8 of LA County and shares territorial borders with SPA 7 (East LA), and SPA 6 (South LA). The City of Long Beach CoC covers the entire geographic area of the City of Long Beach, including overlapping governmental land within the limits of the City of Long Beach. The City of Long Beach CoC primarily serves single adult households for the City of Long Beach, while collaborating with LAHSA, LA County, and LA County CES SPA lead partners to coordinate and deliver services to youth and families experiencing homelessness and/or at-imminent risk of homelessness in Long Beach. The City of Long Beach operates an outreach team which coordinates with City departments such as police, parks, and public works to conduct outreach within the CoC. The City of Long Beach also coordinates with other public/government entities (LAHSA, LA Metro, LA County Sheriff, LA County Public Works, LA County DMH, LA County DHS) outside of the City of Long Beach to ensure that outreach is well-coordinated in and across multi-jurisdictional geographies. Outreach is conducted via a wide range of approaches, including standard field-based teams, library outreach, operation of two mobile access centers, mental health outreach, police department quality of life officers, and the City of Long Beach's alternative response team focused on responses for people experiencing homelessness Restorative Engagement to Achieve Collective Health (REACH) team.

	ENCAMPMENT RESOLUTION The City of Long Beach is currently programming encampment resolution projects at two geographic areas within the City of Long Beach, funded by Rounds 1 and 2 of the State's ERF Program. Both projects are coordinated as a network of resources and services frequently utilized by persons experiencing unsheltered homelessness and delivered as an interdepartmental collaborative involving the City of Long Beach's Homeless Services Bureau, Public Works, Parks, Police, and Fire Departments. Program implementation is led by the City of Long Beach's Homeless Services Bureau (HSB), which leads outreach and engagement to the encampments. The Interdepartmental (ITP) team includes outreach staff from the HSB including our community crisis response, the REACH team, which is a multi-disciplinary team that consists of: mental health clinician, public health nurse, and an outreach staff; the Mobile Access Center (MAC); Library outreach staff; Quality of Life officers (QOL) from the Long Beach Police Department; Public Works Clean Team; Parks department personnel; and 2 Designated Long Beach Fire Department Personnel (HEART). The REACH assesses individuals for physical and mental health concerns and connects them to shelter and housing options. The MAC supports the teams by providing a place for in-field care coordination and case management. The MAC is staffed by 2 case managers and a public health nurse. In addition to City of Long Beach staff, the encampments also receive support through the County Mobile Health Clinic once a month which allows people to meet with an MD and psychiatrist, as well as Shower of Hope, which provides access to hygiene and sanitation services on a weekly basis.
City of LA	**OUTREACH** On September 14, 2021, the City of LA City Council adopted the Outreach Engagement Framework, which instructed the City of LA to develop a Citywide strategy on how its existing and new outreach efforts will coordinate to ensure that a person experiencing homelessness can secure and maintain a permanent housing placement. Currently the majority of outreach to people experiencing homelessness conducted within the City is contracted through LAHSA. LAHSA-contracted outreach provides system navigation, Homeless Engagement Teams (Generalists, CARE/CARE+), Homeless Engagement Teams (C3 Partnership) and Homeless Engagement Teams (Operation Healthy Streets). Individual Council Districts also contract directly with homeless outreach service providers to address the unique outreach needs of their

respective Council districts. The City of LA will continue to collaborate with LA County to ensure that people experiencing homelessness are connected with the substance abuse and mental health services needed to maintain permanent housing.

The Outreach Engagement Framework is structured around three key types of engagement: emergency outreach, service-focused outreach, and sanitation outreach. Emergency outreach is focused on an immediate threat to the health and safety of persons experiencing homelessness, due to a natural disaster or a personal mental health crisis. Service-focused outreach on the work needed to help people obtain services that will remove barriers and lead to permanent housing. Finally, sanitation outreach concerns engagements needed during the City of LA Bureau of Sanitation's CARE+ Comprehensive Clean-up or Spot Clean-up operations, to ensure the health and safety of people living in encampments identified as in need of sanitation services.

ENCAMPMENT RESOLUTION

The City of LA' largest encampment resolution effort is the Inside Safe strategy. Mayor Karen Bass' Inside Safe Program works closely with City Council Districts and City departments to identify priority encampments throughout the City of LA. Encampments are prioritized according to size in terms of population and the acuity of the encampment residents. Based on a housing first model, the Inside Safe Program has moved over 1,200 encampment residents directly into motel rooms. Once inside, participants are engaged by service providers to determine their individual needs to seek and secure permanent housing. The City of LA has received three ERF program fund grants for the LA River Project in Council District 4, the Ballona Wetlands Project in Council District 11 and the Skid Row Project, which is a collaborative project between the Office of Mayor Karen Bass and the LA County DHS. The LA River Project serves a network of encampments along the LA River (River) beginning East of the 405 in the neighborhood of Sherman Oaks, near the Sepulveda Basin to the Glendale Narrows on Riverside Drive and Fletcher Drive in Silver Lake. To date the project has moved 55 encampment residents into interim shelters and housed five residents in permanent placements. The Project Manager for the Ballona Wetlands Project is currently working with LAHSA to secure Time Limited Subsidy (TLS) slots to move vehicular encampment residents in the Ballona Wetlands Ecological Reserve directly into TLS slots. The Skid Row Project is a close collaboration between the City of LA' Mayor's Office and LA County, focused on moving residents in the Skid Row encampments into interim housing. The project includes negotiation of a master leased property to give residents more stability than traditional shelter beds.

City of Pasadena CoC	**OUTREACH** The City of Pasadena CoC is located in SPA 3 of LA County and shares borders with SPA 2 and SPA 4. The City of Pasadena CoC covers the entire geographic area of the City of Pasadena. The City of Pasadena CoC's street outreach teams conduct outreach throughout the entire geographic area and target known hotspots such as parks, churches, train stations, the emergency room and encampments to quickly identify and engage all people experiencing unsheltered homelessness to connect them to services and housing resources. Street outreach teams canvas the City of Pasadena CoC regularly looking for signs of encampments or unhoused people and approach everyone they encounter. Street outreach workers are racially and-ethnically diverse with lived experience of homelessness and emphasize non-coercive engagement techniques. Outreach logs are maintained to track engagement and food/drink is offered as an icebreaker. Outreach is conducted more frequently to hidden areas (i.e. freeway embankments) to ensure that all people are identified and engaged. A multidisciplinary (MDT) team with a firefighter and social worker are integrated with the City of Pasadena Police Department dispatch center and respond to non-emergency calls and calls from the local hospital. Street outreach teams work closely with churches, health care, and nonprofit providers and are integrated with a publicly available online portal that allows community members to make outreach requests. If appropriate, street outreach teams will engage family members who can offer support. Street outreach teams meet monthly to discuss opportunities for continued coordination and service improvement. **ENCAMPMENT RESOLUTION** The City of Pasadena CoC's Encampment Resolution project is funded by the State's Encampment Resolution Fund Round 2. The project targets encampments on Cal Trans property, specifically the embankments of the 210 and 134 freeways. The project is a partnership between the City of Pasadena's PORT (Pasadena Outreach Response Team) team and Union Station Homeless Services, the lead service provider for SPA 3 and Pasadena for single adults and families. Both teams conduct outreach and place individuals in motels while Union Station provides Housing Navigation services.

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to ensure comprehensive outreach and site coordination to individuals experiencing and at-risk of experiencing homelessness in the region.

NARRATIVE RESPONSE: A. Outreach and Site Coordination

All participating HHAP-5 partners benefit from and take part in the LA County's Coordinated Outreach System. This system coordinates outreach workers throughout the county in their efforts to connect individuals and families experiencing unsheltered homelessness to wrap-around services, shelter, and permanent housing. The Coordinated Outreach System serves as the local regional infrastructure to improve standardization among outreach efforts, as well as to reduce gaps or redundancies in outreach sites.

LA County provides funding for the Coordinated Outreach System, including LA County DHS' Multi-Disciplinary Teams (MDTs), LA County DMH's Homeless Outreach Mobile Engagement (HOME) Teams, and LAHSA Teams. LAHSA, oversees the Coordinated Outreach System. LAHSA, in collaboration with its partners at LA County DHS and LA County DMH, plays a pivotal role in formulating the Coordinated Outreach Strategy for the region. In addition to Regional Outreach Coordinators housed at the Adult CES lead agency in each SPA, LAHSA supplements that with Macro Coordinators who actively support and fill gaps for Regional Outreach Coordinators as needed. The Macro Coordinators provide critical services such as care coordination and case conferencing.

The Region's collaborative and comprehensive approach to outreach underscores the Region's commitment to effectively addressing homelessness and creating a more equitable and sustainable system. The strategic framework is designed to leverage diverse expertise and ensure comprehensive geographic coverage throughout all of LA County, including all six HHAP-5 partners, while optimizing the efficacy of outreach resources.

LA County also collaborates with LAHSA and cities, including HHAP-5 Partners, and Councils of Government (COGs) to develop plans and funding for encampment resolution, including:

1. Outreach to individuals residing in encampments.
2. Identifying and offering interim housing.
3. Matching to resources and providing housing navigation services to offer people permanent housing.
4. Providing supportive services in both interim and permanent housing.

Encampment resolution efforts are coordinated with LAHSA, the City of LA, LA County, and local jurisdictions, including City of Glendale CoC, City of Long Beach CoC, and City of Pasadena CoC. Across the county, there are hundreds of encampments to prioritize for encampment resolution. In January 2023, LA County launched Pathway Home, a major expansion of its ongoing efforts to resolve encampments countywide, including recreational vehicles, in partnership with local jurisdictions and unincorporated

communities. With Pathway Home, LA County hopes to reduce unsheltered homelessness in specific communities by helping people living on the streets come indoors, receive supportive services they need to achieve housing stability, and ultimately move into permanent housing. Sites are selected using various criteria including: encampments whose residents are members of demographic groups that have been disproportionately impacted by homelessness and poverty; sites in communities which have been disproportionately impacted by homelessness and poverty; the size and scale of the encampment; availability of interim /permanent housing nearby; the potential for harm to encampment residents and neighboring communities from fires, flash floods, or other hazards; and the strength of the existing relationship between outreach partners and encampment residents. Oftentimes, encampments border multiple cities as well as unincorporated LA County, so collaboration between jurisdictions is key to all encampment resolution.

In addition to these existing efforts, all HHAP-5 partners have committed to improving their coordination of outreach services in the Region of LA County. Specifically, the partners will maintain and leverage existing networks of communication that promote collaboration in outreach and site coordination efforts. They have committed to look at all relevant existing meetings and consider how to leverage them to promote regional solutions and to ensure collaboration on common HHAP 5 goals, expand communication around the availability of those spaces for collaboration and coordination, and assess whether there are additional partners that want to be or could be included.

The HHAP 5 partners will establish a periodic meeting, at least quarterly, to collaboratively implement the Regional Action Plan. This multi-purpose meeting space will be used by partners to peer-share and coordinate for the common HHAP-5 goals, including outreach and site coordination. LA County will convene the periodic meeting, but all HHAP partners will participate equally. Partners can share best practices related to encampment resolution and outreach services. The opportunity to peer-share may organically lead to new collaborative agreements and policies between jurisdictions.

B. Land Use and Development

Participating Jurisdictions	Role(s) and Responsibilities in land use and development
LA County	LA County's Chief Executive Office assesses county-owned land on an ongoing basis to determine its feasibility for use as homeless housing. In addition, LA County is establishing a land banking pilot, which will acquire properties in areas at risk of gentrification and displacement and set them aside for development of affordable housing. LA County's permitting departments, including the Departments of Public Works, Regional Planning, Public Health, and Fire, collaborate to expedite and streamline the production of affordable housing, including homeless housing. LA County has jurisdiction over properties located in the unincorporated areas of the county and over county-owned or leased properties

	within incorporated areas. As a part of the County's Declaration of State of Emergency on Homelessness, it is building out a concierge system to support affordable housing developers seeking to complete projects within the County's jurisdiction. The LA County Department of Regional Planning has also drafted, and the Board has passed, several ordinances related to homeless housing. These include an Interim and Supportive Housing Ordinance, which is meant to encourage the development of housing that is critical to ending homelessness and an Inclusionary Housing Ordinance, which requires new residential projects to set aside units for affordable housing.
LAHSA	LAHSA does not play a direct role in land use development, however, both the City of LA and LA County (though primarily the City of LA) have utilized the programmatic expertise at LAHSA to explore the best uses of land as they are considering developing shelters or other programs. In this capacity, LAHSA has provided feedback on the siting of shelters, the population to be served in specific projects, and even the architectural design of the projects to ensure appropriate consideration is given to the space needs of the participants and the service provider.
City of Glendale CoC	The City of Glendale CoC works with various City Departments, which include Planning, Community Development and the Housing Authority to complete the identification, location, and siting of programs and services for persons experiencing homelessness. The City of Glendale also operates its own Public Housing Authority which is responsible for providing different voucher programs that provide ongoing rent subsidies to private scattered site property owners, as well as for affordable housing developments. The City of Glendale CoC also administers several Permanent Supportive Housing (PSH) Programs and Rental Assistance Programs with funding from the HUD under the CoC Program. As part of the HOME-ARP Allocation Plan, the City of Glendale recently embarked on a collaborative effort to address the pressing issue of affordable housing and related services within the community. Through the HOME-ARP process, several critical needs emerged, including the demand for more affordable housing options. The City of Glendale made significant policy changes in the past 12 months to facilitate more affordable housing in the jurisdiction. The City of Glendale adopted a citywide Inclusionary Zoning Ordinance, which mandates the inclusion of affordable housing units in new development. The policy is aligned with the City of Glendale's Housing Element Housing Plan, which includes key priorities such as promoting zoning flexibility to encourage a wide range of housing production and promoting the development of housing for

	special needs groups (i.e., individuals with disabilities, the elderly, large families, single-parent households, people experiencing or formerly homeless. City of Glendale policy encourages developers to provide affordable housing units by offering density bonuses and other financial incentives. The passage of SB 1177 authorized the creation of Burbank, Glendale, Pasadena Regional Housing Trust (BGPRHT), which was granted the authority to fund planning and construction of affordable housing projects in the region, further bolstering Glendale's commitment to affordable housing solutions. A groundbreaking ceremony took place on June 30, 2023, when the City of Glendale, in partnership with Linc Housing and National CORE, initiated the construction of 340 affordable apartments designed to accommodate families and seniors, including those who are homeless or at risk of homelessness. The development represents one of the largest new affordable housing projects in California, which included funding from a variety of sources such as Local Measure S and HOME-ARP funds.
City of Long Beach CoC	The City of Long Beach operates an internal Affordable Housing Work Group, as well as a Homeless Land and Property Team that is focused on identification of potential land that could be utilized for homeless-related services such as shelter or PSH, as well as a broader focus on increasing affordable housing within the City of Long Beach. The City of Long Beach is responsible for zoning and permitting of projects whether owned by the City of Long Beach or privately. The City of Long Beach CoC works across and with City of Long Beach Departments to complete the identification, location, and siting of programs and services for persons experiencing homelessness. In January of 2023, the City of Long Beach issued an Emergency Proclamation to Address Homelessness. Through this proclamation, the City of Long Beach committed to a number of immediate and long-range plans to rapidly deploy additional resources, while finding long-term solutions to address the causes of homelessness within Long Beach. As part of the emergency efforts, the City of Long Beach sought to implement programming at underutilized and surplus City property to site programs. Through these efforts, the City of Long Beach was able to convert City-owned facilities into safe parking locations, a Recreational Vehicle (RV) sanitation center, as well as space to create new non-congregate sheltering resources with the development of new modular units (aka “tiny homes”). Further identification and location of property for use as homeless programming is conducted by the City of Long Beach real estate team, housed within the Economic Development Department, who takes lead for the City to identify land that the City could acquire. Over the last year, the City has successfully partnered with LA County to purchase a 26,000 square foot warehouse and convert the warehouse to operate as a congregate shelter for homeless individuals. The City of

	Long Beach real estate team identified the site and brokered the sale, with funding supporting the acquisition and development provided by LA County, with the county committing to fund up to half of the costs of acquisition and construction. The site is already up and running, providing shelter and services for approximately 120 individual adults, with the services funded by LAHSA, as further show of collaboration. The City of Long Beach also operates its own Public Housing Authority which is responsible for providing different voucher programs that provide ongoing rent subsidies to private scattered site property owners, as well as for affordable housing developments. In addition to providing rental assistance and financial assistance to persons experiencing homelessness, the Long Beach Housing Authority is partnering with the LA County Development Authority to provide project-based rental assistance in two county-owned and operated Project Homekey sites that are located within the City of Long Beach.
City of LA	In 2021, the City of LA's Office of the City Administrative Officer (CAO) developed a Property Review and Evaluation Process (PREP) to review sites for the use of homeless facility or interim housing. The process begins with a formal or informal request to the CAO's Asset Management Group to evaluate a publicly- or privately-owned property from a Council motion, the CAO Homelessness Initiatives Group, or other City Departments. The CAO's Asset Management Group begins the evaluation, guided by several factors in the Asset Evaluation Framework (AEF) previously adopted by City Council and the PREP. The outcome is the creation of a 'Property Profile' that includes information from shared databases across City departments, zoning regulations, environmental factors, ownership details, proximity to transit, and community resources. The CAO Homelessness Initiatives Group then reviews the Property Profile for size requirements and works with the appropriate controlling City department to determine the availability and feasibility of interim housing or safe parking. If privately-owned, the City of LA General Services Department (GSD) negotiates lease terms with the owner. When the site is publicly-owned, the Homelessness Initiatives Group then recommends the property's future use to the Municipal Facilities Committee (MFC) or the controlling department's oversight board and the Housing & Homelessness Committee. The City of LA's Mayor and Council will then consider the reports and approve or decline the recommendation for funding or lease terms of the site. Once a project is approved and funded, the responsible departments execute the lease and license agreement, implement construction, and put service contracts in place. The CAO

	Homelessness Initiatives Group coordinates and tracks project implementation with the Council Office and responsible departments. As part of the 'Feasibility Analysis' of the PREP, the Homelessness Initiatives Group staff works closely with the City of LA Bureau of Engineering (BOE) to assess sites for interim housing and LAHSA to assess the need for safe parking in the area.
City of Pasadena CoC	The City of Pasadena Department of Housing's Affordable Housing Development Division and Supportive Housing Division (the City of Pasadena's CoC) work closely together to identify potential land that could be utilized for homeless-related services, such as shelter or PSH, as well as a broader focus on increasing affordable housing within the City of Pasadena. The Department's Rental Assistance Division (Housing Authority) is responsible for providing different voucher programs that provide ongoing rent subsidies to private scattered site property owners, as well as for affordable housing developments. Further identification and location of property for use as homeless programming is conducted by the City's real estate team which is housed within the Economic Development Division of the City of Pasadena Manager's Office. In the past five years, Pasadena has successfully sited and developed two PSH buildings and a winter shelter with a third affordable housing/PSH site in the pre-development stages. All sites are within the boundaries of the City of Pasadena CoC/City of Pasadena, and two are on City of Pasadena property. In 2023 the City of Pasadena amended its Zoning Code to allow for safe parking programs on up to 74 sites occupied by transit stations, colleges, and religious facilities in non-residential zones. The Zoning Code amendment also expanded the areas of Pasadena zoned for emergency shelters, low-barrier navigation centers, and limited emergency shelters.

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to use and develop available land to address and end homelessness in the region.

NARRATIVE RESPONSE – B. Land Use and Development

Siting and use of land is local in nature; it is based on local policies passed through the County Board of Supervisors, City Councils, local referendums, taxes, etc. The cities of Glendale, Long Beach, LA, and Pasadena each have their own local processes and procedures

regarding siting and using available land to address homelessness in their particular city. LA County is responsible for land use decisions in unincorporated parts of the Region.

While most efforts are very local, coordination and collaboration between the jurisdictions does occur in different forms, for example, when they are dealing with land that is located at the intersection of jurisdictions or when a jurisdictional entity passes through another jurisdiction (e.g., CalTrans, Metro, etc.). While local policies have the greatest impact on siting and using available land, each of the six HHAP-5 partners has effectively collaborated at some level with their HHAP-5 partners.

While the literal siting and using land available occurs at the local level, City of Glendale CoC, City of Long Beach CoC, City of LA, and City of Pasadena CoC often coordinate with LAHSA and/or LA County to determine funding for the development of land and/or what service delivery is possible for a potential development site. These conversations occur early in the process, when cities are discussing siting and land use availability and before the permitting and site acquisition process to ensure a potential site will secure necessary development funding and necessary supportive services. For example, City of LA recently coordinated with LAHSA to ensure the development plans for a safe parking project would align with the local sites' limitations. After the City of LA identifies and acquires the site, LAHSA will partner to provide insight on what service delivery is most appropriate at the site, etc.

Structures that already exist for collaboration and coordination that jurisdictions participate in the county include the county-led Affordable Housing Coordinating Committee, Cities and Councils of Governments (CoGs) meetings, the LA County Affordable Housing Solutions Agency monthly Board of Directors Meetings, and quarterly Southern California Association of Nonprofit Housing (SCANPH) Affordable Housing Meeting. In addition to regular participation in these regional convenings, all six participating partners have committed to better sharing insights with each other about siting and land use to address and end homelessness. While there may be limited on-the-ground collaborations, the regular periodic HHAP-5 partner meetings will provide opportunities for every partner to engage in peer sharing, develop best practices, and identify future collaboration opportunities. Under LA County's leadership, all HHAP partners will participate in meetings equally to produce best practices related to site acquisition and community engagement, talk about different approaches to siting, and share policy strategies that can impact and enhance further development of housing and services targeted toward preventing and ending homelessness.

C. Development of Interim and Permanent Housing Options

Participating Jurisdictions	Role(s) and Responsibilities in development of interim and permanent housing options
LA County	LA County uses a variety of tools to increase the housing stock for people experiencing, or at risk or homelessness. The LA County Board declared a Shelter Crisis in 2018, which has been extended annually since then, including in November 2023. The Crisis Declaration has enabled LA County to expedite the creation of interim housing options to meet the urgent shelter needs of unhoused residents in the region. Various county-owned properties have been utilized as interim housing.

	The County has also acquired and developed other interim housing sites through the Homekey program and through the LA County DHS' Housing for Health Capital Improvement Intermediary Program. Through these efforts, the County has on its own or with development partners acquired, rehabbed/constructed, and operationalized interim housing sites that serve various populations. LA County's Board adopted a motion in November 2022 that dedicated $10 million in Homeless, Housing, Assistance, and Prevention (HHAP) Round 3 funding to support interim housing operations sited by Cities and Councils of Governments (CoGs). The motion has enabled the County to provide funding for five (5) different interim housing programs across LA County, within the following jurisdictions: Culver City, Pomona, Redondo Beach, Montebello, and San Gabriel Valley CoG, with more in the pipeline. The Board approved a comprehensive affordable housing plan in 2015 and 2017 that currently invests $100 million every year to build and rehab low- and very low-income housing across the county. The County's LA Community Development Authority (LACDA) issues at least one Notice of Funding Availability (NOFA) annually to award developers with funding to assist the development and construction or renovation of multi-family rental housing for special needs populations. Since 2016, 160 development projects have received capital funding or rental assistance through the LACDA NOFA and over 11,000 affordable homes have been funded. The Affordable Housing Programs' Budget is a key funding source for the LACDA NOFA. For FY 2023-24, the Board has allocated $97.705 million from the Affordable Housing Program Budget's current fiscal year funding and prior year carryover. This amount includes a gap fund for previously awarded projects requiring additional funding to complete construction. Annually, the California Strategic Growth Council (SGC) awards Affordable Housing and Sustainable Communities (AHSC) Program funds for affordable housing and sustainable transportation to decrease vehicle miles traveled and reduce greenhouse gas emissions (GHG). To date, LA County has partnered with developers and the City of LA to receive over $130 million in AHSC funding to develop 828 affordable housing units at seven project sites; and reduce greenhouse gas emissions by increasing public transit ridership and creating over a dozen miles of bicycle and pedestrian pathways. LA County Chief Executive Office- Homeless Initiative (CEO—HI) is working with its technical consultant, Enterprise Community Partners, to prepare competitive applications with developers for AHSC Round 8 due in spring 2024. In addition, LA County DHS administers funding for and oversees the supportive services necessary for PSH sites to provide the needed supports to help tenants maintain their housing and access benefits.

	LA County also oversees a portfolio of Homekey PSH projects. To secure state Homekey grants, the County committed $317,382,251 in local matching funds for both capital and operating costs. Through Homekey, LA County has partnered with developers and community-based organizations to add 1,436 interim housing beds and 1,450 PSH units to the region's supply of housing for people experiencing homelessness. LA County also supports Unit Acquisition (UA) efforts through partnerships with LA County DHS and LAHSA, in an effort to increase private market rentals to match people experiencing homelessness with tenant-based rental assistance, such as TLS, Federal vouchers, and other local funded vouchers. The county has contracted with local Managed Care Plans, Health Net and LA Care, to support expanding existing UA programs and launching the pilot Master Lease program with LAHSA.
LAHSA	The system is most effective in driving throughput when all parts of the system – from interim to permanent components -- have a clear and targeted focus on the most essential core activities/behaviors, allowing each part of the system to excel at its most critical functions. As the countywide homeless system lead, LAHSA has begun shifting to a more hands-on approach called Active System Management (ASM). The goal of ASM is to ensure each component of the homeless response system is utilizing all existing resources and is performing as effectively as possible to support maximum throughput to permanent housing. This includes a focus on turning over interim housing resources and maximizing utilization of permanent housing resources. Implementation of ASM across all system components is currently underway and being expedited in response to the need to quickly bring people indoors and subsequently move them to permanent housing. LAHSA staff are leading coordination efforts with providers and driving client level progress of assessment completion, document collection, housing navigation assignment, and progress on a permanent housing pathway. Additionally, LAHSA is working to bring more interim housing and permanent housing options online. These include interim housing options throughout the City of LA and county, including the use of motels, and various permanent housing options available through new encampment resolution initiatives, including TLS and PSH. Successful implementation of the rehousing effort will be dependent on the availability of permanent housing resources available to respond to the emergency. To understand the amount and ratio of each type of resource that is needed for a comprehensive, systemwide rehousing strategy, LAHSA created a funding plan to create visibility for resource needs and shared priorities for addressing gaps and moving toward a balanced system in the coming years. With an inadequately resourced or imbalanced system, LA will not be able to effectively rehouse people once placed in interim housing, which means people may get stalled in different parts of the

	system, or that resources in the system may be underutilized. As more interim and permanent housing resources are brought online, LAHSA continues to work to balance out the system so as to create flow through the system and house the most people possible. LAHSA, with support from LA County, the State, and Medi-Cal managed care plans, is also actively working to significantly augment the availability of permanent housing options by advancing the Master Leasing program throughout the City of LA and LA County. The strategic objective is to master-lease 800 units by the conclusion of FY23-24, with plans to further expand this initiative in FY24-25. This expansion is geared towards broadening the spectrum of permanent housing accessible to participants engaged from encampment resolution efforts as well as those transitioning from interim housing programs. The overarching goal is to facilitate increased turnover of interim housing beds within the system by helping participants access stable, permanent housing. LAHSA will also take on property management of these master-leased units, and directly administer rental assistance payments for participants in these units. Supporting the region-wide goal in expanding permanent housing resources, this strategic approach underscores LAHSA's dedication to fostering lasting solutions to homelessness and facilitating a more efficient and impactful Master Leasing program.
City of Glendale CoC	As part of the HOME-ARP Allocation Plan, the City of Glendale recently embarked on a collaborative effort to address the pressing issue of affordable housing and related services within the community. Through the HOME-ARP process several critical needs emerged, including the demand for more affordable housing options. The City of Glendale made significant policy changes in the past 12 months to facilitate more affordable housing in the jurisdiction. The City of Glendale adopted a citywide Inclusionary Zoning Ordinance, which mandates the inclusion of affordable housing units in new development. The policy is aligned with the City of Glendale's Housing Element Housing Plan, which includes key priorities such as promoting zoning flexibility to encourage a wide range of housing production and promoting the development of housing for special needs groups (i.e., individuals with disabilities, the elderly, large families, single-parent households, people experiencing or formerly homeless. City of Glendale policy encourages developers to provide affordable housing units by offering density bonuses and other financial incentives. The passage of SB 1177 authorized the creation of Burbank, Glendale, Pasadena Regional Housing Trust (BGPRHT), which was granted the authority to fund planning and construction of affordable housing projects in the region, further bolstering Glendale's commitment to affordable housing solutions. A groundbreaking ceremony took place on June 30, 2023, when the City of Glendale, in partnership with Linc Housing and National CORE, initiated

	the construction of 340 affordable apartments designed to accommodate families and seniors, including those who are homeless or at risk of homelessness. The development represents one of the largest new affordable housing projects in California, which included funding from a variety of sources such as Local Measure S and HOME-ARP funds. The City of Glendale is open to additional partnership opportunities with LA County to increase interim and permanent supportive housing programs. Currently, the City of Glendale is utilizing State funds to develop interim housing programs, however, there is a need for a more ongoing stream of funding and partnerships to support this initiative. Glendale has also increased the number of rapid rehousing (RRH) beds to quickly transition the unhoused while working with families and individuals to gain access to permanent housing, such as Section 8 housing vouchers and Emergency Housing Vouchers and PSH Programs awarded through the HUD.
City of Long Beach CoC	The City of Long Beach CoC is committed to developing both shelter and PSH options throughout the geographic region. The City of Long Beach CoC collaborates with county partners to acquire, fund, and develop congregate shelters, as well as collaborates with State partners to develop non-congregate shelter. The City of Long Beach CoC leverages partnerships with LA County DHS and local resources to provide PSH to individuals within the City of Long Beach CoC. Through the CoC's annual competition, the City of Long Beach CoC has committed to fund capital for new projects, as well as fund operations for permanent housing resources in the geographic limits. Examples of successful collaboration and coordination with our regional, jurisdictional partners includes the opportunity to partner with LA County and LAHSA to site, acquire, and develop property for use as congregate shelter and to further partner on the implementation and coordination of programs and services. The City of Long Beach's ABC shelter (Atlantic Bridge Community), located in North Long Beach, was a project conceived by the City, with the City proposing to create the project through a competitive solicitation funded by the county (funded with Measure H funds), and administered by LAHSA. The City of Long Beach successfully requested and received capital funding through a 2017 Capital RFP. The City of Long Beach's proposal was selected, received capital funding for acquisition and development. The City of Long Beach worked expeditiously to complete the project, which has been up and running, providing 125 beds of Crisis and Bridge Housing since 2020. The site and program continues to be fully operational, which operates through partnership with LA County and LAHSA, with funds for the services and operations made available with county Measure H funds, administered via contract with LAHSA.

	Through similar efforts in 2023, the City of Long Beach and LA County were able to rapidly plan and coordinate for the identification, acquisition, and conversion of a warehouse, located at 702 W. Anaheim in the City of Long Beach, into a second congregate shelter, providing an additional 100+ beds of Crisis and Bridge Housing. In early 2023, the City of Long Beach and LA County released homelessness emergency declarations. Per the County's emergency declaration, LA County committed to identifying departmental liaisons who will work with City counterparts to enhance efforts with outreach teams to assess and connect unsheltered individuals experiencing homelessness to county departmental services they are eligible for with the goal of getting people into housing and to establishing teams who will work directly with interim housing providers to ensure that clients in interim housing are assessed and connected to county departmental services that they are eligible for, including providing services onsite as needed to ensure service connection. Due to this alignment of priorities, the City of Long Beach and LA County were able to successfully partner on this project, with LA County committing to provide up to half of the costs of acquisition and development. An agreement with the County to provide funds, made available with Measure H dollars, was rapidly executed. The City of Long Beach real estate team successfully brokered the deal to acquire the site. The City of Long Beach then partnered with LAHSA to transfer program participants and program operations to the new location, with services beginning late April 2023. In addition to these efforts, the City of Long Beach has been able to successfully partner with the State and County to acquire, develop, and implement Project Homekey sites. The City of Long Beach was able to successfully obtain Project Homekey funding from the California Department of Housing and Community Development to acquire and develop three projects within the City of Long Beach. Of these, one project is fully operational, with a former Best Western currently operating as non-congregate interim housing, operated by the City of Long Beach and First to Serve, a non-profit partner. A second site is under construction, with plans to open as additional non-congregate interim housing in 2025, to be operated by First to Serve. A third site, to be operated as modular units ("tiny homes") is still in early stages of development, as the City of Long Beach has had to work to resolve land use issues with a number of community members and partners. Beyond those Project Homekey projects owned and operated by the City, the City of Long Beach is also working to partner with LA County on the funding and operation of Project Homekey sites that are now converting from non-congregate shelter to permanent supportive housing. The County owns two Homekey sites that operate in the City of Long Beach, with the LA

	County Development Authority serving as the owner/landlord/property manager of these sites. As permanent housing programs, participants will be identified from Long Beach Coordinated Entry (CE), with case management and supportive services provided by LA County DHS, and rental subsidy provided by the City of Long Beach Housing Authority who has committed to provide the rental subsidies by way of project-based vouchers for the two sites. The City of Long Beach also has a Community Development Department, which serves as the Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) administrator for the City of Long Beach. The City of Long Beach CoC partners with Development Services to coordinate the allocation, distribution, and programming of those funds, as well as supporting Development Services with coordination, development, completion, and submission of the Consolidated Plan, Housing Element, as well as partnering to support and fund the development of affordable housing including supportive housing projects.
City of LA	The development of interim and permanent housing in the City of LA uses a whole of government approach; the various elements of development are the responsibility of multiple departments and agencies within the City of LA. The main focus is to streamline our permitting process in particular to permitting PSH and affordable housing to attract developers. The increased development will increase the supply of PSH and affordable housing in the City of LA. 1. The financing of interim housing is coordinated through the CAO with funds from local, state, and federal sources. The financing of permanent housing is coordinated through the Housing Department (LAHD) with local, state, and federal sources. In addition to LAHD, the Housing Authority of The City of LA (HACLA), a HUD Local Public Housing Agency (PHA), provides Project Based Vouchers (PBV) and various portable tenant-based vouchers to help fund the development of permanent housing. 2. The entitling and permitting of interim and permanent housing for the homeless is the responsibility of the Department of City Planning (DCP) and Department of Building and Safety (DBS). Both departments have specialized units dedicated to assisting developers of interim and permanent housing navigate local and state requirements throughout the development process to ensure that their architectural and engineering plans comply with the law, building code, and livable and safe design standards. 3. The Bureau of Engineering (BOE) within the Department of Public Works (DPW) has a specialized unit that manages the design and construction of interim housing funded by the City of LA.

	4. During construction, DBS is the principal department responsible for conducting inspections when called for to ensure that the building complies with the approved plans. 5. Additional departments listed below play a role in the permitting and inspection of interim and permanent housing for the homeless to ensure that it is safe, accessible, and livable: **a.** Department of Water and Power (DWP): DWP is a municipal utility company responsible for ensuring development projects have water and power infrastructure to service the residents. **b.** LA Fire Department (LAFD): LAFD has a specialized unit that plan checks and inspects interim and permanent housing to ensure that developments comply with the fire code and can be safely occupied. **c.** LA Housing Department (LAHD): LAHD's Accessible Housing Program (AcHP) is a unit of engineering plan checkers and inspectors that ensure developments are accessible to people with disabilities and comply with fair housing laws. **d.** DPW: Multiple bureaus within DPW ensure that construction in the public right of way and private property designed to improve the environmental impact and accessibility of the development are permitted and inspected. 6. During the entirety of the interim and permanent housing development process, the Mayor's Office and CAO have staff that help coordinate intradepartmental responsibilities.
City of Pasadena CoC	Affordable housing development, the CoC, and the Pasadena Housing Authority all operate out of the City of Pasadena Department of Housing which allows for efficient and productive collaboration in the development of interim and permanent housing resources. In the past six months, the City of Pasadena CoC celebrated the opening of The Salvation Army Hope Center, a new 65-unit PSH development for single adults exiting chronic homelessness. The City of Pasadena contributed $2 million of City Inclusionary and state Housing Successor funds to the project, in addition to project-based Housing Choice and VASH vouchers. The LA County Development Authority (LACDA) as well as the LA County 5th Supervisorial District also contributed funding to the project. Heritage Square South, a 69-unit PSH building for seniors, will open in Spring 2024. For this project the City of Pasadena contributed the land, $6.9 million of Housing Successor funds, as well as project-based Housing Choice Vouchers. The City of Pasadena has also recently supported a 6-unit permanent housing project for Transition Aged Youth with $1.3 million and $1 million of City Inclusionary and federal HOME dollars respectively. The City of Pasadena contributed $1.2 million of City Inclusionary and $200k of state Housing Successor funds to the purchase of a single-family home, which will be converted to a 20- unit transitional housing project for families. Additionally, $4.75 million of Local Housing Trust dollars have been committed to a 100-unit senior housing project, which includes 49 units of PSH. After a

	three-year hiatus during the pandemic, the CoC reopened its winter shelter at a new site this year primarily utilizing City of Pasadena General Funds. The LA County Board is providing funding for capital improvements.

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to develop adequate interim and permanent housing options to address and end homelessness in the region.

NARRATIVE RESPONSE – c. Development of Interim and Permanent Housing Options

The development of interim and permanent housing options relies on local policies and procedures that are not uniform across the six participating HHAP-5 partners. There are, however, several coordinated efforts across the LA region to increase housing and shelter options for individuals and families experiencing homelessness, which allow for collaboration and coordination between the partners. First, LAHSA is advancing its Master Leasing program throughout the county with collaboration from LA County, the state, and Medi-Cal managed care plans. The expansion supports the region-wide goal of broadening the spectrum of accessible and affordable permanent housing options in the region. The Master Leasing program is available for all CoCs in the region and should facilitate increased turnover of interim housing beds within the system by helping participants access stable, permanent housing solutions.

Coordination and collaboration throughout the county for the development of interim and permanent housing options often occurs at the funding level. For example, the County Board adopted a motion in November 2022 that dedicated $10 million in Homeless, Housing, Assistance, and Prevention (HHAP) Round 3 funding to support interim housing operations sited by Cities and Councils of Governments (CoGs).

The LACDA issues at least one NOFA annually to award funding to affordable housing developers anywhere in the county to assist the development and construction or renovation of multi-family rental housing for special needs populations, including persons experiencing homelessness. The annual LACDA NOFA is available for developers in any of the jurisdictions within LA County and is funded by LA County's affordable housing program budget, which the county invests $100 million into every year. Since 1998, LACDA has awarded projects for affordable housing development in each of the 4 HHAP-5 city partner jurisdictions:

- Three projects in the City of Glendale were funded.
- Nine projects in the City of Long Beach were funded.
- 221 projects in the City of LA were funded.
- Twelve projects in the City of Pasadena were funded.

As funding allows, LA County also works closely with jurisdictions (outside of the LACDA NOFA) to fill funding gaps in the development of interim and permanent housing options in their local communities. For example, the City of Long Beach and LA County recently partnered together to convert a warehouse into congregate shelter. The City of Long Beach identified the site and brokered the sale, and the County committed funding up to half of the costs of acquisition and construction.

Project Homekey efforts across the County have also offered opportunities to collaborate and coordinate by adding interim housing beds and PSH units to the region's supply of housing. The County partners with housing developers on Homekey, who acquire and rehabilitate the sites for County projects. LA County has Homekey projects across the Region including in the City of LA and the City of Long Beach, which requires close collaboration between the County and these respective cities to bring Homekey sites online. The Homekey sites serve participants throughout the county with a focus on the SPA where they are located. All cities benefit from Project Homekey sites, especially those that are proximate to them. During Homekey Round 2, the County made available HHAP funds to support cities applying to the state for Homekey funding for permanent housing. During Homekey Round 3, the County invited cities, including those with CoCs, to apply jointly with the County for funding from the state, with the County contributing the capital and operating local matching funds.

Opportunities for HHAP-5 partners to engage regularly with one another on the development of interim and permanent housing solutions currently exist through the countywide Affordable Housing Coordinating Committee, Monthly PSH Funders Meeting, bi-weekly Housing Authorities and Partners Meeting, and Cities and Councils of Governments (CoGs) meetings. The HHAP-5 partners will also meet at least quarterly as a group to create a regular vehicle for deeper collaboration and coordination across the region. During those meetings, there will be additional opportunities for the partners to identify best practices, regional funding resources, and opportunities to collaborate when seeking funding for and developing interim and permanent housing.

D, Coordination of and Connection to Service Delivery

Participating Jurisdictions	Role(s) and Responsibilities in connection to service Delivery
LA County	LA County has a unique role and setup of responsibilities among the six HHAP-5 partners as the geographic jurisdiction in which all the others are nested. LA County's role and responsibilities coordinating and connection to services include the following: 1) Providing County Departments' mainstream social services—e.g., physical and behavioral health care systems, public social services—safety net services, Child Protective and Adult Protective Services; and 2) LA County Board allocates a significant amount of county, state, and federal funding for homeless and housing services to each of the four CoCs and County Departments that provide services for each of the other HHAP-5 partners. In that role, LA County takes very seriously its responsibility to create rigorously transparent and inclusive public processes to decide how to coordinate and utilize County-administered homeless, housing, and support services resources across the entire LA

	County region. For example, the Board annually allocates over $450M in Measure H funding (from a 1⁄4 cent County sales tax dedicated to combating homelessness) to many Homeless Initiative lead County departments and agencies, the four CoCs, and dozens of cities and Councils of Government (COGs), which in turn partner with hundreds of service providers across LA County. In this way, the LA County Government itself is a significant funder and supporter of homeless and housing efforts across all the other jurisdictions within the LA County Region. The County funds LAHSA to oversee and facilitate the CES in the LA CoC. CES was established to connect people experiencing a housing crisis to resources and housing in the most efficient and equitable way and is the structure of ensuring homeless services and providers work in a consistent manner in the rehousing system. Homelessness is a regional crisis, and LA County has always considered it a top priority to strengthen its collaboration with diverse stakeholders, including the 88 cities that fall within its boundaries, as well as Councils of Governments (COGs), which are Joint Powers Authorities that provide cooperative planning, coordination, and technical assistance on issues of mutual concern that cross jurisdictional lines. A key component of the LA County Homeless Initiative is the Local Jurisdiction Coordination & Supports Team. By fostering collaboration with local jurisdictions and co-investing in proven regional and local solutions while integrating racial equity practices, this team expands and enhances programs and services that are addressing homelessness countywide. This team administers and manages LA County's Local Solutions Fund; enhances regional communication, cooperation, and coordination including through quarterly regional convenings, issues resolution and advisory guidance on aligning, layering, and coordinating programs, and emergency management; collaborates with local jurisdictions on Pathway Home, the County's Encampment Resolution program funded by Measure H to reduce unsheltered homelessness; and collaborates with the City of LA as an integral partner during the planning and response phases of every Inside Safe operation, and remains in partnership with the City of LA and their Inside Safe participants throughout their housing stabilization process. As regional leaders addressing homelessness, LA County convenes daily case conferencing calls, or "air traffic control" meetings, with LA County DHS, LA County DMH, and LAHSA, to discuss participant cases and determine the most appropriate placement type based on the participants needs. This can be either for new housing referrals sent to an inappropriate funder or participants currently in an interim housing setting who require a higher or lower level of support. In its regional leadership role, on April 11, 2022, the LA County Chief Executive Office issued a report entitled, "A New Framework to End Homelessness in LA County," (New Framework) which

	included recommendations to improve and modify the County's strategies to address homelessness. On May 3, 2022, the Board adopted the New Framework, which focuses on three key system partners: (1) Rehousing System, (2) Mainstream County Government Systems, and (3) Partnerships with Cities. For each partner, there are five categories of actions: Coordinate, Prevent, Connect, House, and Stabilize. The Framework embraces emerging practices to advance racial equity across policymaking, planning, funding, and implementation, and includes a commitment to ongoing advancement of equity through implementation practices. The New Framework expands LA County's purview to examine prevention more intentionally and have a larger role in connecting clients to mainstream services by collaborating with County departments and other key partners. The New Framework also focuses on creating a homeless response system that focuses on flow-through by increasing an emphasis on permanent housing availability to move people through the system to permanent solutions more quickly.
LAHSA	In December of 1993, the Board and the LA Mayor and City Council created LAHSA as an independent Joint Powers Authority. LAHSA is the lead agency in the LA CoC, which is the regional planning body that coordinates housing and services for homeless families and individuals in LA County. LAHSA coordinates and manages over $800 million annually in federal, state, county, and city funds for programs that provide shelter, housing, and services to people experiencing homelessness. LAHSA serves as the lead coordinating entity for the CoCs of LA, Glendale, Pasadena, and Long Beach (excluding Long Beach's Adult system which operates independently.) In 2011, LA launched one of the earliest versions of the CES in the nation. The goal was to bring together diverse resources provided by various funders to ensure that no matter where a household was experiencing homelessness in the city or county, they could be connected to services and housing. The CES Policy Council was originally sponsored by the LA Regional Homelessness Advisory Council, a regional entity comprised of key stakeholders from LA City and County, non-profit service providers, and people with lived expertise of homelessness, and, in 2019, was formally designated as the CES Policy Oversight Entity by the LA CoC through the adoption of the LA CoC Governance Charter. The Charter authorizes the CES Policy Council to support alignment of access, assessment, prioritization, and matching throughout the LA CES, which encompasses four CoCs. These policies seek to ensure that individuals experiencing homelessness are served consistently throughout the system, regardless of their characteristics or geography. In addition to fulfilling HUD requirements, the CES Policy Council was established based on local recognition that truly moving the needle on ending homelessness requires proactive alignment of principles across the entire region, which includes many jurisdictions (four

	CoCs and 88 cities) and funders (federal, state, local, and philanthropic). As a coordinating body that is broader than any one organization or funder, the CES Policy Council serves to facilitate strategic alignment and to meaningfully engage homelessness services stakeholders to inform effective system strategy. The CES Policy Council does not make funding decisions. In accordance with its role as a Joint Powers Authority, LAHSA aims to enhance the coordination and delivery of services to those at-risk of or experiencing homelessness. LAHSA hosts outreach coordination meetings through each SPA and sub-SPA region. At minimum meetings are 1x per month however the average is every other week for SPA-wide. There are also monthly zone-specific case conferencing meetings for clients. There is more coordination that happens with MDTs separately for special projects such as weather/emergency response, encampment resolution, joint outreach at priority hotspots, etc. LAHSA meets with LA County twice a week for high level or urgent issues that impact the outreach system DHS as well. LAHSA hosts Active System Management meetings to support flowthrough from interim housing to housing navigation, and from housing navigation to TLS. Additionally, LAHSA leads lease up calls for new PSH buildings as they come online. All these meetings happen minimally once a month, however some may occur multiple times a week. These efforts are targeted at client level movement throughout the system and are designed to help providers focus on key activities that promote maximum housing placements. LAHSA also leads leadership meetings for CES leadership for the adult, family, and youth systems, as well as victim service providers. These meetings are focused on coordination amongst partners as the system continues to be refined and improved. LAHSA has identified key goals to address homelessness through strategic interventions. One critical focus is to enhance problem-solving interventions by increasing investment and utilization. This includes expanding the number of community partners trained in providing problem-solving interventions, with a specific emphasis on involving non-traditional partners like faith-based organizations. LAHSA aims to extend the use of problem-solving interventions across interim housing, engaging with entities within the justice system and at least five faith-based organizations in the upcoming fiscal year. HHAP dollars have been pivotal in helping to expand problem solving across the jurisdiction, and LAHSA will continue this work across the region through HHAP 5, including partners connected to sister CoCs, City of LA, and LA County. Additionally, LAHSA will develop a comprehensive training series to deepen partners' understanding of problem-solving strategies. Another pivotal goal is the optimization of housing navigation staff deployment. LAHSA is working to assign housing navigation staff to serve individuals in interim housing programs throughout the

	County. This will ensure participants have a more efficient transition from interim to permanent housing. Monitoring housing navigation and TLS utilization monthly will be a key strategy to ensure swift and equitable service provision. LAHSA also plans to issue guidance and procedures for programs collaborating closely to increase housing placements. LAHSA will also continue to operationalize the use of housing navigation and TLS programs in a slot-based method aimed to drive efficacy in service provision, ultimately maximizing permanent housing outcomes. This work is being overseen for the entire Region, including all LAHSA-funded interim housing, as well as some programs funded directly by cities or local jurisdictions - with the goal of creating throughput for programs in each SPA. Since the launch of TLS programming for adults in 2016, TLS-funded providers that provided access to this program for clients in their other programs (such as outreach, interim housing, and access centers), as well as to other providers in the area. However, in that there was no codified or standardized referral process, TLS programs operated differently, and access to all other agencies/clients in the region was not guaranteed. Since 2022, LAHSA has been working with providers to create streamlined access to TLS. This includes creating service slots that can be used to manage program capacity and enrollment, and that can be matched to through a centralized referral function. This ensures this resource can serve programs and clients across the region. Interim housing programs funded by the City and County of LA are served through housing navigation staff, which then connect clients to open TLS slots in the SPA. Master Leasing is a regional approach in that LAHSA is seeking to bring units online in each of the SPAs across the county. These units are acquired where there is opportunity, however they are not used for one particular program, group, or city, but instead are viewed as a resource for a variety of target programs/populations across the SPA. While Master Leased units are funded through LA County, these units benefit programs throughout the SPAs, which can include encampment resolution programs of either the City or County of LA. Similarly, target programs in the SPAs can be prioritized across jurisdictions. Furthermore, LAHSA sets goals to optimize housing transfers and prioritization processes. This involves implementing a standardized assessment process to identify households in need of transfer to another housing program. A prioritization process will be established to ensure housing stability. This will entail the ongoing tracking of data, including equity metrics, to guarantee proportional access. Equity goals for housing placements in the homeless service system will be developed, and the existing suite of equity tools will be expanded by implementing at least one new tool/framework for permanent housing placements. LAHSA also leads various workgroups

	committed to bringing about more equity for various populations in the homeless services systems. Additionally, LAHSA participates in various workgroups led by the County's Anti-Racism, Diversity, and Inclusion Initiative. These strategic initiatives underscore LAHSA's commitment to addressing homelessness comprehensively and promoting equitable and sustainable solutions. Lastly, to maintain a fully staffed and effective system of care, LAHSA has created avenues for providers to receive workforce and organizational capacity building support. LAHSA's Capacity Building team aids providers in sourcing skilled and qualified candidates for critical vacancies within the rehousing system. Through the organization of regional job fairs and one on one recruitment support, LAHSA works to customize its engagement of prospective workers to the unique needs of the provider and style of care needed within homeless services programs. LAHSA is also leading workforce development with partners such as Careers for a Cause, Santa Monica City College, the University of Southern California, and others to create a pipeline of workers – many with lived experience of homelessness – into the sector.
City of Glendale CoC	The City of Glendale Community Services & Parks Dept/Homeless Services Sections serves as the lead agency for the City of Glendale CoC. The City of Glendale CoC collaborates with diverse groups such as organizations with racial justice focus, mainstream health care providers, local hospitals, domestic violence, veterans and youth service providers, faith-based organizations, funders, advocates, public housing agencies, school district, local law enforcement, and other members that play a critical role in helping prevent and end homelessness. The City of Glendale CoC has designated a Board of Directors, CoC Committee, and CES Sub-Committees who help with the strategic planning and implementation of not only HHAP funds, but State and Federal to maximize program funds that align with the State and Federal Strategic plan to end and prevent homelessness. The City of Glendale CoC also participates in cross collaborative meetings with other CoC's and cities regarding homeless system planning and delivery, such as the San Fernando Valley COG, Southern California CoC Alliance and LA Homeless Management Information System (HMIS) Collaborative, which allows the LA, Glendale, Long Beach, and Pasadena CoC's to share HMIS data across CoCs. The City of Glendale CoC is also working closely with LAHSA on a Regional CES Council to develop Regional CES Policies and Procedures. This regional collaboration strengthens the City of Glendale CoC and helps develop prioritization and matching criteria that is in compliance with Regional CES Systems. The City of Glendale CoC would like to continue developing a sophisticated system of programs that work in tandem to help reduce homelessness and prevent exits to homelessness by increasing access to countywide resources and partnership opportunities including partnerships with Managed Care Plans.

City of Long Beach CoC	The administrative entity for the City of Long Beach CoC is the City of Long Beach Department of Health and Human Services. The Long Beach CES serves the entire 52-square mile jurisdiction of the City/CoC of Long Beach. Partnerships are active with the LA, Pasadena, & Glendale CoCs & the County CEO office of LA to ensure coverage & coordination as people move throughout the County of LA over the multiple CoCs within the county. In addition to the planning and coordination efforts of the City of Long Beach CoC and CES, the City of Long Beach and City of Long Beach CoC also partner to further engage community members and stakeholders, formally, through the Homeless Services Advisory Committee. The City of Long Beach CoC encourages public participation and heavily relies on communication and coordination with the Homeless Services Advisory Committee (HSAC), which serves to operate as a liaison between each of Long Beach's council districts and the Homeless Services Bureau. The HSAC committee is tasked with relaying information to their elected representatives and regularly reporting on the City of Long Beach CoC's performance/outcomes. This creates a feedback loop directly between the City of Long Beach CoC, City of Long Beach leadership, and Long Beach constituents. Staff further engage with faith-based collaboratives, business improvement districts, business associations, neighborhood associations, legislative entities, regional planning efforts including Southern California CoC Leaders Collaborative, West Coast Mayor's Alliance, UFA Collaborative, and the California Business, Consumer Services and Housing Agency to incorporate best practice models. The City of Long Beach CoC and interdepartmental City staff collaboratively prepare the City's Consolidated Plan (CP) & Annual Action Plans, which includes planning and coordination for the development, implementation, distribution, operation, and management of annual allocation of CDBG, HOME and ESG funds. For the FY 2023-2027 Consolidated Plan, the City of Long Beach solicited community input via community meetings, the City of Long Beach CoC general membership, HSAC meetings, focus groups with people with lived experience and council district forums. The City of Long Beach CoC provides data for the Consolidated Plan including Annual Point-in-Time Homeless Count data, Housing Inventory Count utilization, HMIS coverage, system performance (including project level for funded programs under ESG), and recommendations for improved performance.

	These planning and coordination efforts support the City of Long Beach and City of Long Beach CoC to successfully conceptualize, design, implement, and arrange for services for persons experiencing, or at-risk of homelessness within Long Beach. Further coordination and collaboration efforts are undertaken to ensure seamless delivery of services, including cross-system collaboration to address the needs of at-risk and homeless youth via the Youth Services Network (YSN); a collaborative of stakeholders dedicated to the well-being of youth in LB through partnership, advocacy and resource sharing. Strategies for at-risk & youth experiencing homelessness include identifying gaps in services, wraparound supports, employment, educational supports, provision of Transitional Housing, family strengthening strategies and reunification services. Long Beach Unified School District LEA homeless liaisons regularly attend CoC meetings & are represented on the CoC Board. LEA liaisons are active participants in identifying ways to strengthen cross-system supports for homeless students and have specific services and programs for homeless students within the school district. The City of Long Beach CoC collaborates with the Long Beach Unified School District (LBUSD) and early childhood education (ECE) providers to coordinate educational and support services for youth and children who are experiencing homelessness. LBUSD and ECE providers are active participants in the City of Long Beach CoC meetings, including a monthly collaborative at the Villages at Cabrillo, the Youth Services Network, the CoC General Membership and CoC Board meetings and sub committees. LBUSD's Bethune Transitional Center provides health/mental health screenings, social development activities, & supports like school supplies, uniforms & transportation. LBUSD & ECE train City of Long Beach CoC partners in an effort to increase awareness of the educational resources available to families and youth who are homeless. City of Long Beach CoC staff provide school liaisons training on CE process. In addition to relationships with the public school system the CoC has formal relationships and engagement with the local community college and university. The City of Long Beach CoC, additionally, has formal & informal partnerships with Survivor Service Providers (SPs). The City of Long Beach CoC engages providers within its annual review of CE policies & written standards for programs. Policies are aligned with VAWA requirements to ensure both safety & choice. Policies & procedures include: screening & access to services within DV & general services, documentation requirements, emergency/safety transfers & how SP service recipients can access permanent housing resources through Long Beach CE. City of Long Beach CoC staff also provide training to regional SPAs on CoC system services & collaboratively discuss how to enhance access to & through the system for survivors. City of Long Beach CoC staff also ensure alignment to county policies & that we receive input from County, LAHSA, and DV

	coordinators - most specifically with Rainbow Services, the SPA 8 lead for domestic violence (DV) services and service coordination. City of Long Beach CoC protocols prioritize safety & trauma-informed, victim-centered services. CoC staff are trained to link people with DV services and all programs serving survivors, regardless of funding source, adhere to Housing First, including voluntary services & recognizing survivors' trauma from being controlled by their abusers. The City of Long Beach CoC has a long history of coordinating with the local PHA which includes the adoption of a Homeless Preference within its Administrative Plan, set-aside Housing Choice vouchers and utilization of the CE for all homeless project-based housing projects. Measure H and California state funding supports housing navigation to assist clients in interim housing and rapid re-housing programs to quickly exit into permanent housing. Housing navigation prioritizes households with severe needs to successfully secure housing. The City of Long Beach is partnering with the Department of Health Services to provide intensive case management services (ICMS) to households who are matched to Housing Choice Vouchers and Project Based Vouchers to support the housing navigation process & ensure housing retention.
City of LA	The City of LA's Mayor's Office of Community Safety (MOCS) connects relevant City departments, LAHSA, and other governmental agencies to deploy City of LA resources to address homelessness, including City-funded outreach teams such as CARE and CARE+ teams. The City of LA has several supplemental contracts for outreach services directly between the City and service providers, which are coordinated variously by City departments and the Council Offices. The Office of the CAO assists City of LA Council Districts by coordinating operations to address recreational vehicle (RV) encampments. The CAO's Regional Outreach Coordinators play a pivotal role in organizing the various City Departments involved to successfully execute an RV operation. During a RV operation a variety of services are offered including interim housing options and referral to needed services through LAHSA.
City of Pasadena CoC	The City of Pasadena Department of Housing serves as the lead agency for the City of Pasadena CoC. The City of Pasadena CoC collaborates with diverse groups such as organizations with racial justice focus, mainstream health care providers, local hospitals, domestic violence, veterans and youth service providers, faith-based organizations, funders, advocates, public housing agencies, school district, local law enforcement, and other members that play a critical role in helping prevent and end homelessness. The City of Pasadena CoC has a designated Board of Directors and several committees including the Faith Community Committee, Healthcare Committee and the Street Outreach Collaborative which help with the strategic planning and implementation of homeless services across the City of Pasadena CoC. The City.

	Pasadena CoC also participates in cross collaborative meetings with other CoCs and cities regarding homeless system planning and delivery, such as the San Gabriel Valley COG, San Gabriel Valley Consortium on Homelessness, the Southern California CoC Alliance and the LA HMIS Collaborative, which allows the LA, Glendale, Long Beach, and Pasadena CoCs to share HMIS data across Continuums. Along with the three other CoCs in the region, the City of Pasadena CoC is a member of the Greater LA Coordinated Entry System and has a seat on the LA CES Policy Council, the CES' governing body which develops regional CES Policies and Procedures.

Given the individual roles and responsibilities identified above, describe how all participating jurisdictions are or will begin to coordinate to provide the full array of services, including interim and permanent housing solutions to people experiencing and at-risk of experiencing homelessness in the region.

NARRATIVE RESPONSE – D. Coordination of and Connection to Service

The LA County CES is the backbone of regional collaboration and coordination for all six participating HHAP-5 partners. The regional CES equitably and efficiently distributes available housing and supportive services to people experiencing homelessness across all of LA. The four CoCs in the LA Region participate in the CES. LAHSA is the CES lead agency. Since 2014, LA's CES has facilitated services and housing across all eight SPAs in the county. LAHSA, collaborating CoCs, and cities use *standardized regional approaches* to assess people's needs, to ensure people experiencing homelessness access services, and to prioritize people for finite resources, supportive services, and housing.

LAHSA convenes a monthly CES Policy Council with regional representation of service providers and agencies to refine CES policies and recommend system improvements. All four CoCs participate in the CES Policy Council. LAHSA also convenes Regional System Implementation meetings to regularly connect with provider management and front-line staff. The Regional System Implementation meetings enable the region as a whole to identify gaps and bottlenecks in service delivery.

Along with deep and regular collaboration and coordination in CES across the county, the partners in HHAP-5 are working together to strengthen prevention and diversion services for LA county residents. LAHSA and LA County are working to create clear referral pathways to prevention services throughout the region with the support of City of Glendale CoC, City of Long Beach CoC, the City of LA, and City of Pasadena CoC (and LA County funding streams). All six HHAP-5 partners are leveraging their resources to implement problem-solving, which can reduce homelessness, especially first-time homelessness. Additionally, in July 2023, the County launched the Prevention and Promotion Systems Governing Committee (PPSGC) with the goal of establishing a strong prevention infrastructure

that employs a well-coordinated model to support individuals and families, holistically and equitably. The PPSGC also called for a system of care that works upstream and a transparent process for public input and accountability. In February and March, the PPSGC hosted a series of listening sessions targeting diverse stakeholders, sectors and jurisdictions to increase their awareness on the County prevention strategies, obtain their insight on pressing issues and strategies that need to be implemented, and mobilize them to take part in preventing homelessness.

For subpopulations disproportionately represented in the overall homeless system of care, efforts across the jurisdictions are underway to address racial, ethnic, and gender inequities. LA County plans to conduct a high-level analysis of systemwide performance outcomes to highlight key areas for improvement and determine where the entire region needs to strengthen services for groups disproportionately impacted by homelessness. LA County has established a new framework for embedding equity in Homeless Initiative funded programs, services, and housing, which will advance racial equity across service delivery in the county. This framework has supported many efforts led by LAHSA's Equity department, like the continual advancement of the CES Triage Tool Research and Refinement (CESTTRR) which has corrected some bias by implementing and evaluating a more equitable assessment tool and process. LAHSA and LA County intend to work closely with the Black and Latinx/e Homeless Working Groups to identify ways that all six HHAP-5 partners can reduce inequities in LA's homeless system of care. At the local level, each of the jurisdictions has identified ways in which they will focus their resources to address specific inequities in their local systems.

LA County leads efforts to maximize access to mainstream benefits. All six participating HHAP-5 partners collaborate in some way with LA County to ensure individuals experiencing homelessness receive wrap-around services from federal and state mainstream benefits programs, like CalWorks, CalFresh, In-Home Supportive Services, and Medi-Cal. The County's Department of Public Social Services (LA County DPSS) is the largest provider of mainstream benefits across the Region, serving thousands of people experiencing homelessness monthly. LA County DPSS offices and out-stationed settings help people experiencing homelessness access and enroll in benefits.

As a large county with multiple CoCs and hundreds of service provider organizations, there are ample opportunities already in place for collaboration and coordination. In addition to CES, there are regular convenings that LAHSA hosts for the lead agencies of each of the eight SPAs which HHAP-5 partners often participate in. Many, if not all HHAP-5 partners, attend COG meetings, including COG Homeless Taskforce Meetings and COG Homeless Committee Meetings. The six HHAP-5 partners are welcome and often attend the Regional System Implementation meetings that cover CES for youth, families, single adults, etc. Additional meetings include the LAHSA Homeless and Higher Education Workgroup, the Homeless Initiative Quarterly Regional Convenings, Augmented Winter Shelter Meetings when bad weather is anticipated, and Pathway Home Service Connection Events in which County departments and other agencies provide a one-stop-shop for people to access essential programs and services they may need or want, including physical and mental health care, substance use disorder treatment, benefits enrollment, and more at Pathway Home and Inside Safe interim housing sites. All HHAP partners have committed to enhancing service delivery coordination through these existing networks of communication that promote regional collaboration.

The HHAP-5 partners also committed to establish a regular meeting between just the HHAP partners to provide a forum for them to implement the Regional Action Plan and coordinate more effectively throughout the region. The multi-purpose meeting will be

facilitated by LA County and used to offer opportunities for peer-sharing, to coordinate around the common HHAP-5 goals, including service delivery, and to regularly revisit HHAP-5 Key Actions. The participating partners will regularly be able to collaborate around methods for measuring success as well as identify gaps and needs in the region as they arise.

2.2 System Performance Measures and Improvement Plan

1. **First** identify the most recent system performance measures for the region.
2. **Then** describe the key action(s) the region intends to take to improve each system performance measure.

Guidance
Cal ICH shall provide each region with system performance measures by CoC, with the exception of the LA region, which will receive data from all four CoCs within LA County. Applicants must enter that data in the corresponding metrics fields in the application. Applicants should not adjust the data provided even if the geographic region of the data does not perfectly align with the participating applicant geography of this application. *Regions must have at least one key action for each system performance measure. All columns must be filled out for each action.* *For "Funding Type" enter Federal, State, Local, or the unique funding source type.* *To add additional actions or racial equity measures, add rows to the bottom of each table.* *Note: While Cal ICH expects most of the disparities listed to be based on race or ethnicity, applicants may identify other populations that are also overrepresented among people experiencing homelessness in the region.* *Definitions:* ● *Key Action(s) may include a brief description of a strategic initiative or step identified to address or improve the specific system performance measure. This can be a policy, program, partnership, target metric, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.* ● *Lead Entity should include the name of the regional Eligible Applicant responsible for managing the key action.* ● *Collaborating Entity/ies may include a group, organization, or jurisdiction within your region working to address or improve the system performance measure. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.* ● *Timeframe should include a target date for completion of the key action.* ● *Success Measurement Method may include a systematic approach or tool used to assess the effectiveness and impact of the key action on the performance measure. This can be quantitative measures, qualitative feedback, or any combination that provides insight into the progress and outcomes pertaining to the key action. Provide a clear description of how you plan to track and report on the success of your key action.*

SPM 1a: Number of people accessing services who are experiencing homelessness.

Measure
102,360

1a. Key Action(s) for Improving SPM 1a

Key Action(s)	Funding Source(s) the region intends to use to achieve the action	Funding Type *(Federal/ State/ Local gov/Other)*	Lead Entity	Collaborating Entity/ies	Timeframe for Action	Method(s) of Measuring success of the Action
1.a.i Expand problem solving throughout the region.	CoC HHAP, County Measure H	State, Local	Los Angeles Homeless Services Authority (LAHSA)	Los Angeles (LA) County (Funder/Strategic Partner) City of Glendale Continuum of Care (CoC) City of Long Beach CoC City of LA City of Pasadena CoC	Ongoing	Tracking participation in a training series for problem-solving partners (LAHSA) Tracking the number of organizations associated with the region who are using problem solving across the region. (LAHSA) Tracking the number of entities within the justice system and faith-based community engaged in partnership for problem-solving (LAHSA)
I.a.ii Update outreach coordination maps to ensure geographic coverage and access to services throughout the jurisdictions.	County Measure H	Local	LAHSA	City of Glendale CoC City of Long Beach CoC City of LA City of Pasadena CoC LA County DMH LA County DHS	In progress FY24-25 – FY28-29	Outreach coordination maps are updated to reflect coverage and access throughout all jurisdictions in the region. (LAHSA)
I a.iii Support regional outreach teams and coordinators who	County Measure H, General City Fund, HHAP	Local	LAHSA	LA County CEO-Homeless Initiative (CEO-HI)	Ongoing	Track the number of individuals contacted, number of individuals engaged, number of individuals who attained referrals, number of individuals placed in interim housing, number

engage and connect unsheltered people experiencing homelessness (PEH) to needed resources and services with the ultimate goal of connecting them with permanent housing.				(Funder/Strategic Partner) City of LA (Funder/Strategic Partner) LA County DHS LA County DMH City of Glendale CoC City of Long Beach CoC City of Pasadena CoC, Service Providers Other		of individuals placed in permanent housing (LA County).
I a.iv Support Multi-Disciplinary Teams (MDTs) who engage and connect unsheltered People Experiencing Homelessness (PEH) with complex health and/or behavioral health conditions to needed resources and services. MDTs include a health specialist, mental health specialist, substance use specialist, peer with	County Measure H	Local	LA County DHS	LAHSA Homeless Service Providers LA County CEO-HI City of LA City of Glendale CoC City of Long Beach CoC City of Pasadena CoC	Ongoing	Track the number of individuals contacted, number of individuals engaged, number of individuals who attained referrals, number of individuals placed in interim housing, number of individuals placed in permanent housing (LA County).

lived experience, and a generalist						
1a.v Increase Mobile Access Center (MAC) services in Long Beach.	HOME ARP, Long Beach Recovery Act (LBRA)	Federal, Local	City of Long Beach CoC	City of Long Beach Homeless Services Bureau	January 2024	Establishing a baseline of services available prior to the increase and compare to the services offered after the increase.
I.a.vi Implement Pathway Home, an expansion of the County's ongoing efforts to resolve encampments countywide, including recreational vehicles, in partnership with local jurisdictions and unincorporated communities with the goal of reducing unsheltered homelessness in specific communities by helping people living on the streets come indoors, receive supportive services they need	County Measure H, Encampment Resolution Funding-3 (ERF) (if awarded)	Local, State	LA County CEO-HI	LA County DHS Other County Departments LAHSA Homeless Service Providers Local Jurisdictions and Unincorporated Communities Affordable Housing Developers	Ongoing	Track the number of encampment resolutions that have occurred, number of people placed in interim housing, and number of people placed in permanent housing (LA County).

to achieve housing stability, and ultimately move into permanent housing.						
I a.vii Support the implementation and continuous quality improvement of the Coordinated Entry System (CES) infrastructure. This includes coordination by population and region-specific areas and matching clients to housing resources	County Measure H	Local	LAHSA	LA County CEO-HI (Funder/Strategic Partner) LA County DHS LA County DMH	Ongoing	Review 2023 and 2024 System Key Performance Indicators to determine if additional support for implementation and continuous quality improvement has resulted in improvements in CES that impacted outcomes. (LAHSA)
I a.viii Support the co-location of Youth CES staff at community college campuses to assist students at-risk of homelessness with accessing mainstream or CES resources to end their housing crisis	County Measure H	Local	LAHSA	LA County CEO-HI (Funder/Strategic Partner) Community colleges, Local service providers	Ongoing	Track to ensure youth CES staff are on site at all community college campuses Track the number of youth served on community college campuses and prevented from becoming homeless or had homelessness resolved. (LAHSA)

1.a.ix Sustain the increase of DHS Multi-Disciplinary Teams (MDT's) from 26 to 42, and the increase of the LA County DMH Homeless Outreach and Mobile Engagement (HOME) teams from 9 to 18 that occurred in 2023, including an increase from 22 to 34 MDTs and 5.5 to 10 HOME teams dedicated to conducting outreach exclusively in the City of LA.	Measure H Mental Health Services Act (MHSA)	Local, State	LA County DHS LA County DMH	LAHSA Homeless Service Providers LA County CEO-HI City of LA City of Glendale CoC City of Long Beach CoC City of Pasadena CoC	Ongoing	Track the number of people served by the increased MDT and HOME teams.
1a.x Move City of Long Beach CoC's Coordinated Entry System (CES) data into the local Homeless Management Information System (HMIS) (Clarity).	Department of Housing and Urban Development (HUD) CoC funding	Federal	City of Long Beach CoC	Bit Focus	July 2024	Confirm that the migration of the CES data is complete and in use by all Long Beach Coordinated Entry System operations. Evaluate the efficiency of service delivery after change through a thorough CES Evaluation

1a.xi Increase Permanent Housing resources in the City of Pasadena, including low barrier Permanent Housing (PH) stock and rental assistance subsidies, including Permanent Supportive Housing (PSH) and Rapid Re-housing (RRH).	HUD rental subsidies, City of Pasadena affordable housing fund, Burbank-Glendale-Pasadena Regional Housing Trust	Federal, Local	City of Pasadena Housing Dept.	Additional agencies/ Departments participating in Built for Zero System Improvement Plan Phase 1 include Pasadena Public Health Department (PPHD) Pasadena Outreach Response Team (PORT) Team, The FID Group (dba Friends In Deed), Housing Works	Ongoing through 2028	Track the permanent housing stock on the annual CoC Housing Inventory Count and any reduction in the City of Pasadena CoC's annualized homeless count
I a.xii Increase co-investment opportunities for cities and Councils of Government (COGs) for interim housing operations.	County Measure H	Local	LA County CEO-HI	All cities and Councils of Governments (COGs) within the county	Ongoing	Track the increase in the number of sites and amount of investments dedicated to operating costs at City or Council of Government operated interim housing sites (LA County).

I a.xiii Support LA County DHS and LA County Sheriff's Department in collaborative jail in-reach and post-release case management to individuals in LA County jail facilities who are experiencing homelessness.	County Measure H	Local	LA County DHS	LA County Sheriff's Department LA County Department of Military and Veterans Affairs LA County Jails	Ongoing (After FY 25 -26, Measure H Funding will end but program will continue with a new funding stream)	Track number of clients who received in-reach services, and number of clients connected to interim and permanent housing upon exit (LA County).
1.a.xiv Reduce the number of people experiencing homelessness in the City of Glendale CoC by the end of the performance period.	HHAP, County Measure H, Glendale CoC, Emergency Solutions Grant (ESG), and local Measure S	Local, State, Federal, County	City of Glendale CoC	Youth and Family CES Lead Local service providers Faith-based organizations School district Hospitals	June 30, 2026	Measure the number of individuals experiencing homelessness by the end of the performance period utilizing the Point-in-Time Count (PIT) and HMIS.
1.a.xv Participate in the Built for Zero Systems Improvement Project.	Kaiser Permanente , HUD, County Measure H	Other, Federal, Local	City of Pasadena CoC	Union Station Homeless Services, Community Solutions	Ongoing Through June 2028	Compare the number of chronically homeless individuals and veterans on By-Name List (BNL) before and after project.

SPM 7.1a: Racial and ethnic disparities among those accessing services who are experiencing homelessness.

Racial or Ethnic Group	Measure
Black or African American	37,332
Latino/x/e	38,042
AIAN	1,703

Key Action(s) for Improving SPM 7.1a

Key Action(s)	**Funding Source(s) the region intends to use to achieve the action**	**Funding Type *(Federal/ State/ Local gov/Other)***	**Lead Entity**	**Collaborating Entity/ies**	**Timeframe for Action**	**Method(s) of Measuring success of the Action**
7.1.a.i Continue to track demographics by race and ethnicity of those accessing outreach services on a quarterly basis	HUD CoC, County Measure H, County General Fund, Federal and State ESG, City General Fund	Fed, State, Local	LAHSA, LA County, City of Glendale CoC City of Long Beach CoC City of Pasadena CoC	City of LA	Ongoing through FY28-29	Use BNL, CES, and/or HMIS data from all CoCs in the region.

7.1.a.ii Implement recommendations to reduce racial disparities in and among people experiencing homelessness from the Black People Experiencing Homelessness and Latinx homelessness workgroups	CoC HHAP, County Measure H, Hilton	State, Local, Private	LAHSA, LA County CEO-HI LA County Anti-Racism, Diversity, and Inclusion (ARDI) Initiative	City of LA, City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC, other partners	Ongoing through FY28-29	To be determined by recommendations from the Black People Experiencing Homelessness and the Latinx Experiencing Homelessness workgroups (LAHSA)
7.1.a.iii Contract with equity consultant to create System Equity Evaluation Framework, including goals and key policy/program changes to advance equity	Hilton	Private	LAHSA	LA County, City of LA, City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC, service providers	In progress FY24-25 – FY28-29	Equity framework has been adopted by the CES and any policy changes have been adopted by the CES. (LAHSA)

7.1.a.iv Reduce the African American and Latino population experiencing homelessness in the City of Glendale	HHAP, County Measure H, CoC, ESG, and local Measure S	Local, State, Federal, County	City of Glendale CoC	Ascencia, Home Again LA	Ongoing Through June 30, 2026	Track the reduction in the overall number of individuals accessing homeless services, specifically targeting a decrease in the Black and Latino population. Identify baseline demographic composition data from all project types (Emergency Shelter (ES), Street Outreach (SO), Supportive Services Only (SSO), Transitional Housing (TH), RRH, PSH) by key demographics, including by race and ethnicity and compare to demographic data after efforts have been implemented.
7.1.a.v Increase accessibility to services in the City of Long Beach for Latinx population experiencing homelessness. Engage bilingual staff to conduct outreach, direct services, and partner engagement.	CoC	Federal	City of Long Beach CoC	City of Long Beach	Through FY 2025 (09/30/2025)	Measure the number of Latinx populations accessing services and compare to baseline
7.1.a.vi Provide and maintain diverse interim housing offerings under the City of LA's Homelessness Roadmap.	LA County Roadmap Funds	Local	City of LA	City of LA Housing Department, LAHSA,	Through June 2025	Track any increase in the number of diverse interim housing options offered in the City of LA

7.1.a.vii Utilize various data sources & assessment methods to determine if racial disparities are present in the City of Pasadena CoC.	CoC HMIS and Planning grants	Federal	City of Pasadena CoC	City of Pasadena Housing Department, Department of Information Technology,	Through December 31, 2028	Compare demographic composition data from all project types (ES, SO, SSO, TH, RRH, PSH) by layering key demographic indicators to identify disparities. Employ Stella P to enhance analysis.
7.1.a.viii Improve accessibility of services for Hispanic/Latino population experiencing homelessness. Engage bilingual staff to conduct outreach, direct services, and partner engagement.	CoC Planning	Federal	City of Pasadena CoC	City of Pasadena	Ongoing Through 2028	Measure the number of Hispanic/Latino/e/x individuals accessing services and compare to baseline.
7.1.a.ix Co-locate services and collaborate with system partners partners (e.g. health care & education providers) to engage harder-to reach individuals.	CoC Planning	Federal	City of Pasadena CoC	Potential collaborators include ChapCare (Federally Qualified Health Center (FQHC)), Huntington Hospital, Pasadena Public Health Department,	Ongoing Through 2028	Measure the number of Hispanic/Latino/e/x individuals accessing services and compare to baseline.

				Pasadena Unified School District, and faith-based organizations		
7.1.a.x Create and implement training on new Coordinated Entry System Triage Tool Research & Refinement (CESTTRR) assessment tool	Hilton	Local	LAHSA	City of Glendale CoC, City of Pasadena CoC, Service providers	Ongoing Through 2026	Measure the number of clients assessed including demographics
7.1.a.xi Create a Spanish version of the new CESTTRR assessment tool	Hilton	Local	LAHSA	City of Glendale CoC, City of Pasadena CoC, Service providers	Ongoing Through 2025	Track the creation of a Spanish language tool

SPM 1b: Number of people experiencing unsheltered homelessness on a single night (unsheltered PIT count)

Measure
48,548

1b. Key Action(s) for Improving SPM 1b

Key Action(s)	Funding Source(s) the region intends to use to achieve the action	Funding Type *(Federal/ State/ Local gov/Other)*	Lead Entity	Collaborating Entity/ies	Timeframe for Action	Method(s) of Measuring success of the Action

1.b.i Expand problem solving throughout the region (See details in SPM 1.a above)	(See details in SPM 1.a above)	(See details in SPM 1.a above)	LAHSA	(See details in SPM 1.a above)	(See details in SPM 1.a above)	(See details in SPM 1.a above)
1.b.ii Implement Pathway Home, an expansion of the County's ongoing efforts to resolve encampments countywide, including recreational vehicles, in partnership with local jurisdictions and unincorporated communities with the goal of reducing unsheltered homelessness in specific communities by helping people living on the streets come indoors, receive supportive services they need to achieve housing stability, and ultimately move into permanent housing.	(See details in SPM 1.a above)	(See details in SPM 1.a above)	LA County CEO Homeless Initiative	(See details in SPM 1.a above)	(See details in SPM 1.a above)	(See details in SPM 1.a above)
I.b.iii Continue supporting the Every Woman Housed Plan, which provides outreach, housing,	Measure H, Encampment Resolution Funds	Local, State	LA County DHS LAHSA	Homeless Service Providers Other County Departments City of LA	Ongoing	Tracking the number of people served by each program and the services and housing they were connected to.

and supportive services to women and families in the Skid Row area and the Skid Row Action Plan, which provides increased interim and permanent housing, safe services, 24/7 low barrier health and behavioral health services.						
I.b.iv Support Inside Safe, the City of LA's Encampment Resolution program, through the planning and response phases of every operation. This partnership includes LA County representation during many of the City of LA's planning and operational meetings; and aligning County-operated and contracted resources to support the City of LA, including outreach teams, interim and permanent housing resources, and LA	County Measure H	Local	LA County CEO-HI	LA City Other County Departments LAHSA	Ongoing	Track participation in Inside Safe operations, Track connections to mainstream county services/benefits

County department services.						
1.b.v Expand interim housing options throughout LA City and County to allow unsheltered people to come inside.	CoC, HHAP, State Encampment Resolution Funds, County Measure H, County General Fund, Federal and State ESG, County Department of Public Supportive Services (DPSS), LA County Justice, Care, and Opportunities Department (JCOD), City of LA General Fund, and LA City Roadmap	State, Local	LAHSA	City of LA LA County CEO-HI (Funder/Strategic Partner)	Ongoing	Review baseline data on interim housing and compare to data after expansion is in place. (LAHSA)
I.b.vi Support short-term housing and/or emergency beds for all populations with supportive services such as problem-solving, resource	County Measure H, HHAP	Local, State	LAHSA	LA County DHS Homeless service providers Local jurisdictions where the beds reside	Ongoing	Track the number of individuals newly enrolled in the program, active in the program, and exited the program to permanent housing (LA County)

referrals, and case management. Programs serve special populations which may include transition-aged youth (TAY,) women, older adults, individuals experiencing domestic/intimate partner violence, and others.						
I.b.vii Support stabilization housing, which provides 24-hour interim housing (IH) beds with resource linkages and case management for people with complex health and/or behavioral health conditions who require a higher level of onsite supportive services and recuperative care, which provides the same services but with medical oversight.	County Measure H, HHAP	Local, State	LA County DHS	LAHSA Homeless service providers Local jurisdictions where the beds reside	Ongoing	Track the number of individuals newly enrolled in the program, active in the program, and exited the program to permanent housing (LA County)
1.b.viii Increase shelter capacity with non-congregate shelter in	HHAP	State	City of Long	City of Long Beach LA County CEO-HI	2024	Compare the number of beds available in shelters before and after the increase.

the City of Long Beach.			Beach CoC			
1.b.ix Provide and maintain diverse interim housing offerings under the City of LA's Homelessness Roadmap.	County Roadmap Funds	Local (LA County - per Alliance settlement)	City of LA	City of LA Housing Department LAHSA	Ongoing Through June 2025	Track the diversity and number of interim housing options offered in the City of LA as well as any increase in either.
1.b.x Decrease the number of people experiencing unsheltered homelessness in the City of Glendale	HHAP, County Measure H, CoC, ESG, and local Measure S	Local, State, Federal, and County	City of Glendale CoC	Glendale Police Outreach Core & Ascencia	June 30, 2026	Use future PIT counts to compare unsheltered homelessness to show reductions.
I.b.xi Establish more partnerships with street medicine teams in the City of Pasadena, including mobile psychiatry, to improve access to critical physical and mental health services	Housing and Homelessness Incentive Program (HHIP)	State	City of Pasadena CoC	LA County DMH LA County DHS Pasadena Public Health Department	Ongoing Through June 2026	Compare the number of partnerships with street medicine teams before and after the establishment of new partnerships.

SPM 7.1b: Racial and ethnic disparities among those experiencing unsheltered homelessness on a single night.

Racial or Ethnic Group	Measure
Non-Hispanic/Non-Latin(o)(a)(x)	26,481

Hispanic/Latin(o)(a)(x)	22,067
White	21,887
Black, African American, or African	21,320
Asian or Asian American	810
American Indian, Alaska Native, or Indigenous	1,179
Native Hawaiian or Other Pacific Islander	567
Multiple Races	2,785

7.1. b. Key Action(s) for Improving SPM 7.1b

Key Action(s)	Funding Source(s) the region intends to use to achieve the action	Funding Type *(Federal/ State/ Local gov/Other)*	Lead Entity	Collaborating Entity/ies	Timeframe for Action	Method(s) of Measuring success of the Action
7.1.bi Implement recommendations to reduce racial disparities in and among people experiencing homelessness from the Black People Experiencing Homelessness and Latinx homelessness workgroups (See SPM 7.1a above for details)	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)	LAHSA, LA County CEO-HI LA County Anti-Racism, Diversity, and Inclusion (ARDI) Initiative	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)

7.1.bii Create equity evaluation framework and identify key policy changes to reduce homelessness (See SPM 7.1a above for details)	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)	LAHSA	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)
7.1.b.iii Continue to track demographics by race and ethnicity comparing annual PIT counts for unsheltered homelessness	County Measure H, County General Fund, City General Fund, Hilton	Local, Private	LAHSA	LA County City of LA City of Glendale CoC City of Long Beach CoC City of Pasadena CoC	Ongoing	Compare the racial and ethnic demographics available in PIT counts
7.1.b.iv Reduce the daily count of Latinx single adults experiencing unsheltered homelessness in the City of Glendale CoC	HHAP, County Measure H, CoC, ESG, and local Measure S	Local, State, Federal, County	City of Glendale CoC	CoC Partner organizations Home Again LA Ascencia Armenian Relief Society YWCA of Glendale and Pasadena, Catholic Charities, Salvation Army, Glendale Police Dept. Community Outreach Resources and Engagement (C.O.R.E.) team	Ongoing Through June 30, 2026	Review disaggregated PIT data by race and ethnicity to track the change in the demographics for unsheltered Latinos and any corresponding rise in the representation of this population within shelters.

7.1.b.v Create equity evaluation framework and identify key policy changes for the City of Long Beach CoC	CoC, City of Long Beach General Funds	Federal, Local	City of Long Beach CoC	City of Long Beach Manager's Office	Ongoing	Equity framework has been adopted by the Long Beach City Council and any policy changes have been adopted by the City of Long Beach CoC.
7.1.b.vi Continue the work of the City of LA's Civil + Human Rights and Equity Department (CHRED) is to strengthen diversity, equity, and accountability for the City.	General City of LA Fund	Local	City of LA	LAHSA and LA County CEO-HI	Ongoing Through June 2026	Track data to ensure reduction in representation of Black Angelinos experiencing homelessness.
7.1.b.vii Conduct outreach throughout the City of Pasadena CoC's entire geographic area, staffed by individuals who are racially/ethnically diverse workers w/ lived experience & emphasize non-coercive engagement techniques	Emergency Solutions Grant, HHAP	Federal, State	City of Pasadena CoC	Local non-profit service providers	Ongoing Through 2028	Identify the baseline of the number of diverse populations accepting assistance from street outreach teams and then compare to the number who accept shelter after efforts to diversify staffing has taken place.

SPM 2: Number of people accessing services who are experiencing homelessness for the first time.

Measure
50,314

Key Action(s) for Improving SPM 2

Key Action(s)	Funding Source(s) the region intends to use to achieve the action	Funding Type *(Federal/ State/ Local gov/Other)*	Lead Entity	Collaborating Entity/ies	Timeframe for Action	Method(s) of Measuring success of the Action
2.A Increase Prevention & Diversion Services to reduce first time homelessness in the City of Glendale CoC	HHAP, County Measure H, CoC, ESG, and local Measure S	Local, State, Federal, County	City of Glendale CoC	Home Again LA, Catholic of Charities	Ongoing Through June 30, 2026	Use Annual Performance Report (APR) and Homeless Data Integration System (HDIS) data to track the reduction in homelessness.
2.B Increase Prevention & Diversion services to reduce first time homelessness in the City of Long Beach CoC	HOME-ARP, ESG, Community Development Block Grant (CDBG)	Federal	City of Long Beach Development Services	City of Long Beach CoC	Ongoing	Track and analyze APR and HDIS data
2.C Increase the number of interim and permanent units in the City of LA.	City of LA General Funds (GCP)	Local	City of LA	City of LA Depts of Housing, City Planning, Public Works and Building and Safety	Ongoing Through June 2026	Track to identify the increased number of sites, Compare the timing of permitting process before the effort compared to after.

SPM 7.2: Racial and ethnic disparities in the number of people accessing services who are experiencing homelessness for the first time.

Racial or Ethnic Group	Measure
Black or African American	17,048
Latino/x/e	19,347
AIAN	806

Key Action(s) for Improving SPM 7.2

Key Action(s)	**Funding Source(s) the region intends to use to achieve the action**	**Funding Type *(Federal/ State/ Local gov/Other)***	**Lead Entity**	**Collaborating Entity/ies**	**Timeframe for Action**	**Method(s) of Measuring success of the Action**
7.2.A Implement recommendations to reduce racial disparities in and among people experiencing homelessness from the Black People Experiencing Homelessness and Latinx homelessness workgroups (See SPM 7.1a above for details)	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)	LAHSA, LA County CEO-HI LA County ARDI	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)

7.2.B Create equity evaluation framework and identify key policy changes to reduce homelessness (See SPM 7.1a above for details)	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)	LAHSA	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)
7.2.C Affirmatively market eviction prevention programs within the City of Glendale CoC.	HHAP, County Measure H, CoC, ESG, and local Measure S	Local, State, Federal, County	City of Glendale CoC	Home Again LA, Armenian Relief Society, Catholic of Charities	June 30, 2026	Use APR and HDIS data to track reductions in the number of Latino people becoming homeless for the first time.
7.2.D Expedite the Implementation of recommendations of equity evaluation and framework for the City of Long Beach CoC	CoC, City of Long Beach General Funds	Federal, Local	City of Long Beach CoC	City of Long Beach Manager's Office	Ongoing	Ensure Equity Framework has been adopted by the Long Beach City Council and any policy changes have been adopted by the CoC.
7.2.E Continue the work of the Racial Equity Group within the City of LA's City Administrative Officer (CAO) to address racial equity Citywide.	HHAP, ERF General City of LA Fund	State, Local	City of LA	LAHSA	Ongoing Through June 2026	Analyze how grant funds are applied to address racial equity in service delivery

7.2.F Ensure effective and culturally relevant outreach of the City of Pasadena CoC's Homelessness Prevention programs to Hispanic and Latino communities through partnerships with other systems that have established and trusted engagement pathways.	Family Homelessness Challenge Grant, HHAP, Emergency Solutions Grant	State, Federal	City of Pasadena CoC	Pasadena Unified School District, Pasadena Public Health Department	Ongoing through 2028	Compare demographics of households experiencing homelessness for the first time (PIT data) before and after connecting homelessness prevention providers with system partners.

SPM 3: Number of people exiting homelessness into permanent housing.

Measure
17,894

Key Action(s) for Improving SPM 3

Key Action(s)	Funding Source(s) the region intends to use to achieve the action	Funding Type *(Federal/ State/ Local gov/Other)*	Lead Entity	Collaborating Entity/ies	Timeframe for Action	Method(s) of Measuring success of the Action
3.A Expand problem solving throughout the region (See details in SPM 1.a above)	(See details in SPM 1.a. above)	(See details in SPM 1.a. above)	LAHSA	(See details in SPM 1.a. above)	(See details in SPM 1.a. above)	(See details in SPM 1.a. above)

3.B Continue to apply for new housing opportunities (such as Continuum of Care Supplemental to Address Unsheltered and Rural Homelessness(Special NOFO)) so as to expand the quantity of housing subsidies	(Admin) HUD CoC, HUD (Special NOFO), HUD Youth Homelessness Demonstration Project (YHDP), CoC HHAP, State Encampment Resolution Funds, County Measure H, County General Fund, County HHIP, Federal and State ESG, LA County DPSS, County Housing Support Program (HSP), City General Fund	Federal, State, Local	LAHSA	Community providers	Ongoing	Identify funding sources that LAHSA or other jurisdictions are eligible for, applying, and being awarded additional resources to increase the availability of housing subsidies. (LAHSA) Maintain an updated regional funding plan to keep track of all resources, subsidies, etc.
3.C Prioritize those in Interim Housing for Time Limited Subsidies (TLS) to promote more housing placements and less exits to homelessness	CoC HHAP, State Encampment Resolution Funds, County Measure H, County General Fund, Federal and State ESG, County DPSS, County Justice Care and Opportunities Department, City	Federal, State, Local	LAHSA	LA County CEO-HI (Funder/Strategic Partner), City of LA	Ongoing	Track the number of people moving from Interim Housing to TLS. (LAHSA)

	of LA General Fund, City of LA Roadmap and HHAP					
3.D Enhance permanent housing exits through prioritization of Rapid Rehousing (RRH) in RFPs and increased program model implementation	HHAP, County Measure H, CoC, ESG, and local Measure S	Federal, State, Local	City of Glendale CoC	Home Again LA Armenian Relief Society, Door of Hope	June 30, 2026	Use quarterly data reports to evaluate the effectiveness of Rapid Rehousing programs and other interventions aimed at increasing exits to permanent housing
3.E Increase supply of affordable housing in the City of Pasadena CoC	City of Pasadena Inclusionary Housing funds, Housing Successor funds, Local Housing Trust, Permanent Local Housing Allocation, HOME	Federal, State, Local	City of Pasadena Housing Department , Housing Production Division	City of Pasadena Housing Dept., affordable housing developers, Burbank Glendale Pasadena Regional Housing Trust	Ongoing	Measure the amount of affordable housing units that are in the community.
3.F Expand the TLS program	County Measure H, HHAP, ERF-2, General City of LA Fund	State, Local	LAHSA	LA County CEO-HI (Funder/Strategic Partner) City of LA City of LA Housing Department Property Owners Homeless Service Providers	Ongoing	Measure the amount of time-limited subsidy slots, track the number of new enrollees and number of clients who secured permanent housing upon exiting the program (LAHSA)

3.G Support the Shallow Subsidy program financial assistance program	County Measure H	Local	LAHSA	LA County CEO-HI (Funder/Strategic Partner)	Ongoing	Measure the amount of shallow subsidies that are allotted and used in the region (LAHSA)
3.H Expand rental subsidies for individuals who are homeless or at risk of homelessness who are receiving General Relief benefits and pursuing Supplemental Security Income (SSI).	County Measure H, County General Fund	Local	LA County DPSS	City of Glendale CoC City of Long Beach CoC City of Pasadena CoC	Ongoing	Measure the increase in the number of individuals served by the expanded number of rental subsidies.
3.I Expand unit acquisition strategies including Master Leasing	County Measure H, Housing and Homelessness Incentive Program (HHIP)	Local, State	LAHSA, LA County DHS	Homeless Service Providers, affordable housing owners and/or property managers of multi-family buildings, landlords, affordable housing developers	Ongoing	Measure the increase in readily available permanent housing stock by tracking the number of units acquired, time to lease up units, and utilization of tenant-based rental resources within Master Leased Units

3.J Support the Intensive Case Management Services (ICMS) program.	County Measure H, HHAP, CalAIM	Local, State	LA County DHS	LA Care Health Net FQHCs Homeless Service Providers City of Long Beach CoC	Ongoing	Track the number of people enrolled in ICMS, number of people placed in housing, and number of people who retained their housing after 12 months reporting on retention (LA County)
3.K Advocate for an increase in HUD's project-based cap from 30% to 50%.	N/A (policy advocacy)	N/A (local policy advocacy)	City of Pasadena CoC, LA County, City of LA, LAHSA	California Association of Housing Authorities	Ongoing until completion	N/A (policy advocacy)
3.L Modify development processes in the City of Pasadena CoC to streamline and simplify the processing of entitlement permits, design review, building permits, and funding of affordable housing projects.	City of Pasadena General Fund	Local	City of Pasadena CoC	Pasadena City Council Pasadena City Planning & Community Development Department Pasadena Planning Commission	By 2029 (timeframe of Housing Element)	City of Pasadena policies have changed and development process is expedited.

3.M Provide additional incentives in the City of Pasadena CoC to encourage affordable housing construction	General Fund	Local	City of Pasadena CoC	Pasadena City Council Pasadena City Planning & Community Development Department and Department of Housing	Fy 2029 (timeframe of Housing Element)	City of Pasadena policies are in place with incentives encouraging affordable housing construction Ensure the new policies are effectively encouraging more affordable housing developers to build in the City of Pasadena CoC.
3.N Enhance permanent housing exits through expansion of RRH in the City of Long Beach CoC	HHAP, County Measure H, CoC, ESG, and ERF-2	Local, State, Federal, and County	City Long Beach CoC	Long Beach Homeless Services Bureau, Long Beach CoC, City of Long Beach Community Development, homeless service providers	Ongoing	Use data reports to evaluate the effectiveness of Rapid Rehousing programs and other interventions aimed at increasing exits to permanent housing
3.O Continue to apply for new housing opportunities through the City of Long Beach CoC so as to expand the quantity of housing subsidies.	HUD CoC (Admin), HUD (Special NOFO), HHAP, State Encampment Resolution Funds, County Measure H, Federal ESG	Federal, state, local	City of Long Beach CoC	Long Beach Homeless Services, Long Beach CoC, City of Long Beach Housing Authority, City of Long Beach Development Services, homeless service providers	In progress FY24-25 – FY28-29	Identify funding sources that City of Long Beach Homeless Services Bureau (and/or other City bureaus or departments) may be eligible for, applying, and being awarded additional resources to increase the availability of housing subsidies.

3.P Increase supply of affordable housing in the City of Long Beach CoC	Permanent Local Housing Allocation, HOME, Housing Choice Voucher, HOPWA, VASH	Federal, State, Local	City of Long Beach CoC	City of Long Beach Housing Authority, City of Long Beach Community Development, Long Beach Homeless Services, developers, non-profit service providers	Ongoing	Measure the amount of affordable housing units that are in the community.

SPM 7.3: Racial and ethnic disparities in the number of people exiting homelessness into permanent housing.

Racial or Ethnic Group	Measure
Black or African American	7,839
Latino/x/e	6,566
AIAN	268

Key Action(s) for Improving SPM 7.3 Racial and ethnic disparities in the number of people exiting homelessness into permanent housing

Key Action(s)	Funding Source(s) the region intends to use to achieve the action	Funding Type *(Federal/ State/ Local gov/Other)*	Lead Entity	Collaborating Entity/ies	Timeframe for Action	Method(s) of Measuring success of the Action
7.3.A Implement recommendations to reduce racial disparities in and among people experiencing	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)	LAHSA LA County CEO-HI LA County Anti-Racism,	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)

homelessness from the Black People Experiencing Homelessness and Latinx homelessness workgroups (See SPM 7.1a above for details)			Diversity, and Inclusion (ARDI) Initiative			
7.3.B Create equity evaluation framework and identify key policy changes to reduce homelessness (See SPM 7.1a above for details)	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)	LAHSA	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)
7.3.C Track housing retention rates by race and ethnicity	HUD CoC, County Measure H, County General Fund, Federal and State ESG, City General Fund	Federal, State, Local	LAHSA	LA County CEO-HI , City of LA, City of Long Beach CoC	Ongoing	Measure baseline of housing retention by race and ethnicity demographics and then compare over time.
7.3.D Increase exits to permanent housing for Black or African Americans in the City of Glendale CoC through partnerships and utilizing landlord incentives.	HHAP, County Measure H, CoC, ESG, and local Measure S	Local, State, Federal, County	City of Glendale CoC	Home Again LA Armenian Relief Society, Door of Hope	June 30, 2026	Assess level of landlord community partnerships and cooperation with providers for Black single adults and families. Compare baseline data on demographic composition for exits to permanent housing for Black or African Americans and compare to data after efforts are undertaken

7.3.E Increase exits to permanent housing in the City of Long Beach CoC for persons over-represented in the Point-in-Time Homeless Count (Black/African Americans, American Indians/Native Americans, and Native Hawaiians/Pacific Islanders) in the City of Long Beach through increased utilization of landlord incentives	HHAP, County Measure H, CoC, ESG	Local, State, Federal, County	City of Long Beach CoC	City of Long Beach Community Development, City of Long Beach Housing Authority	Ongoing FY24-25 – FY28-29	Assess and compare baseline data on demographic composition for permanent housing placements and exits for overrepresented racial groups and compare to data after efforts are undertaken
7.3.F Increase exits to permanent housing in the City of Long Beach CoC for persons over-represented in the Point-in-Time Homeless Count (Black/African Americans, American Indians/Native	HHAP, County Measure H, CoC, ESG	Local, State, Federal, County	City of Long Beach CoC	City of Long Beach Community Development, City of Long Beach Housing Authority	Ongoing FY24-25 – FY28-29	Assess and compare baseline data on demographic composition for permanent housing placements and exits for overrepresented racial groups and compare to data after efforts are undertaken

Americans, and Native Hawaiians/Pacific Islanders) in the City of Long Beach through community and landlord outreach and engagement						
7.3.G Strengthen support in the City of Long Beach CoC for persons over-represented in the Point-in-Time Homeless Count (Black/African Americans, American Indians/Native Americans, and Native Hawaiians/ Pacific Islanders) in the City of Long Beach facing discrimination in the private housing market by creating education materials on tenant protections, developing a housing resource toolkit, and	HHAP, County Measure H, CoC, ESG, HOME, CDBG	Federal, State, Local	City of Long Beach CoC	City of Long Beach Community Development, City of Long Beach Housing Authority	Ongoing	Compare annual PIT counts and HMIS data by demographic group before and after implementation of additional supports, Compare rates for placements and exits in permanent housing programs by demographic group

strengthening housing navigation supports						
7.3.H Continue the work of the City of LA's Racial Equity Group within the CAO to address the increased length of stay that Black Angelinos experience	HHAP, General City Fund	State, Local	City of LA	City of LA Depts - LAHD, CHRED	Through June 2026	Conduct analysis to Identify the top five barriers to placement in permanent housing.
7.3.I Strengthen support in the City of Pasadena CoC for Black people facing discrimination in the private housing market by creating education materials on tenant protections, developing a housing resource toolkit, and strengthening housing navigation supports	CoC Planning, CESH 2019	Federal, State	City of Pasadena CoC	Housing Rights Center, non-profit homeless service providers	2027	Compare annual count and PIT counts by demographic group before and after implementation of additional supports, Compare lease up rates in permanent housing programs by demographic group

SPM 4: Average length of time that people experienced homelessness while accessing services.

Measure
182

Key Action(s) for Improving SPM 4

Key Action(s)	Funding Source(s) the region intends to use to achieve the action	Funding Type *(Federal/ State/ Local gov/Other)*	Lead Entity	Collaborating Entity/ies	Timeframe for Action	Method(s) of Measuring success of the Action
4.A Increase federal, state, and local funding for permanent housing subsidies and housing navigation slots to increase flow through interim housing, to increase the number of clients who can be served annually with each interim housing bed	County Measure H, HUD CoC, HUD (Special NOFO), HHAP, State ERF, Federal ESG, Permanent Local Housing Allocation, HOME, Housing Choice Voucher, HOPWA, VASH	Federal, State	LA County DHS LAHSA , City of Long Beach CoC	Brilliant Corners Other County Departments Property Owners Nonprofit Developers	Ongoing	Track number of people served by local subsidies (LA County) Measure baseline of interim housing turnover rate and then compare data after the key action is in place. (LAHSA)
4.B Expand unit acquisition strategies including Master Leasing	(See SPM 3.I for more details)	(See SPM 3. I for more details)	LAHSA LA County DHS	Homeless Service Providers, affordable housing owners and/or property	(See SPM 3. I for more details)	(See SPM 3. I for more details)

				managers of multi-family buildings, landlords, affordable housing developers		
4.C Use TLS for encampment resolution efforts to promote quicker housing placements than through PSH, and transfer to PSH later, if needed	HUD Special NOFO, CoC HHAP, State Encampment Resolution Funds, County Measure H, City of LA HHAP and Roadmap	Federal, State, Local	LAHSA, City of LA	LA County CEO-HI (Funder/Strategic Partner),	Ongoing	Track the number of people moving from encampment resolution to TLS. (LAHSA) Track length of time since engagement of those who came to TLS from encampment resolution efforts. (LAHSA) Track PSH transfers from TLS for those who came to TLS from encampment resolution efforts. (LAHSA)
4.D Continue to develop PSH to decrease the wait time of people experiencing homeless in interim beds	General City of LA Fund (Prop HHH)	Local	City of LA	City of LA - Departments of City Planning, Building and Safety	Through to June 2027	Tracking the number of new PSH beds in the City of LA Tracking wait times for people in interim housing who are awaiting PSH referrals and placement
4.E Implement document collection in interim housing to promote quicker housing placements	CoC HHAP, State Encampment Resolution Funds, County Measure H, County General Fund,	State, Local	LAHSA	LA County CEO-HI City of LA City of Glendale CoC City of Long Beach CoC	Ongoing	Measure length of time to housing placements each FY to track document collection improvement systemwide. (LAHSA)

	Federal and State ESG, County DPSS, County JCOD, City General Fund, City of LA Roadmap and HHAP			City of Pasadena CoC		
4.F Support housing navigation including assisting people experiencing homelessness with identifying, viewing, and inspecting units; reviewing and negotiating lease terms; financial assistance for application fees, transportation costs, and security deposits; as well as landlord incentives	County Measure H	Local	LAHSA LA County DHS	Other County Departments	Ongoing	Measure length of time enrolled in housing navigation program towards goal of quicker slot turnover as clients are successfully assisted to move to PH. (LAHSA)
4.G Reduce length of time homeless by increasing landlord engagement efforts in the City of Glendale CoC	HHAP, County Measure H, CoC, ESG, and local Measure S	Local, state, federal, and county	City of Glendale CoC	Home Again LA Armenian Relief Society, Door of Hope, Ascencia	Ongoing through June 30, 2026	Review regularly scheduled reports to track progress, supplemented by ongoing monitoring of partnership numbers.

4.H Use RRH in the City of Long Beach CoC for encampment resolution efforts to promote quicker housing placements than through PSH, and transfer to PSH later, if needed	HUD Special NOFO, CoC HHAP, State Encampment Resolution Funds, County Measure H	Federal, state, local	City of Long Beach CoC	City of Long Beach Homeless Services Bureau, Long Beach CoC, City of Long Beach Housing Authority	In progress FY24-25 – FY28-29	Track the number of people moving from encampment resolution to RRH. (City of Long Beach CoC) Track length of time since engagement of those who came to RRH from encampment resolution efforts. (City of Long Beach CoC) Track PSH transfers from RHH for those who came to RRH from encampment resolution efforts. (City of Long Beach CoC)
4.I Continue to develop PSH in the City of Long Beach CoC to decrease the wait time of people experiencing homeless in interim beds	HOME, Permanent Local Housing Allocation, Housing Choice Voucher, CoC	Federal, State	City of Long Beach CoC	City of Long Beach Community Development, City of Long Beach Housing Authority	In progress FY24-25 – FY28-29	Measure and track baseline of PSH inventory based on HIC data
4.J Maximize and optimize system throughputs and permanent housing placements in the City of Long Beach CoC through standardization of RRH programs, including the establishment of moving-on and lease-in-place practices-	HHAP, ERF, Measure H, ESG, CoC	Federal, State, Local	City of Long Beach CoC	City of Long Beach Homeless Services Bureau, Long Beach CoC, Community Development, City of Long Beach Housing Authority		Measure baseline of interim housing turnover rate and compare to after the key action is in place. (LAHSA)

4.K Built for Zero Systems Improvement Project in the City of Pasadena CoC	Kaiser Permanente grant, HUD, County Measure H	Other, Federal, Local	City of Pasadena CoC	Union Station Homeless Services, Pasadena Public Health Department Pasadena Outreach Response Team (PORT), Friends In Deed, Housing Works, Pasadena Housing Department	five years (2024-2029)	Increase monthly shelter exits/permanent housing placements. Reduce time spent on by-name list for an overall reduction in numbers on the by-name list.
4.L Increasing Permanent Housing resources in the City of Pasadena CoC	HUD rental subsidies, City of Pasadena affordable housing fund, Burbank-Glendale-Pasadena Regional Housing Trust	Federal, Local	City of Pasadena Housing Department	Burbank-Glendale-Pasadena Regional Housing Trust, affordable housing developers	five years (2024-2029)	Increase in Housing Inventory Count; reduction in our annualized homeless count

SPM 7.4: Racial and ethnic disparities in the average length of time that people experienced homelessness while accessing services.

Racial or Ethnic Group	Measure
Black or African American	201
Latino/x/e	187
AIAN	205

Key Action(s) for Improving SPM 7.4

Key Action(s)	Funding Source(s) the region intends to use to achieve the action	Funding Type *(Federal/ State/ Local gov/Other)*	Lead Entity	Collaborating Entity/ies	Timeframe for Action	Method(s) of Measuring success of the Action
7.4.A Implement recommendations to reduce racial disparities in and among people experiencing homelessness from the Black People Experiencing Homelessness and Latinx homelessness workgroups (See SPM 7.1a above for details)	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)	LAHSA, LA County CEO-HI LA County Anti-ARDI Initiative	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)
7.4.B Create equity evaluation framework and identify key policy changes to reduce homelessness (See SPM 7.1a above for details)	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)	LAHSA	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)	(See SPM 7.1a above for details)
7.4.C Track length of time in interim housing and length of time in the PSH housing process by race and ethnicity on a quarterly basis	HUD CoC, County Measure H, County General Fund, Federal and State ESG, City General Fund	Federal, State, Local	LAHSA	LA County DHS LA County DMH City of LA, City of Long Beach CoC	Quarterly through FY28-29	Measure baseline of length of time in interim housing and length of time in PSH housing process by race and ethnicity demographics and then compare to

						after the key action is in place. (LAHSA)
7.4.D Reduce length of time homeless for Black or African Americans in the City of Glendale CoC by increasing landlord engagement efforts	HHAP, County Measure H, CoC, ESG, and local Measure S,	Local, State, Federal, County	City of Glendale CoC	Home Again LA Armenian Relief Society, Door of Hope, Ascencia	June 30, 2026	Review regularly scheduled reports specifically for Black or African American individuals to track progress, supplemented by ongoing monitoring of partnership numbers.
7.4.E Create equity evaluation framework and identify key policy changes for the City of Long Beach CoC	CoC, City of Long Beach General Funds	Federal, Local	City of Long Beach CoC	Long Beach City Manager's Office	ongoing	Equity framework has been adopted by the Long Beach City Council and any policy changes have been adopted by the CoC.
7.4.F Continue the work of the City of LA's Racial Equity Group to address the increased length of stay that Black Angelinos experience	HHAP, ERF The Racial Equity Group is administratively funded with General City of LA Fund	State, Local	City of LA	City of LA Depts- LAHD, CHRED	Ongoing Through to June 2026	Track the number of days waiting in interim housing for permanent placement for Black Angelinos. Conduct analysis to identify the top five barriers to placement in permanent housing .
7.4.G Conduct robust analysis in the City of Pasadena CoC using HMIS & Stella-P to identify people w/ the	CoC HMIS and Planning grants	Federal	City of Pasadena CoC	City of Pasadena Housing Department and	By 2025	Identify specific racial and ethnic disparities in average length of time homeless.

longest LOTH & layer racial equity data to better serve priority populations (i.e. BIPOC communities).				Department of Information Technology		

SPM 5: Percent of people who return to homelessness within 6 months of exiting the homelessness response system to permanent housing.

Measure
7%

Key Action(s) for Improving SPM 5

Key Action(s)	**Funding Source(s) the region intends to use to achieve the action**	**Funding Type *(Federal/ State/ Local gov/Other)***	**Lead Entity**	**Collaborating Entity/ies**	**Timeframe for Action**	**Method(s) of Measuring success of the Action**
5.A Support the ICMS program (See details in SPM 3)	(See details in SPM 3)	(See details in SPM 3)	LA County DHS	(See details in SPM 3)	(See details in SPM 3)	(See details in SPM 3)
5.B Increase investments in employment services to assist clients in maintaining or accessing housing.	Measure H	Local	LAHSA, LA County Department of Economic Opportunity (DEO)	REDF LA:RISE Employment Social Enterprises American Job Centers of California LA County DPSS	Ongoing	Track number of people enrolled in subsidized employment and number of people who secured unsubsidized employment .[County] Measure data to determine if greater investments in employment services to

						assist clients is decreasing exits to homelessness (LAHSA)
5.C Support Countywide Benefits Entitlements Services Team (CBEST) program	Measure H, HDAP, CSBG-HR	Local, State, Federal	LA County DPSS LA County DHS	LA County DMH LA County Department of Military and Veterans Affairs (MVA)	Ongoing	Track number of clients enrolled in CBEST, number of applications submitted, and number of applications approved (LA County).
5.D Support legal services for clients that includes assistance with eviction prevention, landlord dispute resolution, credit resolution advocacy, criminal record expungement, and other legal services that related to housing retention and stabilization, as well as resolving legal barriers that impact a person's ability to access permanent housing, social service benefits, and stable employment.	ARPA, Measure H, Affordable Housing Trust, and other sources.	Federal, State, Local	LAHSA and LA County CEO-HI	LA County Department's of Consumer and Business Affairs (DCBA), Children and Family Services (DCFS), Public Defender (PD), and Other County Departments. Neighborhood Legal Services of LA County, Legal Aid Foundation of LA, and other community-based agencies.	Ongoing	Track the number of people served and cases/issues resolved

5.E Extend length of time for TLS enrollments when needed to avoid exits to homelessness	HUD Special NOFO, HUD YHDP, CoC HHAP, State Encampment Resolution Funds, County Measure H, County DPSS, Federal and State ESG, City of LA HHAP	Federal, State, Local	LAHSA	LA County CEO-HI (Funder/Collaborator), City of LA	Ongoing	Track to identify program policy changes that are made to allow longer stays in TLS. (LAHSA) Measure data to determine if extending TLS can be connected to decreased returns to homelessness. (LAHSA)
5.F Implement transfers from TLS to PSH to promote housing retention	HUD CoC, HUD Special NOFO	Federal	LAHSA	LA County CEO-HI (Funder/Collaborator) LA County DHS, City of LA, community providers	Ongoing	Measure data to determine if individuals transferred from TLS to PSH is decreasing returns to homelessness (LAHSA)
5.G Promote transfers to Shallow Subsidy programs to support housing retention	County Measure H	Local	LAHSA	LA County CEO-HI (Funder/Collaborator), community providers	Ongoing	Measure data to determine if transfers to Shallow Subsidy programs are decreasing exits to homelessness (LAHSA)
5.H Reduce recidivism in the City of Glendale CoC through the expansion of supportive services and post-lease support	HHIP, COC, HHAP	State, Federal, and County	City of Glendale CoC	Home Again LA Armenian Relief Society, Door of Hope, Ascencia	Quarterly through June 30, 2026	Review regularly scheduled reports to track progress, supplemented by CoC workgroup meetings

5.I Fully Establish linkages to needed services (psychiatric, substance abuse, and financial benefit) to maintain permanent housing once secured.	General City of LA Fund, HHAP	State	City of LA	LA County DHS and University of Southern California (USC) (MDT and Street Medicine)	Through to June 2027	Track any increase in the number of sustained permanent housing units.

SPM 7.5: Racial and ethnic disparities in the percent of people who return to homelessness within 6 months of exiting the homelessness response system to permanent housing.

Racial or Ethnic Group	Measure
Black or African American	8%
Latino/x/e	7%
AIAN	9%

Key Action(s) for Improving SPM 7.5 Racial and ethnic disparities in the percent of people who return to homelessness within 6 months of exiting the homelessness response system to permanent housing.

Key Action(s)	**Funding Source(s) the region intends to use to achieve the action**	**Funding Type *(Federal/ State/ Local gov/Other)***	**Lead Entity**	**Collaborating Entity/ies**	**Timeframe for Action**	**Method(s) of Measuring success of the Action**

7.5.A Track returns to homelessness by race and ethnicity on a quarterly basis	HUD CoC, County Measure H, County General Fund, Federal and State ESG, City General Fund	Fed, State. Local	LAHSA, City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC	LA County, City of Long Beach, City of LA, CES Lead entities for all 4 CoCs	In progress FY24-25 – FY28-29	Undertake data analysis using HMIS, HDIS, etc. to compare returns to homelessness for all 4 CoCs (LAHSA)
7.5.B. Reduce recidivism for Black or African Americans in the City of Glendale CoC through increasing wraparound services	HHIP,COC, HHAP	State, federal, and County	City of Glendale CoC	Home Again LA Armenian Relief Society, Door of Hope, Ascencia	Quarterly through June 30, 2026	Review regularly scheduled reports to track progress, supplemented by CoC workgroup meetings
7.5.C Track housing retention by race and ethnicity in the City of Long Beach CoC	CoC	Federal	City of Long Beach CoC	Bitfocus	Ongoing	Housing outcomes will be compared to general homeless population to identify disparities
7.5.D Work across the City of LA depts, CAO and CHRED to identify why Black homeless Angelinos are returning to homelessness at a higher rate than the overall percentage by identifying gaps in service supports that are needed to	HHAP	State	City of LA	LAHSA	Through June 2026	Track returns to homelessness for Black Angelinos.

maintain permanent housing.						
7.5.E Improve housing retention support to households in the City of Pasadena CoC that may be facing discrimination in the private housing market by providing education and resources on the Fair Housing Act and other relevant laws and regulations.	CoC Planning grant	Federal	City of Pasadena CoC	Housing Rights Center	Ongoing through 2028	Compare data before and after an increased number of agencies providing education and resources on Fair Housing Act law and regulations and the number of households successfully retaining housing

SPM 6: Number of people with successful placements from street outreach projects.

Measure
4,086

Key Action(s) for Improving SPM 6

Key Action(s)	Funding Source(s) the region intends to use to	Funding Type *(Federal/ State/ Local gov/Other)*	Lead Entity	Collaborating Entity/ies	Timeframe for Action	Method(s) of Measuring success of the Action

	achieve the action					
6.A Fund regional outreach teams and coordinators who engage and connect unsheltered people experiencing homelessness to needed resources and services with the ultimate goal of connecting them with permanent housing (See SPM 1.a. for more details)	(See SPM 1.a. for more details)	(See SPM 1.a. for more details)	LAHSA & LA County DHS	(See SPM 1.a. for more details)	(See SPM 1.a. for more details)	(See SPM 1.a. for more details)
6.B Support Multi-Disciplinary Teams (MDTs) who engage and connect unsheltered people experiencing homelessness with complex health and/or behavioral health conditions to needed resources and services. MDTs include a health specialist, mental health specialist, substance use specialist, peer with lived experience, and a generalist (See	(See SPM 1.a. for more details)	(See SPM 1.a. for more details)	LA County DHS	(See SPM 1.a. for more details)	(See SPM 1.a. for more details)	(See SPM 1.a. for more details)

SPM 1.a. for more details)						
6.C Promote referrals from access centers to TLS programs	CoC HHAP, City of LA General Fund	State, Local	LAHSA	LA County CEO-HI (Strategic Partner), City of LA, community providers	Ongoing	Track data in HMIS to monitor the increase in referrals from access centers to TLS programs. (LAHSA)
6.D Implement encampment resolution to move people from street to interim and permanent housing	HUD Special NOFO, State Encampment Resolution Funds, County Measure H, City of LA General Fund	Federal, State, Local	LAHSA, LA County CEO-HI , City of LA	LA County DHS homeless service providers, local jurisdictions. providers	In progress FY24-25 – FY28-29	Track HMIS data from SO to monitor the impact of encampment resolution efforts on participation in interim and permanent housing. (LAHSA)
6.E Expand unit acquisition strategies including Master Leasing	(See SPM 3. I for more details)	(See SPM 3. I for more details)	LAHSA, LA County DHS	Homeless Service Providers, affordable housing owners and/or property managers of multi-family buildings, landlords, affordable housing developers	(See SPM 3. I for more details)	(See SPM 3. I for more details)

6.F Expand A Bridge Home sites to provide low barrier interim housing options with connections to mainstream services	HHAP, General City of LA Fund Emergency Shelter Grant (ESG), Community Development Block Grant (CBDG)	Federal, State	City of LA	LA County	Ongoing through to June 2027	Track additional interim sites including those currently under construction.
6.G Support the development of new homeless veteran resource centers in partnership with cities to enhance and expand connecting veterans experiencing homelessness to housing and services	County Measure H, TBD on additional funding sources	Local, others TBD	LA County Dept. of Military and Veterans Affairs (MVA)	LAHSA & all County Departments	TBD	New resource centers are opened in the County and providing housing and services to veterans.
6.H Implement a targeted strategy in the City of Glendale CoC to increase successful placements focusing on prioritizing RRH and Housing First approaches	HHAP, County Measure H, CoC, ESG, and local Measure S	Local, State, Federal, County	City of Glendale CoC	Home Again LA Ascencia. Glendale PD Outreach CORE	Quarterly through June 30, 2026	Review regularly scheduled reports will track progress, supplemented by ongoing monitoring of partnership numbers
6.I Increase participation in CoC case conferences in	CoC, City of Long Beach General Funds, Hilton, HHAP	Federal, State, Local	City of Long Beach CoC	PATH, MHALA, Heritage Clinic, Harbor Interfaith	Ongoing	Track the number of participants at case conference

the City of Long Beach CoC				Services, Long Beach VA,		
6.J Work in tandem with physical and mental health care providers in the City of Pasadena CoC to accelerate housing placements and streamline referral processes	HHIP	State	City of Pasadena CoC	ChapCare (local FQHC), Huntington Hospital, local substance use treatment providers, local mental health providers; CoC Healthcare Committee	Ongoing through 2028	Track to see if people experiencing homelessness who are Medi-Cal members are receiving housing-related services through CalAIM Community Supports. Track the number of street medicine teams that are working with CoC providers.
6.K Include cross-system leadership in CoC Committees in the City of Pasadena CoC	CoC Planning grant, California Emergency Solutions and Housing (CESH) 2019	Federal, State	City of Pasadena CoC	Managed care plan Enhanced Care Management (ECM) providers Community Supports providers FQHCs Probation CalFresh CalWORKS	Ongoing	Measure the number of board seats and committee members who are representatives from cross-systems.

6.L Include System partners at regular service provider meetings in the City of Pasadena CoC	CoC Planning grant, CESH 2019	Federal, State	City of Pasadena CoC	Managed care plan ECM providers Community Supports providers FQHCs Probation CalFresh CalWORKS	Ongoing	Measure the number of cross-system partners who participate in service provider meetings.
6.M Identify opportunities to co-locate services with system partners in the City of Pasadena CoC	CoC Planning grant, CESH 2019	Federal, State	City of Pasadena CoC	Union Station Homeless Services, Pasadena Public Health Department, CHAP Care (FQHC), Huntington Hospital, LA County DPSS	To be completed	Measure the number of opportunities where cross-system partners and homeless service providers can co-locate and provide services.
6.N Enter into data-sharing agreements with cross-sector partners in the City of Pasadena CoC	CoC HMIS grant, CoC Planning grant, CESH 2019, Kaiser Permanent grant	Federal, State, Other	City of Pasadena CoC	Managed care plans, U.S. Dept. of Veterans Affairs	FY 2025	Measure the number of cross-system partner data sharing agreements that are in place.

SPM 7.6: Racial and ethnic disparities in the number of people with successful placements from street outreach projects

Racial or Ethnic Group	Measure

Black or African American	1,265
Latino/x/e	1,577
AIAN	97

Key Action(s) for Improving SPM 7.6 Racial and ethnic disparities in the number of people with successful placements from street outreach projects

Key Action(s)	Funding Source(s) the region intends to use to achieve the action	Funding Type *(Federal/ State/ Local gov/Other)*	Lead Entity	Collaborating Entity/ies	Timeframe for Action	Method(s) of Measuring success of the Action
7.6.A Track demographic data by race and ethnicity of Encampment Resolution efforts including permanent housing placements	HUD CoC, State Encampment Resolution Funds, County Measure H, County General Fund, Federal and State ESG, City of LA General Fund	Federal, State, Local	LAHSA	LA County CEO-HI (Funder/Collaborator) City of LA, community providers	In progress FY24-25 – FY28-29	Measure baseline of encampment resolution efforts by race and ethnicity demographic, including permanent housing placements, and then compare (LAHSA)
7.6.B Increase successful exits to emergency shelter, safe haven, transitional housing, or permanent housing destinations for Black or African Americans in the City of Glendale	HHAP, County Measure H, CoC, ESG, and local Measure S	Local, State, Federal, County	City of Glendale CoC	Home Again LA Ascencia. Glendale Police Department Outreach CORE	Through June 30, 2026	Review regularly scheduled reports to track progress, supplemented by ongoing monitoring of partnership numbers.

CoC by standardizing our Coordinated Entry alongside community engagement and advocacy						
7.6.C Review the City of LA's homeless services procurement process to ensure that service providers who have expertise in applying racial equity to homeless services provision are prioritized.	HHAP, ERF	State	City of LA	LAHSA	Ongoing through June 2026	Implement and evaluate to gauge service provider staff's readiness and training in regards to providing culturally sensitive services.
7.6.D Increase successful exits from Street Outreach to permanent housing destinations in the City of Pasadena CoC for Black or African Americans by strengthening navigation supports which may include in-person advocacy for participants when they apply for housing, transportation assistance for apartment viewings, financial literacy	County Measure H, HHAP, Emergency Solutions Grant	Local, Federal	City of Pasadena CoC	Local non-profit service providers (Union Station Homeless Services, Friends In Deed); Pasadena Public Health Department's Pasadena Outreach Response Team	Ongoing through 2028	Compare successful exits by racial and ethnic group before and after strengthening of housing navigation services.

support (including credit repair and flexible funding to address individual needs), assistance reviewing lease agreements, and assistance in practicing responses to common questions from landlords.						

2.3 Equity Improvement Plan

1. Identify and describe the key action(s) the region will take to ensure racial and gender equity in 1) service delivery; 2) housing placements; and 3) housing retention; and 4) identify any changes to procurement or other means to affirm equitable access to housing and services for groups overrepresented among residents experiencing homelessness.
2. Identify if place-based encampment resolution is occurring in the region and if so, CoC must describe and provide evidence of collaboration with the cities or counties providing encampment resolution services that addresses how people served through encampment resolution have or will be prioritized for permanent housing within the Coordinated Entry System.

   OPTIONAL: upload any evidence the region would like to provide regarding collaboration and/or prioritization as it relates to question 2.

Guidance

Of the four tables below, the first three must include at a minimum one key action to address racial equity ***and*** *one key action to address gender equity. The fourth and final table must include at least one key action.*
To add additional actions, add rows to the bottom of the table.
Definitions:

- ***Key Action(s)*** *may include a brief description of a strategic initiative or step identified to address or improve the inequity. This can be a policy, program, partnership, target metric, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.*
- ***Lead Entity*** *should include the name of the regional Eligible Applicant responsible for managing the key action.*
- ***Collaborating Entity/ies*** *may include a group, organization, or jurisdiction within your region working to address or improve the inequity. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.*

A. Key Action(s) the Region Will Take to Ensure Racial and Gender Equity in Service Delivery

Key Action(s)	Lead Entity	Collaborating Entity/ies
A.1 Conduct a review of LA County policies and practices to ensure that equity is prioritized and embedded at every level of operations and in the way the county does its work.	LA County CEO - Homeless Initiative (CEO-HI) and Antiracism Diversity	Other LA County Departments

	and Inclusion (ARDI) Divisions	
A.2 Conduct a high-level analysis of systemwide performance outcomes to highlight key areas for improvement and identify where the region needs to strengthen services for groups disproportionately impacted by homelessness.	LA County CEO-HI and LA County ARDI Divisions	Other County Departments Coordinated Entry System for LA City & County CoC, City of Glendale CoC, City of Long Beach CoC, and City of Pasadena CoC
A.3 Create a venue including LA County department leads, decision-makers, stakeholders, and others to facilitate the adoption of the Equity Framework across the county, ensure alignment, increase coordination, and encourage accountability through convenings, trainings, and other activities.	LA County CEO-HI and LA County ARDI Divisions	Other LA County Departments
A.4 Develop a series of public-facing dashboards that include racially disaggregated data and other community-centered tools to enhance transparency and accountability, and keep communities updated on the progress being made on homelessness.	LA County CEO-HI and LA County ARDI Divisions	Other LA County Departments, LAHSA
A.5 Prioritize existing resources and identify additional funding as necessary to ensure provider staff are trained on implicit bias, structural and institutional racism, and cultural competency.	LA County CEO-HI and LA County ARDI Divisions	Other LA County Departments, LAHSA, Service providers
A.6 Create equity goals for the homeless response system.	LA Homeless Services Authority (LAHSA)	LA County CEO-HI and LA County ARDI Divisions and Other LA County Departments
A.7 Ensure continued Black and American Indian and Alaska Native (AIAN) representation in lived experience boards.	LAHSA	LA City/County Native American Indian Commission CES Policy Council Regional Homeless Advisory Council Homeless County Advisory Board, Lived Experience Advisory Board, Homeless Youth Forum of LA

A.8 Contract with equity consultant to create System Equity Evaluation framework, including goals and key policy/program changes to advance equity.	LAHSA	LA County CEO-HI LA County (Department of Mental Health (DMH) LA County, Department of Health Services (DHS) local service providers City of LA
A.9 Increase participation of People with Lived-Expertise on the Continuum of Care (CoC) Board	City of Glendale CoC	City of Glendale CoC Board
A.10 Continue annual racial equity assessments to identify potential disparities within the homeless response system.	City of Glendale CoC	City of Glendale CoC Providers CoC Board CoC Committee
A.11 Ensure all City of Long Beach CoC's policies and procedures are consulted with the Lived Experience Advisory Board before enacting.	City of Long Beach CoC	City of Long Beach CoC Lived Experience Advisory Board
A.12 Encourage staff hiring that reflects client demographics, including Spanish speakers, in order to conduct effective and culturally relevant outreach w/ Hispanic and Latino communities	City of Pasadena CoC	City of Pasadena
A.13 Incorporate gender into ongoing racial equity assessments to identify potential gender inequities	City of Pasadena CoC	City of Pasadena
A.14 Use the California Racial Equity Action Lab Technical Assistance (CA-REAL TA) to implement racial equity strategies outlined in City of Pasadena's Homelessness Plan to achieve parity in lease-up/retention rates for Black participants & parity in access for Hispanic/Latino participants.	City of Pasadena CoC	City of Pasadena; Pasadena Unified School District, Pasadena Public Health Department, Housing Rights Center, Union Station Homeless Services, The Salvation Army, Sycamores
A.15 Given persistent and growing overrepresentation of Black and Latin/x individuals and families experiencing homelessness in City of LA, the City will work in collaboration with LAHSA to examine current data and identify service gaps and opportunities by June 1, 2024.	City of LA	LAHSA

B. Key Action(s) the Region Will Take to Ensure Racial and Gender Equity in Housing Placements

Key Action(s)	Lead Entity	Collaborating Entity/ies

B.1 Implement new assessment tools including Housing Acuity Index for transfers from Rapid Re-housing (RRH) to Permanent Supportive Housing (PSH), and new Coordinated Entry System (CES) assessment tool created by CES Triage Tool Research and Refinement (CESTTRR) project	LAHSA	CESTTRR project CoC Board and members
B.2 Continue to produce four quarterly reports documenting the racial, ethnic and gender demographics of street outreach clients who successfully access interim housing programs each quarter	LAHSA	LA County CEO-HI LA County DHS Street outreach teams CES Lead Interim housing providers
B.3 Implement a transparent and standardized process that prioritizes individuals based on need rather than demographic factors through revised assessment tools	City of Glendale CoC	CES Lead Home Again LA Ascencia Armenian Relief Society Glendale Youth Alliance Glendale Police Outreach YWCA Door of Hope Salvation Army
B.4 Ensure all CoC policies and procedures are developed in consultation with the Lived Experience Advisory Board before enacting	City of Long Beach CoC	City of Long Beach CoC Lived Experience Advisory Board CoC Board and members
B.5 Share space with system partners to improve accessibility for people who face barriers to access services, such as transportation or language barriers	City of Pasadena CoC	Pasadena Unified School District Pasadena City College Local health care providers Local victim service providers
B.6 Create educational materials on tenant protections for landlords and tenants; develop a housing resource toolkit that supports case managers; strengthen housing navigation supports for Black people; and advocate for "Fair Chance to Housing" protections to ensure ongoing housing retention support	City of Pasadena CoC	City of Pasadena, Housing Rights Center

B.7 Incorporate gender into ongoing racial equity assessments to identify potential gender inequities	City of Pasadena CoC	City of Pasadena
B.8 CoC staff are participating in a TA series led by CA-REAL, which provides tailored assistance to implement projects that reduce disparities. The CoC is utilizing the CA-REAL TA to implement the racial equity strategies outlined in our Homelessness Plan to achieve parity in lease-up/retention rates for Black participants & parity in access for Hispanic/Latino participants.	City of Pasadena CoC	City of Pasadena; Pasadena Unified School District, Pasadena Public Health Department, Housing Rights Center, Union Station Homeless Services, The Salvation Army, Sycamores
B.9 Share data findings with service providers to gain additional insights and to discuss gaps and opportunities to advance racial equity.	City of LA	LAHSA and Service Providers

C. Key Action(s) the Region Will Take to Ensure Racial and Gender Equity in Housing Retention

Key Action(s)	Lead Entity	Collaborating Entity/ies
C.1 Develop and implement an action plan to improve retention rates among Black tenants in time-limited subsidy and permanent supportive housing programs.	LA County CEO-HI	LAHSA County Departments Service Providers Housing Developers People with Lived Experience
C.2 Continue to track and publish quarterly data on Black, Indigenous, People of Color (BIPOC) tenant retention in permanent housing, including the AIAN population	LAHSA	CES Lead
C.3 On a quarterly basis, track transfers from RRH to PSH programs to support housing retention	LAHSA	LA County CEO-HI Service Providers Housing Developers
C.4 Ensure provision of ongoing case management and supportive services, as needed by individuals and families that are successfully housed, as part of City of Glendale's contracting process with homeless providers	City of Glendale CoC	City of Glendale CoC Providers CoC Board City of Glendale

C.5 Review moving on and termination policies annually to identify any potential inequities	City of Long Beach CoC	CoC funded providers
C.6 Create educational materials on tenant protections for landlords and tenants; develop a housing resource toolkit that supports case managers; strengthen housing navigation supports for Black people; and advocate for "Fair Chance to Housing" protections to ensure ongoing housing retention support	City of Pasadena CoC	Housing Rights Center
C.7 Incorporate gender into ongoing racial equity assessments to identify potential gender inequities	City of Pasadena CoC	City of Pasadena
C.8 The CoC is utilizing the CA-REAL TA to implement the racial equity strategies outlined in our Homelessness Plan to achieve parity in lease-up/retention rates for Black participants & parity in access for Hispanic/Latino participants**.**	City of Pasadena CoC	City of Pasadena; Pasadena Unified School District, Pasadena Public Health Department, Housing Rights Center, Union Station Homeless Services, The Salvation Army, Sycamores
C.9. Collaboratively develop a plan to improve services and address racial and gender disparities in the homeless response system.	City of LA	LAHSA and Service Providers

D. Key Action(s) the Region Will Take to Change Procurement or Other Means to Affirm Equitable Access to Housing and Services for Overrepresented Groups Among People Experiencing Homelessness in the Region

Key Action(s)	Lead Entity	Collaborating Entity/ies
D.1 Work within and across County departments to implement recommendations from the Ad Hoc Committee on Black People Experiencing Homelessness, the American Indian/Alaska Native Workgroup (AIANWG), and the forthcoming Latinos Experiencing Homelessness recommendations.	LA County CEO-HI and LA County ARDI Divisions	Ad Hoc Committee on Black People with Lived Experience AIANWG Latinos Experiencing Homelessness
D.2 Provide funding to the Chief Executive Office's ARDI Unit to support the implementation of the Black People Experiencing Homelessness (BPEH) recommendations.	LA County CEO-HI and LA County ARDI Divisions	Other LA County Departments LAHSA BPEH

		City of LA People with Lived Experience All Countywide Partners
D.3 Ensure the County has the staff, resources, and support necessary to foster relationships with tribal entities recognized by the State of California Native American Heritage Commission and native-serving agencies.	LA County CEO-HI and LA County ARDI Divisions	AIANWG LA County County Departments
D.4 An equity-based allocation policy workgroup will identify equity concepts and data opportunities to create a policy that informs how to incorporate equitable allocation and procurement planning. Share with governing body and the public**.**	LAHSA	Upcoming Equity-based Allocation Policy Workgroup
D.5 Continue to work on ways to disseminate information about funding opportunities to underserved and marginalized communities to promote greater awareness and participation of these communities in homeless services funding opportunities. Examine the best ways to develop funding preferences and scoring criteria that reflect the need to identify and cultivate capacity among organizations best positioned to serve underserved communities.	LA County CEO-HI and LAHSA	Service Providers People with Lived Experience Faith Based Partners
D.6 Continue to develop communications strategies to better cultivate relationships with faith- based institutions with roots in underserved communities.	LA County CEO-HI and LAHSA	Faith Based Partners Service Providers People with Lived Experience
D.7 Incorporate racial and gender equity as part of procurement processes to ensure all proposals from agencies will advance racial equity at every level of programming. Agencies must address disproportionality in access to services, service provisions, and outcomes.	City of Glendale CoC	All potential sub-recipients/providers.
D.8 Include member of Lived Experience Advisory Board in Request for Proposal (RFP) panels for the City Long Beach CoC.	City of Long Beach CoC	Lived Experience Advisory Board
D.9 Establish an Equity Committee to guide the CoC's assessment and reform process	City of Pasadena CoC	City of Pasadena

D.10 The City of LA has implemented a procurement process that gives additional consideration from bidders who are certified minority enterprises. In addition, proposals that incorporate experience from staff with lived experience are also given additional consideration.	City of LA	LAHSA
D.11 Increase rehousing system contracts and technical assistance to AIAN-serving organizations.	LA County CEO-HI	LAHSA and Other LA County Departments

Coordinated Entry Prioritization for Place-Based Encampment Resolution

Guidance

Answer the following question(s)
In the online application portal applicants may upload any evidence the region would like to provide regarding collaboration and/or prioritization.

Is place-based encampment resolution occurring within the region? **Y**/N

If yes, then the CoC must describe and provide evidence of collaboration with the cities or counties providing encampment resolution services that addresses how people served through encampment resolution have or will be prioritized for permanent housing within the Coordinated Entry System.

Leveraging powers under the state of emergency on homelessness declared by the Board of Supervisors in January 2023, LA County has launched Pathway Home, a major expansion of its ongoing efforts to resolve encampments countywide, including recreational vehicles, in partnership with local jurisdictions and unincorporated communities. With Pathway Home, LA County hopes to reduce unsheltered homelessness in specific communities by helping people living on the streets come indoors, receive supportive services they need to achieve housing stability, and ultimately move into permanent housing. Pathway Home draws on lessons from previous multi-jurisdictional encampment resolution efforts, such as Project Roomkey during the COVID-19 pandemic, and the City of LA's Inside Safe Initiative.

LA County is mobilizing and coordinating an all-hands-on-deck approach that offers people a diverse suite of wraparound services to end their homelessness. Each operation will be different, reflecting the capacity and resources of various partners, as well as the unique needs and challenges of the people living in each encampment.

With Pathway Home, LA County will continue to work with LAHSA, local service providers, and other jurisdictional partners to expand, enhance, and expedite:

- The number of **specialized outreach teams** from the LA County Departments of Mental Health, Health Services, Public Health, and other agencies – as well as from our trusted partners and community organizations – to work intensively with people with a variety of physical and behavioral health needs.
- A diverse array of **interim housing** at non-congregate hotels and available shelters that people can move into immediately while being matched to rental subsidies, benefits, and other assistance to secure **permanent housing**. The County will also continue efforts to expand the number of permanent housing units, such as acquiring and refurbishing motels and hotels under Homekey.
- **Supportive services** that clients both want and need at interim and permanent housing sites, which can include physical and behavioral health care, substance use disorder treatment, and efforts to ensure they are receiving their entitled benefits for health care and subsidized housing.

Under Pathway Home, LA County is using local Measure H funding to increase the permanent housing pathways available to participants, helping them move from interim to permanent housing.

Examples of specific efforts from HHAP-5 jurisdictional providers include:

- The City of Long Beach has been part of the state Encampment Resolution Funding (ERF) Program through both rounds and is a recipient of HUD CoC Supplemental to Address Unsheltered and Rural Homelessness (Special NOFO) for unsheltered homelessness. They have targeted specific encampments, with their efforts a collaboration between the City of Long Beach, LA County, and the State since their encampments run through joint/border areas, such as the LA River, LA Metro, and other state properties.
- The City of LA conducts district by district encampment resolution, Through the CAO's office, the City of LA has established a citywide approach that includes an outreach group that has developed effective, well thought-out approach to vehicle/RV encampments. The City of LA has also collaborated with CalTrans to address encampments on state property located in the City of LA.
- Within the City of Pasadena CoC, the Pasadena Public Health Department's PORT (Pasadena Outreach Response Team) staff and the CoC's lead agency, Union Station Homeless Services, collaborate with CalTrans on resolution of encampments on freeway embankments. Encampment participants receive housing navigation services and are prioritized through existing Coordinated Entry System prioritization criteria.

2.4 Plan to Reduce the Number of People Experiencing Homelessness Upon Exiting an Institutional Setting

1. Identify and describe the Key Action(s) **each participating Eligible Applicant** will take to reduce the number of people falling into homelessness as they exit institutional settings including but not limited to jails, prisons, and hospitals.

Guidance

At a minimum, if an institutional setting is present in a jurisdiction, the jurisdiction must identify and describe their role.
To add additional actions, add rows to the bottom of the table.
Definitions:

- ***Key Action(s)** may include a brief description of a strategic initiative or step identified to address or improve the specific performance metric. This can be a policy, program, partnership, target metric, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.*
- ***Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.*
- ***Collaborating Entity/ies** may include a group, organization, or jurisdiction within your region working to address or improve the performance metric. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.*

A. Key Action(s) to Reduce the Number of People Experiencing Homelessness Upon Exiting a Jail

Key Action(s)	Lead Entity	Collaborating Entity/ies
A.1 Fund jail in-reach and post-release case management to individuals in Los Angeles (LA) County jail facilities who were homeless at the time of incarceration or are at risk of experiencing homelessness upon release. Services are provided by case managers from community-based organizations and LA County Department of Health Services (DHS) Clinical Social Workers, and include assessment, linkages to community services, and continued case management in the community after release.	LA County DHS	LA County Sheriff's Department (LASD) LA County Department of Military and Veteran Affairs (MVA) LA County Jails
A.2 Partner with County Public Defender, LA City Attorney, and LAHSA to strengthen Bridge Housing for those exiting jails to increase the likelihood individuals will not fall into homelessness which, in turn, reduces rates of recidivism.	LA County Public Defender (PD) LA Homeless Services Authority (LAHSA) LA City Attorney	LA County jails LA County Probation Department Homeless Service Providers

A.3 The LA County Public Defender's Criminal Record Clearing Project provides legal services to help people experiencing or at risk of homelessness resolve outstanding infractions and associated warrants, which are often barriers to housing, employment, education, and legal immigration.	LA County Public Defender (PD)	LA City Attorney's Office
A.4 Continue to support the County's Office of Diversion & Reentry (ODR), which supports people exiting jail with permanent housing, case management & community-based treatment, demonstrating success in preventing homelessness.	LA County DHS - Office of Diversion and Reentry (DHS-ODR)	Nonprofit Service Providers
A.5 Reduce the number of people exiting to homelessness from jail by supporting dedicated interim housing for people who are recently released or will be released from jail within 60 days. These dedicated interim housing beds provide a safe, low-barrier, Housing First, housing-focused, and supportive twenty-four (24) hour temporary residents with the goal of reducing homelessness and recidivism.	LAHSA LA County DHS	LA County Public Defender (PD) LA City Attorney LA County Justice Care and Opportunity (JCOD) Project180 non-contracted and contracted agencies that work in the justice population.
A.6 Utilize a program that offers legal-aid services to those being released from jail (and other parts of the criminal legal system). The program can assist participants to secure permanent housing, employment, record clearing, unlawful detainers, etc., to eliminate barriers to housing.	LAHSA	Inner City Law Center Neighborhood Legal Services of LA County
A.7 To more effectively assist people at risk of homelessness after release from incarceration, the Continuum of Care (CoC) will collaborate closely with reentry and probation providers. This collaborative effort will focus on enhancing transition planning procedures and ensuring seamless connections to services.	City of Pasadena CoC	Pasadena City Attorney's Office, Flintridge Center
A.8 The City of LA' Homeless Engagement and Response Team (HEART) program works directly with the LA City Attorney's and District Attorney's Offices to help individuals experiencing homelessness resolve eligible traffic and pedestrian infractions and related warrants	City of LA	LA City Attorney's Office LA County District Attorney's Office

and fines by engaging with relevant services. HEART works with the County Homeless Court Program to help individuals resolve minor criminal infraction citations, such as having an open container or unlicensed driving. HEART aims to address the needs of unhoused individuals through restorative services (housing, mental health, public assistance, job development, substance abuse rehabilitation, etc.) rather than punishment. As a program under the LA City Attorney's Outreach and Restorative Justice Division, HEART is one of several programs seeking to address the root causes of criminal behavior and achieve incarceration reduction.		
A.9 The City of Long Beach Homeless Court (Program) is a collaboration between the City of Long Beach Prosecutor's Office, the Long Beach Health Department, the Superior Court of California (Court), local law enforcement, and community-based organizations, funded by LA County, offering strengths-based, client-centered supports and services for homeless and housing- insecure Program participants. The Program's focus is to delay or avoid criminal prosecution proceedings for people experiencing homelessness (PEH) with resolvable outstanding misdemeanor criminal warrants, provided that the individuals make progress towards attaining housing solutions. For those who attain their housing goals, charges may be altogether dropped, depending on the individual's unique situation. This Program will encourage PEH with a criminal background to accept services with a goal to transition to permanent housing. Outstanding warrants impede a defendant's eligibility to access social services and find permanent housing and employment. The Program helps resolve legal barriers which are just one of the many challenges PEH face as they work toward self-sufficiency. The Program, a voluntary program for participants, allows PEH to have opportunities to have certain charges dismissed, their fines and penalties suspended, or their outstanding warrants related to quality-of-life offenses (charges not involving victims or violence), which are often associated with their homeless status, recalled.	City of Long Beach CoC	City of Long Beach Prosecutor's Office, Superior Court of California, County Board of Supervisors, LA County CEO-HI

Homeless Court participants are supported by the Homeless Services Bureau, engaging clients and assisting them with housing, employment, public benefits assistance, substance abuse treatment, mental health, and record clearing and expungement services.		
A.10 The City of Long Beach has implemented a Problem-Solving/Family Reunification model, called Homeward Bound, which provides transportation services for persons experiencing homelessness, to reconnect with supportive family outside of the City of Long Beach. Funded by the Mayor's Fund for the Homeless, this has been a successful program for households who are not able to stabilize in the City Long Beach without support from family or friends. Homeward Bound participants are frequently identified in coordination and partnership with Long Beach PD, who make referrals to the Homeless Services Bureau, who coordinate and facilitate placements and referrals and manage payments. Additional funds can also be used to offer incentives to family members to accept persons back into their homes.	City of Long Beach CoC	City of Long Beach Police Department, City of Long Beach Mayor's Office

B. Key Action(s) to Reduce the Number of People Experiencing Homelessness Upon Exiting a Prison

Key Action(s)	Lead Entity	Collaborating Entity/ies
B.1 Continue to dedicate interim housing for people who are recently released or will be released from prison within 60 days of a referral for beds. These beds provide a safe, low-barrier, Housing First, housing-focused, and supportive twenty-four (24) hour temporary residence to adults experiencing homelessness who are either exiting from prison or in custody within the criminal legal system.	LAHSA	Justice, Care, and Opportunities Department (JCOD)
B.2 Reduce the number of people exiting prison to homelessness by collaborating with organizations such as Justice Care and Opportunity (JCOD), Project180, Public Defenders Office, and non-contracted and contracted agencies that work in the justice population and do in-reach to ensure coordination and referrals to beds for people who have exited to institutions recently.	LAHSA	LA County DHS-ODR LA County Sheriffs Department (LASD) LA County Probation Department Justice Care and Opportunity (JCOD)

		Project180 Public Defenders Office Service Providers
B.3 Utilize a program that offers legal-aid services to those being released from jail (and other parts of the criminal legal system). The program can assist participants to secure permanent housing, employment, record clearing, unlawful detainers, etc., so as to eliminate barriers to housing.	LAHSA	Inner City Law Center
B.4 Partner with the Verdugo Jobs Center to offer employment opportunities under the Prison to Employment Initiative to those exiting prisons to increase the likelihood individuals will not fall into homelessness which, in turn, reduces rates of recidivism. The Program provides workforce services, such as skill training, work experience, job search and case management to applicants who are referred by probation or parole officers.	City of Glendale CoC	Verdugo Jobs Center LA County California Workforce Development Board
B.5 Strengthen the connection between existing prevention services and reentry and probation providers. Ensuring effective reintegration into the community is paramount for people leaving the criminal justice system. To more effectively assist people at risk of homelessness after release from incarceration, the CoC will collaborate closely with reentry and probation providers. This collaborative effort will focus on enhancing transition planning procedures and ensuring seamless connections to services	City of Pasadena CoC	Pasadena City Attorney's Office Flintridge Center
B.6 Funded through the California Department of Transportation, the City of LA's New Roads to Second Chances program provides formerly incarcerated Angelenos with training, support, and jobs maintaining and cleaning this City's roads. To date, New Roads has served more than 1,200 individuals on probation or parole with the resources necessary to support their successful re-entry following incarceration. In addition to job training and employment, participants receive wraparound, comprehensive supportive services necessary to successfully navigate the challenges of reentry, most notably securing housing and employment to achieve financial stability.	City of LA	New Roads to Second Chances Program Probation

B.7 Project imPACT – Project imPACT assists formerly incarcerated individuals with employment services reinforced with behavioral health, legal, peer-based supports, and housing support services. The program is focused on helping eliminate barriers to employment for people on parole or probation, with the related goal of helping people find and maintain long-term housing stability.	City of LA	Probation
B.8 With support of HHAP-3 funds, the City of Long Beach will further expand implementation of re-entry supports as part of City goals to provide upstream services for families and youth and in reducing the disproportionality of negative outcomes for the Black, Indigenous, People of Color (BIPOC) community, who are over represented in the City of Long Beach Point in Time Count. The City of Long Beach is aware of the disparities the BIPOC population experiences when becoming homeless for the first time and working with upstream systems, such as Parole and Probation, to effectively target homeless prevention and interventions, the City of Long Beach will have the capability to minimize inequities and reduce the number of persons exiting prison into homelessness. City of Long Beach Homeless Services has staffed Re-Entry personnel and established an MOU with Long Beach Police Department (LBPD) to identify persons exiting prisons and provide services necessary to support those persons with obtaining and maintaining safe and stable housing. The City of Long Beach's Reentry Coordinator provides mental health, behavioral health, and referrals to case management services for persons experiencing homelessness who are exiting, or who have exited, criminal justice institutions. The Reentry Coordinator participants in collaborative efforts with various interdepartmental and non-profit partners within the realm of reentry service navigation. The Reentry Coordinator works closely with the LBPD Jail Division staff, LA County Sheriff, and Departments of Public Health, Mental Health, and Probation, to provide ongoing support and resources for priority inmates pending discharge to the City of Long Beach, with special	City of Long Beach CoC	LA County Sheriff, LA County Department of Public Health (DPH), LA County DMH, LA County Probation Department

emphasis in identifying and supporting persons experiencing homelessness (PEH). The collaboration among the Homeless Services Bureau's Reentry Coordinator and service providers throughout the City of Long Beach and County works to eliminate fragmentation, duplication, and/or gaps in service linkages and care. The Re-Entry team works to reduce recidivism of dually impacted individuals experiencing homelessness in the City of Long Beach, through the provision of mental health; linkages to services; provision of case coordination across diverse governmental and social service providers to ensure wraparound services to clients. City of Long Beach Re-Entry services further seek to prevent generational patterns of incarceration and trauma by identifying associated family members, particularly children, who may benefit from mental health or other social services and offer those linkages as appropriate.		

C. Key Action(s) to Reduce the Number of People Experiencing Homelessness Upon Exiting a Hospital

Key Action(s)	Lead Entity	Collaborating Entity/ies
C.1 Support Bridge Housing for those exiting health care institutions.	LA County DHS	Health Care Institutions Service Providers
C.2 Continue to fund hospital liaison staff to assist hospital discharge planners connect with the proper system resources, including recuperative care, enhanced residential care, and substance use disorder treatment centers.	LAHSA	Select local hospitals in each Service Planning Area (SPA)
C.3 Continue to expand problem solving (diversion) services to those exiting hospitals.	LAHSA	Local hospitals
C.4 Secure additional funding to hire additional hospital liaisons in order to improve the current discharge planning process between the CoC, its providers and the local hospitals. Gain access to countywide	City of Glendale CoC	Glendale Memorial Glendale Adventist LA County DHS

resources to strengthen partnerships between LA County DMH/LA County DHS and local hospitals for ongoing support upon discharge. Increase access/partnership opportunities with managed care plans to develop local recuperative care programs.		LA County DMH LA Care/Health Net Ascencia
C.5 The CoC will work to support hospitals (i.e. Huntington Hospital) in improving their discharge planning processes. This includes working with hospital staff to evaluate patients' desires for placement prior to discharge and assisting them in making appropriate arrangements for post-hospital care. By collaborating with hospitals, the CoC can better serve people at risk of homelessness and ensure that they receive the support they need to maintain stable housing.	City of Pasadena CoC	Huntington Hospital
C.6 Continue to fund nursing staff to assist hospital discharge planners connect with the proper system resources, including recuperative care, enhanced residential care, and substance use disorder treatment centers. Long Beach Homeless Bureau, as part of the City of Long Beach's REACH team (Restorative Engagement to Achieve Collective Health) staffs multi-disciplinary teams, which are staffed with Registered Nurses. As part of this team's scope of work, the REACH Team RNs provide assistance with addressing emergent needs of persons experiencing unsheltered homelessness, while also conducting in-reach to hospitals and in-patient treatment settings. This includes working with hospital staff to evaluate patients' desires for placement prior to discharge and assisting them in making appropriate arrangements for post-hospital care. By collaborating with hospitals, the CoC can better serve people at risk of homelessness and ensure that they receive the support they need to maintain stable housing.	City of Long Beach CoC	LBPD, Long Beach Fire Department, Long Beach Memorial Hospital

D. Key Action(s) to Reduce the Number of People Experiencing Homelessness Upon Exiting Other Institutional Settings (such as foster care, behavioral health facilities, etc. as applicable in the region)

Institutional Setting	Key Action(s)	Lead Entity	Collaborating Entity/ies

D.1 Behavioral Health	**D.1.i** Support Bridge Housing for those exiting behavioral health institutions	LA County Department of Mental Health (DMH)	Behavioral Health Care Providers Service Providers
D.2 Child Welfare	**D.2.i** Help families obtain housing, through programs such as Bringing Families Home, the Family Reunification Housing Subsidy, and the Prevention and Aftercare Program.	LA County Department of Children and Family Services (DCFS)	LA County CEO-HI LA County Development Authority Penny Lane Centers The Help Group SPIRITT Family Services And Other Providers
	D2ii Partner closely with the Department of Children and Family Services (DCFS) to support families and youth exiting DCFS programs to housed settings through strategic partnership of problem solving, funded staff charged with coordinating referrals and services, and specially designated housing resources for these populations.	LAHSA	LA County Department of Children and Family Services (DCFS)
	D.2.iii Targeted Transitional Housing for Transition Age Youth – Youth transitioning out of the child welfare system are at high risk for homelessness. To address the housing needs of this population, the City of LA has utilized HHAP program funding to increase the number of beds available to Transition-Aged Youth (TAY)	City of LA	LA County DCFS

	through the City of LA's Project- Based Transitional Housing program.		
	D.2.iv Collaborate with the County, LAHSA, and a network of providers to implement the Youth Homelessness System Improvement (YHSI) Grant and establish a Youth Leadership Team to support County, LAHSA, City of Long Beach, and other partners with cross system leadership, planning, partnerships, and policymaking to support improved coordination with the foster care system and improve discharge planning. The YHSI Leadership Team will help prevent homelessness among youth transitioning out of the foster care system by supporting the City of Long Beach CoC and its partners to develop collaborative relationships with foster care providers to ensure youth transitioning out of the foster care system have access to safe, stable, and affordable housing. The CoC will also work to identify resources such as U.S Department of Housing & Urban Development (HUD) vouchers for foster youth and family reunification funds to ensure targeted services are available for emancipated youth.	City of Long Beach Homeless Services	LA County CEO-HI, LAHSA, LA County DCFS, LA County DMH, Shelter Partnership, Housing Justice Collaborative, LA LGBT Center

	D.2.v Targeted Interim Housing for Transition Age Youth – Youth transitioning out of the child welfare system are at high risk for homelessness. To address the housing needs of this population, the City of Long Beach is utilizing HHAP program resources to fund the capital, operations, and services of the City of Long Beach's new 12-unit Navigation Center, which will serve as the City's first interim housing project for Transition Age Youth.	City of Long Beach	April Parker Foundation

2.5 Plan to Utilize Local, State, and Federal Funds to End Homelessness

1. The plan must include the total amount of available funding, the amount prioritized for permanent housing solutions, and an explanation of how each participating applicant is utilizing local, state, and federal funding programs to end homelessness. These programs must include, but are not limited to:
    - The Homekey Program,
    - The No Place Like Home Program
    - The Multifamily Housing Program
    - The Housing for a Healthy California Program
    - The Homeless Housing, Assistance, and Prevention Program
    - Building Homes and Jobs Act
    - The California Emergency Solutions Grants Program
    - The National Housing Trust Fund established pursuant to the Housing and Economic Recovery Act of 2008
    - HOME Investment Partnerships Act
    - Parolee or probation programs that are intended to prevent homelessness upon release.

Guidance

__All__ of the above programs __must__ be included and fully explained in the table. Where the region has multiple awards for the same program that are administered by different entities, those may be listed on separate lines. For example, in a region with one county and one CoC who receive their HHAP awards separately, each jurisdiction may enter their HHAP awards in separate lines.
If one of the ten required programs is not present in a region, type N/A.
In addition to the listed programs, participating Eligible Applicants should add any other funds and programs that are being utilized to address and end homelessness in the region.
To add additional funding programs, add rows to the bottom of the table.
Definitions:

- ***Local Fund Administrator:*** *The entity responsible for administering the given funding source.*
- ***Description of How Funds are/will be Utilized to End Homelessness in the Region:*** *Comprehensive summary of how the funding program will be utilized in the region. Applicants should highlight whether, how, and to what extent the funds are being used for permanent housing.*
- ***Funding Amount:*** *Amount of known, dollars secured or available to spend within the HHAP-5 grant timeframe (FY 23-24 through FY 27-28)*
- ***Timeframe of Use:*** *The date range the local fund administrator anticipates expending the identified program funds.*

Funding Program	Local Fund Administrator	Description of How Funds are/will be Utilized to End Homelessness in the Region	Funding Amount	Amount Prioritized for Permanent Housing Solutions	Timeframe of Use
Homekey	City of Los Angeles (LA) Housing Department	State funds utilized for interim and permanent housing units for people experiencing homelessness or at risk of homelessness	$98,679,319	$40,032,319	11/1/2023 - 6/30/2026
Homekey	City of Long Beach	State funds utilized for interim and permanent housing units for people experiencing homelessness or at risk of homelessness	$3,032,253	$0	07/01/2023 - 06/30/2026
Homekey	LA County	State and local funds utilized for interim and permanent housing units for people experiencing homelessness or at risk of homelessness	$376,246,200	$298,355,826	12/15/2020 - 06/30/2026
No Place Like Home Program (NPLH)	LA County Development Authority as an agent of the County	Capital funding for multifamily affordable housing. NPLH funds units that house individuals living with a mental illness who are homeless or at risk of homelessness.	$84,254,900	$84,254,900	Funds have to be committed by June 2024.
Multifamily Housing Program (MHP)	N/A	Although the County does not administer these funds, MHP funds are often leveraged by developers awarded LA County Development Authority (LACDA) NOFA funding.	N/A	N/A	N/A
Housing for a Healthy (HHC) California Program	N/A	Although the County does not administer these funds, HHC funds are often leveraged by	N/A	N/A	N/A

		developers awarded LACDA NOFA funding.			
Homeless Housing, Assistance, and Prevention Program (HHAP)	LA County	LA County is utilizing available HHAP Rounds 1, 3, 4, and 5 (i.e., HHAP not yet expended) to support permanent supportive housing, interim housing operations, outreach, and transitional housing for youth.	$132.3M	$123M	Expenditure deadlines for each round are as follows: HHAP 1: 6/30/2025 HHAP 3: 6/30/2026 HHAP 4: 6/30/2027 HHAP 5: 6/30/2028
Homeless Housing, Assistance, and Prevention Program (HHAP)	LAHSA	LAHSA is utilizing available HHAP Rounds 1, 3, 4, and 5 (i.e., HHAP not yet expended) to support admin; time limited subsidies and housing navigation for permanent housing (rapid re-housing) through rental assistance/security deposits and case management; emergency shelter (crisis housing); prevention; and outreach and engagement (street outreach/mobile showers); support for the Homeless Management Information System;	HHAPs 1-4 Remaining Funding as of December 2023: $114,492,025 HHAP 5: $102,557,467	HHAPs 1-4 Remaining Funding as of December 2023: $72,690,710 HHAP 5: $44,899,585	Expenditure deadlines for each round are as follows: HHAP 1: 6/30/2025 HHAP 3: 6/30/2026 HHAP 4: 6/30/2027

		and support for Coordinated Entry System (housing location/landlord engagement)			HHAP 5: 6/30/2028
Homeless Housing, Assistance, and Prevention Program (HHAP)	City of Pasadena CoC	City of Pasadena is utilizing available HHAP Rounds 1, 3, 4, and 5 (i.e., HHAP not yet expended) to support street outreach and coordination; prevention and diversion; new Navigation Centers and emergency shelters, rapid re-housing; services coordination; systems support; interim sheltering.	HHAPs 1-4 Remaining Funding as of December 2023: $1,635,535.04 HHAP 5: $3,510,134.29	HHAPs 1-4 Remaining Funding as of December 2023: $506,720.43 HHAP 5: TBD	Expenditure deadlines for each round as are as follows: HHAP 1: 6/30/2025 HHAP 2: 6/30/2026 HHAP 3: 6/30/2026; remainder disbursement through 12/31/2026 HHAP 4: 12/31/2027 HHAP 5: 6/30/2028

Homeless Housing, Assistance, and Prevention Program (HHAP)	City of LA	City of LA is utilizing available HHAP Rounds 1, 3, 4, and 5 (i.e., HHAP not yet expended) to support. HHAP funds are used for the operating costs of the City of LA's various interim housing interventions, including the A Bridge Home Program (ABH), City of LA COVID-19 Homelessness Roadmap (Roadmap) interventions and ongoing hygiene, outreach, prevention and supportive services.	HHAPs 1-4 Remaining Funding as of December 2023: $251,938,911.30 HHAP 5: $164,335,500	HHAPs 1-4 Remaining Funding as of December 2023: $46,857,475 HHAP 5: TBD	Expenditure deadlines for each round are as follows: HHAP 1: 6/30/2025 HHAP 3: 6/30/2026 HHAP 4: 6/30/2027 HHAP 5: 6/30/2028
Homeless Housing, Assistance, and Prevention Program (HHAP)	City of Long Beach CoC	The City of Long Beach CoC is utilizing available HHAP Rounds 1, 3, 4, and 5 (i.e., HHAP not yet expended) to support rapid re-housing, delivery of permanent housing and innovative solutions (Intensive Case Management services), new navigation center, prevention and shelter diversion (prevention and safe parking), operating subsidies (Homekey, motel voucher program, and	HHAPs 1-4 Remaining Funding as of December 2023: $24,034,200.28 HHAP 5: $15,004,433	HHAPs 1-4 Remaining Funding as of December 2023: $6,425,316 HHAP 5: $5,970,433	Expenditure deadlines for each round are as follows: HHAP 1: 6/30/2025 HHAP 3: 6/30/2026

		youth shelter), outreach and coordination, systems support (employment program), services coordination (re-entry services) activities.			HHAP 4: 6/30/2027 HHAP 5: 6/30/2028
Homeless Housing, Assistance, and Prevention Program (HHAP)	City of Glendale CoC	City of Glendale CoC has received 4 rounds of HHAP funds and has implemented the following programs: rapid re-housing, homeless prevention, operating subsidies, outreach and coordination including housing navigation.	HHAPs 1-4 Remaining Funding as of December 2023: $862,784.79 HHAP 5: $280,408.11	HHAPs 1-4 Remaining Funding as of December 2023: $574,421.53 HHAP 5: $280,408.11	Expenditure deadlines for each round are as follows: HHAP 1: 6/30/2025 HHAP 3: 6/30/2026 HHAP 4: 6/30/2027 HHAP 5: 6/30/2028
Continuum of Care Program (CoC)	City of Glendale CoC	The CoC Program is intended to promote strategic, community-wide coordination of resources toward the goal of ending homelessness. Funding will be utilized for existing rapid re-housing, permanent supportive housing, rental assistance programs, HMIS administration and CoC Planning.	$2,930,721	$2,709,077	FY 2024-2025
Continuum of Care Program (CoC)	City of Long Beach CoC	The CoC Program is intended to promote strategic, community-wide coordination of resources toward the goal of ending homelessness. Funding will be	$10,250,815	$6,416,775	FY 2024-2025

		utilized for existing rapid re-housing, permanent supportive housing, rental assistance programs, Homeless Management Information System (HMIS) administration and CoC Planning.			
Continuum of Care Program (CoC)	City of Pasadena CoC	The CoC Program is intended to promote strategic, community-wide coordination of resources toward the goal of ending homelessness. Funding will be utilized for rapid re-housing, permanent supportive housing, Coordinated Entry, HMIS administration and CoC Planning.	$5,197,008	$4,721,360	FY 2024-2025
Continuum of Care Program (CoC)	LAHSA	The CoC Program is intended to promote strategic, community-wide coordination of resources toward the goal of ending homelessness. Funding will be utilized for rapid re-housing, permanent supportive housing, Coordinated Entry, HMIS administration and CoC Planning.	$44,017,463	$29,410,729	FY 2024 - 2025
Continuum of Care Program (CoC)	LA County Developme nt Authority	HUD's CoC Program grants to LACDA are used for Permanent Supportive Housing (rent subsidies)	$36,865,188 awarded in 2023, similar amounts expected annually	$36,865,188 awarded in 2023, similar amounts expected annually	FY 2024 – 2025 Most HUD CoC grants are for a one-year period, with renewal grants awarded annually
Continuum of Care Program (CoC)	Housing Authority	HUD's CoC Program grants to HACLA are used for Permanent	$67,358,931 awarded in	$67,358,931 awarded in 2023,	FY 2024 – 2025

	City of LA (HACLA)	Supportive Housing (rent subsidies)	2023, similar amounts expected annually	similar amounts expected annually	Most HUD CoC grants are for a one-year period, with renewal grants awarded annually
Continuum of Care Program (CoC) Special NOFO Unsheltered Homeless Assistance	LAHSA	HUD's Special CoC NOFO Unsheltered Homeless Assistance award to LA will be used for a comprehensive approach to transitioning people from unsheltered settings and interim housing to permanent housing, including investments in homeless outreach, short- and long-term rental assistance, case management, and housing navigation. There are three direct recipients of this award (i.e., LAHSA, HACLA, and LACDA). LAHSA directly receives $33,056,244 of the total award.	$60 M	$46,412,000	9/30/26 (3-year term)
Building Homes and Jobs Act Funding	LA County Developme nt Authority as an agent of LA County	The Building Homes and Jobs Act (SB 2, 2017) funded the Permanent Local Housing Allocation (PLHA) formula allocations provides funding to help cities and counties implement plans to increase the affordable housing stock. Examples of eligible activities under this Program include the development, acquisition,	$56,471,485	$56,471,485	Through 6/30/2030.

		rehabilitation, and preservation of multifamily rental and owner-occupied housing, and eligible activities under rental assistance to people who are homeless or at-risk of homelessness.			
Building Homes and Jobs Act Funding	City of Long Beach	Permanent Local Housing Allocation funding received from California Department of Housing and Community Development (HCD) for affordable rental housing development for low-income renters	$5,078,616	$4,824,685	Through 6/30/2030
Building Homes and Jobs Act Funding	City of LA	Permanent Local Housing Allocation funding received from HCD for affordable rental housing development for low-income renters	$3,800,000	$3,800,000	Through 6/30/2025
Building Homes and Jobs Act Funding	City of Glendale	Permanent Local Housing Allocation funding received from HCD for affordable rental housing development for low-income renters	$95,000	$95,000	Through 6/30/2024
Building Homes and Jobs Act- Permanent Local Housing Allocation (PHLA)	City of Pasadena CoC	Permanent Local Housing Allocation funding received from HCD for affordable rental housing development for low-income renters. City of Pasadena CoC uses it for permanent supportive housing, operative reserves, short	$280,821	$280,821	Through 6/30/2024

		term rental assistance, and safe parking.			
Emergency Solutions Grants Program (ESG)	LA County Developme nt Authority as an agent of LA County	The ESG program provides funding to engage homeless individuals; improve the number and quality of emergency shelters for homeless individuals and families; help operate shelters; provide essential services to shelter residents, rapidly rehouse homeless individuals and families, and prevent families/individuals from becoming homeless.	$2,958,288	$1,524,433	FY 2024-2025
Emergency Solutions Grants Program (ESG)	LAHSA	The ESG program provides funding to engage homeless individuals; improve the number and quality of emergency shelters for homeless individuals and families; help operate shelters; provide essential services to shelter residents, rapidly rehouse homeless individuals and families, and prevent families/individuals from becoming homeless.	$7,234,160 This represents the total ESG funding that LAHSA receives, across 3 sources: Federal ESG from the County via LACDA, State ESG from the County via LACDA; and ESG from the City of LA via LA Housing Department (LAHD).	$2,680,982	FY 2024-2025

Emergency Solutions Grants Program (ESG)	City of LA Housing Department (LAHD)	The ESG program provides funding to engage homeless individuals; improve the number and quality of emergency shelters for homeless individuals and families; help operate shelters; provide essential services to shelter residents, rapidly rehouse homeless individuals and families, and prevent families/individuals from becoming homeless.	$7,819,386	$2,329,804	7/1/2022 - 6/30/2024
Emergency Solutions Grants Program (ESG)	City of Glendale	The ESG program provides funding to engage homeless individuals; improve the number and quality of emergency shelters for homeless individuals and families; help operate shelters; provide essential services to shelter residents, rapidly rehouse homeless individuals and families, and prevent families/individuals from becoming homeless.	$150,000	$0	FY 2024-2025
Emergency Solutions Grants Program (ESG)	City of Long Beach	The ESG program provides funding to engage homeless individuals; improve the number and quality of emergency shelters for homeless individuals and families; help operate shelters; provide essential services to shelter residents, rapidly rehouse homeless individuals and families, and prevent families/individuals from becoming homeless.	$678,581	$272,258	7/1/2024 - 9/30/2025

Emergency Solutions Grants Program (ESG)	City of Pasadena CoC	The ESG program provides funding to engage homeless individuals; improve the number and quality of emergency shelters for homeless individuals and families; help operate shelters; provide essential services to shelter residents, rapidly rehouse homeless individuals and families, and prevent families/individuals from becoming homeless.	$187,132	$57,330.00	FY 2024-2025.
Emergency Solutions Grants Program (ESG) - California 2019	City of Pasadena CoC	Systems Support	$213,675.98	$0.00	Through 3/11/2025
The National Housing Trust Fund (NHTF)- via HUD	N/A	Although LA County does not administer these funds, NHTF funds are often leveraged by developers awarded LA County Development Authority NOFA funding.	N/A	N/A	N/A
HOME Investment Partnerships Act	City of LA Housing Department	This funding was used to support the Affordable Housing Managed Pipeline (AHMP). During the 2022-2023 program year, the City of LA completed construction on 273 federally-funded multi-family units, of which 122 units served homeless households. This is only a fraction of the 1,908 total units ready for occupancy during 2022-23, 1,451 of which served homeless households – 1,635 of these units were funded without the use of federal funds.	$38,443,736	$14,400,000	7/1/2023 - 6/30/2024

HOME Investment Partnerships Act	LA County Developme nt Authority as an agent of LA County	This funding is used to support capital funding for multifamily affordable housing and grants and forgivable loans for first time homebuyers.	$9,690,600	$9,690,600	HOME funds have to be committed within 2 years and expended within 5 years.
HOME Investment Partnerships Act	City of Long Beach	This funding is used for building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. The City of Long Beach allocates HOME resources towards acquisition, homebuyer assistance, homeowner rehabilitation, multifamily rental new construction, multifamily rental rehabilitation, and new construction for ownership TBRA.	$5,711,830	$5,711,830	7/1/2024 - 9/30/2025
HOME Investment Partnerships Act	City of Pasadena CoC	Tenant Based Rental Assistance, conversion and expansion of a single-family residence into a transitional housing facility for 20 families,	HOME-ARP: $2,500,000 HOME: $800,000	HOME-ARP: $2,500,000 HOME: $300,000	Through FY 2028
HOME - American Rescue Plan	City of Long Beach	A one-time allocation of funding from HUD to support the Long Beach Recovery Act. HOME ARP funds have been allocated to support programs and services for persons experiencing, or at-risk of homelessness, within the City of Long Beach. Activities include: purchase and set up a site for 50 modular, non-congregate shelter units; operate two mobile outreach stations— increased	$8,675,333	$4,227,213	7/1/2023 - 9/30/2030

		staffing capacity of six outreach workers, four case managers, and partner agency representatives; and provision of Intensive Case Management Services to support persons matched to Emergency Housing Vouchers and Stability Vouchers.			
Measure J Care First Community Investment Funding and LA Probation Department County General Fund	LA County	LA County offers local rental subsidies for scattered site and project based permanent supportive housing, as well as enriched residential care; interim housing for youth referred from probation department; and interim housing for participants referred from Jail Closure Implementation Team partners.	$86.46M ($82.6M is Measure J Care First Community Investment funding; $3.88M is Probation Department County General Fund)	$64M	Total for FYs 2023-24 through 2027-28; ongoing funding, $12.8M/year Ongoing funding, $.775M/year Ongoing funding, $3.715M/year
Measure H Funding	LA County	Measure H is a LA countywide quarter-cent sales tax in place from 2017 through 2027 which generates revenue dedicated to combating homelessness. Funds support the County and partner efforts to implement a comprehensive service delivery framework and includes coordination, prevention services, outreach, interim and permanent housing, and stabilization services for people experiencing or at-risk of homelessness. One primary goal is to increase the supply of	$728,173,000 This amount represents the total amount of Measure H funding available. The following rows detail the funding allocated to each jurisdiction. These numbers	$253,883,000	FY 2024-2025; 6/30/2025

		permanent supportive housing, where the most vulnerable people experiencing homelessness can receive intensive case management services, mental health services, and substance use disorder services. Measure H supports investments in partnership with cities and Councils of Government to foster local solutions to increase the availability of housing throughout all regions of the county.	are not cumulative.		
Measure H Funding	LAHSA	LA County Measure H provides funding for admin; time limited subsidies and housing navigation for permanent housing (rapid re-housing), through rental assistance/security deposits and case management; emergency shelter (crisis housing/bridge housing/transitional housing); prevention; outreach and engagement (street outreach & coordination/mobile showers); youth reunification; and supports the Coordinated Entry System (capacity building/regional coordination/housing location/representative payee).	$278,626,000 (included in LA County Measure H above)	$117,119,000	FY 2024-2025
Measure H Funding	City of Long Beach	LA County Measure H rollover funds provides funding for admin; time limited subsidies and housing navigation for permanent housing	$6,599,909 (included in LA County	$3,671,782	FY 2024-2025

		(rapid re-housing), through rental assistance/security deposits and case management; emergency shelter (crisis housing/bridge housing); prevention; outreach and engagement (street outreach & coordination); and supports the Coordinated Entry System (capacity building/regional coordination/housing location).	Measure H above)		
Measure H Funding	City of Glendale CoC	LA County Measure H provides funding for admin; time limited subsidies and housing navigation for permanent housing (rapid re-housing), through rental assistance/security deposits and case management; emergency shelter (crisis housing/bridge housing/transitional housing); prevention; outreach and engagement (street outreach & coordination/mobile showers); youth reunification; and supports the Coordinated Entry System (capacity building/regional coordination/housing location/representative payee).	$1,079,559 (included in LA County Measure H above)	$0	FY 2022-2024
Measure H Funding	City of Pasadena CoC	LA County Measure H provides funding for admin; time limited subsidies and housing navigation for permanent housing (rapid re-housing), through rental assistance/security deposits and case management; emergency	$677,899 (included in LA County Measure H above)	$350,316	FY 2024-2025

		shelter (crisis housing/bridge housing/transitional housing); prevention; outreach and engagement (street outreach & coordination/mobile showers); youth reunification; and supports the Coordinated Entry System (capacity building/regional coordination/housing location/representative payee).			
LA County General Fund	LAHSA	LA County General Fund provides funding for admin; emergency shelter (crisis housing); prevention; and outreach and engagement (street outreach); and support for the Homeless Management Information System, Homeless Count and Coordinated Entry System.	$11,199,479 (as of February 2024)	$0	FY 2024-2025
LA City General Fund	LAHSA	City of LA General Fund provides funding for admin; time limited subsidies and housing navigation for permanent housing (rapid re-housing), through rental assistance/security deposits and case management; emergency shelter (crisis housing/bridge housing/transitional housing); outreach and engagement (street outreach & coordination/mobile showers); and supports the Homeless Management Information System, Homeless Count and the Coordinated Entry System	$118,153,015	$2,587,201	FY 2024-2025

		(capacity building/regional coordination).			
CalWORKs Housing Support Program (HSP) - via California Department of Social Services (CDSS)	LA County	LA County Department of Public Social Services (DPSS) in partnership with LAHSA and homeless services providers utilize CalWORKs HSP funds to support prevention, emergency shelter, time-limited subsidies (rapid re-housing), case management, housing navigation, rental assistance/security deposits, and support services to families connected to the CalWORKs Program who are experiencing homelessness or at-risk of homelessness.	$110 million has been allocated to LA County and available as of the start of FY 2023-24 This amount represents the total amount of CalWORKs Housing Support Program (HSP) funding available. The following row details the funding allocated to LAHSA. These numbers are not cumulative.	$73.2M	The current expenditure deadline is June 30, 2025 but the Governor's budget proposes to delay some of this funding to FY 2025-26.
CalWORKs Housing Support Program (HSP) - via CDSS	LAHSA	Provides funding for admin; time limited subsidies and housing navigation for permanent housing (rapid re-housing), through rental assistance/security deposits, and case management; emergency shelter (crisis housing); and prevention.	$66,593,355 (included in LA County HSP above)	$44,326,073	FY 2024-2025

Encampment Resolution Funds (ERF) - via California Interagency Council on Homelessness (Cal ICH)	LA County	Competitive ERF grant awards are used to support the following: direct Services and housing options (outreach & engagement, crisis services, interim housing, permanent housing); capacity building (systems partnerships, service coordination, workforce development); sustainable outcomes (activities to ensure sustained outcomes for people served and encampment remains resolved after initial interventions); and administrative costs (up to 5%).	$59,483,734	$16,655,446	Deadline to expend 50% of allocation: 6/30/2024 Deadline to obligate 100% of allocation: 6/30/2024 Deadline to expend 100% of allocation = 6/30/2026
Encampment Resolution Funds (ERF) - via Cal ICH	LAHSA	Competitive ERF grant awards are used to support the following: direct services and housing options (outreach & engagement, crisis services, interim housing, permanent housing); capacity building (systems partnerships, service coordination, workforce development); sustainable outcomes (activities to ensure sustained outcomes for people served and encampment remains resolved after initial interventions); and administrative costs (up to 5%).	$25,646,752	$13,579,402	FY 2022 - 2025
Encampment Resolution Funds (ERF) - via Cal ICH	City of Long Beach CoC	The City of Long Beach CoC has received 2 rounds of ERF funds to implement increased capacity	$5,330,545	$900,000	7/1/2024 - 3/31/2027

		building through interdepartmental partnerships, interim sheltering, and rapid re-housing through rental assistance/security deposits and case management; and prevention.			
Encampment Resolution Funds (ERF) - via Cal ICH	City of LA	Competitive ERF grant awards are used to support the following: direct services and housing options (outreach & engagement, crisis services, interim housing, permanent housing); capacity building (systems partnerships, service coordination, workforce development); sustainable outcomes (activities to ensure sustained outcomes for people served and encampment remains resolved after initial interventions); and administrative costs (up to 5%).	$4,175,714.75	$0	Through 6/30/2026
Encampment Resolution Funds (ERF) - via Cal ICH	City of Pasadena CoC	Competitive ERF grant awards are used to support the following: direct services and housing options (outreach & engagement, crisis services, interim housing, permanent housing); capacity building (systems partnerships, service coordination, workforce development); sustainable outcomes (activities to ensure sustained outcomes for people served and encampment	$2,029,962.47	$60,000	Through 6/30/2026

		remains resolved after initial interventions); and administrative costs (up to 5%).			
Home Safe - via CDSS	LA County	LA County DPSS in partnership with Department of Health Services (DHS) and LAHSA and homeless services providers utilize Home Safe funds to support prevention, time-limited subsidies, case management, housing navigation, rental assistance/security deposits, and support services to adults connected to the Adult Protective Services Program who are experiencing homelessness or at-risk of homelessness.	$26.8M This amount represents the total amount of Home Safe funding available. The following row details the funding allocated to LAHSA. These numbers are not cumulative.	$25.2M	The current expenditure deadline is June 30, 2025 but the Governor's budget proposes to delay some of this funding to FY 2025-26.
Home Safe - via CDSS	LAHSA	Provides funding for prevention and time limited subsidies for permanent housing (rapid re-housing), through rental assistance/security deposits and case management	$14,145,483 (included in LA County Home Safe above)	$12,525,880	FY 2024 - 2025
Bringing Families Home - via CDSS	LA County	LA County Department of Children and Family Services (DCFS) in partnership with LACDA and homeless services providers utilize Bringing Families Home funds to support prevention, time-limited subsidies, case management, housing navigation, rental assistance/security deposits, and support services to families	$30.7M	$30.7M	One-time FY 2022-2023 Expenditure Deadline: 6/30/2025

		connected to the County Child Welfare System who are experiencing homelessness or at-risk of homelessness.			
Housing and Disability Advocacy Program (HDAP)	LA County	LA County DPSS in partnership with LA County DHS and homeless services providers utilize HDAP funding to assist people experiencing or at-risk of homelessness who are likely eligible for disability benefits by providing advocacy for disability benefits as well as housing supports including but not limited to: interim shelter assistance, rental assistance, housing navigation, case management, security deposits, utility payments, moving costs, legal services, and credit repair.	Total FY 22-23: $30M	$6M	The current expenditure deadline is June 30, 2025 but the Governor's budget proposes to delay some of this funding to FY 2025-26.
Mental Health Services Act (MHSA) and Medi-Cal Revenues	LA County DMH	LA County DMH uses MHSA funding to pay for services, including Full Service Partnerships and services that include housing navigation and ongoing support in permanent supportive housing, for people experiencing or transitioning from homelessness, as well as interim housing and services in other settings. Some MHSA-funded services leverage additional funding through Medi-Cal reimbursement.	Approximately $204 million in FY 2023-24 and annually	$25 million	Ongoing potentially subject to change in the uses of MHSA funds in futures years if voters approved Prop 1
Behavioral Health Bridge Housing (BHBH)	LA County DMH and Department	LA County has accepted Behavioral Health Bridge Housing allocations that will be used by LA	$321,189,238	N/A	FY 2023-24 to FY 2026-27

	of Public Health (DPH)	County DMH and LA County DPH to increase bridge housing (interim housing) beds and services for people with serious behavioral health conditions experiencing homelessness			
Community Care Expansion (CCE) Preservation	LA County DMH	CCE Preservation funds can be used for operating subsidies and capital projects in existing licensed residential care facilities that serve prioritized population (applicants or recipients of Supplemental Security Income (SSI) or Cash CAPI) including people experiencing or at risk of homelessness. Occupancy in licensed residential care is not time-limited so it may be a permanent housing option	$41,988,170 for Operating Subsidy Program (OSP) $55,560,974 capital projects	$41,988,170	Operating Subsidy Program – must be obligated by June 30, 2027, and expended by March 31, 2029. Capital Funding – must be obligated by December 31, 2026, and expended by September 30, 2028
Medi-Cal Managed Care Plans: CalAIM Community Supports & Enhanced Care Management	LA County DHS	Medi-Cal managed care plans (MCPs) contract with the LA County DHS to fund a portion of the costs associated with multidisciplinary outreach teams, housing navigation and tenancy sustaining services (including Intensive Case Management Services (ICMS)), some personal care services, and recuperative	Approximately $50 million in FY 23/24 and potentially similar or higher amounts in future years	Approximately $47.5 million	LA County DHS receives payments for authorized services, but timeframe for service authorizations and payments and anticipated revenues are still

		care / medical respite, as authorized for Enhanced Care Management (ECM) and Community Supports (pursuant to CalAIM)			difficult to anticipate
American Rescue Plan Act (ARPA) Fiscal Recovery Fund	LA County	Of the $539.7M LA County committed from its total federal ARPA Fiscal Recovery Funding (Tranche 2) for Housing for People Experiencing Homelessness, $392M funding remains available including investments in Homekey projects, conversion of interim housing to permanent housing, rental subsidies and Intensive Case Management Services (ICMS)/ tenancy support for federal vouchers, homelessness prevention, and interim housing	$392M	$360.5M	Approved by Board of Supervisors September 2022. Deadline for expenditure 12/31/2026
Rapid Access Housing Project	LAHSA	Funding provided by LA County Public Defender (MacArthur Grant) provides funding for emergency shelter (bridge housing).	$115,000	$0	FY 2024-2025

City of LA HHAP & City Roadmap (County Service Commitment Funds)	LAHSA	Funding provided by City of LA provides ongoing funding for admin; time limited subsidies and housing navigation for permanent housing (rapid re-housing), through rental assistance/security deposits and case management; emergency shelter (crisis housing/bridge housing/safe parking); outreach and engagement (mobile showers); and support for housing location/landlord engagement; and Coordinated Entry System (regional coordination).	$241,633,139	$14,870,939	FY 2024-2025
County Safe Parking MOU (Net County Cost (NCC))	LAHSA	Net County Costs provide funding for Safe Parking operations. The amount listed is not inclusive of all NCC dollars given to LAHSA. That is reflected in the other funding sources.	$1,100,000	$0	FY 2022-2025
Hilton Foundation (various grants)	LAHSA	Hilton Foundation and California Community Foundation private grants provide supplemental funding for admin, Homeless Count activities, leadership & sustainability development and funding for emergency shelter (safe parking).	$1,419,000	$0	FY 2021-2026

LA County Housing and Homelessness Incentive Program (HHIP)	LA County	LA County in partnership with Medi-Cal managed care plans (MCPs) have committed Housing and Homeless Incentive Program (HHIP) funding for unit acquisition and activities of daily living support. Unit acquisition funding is being used to help secure housing units in the private rental market to serve people experiencing homelessness who have tenant-based rental vouchers, by funding security deposits, vacancy loss, property management fees, maintenance, pest control, and security. Activities of Daily Living (ADL) is being used to increase access to, and supports in, housing for people experiencing homelessness who need daily, ongoing assistance with ADLs or other care and supervision to remain stably housed.	$113.5M This amount represents the total amount of HHIP funding available. The following row details the funding allocated to LAHSA. These numbers are not cumulative.	$67,450,000	Total FY 2023-2024 through FY 2027-2028
LA County Housing and Homelessness Incentive Program (HHIP)	LAHSA	HHIP funding provided by LA County promotes unit acquisition, increasing the number of dedicated housing units for people experiencing homelessness by leveraging local, state, and federally funding tenant based housing vouchers. The goal of the program is to work directly with landlords to negotiate long-term leases for partial or entire buildings and	$6,103,000 (included in LA County HHIP above)	$6,103,000	FY 2022-2028

		make those units available for rent by people with tenant-based vouchers, thereby increasing voucher utilization and decreasing the time it takes for voucher holders to lease up and move into available units.			
Cal ICH Family Homelessness Challenge Grant (FHC)	City of Pasadena CoC	Homelessness prevention programming: rental arrears and rental assistance	$322,105.50	$322,105.50	FY 2026
Local Inclusionary Fund	City of Pasadena CoC	20-unit transitional housing project for unhoused persons and families	$1,200,000	$0	FY 2025
Local Housing Trust (State)	City of Pasadena CoC	100-unit senior housing project with 49 units of permanent supportive housing.	$4,750,000	$4,750,000	FY 2028
Housing Successor	City of Pasadena CoC	20-unit transitional housing project for unhoused persons and families	$200,000	$0	FY 2025

2.6 Plan to Connect People Experiencing Homelessness to All Eligible Benefit Programs

1. Explain how the region is connecting, or will connect, individuals to wrap-around services from all eligible federal, state, and local benefit programs, including, but not limited to, housing and homelessness services and supports that are integrated with the broader social services systems and supports. Benefit Programs include, but are not limited to:
    - CalWORKs
    - CalFresh
    - Supplemental Security Income/State Supplemental Program (SSI/SSP) and disability benefits advocacy
    - In-home supportive services
    - Adult protective services
    - Child welfare
    - Child care
    - Medi-Cal benefits through Managed Care Plans

Guidance

__All__ of the above benefit programs __must__ be included and fully explained in the table. In addition to these benefit programs, participating jurisdictions should add other benefit programs that provide wrap-around services in the region.
To add additional benefit programs, add rows to the bottom of the table.
Definitions:

- ***Connection Strategy/ies means methods and actions that support client access and/or enrollment in eligible benefit programs.*** ***This*** *may be a method or action that supports connection between a benefit program and clients, between benefits programs, and/or between benefits programs and the homeless services system, so long as the method or action* ***supports client access and/or enrollment in the eligible benefit program****.*
- ***Lead Entity*** *should include the name of the regional Eligible Applicant responsible for managing the key action.*
- ***Collaborating Entity/ies*** *may include a group, organization, or jurisdiction within your region working to address or improve the metric. This can be*

A. Benefit Programs

Benefit Program	Connection Strategy/ies	Lead Entity	Collaborating Entity/ies

A.1 CalWORKs	**A.1.i** LA County CEO Homeless Initiative (CEO-HI) will continue to work closely with the County Department of Public Social Services (DPSS) to ensure the region's individuals experiencing homelessness have access to mainstream benefits programs. LA County DPSS administers CalWORKs, along with other programs. LA County DPSS, is the largest provider of mainstream safety net benefits and services across LA County, serving monthly hundreds of thousands of families and individuals experiencing homelessness or at-risk of homelessness through dozens of publicly accessible LA County DPSS district offices and other out-stationed settings across LA County readily providing access and enrollment.	LA County CEO-HI	LA County DPSS
	A.1.ii LA County will more closely integrate mainstream safety net systems, including the LA County DPSS, by training LA County mainstream systems staff to serve people experiencing or at risk of homelessness, including through problem solving and benefits enrollment.	LA County CEO-HI	LA County DPSS
	A.1.iii The City of Glendale Continuum of Care (CoC) continues to collaborate with local and mainstream service providers to promote integration between the public service systems to maximize resources. The CoC service providers inform program participants of and provide connections to mainstream resources, including CalWORKs, through case management services on-site or providing transportation services.	City of Glendale CoC	LA County DPSS
	A.1.iv The City of Glendale CoC attends regular meetings through LA County DPSS to stay up to date with new programs and services being offered. This information is then shared with the CoC Committee and participants in the program. At the local LA County DPSS office, staff facilitate enrollment for CalWORKs, along with other programs.	City of Glendale CoC	LA County DPSS

	A.1.v The City of Pasadena CoC provides an annual training series for homeless service providers to ensure they are up to date on the most streamlined ways to connect clients to mainstream benefits. Most recently, the CoC offered CalWORKs training sessions on 8/9/23 and 8/16/23. Resource sharing is also a regular part of bi-weekly Coordinated Entry System (CES) meetings, CoC committee meetings, and more often as needed.	City of Pasadena CoC	LA County DPSS
CalFresh	**A.2.i** LA County CEO-HI will continue to work closely with LA County DPSS to ensure individuals experiencing homelessness have access to CalFresh (See A1 above for details)	LA County CEO-HI	LA County DPSS
	A.2.ii More closely integrate CalFresh to serve people experiencing homelessness, (See section A1 above for details).	LA County CEO-HI	LA County DPSS
	A.2.iii The City of Glendale CoC continues to provide connections to CalFresh through case management services on-site or providing transportation services. (See section A1 above for details).	City of Glendale CoC	LA County DPSS
	A.2.iv The City of Glendale CoC attends regular meetings through LA County DPSS to stay up to date with new programs and services being offered through CalFresh. (See Section A1 above for details)	City of Glendale CoC	LA County DPSS
	A.2.v The City of Long Beach CoC will use Mobile Access Center (MAC), Multi-Service Center (MSC), Outreach, and/or Restorative Engagement to Achieve Collective Health (REACH) program to make referrals to CalFresh through either a case manager, mental health worker, or public health nurse provide access to services and benefit enrollment.	City of Long Beach CoC	REACH Program MAC MSC LA County

	A.2.vi The City of Pasadena CoC provides an annual training series for homeless service providers to ensure they are up to date on CalFresh (See section A1 above for details)	City of Pasadena CoC	LA County DPSS
A.3 Supplemental Security Income/State Supplemental Program (SSI/SSP) and disability benefits advocacy	**A.3.i** LA County DPSS has an agreement with the LA County DHS to provide County Benefits Entitlement Services Team (CBEST) services to General Relief (GR) participants at the 14 GR District Offices. LA County DHS partners with seven community-based organizations at various locations across LA County. The goal of CBEST is to increase the income of disabled individuals who are homeless or at risk of homelessness by providing advocacy services to assist them with applying for either veterans' benefits, SSI, SSDI or Cash Assistance Program for Immigrants (CAPI).	LA County Department of Health Services (DHS)	LA County DPSS
	A.3.ii The City of Glendale CoC continues to provide connections to SSI through case management services on-site or providing transportation services. (See section A1 above for details).	City of Glendale CoC	LA County DPSS
	A.3.iii The City of Glendale CoC attends regular meetings through LA County DPSS to stay up to date with new programs and services being offered. (See Section A1 above for details)	City of Glendale CoC	LA County DPSS
	A.3.iv The City of Pasadena CoC provides an annual training series for homeless service providers to ensure they are up to date on SSI (See section A1 above for details) In 2023 the training series included presentations by the Foothill Workforce Development Board Employment program, LA County DHS/LA County DPSS substance use	City of Pasadena CoC	LA County DPSS Foothill Workforce Development Board LA County DHS

	treatment & CBEST programs. CBEST provides advocacy, case management services, & linkages to health, mental health & substance abuse services. A countywide tax revenue (Measure H) funds the regional CBEST program which dedicates staff to assisting clients w/ applying for either veterans' benefits, SSI, SSDI or CAPI. The CoC works with providers to promote SSI/SSDI Outreach, Access, and Recovery (SOAR) certification among project staff using the CBEST program and/or referrals to Substance Abuse and Mental Health Services Administration's (SAMHSA) 20-hour SOAR online training courses. Many service providers require staff to attend training related to benefits advocacy/complete SOAR Certification courses no less than annually.		
A.4 In-home supportive services (IHSS)	**A.4.i** LA County CEO-HI will continue to work closely with LA County DPSS to ensure individuals experiencing homelessness have access to IHSS (See A1 above for details)	LA County CEO-HI	LA County DPSS IHSS program and General Relief Opportunities for Work (GROW) Program Project Roomkey sites Project Homekey sites
	A.4.ii LAHSA will more closely integrate mainstream safety net systems, including the LA County DPSS, which administers IHSS, to improve efforts to address and prevent homelessness. Train County mainstream systems staff to serve people experiencing or at risk of homelessness, including through problem solving.	LAHSA	LA County DPSS LA County DHS LA County department of Mental Health (DMH)
	A.4.iii LAHSA will continue to work closely with the LA County DPSS to connect and coordinate IHSS for clients in permanent supportive housing (PSH), Project Homekey, and Pathway Home sites to support client access and enrollment.	LAHSA	LA County DPSS LA County DHS LA County DMH

	A.8.iv LA County CEO-HI will continue to leverage California Housing and Homelessness Incentive Program (HHIP) funding to increase access to and supports in housing for people experiencing homelessness with activities of daily living (ADL) needs through the following strategies to assess for IHSS needs and provide supports until IHSS benefits can be secured: Enhanced Care Assessment Teams - Four teams of skilled assessors, including licensed clinicians, to assess the ADL needs of people experiencing homelessness and refer them to appropriate services. Caregiving Services in Interim Housing - Provide short to medium-term personal caregiving services to people experiencing homelessness in interim housing and assist clients with accessing ongoing personal caregiving services including CalAIM Personal Care and Homemaker Services Community Supports and In Home Supportive Services.	LA County CEO-HI	LA County DHS LA County DMH LA County Department of Public Health (DPH), HealthNet, LA Care, and plan partners
Adult protective services (APS)	**A.5.i** LA County Aging & Disabilities Department (AD), LAHSA, and LA County DHS have established partnerships to ensure the California Department of Social Services (CDSS) Home Safe program is integrated into the broader LA County homeless services system. LA County's Home Safe program provides older and/or dependent adults at risk of or experiencing homelessness and linked to APS with a range of housing services, including case management, rental payments, and rental arrears so they can maintain their current housing, or find new housing to avoid entering the homeless emergency shelter system. It also connects those in the homeless system of care to APS for access and enrollment as needed. This close partnership allows LA County CEO-HI	LA County DHS LAHSA LA County AD	Multipurpose Senior Centers City of Los Angeles (LA) Enriched Residential Care Providers Homeless Service Providers

	to align resources wherever possible to create complementary investments across the homeless rehousing system.		
	A.5.ii The City of Long Beach CoC will use MAC, MSC, Outreach, and/or REACH program to make referrals to adult protective services when appropriate through either a case manager, mental health worker, or public health nurse to ensure people receive access to services.	City of Long Beach CoC	MAC MSC Outreach REACH Program
	A.5.iii The City of LA Department of Aging operates multi-purpose centers that serve as centers in which older adults can obtain referrals for homelessness related services throughout LA County.	City of LA	City of LA Department of Aging LAHSA
	A.5.iv City of LA Department of Disability helps with locating or obtaining durable and non-durable medical equipment for homeless individuals, which provides a connection point for older adults who may need access and connection to adult protective services.	City of LA	City of LA Department on Disability
Child welfare	**A.6.i.** LA County CEO-HI has collaborated with the Department of Children and Family Services (DCFS) extensively around the following: 1) helping to reunify families in situations where homelessness is the only issue preventing the reunification; and 2) preventing discharges into homelessness for Transition Age Youth. Through this work and with the Homeless Initiative's guidance, LA County DCFS has formed a Housing Division to more effectively address housing insecurity issues for families and youth.	LA County CEO-HI	LA County DCFS
	A.6.ii The City of Long Beach CoC will use MAC, MSC, Outreach, and/or REACH program to make referrals as needed to child welfare through either a case manager, mental health worker, or public health nurse and to	City of Long Beach CoC	MAC MSC Outreach REACH Program

	ensure people receive access to services that will help stabilize families to support reunification.		
A.7 Childcare	**A.7.i** The City of Long Beach will use MAC, MSC, Outreach, and/or REACH program to make referrals through either a case manager, mental health worker, or public health nurse to ensure people receive access to childcare services.	City of Long Beach CoC	MAC MSC Outreach REACH Program
A.8 Medi-Cal benefits through Managed Care Plans (MCPs)	**A.8.i** LA County CEO-HI will continue to work closely with LA County DPSS to ensure individuals experiencing homelessness have access to Medi-Cal MCPs (See A1 above for details) . LA County DPSS administers Medi-Cal Eligibility along with other programs.	LA County CEO-HI	LA County DPSS HealthNet, LA Care, and plan partners
	A.8.ii LA County CEO-HI is an active participant in ensuring the success of achieving the goals of HHIP metric 2.2 - Data Sharing between Medi-Cal MCPs and CoCs and Homeless Management Information System (HMIS). The goal of this work is to create more data connectivity between MCPs and the homeless services system so we are collectively positioned to provide better care to people experiencing homelessness, resulting in better health and housing outcomes. As part of the HHIP LA Data Subgroup, data leads from County Departments, CoCs and MCPs had use cases and are working to build the internal IT infrastructure to execute data sharing.	LA County CEO-HI	County Departments HealthNet, LA Care, and plan partners Enhanced Care Management (ECM) providers Community Supports (CS) providers LAHSA
	A.8.iii The LA County DPH was awarded HHIP grant funds from LA Care and Health Net to support encampment resolution efforts. These dollars include support to assist with the enrollment and re-enrollment of members into Medi-Cal.	LA County DPH	HealthNet, LA Care, and plan partners
	A.8.iv LA County DHS will continue to seek and leverage new opportunities through CalAIM to leverage Medi-Cal	LA County DHS	HealthNet, LA Care, and plan partners

	resources toward housing-related services, including ECM and CS, for people experiencing homelessness who are Medi-Cal members.		Homeless service providers ECM providers CS providers Other County Departments
	A.8.v LA County CEO-HI will continue to leverage HHIP funding to increase access to and supports in housing for people experiencing homelessness with ADL needs through the following strategies: ● Enhanced Care Assessment Teams - Four teams of skilled assessors, including licensed clinicians, to assess the ADL needs of people experiencing homelessness and refer them to appropriate services. ● Caregiving Services in Interim Housing - Provide short to medium-term personal caregiving services to people experiencing homelessness in interim housing and assist clients with accessing ongoing personal caregiving services including CalAIM Personal Care and Homemaker Services, CS, and IHSS. The MCPs also invested in adding Enriched Residential Care beds through this same HHIP investment to support more clients requiring the highest levels of care.	LA County CEO-HI	LA County DHS LA County DMH LA County DPH, HealthNet, LA Care, and plan partners Medi-Cal ECM and CS providers
	A.8.vi Ensure LAHSA's Healthcare Integration Coordinator and Older Adults Coordinator work closely with local health care and MCPs. The Healthcare Integration Coordinator partners with Hospitals and Hospital Liaison providers to address service gaps and best practices. Our Older Adults Coordinator leads the integration of SCAN Health Plan among homeless services providers by providing education, awareness, coordination and linkage to SCAN, so homeless service partners are better equipped to refer their most vulnerable older adults experiencing homelessness to SCAN support.	LAHSA	HealthNet, LA Care, and plan partners Hospitals Hospital liaisons

	A.8.vii The City of Glendale CoC is currently working with service providers to increase access to health care services. Local Hospitals coordinate with The City of Glendale CoC's Lead Agency's Hospital Liaisons to enroll clients and veterans are connected through the Veterans Administration (VA) office.	City of Glendale CoC	VA Office Local hospitals
	A.8.viii The City of Glendale CoC was able to secure funds through the State Department of Health Care Services (DHCS) under HHIP. HHIP funds are being utilized through a partnership between the CoC, LA Care, and Health Net MCPs to increase support for clients in PSH programs. The partnership will help lift funding and health care management limitations to allow PSH programs to place more chronically homeless individuals that are currently in need. Services will include the following: intensive case management; housing sustainability-tenancy services, housing navigation, connection to medical resources, and the expansion of data collection/management.	City of Glendale CoC	State DHCS HealthNet, LA Care, and plan partners
	A.8.ix The City of Pasadena CoC promotes collaboration between homeless service providers and local health care providers Huntington Hospital and CHAP Care (Federally Qualified Health Center (FQHC)) through bimonthly Healthcare Committee meetings to support the integration of health care and homeless services. Local health care/benefits providers visit sites that serve homeless clients and actively work to assist them with enrolling in health insurance. Project staff collaborate with health care experts and local administrators of benefit programs to ensure full understanding of benefits and assist participants with the navigation process to reduce barriers to utilization. Service providers also partner with health care organizations and MCPs directly (i.e. LA Care, Anthem,	City of Pasadena CoC	Health care Organizations, Huntington Hospital CHAP Care (FQHC) HealthNet, LA Care, and plan partners LA County DHS LA County DMH

	Healthnet, LA County DHS, LA County DMH) to assist clients with getting connected to services.		
A.9 Education System	**A.9.i** The LA County Office of Education (LACOE) has education coordinators in each Service Planning Area, co-located within CES, to support students at risk of or experiencing homelessness to receive necessary supports to succeed in school, including enrolling in school, accessing academic records, engaging in educational planning, and enrolling in post-secondary education where applicable.	LA County LACOE	LAHSA LA County CEO-HI LA Unified School District's Homeless Education Office McKinney-Vento liaisons Other school districts in the County.
	A.9.ii LAHSA will continue convening the LAHSA Higher Education and Homelessness Workgroup, a collaboration with local community colleges and universities to address student homelessness and basic needs insecurity by strengthening LA County's higher education systems and community resources by focusing on: 1) improved data collection, sharing and analysis; 2) advocacy to increase resources and reduce barriers to student supports; and 3) strengthen institutional and community organizational response by facilitating interorganizational learning and collaboration..	LAHSA	Higher Education and Homelessness Workgroup LA County CEO-HI
	A.9.iii The City of Glendale CoC partners with Glendale Unified School District (GUSD) Student Wellness Services Department. which offers programs for homeless and foster youth to break down barriers to school enrollment and create academic stability for students. The district ensures immediate enrollment in the free & reduced lunch program, assists families with before and after school care programs, and facilitates communication and problem-solving solutions between families and the City of Glendale CoC. The City of Glendale CoC would like to expand our partnership between GUSD and the	City of Glendale CoC	GUSD Student Wellness Dept Glendale Housing Authority

	Glendale Housing Authority to designate Housing Choice Vouchers (HCV) vouchers to homeless families.		
	A.9.iv The City of Long Beach CoC uses MAC, MSC Outreach, and/or REACH program to make referrals to educational resources through either a case manager, mental health worker, or public health nurse to ensure people receive access to services.	City of Long Beach CoC	MAC MSC REACH Program
A.10 Justice Entities	**A.10.i** LA County CEO-HI allocates Measure H funding, and provides strategic partnership, across the following three justice related homeless and housing interventions: 1) Bridge Housing for those Exiting Institutions; 2) Jail In-Reach; and 3) Criminal Records Clearing Project.	LA County DHS LA County Sheriff's Department (LASD)	LA County DMH LA County DPH LA County Public Defender (PD) LAHSA LA City Attorney's Office
	A.10.ii LAHSA will ensure that LAHSA's Justice Systems Coordinator maintains and further develops the partnership with the County's Office of Diversion and Reentry (ODR). The Coordinator will participate in events and collaboration with community organizations such as the LA Regional Reentry Partnership (LAARP) and the Neighborhood Legal Services of LA County (NLSLA). LAHSA's Justice System Coordinator will attend reentry related events to gather resources, provide education on homelessness, and share information about resources available from LAHSA	LAHSA	County Office of Diversion and Re-Entry Neighborhood Legal Services of LA County LA Regional Reentry Partnership
	A.10.iii The City of Long Beach CoC will use MAC, MSC, Outreach, and/or REACH program to make referrals through either a case manager, mental health worker, or public health nurse to ensure people receive access to services.	City of Long Beach CoC	MAC MSC REACH Program

	A.10.iv The City of LA's Homeless Engagement and Response Team (HEART) program works directly with the LA City Attorney's and District Attorney's Offices to help individuals experiencing homelessness resolve eligible traffic and pedestrian infractions and related warrants and fines by engaging with relevant services. HEART works with the County Homeless Court Program to help individuals resolve minor criminal infraction citations, such as having an open container or unlicensed driving. HEART aims to address the needs of unhoused individuals through restorative services (housing, mental health, public assistance, job development, substance abuse rehabilitation, etc.) rather than punishment. As a program under the LA City Attorney's Outreach and Restorative Justice Division, HEART is one of several programs seeking to address the root causes of criminal behavior and achieve incarceration reduction.	City of LA	Restorative Justice Projects City of LA HEART Team City of LA's City Attorney's Office City of LA's District Attorney's Office LA County Homeless Court Program LA District Attorney LAPD LA County PD
A.11 Workforce System	**A.11.i** The LA County CEO-HI partners with the LA County's Department of Economic Opportunities (DEO) on employment interventions for people experiencing homelessness. Specifically, in FY 24-25 there will be an increase in funding to the DEO to support the Regional Initiative for Social Enterprises (LA: RISE) which unites the public workforce development system with employment. In the LA: RISE model, Social Enterprises assist people experiencing homelessness enter the workforce, providing homeless, formerly homeless, and individuals at risk of homelessness with Transitional Subsidized Employment paired with wraparound support and Barrier Removal Services. The LA County CEO-HI also partners with LAHSA to support employment specialists who provide employment services to people experiencing homelessness and	LA County DEO LAHSA	LA County CEO-HI LA: RISE Employment Social Enterprises American Job Centers of California LA County DPSS

	employment liaisons who provide regional-level coordination with public workforce development entities and employers.		
	A.11.ii LAHSA's Employment Coordinator will continue to connect with DEO American Job Centers of California and DPSS' Skills & Training to Achieve Readiness for Tomorrow (START) - for General Relief clients, and the Greater Avenues for Independence Program (GAIN) for CalWORKs families. The program aims to strengthen and build client capacity towards employment in the homeless service delivery system.	LAHSA	DEO American Job Centers of California LA County DPSS START DPSS GAIN
	A.11.iii The City of Glendale CoC collaborates with the Verdugo Workforce Development Board to offer employment services and training to all participants in the CoC Programs in order to increase income from employment and offer opportunities to clients to increase overall household income. Trained employment case managers from CoC agencies work closely with established job developers such as Glendale Youth Alliance and Workforce Innovation & Opportunity Act (WIOA) programs to prepare clients for the workforce, including resume assistance and interviewing skills while WIOA, Labor Ready, and Goodwill refer homeless clients to job opportunities.	City of Glendale CoC	Verdugo Workforce Development, Glendale Youth Alliance WIOA Programs Labor Ready Goodwill
	A.11.iv The City of Long Beach will use MAC, MSC, Outreach, and/or REACH program to make referrals through either a case manager, mental health worker, or public health nurse to ensure people receive access to services.	City of Long Beach CoC	MAC MSC REACH Program
A.12 Public Health	**A.12.i** LAHSA's Healthcare and Older Adults Coordinators host calls with LAHSA providers and DHS and LA County	LAHSA	LA County DHS

	Department of Workforce and Aging (WDACS) to link Adult Protective Services connected older adults and dependent adults who need a higher level of care, to a highly supportive permanent housing destination, such as Home Safe DHS Enriched Residential Care. LAHSA's Veteran Systems Coordinator works closely with the Greater LA Veterans Health Administration (VHA). The coordinator supports countywide facilitation of Service Planning Area (SPA) case conferencing to maintain an updated Veteran By-Name List.		LA County Department of Workforce and Aging (WDACS) Department of Veterans Affairs (VA) LA County CEO-HI
	A.12.ii Funded in part by Measure H funding through the LA County CEO-HI, the LA County DPH's Countywide Outreach Public Health Nurses (PHN) program provides systems-level care coordination and limited clinical services. PHNs assess the existing public health needs in their region, strategize with local people experiencing homelessness, stakeholders, and service providers to incorporate public health best practices in communicable and chronic disease screening, reporting, and referrals. Also, PHNs implement initiatives among people experiencing homelessness, such as Narcan distribution and hands only CPR (HOCPR), as well as lead clinical public health interventions such as testing, vaccinations, and outbreak investigations.	LA County DPH	LAHSA Cities in LA County LA County CEO-HI
	A.12.iii Funded in part by Measure H funding through the LA County CEO-HI, the LA County DPH - Environmental Health conducts assessments of homeless encampments, identifies environmental health hazards, and provides technical assistance to outreach teams and other agencies serving people experiencing homelessness.	LA County DPH	LAHSA Cities in LA County Homeless Service Providers LA County CEO-HI
	A.12.iv Funded in part by Measure H funding through the LA County CEO-HI, the LA County DPH oversees a mobile vaccine and testing team to coordinate low-barrier	LA County DPH	LAHSA Cities in LA County LA County CEO-HI

	access to vaccination, screening, and harm reduction services for people experiencing homelessness throughout LA County.		
	A.12.v The City of Glendale CoC is in the process of developing a monthly Local Housing and Health Committee, which will include participation from housing providers, local hospitals, Housing Authority, faith-based organizations, and other mainstream service providers. The CoC has also secured funding from LA County DHS-Housing for Health health care support through Intensive Case Management Services (ICMS). CoC Service providers are SOAR-trained and facilitate enrollments. In addition, with the passage of AB210, the LA County Multi-disciplinary personnel will be able to share data with LA County DMH, LA County DPH, LA County DPSS, WDACS, LA County DHS to improve coordination of housing and supportive services and increase continuity in care.	City of Glendale CoC	LA County Development Authority LA County CEO-HI LA County DMH LA County DHS LA County DPH LA County DPSS LA County AD
	A.12.vi The City of Long Beach CoC uses MAC, MSC, Outreach, and/or REACH program to make referrals through either a case manager, mental health worker, or public health nurse to ensure people receive access to services.	City of Long Beach CoC	MAC MSC REACH program
	A.12.vii The City of Pasadena CoC works closely with the Pasadena Public Health Department (PPHD) to prevent infectious disease outbreaks and promote health among people experiencing homelessness. During the 2023 and 2024 Point-in-Time Homeless Counts, the City of Pasadena CoC worked with the PPHD and Huntington Hospital to create two vaccine "strike teams" that administered COVID-19 and flu vaccines as well as distributed naloxone to unsheltered residents. The CoC also facilitates meetings between the PPHD and homeless services program leadership responsible for direct service	City of Pasadena CoC	PPHD

	provision to provide updates, tailored recommendations and resource mobilization for infectious disease prevention. Service providers are also connected with the LA County DHS and LA County PHD to promote resource sharing. The CoC also distributes written protocols informed by public health staff for encampment cleanups, quarantine/isolation, cleaning/disinfection, symptom screening/case reporting, ensuring staff/client safety and responding to potential outbreaks. Outreach teams are also trained to recognize symptoms of infectious disease and initiate appropriate response procedures. Additional ongoing collaborative strategies between the CoC and PPHD include: 1) Standing quarterly meetings between CoC and PPHD staff (including an epidemiologist & the Director) to remain abreast of current best practices/resources/funding available for disease prevention; 2) Continued funding for weekly mobile showers at a local church; 3) Co-location of vaccine clinics (COVID, Mpox , flu) at trusted locations/community events where people experiencing homelessness are known to frequent (e.g. meal programs, shower sites, drop-in centers, shelters and PSH sites) 4) Embedding testing and vaccine distribution within street outreach teams; 5) Sharing data related to homelessness and health, including demographics and health conditions; 6) Facilitating the implementation of proactive prevention strategies, e.g. engaging street outreach teams for mosquito abatement near encampments to prevent the spread of West Nile virus.		

A.13 Behavioral Health	**A.13.i** LAHSA's Veteran Systems Coordinator works closely with the Department of Mental Health's Veteran Peer Access Network (VPAN) to provide VPAN service providers access to the Family Service Prioritization Decision Assistance Tool (F-SPDAT) and connecting VPAN with other Veteran Community providers, clients and VA housing resources to SPA-level veteran case conferencing through the Veteran By-Name List.	LAHSA LA County DMH	LA County Department of Military and Veterans Affairs (MVA) VA Veterans service providers
	A.13.ii The LA County DHS will continue to support the County Multidisciplinary Teams (MDTs), outreach teams comprised of a health specialist, mental health specialist substance use specialist, peer with lived experience, and a generalist. Through case management and individualized treatment planning, the teams work intensively with unsheltered people experiencing homelessness with complex health and/or behavioral health conditions to a broad range of supports, including psychiatric services, psychotherapy, medical services, substance abuse counseling, case management, court advocacy, transportation, and housing coordination.	LA County DHS	LAHSA Homeless Service Providers LA County CEO-HI City of Glendale CoC City of Long Beach CoC City of LA City of Pasadena CoC
	A.13.iii LA County DMH Housing Supportive Services Program (HSSP) provides field-based/on-site mental health services to individuals countywide who have a serious mental illness and are living in PSH to promote housing stability and retention and enable them to meet their recovery goals.	LA County DMH	Homeless Service Providers Housing Providers Other County Departments
	A.13.iv Funded in part by Measure H through the LA County CEO-HI, LA County DPH Client Engagement and Navigation Services (CENS) program in which substance use disorder counselors provide services to clients living in project and tenant-based PSH	LA County DPH	Homeless Service Providers Housing Providers LA County CEO-HI Other County Departments

	A.13.v Funded in part by Measure H through the LA County CEO_HI, the LA County DPH Recovery Bridge Housing program, which provides interim housing to clients co-enrolled in a substance use disorder treatment program.	LA County DPH	Substance Use Providers Homeless Service Providers LA County CEO-HI
	A.13.vi The City of Glendale CoC continues to provide connections to behavioral health services through case management services on-site or providing transportation services. (See section A1 above for details).	City of Glendale CoC	DPSS, Social Security Administration Ascencia HealthNet, LA Care, and plan partners Home Again LA Armenian Relief Society YWCA of Glendale and Pasadena
	A.13.vii The City of Glendale CoC attends regular meetings through LA County DPSS to stay up to date with new programs and services being offered. (See Section A1 above for details)	City of Glendale CoC	LA County DPSS
	A.13.viii City of Long Beach CoC will use MAC, MSC, Outreach, and/or REACH program to make referrals through either a case manager, mental health worker, or public health nurse to ensure people receive access to services.	City of Long Beach CoC	MAC MSC REACH Program
A.14 Department of Disability	**A.14.i** City of LA Department of Disability provides assistance with locating or obtaining durable and non-durable medical equipment for homeless individuals.	City of LA	Private companies and nonprofits donations

2.8 Application Development Process Certification

1. Provide the dates of the three public meetings that were conducted with stakeholders before the Regionally Coordinated Homelessness Action Plan was completed.

Guidance

No less than three public meetings must be held for each Regionally Coordinated Homelessness Action Plan. Applicants should retain documentation of the meetings in alignment with Cal ICH's records retention requirement outlined in the NOFA.
To add additional meetings, add rows to the bottom of the table.

Meeting	Date
1 Service Planning Area (SPA) Listening Sessions (Multiple)	SPA 1 October 18, 2023 SPA 2 October 25, 2023 SPA 3 November 8, 2023 SPA 4 November 3, 2023 SPA 5 November 6, 2023 SPA 6, November 1, 2023 SPA 7 November 2, 2023 SPA 8 November 9, 2023 Spanish Language Speakers October 30, 2023 Service Providers October 24, 2023
2 People with Live Experience Listening Sessions (Multiple)	Adults with Lived Experience October 6, 2023 Transitional Aged Youth with Lived Experience October 12, 2023 Women with Lived Experience October 16, 2023
3 Cities and Council of Governments (COGs) Listening Session	3 city and COG-specific meetings on October 24, 2023, October 25, 2023, and October 27, 2023
4 Prevention & Promotion Systems Governing Committee Listening Session	Community at Large February 21, 2024 Property Owners/Management February 23, 2024 Lived Expertise February 29, 2024 Government March 7, 2024

0. Describe how specific stakeholder groups were invited and encouraged to engage in the public stakeholder process.

Guidance

A description is required for each stakeholder group for each Regionally Coordinated Homelessness Action Plan. Applicants should retain documentation of these efforts in alignment with Cal ICH's records retention requirement outlined in the NOFA.

Stakeholders	Description of how Stakeholders were invited and encouraged to engage in the public stakeholder process
People with lived experience of homelessness	Together the HHAP-5 partners agreed to leverage the LA County Chief Executive Office - Homeless Initiative (CEO-HI) annual stakeholder engagement process, which covers the entire region, including all five other HHAP-5 partners, as the primary opportunity to illicit feedback, as outlined below. The other five HHAP-5 Applicants also held supplemental jurisdiction-focused listening sessions, as necessary. LA County CEO-HI held a series of community listening sessions to strengthen strategies for addressing and preventing homelessness and to inform LA County's annual funding recommendations for homeless services and housing for fiscal year 2024-2025, inclusive of HHAP funding and therefore the HHAP-5 funding application process. During these listening sessions, LA County solicited feedback from diverse stakeholders and partners to ensure our updated strategies and budget are responsive to the unique needs and priorities of communities countywide. Last year, the goal was to understand LA County Chief Executive Office, Homeless Initiative (CEO-HI) funding in relation to other homeless and housing funding sources and to continue to work together so that LA County could spend the most restrictive funds first braided with more nimble resources to improve the rehousing system. People with lived experience were invited by LA County CEO-HI liaisons that know about people with lived experience advisory boards via Los Angeles Homeless Services Authority (LAHSA). Additionally, LA County CEO-HI outreached in the community by sending out multiple emails and sharing the invite via social media a month in advance.

	During the listening sessions, stakeholders were provided with a recap of what LA County heard from them the prior year and what had been implemented. This was followed with two breakout sessions where stakeholders were provided with discussion questions where they were able to provide feedback regarding policy and implementation and the budget/funding process. LA County also recently held specific Prevention & Promotion Systems Governing Committee (PPSGC) Listening Sessions aimed to accomplish the following three goals: 1. Brief the community on LA County's current and future efforts to prevent homelessness. 2. Obtain community's insight on potential population-level outcomes and immediate/short-term/mid-term issues that should be addressed and strategies that can be implemented via cross-departmental, jurisdictional and sectoral collaboration and co-investments (financial and in-kind). 3. Engage and mobilize diverse stakeholders for advocacy and strategy implementation. Specifically related to the engagement of people with lived experience, these sessions aimed to obtain knowledge and expertise to ensure that programs and policies effectively meet the needs of the targeted population, identify unintended negative consequences, and generate integrative solutions.
Youth with lived experience of homelessness	In addition to the above, youth with lived experience were invited by LA County CEO-HI liaisons that know about people with lived experience advisory boards via LAHSA. Additionally, LA County CEO-HI outreached in the community by sending out multiple emails and sharing the invite via social media a month in advance. During these listening sessions, stakeholders were provided with a recap of what LA County heard from them the prior year and what had been

	implemented. This was followed with two breakout sessions where stakeholders were provided with discussion questions where they were able to provide feedback regarding policy and implementation and the budget/funding process.
Persons of populations overrepresented in homelessness	In addition to the above. persons of populations overrepresented in homelessness were invited by LAHSA service providers and County Departments. LA County CEO-HI also outreached in the community by sending out multiple emails and sharing the invite via social media a month in advance. Additionally, a Spanish speakers' session was included to ensure Latinx/e individuals who do not speak English are included in these discussions. During these listening sessions, stakeholders were provided with a recap of what LA County heard from them the prior year and what had been implemented. This was followed with two breakout sessions where stakeholders were provided with discussion questions where they were able to provide feedback regarding policy and implementation and the budget/funding process.
Local department leaders and staff of qualifying small jurisdictions, including child welfare, health care, behavioral health, justice, and education system leaders	In addition to the above. local department leaders and staff of qualifying small jurisdictions, including child welfare, health care, behavioral health, justice, and education system leaders were invited by LA County CEO-HI at different meeting spaces and by LA County CEO-HI liaisons that work with these stakeholders. LA County CEO-HI also outreached by sending out multiple emails and sharing the invite via social media a month in advance. During these listening sessions, stakeholders were provided with a recap of what LA County heard from them the prior year and what had been implemented. This was followed with two breakout sessions where stakeholders were provided with discussion questions where they were able to provide feedback regarding policy and implementation and the budget/funding process.

	LA County also hosted a Prevention and Promotion Systems Governing Committee Listening Session targeting municipalities including but not limited to cities, public housing authorities, COGs, and cities associations. Session goals included increasing government partners' awareness of county mainstream and prevention programs, obtaining their insight on pressing issues and strategies that should be implemented, and mobilizing them for multi-sectoral and jurisdictional strategy implementation.
Homeless service and housing providers working in that region	In addition to the above. Homeless Service Providers and housing providers were invited by LA County and LAHSA at different meeting spaces. LA County CEO-HI also outreached by sending out multiple emails and sharing the invite via social media a month in advance. During these listening sessions, stakeholders were provided with a recap of what LA County heard from them the prior year and what had been implemented. This was followed with two breakout sessions where stakeholders were provided with discussion questions where they were able to provide feedback regarding policy and implementation and the budget/funding process.
Each Medi-Cal Managed Care Plan (MCP) contracted with the State Department of Health Care Services (DHCS) in the region	In addition to the above. Medi-Cal MCPs contracted with the State DHCS were invited by LA County at different meeting spaces and by LA County CEO-HI liaisons that work with these stakeholders. LA County CEO-HI also outreached by sending out multiple emails and sharing the invite via social media a month in advance. During these listening sessions, stakeholders were provided with a recap of what LA County heard from them the prior year and what had been implemented. This was followed with two breakout sessions where stakeholders were provided with discussion questions where they were able to provide feedback regarding policy and implementation and the budget/funding process.

Street medicine providers and other providers directly serving people experiencing homelessness or at risk of homelessness	In addition to the above. street medicine providers and other providers directly serving people experiencing homelessness or at risk of homelessness were invited by LA County at different meeting spaces and by LA County CEO-HI liaisons that work with these stakeholders. LA County CEO-HI also outreached by sending out multiple emails and sharing the invite via social media a month in advance. During these listening sessions, stakeholders were provided with a recap of what LA County heard from them the prior year and what had been implemented. This was followed with two breakout sessions where stakeholders were provided with discussion questions where they were able to provide feedback regarding policy and implementation and the budget/funding process.

ATTACHMENT NO. 2

Memorandum Of Understanding

MEMORANDUM OF UNDERSTANDING
Regionally Coordinated Homeless Action Plan Commitment

THIS MEMORANDUM OF UNDERSTANDING (MOU) is made and entered into by and between the Los Angeles County Chief Executive Office - Homeless Initiative, (hereinafter referred to as "CEO-HI"), the Los Angeles Homeless Services Authority (hereinafter referred to as LAHSA), the City of Glendale, the City of Long Beach, the City of Los Angeles, and the City of Pasadena, collectively referred to as the "Parties."

R E C I T A L S

WHEREAS, on September 29, 2023, the California Interagency Council on Homelessness (Cal ICH) announced the availability of the Regionally Coordinated Homeless Housing, Assistance and Prevention Program (HHAP) Round 5 (HHAP-5) grant funding;

WHEREAS, the California legislature appropriated $1 billion to fund HHAP-5, which makes available $760 million of the $1 billion appropriated to eligible cities, counties, and Continuums of Care (CoCs) for the HHAP-5 base allocations and $9.5 million for planning allocations;

WHEREAS, the Los Angeles region faces challenges in creating a cohesive regional strategy that meets unique local needs across its geographic area. The Los Angeles region spans multiple jurisdictions, and includes the County of Los Angeles, City of Los Angeles, City of Glendale, City of Long Beach, and City of Pasadena, in addition to a number of rural communities, unincorporated areas, and four CoCs. CoCs are local planning bodies that work to coordinate housing and services for homeless individuals and families. LAHSA is a Joint Powers Authority formed by the County of Los Angeles and the City of Los Angeles and is the lead agency for the Los Angeles CoC. The cities of Glendale, Long Beach, and Pasadena each contain a distinct CoC within their jurisdictions covering that specific area;

WHEREAS, the Cal ICH Notice of Funding Availability (NOFA) identifies the Los Angeles CoC, the Glendale CoC, the Long Beach CoC, the Pasadena CoC, the County of Los Angeles, the City of Los Angeles, and the City of Long Beach as eligible applicants for the HHAP-5 grant funding. Cal ICH requires all eligible applicants to apply jointly as part of a "region." Region is further defined in the NOFA as the geographic area served by a county, including all cities and all CoCs within it;

WHEREAS, the HHAP-5 grant funding application requires the submission of a Regionally Coordinated Homeless Action Plan (RCHAP), amongst other documents, including this MOU;

WHEREAS, the RCHAP is to be developed by the Parties, with input from community and regional partners committed to ending homelessness in the Region;

WHEREAS, the RCHAP must be submitted with the HHAP-5 application and in accordance with the HHAP-5 NOFA; and this MOU must be signed by each of the Parties wherein they commit to participate in and comply with the RCHAP; and

WHEREAS, it is the intent of the Parties hereto that this MOU be in conformity with all applicable federal, state, and local laws and specifically meet the regulatory requirements of HHAP-5,

NOW, THEREFORE, the Parties mutually agree as follows:

ARTICLE I

A. Definitions: The following definitions shall apply to this Article;

> **"Collaborating Entity(ies)**" shall mean any or all of the HHAP-5 Applicants, as the context provides.
>
> **"HHAP-5 Applicant**s" shall mean the County of Los Angeles, LAHSA, the City of Glendale, the City of Long Beach, the City of Los Angeles, and the City of Pasadena.
>
> **"Lead Entity**" shall mean the entity that is responsible for implementation and oversight of the activities of the specific program or strategy in the RCHAP.

B. Commitments: The Parties acknowledge and hereby commit to participate and comply with the actions, roles, and responsibilities in the RCHAP, which is incorporated by reference herein and made a part of this MOU as Addendum I. The Parties' commitments to the RCHAP, including all amendments or updates thereto, are summarized below.

1. The Parties' roles and responsibilities within the Region of Los Angeles County, as specified in Section 2.1 in Addendum I, RCHAP, for outreach and site coordination, siting and use of available public land, the development of interim and permanent housing options, and coordinating, connecting, and delivering services to individuals experiencing homelessness or at risk of experiencing homelessness are summarized below:

   a. LAHSA, as Lead Entity, shall lead the Coordinated Outreach System, with HHAP-5 Applicants as Collaborating Entities.

   b. The City of Los Angeles, as Lead Entity, shall lead encampment resolution within the City of Los Angeles.

   c. County of Los Angeles (County), as Lead Entity, shall lead encampment resolution efforts in the County's unincorporated areas and 87 other cities (excluding the City of Los Angeles).

      i. LAHSA, as Lead Entity, shall lead collaboration efforts in encampment resolution for both the City of Los Angeles and County.
      ii. All Parties are Collaborating Entities in encampment resolution for their respective jurisdictions.

d. LAHSA, as Lead Entity, shall lead the regionwide Coordinated Entry System (CES), with HHAP-5 Applicants, as Collaborating Entities, through participation in CES, as well as the CES Policy Council.

e. The City of Glendale, City of Long Beach, City of Los Angeles, City of Pasadena, and the County (for the unincorporated areas), as Lead Entities and shall lead the siting and use of available public land within their jurisdictions. County and LAHSA shall be Collaborating Entities in these efforts.

f. Each HHAP-5 Applicant is the Lead Entity and shall lead the development of interim and permanent housing in its respective area of the Region of Los Angeles County, with County providing funding opportunities and strategic guidance to all jurisdictions, and housing development leadership in unincorporated areas of the Region of Los Angeles.

i. County and LAHSA, as Collaborating Entities, shall provide supportive services in housing development efforts.
ii. County and LAHSA are Lead Entities and shall lead programs aiming to secure private market rental units for vouchers holders, including the advancement of a Master Leasing Program through LAHSA.

g. Each HHAP-5 Applicant, as the Lead Entity, shall lead efforts to coordinate and connect on delivery services in collaboration with its local service providers.

i. County, as Lead Entity, shall lead efforts to allocate local Measure H funding throughout the Region of Los Angeles County and to connect individuals at risk of or experiencing homelessness to County services for which they are eligible, with all HHAP-5 Applicants as Collaborating Entities.
ii. LAHSA, as Lead Entity, shall lead the problem-solving efforts, optimization of housing navigation for the Region of Los Angeles County, and workforce and organizational capacity efforts, with all HHAP-5 Applicants as Collaborating Entities.

2. The Parties' roles and responsibilities for Key Actions as specified in Section 2.2 in Addendum I, RCHAP to improve the System Performance Measures (SPMs) are summarized below:

a. All HHAP-5 Applicants, as Lead Entities, shall lead efforts to track each of the SPMs by race and ethnicity for each of the participating CoCs.

b. County and LAHSA, as Lead Entities, shall co-lead implementation of the regional outreach teams. LAHSA, as Lead Entity, shall update outreach coordination maps.

c. LAHSA, as Lead Entity, shall lead the shallow subsidy program. County is the Collaborating Entity.

d. LAHSA, as Lead Entity, shall lead document collection in interim housing, with the remaining HHAP-5 Applicants as the Collaborating Entities.

e. LAHSA, as Lead Entity, shall lead development of an equity evaluation framework and the remaining HHAP-5 Applicants shall be the Collaborating Entities.

f. LAHSA and County, as Lead Entities, shall co-lead efforts to increase rental subsidies for individuals who are homeless or at risk of homelessness and the remaining HHAP-5 Applicants shall be the Collaborating Entities.

g. For specific Key Actions to reduce SPMs across the entire Region of Los Angeles County, each HHAP-5 Applicant is Lead Entity for Key Action Steps for its jurisdiction, with County and/or LAHSA as Collaborating Entities.

3. The Parties' roles and responsibilities for Key Actions as specified in Section 2.3 in Addendum I, RCHAP to ensure racial and gender equity in service delivery, housing placements, housing retention, and any other means to affirm equitable access to housing and services for racial and ethnic groups overrepresented among residents experiencing homelessness are summarized below:

   a. County and LAHSA, as Lead Entities, shall lead efforts to ensure racial and gender equity for services and housing.

      i. County and LAHSA, as Lead Entities, together shall lead regional efforts to implement recommendations from the Black People Experiencing Homelessness and Latinx homelessness workgroups.

      ii. County and LAHSA, as Lead Entities, together shall lead efforts to disseminate information about funding opportunities to underserved communities and examine best ways to develop funding preferences and scoring criteria.

      iii. County, as Lead Entity, shall lead development and implementation of an action plan to improve Black tenants' retention rates in time-limited subsidies and Permanent Supportive Housing programs, with LAHSA as the Collaborating Entity.

      iv. County, as Lead Entity, shall also lead efforts to increase the number of people with lived experience who are Black/Latinx/American Indian & Alaska Native (AIAN) working in the homeless services sector, with LAHSA as a Collaborating Entity.

      v. County, as Lead Entity, also leads the County CEO's Anti-Racism, Diversity, and Inclusion (ARDI) Unit to support implementation of Black People Experiencing Homelessness recommendations, with LAHSA and the City of Los Angeles as Collaborating Entities.

vi. LAHSA, as Lead Entity, shall lead the effort to implement new CES assessment tools that will rely on all HHAP-5 Applicants as Collaborating Entities.

b. The City of Glendale, City of Long Beach, City of Los Angeles, and City of Pasadena, as Lead Entities, shall lead work to ensure racial and gender equity in services and housing in their local jurisdictions. Examples from two of the jurisdictions, City of Los Angeles and City of Pasadena, include:

i. The City of Los Angeles, as Lead Entity, shall lead its community's continued efforts to implement a procurement process that gives additional consideration to bidders from certified minority enterprises, with LAHSA and County as Collaborating Entities.

ii. The City of Pasadena, as Lead Entity, shall lead efforts in its community to incorporate gender into ongoing racial equity assessments to identify potential gender inequities.

4. The Parties' roles and responsibilities for Key Actions as specified in Section 2.4 in Addendum I, RCHAP, to reduce homelessness among individuals exiting institutional settings, including but not limited to jails, prisons, hospitals, and any other institutions such as foster care, behavioral health facilities, etc. as applicable in the region are summarized below:

a. County and LAHSA, as Lead Entities, shall co-lead efforts to dedicate interim housing for people who are recently released or will be released from jail within 60 days with the goal of reducing homelessness and recidivism.

b. The City of Los Angeles, as Lead Entity, shall lead efforts to reduce recidivism and help individuals experiencing homelessness resolve minor criminal infractions in the City of Los Angeles, in collaboration with County as a Collaborating Entity. County is Lead Entity for work on criminal record clearing countywide.

c. LAHSA, as Lead Entity, shall lead efforts to partner with the County Department of Children and Family Services (DCFS) to support families and youth exiting programs through problem-solving, with County as Collaborating Entity.

d. The City of Los Angeles, as Lead Entity, shall lead efforts to increase available transitional age youth (TAY) beds in the City of Los Angeles through project-based transitional housing, with County as a Collaborating Entity.

5. The Parties' roles and responsibilities for Key Actions as specified in Section 2.5 in Addendum I, RCHAP, in the utilization of local, state, and federal funding programs to end homelessness are summarized below:

a. County, as Lead Entity, shall allocate funding to HHAP-5 Applicants from the following funding sources contingent on County Board of Supervisors' approval of the funds:

Measure H Funding (through the Measure H funding term period, June 2027) and County General Fund. Each of the HHAP-5 Applicants leads the utilization of the funding for those specific funding sources once monies have been distributed.

b. For all other funding sources, LAHSA, City of Glendale, City of Long Beach, City of Los Angeles, City of Pasadena, and County (for unincorporated areas), as Lead Entities, shall lead the utilization of local, state, and federal funding programs for each of their respective jurisdictions.

6. The Parties' roles and responsibilities for Key Actions as specified in Section 2.6 in Addendum I, RCHAP, to connect individuals to wrap-around services from all eligible federal, state, and local benefit programs are summarized below:

   a. County, as Lead Entity, shall lead the work connecting to mainstream benefits in the Region of Los Angeles County, with the remaining HHAP-5 Applicants as Collaborating Entities.

   b. LAHSA, City of Glendale, City of Long Beach, and City of Pasadena, as Continuums of Care (CoCs), are Collaborating Entities with the County on efforts in their own local communities to connect people experiencing or at risk of homelessness to benefits, often in collaboration with other County partners. Examples from two of the jurisdictions, City of Glendale and City of Long Beach, include:

      i. The City of Glendale has funding to lead work more deeply with health care partners in its community to increase support for clients in permanent supportive housing through the Housing and Homeless Incentive Program (HHIP) in partnership with its Medi-Cal managed care plan partners.

      ii. The City of Long Beach CoC leads efforts in collaboration with local providers and County to use Mobile Access Center (MAC), Multi-Service Center (MSC), Outreach, and/or REACH program to make referrals in its community to mainstream benefits and provide access to services and benefit enrollment.

7. County's CEO-HI will lead the convening of a new, regular HHAP-5 Applicant meeting and all HHAP-5 Applicants will collaborate – at least quarterly.

8. HHAP-5 Applicants shall attend existing meetings/venues on specific subject matters relating to homelessness that HHAP-5 Applicants collaborate in, as applicable (for example, CES Policy Council).

ARTICLE II

Term: This MOU shall become effective on March 27, 2024, and shall terminate on June 30, 2028, unless extended, in whole or in part by all Parties, as provided in this MOU.

ARTICLE III

Fiscal: There shall be no remuneration between the Parties related to the execution and implementation of the terms of this MOU.

ARTICLE IV

Changes to MOU: This MOU may be amended, including amendments that incorporate future HHAP-5 requirements that may be requested by the funder, by mutual consent of the Parties hereto. Said amendments shall become effective only when in writing and fully executed by duly authorized officers of the Parties hereto.

ARTICLE V

Authorized Signatures: The Parties to this MOU represent that the undersigned individuals executing this MOU on their respective behalf are fully authorized to do so by law or other appropriate instrument and to bind upon said Parties to the obligations set forth herein.

ARTICLE VI

Electronic Signatures: Each Party agrees that the electronic signatures, whether digital or encrypted, of the Parties included in this MOU, are intended to authenticate this writing and to have the same force and effect as manual signatures. Electronic Signature means any electronic visual symbol or signature attached to or logically associated with a record and executed and adopted by a Party with the intent to sign such record, including facsimile or email electronic signatures, pursuant to the California Uniform Electronic Transactions Act (Cal. Civ. Code §§ 1633.1 to 1633.17) as amended from time to time.

IN WITNESS WHEREOF, the Parties hereto have executed this MOU on the dates indicated below.

LOS ANGELES COUNTY Chief Executive Office

By: _____ Dated: _____

IN WITNESS WHEREOF, the Parties hereto have executed this MOU on the dates indicated below.

LOS ANGELES HOMELESS SERVICES AUTHORITY

By: _____ Dated: _____

IN WITNESS WHEREOF, the Parties hereto have executed this MOU on the dates indicated below.

CITY OF GLENDALE

By: _____ Dated: _____

IN WITNESS WHEREOF, the Parties hereto have executed this MOU on the dates indicated below.

CITY OF LONG BEACH

By: _____ Dated: _____

IN WITNESS WHEREOF, the Parties hereto have executed this MOU on the dates indicated below.

CITY OF LOS ANGELES

By: _____ Dated: _____

IN WITNESS WHEREOF, the Parties hereto have executed this MOU on the dates indicated below.

CITY OF PASADENA

By: _____ Dated: _____

ATTACHMENT NO. 3

HHAP-5 Funding Plan

California Interagency Council on Homelessness

In partnership with the Department of Housing and Community Development

REGIONALLY COORDINATED HOMELESSNESS ACTION PLAN AND APPLICATION TEMPLATE

HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM ROUND 5 (HHAP-5)

Purpose of this Template

The California Interagency Council on Homelessness (Cal ICH) in partnership with the Department of Housing and Community Development (HCD) is providing this optional application template, inclusive of the Regionally Coordinated Homelessness Action Plan, for use by jurisdictions seeking funding under Round 5 of the Homeless Housing, Assistance and Prevention Program (HHAP-5).

This template closely mirrors the online application portal and is intended to support the regional development and submission of information required for approval by Cal ICH as required in AB 129 (Health & Safety Code § 50230, et seq.).

This template will not be collected by Cal ICH nor reviewed in lieu of an official application submission. Applicants are responsible for inputting the required information into the online application portal and submitting the official application through the portal no later than 5:00 p.m. on March 27, 2024.

- **PART I: REGIONAL IDENTIFICATION AND CONTRACTING INFORMATION**

- **PART II: REGIONALLY COORDINATED HOMELESSNESS ACTION PLAN**
  - 2.1: Participating Jurisdictions' Roles and Responsibilities
  - 2.2 Performance Measures and Improvement Plan
  - 2.3 Equity Improvement Plan
  - 2.4 Plan to Reduce the Number of People Experiencing Homelessness Upon Exiting an Institutional Setting
  - 2.5 Plan to Utilize Local, State, and Federal Funds to End Homelessness
  - 2.6 Plan to Connect People Experiencing Homelessness to All Eligible Benefit Programs
  - 2.7 Memorandum of Understanding
  - 2.8 Application Development Process Certification

- **PART III: FUNDING PLAN(S)**

Part III: Funding Plan

Each **Administrative Entity** is required to submit a funding plan as part of the HHAP-5 Application. The funding plan must account for 100 percent of the HHAP-5 Base allocation(s), 100 percent of the HHAP-5 Planning allocation(s), and 100 percent of the Initial Supplemental Funding allocation(s) which the Administrative Entity will be responsible for administering.

For both the HHAP-5 base allocation and the initial $100 million supplemental funding, individual allocations for each eligible applicant will be based on their proportionate share of the state's homeless population as reported by HUD in the 2023 PIT count. Allocation amounts will be calculated and released to all applicants once HUD publishes their 2023 Annual Homeless Assessment Report (AHAR).

Cal ICH currently anticipates providing eligible applicants with their calculated allocations by the end of January 2024. This will give applicants at least two months to finalize their HHAP-5 budgets before applications are due at the end of March. Until HHAP-5 final allocations are released, applicants should use their HHAP-4 base allocation as an approximation of their HHAP-5 allocation amount, for planning purposes.

1. Complete a Funding Plan for each Administrative Entity participating in this application.
    a. Identify all Eligible Use Categories the Administrative Entity anticipates using.
    b. Provide the **dollar amount** budgeted per eligible use category. Again, this must account for 100 percent of the HHAP-5 Allocation(s) the Administrative Entity will be responsible for administering.
    c. Where applicable, provide the **dollar amount** that will be designated under the Youth Set-Aside from the selected eligible use categories. **Reminder: the youth set-aside must total at least 10% of all monies received.**
    d. Provide a brief description of activities HHAP-5 funds will support in each selected eligible use category.
    e. Provide an explanation of how the activities therein align with the state's HHAP-5 priorities to prioritize permanent housing solutions and sustain existing investments towards long-term sustainability of housing and supportive services.
2. Complete the New Interim Housing Certification
    a. Indicate whether the budget proposes to support **ANY** new interim housing solutions outside of the youth set-aside.
    b. Indicate whether the budget proposes to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted.
    c. If the Administrative Entity answers "yes" to either of the above, they will be asked to demonstrate dedicated, sufficient resources from other funding sources for long-term permanent housing solutions. This entails summarizing total available dollars for preventing and ending homelessness in the region, including the percentage of these resources dedicated to permanent and interim housing solutions, providing the status of five policy actions for each eligible applicant in the region, and demonstrating the need for additional shelter.

Guidance

*Each Administrative Entity must submit a **single** Funding Plan that accounts for the entire HHAP-5 Allocation(s) which the Administrative Entity will be responsible for administering. This includes:*

- *100 percent of the HHAP-5 Base allocation(s);*

- *100 percent of the HHAP-5 Planning allocation(s); and*
- *100 percent of the Initial Supplemental Funding allocation(s).*

The youth set-aside must total at least 10% of all monies received.
*Administrative costs **may not exceed 7%** of all monies received.*
Up to 1% of all monies received may be budgeted for costs related to the Homeless Management Information System (HMIS). Related costs include HMIS licenses, training, system operating costs, and costs associated with carrying out related activities. Upon agreement between Cal ICH, the grantee, and the Homeless Management Information System lead entity, the grantee shall transfer the authorized amount of funds directly to the HMIS lead entity.
Each funding plan must include:

- *Identification of all Eligible Use Categories the Administrative Entity anticipates using*
- *Dollar amount budgeted per eligible use category. Again, this must account for 100 percent of the HHAP-5 Base allocation(s) and 100 percent of the Initial Supplemental Funding allocation(s) which the Administrative Entity will be responsible for administering.*
    - *If applicable, dollar amount from the selected eligible use category that will be designated under the Youth Set-Aside. Reminder: the youth set-aside must total at least 10% of all monies received.*
    - *Administrative costs may not exceed 7% of all monies received.*
    - *Applicants may budget up to 1% for costs related to the Homeless Management Information System (HMIS). Related costs include HMIS licenses, training, system operating costs, and costs associated with carrying out related activities. Upon agreement between Cal ICH, the grantee, and the Homeless Management Information System lead entity, the grantee shall transfer the authorized amount of funds directly to the HMIS lead entity.*
- *A brief description of activities HHAP-5 funds will support in each selected eligible use category.*
- *An explanation of how the activities therein align with the state's HHAP-5 priority to sustain existing investments towards long-term sustainability of housing and supportive services and prioritize permanent housing solutions.*
- *Certification that the Administrative Entity does not intend to support new interim housing solutions using HHAP-5 funds.*
    - *If an Administrative Entity proposes to use HHAP-5 funds to support any new interim housing solutions outside of the youth set-aside and/or interim housing for youth in excess of 10% of the total HHAP-5 allocation, the region will be asked to demonstrate how it has dedicated sufficient resources from other funding sources to long-term permanent housing solutions and the need for new interim housing.*
    - *Reminder: per HSC section 50230(v) "region" means the geographic area served by a county, including all cities and CoCs within it. For the LA region, this means all eligible applicants within the County of LA.*

To add another funding plan for an additional Administrative Entity, copy the entire funding plan section (including the "New Interim Housing Certification" and "Demonstrated Need" Subsections) and paste at the bottom of the template.

Funding Plan – City of Los Angeles

Eligible Use Category	Dollars Budgeted	If applicable, Dollars Budgeted for the Youth Set-Aside	Activities these funds will support	How are these activities aligned with the State's priorities?
Rapid Rehousing	$28,408,935	$16,433,550	Time-Limited Subsidies	This will provide continued funding for programs that provide supportive services to people experiencing homelessness by assisting them in accessing permanent housing quickly and for a limited amount of time.
Prevention and Shelter Diversion	$392,003		Food security and Rapid Resolution Specialists	This will provide continued funding for programs that provide services and support.
Delivery of Permanent Housing and Innovative Housing Solutions				
Operating Subsidies - Permanent Housing				
Operating Subsidies - Interim Housing	$99,438,494		Services at City's Interim Housing Sites	This will provide continued funding for several treatment, wellness centers and hygiene programs across the City that provide supportive services to people experiencing homelessness.
Improvements to Existing Interim Housing				
Interim Housing	$843,745		Emergency Shelter Program (pop-up shelters and motel vouchers for inclement weather)	This will provide continued funding used to supplement Motel Voucher programs, and services for shelters.

Street Outreach	$20,259,503		Outreach and Hygiene Services	This will provide continued funding for Homeless Engagement Teams, MultiDisciplinary Teams and other homeless outreach programs the City has funded across City Council Districts.
Services Coordination	$3,489,334		Connection to health services and move-in assistance,	This will provide continued funding for housing navigation services and health related services to provide support to people experiencing homelessness and transitioning to permanent housing.
Systems Support	$8,870,059		Program delivery	This will provide funding to supplement positions that assist and ensure that all related projects being funded through HHAP-5 are implemented and continue to operate.
Administrative Costs	$2,633,426	[redacted]	Grant administration	This will provide funding for positions to help administer the grant funds and reporting requirements.
Additional 1% for HMIS		[redacted]		

New Interim Housing Certification

No

Does this budget propose to support any new interim housing solutions outside of the youth set-aside?

Does this budget propose to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted?

If yes to **either** of the above questions, identify **the region and Eligible Applicants in the region**. Then, respond to all of the below

No

prompts under Demonstration of Dedicated, Sufficient Resources for Permanent Housing. In reviewing whether a region has dedicated sufficient resources from other sources to long term permanent housing solutions, Cal ICH will evaluate financial resources and policy actions related to reducing and ending homelessness, as well as demonstrated need for additional interim housing.

Demonstration of Dedicated, Sufficient Resources for Permanent Housing

Applicants must respond to this section **when** they have responded "Yes" to either of the questions under "New interim Housing Certification". At a minimum, this section must reflect all eligible applicants in the region where the eligible applicant is proposing to fund new interim housing.

1. Identify Region and all eligible applicants in the Region.
2. Provide required metrics and narrative under "Status of Financial Resources"
3. Complete the 5 tables under "Status of Policy Actions
4. Provide required metrics and narrative under "Demonstrated Need"

Guidance
Per HSC section 50230(v) "region" means the geographic area served by a county, including all Cities and Continuums of Care within it. For the LA region this means all eligible applicants (Large Cities, CoCs, and the County) within the County of LA.

Region
City of Los Angeles

Eligible Applicants in the Region
County of Los Angeles, LAHSA, City of Long Beach, City of Pasadena and City of Glendale

Status of Financial Resources

Provide the following financial resource metrics for the region.

Guidance

Per HSC section 50230(v) "region" means the geographic area served by a county, including all Cities and Continuums of Care within it. For the LA region this means all eligible applicants (Large Cities, CoCs, and the County) within the County of LA.

- *For Single County CoCs and the LA region: the application is already aligned with the "region" definition. Therefore, the first two metrics must exactly reflect the information in "Plan to Utilize Local, State, and Federal Funds to End Homelessness" above. In the Cognito Form, the first two metrics will automatically populate from the information provided. The applicant will need to provide the "Percent dedicated to interim housing solutions".*
- *For multi-county CoCs: because the participating eligible applicants may or may not exclusively align with the "region" definition, the applicant will need to assess and summarize the relevant information from the in "Plan to Utilize Local, State, and Federal Funds to End Homelessness" above. Here relevant information refers to the aggregate dollars available to the Eligible Applicants listed the tables directly above, in alignment with the "region" definition.*

Total amount of funds the region is using from its available federal, state, and local dollars to prevent and end homelessness as described in the Action Plan Section: Utilization of Local, State and Federal Funds to End Homelessness
$ 1,277,749,849

Percent of the above that is dedicated to permanent housing solutions	Percent of the above that is dedicated to interim housing solutions
36.68%	**13.93%**

Describe the impact your proposed use(s) of HHAP-5 dollars would have on the above percentages.

The City of Los Angeles intends to apply HHAP-5 funding towards continuing our various interim housing interventions, including the A Bridge Home Program (ABH), City of LA COVID-19 Homelessness Roadmap (Roadmap) interventions and ongoing hygiene, outreach, prevention, and supportive services as such we expect a slight increase to the percentage applied to interim housing.

Status of Policy Actions

Provide a status update for each Eligible Applicant in the region on the following policy actions related to reducing and ending homelessness.

Guidance

Per HSC section 50230(v) "region" means the geographic area served by a county, including all Cities and Continuums of Care within it. For the LA region this means all eligible applicants (large cities, CoCs, and the county) within the County of LA.

Each of the following tables must be fully filled out for **every** Eligible Applicant in the Region

- The Italicized text in the table provides selections available

Housing Element

Eligible Applicant	Is this Eligible Applicant's Housing Element Compliant?	If no, provide a timeline of plans to submit revisions to HCD and request technical assistance to address remaining issues
City of Los Angeles	*Yes*	

Prohousing Designation

Eligible Applicant	Current Prohousing Designation Status	If the Eligible Applicant has not been designated Prohousing, identify Prohousing policies that this Eligible Applicant has adopted or plans to adopt in the future.
City of Los Angeles	*Has been designated Prohousing/* *Has applied for Prohousing Designation/* *Plans to apply for Prohousing Designation*	The City of Los Angeles has applied and been designated.

USICH Seven Principles for Addressing Encampments

Eligible Applicant	Does the Eligible Applicant have a current practice or commitment to follow the Seven Principles?
City of Los Angeles	*Has a current practice of following the Seven Principles*
	Principle 1: Establish a Cross-Agency, Multi-Sector Response - The City of Los Angeles works closely with the County of Los Angeles to provide a variety of services that range from emergency shelter to permanent supportive housing. In addition the City relies a great deal on our Continuum of Care, the Los Angeles Homeless Services Agency to coordinate services for people experiencing homelessness in the region
	Principle 2: Engage Encampment Residents to Develop Solutions - The City places priority on the input received from people experiencing homelessness. Our procurement process favors providers who employ formerly homeless individuals. Every Council District employs field staff and homelessness deputies who maintain relationships with people experiencing homelessness in the respective districts.
	Principle 3: Conduct Comprehensive and Coordinated Outreach - The City of Los Angeles has committed to approximately $48,000,000 for outreach services throughout the City. Outreach is coordinated by the Council District Offices, the Mayor's Office and LAHSA.
	Principle 4: Address Basic Needs and Provide Storage - Substantial funding is allocated to addressing basic needs, and most services provider contracts include costs for client storage, which is a covered cost in City contracts.
	Principle 5: Ensure Access to Shelter or Housing Options - The City has funded a variety of shelters that are focused on the unique needs of special populations. This is in addition to increasing the number of temporary shelters in times of extreme weather conditions (winter and heat shelters)
	Principle 6: Develop Pathways to Permanent Housing and Supports - The City has several funding sources geared towards creating permanent housing. We are focusing on creating permanent supportive housing to ensure the success of participants.
	Principle 7: Create a Plan for What Will Happen to Encampment Sites After Closure. Our encampments are consistently monitored so if they are resettled services are provided to the new residents so that the encampment site does not re-establish.

Housing Law Violations

Eligible Applicant	Does this Eligible Applicant have any outstanding housing law violations with HCD's housing accountability unit or the Attorney General's Office?	If the Eligible Applicant has an outstanding housing law violation, provide a plan to resolve issues or plans to request technical assistance to address remaining issues.
City of Los Angeles	*No*	

Surplus Land

Eligible Applicant	Does this Eligible Applicant have a current practice or commitment to identify local surplus land that could be encouraged for use as housing?
City of Los Angeles	1. *Has a current practice of identifying local surplus land for housing.* 2. *Has a current commitment to identifying local surplus land for housing.* 3. *Requests technical assistance from HCD's Surplus Land Unit to analyze local surplus land for potential use as housing.*
	The process to identify city-owned and privately owned property suitable for permanent housing, interim housing, safe parking, or other uses begins with a formal or informal request to the CAO's Asset Management Group 15 to evaluate a publicly or privately owned property via aCouncil motion, CAO Homelessness Group 16 staff, or other City Departments. Group 15 begins the evaluation, guided by several factors in the Framework and the PREP. The outcome is the creation of a 'Property Profile' that includes information from shared databases across city departments, zoning regulations, environmental factors, ownership details, proximity to transit, and community resources. CAO Group 16 then reviews the Property Profile for size requirements and works with the appropriate controlling city department to determine the availability and feasibility of Interim Housing or Safe Parking. If privately owned, the General Services Department (GSD) negotiates lease terms with the owner. When the site is publicly owned, Group 16 then recommends the property's future use to the Municipal Facilities Committee (MFC) or the controlling department's oversight board and the Housing & Homelessness Committee. The Mayor and council will then consider the reports and approve or decline the recommendation for funding or lease terms of the site. Once a project is approved and funded, the responsible departments execute the lease and license agreement, implement construction, and put service contracts in place. CAO Group 16 coordinates and tracks project implementation with the Council Office and responsible departments.

Demonstrated Need

Additionally, consistent with previous rounds of HHAP, interim housing is limited to clinically enhanced congregate shelters, new or existing non-congregate shelters, and operation costs of existing navigation centers and interim housing based on demonstrated need. Demonstrated need for purposes of this paragraph shall be based on the following for the region:

Number of shelter beds in the region	16,181
Number of people experiencing unsheltered homelessness (PIT)	46,260
Percentage of exits from emergency shelters to permanent housing solutions	10%

Within the City of Los Angeles there are 16,181 shelter beds and 4,627 people experiencing homelessness were placed into permanent housing (inclusive of all types of permanent housing). According to the 2024 PIT Count there are 46,260 people experiencing homelessness in the City of Los Angeles; at this time 10% are being placed into permanent housing.

NOTE: If there are multiple Administrative Entities applying as part of this regional application, copy and paste the above Funding Plan template here, one for each additional Administrative Entity.