

# ITEM 2

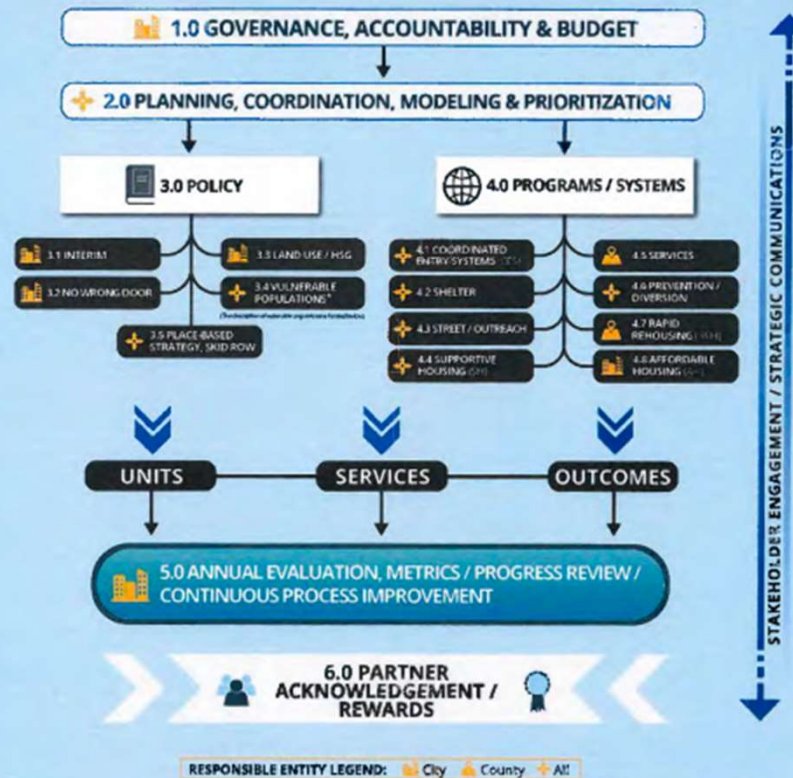
## Presenters:

- Meg Barclay, City Homeless Coordinator, City Administrative Officer
- Heidi Marston, Executive Director, Los Angeles Homeless Services Authority
- Abigail Marquez, Asst. General Manager, Housing and Community Investment Department
- Alex Devin, LAHSA
- Phil Ansell, Director, Los Angeles County Homeless Initiative
- Ann Sewill, General Manager, Housing and Community Investment Department
- Marina Genchev, LAHSA
- Victor Hiniderliter, LAHSA
- Libby Boyce, Los Angeles County Department of Health Services

# Enhanced Comprehensive Homeless Strategy (ECHS)

- Updated the Original City Comprehensive Homeless in 2018
- Informed by the first two (2) years of strategy implementation
- Consolidated 64 individual, report-based strategies into 17 action-oriented strategies in six (6) functional categories
- The ECHS is designed to reflect actions necessary for an effective response to the homelessness crisis
  - Includes strategies that were not included in the original CHS - Supportive Housing, Outreach
  - Strategy briefs written and finalized by implementing departments

<ul style="list-style-type: none"><li>❖ Governance, Accountability, and Budget</li><li>❖ Planning, Coordination, Modeling, and Prioritization</li><li>❖ Policy (includes five (5) strategies)</li></ul>	<ul style="list-style-type: none"><li>❖ Programs/Systems (includes eight (8) strategies)</li><li>❖ Annual Evaluation</li><li>❖ Partner Acknowledgement</li></ul>
---	--



## A Comprehensive Homeless Response System is Comprised of Four Parts

1

### Prevention

Preserving affordable housing, addressing income insecurity and housing stability, mainstream safety net and anti-poverty efforts

2

### Housing Creation

Building housing for all income levels and investing in PSH creation

3

### Rehousing

The end-to-end system that focuses on placing our homeless residents into temporary and permanent housing

4

### Street Management

Street level efforts to provide services to our neighbors who are living outside

## After Measures H and HHH

### LAHSA is a System Administrator



## The System Administration has 6 main pillars.

### System Management



- Stakeholder Engagement
- Strategic Planning & Execution
- Active Implementation Management

### External Relations & Communication



- Funding Alignment
- Public Education & Accountability

### Grant Administration



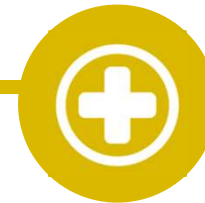
- Funds Distribution
- Spending Progress
- Performance & Compliance

### Data Collection & Analysis



- HMIS & Other Data
- System Performance Data
- Equipping "Real" Time Decision-Making

### Health & Safety Response



- Direct Service in Partnership with City & County Services

### Equity



- Inclusion, diversity and equity

## OVERVIEW OF LAHSA

Total FY 2020-2021

Q2 Budget \$881.4M

LAHSA receives funding from multiple sources & develops programs to address homelessness in LA, as well as contracts with sponsoring agencies to provide the programs to the community.



Advocacy, Policy, Program  
Design, Procurement,  
Contracting, Monitoring,  
Technical Assistance, Invoice  
Payment, Assessment,  
Reporting, Grant Closeout

### MAJOR PROJECTS

- Annual Homeless Count
- Grants Management
- Coordinated Entry System

### DIRECT PROGRAMS

- Operation Healthy Streets
- Countywide Outreach
- CoC Coordinated Assessment
- CoC Planning Projects
- HMIS

## SPONSORING AGENCIES

(360+ Contracts)

- Family Solutions Center
- Permanent Housing - Rapid Rehousing
- Permanent Housing - Homelessness Prevention
  - Transitional Housing
  - Crisis/Bridge Housing
- Supportive Services
- Access Centers
- Outreach
- Winter Shelter
- Capacity Building
- Navigation Center
- Mobile Showers/Safe Parking
- Regional Coordination

### Federal 3.8%

HUD CoC Funds: LAHSA Directly  
Administers \$33.3M

### State of California 14.6%

CoC HEAP, HHAP, COVID & CESH  
\$128.7M

### County of LA 44.4%

Measure H, GF, HSP, ILP, ESG, HFSS, CRF,  
CARES ACT, WDACS: \$390.9M

### City of LA 37.2%

GF, ESG, HEAP, HHAP, COVID:  
\$327.7M

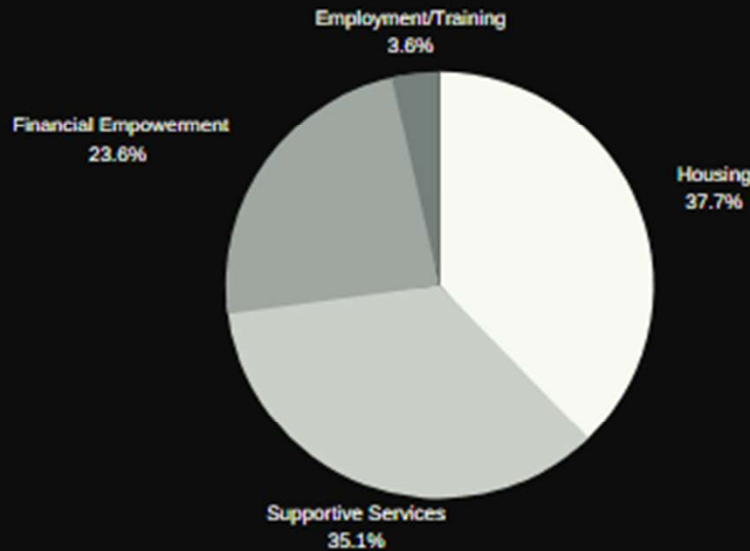
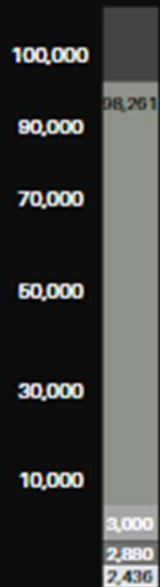
### Other 0.10%

Hilton Foundation, CFG, CSH:  
\$762.5K

# Preventing Homelessness

## COMMUNITY SERVICES & DEVELOPMENT

Clients  
Served



Increase  
Income by

**\$50,634,548**





# Key Elements of Prevention



Emergency Rental Assistance Subsidy

2020 **\$100** Million  
2021 **\$118** Million



Solid Ground  
Eviction Defense



Project Safe  
Haven



Section 8  
Rental Subsidy

**50,969** Households  
**3,100** new annually

## HOMELESSNESS PREVENTION IN MAINSTREAM COUNTY DEPARTMENTS

---

- In 2019, the Board of Supervisors directed the Homeless Initiative to collaborate with various County departments, LAHSA, legal services, research organizations, and other experts to assess how to strengthen homelessness prevention efforts within County departments.
- The Homelessness Prevention Action Plan was submitted in 2020, which identified 15 action items for implementation.
- \$2.3 million in Measure H funds was allocated to:
  - **DHS:** The new Homelessness Prevention Unit will assist single adults, using predictive analytics (\$1.5 million).
  - **DCFS:** The Prevention and Aftercare Program assists families who are referred to DCFS, do not have an open DCFS case, and have unstable housing (\$500,000).
  - **DCFS:** Transition Age Youth will receive additional case management and housing navigation services to take advantage of the Supervised Independent Living Program (\$300,000).



# Homeless Diversion and Prevention

County Initiative A1/A5

## Problem-Solving Overview

Problem-Solving (Formally known as diversion) is a person-focused, strengths-based, short-term housing intervention that seeks to **reduce inflow** into the Coordinated Entry System by reducing the number of households that become homeless as well as the length of time in which people remain homeless by promoting quick placements.

01

Strength Exploration and Empowerment

02

Conflict Mediation

03

One Time or Limited Financial Assistance  
(if necessary)

# Homeless Diversion and Prevention

County Initiative A1/A5

## Prevention Overview

Homeless Prevention programs assist individuals and families who are at imminent risk of homelessness to solve the practical and immediate challenges to sustaining their current housing or transitioning to new housing by, **avoiding** entering into homelessness, and **linking** to community resources that enable them to achieve housing **stability** in the long-term.



01

Mediation

02

Housing Identification Assistance

03

**Financial Assistance**

(time-limited rental and move-in assistance)

04

**Case Management and Supportive Services**

# Interim Housing

## 2016-2018 - Concurrent with Prop HHH Permanent Supportive Housing Implementation

- City and County dramatically increased funding for interim housing for service providers to open existing, unfunded capacity or establish new beds
  - New capacity was funded, but did not sufficiently expand the interim housing supply
- City released two (2) Requests for Proposals for the Proposition HHH Facilities Program to provide capital funding for nonprofits to receive no-cost loans to establish new facilities or update existing facilities, including interim housing
  - Minimal interest to develop new shelters

# Interim Housing

## 2018-Present - Shifted to Interim Housing Production Until New Units Come Online

- 2018 - A Bridge Home (ABH) Program launched
  - Goal to establish one (1) interim housing facility in each Council District with 1,500 total beds.
- 2020 - City COVID-19 Homelessness Roadmap
  - Established in response to *LA Alliance for Human Rights v. City of Los Angeles*
  - MOU between the City of Los Angeles and the County of Los Angeles to establish 6,700 homeless interventions by December 16, 2021 as follows:
    - 700 interventions in existing agreements with the County by April 16, 2021;
    - 5,300 other new interventions by April 16, 2021; and
    - 700 additional new interventions by December 16, 2021
  - County Commitment:
    - Provide up to 50 percent of operating costs or up to \$293 over five (5) years
  - City Commitment:
    - Pay any capital costs to establish new homeless interventions
    - Pay 50 percent operating costs up to \$55 per bed per night and 100 percent of costs over \$55 per bed per night; estimated at \$300 million over five (5) years

# Interim Housing

## A Bridge Home Status

- 28 facilities completed or in progress, with 2,120 total beds
- 307 of these beds in four (4) facilities are included in the City COVID-19 Homelessness Roadmap

## City COVID-19 Homelessness Roadmap Status as of December 31, 2020

- Up to 8,251 interventions currently in process with and 1,847 completed/open and in operation
- This includes 3,000 rapid rehousing/shared housing slots with 499 placements to date

# Housing Creation



## Supportive Housing Production

**7,300** HHH Units

**661** Housing Challenge Units

**2,064** Managed Pipeline Units

**10,025** exceeding HHH 10K goal

Average City subsidy of \$135,000 per unit,  
55 years of stable, affordable housing.



## Project HomeKey (HACLA)

**210** Units

**5** Buildings



## Other Affordable Housing Production

Financed Annually

**730** Units

Incentivized Annually

**3,780** Units



# Resources



**HOME \$25 Million**  
**Linkage Fee \$10 Million**  
**Transit Oriented Communities**  
**Publicly Owned Land**  
**Density Bonus**

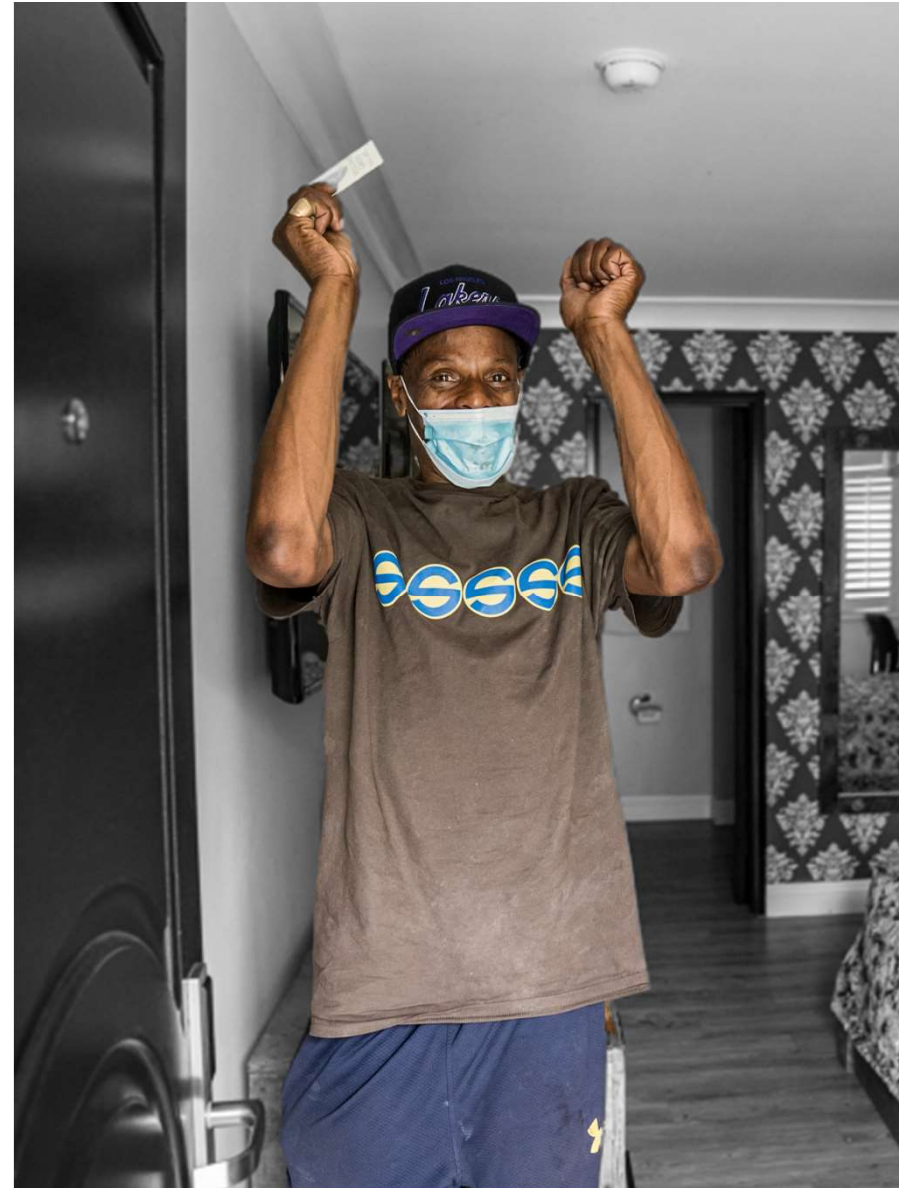
## Rehousing Programs

### Rapid Rehousing

- Time-limited program (2 year maximum)
- Financial assistance can include security deposits, utility payments, rent payments, arrearages
- Tailored case management and supportive service package
- For those who need limited support to return to and maintain housing

### Shallow Subsidy

- Ongoing rental assistance (5 year maximum)
- Can include security deposit
- 'Light touch' case management including budgeting
- For those who are severely rent burden and low income



## Rehousing Programs

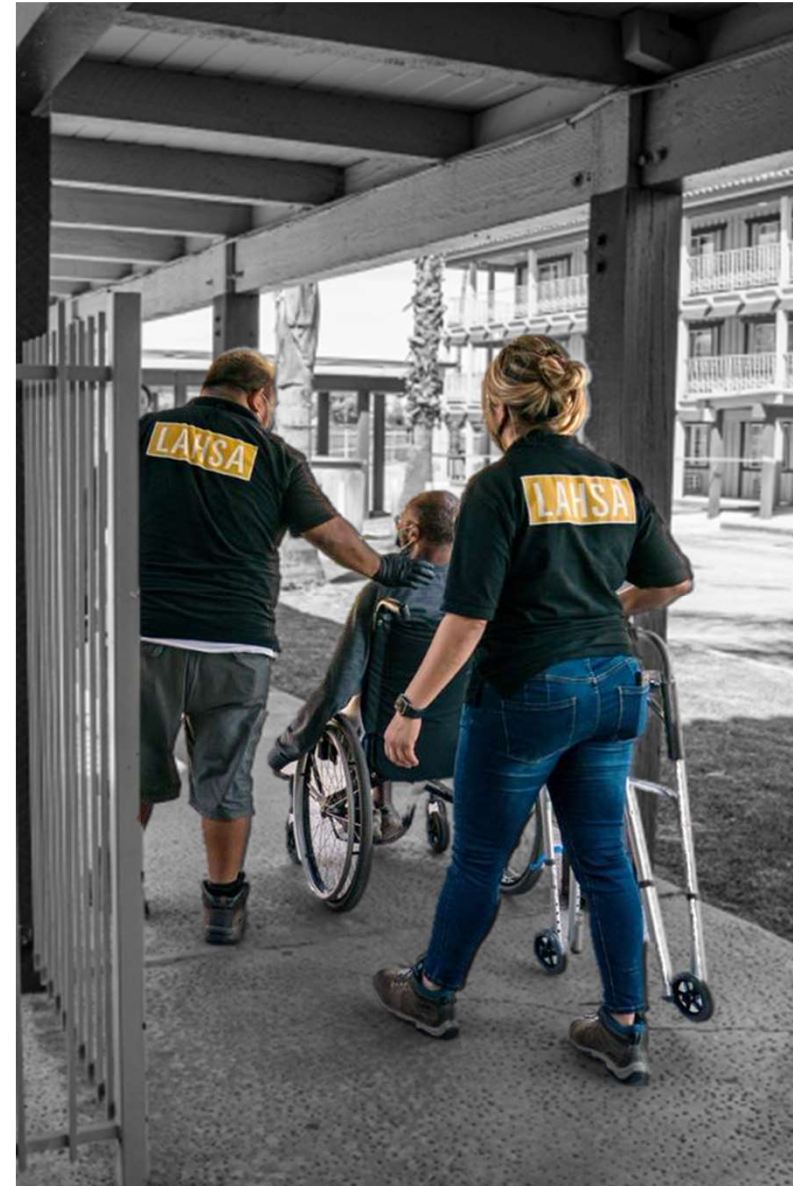
**Permanent Supportive Housing (PSH)** connects people experiencing homelessness to permanent housing via a durable housing subsidy and ongoing supportive services.

Housing subsidies can be:

- A voucher in the mainstream housing market, called tenant-based PSH
- A building setting, called project-based PSH
- Services often provided by Intensive Case Management Staff funded by the County Health Agency

**Housing Central Command (HCC)** is an Incident Command Structure with PSH funders and stakeholders that is expediting placements into PSH. HCC is creating:

- A comprehensive PSH inventory from different funders (city, county, state, etc.)
- New data sharing protocols with DMV, DPSS, SA
- A Universal Housing Application





# Outreach Coordination

## Strong Partnerships and Leveraged Services

### Regional Coordination

- Outreach touches across Los Angeles County
- Teams from LAHSA, DHS, DMH, and partner agencies across the 8 Service Planning Areas.
- Coordinated Outreach Strategy – E6
  - Generalist Outreach Teams – LAHSA’s Homeless Engagement Teams; Outreach teams through partner agencies
  - Multidisciplinary Teams – MDT’s (medical, mental health, substance abuse, peer specialist)
  - Specialty Outreach Teams – DMH Home, CARE, CARE+, LAHSA HOST/HOST Regional

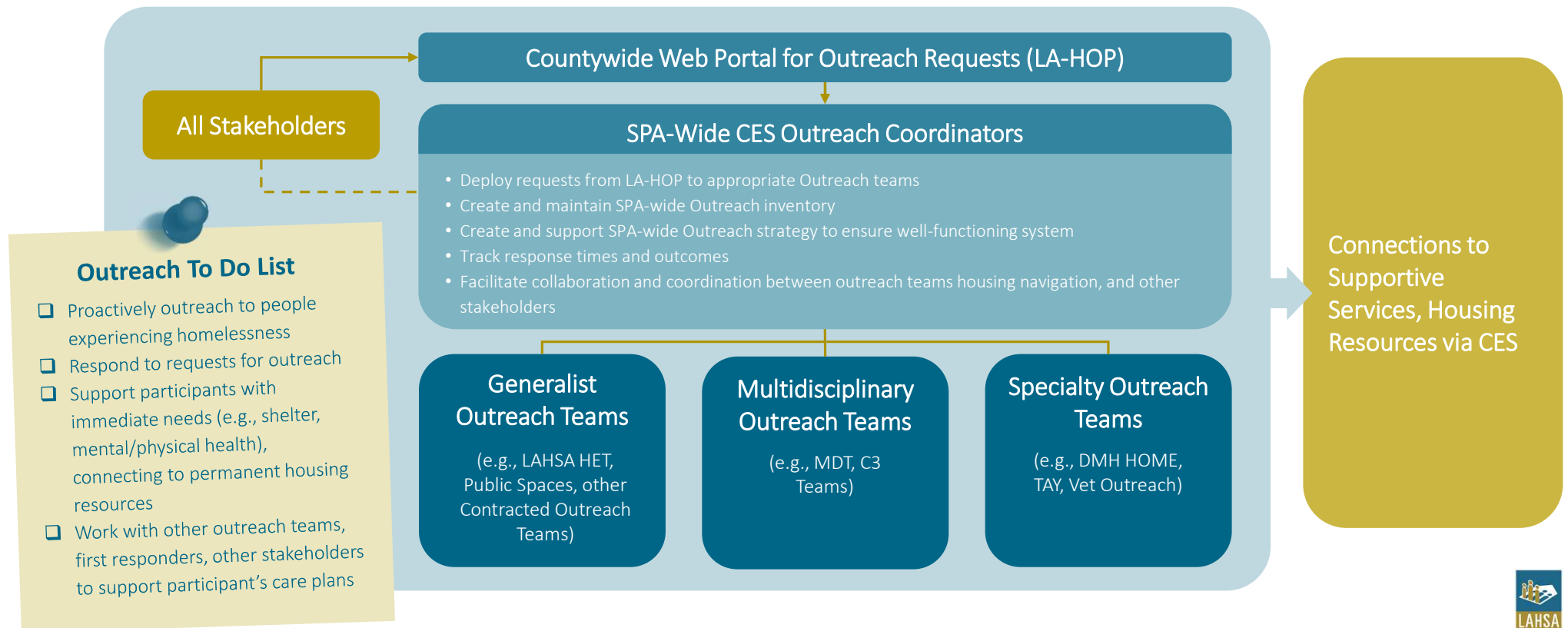
### Care Coordination

- Delivery of services among providers to ensure the most vulnerable get connected to the resources available
- Coordination of resources through case conferencing among partners



## Coordinated Outreach Model under E6 Strategy

System supported by the Health Agency and LAHSA E6 Leadership Team



# Outreach Focus

## Meeting our homeless neighbors where they are

Providing both a housing focused outreach model combined with a public health and safety model.

- **Housing focused**
  - Through the coordination of services, providing connections to short term and long-term housing
  - Understanding needs through assessments
  - Documentation: ID, SS cards, etc. determine housing service pathways
- **Public Health and Safety focused**
  - CARE and CARE+ model – ensuring the safety of a clients current living situation
  - COVID Testing; PPE; street medicine; substance abuse referrals
  - During crisis, outreach teams mobilize to support PEH
    - Fires, inclement weather





# SPA-BASED OUTREACH COORDINATION PLANNING

## 60 Multi-Disciplinary Teams

Health, mental health, case manager, substance use counselor, someone with lived experience







# WHATEVER IT TAKES





# COVID RESPONSE

- 18 unsheltered COVID Response Teams (CRTs) doing wellness checks, testing, outbreak work.
- Through January 20, 2021, CRTs have tested 17,000 unsheltered people experiencing homelessness and has conducted testing, wellness checks, COVID/infection control education for 2,270 encampments. 2.2% COVID infection rate.
- CRTs include an RN, EMT, program manager and administrative assistant.
- Overseen by an HFH MD and program director.
- Will use this structure to shift to vaccinations.

## COVID RESPONSE, continued

- HFH implemented and manages quarantine and isolation (QI) sites for PEH.
- 8 sites (Valley, Long Beach, Pomona, South LA, mid-City, Skid Row) with 811 beds.
- Beds are accessed through DPH call line.
- CRTs work with DPH to coordinate transfers to quarantine and isolation beds.

## Supportive Services

### LAHSA-Funded Supportive Services include:

<b>Outreach Services</b>	To people experiencing homeless who are outside
<b>Housing Navigation</b>	Housing-focused case management i.e. document collection, housing search and placement
<b>Centers</b> (Access, Drop-In, Family Solutions)	Locations provide case management, referrals, and linkages
<b>Legal Services</b>	To support with legal issues that are barriers to housing
<b>Housing Location</b>	To identify and hold units on the mainstream market for use by persons being rehoused
<b>Employment Services</b>	New pilots launched in January; coordination with other Employment Programs

## Supportive Services

### Coordination with other System Funders:

- The Department of Health Services (DHS)
- The Department of Mental Health (DMH)
- The Department of Substance Abuse Prevention and Control (SPA-C)
- The Department of Children and Family Services (DCFS)
- The Department of Probation

### System Coordination

- Regional Coordination for the Coordinated Entry System (CES)
- Outreach Coordination
- Case Conferencing and Care Coordination Meetings
- Domestic Violence and Human Trafficking Services
- Veterans Services
- Aging and Seniors
- Employment
- Justice and Reentry



## City/County Collaboration

- Permanent Supportive Housing (PSH) Memorandum of Understanding (MOU)
  - City funds the capital; County Measure H Commitment for supportive services in up to 10,000 City-funded PSH units; and the Housing Authority of the City of Los Angeles (HACLA) provides project based vouchers.
- *Alliance* MOU/City COVID-19 Homelessness Roadmap
  - County of Los Angeles will support 50 percent of services up to \$293 million through June 30, 2025
  - City will pay any capital costs to establish 6,700 new homeless interventions and completed by December 16, 2021 (700 of which are in existing agreements with the County) and fund 50 percent of services costs
- COVID Response:
  - Project Roomkey
  - Testing
- State Policy Advocacy