

REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: November 22, 2023

CAO File No. 0220-05151-0506

Council File No. 23-1182

Council District: ALL

To: The City Council

From: Matthew W. Szabo, City Administrative Officer



Reference: LAHSA Homeless Engagement Teams

Subject: **2023-24 LOS ANGELES HOMELESS SERVICES AUTHORITY HOMELESS ENGAGEMENT TEAMS CONTINUED FUNDING**

SUMMARY

The 2023-24 Adopted Budget allocated funding in the amount of \$4.6 million in General Fund to the Los Angeles Homeless Services Authority (LAHSA) for 41 Homeless Engagement Teams (HETs) to support general outreach, and Comprehensive Cleaning and Rapid Engagement and Comprehensive Cleaning and Rapid Engagement Plus operations. The initial funding of \$4.6 million supports the HETs for six months through December 31, 2023. The remaining six months funding of \$4.6 million was placed in the Unappropriated Balance pending a report from LAHSA on the possible repurposing of the HETs. As such, LAHSA has provided a report with potential outreach options to be considered by the City, which includes additional shifts, hybrid outreach and housing navigation training, and health services.

RECOMMENDATION

That the City Council, subject to the approval of the Mayor:

1. Note and file the Los Angeles Homeless Services Authority (LAHSA) report relative to the Reimagining LAHSA Outreach Teams dated November 21, 2023;
2. APPROPRIATE \$2,320,877 from Unappropriated Balance Fund No. 100/58, Account No. 580381, LAHSA Homeless Engagement Teams to the Los Angeles Housing Department (LAHD) Fund No. 10A/43, Account No. 43YC13, Street Strategies to continue six months funding for the Los Angeles Homeless Services Homeless Engagement Teams through June 30, 2024;
3. AUTHORIZE the expenditure authority extension for LAHSA's 2023-24 Homeless Engagement Team allocation from December 31, 2023 to June 30, 2024;
4. INSTRUCT LAHSA to continue Homeless Engagement Team services under the current

scope of work;

5. INSTRUCT the City Administrative Officer (CAO) to report back within 60 days on LAHSA's proposed frameworks for the Homeless Engagement Team, including potential impacts on City's existing outreach efforts and funding implications;
6. INSTRUCT the General Manager of the LAHD, or their designee, to amend its General Fund contract (C-140706) with LAHSA to reflect the changes in Recommendations 2 and 3; and
7. AUTHORIZE the CAO to:
 - a. Prepare Controller instructions or make necessary technical adjustments, including to the names of the Special Fund accounts recommended for this report, to implement the intent of these transactions, and authorize the Controller to implement these instructions;

BACKGROUND

The 2023-24 Adopted Budget allocated \$4.6 million to the Los Angeles Homeless Services Authority (LAHSA) for 41 Homeless Engagement Teams (HETs) for six months and funding in the same amount for the remaining six months of the fiscal year was placed in the Unappropriated Balance. To move the remaining six months funding, LAHSA is required to report back on potential new frameworks for the HETs.

LAHSA currently provides 41 two-person outreach teams that are directly employed with LAHSA. Relative to sanitation outreach, 15 teams are focused on supporting Comprehensive Cleaning and Rapid Engagement Plus operations for each council district. 13 teams are dedicated to provide outreach services for Comprehensive Cleaning and Rapid Engagement citywide. Ten general outreach teams are deployed to targeted areas that will be identified based on priorities from Council offices, the general public, and service requests from lahop.org. Three teams are assigned to specific geographic locations and cover Hollywood, the area surrounding City Hall, and the Broadway/110 corridor. The primary focus of the HETs is to undertake targeted engagement efforts that focus on moving unsheltered residents experiencing homelessness into crisis, bridge and/or permanent housing utilizing a housing-first orientation with minimum eligibility criteria.

Currently, including the HET, the City is funding approximately \$37 million towards outreach and engagement efforts under uniform scopes of work for people experiencing homelessness as seen in Attachment 1. The CAO is in the process of gathering information on outreach contracts that are developed by Council Districts.

DISCUSSION

On November 21, 2023, the Los Angeles Homeless Services Authority (LAHSA) provided the Office of the City Administrative Officer a report (Attachment 2) on the current status of Countywide and Citywide outreach operations and coordination, and possible options to repurpose their homeless

engagement teams (HETs), which will require further analysis. Currently, LAHSA reports a minimum of 10 full-time equivalent employee vacancies for HETs, which were purposely left vacant in the event the outreach scope of work is adjusted. As such, this report recommends continuing funding for the remaining six months for LAHSA's HETs operations under the current scope of work, while the City further reviews LAHSA's proposals and develops a centralized and coordinated outreach framework.

This Office projects an annual cost of \$6.92 million, which is based on the highest monthly expenditure of \$0.58 million for the HETs program. As such, this Office recommends a transfer of \$2.32 million from the Unappropriated Balance for anticipated needs, resulting in a total of \$6.96 million available for HETs. Upon approval of this transfer, there will be \$2.32 million remaining in the Unappropriated Balance. The recommended amount takes into consideration unanticipated costs. This Office will further report back any funding changes based on LAHSA's proposed frameworks at a later date.

Reimagined General Outreach

LAHSA proposes three potential frameworks for the repurposing of the 13 general outreach HETs. The recommendations include expanding outreach hours, training outreach navigators, and providing additional clinical and substance use disorders support.

Evening and Overnight Teams

LAHSA highlights that a challenge for outreach and engagement is the lack of service coverage in the evening and overnight, thus creating service gaps for unhoused individuals who are employed. Currently, HETs operate from 7:00 A.M. to 3:00 P.M. LAHSA is proposing a pilot model with five of the 13 HETs to expand services with two additional shifts from 3:00 P.M. - 11:00 P.M. and 11:00 P.M. to 7:00 A.M, which also includes weekends. Currently, the HETs are funded at \$226,427 per team. If this framework were to be implemented, the cost for each team under the new shifts may be impacted.

Outreach Navigators

Should the five HETs transition to evening and overnight shifts, LAHSA proposes that the remaining eight HETs shift into a hybrid role where they would be trained in traditional outreach work and housing navigation. Teams would be deployed as needed to interim housing locations and would assist with housing navigation capacity at the City's interim housing sites to connect participants to permanent housing. The Outreach Navigators will primarily be based at interim housing sites, but will have the flexibility to respond to emergency situations that require additional outreach and engagement support. Given the flexible scope of this position, a hybrid model may impact costs compared to the current HET rates.

Additional Clinical and Substance Use Disorder Services

Thirdly, LAHSA proposes to utilize any available resources for clinical and substance use disorder support. Clinical Support Teams will consist of a substance use counselor and a Licensed Clinical Coordinator, which will provide support to LAHSA outreach efforts. Services will include crisis management and interventions, clinical assessment, case management, and shelter connections. Five clinicians will support all LAHSA outreach teams and one substance abuse counselor can support five outreach teams. Additional health and medical services should be reviewed in collaboration with the County's health services.

Reimagined CARE/CARE+ Outreach Teams

On October 1, 2019, LA Sanitation's (LASAN) Livability Services Division (LSD) launched the CARE and Comprehensive Cleaning and Rapid Engagement Plus (CARE+) programs. These teams conduct Citywide encampment cleanups and are assisted by outreach services provided by LAHSA. LAHSA currently deploys 28 two-person teams assigned to CARE/CARE+ operations. Each Council District is assigned two days per week for CARE+ operations either on Tuesday and Thursday or Monday and Wednesday, which is coordinated with LASAN two weeks in advance. This schedule is expected to change, increasing the number of CARE+ days servicing each Council District. As a result, the City and LAHSA will need to evaluate the deployment of teams to ensure services are provided for the expanded CARE+ operations, while maintaining general outreach.

Roadmap Outreach Teams

On September 18, 2020, the City Council and Mayor approved the Proposed Strategy and Funding Recommendations (C.F. 20-0841), which established 15 Roadmap Outreach Teams for each Council District. Given that the Homelessness Roadmap program is ongoing, LAHSA recommends for the Roadmap Outreach Teams to continue operating under the current structure.

FISCAL IMPACT STATEMENT

Approval of the recommendations in this report will not have an incremental impact on the General Fund as budgeted funds are recommended for transfer to the Los Angeles Homeless Services Authority.

FINANCIAL POLICIES STATEMENT

The recommendations in this report comply with the City Financial Policies in that budgeted funds are being used to fund recommended actions.

Attachments:

1. Citywide Outreach Matrix as of 11/21/2023
2. Reimagining LAHSA HET Outreach Teams

City Funded Homelessness Outreach Matrix (Updated 11/21/2023)					
Outreach Team Type¹	CD	Service Provider Type	2023-24 Budget	2023-24 Funding Source	Description and Purpose
Crisis and Incident Response through Community-Led Engagement (CIRCLE)	1,4,6,7,9,10, 11,13, and 14	Non-Profit Provider	\$ 8,000,000	GCP	CIRCLE teams are unarmed response teams composed of one outreach worker, one mental health clinician or licensed behavioral health clinician, and one community ambassador to respond to non-urgent 9-1-1 calls related to unhoused individuals. The pilot launched with two outreach teams in Hollywood and Venice to improve the City's interactions and response to unhoused Angelenos and allow LAPD police officers to focus on traditional law enforcement efforts. In 2022-23, the City expanded its service area coverage for the Hollywood and Venice communities and launched three outreach teams in the following service areas: Downtown/Metro, Northeast Valley, and South Los Angeles. Each service area is equipped with a Crisis Response Team to handle incidents diverted from 911 and/or 877-ASK-LAPD and at least one CIRCLE outreach team is available to deploy and proactively engage in areas where there are high concentrations of unhoused individuals.
Comprehensive Cleaning and Rapid Engagement (CARE and CARE+) Outreach Team	All	TBD	\$ 9,283,507	GCP	Sanitation homeless outreach and engagement services alongside CARE+ teams and comprehensive cleaning operations. Outreach teams will conduct outreach and engagement to persons experiencing homelessness who are living at or near scheduled CARE+ locations, and prioritize connecting them to critical services and supporting on-the-ground operations and cleanings.
Homeless Engagement Teams (Generalists, CARE/CARE+)	All	LAHSA	\$ 4,641,754	GCP	LAHSA provides 41 two-person outreach teams outreach. Relative to sanitation outreach, 15 teams are focused on supporting CARE + operations for each council district. 13 teams are dedicated to provide outreach services for CARE citywide. 10 general outreach teams are deployed to targeted areas that will be identified based on priorities from Council offices, the general public, and service requests from lahop.org. Three teams are assigned to specific geographic locations and covers Hollywood, the area surrounding City Hall, and the Broadway/110 corridor. The primary focus of the HETs is to undertake targeted engagement efforts that focus on moving unhoused residents experiencing homelessness into crisis, bridge and/or permanent housing utilizing a housing-first orientation with minimum eligibility criteria.

City Funded Homelessness Outreach Matrix (Updated 11/21/2023)					
Outreach Team Type ¹	CD	Service Provider Type	2023-24 Budget	2023-24 Funding Source	Description and Purpose
Homeless Engagement Teams (C3 Partnership)	14	LAHSA	\$ 396,247	GCP	The C3 (City + County + Community) is a partnership designed to systematically engage people living on the streets of Skid Row and help them regain their health and housing stability. This outreach team provides street engagement, immediate access to needed resources including but not limited to: interim housing, urgent care, primary care, mental health services and substance abuse services, and expenditure linkage to permanent supportive housing services.
Homeless Engagement Teams (Operation Healthy Streets)	14	LAHSA	\$ 396,247	GCP	Three outreach workers that are linked with the sanitation team in the Skid Row area. The team provides outreach services and support as sanitation provides clean ups during regular sanitation services through CARE+ operations. The teams also assist in providing outreach and notification prior to sanitation cleaning of a specific area.
Mayor Outreach	All	City Staff	\$ 1,960,000	GCP (Homelessness Emergency)	13 outreach teams to be trained and deployed in support of the Inside Safe Initiative at the selected encampment locations.
Multi-Disciplinary Teams (MDTs)	2	Non-Profit Provider	\$ 450,000	GCP-AHS	Multi-disciplinary teams provide specialized outreach that combines medical, mental health, substance abuse, and lived-experience to have a comprehensive, integrated approach to outreach.
	3	Non-Profit Provider	\$ 450,000	GCP-AHS	
	4	Non-Profit Provider	\$ 450,000	GCP	
	5	Non-Profit Provider	\$ 450,000	HHAP	
	6	Non-Profit Provider	\$ 276,615	HHAP	
	8	Non-Profit Provider	\$ 900,000	HHAP, GCP	
	9	Non-Profit Provider	\$ 450,000	HHAP	
Roadmap Outreach Teams	All	LAHSA	\$ 3,396,405	HHAP	To support the City's Homelessness Roadmap efforts, ¹⁵ outreach teams are provided across the City, one per Council District. These teams are focused on encampments and people experiencing homelessness within five hundred (500) feet of all freeway overpasses, underpasses, on-ramps, and off-ramps. These teams work closely with relevant City partners to prioritize their targeted population for new housing interventions being funded through the City's Covid Recovery Roadmap. Similar to the Homeless Engagement Teams, the Roadmap Outreach Teams prioritize linking targeted engagement efforts into new and existing Crisis, Bridge and / or Permanent Housing units.

City Funded Homelessness Outreach Matrix (Updated 11/21/2023)					
Outreach Team Type ¹	CD	Service Provider Type	2023-24 Budget	2023-24 Funding Source	Description and Purpose
Skid Row Homeless Engagement Teams	14	LAHSA	\$452,854	HHAP	The Skid Row HETs provide two two-person teams assigned to the Skid Row area for street engagement. Skid Row HETs are displayed within the Skid Row area that include at least one bilingual HET staff member. These additional teams are meant to expand the existing capacity of outreach in the Skid Row area of the C3 and MDT and other outreach efforts happening within the area.
Street Medicine	1, 4, 8, 9, 13, and 14	Non-Profit Provider	\$ 5,000,000	GCP, GCP-AHS, HHAP	The USC Street Medicine Program delivers full service primary care on the street, which includes treatment for acute and chronic disease, preventative medicine, treatment for psychiatric conditions, and substance use disorders.
Total			\$ 36,953,629		
¹ The listed outreach teams are those that provide uniform services across various council districts. This list may not include teams where scopes of work are directly developed by Council Offices.					



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Reimagining LAHSA Outreach Teams

Background

Current State of Outreach

Outreach is the critical first step toward identifying a person experiencing homelessness (PEH) and connecting them to available services and housing resources. The primary role of any outreach team is to assist unsheltered people in accessing shelter and/or permanent housing as quickly as possible.

LAHSA works closely with its partners at the County Departments of Health Services (DHS) and Mental Health (DMH), along with the network of service providers throughout Los Angeles City and County to ensure that outreach teams work efficiently and effectively for those being served through street engagement. There are various types of outreach teams working on the streets of Los Angeles, each playing a specific role in ensuring that people are connected to the appropriate housing and resources.

Current LAHSA Outreach

LAHSA's outreach teams consist of generalist outreach workers. These are teams of two who work on moving people experiencing street homelessness into interim housing and on connecting them to the health and mental health systems of care and public benefits. These staff are intentionally hired from the areas they will serve, and LAHSA focuses on recruiting people who have experience of homelessness. Thus, these staff (supported by training) will have the cultural, linguistic, and personal knowledge that will position them to serve their unhoused neighbors.

In the City of Los Angeles, LAHSA fields two primary types of teams funded through General Funds, HET City Generalists and CARE/CARE+ Teams. The chart below shows the structure and breakdown of teams and the additional management and support staff funded through the per-team budgets for all LAHSA outreach teams.

HET Outreach Teams	HET Supervisors	HET Managers	Data Coordinator	Administrative Support
2 FTE per team	1 FTE per 4 teams	1 FTE per 16 teams	1 FTE per 16 teams	1 FTE per 25 teams



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CARE/ CARE+

The CARE and CARE+ teams are integrated into the work of the sanitation efforts of the City to ensure that encampments do not become public health hazards to the residents of those encampments or the surrounding neighborhoods. There are 15 teams (30 FTE) assigned to the city's comprehensive clean-up operations known as CARE+ and 13 teams (26 FTE) assigned to the non-displacement sanitation efforts referred to as CARE. These teams follow a deployment schedule that is developed by LASAN in conjunction with the Council Offices and the Mayor's Office.

Unlike traditional outreach, the primary function of these teams is to assist unhoused residents in preparing for and working with the City's sanitation efforts. These teams are trained in de-escalation and support unhoused people through referrals to immediate shelter placements where possible and referrals to other outreach teams that proactively work in the areas for continued follow up.

CARE/CARE+ Teams	Supervisors	Managers	Data Coordinator	Administrative Support
28 Teams (56 FTE)	7 FTE	1.75 FTE	1.75 FTE	1 FTE

HET City Generalists

The HET City Generalist teams include a total of 13 teams, including the 10 teams (20 FTE) that were the first to be funded by the City of Los Angeles. They also include three teams that were added specifically to serve the area along the 110 south of Downtown LA, the Hollywood area, and the area immediately surrounding City Hall. Because there are not enough teams to assign them by Council District, LAHSA has worked to ensure that they are deployed strategically along with other County funded HET teams to provide coverage across the entire city.

These teams provide general outreach services without the specialization of clinical services. Each one is a team of two staff who are highly trained in engagement, de-escalation, identification (not diagnosis) of mental health and substance use. These teams are primarily focused on connecting unsheltered individuals to available shelter resources and collecting the documents needed to access permanent housing. HET Generalists are deployed proactively to new and historical hot spots, in response to LA-HOP, and in response to environmental emergencies. HET generalists provide the following services:

- support with obtaining documentation
- Interim Housing referrals and placements



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- Transportation support to housing related appointments
- Referrals for specialized services and support
- Harm reduction, including overdose reversals and naloxone distribution
- Acuity assessments and permanent housing referrals
- Inclement weather & environmental emergency response
- LA-HOP Response

These teams are often the first to engage a new encampment and will bring in the MDTs or HOME teams to provide specialized services as needed. HETs generally work from 7am to 4:00pm.

Generalist Teams	Supervisors	Managers	Data Coordinator	Administrative Support
13 Teams (26 FTE)	3.25 FTE	0.8 FTE	0.8 FTE	0.5 FTE

In addition to these Generalist and CARE/CARE+ teams, the City of Los Angeles General Fund also funds teams dedicated to Skid Row through the OHS and C3 projects. The funding provided for each of these covers the cost of 1.5 teams each (3 FTE), and LAHSA has leveraged funds to support an additional staff member for each team to provide two full teams (4 FTE) for each project. The OHS outreach teams, similar to CARE and CARE+ teams are assigned to work in conjunction with LASAN to ensure that the City is able to provide appropriate sanitation services to the Skid Row area. These teams work proactively to ensure that the unhoused residents of Skid Row know the cleaning schedules of LASAN and provide support during those activities. The C3 teams work in collaboration with the multidisciplinary teams on Skid Row to provide pro-active outreach to the most vulnerable residents of Skid Row. These teams are directly tied into the efforts of the Skid Row Action Plan and are supporting the connection of women to the Encampment Resolution Project through the Downtown Womens Center.

Challenges

Currently, there is an imbalance in how the homelessness system is funded, with outreach teams serving more people experiencing unsheltered homelessness than there are interim housing beds or permanent housing units available. This leads to teams spending a significant amount of time working with clients as they wait for a resource to become available. So, these teams often focus on helping their clients survive while living unsheltered by connecting them to existing medical, mental health, and social support services. This is truly important work, as many more people would die on the streets each year without the life-saving assistance these teams provide. There has been a conscious decision to fund outreach at this level to ensure that the most vulnerable people on our streets are not left to just fend for themselves.



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However, as additional resources come online through street medicine programs and an anticipated increase in the number of Multi-Disciplinary Teams funded to serve the City of Los Angeles, LAHSA has decided to look at the role its staff play within the system and recommend strategic changes. Below are several challenges that LAHSA hopes to address through its recommendations.

Potential for Oversaturation

As of January 2023, there were 28 LAHSA Homeless Engagement Teams (HET Generalist and Roadmap) funded by the City of Los Angeles, 8 HET Teams funded by the County of Los Angeles, and 26 Multi-Disciplinary Teams (MDTs) funded by the County through DHS that serve the City of Los Angeles. Additionally, multiple Council Districts have funded MDTs specifically for their districts.

This has allowed teams to provide broad geographic coverage with overlap as needed to leverage specialty services and combine resources to address large encampments and encampment resolution activities.

As a result of recent agreements between the City and County, the County of Los Angeles will now be funding an additional 16 MDTs to provide outreach services across the City. While continuous efforts to align coverage among teams will ensure that these resources are not unused, there is certainly increased potential for some duplication of effort with this significant increase in services. All these new teams are expected to work the traditional daytime hours of most outreach teams, when other mainstream services are also operational. Although there is potential for oversaturation during the day, there is no current plan for these teams to extend service hours to include nighttime or additional weekend coverage.

Need for Throughput

Currently, outreach teams help approximately 17% of people engaged on the street move into interim housing. This number reflects three key limiting factors: 1) number of beds, 2) throughput of people from interim to permanent housing, and 3) desirability of beds. To ensure that more people from the streets can access interim and permanent housing, and in response to the declared state of emergency, outreach must approach engagement in a way that helps large numbers of individuals to be placed in readily available beds immediately. To increase throughput, LAHSA is recommending utilizing HET to help fill these gaps in housing navigation support, including document gathering, assessment for PSH, unit identification, unit viewings, housing applications, and anything else necessary to help people access housing.

Recommendations

Reimagined HET Generalist Response

To address the above challenges, LAHSA proposes to utilize existing HET funding and staff in new and innovative ways:



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Evening and Overnight Teams (10 FTE)

Typical outreach schedules lack coverage from late afternoon until morning, leaving those who are unhoused without access to critical resources outside of business hours. This particularly impacts unhoused people who are employed. To address this gap, LAHSA will pilot a staffing model with two new, additional shifts: a swing shift to work from 3pm to 11 pm and an overnight shift to work from 11pm to 7am, both of which would include the weekend. LAHSA would initially pivot 5 of 13 teams (a total of 10 FTEs) to work these two new schedules, with additional adjustments and reassignments being made as the pilot proceeds. The hours of these staff will overlap with other teams, which will allow for a transition of care to occur, thereby facilitating follow-up during normal working hours. This will ensure that PEH who are unable to engage with outreach teams during daytime hours, for example those who work during the day, can still be connected to homeless services. Additionally, these teams will improve the system's ability to respond to LA-HOP requests.

The Outreach Swing/Overnight shifts would focus primarily on connecting unsheltered people experiencing homelessness to Interim Housing and aiding efforts to move people through the system and into permanent housing expeditiously. They would support encampment resolution efforts by providing resources and referral during the hours when repopulation of those zones is most likely to occur. Special Outreach Swing/Overnight activities would include:

- Encampment repopulation mitigation
- LA-HOP Response
- Connection to interim housing, provides case management and other services referrals
- Provide support for immediate needs (nutrition, hygiene, clothing, etc.)
- Enroll PEH into coordinated entry system (completing required assessments).
- When appropriate, referrals for specialized care and support i.e. Mental health, domestic violence, multidisciplinary teams.
- 24-hour coverage

This change will allow LAHSA to be more immediately responsive to both stakeholder concerns and the needs of those we are engaging and serving.

Flexible "Outreach Navigators" (16 FTE)

The remaining HET funding would be used to shift current staff into a new hybrid role as Outreach Navigators. Members of this team would be trained in both traditional outreach work and Housing Navigation. These staff would not have specific geographic assignments but instead would be deployed flexibly based on system needs. LAHSA would utilize these teams primarily to add Housing Navigation capacity at Interim Housing sites (including Tiny Home Villages and Inside Safe motels) that are struggling with throughput to permanent housing.



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Outreach Navigators at Interim Housing sites will focus on document-readiness and throughput to permanent housing. Their specific navigation activities will include:

- Providing support assembling required documents (including assistance with scheduling and transportation to document appointments, navigating participants through barriers to retrieving documents, etc.)
- Conducting CES assessments to accompany a housing plan, determine appropriate housing intervention, and identify service needs
- Assisting in the completion of Universal Housing Applications
- Working with clients to develop and implement a housing stabilization plan that will maximize housing location, placement, and retention in an effort to increase quality of life and enhance community engagement
- Locating and guiding participants to best-fit housing placement options
- Building and maintaining good working relationships with landlords, management companies, and property owners

Along with working consistently at Interim Housing sites to increase throughput to permanent housing, these teams would pivot quickly to respond to emergency and time-sensitive system needs. For example, in cases of weather emergencies or major encampment resolution efforts, these teams could be leveraged to provide additional outreach services. The goal of this transition is to allow for dynamic response to roadblocks within the system by having staff that can be flexible in their assignment and are cross trained in the work of multiple roles. We do not expect that these staff will eliminate the need for designated Housing Navigation staff, but will instead provide for a more robust response, including coverage for vacancies within provider funded positions and provision of additional support where programs are struggling with throughput.

Additional Clinical and Substance Use Disorder Support

If resources are freed up through the enhanced focus on CARE+ operations, LAHSA proposes to add clinical and substance use disorder supports that can be leveraged across its teams. LAHSA's new Clinical Support Staff will consist of substance use counselors and Licensed Clinical Coordinators. They will provide field-based mental health and SUD supports to LAHSA outreach and Outreach Navigation teams. These clinical support staff will support LAHSA Outreach Navigator, Roadmap, and CARE/+ program participants who may experience episodic behavioral and mental health challenges that create barriers to successful placement in interim or permanent housing. The goal of these teams is to provide the support needed to HET that will limit the need to pull MDTs from their proactive work elsewhere, while ensuring that participants have the support needed to access shelter and housing, and treatment programs where appropriate. Clinical Support team activities will include:

- De-escalation
- Therapeutic Crisis Intervention



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- Crisis Management
- Clinical Assessment
- Direct referrals to SUD Support and shelter
- Case Coordination and care planning for an individual with behavioral or mental health needs
- When appropriate, referrals for specialized care and support from multidisciplinary teams or DMH HOME teams.

Reimagined CARE / CARE+ Teams (28 teams, 56 FTE)

LAHSA recognizes the importance of having appropriate staff present during sanitation-focused operations at encampment locations. These staff should be trained in de-escalation and knowledgeable about the homelessness system. They should also have the cultural and linguistic skills to effectively engage with those experiencing homelessness. Given this need, LAHSA recommends that for the next six months, we continue to partner with LASAN on CARE and CARE+ activities using the existing model. We would like to scale back staffing on these teams and utilize these staff for outreach navigators and to expand the night and weekend teams.

As LASAN pivots its focus during the next fiscal year to conduct CARE+ activities five days per week in each Council District, LAHSA proposes to work in close collaboration with LASAN and Council Offices to determine staffing assignments that can most appropriately assist LASAN, and the unhoused who are impacted, in making CARE+ operations as smooth and effective as possible. Based on initial collaborative planning discussions, LAHSA expects this process may lead to a reduction in the total number of teams needed to perform this work. If true, LAHSA would repurpose this funding and staff (where appropriate) to implement and increase the new activities outlined above, primarily in the addition of clinical and substance abuse supports.

Enhanced Roadmap Teams (15 teams, 30 FTE)

Roadmap Teams play a key role in ensuring that Council Districts' priority locations receive maximum attention. LAHSA suggests these teams continue functioning essentially as they currently do, augmented by the enhanced Navigation and Clinical support noted above.

Funding Request

LAHSA expects to be able to make the transition to Outreach Navigation Teams and Swing and Overnight Outreach within the allotted budget that remains in the UB. We expect that this transition will need to be done in phases as we work with our union and staff to find their right fit in these new roles and teams. Additionally, over the next six months, we intend to work closely with LASAN and the Council Offices to determine the appropriate LAHSA staffing support for the City's sanitation efforts. As those plans solidify, we will have clarity regarding the availability of funding to support the clinical and substance abuse supports outlined above.



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Currently, there are 6 FTE vacancies within the Generalist teams and 4 FTE vacancies within the CARE/CARE+ teams. We have intentionally left positions vacant for the past month in anticipation of the opportunity to make the recommended pivots in these teams. In order to effectuate these transitions quickly, it is much more efficient to recruit for open positions than to realign the schedules of existing represented employees.

Current HET Team Types	Number of Current Teams and Outreach FTEs	Proposed HET Team Types (FY23/23)	Number of Proposed Teams and Outreach FTEs
CARE/CARE+	28 Teams. FTEs follow: 56 HET (4 currently vacant) 7 Supervisors 1.75 Managers 1.75 Data Coordinators 1 Admin Support	CARE/CARE+	28 Teams. FTEs follow: 56 HET 7 Supervisors 1.75 Managers 1.75 Data Coordinators 1 Admin Support
Generalist Outreach	13 Teams. FTEs follow: 26 HET (6 currently vacant) 3.25 Supervisors 0.75 Managers 0.75 Data Coordinators 0.5 Admin Support	Outreach Navigation	8 Teams. FTEs follow: 16 HET 2 Supervisors 0.5 Managers 0.5 Data Coordinators 0.3 Admin Support
		Swing Outreach	3 Teams. FTEs follow: 6 Swing Outreach 0.75 Supervisor 0.2 Manager 0.2 Data Coordinator 0.1 Admin Support
		Overnight Outreach	2 Teams. FTEs follow: 4 Overnight Outreach 0.5 Supervisor 0.125 Manager 0.125 Data Coordinator



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APPENDIX: Current Systemwide Outreach Overview

Outreach is the critical first step toward locating and identifying a person experiencing homelessness (PEH) and connecting him/her to available services and housing resources. The primary role of any outreach team should be to assist unsheltered people in accessing shelter and/or permanent housing as quickly as possible.

LAHSA works closely with its partners at the County Departments of Health Services (DHS) and Mental Health (DMH), along with the network of service providers throughout Los Angeles City and County to ensure that outreach teams work efficiently and effectively for those being served through street engagement. However, in an environment where there is a scarcity of available shelter and permanent housing options, outreach workers often have to build trust with those experiencing homelessness that they will continue to support them as they work to connect with the resources.

Systemwide Outreach Goals

The goal of outreach is to reduce unsheltered homelessness. Currently, 17% of those engaged by outreach moved into interim housing. Though there are different types of outreach teams with different funding sources and areas of expertise, all DHS and LAHSA-funded outreach teams are focused on the same basic key behaviors that facilitate placement into interim and permanent housing:

1. Securing documents needed to move individuals into permanent housing (ID, Social Security Cards)
2. Referring and helping people access interim housing that matches their needs
3. Assessing people with higher needs using the CES survey (or through case conferencing) to directly refer to permanent supportive housing
4. Connection to mental, behavioral, and physical health services, as needed

Desired Behaviors

1. Interim housing placement
2. Obtaining participant identification documents
3. Navigate participants to housing

System KPI's

1. Individuals connected to Interim Housing
2. Length of time from street engagement to interim housing placement

A Coordinated Outreach System

To reduce potential duplication of effort and to maximize the reach and impact of each of these different teams, LAHSA, along with its partners at DHS and DMH, developed the Coordinated Outreach



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Strategy. This framework of layering expertise and ensuring broad geographic coverage has relied on three key approaches to maximize the impact of the various outreach resources:

- A. Deployment of distinct outreach modalities and roles of outreach
- B. Outreach Coordination
- C. Active Management of the Outreach System

Deployment of distinct outreach modalities and roles of outreach

Overview of Outreach Teams and Role

Outreach is coordinated Countywide, with multiple teams serving each SPA, Council District, and/or Supervisorial District. Teams have different types of staffing, responsibilities, and services they provide. Outreach coordination is organized at the SPA level to ensure that the appropriate teams are dispatched, and the right services can connect with unsheltered people in need. With Encampment Resolution efforts increasing, LAHSA is working to ensure that new outreach teams and priority encampments are folded into the existing coordination structure and that people in encampments can receive the services and connections to housing they need. Details of each team's deployment strategy and roles are included in the chart below.

Outreach Roles by Team Type

- LAHSA Generalist Teams (Homeless Engagement Team, or HET) provide general outreach services without the specialization of clinical services. Each one is a team of two staff who are highly trained on engagement, de-escalation, identification (not diagnosis) of mental health and substance use, document collection strategies, harm reduction (including overdose reversals), and assessment and referral systems for interim housing and permanent housing. These teams are primarily focused on connecting unsheltered individuals to available shelter resources and collecting the documents needed to access permanent housing. These teams are often the first to engage a new encampment and will bring in the MDTs or HOME teams to provide specialized services as needed. Currently, there are 13 teams funded by the City of Los Angeles and an additional 16 teams funded through the County (General Fund and Measure H) that are deployed across the county. Additionally, Measure H also funds one team per Service Planning Area (SPA) that provides weekend coverage. HETs generally work from 7am to 4:00pm. HET activities include:
 - Connecting people experiencing homelessness to interim housing, providing case management and other services referrals
 - Providing document support (provides resources for required documents, assistance with scheduling and transporting to doc appointments, navigating participants through barriers to retrieving docs)
 - Transporting people to medical and housing appointments



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- Supporting immediate needs (nutrition, hygiene, clothing, etc.)
 - Enrolling participants in the coordinated entry system (completing required assessments)
 - Assisting in the completion of Universal Housing Applications
 - Providing LA-HOP Response
 - Assessing for need and when appropriate, referring for specialized care and support i.e. Mental health, domestic violence, substance use support.
 - Problem-solving and family reunification
- .
- LAHSA CARE/+ Teams are trained and deployed to deliver supportive services at the City's sanitation operations in a manner that builds trust and facilitates the efforts of the Sanitation department to make our public spaces hygienic. The Sanitation teams provide daily trash collection and street and sidewalk cleaning to improve public health conditions at encampments, while LAHSA teams support residents and provide referrals to outreach resources that can provide follow-up services. This is done through consistent engagement over time by working collaboratively with individuals residing at each site. CARE teams also provide enhanced services to A Bridge Home Special Enforcement and Cleaning Zones. Currently, there are xx teams and a total of xx FTEs funded by the City of Los Angeles. CARE activities include:
 - De-escalation
 - Therapeutic Crisis Intervention
 - Provides support to unhoused residents to prepare for sanitation activities
 - When appropriate, referrals for specialized care and support i.e., Mental health, domestic violence, multidisciplinary teams
 - Transportation to shelter
 - LAHSA Roadmap Teams focus primarily on connecting unsheltered PEH to Interim Housing and aiding in the effort to move PEH through the system and into permanent housing expeditiously. Roadmap teams historically were intended to engage highly vulnerable PEH ages 65 and over, PEH with chronic health conditions, or who were in encampments adjacent to freeways and over and underpasses. Currently, roadmap teams are assigned 1 per Council District, equaling 15 teams and 30 total FTEs, within the City of LA and respond to the Council District's priority locations. Roadmap activities include:
 - Connecting people experiencing homelessness to interim housing, providing case management and other services referrals.
 - Providing document support (provides resources for required documents, assistance with scheduling and transporting to doc appointments, navigating participants through barriers to retrieving docs)
 - Transporting people to medical and housing appointments
 - Supporting immediate needs (nutrition, hygiene, clothing, etc.)



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- Enrolling participants in the coordinated entry system (completing required assessments)
- Assisting in completing Universal Housing Applications
- When appropriate, referrals for specialized care and support i.e. Mental health, domestic violence, multidisciplinary teams.
- Problem-Solving and Family Reunification
- Specialty Outreach Team (MDTs, HOME Teams, HOST Teams, CARE/+):
 - Multidisciplinary Teams (MDTs) funded by the County and administered by the Department of Health Services consist of 5-person teams whose staff include physical health, mental health, substance use, case management, and peer support experience. They serve clients with more complex health and/or behavioral health conditions. DHS also deploys Public Spaces MDTs to the County's public spaces, such as parks and libraries and weekend teams. The County funds xx teams and a total xx FTEs. MDT's activities include:
 - Providing specialized care for an individual's mental health or physical health needs
 - Street medicine
 - Crisis assessment and referral
 - Substance use services and referrals
 - Housing placement/ support
 - DMH HOME Teams provide field-based outreach, engagement, support, and treatment to individuals with severe and persistent mental illness who are experiencing unsheltered homelessness. Each team consists of a clinical supervisor, psychiatrist, licensed clinicians, Substance Abuse Counselor, Nurse, Case Manager, and Peer Specialist. The County funds 18 teams and a total 228 FTEs. DMH HOME Team activities include:
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 - Provide specialized care for PEH who meet the following criteria:
 - Chronically Homeless
 - Seriously Mentally Ill
 - Unable to sustain/provide basic needs in independent contexts due to psychiatric disability
 - "Gravely Disabled"
 - Refuse any kind of treatment and/or care
 - Clinical assessments
 - Street psychiatry
 - Linkage to services and referrals
 - Housing support



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- **LAHSA H.O.S.T** is a co-response model that includes highly trained Los Angeles Sheriff's Deputies and Los Angeles Homeless Services Authority (LAHSA) Homeless Engagement Team (HET) members, that support our homeless neighbors following the LA County Encampment Protocol where there are 5 or more PEH inhabiting an area. The Protocol applies to unincorporated areas of LA County, County parks, County Department of Public Works properties, and cities where the Sheriff's Department is the contracted law enforcement agency. Encampment protocols are primarily assigned and responded to by the H.O.S.T program. Each HOST team consists of 2 members. The County funds 20 teams and a total 40 FTEs. HOST activities include:
 - Encampment resolution advised by bed availability
 - Connecting people experiencing homelessness to interim housing, providing case management and other services referrals.
 - Providing document support (provides resources for required documents, assistance with scheduling and transporting to doc appointments, navigating participants through barriers to retrieving docs)
 - Transporting people to medical and housing appointments
 - Supporting immediate needs (nutrition, hygiene, clothing, etc.)
 - Enrolling participants in the coordinated entry system (completing required assessments)
 - Assisting in completing Universal Housing Applications
 - When appropriate, referring for specialized care and support i.e. Mental health, domestic violence, multidisciplinary teams.
 - Emergency response in advance of adverse weather events to warn unhoused residents of approaching danger and evacuating people from flood channels and other areas of imminent risk.

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Existing Outreach Network - FY23/24

Outreach Team	Geography	Pre-Assessment for Encampment Resolution	Encampment Assessment & Outreach	Care/Care + Support	HMIS Data Entry	Transportation to Interim Housing	Medical Assessment and Care	Mental Health & SUD Assessment and Care	Doc Support	Housing Navigation	LA-HOP
LAHSA A&E Generalist Outreach	Countywide	X	X		X	X			X	X	X
LAHSA A&E CARE/+	City of LA			X	X						
LAHSA A&E HOST Teams	Countywide								X		
LAHSA Roadmap Teams	One Team per Council District	X	X		X	X			X		X
County Multidisciplinary Teams	Countywide		X		X	X	X	X	X		X



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generalists teams (HET, CES Outreach teams, MDT Public Spaces teams), creating CES Outreach Coordinators (LAHSA) and an infrastructure that facilitates collaboration and coverage, and developing a centralized outreach request portal (LA-HOP).

Each SPA has specified "hubs" or "zones" to which generalist and specialized outreach teams are assigned according to need (and contractual requirements) for proactive outreach. SPA Outreach Coordinators, in partnership with LAHSA's Macro Outreach Coordinators, determine a region's outreach strategy and deployment in response to local needs, patterns, housing resource surges, and crisis response. Outreach zones were designed in collaboration with individual SPA outreach leads and system partners to serve the regional needs of people experiencing homelessness better and more effectively.

Concerns of duplication are also addressed through outreach coordination. Macro coordinators, in partnership with the regional outreach coordinators, serve as the stewards of the outreach landscape. As a body, macro and regional coordinators facilitate coverage within each spa in local zones or hubs (names may differ by SPA but are defined as a smaller geographical subset within any give SPA) that have recently been revised to adhere mostly to the boundaries of Council Districts, Supervisorial Districts, and or independent Cities. Each zone or hub has designated outreach teams assigned, who conduct outreach according to their specialty or designated role.

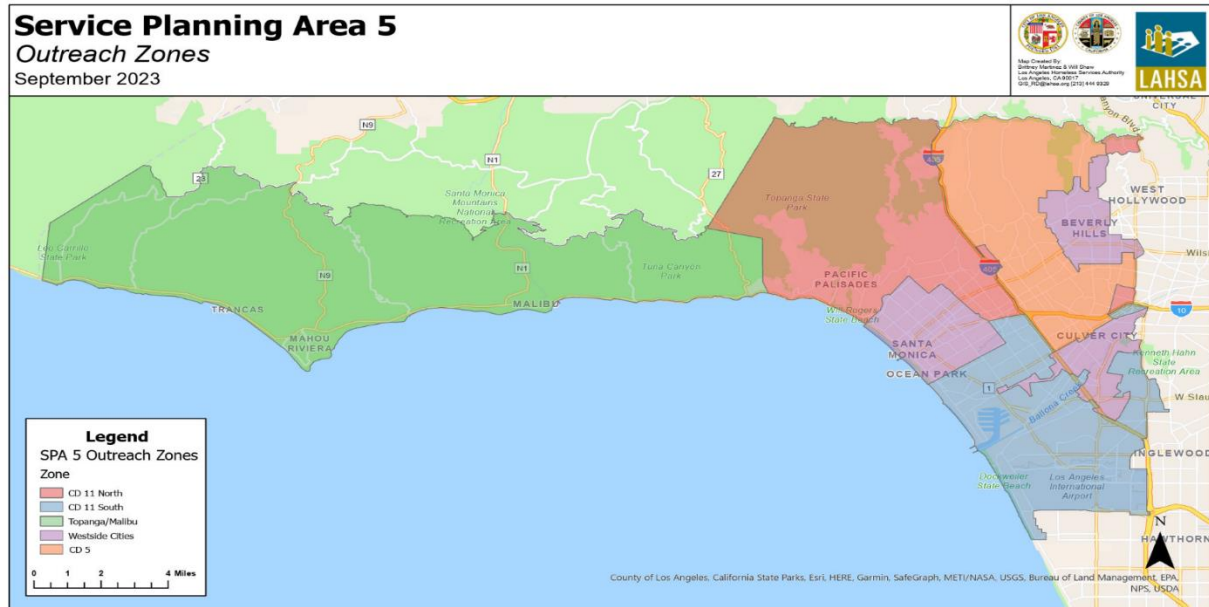
At a minimum, each zone or hub has one (1) MDT team and one (1) LAHSA Outreach & Navigation team. The work of MDT and LAHSA outreach and navigation generalist is closely aligned within their assigned zone or hub. The LAHSA generalist's team's role in the assigned region is to engage PEH who have lower acuity to expedite their movement off the streets and into housing. Taking ownership of engagement with less acute PEH allows their counterpart, the MDT team assigned to the same zone, to focus on specialized care for more acute PEH requiring behavioral, mental, or physical health support.

Specialty teams, CARE/+, HOSTS, DMH HOME, and Roadmap are layered in that their deployment is dictated by strategies and initiatives outside of the coordination infrastructure. In these instances, outreach coordination informs all teams within the zone of upcoming initiatives or operations where a team's involvement may impede the work of another team in case conferencing and care coordination. Additionally, HMIS serves as a tool to ensure efforts are documented and service provision can be uninterrupted. The map below is an example of draft SPA 5 Outreach zones and team assignments:



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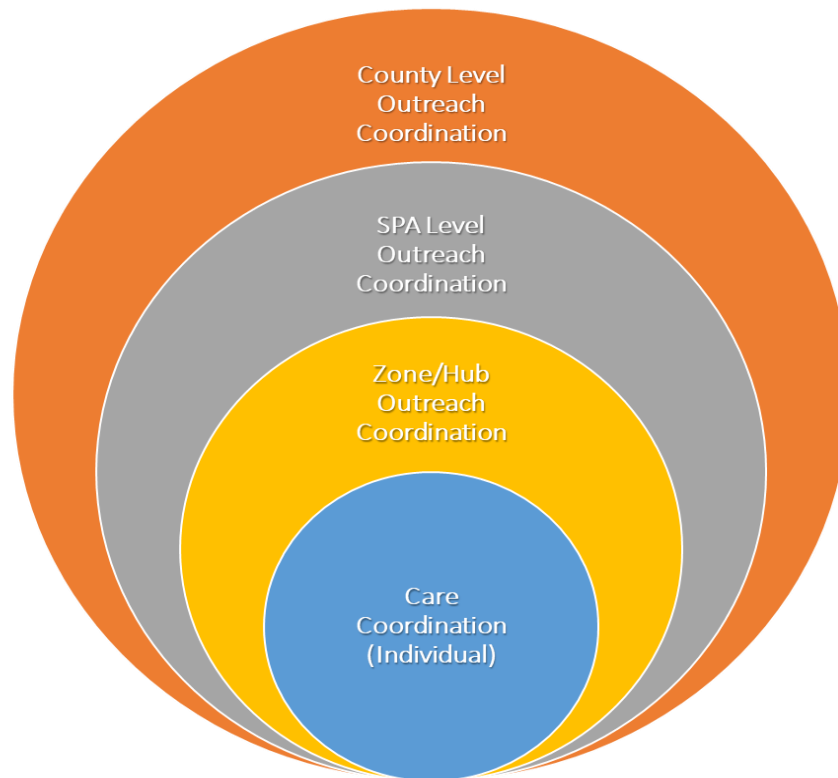
Teams Assigned by Zone (Note that some specialized Teams may have coverage in multiple Zones):

- SPA 5 Red Zone: LAHSA CARE, LAHSA CARE+, LAHSA RM, SJC MDT
- SPA 5 Blue Zone: LAHSA CARE, LAHSA CARE+, LAHSA RM, LAHSA HET Generalist, SJC MDT
- SPA 5 Green: LAHSA County HET, TPC MDT
- SPA 5 Purple Zone: LAHSA County HET, TPC MDT
- SPA 5 Orange Zone: LAHSA CARE, LAHSA CARE+, LAHSA RM, County Generalist, PATH MDT



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Types of Outreach Coordination:

- County Level Outreach Coordination: County-wide (e.g., COVID-19 emergency response with weekly strategy meetings, training on new posture, resources)
- SPA Level Outreach Coordination: Teams coordinating a regional strategy (e.g., coordinating outreach around wildfire response with 3X daily huddles)
- Zone/Hub Outreach Coordination: Facilitate encampment projects (e.g. meeting weekly to develop and implement an outreach strategy on A Bridge Home catchment area)
- Care Coordination (Individual): Teams consulting together on a complex client case (e.g. bringing in DMH HOME team or MDT medical provider on higher need clients)

LAHSA Macro Coordination

LAHSA Macro Coordinators support the Regional SPA CES Outreach Coordinators in aligning the regional strategies for deployment with the larger system vision. Outreach Coordinators are the glue that enables all teams in the outreach space to move in alignment with each other. LAHSA Macro Coordinators activities include:

- Strategy and vision setting with Regional Outreach Coordinators
- Maintaining an inventory of system-funded outreach teams
- Managing by-name list (BNL) for encampment resolution (Inside Safe and Pathway Home)



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- Coordinating City and County partners for encampment resolution and associated activities
- Informing and recommending changes to outreach zones in each SPA
- Strategizing outreach response for emergency events (i.e. Public health outbreaks, inclement weather, natural disasters)
- Training and support for Regional Coordinators on best practices for Outreach Coordination
- Hosting Outreach Coordination bootcamp Annually for all Regional OC's
- Supporting and filling gaps for Regional OC's as needed (care coordination, case conferencing, etc.)

Regional Outreach Coordination (SPA Level)

Outreach coordinators housed at the service providers ensure that all outreach in the SPA is coordinated via meetings, joint outreach events, and strategies that are in alignment with best practices and their SPA-wide plan. Regional outreach coordinators' activities include:

- Hosting SPA and/or Hub meetings with all funded outreach teams to ensure that all teams within a region are aware of existing and upcoming resources and/or operations
- Case Conferencing and Care Coordination for the region, specific encampments in the region during housing surge or emergency response, and encampment resolution work within the region
- Coordinating and/or providing training or access to training for outreach teams
- Assigning LA-HOP requests to appropriate outreach teams
- Supporting outreach teams with document readiness (Connection to DMV for Free ID retrieval)