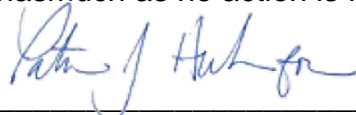


0220-05151-0290

**TRANSMITTAL**TO  
The City CouncilDATE  
11-04-21COUNCIL FILE NO.  
17-1001FROM  
The Homeless Strategy CommitteeCOUNCIL DISTRICT  
ALL

At its meeting on November 4, 2021, the Homeless Strategy Committee considered the Enhanced Comprehensive Homeless Strategy Quarterly Performance Report for the Second, Third, and Fourth Quarters of Fiscal Year 2020-21.

The report is hereby transmitted to the Homelessness and Poverty Committee and recommended to be noted and filed inasmuch as no action is requested at this time.



Matthew W. Szabo  
City Administrative Officer  
Chair, Homeless Strategy Committee

MWS:PJH:BB:AW: 16220127

## OFFICE OF THE CITY ADMINISTRATIVE OFFICER

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Date: November 4, 2021

CAO File No. 0220-05151-0290

Council File No. 17-1001

Council District: All

To: Members of the Homeless Strategy Committee

From: Office of the City Administrative Officer, Homelessness Group 

Subject: **Enhanced Comprehensive Homeless Strategy – Quarterly Performance Report Fiscal Year 2020-21 Second, Third, and Fourth Quarters (October 1, 2020 – June 30, 2021)**

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### RECOMMENDATION

That the Homeless Strategy Committee forward the report to the City Council with the recommendation that it be noted and filed inasmuch as no action is requested at this time.

### SUMMARY

This is the Enhanced Comprehensive Homeless Strategy performance report for the Second, Third, and Fourth Quarters (Q2-Q4) of Fiscal Year (FY) 2020-21, approved by the Mayor and Council in March 2019 (Attachment 1). Reporting for these quarters was delayed due to the focus on the COVID-19 Homelessness Roadmap.

The report highlights key accomplishments for the three quarters, October 1, 2020 - June 30, 2021, and provides updates on the State of California Homeless Emergency Aid Program and the Homeless Housing, Assistance, and Prevention Program grants, the A Bridge Home Program, and the COVID-19 Homelessness Roadmap. It also includes Q2-Q4 metrics data by strategy and headline summary.

### DISCUSSION

#### Key Accomplishments – Q2, Q3, and Q4 of FY 2020-21 (October 1, 2020 – June 30, 2021)

The Q2-Q4 updates for each strategy are provided in Attachments 2 (Q2) and 3 (Q3-Q4). Key accomplishments in Q2-Q4 are discussed below.

- Proposition HHH (Prop HHH) Implementation (Strategy 4.4 - Program/Systems: Supportive Housing)
  - Ten (10) Proposition HHH projects with a total of 477 units, of which 385 are permanent supportive housing (PSH) units, received a Certificate of Occupancy or Temporary Certificate of Occupancy.

- The City of Los Angeles (City) closed financing and began construction on 27 projects, representing \$223,375,537 in Proposition HHH proceeds for 1,576 total units, of which 1,309 are PSH units.
- A Bridge Home (ABH) and COVID-19 Homelessness Roadmap (Roadmap) Implementation (Strategy 3.1 - Policy: Interim)
  - Five (5) new ABH sites with a total of 381 beds opened.
  - As of June 30, 2021, 8,879 total new beds have been approved as part of the Roadmap. Of these interventions, up to 6,223 new beds were open and occupiable, including 944 rapid rehousing/shared housing interventions implemented by the Los Angeles Homeless Services Authority (LAHSA).
- New Bridge Housing for Transwomen (Strategy 3.4 – Policy: Vulnerable Populations)
  - LAHSA funded its first Enhanced Bridge Housing site (16 beds), operated by Homeless Outreach Program Integrated Care System (HOPICS), specifically for transwomen and gender non-conforming individuals.
- Expanded Outreach and Hygiene in Response to COVID-19 (3.5 - Policy: Place-based Strategy, Skid Row and Strategy 4.3 – Programs/Systems: Street Outreach)
  - Outreach teams successfully coordinated available resources to match people experiencing homelessness from the streets to housing. LAHSA reported that 2,044 people in Q2, 2,211 people in Q3, and 2,991 people in Q4 received services or referrals by City funded outreach teams, a total of 7,246 people served.
  - A total of 165 portable restrooms and 331 hand wash stations were placed at encampments across the City, in addition to 19 locations staffed as part of the Mobile Pit Stop Program. In Skid Row, three of the five Pit Stops increased from 12-hour operations to 24-hour operations.
  - In Q4, the Bureau of Sanitation's Mobile Hygiene Units provided 3,081 showers to the unhoused community.
  - The Mayor's Office coordinated with all 15 Council Offices to identify encampments where the Los Angeles Fire Department's mobile vaccination team offered the Johnson & Johnson vaccine, as well as at all Project Roomkey, Homekey, ABH, and other interim and emergency housing sites.
- Los Angeles Regional Initiative for Social Enterprise (LA:RISE) Progress Despite COVID-19 (Strategy 3.4 - Policy: Vulnerable Populations and Strategy 4.5 - Programs/Systems: Services)
  - As of June 30, 2021, 719 LA:RISE participants received subsidized transitional employment with FY 2020-21 funds: 537 funded by City General Fund and 182 funded by County Measure H.
  - LA:RISE providers supported three LAHSA Housing Readiness Fairs held at various Project Roomkey sites to link participants to the LA:RISE services and/or other employment services. Ten (10) Project Roomkey participants received transitional employment, work readiness workshops, needs assessments, and job search and placement assistance.

- o In January 2021, the Mayor and City Council allocated \$2 million in Homeless, Housing, And Prevention Program (HHAP) youth category funding to launch the LA:RISE Youth Academy, a new program focused on improving housing, education and workforce outcomes for the more than 3,000 identified homeless youth in Los Angeles.
- Streamlined Request for Statement of Qualifications (RFSQ) Process (Strategy 4.2 - Programs/Systems: Shelter)
  - o In Q4, LAHSA continued to refine and streamline its RFSQ process to encourage new nonprofit partners to apply and become certified to manage the public funding that LAHSA administers. The goal is to make the RFSQ application process more accessible and equitable for new, smaller nonprofits, thus expanding LAHSA's base of qualified providers.

#### Homeless Emergency Aid Program

The \$85,013,607 State of California Homeless Emergency Aid Program (HEAP) grant expenditure deadline was June 30, 2021, which the City met. As of June 30, 2021, the grant earned a total of \$1,683,358.99 in interest, met this expenditure deadline, which was September 30, 2021. The City Administrative Officer (CAO) will provide a final HEAP report outlining the City's accomplishments with these funds by February 2022.

#### Homeless Housing, Assistance and Prevention Program

On May 14, 2020, the City executed a grant agreement with the State of California for the \$117,562,500 Homeless Housing, Assistance and Prevention Program (HHAP) grant. As of June 30, 2021, 99.4 percent of the grant was committed (C.F. 19-0914), ahead of the May 31, 2023 deadline to commit 50 percent of the allocation. The 100 percent expenditure deadline is June 30, 2025. Table 2 describes the status of the HHAP commitments through June 30, 2021, by funding category and amount. Note that \$32,503,165 of the committed funds were used to front-fund the Project Roomkey extension and are expected to be 100 percent reimbursed by the Federal Emergency Management Administration (FEMA).

**Table 2. Status of HHAP Commitments through June 30, 2021**

Funding Category		Amount	Amount Committed	Balance Uncommitted
1	A Bridge Home Capital	\$25,550,535	\$25,550,535	\$0
2	Skid Row	\$9,953,752	\$9,953,752	\$0
3	Prevention and Shelter Diversion to Permanent Housing*	\$51,413,001	\$51,413,001	\$0
4	Rental Assistance and Rapid Rehousing	\$0	\$0	\$0
5	Street Strategy, Outreach, Public Health, and Hygiene	\$12,921,764	\$12,921,764	\$0

6	Youth Experiencing Homelessness or At Risk of Homelessness (8% Set-Aside Required)	\$10,587,600	\$10,587,600	\$0
7	Administrative Costs (Capped at 7%)	\$7,135,847	\$6,390,563	\$745,284
<b>Total</b>		<b>\$117,562,500</b>	<b>\$116,817,216</b>	<b>\$745,284</b>

\*\$32,503,165 of the committed funds used to front-fund the Project Roomkey extension are expected to be reimbursed by the FEMA, at which time the funds will be available for programming.

On January 22, 2021, the Mayor and Council adopted a CAO and Chief Legislative Analyst (CLA) report authorizing the CAO to apply for the State of California HHAP Round 2 (HHAP-2) funding (C.F. 20-1524). The approved HHAP-2 funding reservations or commitments ensure funding for continued operations at each of the ABH sites, as well as new beds established as a part of the City's Roadmap agreement with the County of Los Angeles (County). The CAO and CLA will report back to the Mayor and Council by February 2022 on HHAP-2 key goals, as required by the State, before expenditures may occur.

### A Bridge Home

Five (5) new ABH sites with a total of 381 beds opened in Q2-Q4. These include:

- Paloma in Council District (CD) 4 - 120 beds;
- Canoga Ave. in CD 3 - 81 beds;
- La Fayette in CD 10 - 70 beds;
- Riverside (Family) in CD 4 - 80 beds; and
- Figueroa in CD 9 - 30 beds.

The ABH Program served 2,345 unique persons across all ABH sites in this reporting period. Approximately 90 percent of clients were served at ABH individual sites, with the remaining served at ABH family sites. Residents at ABH sites stayed on average 178 days, compared to a system-wide average of 133 days in Bridge Housing Programs during that same period. Length of stays were calculated only for sites that enter nightly bed services data for their clients.

The difference in length of stay between the ABH Program and other Bridge Housing Programs is due to the differences in the client profile. In a typical Bridge Housing Program, participants are matched to the program through the Coordinated Entry System (CES), and often have spent time in another interim housing facility before entering Bridge Housing. ABH participants access the program directly from the street, based on their proximity to each ABH facility. Many of these participants have compounding physical ailments, traumatic experience, and/or are living with a mental illness. This can create additional challenges in adjusting to life in a shelter, which may contribute to longer stays in ABH. In addition, while ABH participants are largely eligible for housing resources through CES, the system lacks sufficient resources to match the number of people who qualify for these placements, resulting in extended stays within the program.

## COVID-19 Homelessness Roadmap

As part of its Roadmap efforts, the City reached an agreement with the County on June 16, 2020, to develop an additional 6,700 homeless interventions in the City to address the COVID-19 emergency within 18 months. This agreement establishes the following milestones:

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

6,000 of these beds must be new beds, which are not included in any existing agreements between the City and the County. The County has committed to providing up to \$60 million in services per year over five (5) years for a total of up to \$300 million or up to half of the estimated \$600 million cost for these beds over the five (5) year term of the agreement, based on the number of interventions that are open and occupiable within 60 days of July 1 each year. The target population for this effort includes:

- People experiencing homelessness and living in the City within 500 feet of freeway overpasses, underpasses, and ramps;
- People experiencing homelessness within the City who are 65 years of age or older; and
- Other vulnerable people experiencing homelessness within the City of Los Angeles.

As of June 30, 2021, 6,223 new interventions were reported as open and occupiable, including 944 rapid rehousing/shared housing placements overseen by LAHSA.

## Enhanced Comprehensive Homeless Strategy Metrics

The Comprehensive Homeless Strategy (CHS) metrics framework was approved in June 2017 (C.F. 15-1138-S25). The framework comprises strategy-level and headline metrics. A total of 156 strategy-level metrics were scheduled to be reported under the Enhanced CHS: 84 continuing metrics from the original CHS, and 72 new metrics. Attachment 4 provides strategy-level data for the metrics and Attachment 5 summarizes strategy-level data by headline metrics.

Data associated with each headline metric are summarized as follows:

- Expansion of supply of affordable and homeless housing:
  - o Ten (10) Proposition HHH projects with 477 units, of which 385 are PSH units, received a Certificate of Occupancy or Temporary Certificate of Occupancy (Strategy 1.0).
  - o The number of second dwelling units approved by the Department of City Planning (DCP) increased from 93 in Q2, to 106 in Q3, and to 138 in Q4, a total of 337 units (Strategy 3.3).
  - o Through implementation of the Transit Oriented Community (TOC) Program, DCP approved 386 Extremely Low Income, 54 Very Low Income, and 353 Low Income restricted affordable housing units (Strategy 3.3).

- Number placed in permanent housing:
  - 7,583 households, including 804 Transition Age Youth (TAY), were moved into housing through interactions with LAHSA contractors (Strategy 3.2, 3.4, 4.1, 4.2, 4.3, 4.7, and 4.8).
  - Of all adults exiting interim housing, 26 percent exited to permanent housing in both Q3 and Q4, an increase from 17 percent in Q2 (Strategy 4.2).
  - The number of domestic violence survivors who exited shelter and moved into permanent housing increased from 161 in Q2, to 190 in Q3, and to 219 in Q4, a total of 570 survivors served (Strategy 3.4).
  - 873 total households moved into permanent housing through the CES (Strategy 4.4).
- Number placed in temporary housing:
  - 3,258 unsheltered individuals moved from the street to shelter. Q3 and Q4 experienced an increase over the previous quarter: 611 individuals moved into shelter in Q2, 1,001 in Q3, and 1,646 in Q4 (Strategy 4.2).
  - 733 individuals successfully attained crisis or bridge housing through engagement with City-funded outreach teams (Strategy 4.3).
  - The number of people served by Safe Parking programs increased from 274 in Q2, to 404 in Q3, and to 479 in Q4 (Strategy 4.3).
- Number who were prevented from becoming homeless or being discharged into homelessness:
  - 68 percent of families were able to prevent imminent homelessness in Q4, which is a decrease from 94 percent in Q2, but an increase from 55 percent in Q3 (Strategy 4.1).
  - The number of families receiving prevention services through CES in order to stabilize and maintain existing housing increased from 134 in Q2, to 138 in Q3, and to 151 in Q4, a total of 423 families served (Strategy 4.1).
  - 446 tenants living in at-risk properties were educated about tenant rights, responsibilities, and options due to the affordability covenant and/or rental assistance contract being at-risk of expiration or termination (Strategy 4.8).
- Number who gained employment or enroll in vocational training/education:
  - 71 women who received vocational training were employed (Strategy 3.4).
  - 8,772 households in CES increased their income and the number of households increased each quarter, from 2,517 in Q2, to 3,069 in Q3, and 3,186 in Q4 (Strategy 4.1).
  - Four (4) percent of emergency shelter participants increased their income in Q4, a decrease from five (5) percent in Q2 (Strategy 4.2).
- Number who retained housing from date of placement:
  - On average, 85 percent of persons in CES retained their housing for 12 months (Strategy 4.1).
  - The number of individuals who retained permanent housing for six months from date

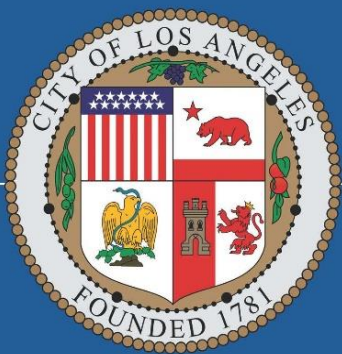
of placement increased from approximately 954 in Q3 to 1,122 in Q4. No data was provided for Q2 (Strategy 4.7).

At the request of the Department of Economic and Workforce Development, the following metric under Strategy 4.2 - Programs/Systems: Shelter was added in Q2 of FY 2020-21: Number of ABH residents who have received job readiness and employment services. In Q2-Q4, 37 ABH residents received these services.

#### Attachments

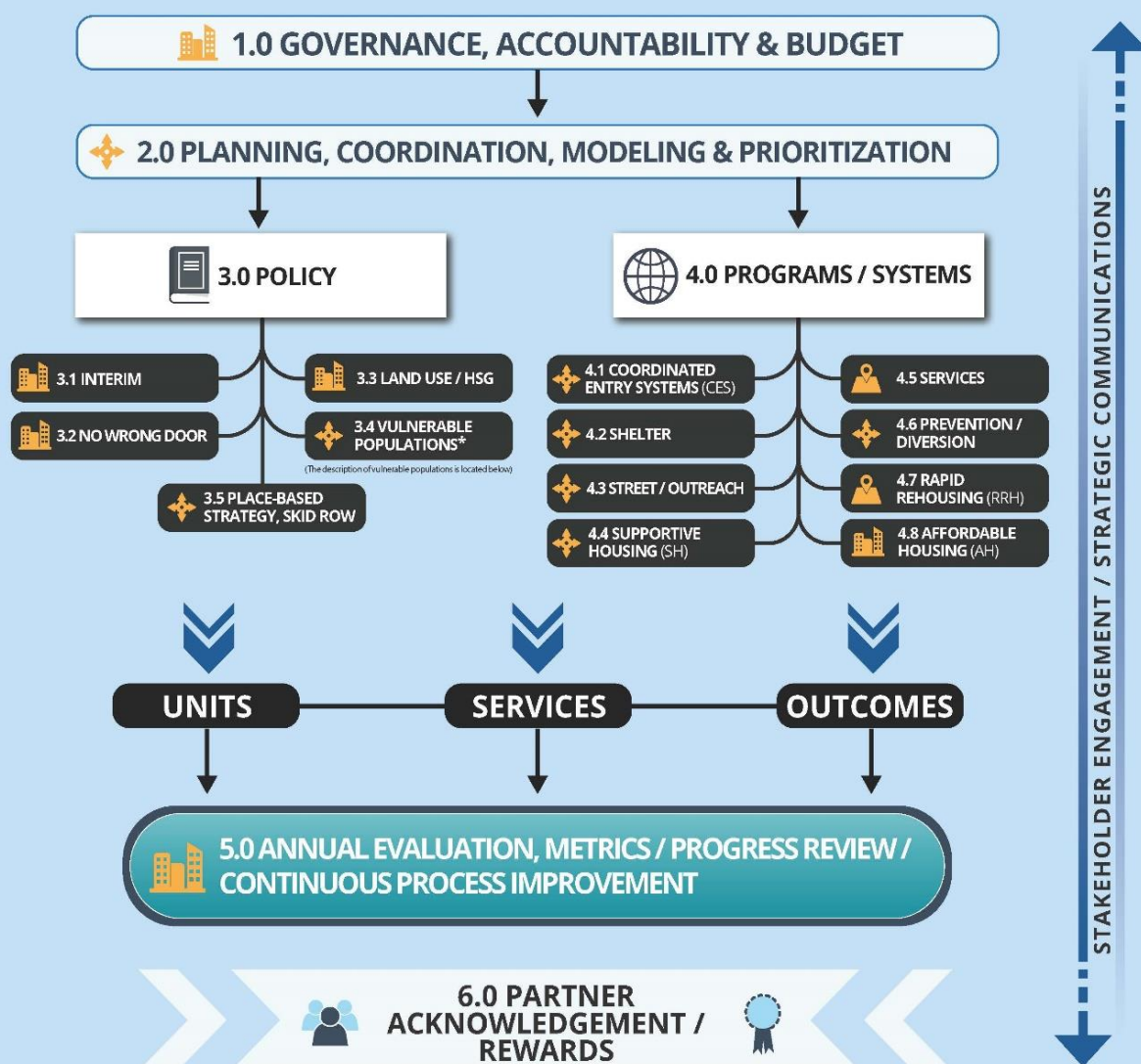
1. Enhanced Comprehensive Homeless Strategy Structure
2. Enhanced Comprehensive Homeless Strategy Second Quarter (Q2) Strategy Briefs
3. Enhanced Comprehensive Homeless Strategy Third and Fourth Quarters (Q2-4) Strategy Briefs
4. Enhanced Comprehensive Homeless Strategy Second, Third, and Fourth Quarters (Q2-4) Metrics - Strategy-Level Report
5. Enhanced Comprehensive Homeless Strategy Second, Third, and Fourth Quarters (Q2-4) - Headline Summary
6. Index of Abbreviations





# End Homelessness in the City of Los Angeles.

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



**RESPONSIBLE ENTITY LEGEND:** City County All

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

Enhanced Comprehensive Homeless Strategy  
Fiscal Year 2020-21 Second Quarter (Q2) Strategy Briefs

1.0 - Governance, Accountability, & Budget	
<b>Goal:</b> Administrative infrastructure to oversee successful execution of ECHS.	
<b>Ongoing Responsibilities</b>	
<b>Lead:</b>	HSC
<b>Responsibilities:</b>	Oversight and recommendations to Mayor and City Council
<b>Lead:</b>	CAO/CLA/Mayor
<b>Responsibilities:</b>	Accountability and departmental support
<b>Lead:</b>	CAO
<b>Responsibilities:</b>	Department and external stakeholder engagement
<b>Lead:</b>	LAHSA
<b>Responsibilities:</b>	Data collection and sharing
<b>Action Steps</b>	
<b>Lead:</b>	HSC
<b>Action Steps:</b>	• Hold regular monthly meetings to oversee strategy implementation.
	• Make recommendations for strategy amendments as needed.
	• Review staff reports and recommend Council action.
	• Evaluate and recommend amendments to the Los Angeles Homeless Services Authority (LAHSA) Joint Powers Authority (JPA) agreement, if necessary, to ensure the highest and best delivery of services to homeless residents.
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• The Homeless Strategy Committee (HSC) held three (3) meetings.</li> <li>• Strategy leads provided updates on individual Enhanced Comprehensive Homeless Strategy (ECHS) strategies as follows: <ul style="list-style-type: none"> <li>○ October 29, 2020 – 4.6: Prevention/Diversion, Presentation by the Los Angeles Homeless Services Authority (LAHSA).</li> </ul> </li> </ul>

Enhanced Comprehensive Homeless Strategy  
Fiscal Year 2020-21 Second Quarter (Q2) Strategy Briefs

	<ul style="list-style-type: none"> <li>○ November 19, 2020 – LeaseUp Los Angeles Program Overview, Presentation by LAHSA.</li> <li>○ December 17, 2020 – Update from the Ad Hoc Committee on Black People Experiencing Homelessness, Presentation by LAHSA.</li> <li>• The HSC forwarded two (2) reports to the Mayor and City Council for consideration.</li> <li>• At this time, no amendments are recommended to the strategy or the LAHSA JPA.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	CAO
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Establish a schedule of meetings to share information, accomplishments, challenges and support needs of City Departments.</li> <li>• Establish Lived Experience Working Group and ensure ongoing engagement.</li> <li>• Schedule meetings with leads as needed based on quarterly performance reporting.</li> </ul>
	<ul style="list-style-type: none"> <li>• Work with other governance leads to identify topics for monthly Homeless Strategy Committee (HSC) meetings.</li> </ul>
	<ul style="list-style-type: none"> <li>• Track and report the status of City funds allocated for homelessness, including City General Fund allocations, Proposition HHH (Prop HHH), and State Homeless Emergency Aid Program (HEAP).</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• The City Administrative Officer (CAO) reports quarterly on the implementation of the State Homeless Emergency Aid Program (HEAP).</li> <li>• The CAO maintains a schedule of HSC meetings and agenda items to ensure consistent review of the ECHS.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	CAO/Mayor/CLA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Establish Department and external stakeholder engagement communications plan.</li> <li>• Advocate for additional homeless funding from the State and Federal Government and philanthropic organizations.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• The CAO is administering \$200 million in Federal COVID-19 Relief Funds (CRF) for homeless projects.</li> </ul>

Enhanced Comprehensive Homeless Strategy  
Fiscal Year 2020-21 Second Quarter (Q2) Strategy Briefs

	<ul style="list-style-type: none"> <li>Additional funding advocacy is ongoing.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	CAO/LAHSa
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Periodically evaluate the need for available funding for services, affordable housing, and permanent supportive housing.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>The evaluation of the need for funding for services, affordable housing and supportive housing is ongoing.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	CAO/CLA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Report on opportunities to coordinate with the Los Angeles Unified School District (LAUSD) to provide services to students and families who are homeless or at risk of homelessness.</li> </ul>
<b>Quarterly Update:</b>	No update.
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	CLA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Establish a collaborative regional intergovernmental relationship with Councils of Government, the Southern California Association of Governments (SCAG), and the League of California Cities to coordinate homeless services, including shelter and housing resources and strategies across multiple jurisdictions.</li> </ul>
<b>Quarterly Update:</b>	No update.
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Provide data on homeless system performance and report to City Homeless Coordinator and HSC as requested.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>LAHSA provided metrics data for the ECHS quarterly report.</li> </ul>
<b>Complete?</b>	<b>No.</b>

Enhanced Comprehensive Homeless Strategy  
Fiscal Year 2020-21 Second Quarter (Q2) Strategy Briefs

2.0 - Planning, Coordination, Modeling & Prioritization	
<b>Goal:</b> Utilize available data to identify milestones and priorities for Enhanced Comprehensive Homeless Strategy (ECHS) implementation.	
<b>Ongoing Responsibilities:</b>	
<b>Lead:</b>	HSC
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Review data analysis findings and make recommendations to the Mayor and City Council.</li> </ul>
<b>Lead:</b>	CAO/CLA/LAHSa/Mayor
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Review existing Los Angeles Homeless Services Authority (LAHSA) and County data analysis efforts and identify opportunities to partner to gain a better understanding of the impact of City and County work to combat homelessness.</li> <li>Make recommendations to the Homeless Strategy Committee (HSC) regarding data to be used by the City for goal setting and outcome reporting and to inform resource and service targeting.</li> </ul>
<b>Action Steps:</b>	
<b>Lead:</b>	HSC
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Establish working group with the Chief Legislative Analyst (CLA), Mayor's Office, LAHSA, and County Homeless Initiative to review available data and identify opportunities for City-specific uses of data and resources.</li> <li>Working group will consider whether data is available to address the issues identified in the former strategies included in Strategy 2.0 as well as other issues related to addressing homelessness.</li> </ul>
<b>Quarterly Update:</b>	No update.
<b>Complete?</b>	No.
<b>Lead:</b>	CLA/Mayor
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Participate in data working group.</li> </ul>
<b>Quarterly Update:</b>	No update.

Enhanced Comprehensive Homeless Strategy  
Fiscal Year 2020-21 Second Quarter (Q2) Strategy Briefs

<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Participate in data working group.</li> </ul>
	<ul style="list-style-type: none"> <li>• Provide data as needed and allowable in response to working group requests.</li> </ul>
<b>Quarterly Update:</b>	No update.
<b>Complete?</b>	<b>No.</b>

Enhanced Comprehensive Homeless Strategy  
Fiscal Year 2020-21 Second Quarter (Q2) Strategy Briefs

3.1 - Policy: Interim	
<b>Goal:</b> Develop and implement short and medium term strategies to address unanticipated critical needs while long-term solutions are implemented.	
<b>Ongoing Responsibilities</b>	
<b>Lead:</b>	CAO/CLA/EWDD/LAHSa
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>On an as needed basis, identify critical short- and medium-term needs.</li> <li>Present to the Homeless Strategy Committee (HSC) with recommended actions necessary to address the unanticipated need with recommended interim strategy.</li> </ul>
<b>Lead:</b>	CAO
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Facilitate departmental coordination to establish interim strategies to address critical short- and medium-term needs.</li> </ul>
<b>Lead:</b>	EWDD
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Support efforts to ensure homeless service agencies' workforce professional development needs are met.</li> </ul>
<b>Action Steps:</b>	
<b>Lead:</b>	EWDD
<b>Action Steps:</b>	<p>Professional development and recruitment for homeless services agencies:</p> <ul style="list-style-type: none"> <li>Facilitate the Los Angeles Homeless Services Authority (LAHSA) and Worksource System collaboration in filling new jobs created by the significant homeless services expansion.</li> <li>In coordination with LAHSA, establish a "Training Academy" for recruiting and training new hires.</li> <li>Support the coordination and staffing of Regional Hiring Fairs.</li> <li>Identify strategies to lower barriers to employment.</li> </ul>
<b>Quarterly Update:</b>	No collaboration took place during this reporting period. Due to the pandemic, Regional Hiring Fairs have been on hold.
<b>Complete?</b>	No.

Enhanced Comprehensive Homeless Strategy  
Fiscal Year 2020-21 Second Quarter (Q2) Strategy Briefs

<b>Lead:</b>	CAO
<b>Action Steps:</b>	A Bridge Home (ABH):
	<ul style="list-style-type: none"> <li>Identify capital and operations funding for the final ABH sites under construction and feasibility review.</li> </ul>
	COVID-19 Homelessness Roadmap (Roadmap):
	<ul style="list-style-type: none"> <li>Oversee the implementation of the Roadmap.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>A Bridge Home:               <ul style="list-style-type: none"> <li>No update. In Q1, the final A Bridge Home Program project was funded. Ongoing operations funding will be considered through the City's annual budget process.</li> </ul> </li> <li>COVID-19 Homelessness Roadmap (Roadmap)               <ul style="list-style-type: none"> <li>The CAO released two (2) funding reports with recommendations for Roadmap interventions.</li> <li>As of December 31, 2020, 7,129 total new beds have been approved. Of these interventions, up to 1,780 new beds are open and occupiable, including 499 rapid rehousing/shared housing interventions being implemented by LAHSA.</li> </ul> </li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	All
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Meet as needed to assess the need for additional interim strategies or recommend designating existing interim strategies as completed.</li> </ul>
<b>Quarterly Update:</b>	No update.
<b>Complete?</b>	<b>No.</b>
<b>Proposed New Action Steps (if applicable)</b>	
<b>Lead:</b>	
<b>Action Steps:</b>	



Enhanced Comprehensive Homeless Strategy  
Fiscal Year 2020-21 Second Quarter (Q2) Strategy Briefs

3.2 - Policy: No Wrong Door	
<b>Goal:</b> Communicate a system-wide policy for No Wrong Door approach (Expansion of “No Wrong Door” Informational Campaign Citywide).	
<b>Ongoing Responsibilities</b>	
<b>Lead:</b>	Personnel
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Facilitate implementation of “No Wrong Door” strategy.</li> <li>Provide access to “No Wrong Door” materials to participating departments and oversee Citywide implementation of “No Wrong Door.”</li> <li>Collect metrics from participating departments and share progress of implementation and reach of campaign.</li> <li>Facilitate the development and implementation of a training course for front-desk staff who many interact directly with individuals who are seeking resources.</li> </ul>
<b>Lead:</b>	HSC
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Review and provide feedback on “No Wrong Door” campaign content.</li> <li>Assist with marketing the “No Wrong Door” concept to other City Departments or other agencies.</li> </ul>
<b>Lead:</b>	BOS
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Identify Bureau of Sanitation (BOS) facilities as “No Wrong Door” facilities and implement “No Wrong Door” strategy.</li> </ul>
<b>Lead:</b>	LAHSA
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Provide expertise in refinement and development of informational materials that are effective in connecting homeless persons interacting with City departments with needed non-City resources.</li> <li>Assist in developing messaging around access to the Coordinated Entry System (CES) and the broader resources available to support participants in City services who are experiencing or at risk of homelessness.</li> </ul>

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<b>Lead:</b>	LAPD/RAP/Mayor
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Identify department buildings as “No Wrong Door” facilities and implement “No Wrong Door” strategy.</li> </ul>
<b>Action Steps:</b>	
<b>Lead:</b>	HSC
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Assist the Personnel Department (Personnel) in marketing "No Wrong Door" informational campaign to other City departments and possibly outside agencies like the County of LA.</li> </ul>
<b>Quarterly Update:</b>	No update.
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	BOS/LAPD
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Identify buildings or facilities that have public counter where "No Wrong Door" informational campaign can be implemented.</li> </ul>
	<ul style="list-style-type: none"> <li>Once identified, work with Personnel on obtaining materials for a successful implementation.</li> </ul>
	<ul style="list-style-type: none"> <li>Add "No Wrong Door" website link to department website.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>Los Angeles Police Department (LAPD) Homeless Outreach and Proactive Engagement (HOPE) units continued to work with Los Angeles Homeless Services Authority (LAHSA) and Los Angeles Bureau of Sanitation (BOS) to provide homeless outreach. There are 46 Police Officers and four Sergeants assigned as HOPE units citywide.</li> <li>One LAPD Lieutenant II and three Police Officer IIs are currently assigned to the Unified Homelessness Response Center (UHRC).</li> <li>LAPD's Mental Evaluation Unit (MEU) continues to provide Mental Health Intervention Training (MHIT), offering two classes per Deployment Period. 4,034 LAPD officers had received this training.</li> <li>LAPD will participate in future Enhanced Comprehensive Homeless Strategy (ECHS) working groups to discuss and ensure proper resources are being developed citywide for employees and homeless individuals.</li> <li>4,569 Naloxone kits have been distributed to Department field operations. The Department has deployed Naloxone 28 times,</li> </ul>

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	<p>rendering lifesaving aide to 25 individuals suffering from an opioid overdose.</p> <ul style="list-style-type: none"> <li>Currently, the Department's specialized Skid Row unit, known as Resources Enhancement Services Enforcement Team (RESET), consists of 50 Police Officers, five (5) Sergeant Is, one Sergeant II, and one Lieutenant I.</li> <li>LAPD has added the No Wrong Door website link to its public webpage.</li> <li>No Wrong Door flyers and business cards have been delivered to all Area stations by Senior Lead Officers. Due to COVID-19, all LAPD Station lobbies closed to the public. Once the lobbies reopen, the flyers and business cards will be distributed from the lobby desks as well.</li> </ul>
<b>Complete?</b>	<b>Yes.</b>
<b>Lead:</b>	LAHSA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Provide expertise in refinement and development of informational materials that are effective in connecting homeless with right resources.</li> <li>The Los Angeles Homeless Services Authority (LAHSA) will assist in developing messaging around access to the CES and the broader resources available to support participants experiencing or at risk of homelessness.</li> </ul>
<b>Quarterly Update:</b>	LAHSA continues to provide assistance when necessary by providing expertise during the process of revising No Wrong Door materials. In addition, LAHSA will continue to assist with the development of messaging around access to homelessness resources.
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	Mayor
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Work with the Personnel to develop a training course for front-desk staff.</li> <li>Identify buildings or facilities that have public counter where "No Wrong Door" informational campaign can be implemented.</li> <li>Approve the final version of the brochure and distribute hard copies of the brochure and business card after they are provided.</li> </ul>

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<b>Quarterly Update:</b>	Final version of brochure was approved and received. They continue to be distributed at public counters throughout the City. Training is currently on hold.
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	Personnel
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Work with LAHSA to revise and refine existing "No Wrong Door" informational materials in order to incorporate current entry points for homeless outreach.</li> <li>• Will work with each participating City Department to implement their "No Wrong Door" informational campaign by providing access to materials, such as brochures, posters, or decals.</li> <li>• Work with LAHSA to evaluate utilizing Los Angeles Homeless Outreach Portal (LA-HOP) and possible data collection/reporting opportunities.</li> <li>• Identify ways to expand "No Wrong Door" concept in which City employees are trained to refer persons experiencing homelessness to CES through LA-HOP or other methods.</li> <li>• Work with stakeholders to develop an eLearning course for City employees related to "No Wrong Door" with the objective of understanding the underlying issues of homelessness, promoting awareness of strategies to reduce homelessness, the available resources for homeless individuals, and ways to assist the homeless.</li> <li>• Work with LAHSA and the Mayor's Office to develop a training course for front-desk staff.</li> </ul>
<b>Quarterly Update:</b>	The revised "No Wrong Door" flyers and information cards have been distributed to staff at the Department of Recreation and Parks (RAP) facilities, LAPD, and the Mayor's Office, and at public counters. In addition, the materials are included as attachments on the "No Wrong Door" webpage. The Los Angeles Public Library (LAPL) has requested that the delivery of flyers and information cards to their locations be postponed until their facilities are fully re-opened to the public. Posters and/or window decals continue to be displayed at the Public Counters of participating departments to indicate where materials are available. The training project is still on hold by the Mayor's Office due to budgetary constraints.
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	RAP

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<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Identify buildings or facilities that have public counters where "No Wrong Door" informational campaign can be implemented.</li> </ul>
	<ul style="list-style-type: none"> <li>Once identified, work with Personnel on obtaining materials for a successful implementation.</li> </ul>
	<ul style="list-style-type: none"> <li>Add "No Wrong Door" website link to department website.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>RAP has identified all facilities that have public counters to implement "No Wrong Door" informational Campaign; RAP has obtained and delivered informational campaign materials to locations open to the public during the pandemic.</li> <li>RAP has added the "No Wrong Door" website link to the Department Website.</li> </ul>
<b>Complete?</b>	<b>Yes.</b>
<b>Proposed New Action Steps (if applicable)</b>	
<b>Lead:</b>	
<b>Action Steps:</b>	

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3.3 - Policy: Land Use & Housing	
<p><b>Goal:</b> Identify and implement equitable and inclusive short, medium and long-term land use policies and development strategies to maximize temporary and permanent housing opportunities for persons experiencing homelessness or at risk of experiencing homelessness.</p>	
<p><b>Ongoing Responsibilities</b></p>	
<b>Lead:</b>	DCP
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Identify citywide land use initiatives to facilitate shorter development timelines and reduce costs for the development of affordable housing projects for persons at-risk of homelessness to be adopted as appropriate.</li> <li>Evaluate additional citywide land use initiatives to facilitate the development of temporary and permanent housing opportunities for persons experiencing homelessness and persons at-risk of homelessness.</li> <li>Identify opportunities for the creation of additional housing capacity.</li> </ul>
<p><b>Action Steps:</b></p>	
<b>Lead:</b>	DCP
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Monitor and evaluate effectiveness of ongoing policy efforts related to affordable housing and propose amendments as needed to further expand affordable housing opportunities citywide.</li> <li>Revise Density Bonus (DB) ordinance to streamline approval process and provide new incentives.</li> <li>Revise Site Plan Review (SPR) ordinance to streamline approval process for housing developments.</li> <li>Adopt and implement revised Accessory Dwelling Unit (ADU) ordinance.</li> <li>Review additional zoning code barriers to the development of shelters for the homeless and initiate code updates as needed.</li> <li>Evaluate and monitor effectiveness of Interim Motel Conversion (IMC) ordinance and propose amendments as needed to further facilitate and streamline the use of motels for supportive and transitional housing.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Evaluate and monitor effectiveness of Permanent Supportive Housing (PSH) ordinance and propose amendments as needed to further facilitate and streamline the development of supportive housing.</li> <li>• Adopt and implement Mello Act ordinance.</li> <li>• Adopt and implement new California Environmental Quality Act (CEQA) thresholds and complete SB 743 Transition.</li> <li>• Revise Central City Community Plan, with targeted policies and land use strategies to meet housing needs in the Skid Row community.</li> <li>• Create additional housing capacity through adoption of Community Plan Updates and Transit Neighborhood Plans (TNP).</li> <li>• Analyze opportunity sites, and identify whether any further zoning changes are needed to facilitate streamlined supportive housing development on those sites.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• The Department of City Planning (DCP) continues to monitor and report regularly on affordable housing production, including quarterly updates to the Department's interactive housing dashboard, available online at: <a href="https://planning.lacity.org/resources/housing-reports">https://planning.lacity.org/resources/housing-reports</a>.</li> <li>• DCP continues efforts to update the City's Housing Element. The Update identifies new implementation programs (including the Update to the Density Bonus Ordinance). During this Quarter, the Department conducted public outreach on the draft plan concepts.</li> <li>• As part of the Department's efforts to update the Density Bonus Ordinance, DCP is exploring a potential amendment to the City's Site Plan Review (SPR) ordinance, which could lead to a change in the threshold for SPR projects that require discretionary review.</li> <li>• DCP continues to assist the Los Angeles Department of Building and Safety (LADBS) in implementation of new state ADU regulations and the City's recently adopted ADU ordinance.</li> <li>• DCP continues to coordinate with relevant Departments and Agencies to monitor potential barriers to the development of shelters for the homeless.</li> <li>• DCP continues to implement and monitor the effectiveness of the IMC Ordinance.</li> <li>• DCP continues to implement and monitor the effectiveness of the PSH Ordinance.</li> <li>• During Q1 and Q2, staff continued preparation of the proposed Mello Act Ordinance.</li> </ul>

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	<ul style="list-style-type: none"> <li>• During Q1 and Q2, staff continued preparation of the City's Transportation Demand Management (TDM) ordinance to further support the goals of SB 743.</li> <li>• During Q1 and Q2, staff continued preparation of the Downtown Community Plan Update.</li> <li>• DCP continues work to update 16 Community Plans and several additional TNPs, including: Regional Connector, Purple Line, Orange Line and the Slauson Corridor.</li> <li>• Opportunity Sites: No status update for this quarter.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Proposed New Action Steps (if applicable)</b>	
<b>Lead:</b>	
<b>Action Steps:</b>	



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3.4 - Policy: Vulnerable Populations	
<b>Goal:</b> Create system-level policies/priorities to address the needs of vulnerable populations and ensure programs address their unique needs.	
<b>Ongoing Responsibilities</b>	
<b>Lead:</b>	All
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Pursue policy development that lead toward minimizing homelessness for these vulnerable populations.</li> </ul>
<b>Lead:</b>	Domestic Violence Alliance (DVA)
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Advise and provide guidance on the development and coordination of City's domestic violence programs, and make recommendations regarding legal advocacy, legislation and victims' services, and permanent housing support for Domestic Violence (DV) survivors.</li> </ul>
<b>Lead:</b>	EWDD
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Provide homeless job seekers with intensive case management, training services, training stipends, supportive services, on-the-job training or paid work-experience, with the goal of securing competitive unsubsidized employment.</li> </ul>
<b>Lead:</b>	HCID
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Asset management and needs assessment(s) to evaluate accessibility/aging in place for aging persons and persons with disabilities.</li> </ul>
<b>Lead:</b>	LAHSA/HCID
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Ongoing evaluation of homeless programs and service accessibility for vulnerable-population identified in this strategy.</li> </ul>
<b>Lead:</b>	LAHSA
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Ongoing evaluation of program and service accessibility for persons with animals (pets and service) animals.</li> <li>Ongoing evaluation of program accessibility.</li> </ul>

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	<ul style="list-style-type: none"> <li>Ongoing engagement with County partners.</li> </ul>
<b>Action Steps:</b>	
<b>Lead:</b>	DVA/HCID
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Develop and implement a citywide policy of serving survivors of domestic violence and explore how to best deploy flexible funding targeted at DV survivors.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>The DV Homeless Services Coalition engaged in advocacy at the City and County levels to advocate for the continuation of Permanent Supportive Housing (PSH).</li> <li>October was DV Awareness Month, November was a joint meeting with the County, and December was dark.</li> <li>In addition, the recent receipt of Community Service Block Grant (CSBG) Coronavirus Aid, Relief, and Economic Security (CARES) funds incorporated the recommendations of the Domestic Violence (DV) community to best address and advocate for impactful usage of these funds to assist DV survivors. The program continues to assist clients transitioning to permanent housing and providing support services and assistance for clients already struggling and exponentially impacted by the pandemic.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Develop and implement a citywide policy of serving survivors of domestic violence and explore how to best deploy flexible funding targeted at domestic violence survivors.</li> </ul>
<b>Quarterly Update:</b>	No update.
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA/HCID
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Develop a plan and timeline - identify and prioritize areas of need and urgency.</li> </ul>
	<ul style="list-style-type: none"> <li>Create master list of programs and resources with updated contacts.</li> </ul>
	<ul style="list-style-type: none"> <li>Identify and convene stakeholders, including persons with lived experience from vulnerable populations, to address barriers, identify solutions, and provide ongoing feedback.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Assist with training and implementation of responsibilities for providers, program operators, and system partners.</li> <li>• Gaps analysis to assess for and identify needs to improve accessibility of programs and services to ensure full inclusion for vulnerable and/or underserved persons.</li> <li>• Identify and procure funding to support program and service enhancements to ensure programs and services are accessible for vulnerable populations.</li> <li>• Identify and procure funding to support capital improvements to ensure housing (including interim housing and congregate living facilities) are accessible for older adults, people with disabilities, persons with animals.</li> <li>• Develop and implement best practices training for providers and system partners on providing quality, culturally relevant and culturally sensitive services for vulnerable and underserved populations.</li> <li>• Provide trauma and resiliency informed care training to all newly funded DV shelters.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• The Housing and Community Investment Department (HCID) and the Los Angeles Homeless Services Authority (LAHSA) have provided intensive Problem Solving training to approximately 57 individuals working with survivors of trafficking, domestic violence, and sexual assault. Attendees included staff from culturally specific programs and programs assisting survivors with substance use.</li> <li>• The National Alliance for Safe Housing partnered with the Domestic Violence-Homeless Services Coalition to further evaluate the work of the Domestic Violence Regional Coordinators.</li> <li>• Domestic Violence Regional Coordinators host quarterly SPA-wide meetings between various providers to address barriers survivors face when accessing services. <ul style="list-style-type: none"> <li>○ On November 7th, 214 people registered and attended the Human Trafficking Awareness Networking event hosted in SPA 3. 32 vendors participated in the event, including various service providers, local government representatives, and schools.</li> </ul> </li> <li>• LAHSA funded its first Enhanced Bridge Housing site (16 beds), operated by Homeless Outreach Program Integrated Care System (SSG/HOPICS), specifically for transwomen and gender non-conforming people.</li> </ul>
<b>Complete?</b>	<b>No.</b>

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<b>Lead:</b>	LAHSA/DVA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Advance goals and recommendations made by the Los Angeles Homeless Services Authority (LAHSA) Ad Hoc Committee on Women's Homelessness, Downtown Women's Action Coalition, Domestic Violence Homeless Services Coalition, and Black People experiencing homelessness.</li> </ul>
<b>Quarterly Update:</b>	No update.
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA/EWDD
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Identify funding opportunities to augment LAHSA funded Rapid Rehousing (RRH) programs in order to help clients sustain their housing when the subsidy decreases to ensure housing retention. Work will include engaging the Workforce Development Board.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>A total of 384 new Los Angeles Regional Initiative for Social Enterprise (LA:RISE) participants received subsidized transitional employment with PY 2020-21 funds, 221 for City General Fund and 163 for County Measure H. The LA:RISE partners include a total of 14 social enterprises (SE)/ transitional employment providers, five WorkSource Center (WSC) partners, and 2 specialized retention providers.</li> <li>In October, the Economic and Workforce Development Department (EWDD) was notified of a drastic decrease in County Measure H funds, receiving only a third of anticipated funding. Additionally, the County instructed EWDD to close LA:RISE contracts early due to this funding shortfall. The County LA:RISE program ended in December. A total 163 County participants were served during the initial four months of funding exceeding the target goal of 150 enrollments. EWDD worked to identify gap funding to support the LA:RISE participants still transitioning from transitional employment to permanent employment and to serve additional participants.</li> <li>The LA:RISE partners are still experiencing the economic impacts of the pandemic. A Bridge Home (ABH) referrals remain challenging. Outreach has been limited due to the pandemic. Some ABH sites are not responsive while others do not seem to have interested/eligible clients. In general, several LA:RISE partners have reported that participants would rather stay unemployed and receive the weekly benefits due to the current risks of COVID infection in Los Angeles. Many participants do not</li> </ul>

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	want to have frontline jobs and risk their health. There have been some successes. Providers have been working to find creative ways to continue to serve LA:RISE participants finding alternative work sites for transitional employment. A few providers have been able to successfully hold financial, resume, and soft skill building workshops as well as targeted recruitments virtually.
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	ASD
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Ensure compliance citywide policy on serving homeless people with pets.</li> </ul>
<b>Quarterly Update:</b>	No update.
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	All
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Create data-sharing working group to look at gaps in data.</li> </ul>
<b>Quarterly Update:</b>	No update.
<b>Complete?</b>	<b>No.</b>
<b>Proposed New Action Steps (if applicable)</b>	
<b>Lead:</b>	
<b>Action Steps:</b>	

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3.5 - Policy: Placed-based Strategy, Skid Row	
<b>Goal:</b> Develop an inclusive place based strategy for people experiencing homelessness on Skid Row that focuses on Community Engagement, Housing Development (interim/permanent, supportive), Safety and Sanitation, Employment and Economic Opportunity, Health and Wellness, Accessibility and Service Provision.	
<b>Ongoing Responsibilities</b>	
<b>Lead:</b>	CAO
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Coordinate with Strategy leads. Track progress toward developing Skid Row Strategy.</li> <li>• Assess property available to establish new facilities to meet the needs of the Skid Row community.</li> </ul>
<b>Lead:</b>	Mayor/CD 14
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Connect with existing stakeholders, City departments, the County, and providers to assess both the specific and immediate needs of the Skid Row Community.</li> </ul>
<b>Lead:</b>	HSC
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Ensure development and implementation of other strategy areas, both Policy and Programs, are reflected in Skid Row and have meaningful impact.</li> <li>• Examine and track effectiveness of a place based model and best practices and identify portability for other place-based efforts to combat homelessness.</li> </ul>
<b>Lead:</b>	DCP/HSC
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Develop strategy for Skid Row Long-Term Planning and make recommendations to the Mayor and Council.</li> </ul>
<b>Action Steps:</b>	
<b>Lead:</b>	CAO
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Conduct assessment of properties and physical site for various housing and service interventions.</li> <li>• Identify placement(s) for storage programming.</li> </ul>

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<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>Assessed 10 properties this quarter for new interim housing solutions in CD14 as part of the COVID-19 Homelessness Roadmap.</li> </ul>
<b>Complete?</b>	<ul style="list-style-type: none"> <li><b>No.</b></li> </ul>
<b>Lead:</b>	DCP
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Increase access to hygiene resources (showers, bathrooms, drinking water).</li> <li>Revise Central City Community Plan, with targeted policies and land use strategies to meet housing needs in the Skid Row community.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>No update.</li> </ul>
<b>Complete?</b>	<ul style="list-style-type: none"> <li><b>No.</b></li> </ul>
<b>Lead:</b>	HSC
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Identify immediate and long term interventions to address public health issues in Skid Row.</li> <li>Present Key findings and replicable best practices to Mayor and Council.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>No update.</li> </ul>
<b>Complete?</b>	<ul style="list-style-type: none"> <li><b>No.</b></li> </ul>
<b>Lead:</b>	Mayor/CD 14/HSC
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Identify immediate and long-term interventions to address public health issues in Skid Row.</li> <li>Design and implement a stakeholder engagement plan.</li> <li>Solicit feedback and suggestions through existing stakeholders and organizing efforts.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>No update.</li> </ul>
<b>Complete?</b>	<ul style="list-style-type: none"> <li><b>No.</b></li> </ul>
<b>Lead:</b>	Mayor
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Conduct baseline assessment of existing services and programs that serve persons experiencing homelessness.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Through an equity lens, identify needs of especially vulnerable populations (women, older adults, families, and people of color).</li> <li>• Meet regularly with other strategy leads to identify relevant overlap with Skid Row area and ensure strategic alignment.</li> <li>• Partner with County Health Agency to identify opportunities for partnership on addressing public health needs.</li> <li>• Through an equity lens identify needs of underrepresented populations.</li> <li>• Meet with City departments and review relevant data on emergency responses deployed in Skid Row area.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• No update.</li> </ul>
<b>Complete?</b>	<ul style="list-style-type: none"> <li>• <b>No.</b></li> </ul>



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4.1 - Programs/Systems: Coordinated Entry System (CES)	
<b>Goal:</b> Strengthen the Coordinated Entry System to function as a tool to efficiently and effectively place homeless persons into housing and/or services that meets their needs and choices.	
<b>Ongoing Responsibilities</b>	
<b>Lead:</b>	LAHSA
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Developing procedures, tools, and trainings needed to effectively implement Coordinated Entry System (CES) Policies.</li> </ul>
	<ul style="list-style-type: none"> <li>Build the capacity of existing and new CES participating agencies by developing and implementing training and capacity building for participating agency staff.</li> </ul>
	<ul style="list-style-type: none"> <li>Improve access, system connection, and collaboration across populations and systems to support people experiencing or at risk of homelessness accessing CES (i.e. Adults, Families with children, Transition Aged Youth (TAY), Vets, domestic violence (DV)).</li> </ul>
	<ul style="list-style-type: none"> <li>Enhance matching infrastructure to ensure timely and efficient placement into housing matched through CES.</li> </ul>
	<ul style="list-style-type: none"> <li>Improve data collection and quality of key system indicators for tracking homelessness.</li> </ul>
	<ul style="list-style-type: none"> <li>Strengthen regional coordination activities to ensure a consistent and coordinated regional response to homelessness.</li> </ul>
<b>Action Steps:</b>	
<b>Lead:</b>	LAHSA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Develop procedures for CES Policies addressing Access, Assessment, Prioritization, Matching and Evaluation.</li> </ul>
	<ul style="list-style-type: none"> <li>Develop capacity building and training opportunities for CES agencies, enhance training on CES Triage Tools, etc. Evaluate CES participating agencies with the Core Capacity Assessment Tool (CCAT) tool to identify the type of capacity building needed. Bring quality training to agencies on specific topics such as Trauma Informed Care, DV, Elderly/Aging, etc.</li> </ul>
	<ul style="list-style-type: none"> <li>Enhance system access through development of an all population screening tool, emphasis on and enhancement of access centers, sites, and partners, and increasing diversion training.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Develop CES Key System Indicator Dashboard, and utilize the CES Regional Data Coordinators to enhance Service Planning Area (SPA) data collection.</li> <li>• Provide technical assistance to CES System Matchers, utilize continuous quality improvement to streamline and enhance the current matching process, evaluate integrating Homeless Management Information System (HMIS) and MyOrg matching functions, and continue to improve the Match to Move-in process.</li> <li>• Develop updated Case Conferencing and Care Coordination framework that is consistent with CES Policies. Provide detailed training and support to CES System Leads to implement new framework.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• Through the Recovery Plan, LAHSA is testing and piloting several system refinements with CES lead agencies and other service providers. Through these refinement efforts, LAHSA is leading CES to identify the best way to implement existing policies for Access, Assessment, Prioritization, and Matching. The interim prioritization policy for permanent supportive housing remains in place, which prioritized eighty percent (80%) of all PSH for COVID vulnerable persons. The LAHSA CES matching team provides procedural instruction for the CES SPA Matchers, and LAHSA reports on this implementation monthly to the CES Policy Council.</li> <li>• The Initial Access Tool remains on pause due to COVID, however, LAHSA is preparing to identify additional system refinements for priority implementation which may include the Initial Access Tool. Problem Solving (Diversion) training continues to scale to mainstream partners and systems including elected offices.</li> <li>• LAHSA is working to coordinate its many new internal and external facing dashboards, including the forthcoming CES Key System Indicator Dashboard.</li> <li>• LAHSA continues to support CES Matchers via weekly meetings and one-on-one TA as needed. Housing Central Command continues to improve the housing placement process and is setting timeline goals for 2021. HMIS and matching teams meet regularly to ensure data coordination, including for tracking PSH inventory.</li> <li>• LAHSA is supporting CES lead agencies to participate in Housing Surge efforts in their SPA. These regional initiatives will leverage relationships and regional resources to collaborate around housing placement goals. Through this process, system partners will utilize collaborative meetings to coordinate care and ensure</li> </ul>

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	<p>participants access appropriate resources. Care coordination meetings continue for outreach teams across the county.</p> <ul style="list-style-type: none"> <li>• Housing Central Command (HCC) is working with housing developers and property managers to create an electronic Universal Housing Application.</li> <li>• LAHSA hired 20 Document Specialists that are working at Project Roomkey (PRK) sites to assist participants in attaining identifying documents and uploading them to HMIS.</li> <li>• Creating an HCC landing page that will be accessible on the LAHSA website. The landing page will serve as a snapshot for the community to learn about what efforts HCC is working on.</li> <li>• The Centralized Training Academy (CTA) trained 1322 individuals during the reporting period from 124 unique service agencies on 43 unique training topics. With new virtual options and increased accessibility, The CTA had an uptick in new training topics including: Bridge Home Training, Prevention Provider Roundtable, Cultural Humility, Wellness Series, and other COVID-19 related trainings.</li> <li>• Recruitment efforts included sourcing 225 pre-screened candidates and 47 vacant positions filled on behalf of 10 service providers.</li> <li>• LAHSA's workforce development team participated in the Workforce Support Workgroup hosted by DHS. Engagement in this program provides LAHSA with quantitative and qualitative insights on the changing needs of the workforce due to the pandemic, racial justice movement and telework.</li> <li>• LAHSA is working with TCC Group on strategies to continue capacity strengthening resources post the COVID-19 pandemic. In January 2021, LAHSA subrecipients, Request for Statement of Qualifications (RFSQ) applicants, and Capacity Building grantees will have an opportunity to reassess organizational capacity with the Core Capacity Assessment Tool (CCAT) and connect to capacity building resources to implement projects that improve operational infrastructure.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Proposed New Action Steps (if applicable)</b>	
<b>Lead:</b>	
<b>Action Steps:</b>	

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4.2 - Programs/Systems: Shelter	
<b>Goal:</b>	Increase supply of safe and accessible interim housing options across the City of Los Angeles.
	Implement diversion practices that helps at-risk households remain in housing and/or be placed into stable, alternative housing, and avoid entering shelter.
	Enhance shelter facilities and shelter services to improve access to and accessibility of shelter.
	Ensure shelter system operates as effective and efficient throughput, to move persons out of shelter and into best-suited form(s) of permanent housing.
Ongoing Responsibilities	
<b>Lead:</b>	CAO
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Coordinate City Departments for site identification, assessment and Mayor and Council approval.</li> </ul>
	<ul style="list-style-type: none"> <li>Assist the Bureau of Engineering (BOE) to resolve issues during project construction.</li> </ul>
	<ul style="list-style-type: none"> <li>Account for funds allocated for interim housing, review expenditures and reconcile with project budgets at project completion.</li> </ul>
<b>Lead:</b>	LAHSA
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Effectively administer City funding for Interim Housing programs. Lead on design for interim housing programs.</li> </ul>
	<ul style="list-style-type: none"> <li>Facilitate access to providers and coordinate with City departments for expeditious siting and implementation of new shelter programs and facilities.</li> </ul>
	<ul style="list-style-type: none"> <li>Develop policy designed to: reduce barriers to entry into shelter; enhance shelter programming and services; improve effectiveness and efficiency of interim housing as a tool to access permanent housing.</li> </ul>
	<ul style="list-style-type: none"> <li>Act as the point for connecting shelter to other key system components.</li> </ul>
	<ul style="list-style-type: none"> <li>Ongoing engagement with County partners.</li> </ul>
<b>Lead:</b>	Mayor

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<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Ensure that all City Departments are coordinated.</li> </ul>
	<ul style="list-style-type: none"> <li>• Provide political leadership for new interim housing projects and ensure accountability for City Departments.</li> </ul>
	<ul style="list-style-type: none"> <li>• Review potential locations to ensure new facilities are sited where there is the greatest need.</li> </ul>
	<ul style="list-style-type: none"> <li>• Identify City resources for the siting of new shelter facilities, reduce barriers to creating and implementing shelter facilities.</li> </ul>
<b>Lead:</b>	BOE
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Design and oversee construction of interim shelter options with a focus on designing the smartest and most efficient space. After design, hand off to the General Services Department (GSD) for construction in consultation with providers/practitioners. - Manage construction timelines with GSD.</li> </ul>
<b>Lead:</b>	DBS
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Ensure that health and safety building codes are met for new interim housing facilities.</li> </ul>
	<ul style="list-style-type: none"> <li>• Issue permits for construction, then provide Certificate of Occupancy.</li> </ul>
	<ul style="list-style-type: none"> <li>• Coordinate with planning/fire and other agencies before a permit is issued.</li> </ul>
<b>Lead:</b>	GSD
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Identify properties within the City portfolio for interim shelter use, including management of real estate and maintenance.</li> </ul>
	<ul style="list-style-type: none"> <li>• Procurement of materials.</li> </ul>
	<ul style="list-style-type: none"> <li>• Coordinate with BOE for construction.</li> </ul>
<b>Lead:</b>	LAFD
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Coordinate with the Department of Building and Safety (LADBS) regarding code compliance, with specific reviews for fire safety.</li> </ul>
<b>Action Steps:</b>	
<b>Lead:</b>	LAHSA

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<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Use previous procurement vehicles (pre-qualified list) to identify providers for all A Bridge Home (ABH) sites.</li> <li>• Create a master list of shelter programs and updated contacts.</li> <li>• Identify provider challenges; assist with implementation of responsibilities for providers, program operators, and system partners as needed.</li> <li>• Develop Coordinated Entry System (CES) Key System Indicator Dashboard, and utilize the CES Regional Data Coordinators to enhance Service Planning Area (SPA) data collection.</li> <li>• Continue regular procurement to channels to identify additional opportunities for interim shelter.</li> <li>• Develop, test and publicly release bed availability application.</li> <li>• Implement Diversion training for all shelter operators.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• The Los Angeles Homeless Services Authority (LAHSA) routinely provided guidance to city contractors regarding eligibility and referral requirements to their programs on the following topics:             <ol style="list-style-type: none"> <li>1. Participant discharges, outlining when a program discharge was appropriate versus identifying alternative solutions to discharging from their programs.</li> <li>2. Trauma-informed care policies that are in alignment with the health and safety requirements of LA County Departments of Public Health and Health Services.</li> <li>3. Data collection and data entry methods to ensure providers are utilizing the Homeless Management Information System (HMIS) to document all services provided to program participants.</li> </ol> </li> <li>• LAHSA's Data Management Unit worked closely with HUD Technical Assistance to continue refining metrics and visuals of the dashboard. A new data dashboard for Safe Parking was shared with system stakeholders.</li> <li>• LAHSA released and coordinated the following procurements in support of the City's Homelessness Roadmap efforts:             <ol style="list-style-type: none"> <li>1. The 2020 City of Los Angeles Safe Parking Program Request for Information (RFI) was released on October 21, 2020 and closed on November 4, 2020. Applications were forwarded to the City for selection of new providers.</li> <li>2. The 2020 Tiny Home Village Interim Housing Program RFI was released on December 15, 2020 and closed on January 19, 2021. Applications were forwarded to the City for selection of new providers.</li> </ol> </li> </ul>

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	<p>3. LAHSA will continue to work with the City in developing and coordinating procurements supporting new interim housing opportunities as a part of the Homelessness Roadmap efforts.</p> <ul style="list-style-type: none"> <li>The Bed Availability Application draws from the program-to-program relationship of bed capacity to bed services (nightly) and continues to be in development.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA/HCID
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Identify needs to improve accessibility of shelters to ensure full inclusion for persons with disabilities (service animals, language access ADA/ADAA, etc.).</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>The Housing and Community Investment Department (HCID) has secured Community Development Block Grant (CDBG) funds to begin identifying the accessibility improvements needed at city-managed Domestic Violence and Human Trafficking shelters.</li> <li>Analysis will be completed by June 30, 2021.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA/Mayor
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Create a shelter/interim housing communications plan.</li> </ul>
<b>Quarterly Update:</b>	No update.
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA/Mayor/Council
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Identify and convene stake holders to address barriers and identify solutions for issues related to land use, zoning, permitting of shelters.</li> </ul>
<b>Quarterly Update:</b>	No update.
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	Mayor
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Call to City Departments to prioritize interim shelter strategy.</li> </ul>

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<b>Quarterly Update:</b>	No update.
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	BOE/DBS
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Complete design and construction of shelter sites.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>In Q2, the Bureau of Engineering coordinated with Council Offices on the design and implementation of a new temporary shelter concept, Pallet Shelters, as a part of the City's Homeless Roadmap.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	GSD
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Complete siting of interim shelter site in each District (1500 beds goal).</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>The General Services Department - Real Estate Services (GSD-RES) negotiated and executed the master lease for the final A Bridge Home site.</li> </ul>
<b>Complete?</b>	<b>Yes.</b>
<b>Lead:</b>	DBS/LAFD
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Conduct inspections, issue appropriate certification for interim shelter sites.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>DBS and LAFD conduct inspections, upon request from BOE, in a timely manner.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Proposed New Action Steps (if applicable)</b>	
<b>Lead:</b>	<b>GSD</b>
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Continue to serve as City lead on lease negotiations for the City's COVID-19 Homelessness Roadmap.</li> </ul>



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### 4.3 Programs/System: Street Outreach

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

#### Ongoing Responsibilities:

<b>Lead:</b>	UHRC & EMD
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>The Emergency Management System (EMS) is frequently the first responder to health emergencies for the people that are unsheltered and collaborates with Los Angeles Homeless Services Authority (LAHSA) to link people to services. The Los Angeles Fire Department (LAFD) also patrols encampments in high fire risk zones. LAFD conducts fire code outreach, education and enforcement to ensure safety compliance.</li> <li>The LAFD has been able to provide data from the July 2020 survey of the VHFHSZ of homeless encampments and during Red Flag warnings, the Unified Homeless Response Center UHRC is in an emergency response stance holding a morning and afternoon briefing with partners. Outreach with the support from emergency first responders (LAPD and or LAFD) for notification and referrals to homeless services for people experiencing homelessness (PEH).</li> <li>For adverse weather, UHRC is active with Operation Emergency Management Department (OEMD) and Emergency Management Department (EMD) and holds a call with the National Weather Service (NWS) to get details of upcoming weather. For the example of heavy rains or cold weather, OEMD and EMD will instruct LAHSA to activate the Augmented Winter Shelters (AWS). Homeless Engagement Teams (HET) and County partners from E6 will outreach to high risk areas near waterways and provide transportation to the listed AWS. The UHRC will ensure that partners in the City are notified of LAHSA winter shelter program.</li> </ul>
<b>Lead:</b>	Mayor's Office/UHRC
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>For adverse weather, UHRC is active with Operation Emergency Management Department (OEMD) and Emergency Management Department (EMD) and holds a call with the National Weather Service (NWS) to get details of upcoming weather.</li> </ul>

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	<ul style="list-style-type: none"> <li>For heavy rains or cold weather, OEMD and EMD will instruct LAHSA to activate the Augmented Winter Shelters (AWS). HET and County partners outreach to high risk areas near waterways and provide transportation to the listed AWS.</li> <li>The UHRC ensures that partners in the city are notified of LAHSA winter shelter program.</li> </ul>
<b>Ongoing Responsibilities:</b>	
<b>Lead:</b>	UHRC and General Services Department
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Per the recommendation from the Department of Public Health (DPH) for homeless encampments, hand wash stations and portable restrooms are to be placed in locations that have posed a series of environmental health concerns. To stop the spread of COVID-19, regular and frequent hand washing are needed per Center for Disease Control (CDC) guidelines. Understanding that those who are unsheltered do not have access to these amenities, the General Services Department (GSD) contracted with United Services, a rental company for portable restrooms and hand wash stations.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>The 16 assessed locations by DPH received portable restrooms and hand wash stations, including the Skid Row area which has a high concentration of unsheltered people.</li> <li>A total of 241 hand wash stations were placed throughout homeless encampments in the City. A total of 156 portable restrooms have been placed in homeless encampments. Units are receiving regular maintenance services.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	Mayor's Office/UHRC
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Provide Mayor's Office support to City Departments working in the Unified Homelessness Center. Manage and oversee the UHRC's daily operations. The support from the Mayor's office provides responsibility for advancing key Mayoral initiatives, conducting research and analysis, and providing direct assistance to departments in achieving priorities and improving day-to-day operations and responses to homelessness. This ensures that accountability is measured and that all homeless related matters are focused with a service led approach.</li> </ul>

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<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>The UHRC hired its first Director to oversee daily operations; coordinating with City, County, State and other partners in planning, execution, monitoring and evaluation of street based homelessness strategies.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Proposed New Action Steps (if applicable)</b>	
<b>Lead:</b>	
<b>Action Steps:</b>	

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#### 4.4 - Programs/Systems: Supportive Housing

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

#### Ongoing Responsibilities

<b>Lead:</b>	HCID
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Administer the Proposition HHH Supportive Housing Loan Program (Prop HHH).</li> <li>• Ensure Prop HHH-funded supportive housing units are leased using the Coordinated Entry system (CES).</li> </ul>
<b>Lead:</b>	HACLA
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Administer the Housing Choice Voucher program.</li> <li>• Participate in working groups for the development of the universal standards for Permanent Supportive Housing (PSH).</li> <li>• Partner with the Los Angeles Homeless Services Authority (LAHSA), the County Department of Health Services (DHS), Department of Mental Health (DMH), and Housing Authority of the County of Los Angeles (HACLA) to develop the universal application forms.</li> </ul>
<b>Lead:</b>	LAHSA
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Partner with other strategy leads to ensure the CES can be used to efficiently and effectively identify tenants for new PSH units.</li> <li>• Coordinate with HACLA and the Los Angeles County Development Authority (LACDA) to identify opportunities to streamline the voucher application and lease up processes.</li> </ul>
<b>Lead:</b>	Mayor/HCID
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Lead by Mayor's Housing Crisis Solutions Team, \$120M reserved for a competitive Prop HHH pilot program. Program will fund innovative production and/ or financial models. Typologies encouraged are long-term vacant Single Resident Occupancy's (SRO), supportive shared housing models, small- scale scattered site developments.</li> </ul>

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<b>Action Steps:</b>	
<b>Lead:</b>	HACLA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Continue cross-sector collaborations and improve data sharing with partnering agencies. Provide quarterly reporting on HACLA's vouchers dedicated to PSH as well as PSH utilization data.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>One (1) Permanent Supportive Housing-Project Based Voucher (PSH-PBV) project with 11 PSH units executed a Contract: Martel Apartments (Project Homekey).</li> <li>HACLA executed AHAP contracts for 4 projects with 361 PBV units: Bell Creek Apartments, Silva Crossing, Amani Apartments, and Chesterfield Apartments. The projects are estimated to complete construction by FY 2021-2022 Q4.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	HCID
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Annually review and update existing Prop HHH Program guidelines to ensure maximum amount of production of affordable supportive housing.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>The Housing and Community Investment Department (HCID) executed Proposition HHH commitment letters for five (5) projects, including letters for The Main, The Rigby, Ambrose, Oak Apartments, and My Angel.</li> <li>HCID received Tax Credit Allocation Committee/California Debit Limit Allocation Committee (TCAC/CDLAC) awards for 12 projects that were submitted in the July TCAC and September CDLAC rounds. The City also closed financing on 11 Proposition HHH projects. This represents \$96,340,745 in Proposition HHH proceeds, and 662 total units, 463 of which are supportive housing units.</li> <li>The City began construction on eight (8) Proposition HHH projects. This represents \$65,160,745 in Prop HHH proceeds, and 447 total units, 327 of which are supportive housing units.</li> <li>The Proposition HHH projects Aria Apartments and Residences on Main received their Temporary Certificate of Occupancy on October 9, 2020 and November 17, 2020, respectively. Aria Apartments has 57 units, 56 of which are supportive housing units. Residences on Main has 50 units, 49 of which are supportive housing units.</li> </ul>
<b>Complete?</b>	<b>No.</b>

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<b>Lead:</b>	LAHSA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Create a master inventory of all existing and pipeline PSH in LA City and County.</li> <li>• In collaboration with the DHS, pair new Intensive Case Management Services (ICMS) with new and existing PSH in the City and County.</li> <li>• Implement a prioritization policy for all permanent supportive housing matched through CES.</li> <li>• Develop universal standards for PSH with HACLA, LACDA, DMH, DHS, and other community stakeholders.</li> <li>• Analyze prevention funding utilization by PSH providers to better coordinate services and identify opportunities for improvement.</li> <li>• Analyze Homeless Management Information System (HMIS) data to identify contract compliance improvements and improve the quality of case management services.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• LAHSA continues its efforts to create a comprehensive PSH pipeline for the city and county. It has hired a full-time staff to oversee this project, after a gap of over a year. Meetings to update the pipeline are now being held monthly. Units from the pipeline are entered into the Resource Management System to be matched through CES.</li> <li>• LAHSA continues to match 80% of the PSH resources in CES to persons who are COVID high risk as well as high acuity. The CES Policy Council continues to monitor this interim policy for efficacy.</li> <li>• Though Housing Central Command, LAHSA is leading on the creation of a universal application for use in permanent supportive housing buildings.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	Mayor/HCID
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Administer the Prop HHH Housing Challenge.</li> <li>• Complete underwriting for at least three (3) Housing Challenge projects before the end of FY 2020-21, Q1.</li> <li>• Secure conditional commitments for at least one (1) project for each Housing Challenge developer team that utilizes Low Income Housing Tax Credits (LIHTC) before the end of Fiscal Year (FY) 2020-21.</li> <li>• Begin construction on at least one (1) Housing Challenge project before the end of FY2020-21, Q2.</li> </ul>

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<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• 2 projects were underwritten and subsequently added into the Project Expenditure Plan (PEP). Both projects are LIHTC projects.</li> <li>• 2 projects utilizing LIHTCs received conditional commitments.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Proposed New Action Steps (if applicable)</b>	
<b>Lead:</b>	
<b>Action Steps:</b>	

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4.5 - Programs/Systems: Services	
<p><b>Goal:</b> Collaborate with the County to ensure services are high quality, integrated, inclusive and embrace a culture of community; thus, allowing access at all levels of the homeless assistance system, including supportive housing.</p>	
<p><b>Ongoing Responsibilities</b></p>	
<b>Lead:</b>	LAHSA
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Strengthen collaborative efforts between services agencies, with a focus on City/County resource and policy alignment.</li> <li>• Maintain inventory of services for the Los Angeles Continuum of Care (LA CoC), provide training and technical assistance as needed.</li> <li>• Review data and evaluate programs.</li> <li>• Identify and execute key strategies to improve retention, training and resource development and technical assistance for service providers and staff.</li> <li>• Create and foster intra-organizational sharing of best practices, strategies, success stories and innovative concepts between services providers and planning areas.</li> <li>• Incorporate a stronger connectivity and support through engagement of persons with lived experience in every level of the service system.</li> </ul>
<b>Lead:</b>	EWDD
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Coordinate with City and County to provide high quality employment services to people experiencing homelessness.</li> </ul>
<b>Lead:</b>	HCID
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Ensure high quality services are connected to special population programs, including HIV/AIDS and domestic violence.</li> </ul>
<b>Lead:</b>	LAHSA/Mayor
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Coordinate with County partners providing thought leadership, funding and strategic partnership to match quality services with other resources.</li> </ul>



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<b>Action Steps:</b>	
<b>Lead:</b>	CAO
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Invite appropriate City and County departments to participate in policy and system coordination efforts.</li> </ul>
<b>Quarterly Update:</b>	No update.
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Strengthen collaborative efforts between services agencies, with a focus on City/County resource and policy alignment.</li> </ul>
	<ul style="list-style-type: none"> <li>• Maintain inventory of services for LA CoC, provide training and technical assistance as needed.</li> </ul>
	<ul style="list-style-type: none"> <li>• Review data and evaluate programs.</li> </ul>
	<ul style="list-style-type: none"> <li>• Identify and execute key strategies to improve retention, training and resource development and technical assistance for service providers and staff.</li> </ul>
	<ul style="list-style-type: none"> <li>• Create and foster intra-organizational sharing of best practices, strategies, success stories and innovative concepts between services providers and planning areas.</li> </ul>
	<ul style="list-style-type: none"> <li>• Incorporate a stronger connectivity and support through engagement of persons with lived experience in every level of the service system.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• Los Angeles Homeless Services Authority (LAHSA) continues its efforts to work closely with service provider agencies to support effective delivery of quality services. Through the implementation, operation, and ramp down of Project Roomkey, LAHSA dedicated staff to each provider agency to ensure effective connection of program participants to other housing resource.</li> <li>• LAHSA hosted regular meetings of providers to support cross learning and dissemination of information.</li> <li>• In the context of the new Recovery Rehousing Program, LAHSA is working closely with service providers to ensure all regional resources are brought to bear to support housing COVID vulnerable persons in Project Roomkey, on the street, and in other interim housing settings.</li> <li>• LAHSA is growing its capacity and ability to manage program and financial data in order to project resource capacity and maximize service provision.</li> </ul>

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	<ul style="list-style-type: none"> <li>LAHSA has begun hosting weekly calls with service providers in all regions to support creative and innovate service provision toward broader housing placement goals.</li> <li>Lastly, LAHSA is evaluating the structure and opportunity to integration persons with lived experience into its larger body of work.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA/EWDD
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Increase the number of persons connected to employment opportunities paying a living wage.</li> <li>Implement and expand pilot to support employment in rapid rehousing.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>No update.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA/HCID
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Conduct a support needs survey for Homeless Service Staff.</li> <li>Develop and implement Program Transfer policies and procedures in order to ensure participants are able to quickly access and receive services in the environment and/or system of care best suited to meet their needs, i.e. - stepping up/stepping down persons between Interim Housing to Recuperative Care, between Domestic Violence (DV) programs and mainstream programs, etc.</li> </ul>
<b>Quarterly Update:</b>	No update.
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	EWDD
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Continue and expand Los Angeles Regional Initiative for Social Enterprise (LA:RISE) and other high-impact employment programs.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>As of December 31, 2020, a total of 384 new LA:RISE participants received subsidized transitional employment with PY 2020-21 funds, 221 for City General Fund and 163 for County Measure H.</li> </ul>

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	<ul style="list-style-type: none"> <li>In October 2020, the Economic Workforce Development Department (EWDD) was notified of a drastic decrease in County Measure H funds, receiving only a third of anticipated funding. Due to this funding shortfall, the County LA:RISE program ended in December. A total 163 new County participants were served during the initial four months of funding, exceeding the target goal of 150 enrollments. EWDD is working to identify gap funding to support the LA:RISE participants still transitioning from transitional employment to permanent employment and to serve additional participants.</li> </ul>										
<b>Complete?</b>	<b>No.</b>										
<b>Lead:</b>	EWDD/Personnel										
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Increase employment through expansion of City's targeted local hire, work with personnel to analyze the current effectiveness of the City's local hire program.</li> </ul>										
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>20 individuals, who identified as homeless or formerly homeless, applied for the Targeted Local Hire (TLH) Program between 10/1/2020 and 12/31/2020.</li> <li>4 individuals, who identified as homeless or formerly homeless, were hired through the TLH Program between 10/1/2020 and 12/31/2020. Below is a breakdown by Department and Classification:</li> </ul> <table border="1"> <thead> <tr> <th>Department (Classification)</th><th># Hired</th></tr> </thead> <tbody> <tr> <td>B&amp;S – (OT Admin Clerk)</td><td>1</td></tr> <tr> <td>Personnel – (OT Admin Clerk)</td><td>2</td></tr> <tr> <td>RAP – (VW Assistant Gardener)</td><td>1</td></tr> <tr> <td><b>TOTAL</b></td><td><b>4</b></td></tr> </tbody> </table>	Department (Classification)	# Hired	B&S – (OT Admin Clerk)	1	Personnel – (OT Admin Clerk)	2	RAP – (VW Assistant Gardener)	1	<b>TOTAL</b>	<b>4</b>
Department (Classification)	# Hired										
B&S – (OT Admin Clerk)	1										
Personnel – (OT Admin Clerk)	2										
RAP – (VW Assistant Gardener)	1										
<b>TOTAL</b>	<b>4</b>										
<b>Complete?</b>	<b>No.</b>										
<b>Proposed New Action Steps (if applicable)</b>											
<b>Lead:</b>											
<b>Action Steps:</b>											

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4.6 - Programs/Systems: Prevention/Diversion	
<b>Goal:</b> Invest in and implement prevention and diversion strategies at all levels of the homeless service delivery system to reduce the entry and re-entry into homelessness as well as shorten the time someone experiences homelessness.	
<b>Ongoing Responsibilities</b>	
<b>Lead:</b>	LAHSA
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Overall implementation of diversion/problem solving practices throughout the system.</li> <li>• Build strong relationships with various providers including legal, justice and homeless services.</li> <li>• Invest in and implement diversion as a best practice at all levels of homeless service delivery system through training.</li> <li>• Provide fiscal management, technical guidance and data analytics to continuously improve the practice.</li> <li>• Engage with the County to coordinate strategies and participation of relevant departments (Department of Health Services (DHS), the Department of Children and Family Services (DCFS), Sheriff Department).</li> </ul>
<b>Lead:</b>	HCID
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Monitor impact and technical assistance to providers.</li> <li>• Provide support and capacity building through training and financial capability work for contractors.</li> </ul>
<b>Lead:</b>	LAPD
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Provide program and technical leadership for jail in-reach efforts.</li> </ul>
<b>Lead:</b>	Mayor
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Increase community support and neighborhood stabilization efforts to minimize and prevent future risk of homelessness.</li> </ul>
<b>Lead:</b>	HACLA
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Actively participate in preventing persons receiving Section 8 from entering the homeless system.</li> </ul>

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<b>Action Steps:</b>	
<b>Lead:</b>	LAHSA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Work with Lived Experience Advisory Group to explore opportunities to create formerly homeless support groups to prevent returns to homelessness.</li> </ul>
	<ul style="list-style-type: none"> <li>• Create and keep current a Prevention/Diversion provider list (intra agency), and Prevention Assistance Flyer (public).</li> </ul>
	<ul style="list-style-type: none"> <li>• Convene stakeholders to establish data sharing plan for data analysis.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• Flyers have been posted publicly for legal services for households experiencing arrears during this time.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA/HCID
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Conduct and make available training on prevention and diversion at every level of the homeless assistance system.</li> </ul>
	<ul style="list-style-type: none"> <li>• Increase diversion staffing at common City entry points.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• LAHSA conducted a Problem-Solving training for staff at six diverse Family Source Centers.</li> </ul>
	<ul style="list-style-type: none"> <li>• LAHSA developed a web-based training and funds request system for non-traditional partners. This creates access to Problem-Solving Assistance Funds for Family Source Center staff who do not have access to the Homeless Management Information System (HMIS).</li> </ul>
	<ul style="list-style-type: none"> <li>• LAHSA and HCID hosted meetings between the leadership at the Family Solutions Centers and Family Source Centers to reconnect assigned staff to be co-located at El Nido Family Center, El Centro de Ayuda, Barrio Action Youth, Central City Neighborhood Partners, Youth Policy Institute and Latino Resource Organization.</li> </ul>
	<ul style="list-style-type: none"> <li>• There are six Problem-Solving Specialists co-located at diverse Family Source Centers in City.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA/Mayor
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Utilize research and data to improve outcomes and target resources.</li> </ul>

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<b>Quarterly Update:</b>	No update.
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	HCID
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Cross-train other city departments for who to call when serving persons who are homeless or at risk (Aging/Parks/libraries, Los Angeles Housing and Community Investment Department (HCID) field offices, community centers funded by the city and county).</li> <li>• Coordinate prevention and diversion strategies with domestic violence intake/service providers.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• LAHSA conducted three Problem-Solving trainings for domestic and intimate partner violence service providers.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Increase capacity of 211 for afterhours information on diversion strategies.</li> <li>• Create a small pool of diversion assistance funds that can be accessed to rapidly resolve a housing crisis.</li> <li>• Identify and implement strategies to help people in need outside of working hours by creating more access points and co-locating Coordinated Entry System (CES) staff to conduct basic triage.</li> <li>• Coordinate homelessness prevention funding with County.</li> <li>• Establish and implement data sharing strategy, policy, and procedure between homeless services and institutional partners.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• LAHSA has supported 211 with modifying their screening procedure to explore a faster resolution to the housing crisis. Referrals are to be completed if the housing crisis is not resolved.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAPD
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Work with courts to expand prevention and diversion programs.</li> </ul>
<b>Quarterly Update:</b>	No update.
<b>Complete?</b>	<b>No.</b>

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<b>Lead:</b>	LAPD/Mayor
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Continue/expand successful jail in-reach program.</li> </ul>
<b>Quarterly Update:</b>	No update.
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	All
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Meet quarterly and continue to assess strategy and update goals and action items as needed.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>LAHSA and HCID have met to assess the co-location pilot and have updated goals to be more realistic. There has been ongoing communication to support the implementation of this pilot.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Proposed New Action Steps (if applicable)</b>	
<b>Lead:</b>	
<b>Action Steps:</b>	

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

**Goal:** Expand Rapid Rehousing (RRH) efforts through strengthening coordination with LAHSA and Los Angeles County, developing policies to support innovative approaches and practices, increasing capacity to serve homeless persons/households, and enhancing access to RRH services.

#### Ongoing Responsibilities

<b>Lead:</b>	LAHSA
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Strengthen collaboration efforts with supporting agencies and RRH programs by identifying and creating new partnerships.</li> </ul>
	<ul style="list-style-type: none"> <li>Identify and maintain inventory of all known and available RRH programs and resources operating within the Los Angeles Continuum of Care (LA CoC) regardless of funding source or population served.</li> </ul>
	<ul style="list-style-type: none"> <li>Sound fiscal administration to ensure providers and participants have access to timely and fully subsidized rental assistance and other financial assistance when needed.</li> </ul>
	<ul style="list-style-type: none"> <li>Program development to determine and update appropriate supportive services (e.g. case management and financial assistance) are available for all RRH programs and their participants.</li> </ul>
	<ul style="list-style-type: none"> <li>Provide RRH program staff with on-going Technical Assistance and Program Guidance on service delivery by identifying best practices and providing training for RRH program staff.</li> </ul>
	<ul style="list-style-type: none"> <li>Coordinate Landlord/Property Management Recruitment and Engagement activities to ensure consistency across the LA CoC.</li> </ul>
	<ul style="list-style-type: none"> <li>Match participants to RRH resources through the LA County Coordinated Entry System (CES).</li> </ul>
	<ul style="list-style-type: none"> <li>Strengthen coordination efforts with the Housing Authority of the City of Los Angeles (HACLA) and other City/County departments in order to facilitate program transfers to Permanent Supportive Housing (PSH) and other forms of subsidized permanent housing with intensive supportive services.</li> </ul>

#### Action Steps:

<b>Lead:</b>	LAHSA
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<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Develop plan and timeline of implementation regarding responsibilities of various collaborative departments.</li> <li>• Create a master list of RRH programs and updated contacts.</li> <li>• Identify and convene stakeholders to address challenges and identify solutions.</li> <li>• Assist with implementation of responsibilities for service providers, RRH program operators, and system partners.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• <b>Legal Services</b> – Providers conducted trainings to Recovery Rehousing and Rapid Rehousing providers on numerous topics this month including the small claims court process, courtroom procedure, legislative updates, COVID protections, and client centered lawyering.</li> <li>• <b>Community Outreach</b> - RRH Coordinators in October presented to the Community Colleges Consortium Training for Campus Peer Navigators regarding RRH programs. The Campus Peer Navigators act as a mobile access point for students experiencing homelessness.</li> <li>• <b>Technical Assistance</b> - RRH Coordinators assisted in completing amendments to consolidate contracts and transition Corona Relief Fund (CRF) into ESG/Measure H Strategy B3 funds. RRH Coordinators are continuing to meet with providers biweekly via videoconference to provide technical assistance with program implementation in accordance with Scopes of Required Services.</li> <li>• <b>DV-IPV Learning Community (Domestic Violence/Intimate Partner Violence)</b> - DV/IPV providers participated in a Learning Community in December where the Problem-Solving Intervention (PSI) team came to present about PSI efforts and trainings being held.</li> <li>• <b>Shallow Subsidy</b> - LAHSA is working with The Salvation Army (TSA) on a subset Shallow Subsidy program called Street to Subsidy. This program is intended for people who are literally homeless and are on fixed income who are not connected to a RRH or PREV program and need the subsidy to maintain and stabilize their housing.</li> <li>• <b>Lease Up</b> – The Lease Up program continues to assist RRH providers with locating and securing housing. On average, Lease Up has about 700 available units for LA providers.</li> <li>• <b>General</b> - Rapid Rehousing providers are continuing to stably house participants while adhering to eligible criteria. The RRH</li> </ul>

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	team is providing ongoing technical assistance for ESG regulations and waivers.
<b>Complete?</b>	<b>No.</b>
<b>Proposed New Action Steps (if applicable)</b>	
<b>Lead:</b>	
<b>Action Steps:</b>	

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4.8 - Programs/Systems: Affordable Housing	
<b>Goal:</b> Support initiatives and policies that identify, develop, and preserve affordable housing.	
<b>Ongoing Responsibilities</b>	
<b>Lead:</b>	HCID
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Administer the Affordable Housing Managed Pipeline (AHMP) to finance new affordable units Citywide.</li> <li>• Identify at-risk properties to target the City's preservation efforts.</li> <li>• Assist property owners' awareness in complying with the State Notification requirements at covenant expiration or termination of rental subsidies.</li> </ul>
<b>Lead:</b>	CAO
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Identify potential City-owned sites for affordable housing.</li> </ul>
<b>Action Steps:</b>	
<b>Lead:</b>	HCID
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Prepare and implement Linkage Fee Expenditure Plan.</li> <li>• Minimize Tenant Displacement with At-Risk Affordable Housing Tenant Outreach and Education Services (AAHTOES).</li> <li>• Establish working group to develop Universal Waiting list for Density Bonus units.</li> <li>• Engage the Housing Authority of the City of Los Angeles (HACLA) and the Los Angeles Homeless Services Authority (LAHSA) to include ongoing responsibilities and action steps for these departments.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• Since its beginning, the total revenue collected by the Affordable Housing Linkage Fee (AHLF) as of December 31, 2020 is approximately \$33.1 million, which retains Tier 2 status according to the Expenditure Plan.</li> <li>• A solicitation notice was released to HCID Systems contractors to lead the planning and execution for the replacement of current Housing Management Information Software (HMIS) system.</li> <li>• Since November 2020, a contractor has moderated an internal committee to establish software system's business requirements</li> </ul>

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	<p>needed to deliver housing lending programs. The contractor is coordinating the release of a Request for Proposal (RFP) for new software that will automate administrative functions such as reporting, increasing staff efficiency and improve stakeholder communication.</p> <ul style="list-style-type: none"> <li>• Efforts to minimize tenant displacement was provided by the Coalition for Economic Survival (CES), an organization contracted by the Housing and Community Investment Department (HCID) to interface with tenants, property owners, landlords, or other parties to provide outreach and education to residents of expiring and at-risk affordable housing, and assists HCID to monitor the affordable housing portfolio in an effort to prevent potential tenant displacement.</li> <li>• Due to the COVID-19 Pandemic, face-to-face tenant outreach has been suspended to prevent the spread of the virus, and to ensure the safety of tenants in at-risk buildings. CES Staff has continued to contact tenants via telephone and email. As well, Staff has continued to provide education materials regarding Subsidy Expirations to the tenants.</li> <li>• During fiscal year FY 2020-21 Q2, tenant outreach and education services was conducted at eight at-risk properties consisting of 134 restricted units.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	CAO
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Review and assess City-owned sites for affordable housing.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• No sites assessed in Q2.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Proposed New Action Steps (if applicable)</b>	
<b>Lead:</b>	
<b>Action Steps:</b>	

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1.0 - Governance, Accountability, & Budget	
<b>Goal:</b> Administrative infrastructure to oversee successful execution of CHS.	
<b>Ongoing Responsibilities</b>	
<b>Lead:</b>	HSC
<b>Responsibilities:</b>	Oversight and recommendations to Mayor and City Council
<b>Lead:</b>	CAO/CLA/Mayor
<b>Responsibilities:</b>	Accountability and departmental support
<b>Lead:</b>	CAO
<b>Responsibilities:</b>	Department and external stakeholder engagement
<b>Lead:</b>	LAHSA
<b>Responsibilities:</b>	Data collection and sharing
<b>Action Steps</b>	
<b>Lead:</b>	HSC
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Hold regular monthly meetings to oversee strategy implementation.</li> <li>• Make recommendations for strategy amendments as needed.</li> <li>• Review staff reports and recommend Council action.</li> <li>• Evaluate and recommend amendments to the Los Angeles Homeless Services Authority (LAHSA) Joint Powers Authority (JPA) agreement, if necessary, to ensure the highest and best delivery of services to homeless residents.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• The Homeless Strategy Committee (HSC) held three (3) meetings during the third and fourth quarters (Q3 and Q4) of Fiscal Year (FY) 2020-21.</li> <li>• Strategy leads provided updates on individual Enhanced Comprehensive Homeless Strategy (ECHS) strategies as follows: <ul style="list-style-type: none"> <li>◦ February 25, 2021 – Strategy 4.3: Street Outreach, Presentation by the Los Angeles Homeless Services Authority (LAHSA).</li> </ul> </li> </ul>

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	<ul style="list-style-type: none"> <li>○ March 25, 2021 – Strategy 4.4: Supportive Housing, Presentation by LAHSA; and Update on the City’s COVID-19 Homelessness Roadmap, Presentation by the City Homeless Coordinator</li> <li>○ April 15, 2021 – Strategy 4.1: Coordinated Entry System, Presentation by LAHSA</li> <li>○ May 27, 2021 – Updated Grants Management System, Presentation by LAHSA</li> <li>● At this time, no amendments are recommended to the strategy or the LAHSA JPA.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	CAO
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>● Establish a schedule of meetings to share information, accomplishments, challenges and support needs of City Departments.</li> <li>● Establish Lived Experience Working Group and ensure ongoing engagement.</li> <li>● Schedule meetings with leads as needed based on quarterly performance reporting</li> </ul>
	<ul style="list-style-type: none"> <li>● Work with other governance leads to identify topics for monthly Homeless Strategy Committee (HSC) meetings.</li> </ul>
	<ul style="list-style-type: none"> <li>● Track and report the status of City funds allocated for homelessness, including City General Fund allocations, Proposition HHH (Prop HHH), and State Homeless Emergency Aid Program (HEAP).</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>● The City Administrative Officer (CAO) reports quarterly on the implementation of the State Homeless Emergency Aid Program (HEAP).</li> <li>● The CAO maintains a schedule of HSC meetings and agenda items to ensure consistent review of the ECHS.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	CAO/Mayor/CLA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>● Establish Department and external stakeholder engagement communications plan</li> <li>● Advocate for additional homeless funding from the State and Federal Government and philanthropic organizations</li> </ul>

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<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>The CAO is administering \$200 million in Federal COVID-19 Relief Funds (CRF) for homeless projects.</li> <li>Additional funding advocacy is ongoing.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	CAO/LAHSA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Periodically evaluate the need for available funding for services, affordable housing, and permanent supportive housing.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>The evaluation of the need for funding for services, affordable housing and supportive housing is ongoing.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	CAO/CLA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Report on opportunities to coordinate with the Los Angeles Unified School District (LAUSD) to provide services to students and families who are homeless or at risk of homelessness.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>No update.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	CLA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Establish a collaborative regional intergovernmental relationship with Councils of Government, the Southern California Association of Governments (SCAG), and the League of California Cities to coordinate homeless services, including shelter and housing resources and strategies across multiple jurisdictions.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>No update.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Provide data on homeless system performance and report to City Homeless Coordinator and HSC as requested.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>LAHSA provided metrics data for the ECHS quarterly report.</li> </ul>
<b>Complete?</b>	<b>No.</b>

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2.0 - Planning, Coordination, Modeling & Prioritization	
<b>Goal:</b> Utilize available data to identify milestones and priorities for Enhanced Comprehensive Homeless Strategy (ECHS) implementation.	
<b>Ongoing Responsibilities:</b>	
<b>Lead:</b>	HSC
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Review data analysis findings and make recommendations to the Mayor and City Council.</li> </ul>
<b>Lead:</b>	CAO/CLA/LAHSa/Mayor
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Review existing Los Angeles Homeless Services Authority (LAHSA) and County data analysis efforts and identify opportunities to partner to gain a better understanding of the impact of City and County work to combat homelessness.</li> <li>Make recommendations to the Homeless Strategy Committee (HSC) regarding data to be used by the City for goal setting and outcome reporting and to inform resource and service targeting.</li> </ul>
<b>Action Steps:</b>	
<b>Lead:</b>	HSC
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Establish working group with the Chief Legislative Analyst (CLA), Mayor's Office, LAHSA, and County Homeless Initiative to review available data and identify opportunities for City-specific uses of data and resources.</li> <li>Working group will consider whether data is available to address the issues identified in the former strategies included in Strategy 2.0 as well as other issues related to addressing homelessness.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>No update.</li> </ul>
<b>Complete?</b>	No.
<b>Lead:</b>	CLA/Mayor
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Participate in data working group.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>No update.</li> </ul>



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<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Participate in data working group.</li> </ul>
	<ul style="list-style-type: none"> <li>• Provide data as needed and allowable in response to working group requests.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• No update.</li> </ul>
<b>Complete?</b>	<b>No.</b>

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3.1 - Policy: Interim	
<b>Goal:</b> Develop and implement short and medium term strategies to address unanticipated critical needs while long-term solutions are implemented.	
<b>Ongoing Responsibilities</b>	
<b>Lead:</b>	CAO/CLA/EWDD/LAHSa
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>On an as needed basis, identify critical short- and medium-term needs.</li> <li>Present to the Homeless Strategy Committee (HSC) with recommended actions necessary to address the unanticipated need with recommended interim strategy.</li> </ul>
<b>Lead:</b>	CAO
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Facilitate departmental coordination to establish interim strategies to address critical short- and medium-term needs.</li> </ul>
<b>Lead:</b>	EWDD
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Support efforts to ensure homeless service agencies' workforce professional development needs are met.</li> </ul>
<b>Action Steps:</b>	
<b>Lead:</b>	EWDD
<b>Action Steps:</b>	Professional development and recruitment for homeless services agencies: <ul style="list-style-type: none"> <li>Facilitate the Los Angeles Homeless Services Authority (LAHSA) and Worksource System collaboration in filling new jobs created by the significant homeless services expansion.</li> <li>In coordination with LAHSA, establish a "Training Academy" for recruiting and training new hires.</li> <li>Support the coordination and staffing of Regional Hiring Fairs.</li> <li>Identify strategies to lower barriers to employment.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>No update.</li> </ul>
<b>Complete?</b>	No.

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<b>Lead:</b>	CAO
<b>Action Steps:</b>	A Bridge Home (ABH):
	<ul style="list-style-type: none"> <li>Identify capital and operations funding for the final ABH sites under construction and feasibility review.</li> </ul>
	COVID-19 Homelessness Roadmap (Roadmap):
	<ul style="list-style-type: none"> <li>Oversee the implementation of the Roadmap.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>A Bridge Home (ABH):               <ul style="list-style-type: none"> <li>In Q4, operating/service funding for 209 beds at four (4) ABH sites was approved, for which the three (3) year County of Los Angeles Measure H commitment will expire during Fiscal Year 2021-22 and for 38 beds not funded by Measure H.</li> <li>\$100,164 was recommended for the cost to rent modular trailers used at the El Puente ABH site in Council District 14.</li> </ul> </li> <li>COVID-19 Homelessness Roadmap (Roadmap)               <ul style="list-style-type: none"> <li>CAO released three (3) funding reports with recommendations for Roadmap interventions.</li> <li>8,879 new beds have been approved. Of these interventions, up to 6,223 new beds are open and occupiable, including 944 rapid rehousing/shared housing interventions being implemented by LAHSA.</li> <li>In Q4, the rapid rehousing/shared housing program was reduced from 3,000 placements to 2,000 placements because of slower than expected placement rate and increased costs for rental assistance.</li> </ul> </li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	All
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Meet as needed to assess the need for additional interim strategies or recommend designating existing interim strategies as completed.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>No update.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Proposed New Action Steps (if applicable)</b>	

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<b>Lead:</b>	
<b>Action Steps:</b>	

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3.2 - Policy: No Wrong Door	
<b>Goal:</b> Communicate a system-wide policy for No Wrong Door approach (Expansion of “No Wrong Door” Informational Campaign Citywide)	
<b>Ongoing Responsibilities</b>	
<b>Lead:</b>	Personnel
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Facilitate implementation of “No Wrong Door” strategy.</li> <li>Provide access to “No Wrong Door” materials to participating departments and oversee Citywide implementation of “No Wrong Door.”</li> <li>Collect metrics from participating departments and share progress of implementation and reach of campaign.</li> <li>Facilitate the development and implementation of a training course for front-desk staff who many interact directly with individuals who are seeking resources.</li> </ul>
<b>Lead:</b>	HSC
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Review and provide feedback on “No Wrong Door” campaign content.</li> <li>Assist with marketing the “No Wrong Door” concept to other City Departments or other agencies.</li> </ul>
<b>Lead:</b>	BOS
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Identify Bureau of Sanitation (BOS) facilities as “No Wrong Door” facilities and implement “No Wrong Door” strategy.</li> </ul>
<b>Lead:</b>	LAHSA
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Provide expertise in refinement and development of informational materials that are effective in connecting homeless persons interacting with City departments with needed non-City resources.</li> <li>Assist in developing messaging around access to the Coordinated Entry System (CES) and the broader resources available to support participants in City services who are experiencing or at risk of homelessness.</li> </ul>

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<b>Lead:</b>	LAPD/RAP/Mayor
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Identify department buildings as "No Wrong Door" facilities and implement "No Wrong Door" strategy.</li> </ul>
<b>Action Steps:</b>	
<b>Lead:</b>	HSC
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Assist the Personnel Department (Personnel) in marketing "No Wrong Door" informational campaign to other City departments and possibly outside agencies like the County of LA.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>No update.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	BOS/LAPD
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Identify buildings or facilities that have public counter where "No Wrong Door" informational campaign can be implemented.</li> </ul>
	<ul style="list-style-type: none"> <li>Once identified, work with Personnel on obtaining materials for a successful implementation.</li> </ul>
	<ul style="list-style-type: none"> <li>Add "No Wrong Door" website link to department website.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>One Los Angeles Police Department (LAPD) Lieutenant II and three Police Officer IIs are currently assigned to the Unified Homelessness Response Center (UHRC).</li> <li>LAPD's Mental Evaluation Unit (MEU) continues to provide Mental Health Intervention Training (MHIT), offering two classes per Deployment Period.</li> <li>LAPD will participate in future Comprehensive Homeless Strategy working groups to discuss and ensure proper resources are being developed citywide for employees and homeless individuals.</li> <li>The Department's specialized Skid Row unit, known as Resources Enhancement Services Enforcement Team (RESET), consists of 50 Police Officers, five (5) Sergeant Is, one Sergeant II, and one Lieutenant I.</li> <li>No Wrong Door flyers and business cards have been delivered to all Area stations and distributed by Senior Lead Officers at each Area. Due to COVID-19, all LAPD Station lobbies were closed to the public. All Station lobbies reopened on June 16, 2021. Flyers and business cards will be distributed to the lobby desks by the Senior Lead Officers from each Area.</li> </ul>

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	<ul style="list-style-type: none"> <li>In April, 2021, LAPD's Homeless Coordinator's Office and Video, Online Learning, Technology Training Unit (VOLT) created a short training video entitled "Helping the Homeless." This video, which trains officers on how to use the No Wrong Door business cards and flyers, and how to direct someone to homeless services, was shown to all roll-calls during the month of May 2021. This video trained field and desk officers on how to refer persons experiencing homelessness to CES through LA-HOP or other methods</li> </ul>
<b>Complete?</b>	<b>Yes.</b>
<b>Lead:</b>	LAHSA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Provide expertise in refinement and development of informational materials that are effective in connecting homeless with right resources.</li> <li>The Los Angeles Homeless Services Authority (LAHSA) will assist in developing messaging around access to the CES and the broader resources available to support participants experiencing or at risk of homelessness.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>LAHSA continues to provide assistance when necessary by providing expertise during the process of revising No Wrong Door materials. In addition, LAHSA will continue to assist with the development of messaging around access to homelessness resources.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	Mayor
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Work with the Personnel Department to develop a training course for front-desk staff.</li> <li>Identify buildings or facilities that have public counter where "No Wrong Door" informational campaign can be implemented.</li> <li>Approve the final version of the brochure and distribute hard copies of the brochure and business card after they are provided.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>Final version of brochure has been approved and received. They continue to be distributed at public counters throughout the city. Training is currently on hold.</li> </ul>
<b>Complete?</b>	<b>No.</b>

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<b>Lead:</b>	Personnel
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Work with LAHSA to revise and refine existing "No Wrong Door" informational materials in order to incorporate current entry points for homeless outreach.</li> <li>• Will work with each participating City Department to implement their "No Wrong Door" informational campaign by providing access to materials, such as brochures, posters, or decals.</li> <li>• Work with LAHSA to evaluate utilizing Los Angeles Homeless Outreach Portal (LA-HOP) and possible data collection/reporting opportunities.</li> <li>• Identify ways to expand No Wrong Door concept in which City employees are trained to refer persons experiencing homelessness to CES through LA-HOP or other methods.</li> <li>• Work with stakeholders to develop an eLearning course for City employees related to "No Wrong Door" with the objective of understanding the underlying issues of homelessness, promoting awareness of strategies to reduce homelessness, the available resources for homeless individuals, and ways to assist the homeless.</li> <li>• Work with LAHSA and the Mayor's Office to develop a training course for front-desk staff.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• The revised No Wrong Door flyers and information cards have been distributed to staff at Department of Recreation and Parks (RAP) facilities, LAPD, and the Mayor's Office, and are currently being distributed at public counters. In addition, the materials are included as attachments on the "No Wrong Door" webpage.</li> <li>• The Los Angeles Public Library (LAPL) has requested that the delivery of flyers and information cards to their locations be postponed until their facilities are fully open to the public. Posters and/or window decals continue to be displayed at the public counters of participating departments to indicate where materials are available.</li> <li>• The training project is still on hold by the Mayor's Office due to budgetary constraints.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	RAP
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Identify buildings or facilities that have public counter where "No Wrong Door" informational campaign can be implemented.</li> </ul>



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	<ul style="list-style-type: none"> <li>Once identified, work with Personnel on obtaining materials for a successful implementation.</li> <li>Add "No Wrong Door" website link to department website.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>RAP has identified all facilities that have public counters to implement "No Wrong Door" informational Campaign; RAP has obtained and delivered informational campaign materials to locations that were open to the public during the pandemic.</li> <li>RAP has added the "No Wrong Door" website link to the Department Website.</li> </ul>
<b>Complete?</b>	<b>Yes.</b>
<b>Proposed New Action Steps (if applicable)</b>	
<b>Lead:</b>	Personnel
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Continue to follow-up with the LAPL to determine when they will have fully opened to the public and are in need to information cards and flyers.</li> <li>Periodically follow-up with LAHSA staff to confirm that the information included on the information cards and flyers is current and complete.</li> </ul>

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### 3.3 - Policy: Land Use & Housing

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

#### Ongoing Responsibilities

<b>Lead:</b>	DCP
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Identify citywide land use initiatives to facilitate shorter development timelines and reduce costs for the development of affordable housing projects for persons at-risk of homelessness to be adopted as appropriate.</li> <li>Evaluate additional citywide land use initiatives to facilitate the development of temporary and permanent housing opportunities for persons experiencing homelessness and persons at-risk of homelessness.</li> <li>Identify opportunities for the creation of additional housing capacity.</li> </ul>

#### Action Steps:

<b>Lead:</b>	DCP
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Monitor and evaluate effectiveness of ongoing policy efforts related to affordable housing and propose amendments as needed to further expand affordable housing opportunities citywide.</li> <li>Revise Density Bonus (DB) ordinance to streamline approval process and provide new incentives.</li> <li>Revise Site Plan Review (SPR) ordinance to streamline approval process for housing developments.</li> <li>Adopt and implement revised Accessory Dwelling Unit (ADU) ordinance.</li> <li>Review additional zoning code barriers to the development of shelters for the homeless and initiate code updates as needed.</li> <li>Evaluate and monitor effectiveness of Interim Motel Conversion (IMC) ordinance and propose amendments as needed to further facilitate and streamline the use of motels for supportive and transitional housing.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Evaluate and monitor effectiveness of Permanent Supportive Housing (PSH) ordinance and propose amendments as needed to further facilitate and streamline the development of supportive housing.</li> <li>• Adopt and implement Mello Act ordinance.</li> <li>• Adopt and implement new California Environmental Quality Act (CEQA) thresholds and complete SB 743 Transition.</li> <li>• Revise Central City Community Plan, with targeted policies and land use strategies to meet housing needs in the Skid Row community.</li> <li>• Create additional housing capacity through adoption of Community Plan Updates and Transit Neighborhood Plans (TNP).</li> <li>• Analyze opportunity sites, and identify whether any further zoning changes are needed to facilitate streamlined supportive housing development on those sites.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• DCP continues to monitor and report regularly on affordable housing production, including quarterly updates to the Department's interactive housing dashboard, available online at: <a href="https://planning.lacity.org/resources/housing-reports">https://planning.lacity.org/resources/housing-reports</a>.</li> <li>• DCP continues efforts to update the City's Housing Element. The Update identifies new implementation programs (including the Update to the Density Bonus Ordinance) as well as a citywide Rezoning Program to expand affordable housing incentives, streamline approvals, and increase capacity for housing.</li> <li>• As part of the Department's efforts to update the Density Bonus Ordinance, DCP is exploring a potential amendment to the City's Site Plan Review (SPR) ordinance, which could lead to a change in the threshold for SPR projects that require discretionary review.</li> <li>• DCP continues to assist LADBS in implementation of new state ADU regulations and the City's recently adopted ADU ordinance.</li> <li>• DCP continues to coordinate with relevant Departments and Agencies to monitor potential barriers to the development of shelters for the homeless.</li> <li>• DCP continues to implement and monitor the effectiveness of the IMC Ordinance.</li> <li>• DCP continues to implement and monitor the effectiveness of the PSH Ordinance.</li> <li>• During Q3 and Q4, the proposed Mello Act Ordinance was considered by the City Planning Commission. It is currently pending consideration by the City Council.</li> </ul>

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	<ul style="list-style-type: none"> <li>During Q3 and Q4, DCP and LADOT released a draft of the City's Transportation Demand Management (TDM) ordinance to further support the goals of SB 743, and conducted public outreach related to the effort.</li> <li>During Q3 and Q4, the City Planning Commission considered the Downtown Community Plan Update. A second CPC meeting is scheduled for August 26, 2021, where CPC will continue its deliberation over the Downtown Community Plan and new Zoning Code.</li> <li>DCP continues work to update sixteen Community Plans and several additional TNPs, including: Regional Connector, Purple Line, Orange Line and the Slauson Corridor. On March 18, the CPC recommended approval of the Hollywood Community Plan with a few recommended changes to include more robust affordable housing incentives. The Hollywood CPU is currently pending consideration by the City Council.</li> <li>Opportunity Sites: No status update for this quarter.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Proposed New Action Steps (if applicable)</b>	
<b>Lead:</b>	
<b>Action Steps:</b>	

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3.4 - Policy: Vulnerable Populations	
<b>Goal:</b> Create system-level policies/priorities to address the needs of vulnerable populations and ensure programs address their unique needs.	
<b>Ongoing Responsibilities</b>	
<b>Lead:</b>	All
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Pursue policy development that lead toward minimizing homelessness for these vulnerable populations.</li> </ul>
<b>Lead:</b>	Domestic Violence Alliance (DVA)
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Advise and provide guidance on the development and coordination of City's domestic violence programs, and make recommendations regarding legal advocacy, legislation and victims' services, and permanent housing support for Domestic Violence (DV) survivors.</li> </ul>
<b>Lead:</b>	EWDD
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Provide homeless job seekers with intensive case management, training services, training stipends, supportive services, on-the-job training or paid work-experience, with the goal of securing competitive unsubsidized employment.</li> </ul>
<b>Lead:</b>	HCID
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Asset management and needs assessment(s) to evaluate accessibility/aging in place for aging persons and persons with disabilities.</li> </ul>
<b>Lead:</b>	LAHSA/HCID
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Ongoing evaluation of homeless programs and service accessibility for vulnerable-population identified in this strategy.</li> </ul>
<b>Lead:</b>	LAHSA
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Ongoing evaluation of program and service accessibility for persons with animals (pets and service) animals.</li> <li>Ongoing evaluation of program accessibility.</li> </ul>

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	<ul style="list-style-type: none"> <li>Ongoing engagement with County partners.</li> </ul>
<b>Action Steps:</b>	
<b>Lead:</b>	DVA/HCID
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Develop and implement a citywide policy of serving survivors of domestic violence and explore how to best deploy flexible funding targeted at DV survivors.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>No update.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Develop and implement a citywide policy of serving survivors of domestic violence and explore how to best deploy flexible funding targeted at domestic violence survivors.</li> </ul>
<b>Quarterly Update:</b>	No update.
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA/HCID
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Develop a plan and timeline - identify and prioritize areas of need and urgency.</li> </ul>
	<ul style="list-style-type: none"> <li>Create master list of programs and resources with updated contacts.</li> </ul>
	<ul style="list-style-type: none"> <li>Identify and convene stakeholders, including persons with lived experience from vulnerable populations, to address barriers and identify solutions and provide ongoing feedback.</li> </ul>
	<ul style="list-style-type: none"> <li>Assist with training and implementation of responsibilities for providers, program operators, and system partners.</li> </ul>
	<ul style="list-style-type: none"> <li>Gaps analysis to assess for and identify needs to improve accessibility of programs and services to ensure full inclusion for vulnerable and/or underserved persons.</li> </ul>
	<ul style="list-style-type: none"> <li>Identify and procure funding to support program and service enhancements to ensure programs and services are accessible for vulnerable populations.</li> </ul>
	<ul style="list-style-type: none"> <li>Identify and procure funding to support capital improvements to ensure housing (including interim housing and congregate living facilities) are accessible for older adults, people with disabilities, persons with animals.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Develop and implement best practices training for providers and system partners on providing quality, culturally relevant and culturally sensitive services for vulnerable and underserved populations.</li> <li>• Provide trauma and resiliency informed care training to all newly funded DV shelters.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• The Los Angeles Housing Services Authority (LAHSA) passed an Interim Emergency Housing Vouchers (EHV) Prioritization Policy for the new vouchers, prioritizing survivor and those fleeing from domestic violence, human trafficking, sexual assault, and stalking.</li> <li>• LAHSA, along with Kofman &amp; Associates, developed a training and hosted Deep Dives to ensure victim service providers, and those working with survivors, knew about the resource and how to access it.</li> <li>• Domestic Violence Resource Center (DVRC) group trained approximately 656 CES and VSP staff on best practices, including CES 101, DV 101, Human Trafficking 101, and Safety Planning.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA/Domestic Violence Alliance (DVA)
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• LAHSA Ad Hoc Committee on Women's Homelessness, Downtown Women's Action Coalition, Domestic Violence Homeless Services Coalition, and Black People experiencing homelessness.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• LAHSA DVRC Team partnered with LeaseUp to train property managers on housing protections for survivors under VAWA and CA law.</li> <li>• The Housing and Community Investment Department (HCID) launched the Survivors First Housing Program this month to address the long-term housing needs of DV/HT survivors.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA/EWDD
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Identify funding opportunities to augment LAHSA funded Rapid Rehousing (RRH) programs in order to help clients sustain their housing when the subsidy decreases to ensure housing retention. Work will include engaging the Workforce Development Board.</li> </ul>

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<p><b>Quarterly Update:</b></p>	<ul style="list-style-type: none"> <li>• A total of 719 individuals experiencing homelessness or at risk of experiencing homelessness received subsidized transitional employment with 2020-21 program funds: 537 for City General Fund and 182 for County Measure H Fund. Additionally, a total of 37 LA:RISE A Bridge Home and 10 Project Roomkey participants received transitional employment, work readiness workshops, needs assessments, and job search and placement assistance.</li> <li>• During the months of April-June 2021, the Los Angeles Regional Initiative for Social Enterprise (LA:RISE) providers supported three LAHSA's Housing Readiness Fairs held at various Project RoomKey sites to link participants to the LA:RISE services and/or other employment services.</li> <li>• The Economic and Workforce Development Department was granted \$2 million in Community Development Block Grant – Covid-19 (CDBG-CV) funds to provide job training/work experience in work related to COVID relief efforts. The program will provide job training and work experience to 299 individuals experiencing or at risk of experience homelessness. LA:RISE participant job training duties will include COVID-19 disaster relief and humanitarian aid such as sanitizing of public spaces, support with emergency food distribution, supporting COVID-19 testing sites, staffing emergency shelters to support COVID preparation, response, and prevention. LA:RISE services will be delivered during the period of February 1, 2021 to June 30, 2022. As of June 30, a total of 69 participants have been enrolled in this initiative.</li> <li>• In January 2021, the Mayor and City Council allocated \$2 million in Homeless, Housing, And Prevention Program (HHAP) youth category funding to expand services specifically to individuals 18 to 24 years of age who are experiencing homelessness or at risk of experiencing homelessness and not currently enrolled in LA:RISE. The HHAP funds will be used to launch the LA:RISE Youth Academy, a new program focused on improving housing, education and workforce outcomes for the more than 3,000 identified homeless youth in Los Angeles. The LA:RISE Youth Academy will provide 226 young adults with education, employment, and social well-being services while permanent housing is being established to move them to a future of self-sufficiency and economic mobility.</li> </ul>
<p><b>Complete?</b></p>	<p><b>No.</b></p>
<p><b>Lead:</b></p>	<p>ASD</p>



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<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Ensure compliance citywide policy on serving homeless people with pets.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• No update.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	All
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Create data-sharing working group to look at gaps in data.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• No update.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Proposed New Action Steps (if applicable)</b>	
<b>Lead:</b>	
<b>Action Steps:</b>	

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### 3.5 - Policy: Placed-based Strategy, Skid Row

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

#### Ongoing Responsibilities

<b>Lead:</b>	CAO
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Coordinate with Strategy leads. Track progress toward developing Skid Row Strategy.</li> <li>• Assess property available to establish new facilities to meet the needs of the Skid Row community.</li> </ul>
<b>Lead:</b>	Mayor/CD 14
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Connect with existing stakeholders, City departments, the County, and providers to assess both the specific and immediate needs of the Skid Row Community.</li> </ul>
<b>Lead:</b>	HSC
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Ensure development and implementation of other strategy areas, both Policy and Programs, are reflected in Skid Row and have meaningful impact.</li> <li>• Examine and track effectiveness of a place based model and best practices and identify portability for other place-based efforts to combat homelessness.</li> </ul>
<b>Lead:</b>	DCP/HSC
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Develop strategy for Skid Row Long-Term Planning and make recommendations to the Mayor and Council.</li> </ul>
<b>Action Steps:</b>	
<b>Lead:</b>	CAO
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Conduct assessment of properties and physical site for various housing and service interventions.</li> </ul>

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	<ul style="list-style-type: none"> <li>Identify placement(s) for storage programming.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>The Skid Row strategy work group engaged private Single Resident Occupancy (SRO) owners as well as community partners to understand how we could best utilize this valuable resource in the fight to end homelessness in Skid Row. The group identify four (4) new property owners and five (5) possible sites to expand the support for these units.</li> <li>The Mayor's office re-started monthly engagements with stakeholder partners with the Missions, Outreach Teams, and Skid Row service providers.</li> <li>On average 10 properties were assessed each quarter for new interim housing solutions in CD14 as part of the COVID-19 Homelessness Roadmap.</li> </ul>
<b>Complete?</b>	<ul style="list-style-type: none"> <li><b>No.</b></li> </ul>
<b>Lead:</b>	DCP
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Increase access to hygiene resources (showers, bathrooms, drinking water).</li> <li>Revise Central City Community Plan, with targeted policies and land use strategies to meet housing needs in the Skid Row community.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>Activated four new Skid Row Cooling stations to reduce the impact of the summer heat. Each site included clean drinking water, fruit, popsicles, misting station, seating and outreach engagement.</li> </ul>
<b>Complete?</b>	<ul style="list-style-type: none"> <li><b>No.</b></li> </ul>
<b>Lead:</b>	HSC
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Identify immediate and long-term interventions to address public health issues in Skid Row.</li> <li>Present Key findings and replicable best practices to Mayor and Council.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>No update.</li> </ul>
<b>Complete?</b>	<ul style="list-style-type: none"> <li><b>No.</b></li> </ul>
<b>Lead:</b>	Mayor/CD 14/HSC
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Identify immediate and long-term interventions to address public health issues in Skid Row.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Design and implement a stakeholder engagement plan.</li> <li>• Solicit feedback and suggestions through existing stakeholders and organizing efforts.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• Operations at three of the five Skid Row Pit Stop locations were increased from 12 hour to 24-hour sites.</li> </ul>
<b>Complete?</b>	<ul style="list-style-type: none"> <li>• <b>No.</b></li> </ul>
<b>Lead:</b>	Mayor
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Conduct baseline assessment of existing services and programs that serve persons experiencing homelessness.</li> <li>• Through an equity lens, identify needs of especially vulnerable populations (women, older adults, families, and people of color).</li> <li>• Meet regularly with other strategy leads to identify relevant overlap with Skid Row area and ensure strategic alignment.</li> <li>• Partner with County Health Agency to identify opportunities for partnership on addressing public health needs.</li> <li>• Through an equity lens, identify needs of underrepresented populations.</li> <li>• Meet with City departments and review relevant data on emergency responses deployed in Skid Row area.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• No update.</li> </ul>
<b>Complete?</b>	<ul style="list-style-type: none"> <li>• <b>No.</b></li> </ul>

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4.1 - Programs/Systems: Coordinated Entry System (CES)	
<p><b>Goal:</b> Strengthen the Coordinated Entry System to function as a tool to efficiently and effectively place homeless persons into housing and/or services that meets their needs and choices.</p>	
<p><b>Ongoing Responsibilities</b></p>	
<b>Lead:</b>	LAHSA
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Developing procedures, tools, and trainings needed to effectively implement Coordinated Entry System (CES) Policies.</li> <li>• Build the capacity of existing and new CES participating agencies by developing and implementing training and capacity building for participating agency staff.</li> <li>• Improve access, system connection, and collaboration across populations and systems to support people experiencing or at risk of homelessness accessing CES (i.e. Adults, Families with children, Transition Aged Youth (TAY), Vets, domestic violence (DV)).</li> <li>• Enhance matching infrastructure to ensure timely and efficient placement into housing matched through CES.</li> <li>• Improve data collection and quality of key system indicators for tracking homelessness.</li> <li>• Strengthen regional coordination activities to ensure a consistent and coordinated regional response to homelessness.</li> </ul>
<p><b>Action Steps:</b></p>	
<b>Lead:</b>	LAHSA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Develop procedures for CES Policies addressing Access, Assessment, Prioritization, Matching and Evaluation.</li> <li>• Develop capacity building and training opportunities for CES agencies, enhance training on CES Triage Tools, etc. Evaluate CES participating agencies with the Core Capacity Assessment Tool (CCAT) tool to identify the type of capacity building needed. Bring quality training to agencies on specific topics such as Trauma Informed Care, DV, Elderly/Aging, etc.</li> <li>• Enhance system access through development of an all population screening tool, emphasis on and enhancement of access centers, sites, and partners, and increasing diversion training.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Develop CES Key System Indicator Dashboard, and utilize the CES Regional Data Coordinators to enhance Service Planning Area (SPA) data collection.</li> <li>• Provide technical assistance to CES System Matchers, utilize continuous quality improvement to streamline and enhance the current matching process, evaluate integrating Homeless Management Information System (HMIS) and MyOrg matching functions, and continue to improve the Match to Move-in process.</li> <li>• Develop updated Case Conferencing and Care Coordination framework that is consistent with CES Policies. Provide detailed training and support to CES System Leads to implement new framework.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• The Los Angeles Homeless Services Authority (LAHSA) continues to support various elements of CES. LAHSA continues to create new system policies and procedures, as needed. This includes new policies on transfers between housing programs and the implementation of Emergency Housing Vouchers.</li> <li>• The research group comprised of researchers from USC and UCLA continues its evaluation of the CES Triage Tools, which seeks to create improved tools for prioritization and matching.</li> <li>• LAHSA continues to expand problem-solving (diversion) throughout the system and to mainstream systems partners that would refer to homeless services.</li> <li>• As part of LAHSA's reorganization, it has created a new Permanent Housing department. This will aid in its ability to support CES Permanent Supportive Housing (PSH) matching and data tracking.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Proposed New Action Steps (if applicable)</b>	
<b>Lead:</b>	
<b>Action Steps:</b>	

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4.2 - Programs/Systems: Shelter	
<b>Goal:</b>	Increase supply of safe and accessible interim housing options across the City of Los Angeles.
	Implement diversion practices that helps at-risk households remain in housing and/or be placed into stable, alternative housing, and avoid entering shelter.
	Enhance shelter facilities and shelter services to improve access to and accessibility of shelter.
	Ensure shelter system operates as effective and efficient throughput, to move persons out of shelter and into best-suited form(s) of permanent housing.
Ongoing Responsibilities	
<b>Lead:</b>	CAO
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Coordinate City Departments for site identification, assessment and Mayor and Council approval.</li> </ul>
	<ul style="list-style-type: none"> <li>• Assist the Bureau of Engineering (BOE) to resolve issues during project construction.</li> </ul>
	<ul style="list-style-type: none"> <li>• Account for funds allocated for interim housing, review expenditures and reconcile with project budgets at project completion.</li> </ul>
<b>Lead:</b>	LAHSA
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Effectively administer City funding for Interim Housing programs. Lead on design for interim housing programs.</li> </ul>
	<ul style="list-style-type: none"> <li>• Facilitate access to providers and coordinate with City departments for expeditious siting and implementation of new shelter programs and facilities.</li> </ul>
	<ul style="list-style-type: none"> <li>• Develop policy designed to: reduce barriers to entry into shelter; enhance shelter programming and services; improve effectiveness and efficiency of interim housing as a tool to access permanent housing.</li> </ul>
	<ul style="list-style-type: none"> <li>• Act as the point for connecting shelter to other key system components.</li> </ul>
	<ul style="list-style-type: none"> <li>• Ongoing engagement with County partners.</li> </ul>
<b>Lead:</b>	Mayor

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<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Ensure that all City Departments are coordinated.</li> <li>• Provide political leadership for new interim housing projects and ensure accountability for City Departments.</li> <li>• Review potential locations to ensure new facilities are sited where there is the greatest need.</li> <li>• Identify City resources for the siting of new shelter facilities, reduce barriers to creating and implementing shelter facilities.</li> </ul>
<b>Lead:</b>	BOE
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Design and oversee construction of interim shelter options with a focus on designing the smartest and most efficient space. After design, hand off to the General Services Department (GSD) for construction in consultation with providers/practitioners. - Manage construction timelines with GSD.</li> </ul>
<b>Lead:</b>	DBS
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Ensure that health and safety building codes are met for new interim housing facilities.</li> <li>• Issue permits for construction, then provide Certificate of Occupancy.</li> <li>• Coordinate with planning/fire and other agencies before a permit is issued.</li> </ul>
<b>Lead:</b>	GSD
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Identify properties within the City portfolio for interim shelter use, including management of real estate and maintenance.</li> <li>• Procurement of materials.</li> <li>• Coordinate with BOE for construction.</li> </ul>
<b>Lead:</b>	LAFD
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Coordinate with the Department of Building and Safety (DBS) regarding code compliance, with specific reviews for fire safety.</li> </ul>
<b>Action Steps:</b>	
<b>Lead:</b>	LAHSA



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<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Use previous procurement vehicles (pre-qualified list) to identify providers for all A Bridge Home (ABH) sites.</li> <li>• Create a master list of shelter programs and updated contacts.</li> <li>• Identify provider challenges; assist with implementation of responsibilities for providers, program operators, and system partners as needed.</li> <li>• Develop Coordinated Entry System (CES) Key System Indicator Dashboard, and utilize the CES Regional Data Coordinators to enhance Service Planning Area (SPA) data collection.</li> <li>• Continue regular procurement to channels to identify additional opportunities for interim shelter.</li> <li>• Develop, test and publicly release bed availability application.</li> <li>• Implement Diversion training for all shelter operators.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• A master list of updated interim housing programs, locations, and contacts continues to be maintained and distributed to the community via ConstantContact as well as available on the LAHSA website.</li> <li>• LAHSA continues to provide training and technical assistance to Interim Housing providers, both to enhance service delivery and to address performance. In Q4, there was 1 new Technical Assistance plan implemented, 1 Learning Collaborative offered, 6 new program on-boarding trainings, and 15 targeted trainings to providers to increase provider skill and ability. Monthly check-ins with Winter Shelter and A Bridge Home providers have been underway as well, reviewing data and program performance.</li> <li>• In addition to the already-existing dashboards live for Interim Housing (Enhanced Bridge for Older Adults; A Bridge Home (ABH); Winter Shelter Program (WSP); and Safe Parking (SP)), there are also now dashboards for Tiny Home Villages and Project Roomkey as of Q4.</li> <li>• In the 4<sup>th</sup> quarter of FY 2020-21 LAHSA continued to refine and streamline its Request for Statement of Qualifications (RFSQ) process at the legal entity level to make it easier for new nonprofit partners to apply and become certified to manage the public funding that LAHSA administers for the City and County's homeless housing &amp; services delivery system. Our goal throughout this effort has been to make the RFSQ application process more accessible and equitable for new, smaller nonprofits thus supporting our ongoing effort to expand our base of qualified providers. The next step improving our RFSQ procurement function is the design and implementation of a provider qualification process to operate specific types of program</li> </ul>

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	<p>components. This will expedite the procurement and award of interim housing and other types of housing and services because providers will be prequalified to perform these services thus focusing the solicitation on project specifics rather than an applicant's ability to deliver the service.</p> <ul style="list-style-type: none"> <li>The Bed Availability Application has transitioned into a Bed Reservation System and has been piloted among some ABH providers as well as Project Homekey providers. The Bed Reservation System allows us to record and report real-time vacancies for beds as well as track bed utilization. LAHSA intends to roll out this process across all matched Interim Housing resources before the end of 2021.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA/HCID
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Identify needs to improve accessibility of shelters to ensure full inclusion for persons with disabilities (service animals, language access ADA/ADAA, etc.).</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>No update.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA/Mayor
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Create a shelter/interim housing communications plan.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>No update.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA/Mayor/Council
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Identify and convene stakeholders to address barriers and identify solutions for issues related to land use, zoning, permitting of shelters.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>No update.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	Mayor
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Call to City Departments to prioritize interim shelter strategy.</li> </ul>

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<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>No update.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	BOE/DBS
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Complete design and construction of shelter sites.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>In Q3 &amp; Q4, the Bureau of Engineering coordinated with Council offices on the design and implementation of a new temporary shelter concept, Pallet Shelters, as a part of the City's Homeless Roadmap.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	GSD
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Complete siting of interim shelter site in each District (1500 beds goal).</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>No update.</li> </ul>
<b>Complete?</b>	<b>Yes.</b>
<b>Lead:</b>	DBS/LAFD
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Conduct inspections, issue appropriate certification for interim shelter sites.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>DBS and the Los Angeles Fire Department (LAFD) conduct inspections, upon request from BOE, in a timely manner.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Proposed New Action Steps (if applicable)</b>	
<b>Lead:</b>	LAHSA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Number of unique households who were engaged in Problem Solving conversations while in Interim Housing and number of unique households that used Problem Solving to exit Interim Housing successfully.</li> </ul>

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### 4.3 - Programs/Systems: Street/Outreach

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

#### Ongoing Responsibilities

<b>Lead:</b>	BOS/LAHSa/LAPD
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>The Los Angeles Homeless Services Authority (LAHSA) and Bureau of Sanitation (BOS) will provide homeless outreach for Clean and Rapid Engagement (CARE). The CARE team will work to ensure that city public space is sanitary and that those experiencing unsheltered homelessness connect to homeless services including referrals to housing. If housing resources are not readily available, BOS will ensure that homeless encampments comply with city municipal codes. If an unhoused person is noncompliant with the request from BOS and becomes hostile and threatening, the Los Angeles Police Department (LAPD) patrol units assist with compliance. LAPD patrol officers can also engage with an unhoused person and request a homeless outreach via LA-HOP or by calling the UHRC hotline number. LAPD's Homeless Coordinator's Office has staff at the UHRC and officers help field calls that relate to the CARE operation.</li> </ul>
<b>Lead:</b>	LAFD
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Emergency Management System (EMS) is frequently the first responder to health emergencies for the people that are unsheltered and collaborates with LAHSA to link people to services. The Los Angeles Fire Department (LAFD) also patrols encampments in high fire risk zones. LAFD conducts fire code outreach, education and enforcement to ensure safety compliance. During inclement weather such as heavy rain, LAFD does swift water rescues for water channels. LAFD is also the leading on the COVID-19 response. They have provided ongoing testing for COVID-19 since March of 2020 and are administering the COVID-19 vaccination.</li> </ul>

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<b>Lead:</b>	LAHSA
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>As the lead agency for Los Angeles' Homeless Continuum of Care, LAHSA serves in a number of roles that relate to Street/Outreach strategy. These include the provision of:               <ol style="list-style-type: none"> <li>Homeless outreach services via its Homeless Engagement Teams (HET) generalists, including the roadmap teams that focus on Council districts.</li> <li>Participation at the Unified Homeless Response Center (UHRC), LAHSA has an outreach coordinator that deploys outreach teams citywide.</li> <li>Macro Outreach Coordination through care coordination calls.</li> <li>LAHSA helps administer funding and write policy for service providers who are managing housing projects such as interim and permanent supportive.</li> <li>Broader Coordinated Entry System (CES) and Programmatic Support for programs that serve people who are experiencing street-based homelessness.</li> <li>Homeless Policy and Program guidance.</li> </ol> </li> </ul>
<b>Lead:</b>	LAHSA/Mayor
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Engage County partners who provide funding, thought leadership, program level coordination and strategic partnership to match quality services with other resources.</li> <li>Help triage partnership with council districts, LA Metro, and Caltrans and coordination of outreach in impacted areas of unsheltered homelessness.</li> </ul>

<b>Lead:</b>	Mayor
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Coordinates the City's UHRC, which co-locates leadership from critical City departments, LAHSA, and other partners in the same room at the Emergency Operations Center to respond to the street-based homelessness crisis together, in real-time, with services and engagement. The UHRC provides a space for a timely and effective response to street-based homelessness, leading with services and grounded in a unified incident command structure. In addition to implementing A Bridge Home (ABH) outreach, engagement, and clean-up protocols, the UHRC leads</li> </ul>

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	the City's street-based homelessness strategies with all partners in the UHRC, including LAHSA, as well as with external partners in the County and CES. UHRC actively works with all partners to ensure that the city is leading with services for unsheltered homelessness.
<b>Lead:</b>	LA Department of Recreation and Parks (RAP)
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Coordinate with LAHSA and UHRC to provide services to encampments located in parks and provide resources at public facing counters. RAP staff provide referrals to local homeless outreach teams and provide emergency pop up shelters such as the Winter Shelter programs.</li> </ul>
<b>Action Steps:</b>	
<b>Lead:</b>	All
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Determine frequency of Street/Outreach workgroup meetings. Set timelines and milestones. Ongoing review and revision of action steps/project management.</li> <li>Develop training and cross training opportunities for those entities working directly with people experiencing homelessness, prioritizing key departments (e.g., Sanitation, LAPD, and RAP).</li> <li>Expand ways to coordinate and collaborate across City family and County Departments and establish joint strategies on how to better serve people experiencing street-based homelessness.</li> <li>Partner with people experiencing homelessness, groups that represent them, and other key stakeholders to develop mutually agreeable policy recommendations that align City policies with best practices to improve service provision/connections.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>Met bi-weekly with County health partners to coordinate efforts to vaccinate PEH.</li> <li>Caltrans provided encampment locations for the LAFD mobile vaccination team.</li> <li>Continue to coordinate a street-level response that prioritizes outreach and services</li> </ul>
<b>Complete?</b>	<b>No.</b>

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<b>Lead:</b>	LAHSA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Continue to provide street-based outreach coordination both at UHRC and within the broader County context of outreach coordination.</li> <li>Continue connection and coordination between the Street Outreach teams with the new ABH sites, Safe Parking, Safe Sleeping, Tiny Home Villages, Project Roomkey (PRK), Project Homekey (PHK), and citywide to ensure that unsheltered homeless connect with housing resources.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>Outreach was successfully able to coordinate with the available housing resources to match people experiencing homelessness from the streets to housing.</li> <li>LAHSA reported 2,211 people in Q3 and 2,991 in Q4 received services or referrals by City funded outreach teams, for 5,202 people served.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	Mayor
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Establish working relations and coordination with council districts, community organizations, service providers and other stakeholders to focus on homelessness throughout the city.</li> <li>Pilot a neighborhood based UHRC which will focus on a specific LA city community and will address homelessness from a micro level.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>Met on a bi-monthly basis with CD 11, community partners, and service providers regarding Venice ABH facilities and the surrounding areas.</li> <li>Met on a bi-monthly basis with CD14 regarding outreach and housing strategies in the downtown area. During the 93rd Oscars Award show that was held at Union Station, UHRC and CD 14 worked with homeless service providers to house PEH and ensure safety of persons experiencing homelessness during the award show.</li> <li>Met on a monthly basis with the CD 9 Persons Experiencing Homelessness (PEH) Work Group. All UHRC partners, including LASAN, LAPD, and LAHSA, attend. Some of the encampments addressed were located near school zones.</li> <li>Regularly attended meetings held by Friends of Venice Boardwalk regarding outreach and resources for PEH on the boardwalk.</li> </ul>

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	<ul style="list-style-type: none"> <li>Met with CD 2 regarding the Neighborhood-based UHRC pilot to identify a pilot area and community partners.</li> <li>Coordinated with all 15 council offices to identify encampments where the LAFD mobile vaccination team could offer the J&amp;J vaccine.</li> </ul>
<b>Complete?</b>	<b>Ongoing.</b>
<b>Lead:</b>	Mayor/LAHSA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Identify other service gaps and identify their respective potential solutions, including those that impact vulnerable subpopulations.</li> <li>Ensure LAHSA is active in the UHRC and that LAHSA is in communication with service providers.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>The UHRC participated in the Service Planning Area (SPA) care coordination meetings. The meetings are led by the SPA lead and provide updates regarding efforts and resources to outreach teams, Council Districts, the Mayor's Office and other government entities. The meetings also provide an opportunity for CDs and the Mayor's Office to share updates on issues related to PEH.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	Mayor/BOS/LAHSA/Mayor/LAPD/City Attorney
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Expand hygiene, sanitation and storage options for people living on the streets. LASAN has helped establish Mobile Hygiene through the city. They work closely with the contractor Urban Alchemy (UA) who provides the services for the unhoused who are taking showers. UA also provides referrals to LAHSA and other homeless outreach providers. LA Sanitation (BOS) has distributed trash cans throughout the city near homeless encampments.</li> <li>Increase diversion opportunities for people experiencing street-based homelessness. Ensure that unsheltered persons have hygiene services readily available. Provide opportunities for employment.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>In Q4 Mobile Hygiene Units provided a total of 3,081 showers to the unhoused community.</li> <li>A total of 165 portable restrooms and 331 hand wash stations were placed at encampments across the City.</li> </ul>



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	<ul style="list-style-type: none"> <li>• 19 Mobile Pit Stops, each staffed to ensure safety and cleanliness, were deployed. There were a total of 88 active employees dedicated to staffing the Mobile Pit Stop program.</li> <li>• The BIN storage facilities provided approximately 2,500 bins that were used citywide.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	Mayor/LAHSa/LAPD/BOS
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Expand work with broader community (e.g., residents) around challenges and opportunities in our work to address street based homelessness.</li> <li>• Provide the community with information on how they can access a homeless outreach team via the Los Angeles Homeless Outreach Portal (LA-HOP) as well as send them information on how they can have LASAN access sanitation needs via MyLA311.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• More departments and constituents are using the LA-HOP and myLA311 system.</li> <li>• The Mayor's Public Engagement Team regularly met with constituents, community groups, business owners, and neighborhood councils to discuss the issue of homelessness and how constituents can request services for PEH and assistance through 311.</li> </ul>
<b>Complete?</b>	<b>Yes (ongoing).</b>

#### Proposed New Action Steps (if applicable)

<b>Lead:</b>	<b>Mayor/LAHSa/EMD</b>
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Create a disaster guide for PEH to be distributed by outreach teams.</li> </ul>

#### Proposed New Action Steps (if applicable)

<b>Lead:</b>	<b>Mayor</b>
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Launch a short-term COVID-19 response outreach pilot in Venice and Hollywood.</li> <li>• Launch an alternative response pilot program for 911 calls involving PEH in Venice and Hollywood.</li> </ul>

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Proposed New Action Steps (if applicable)	
<b>Lead:</b>	<b>Mayor</b>
<b>Action Steps:</b>	<ul style="list-style-type: none"><li>● Launch a street medicine pilot program with USC Keck School of Medicine</li></ul>

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#### 4.4 - Programs/Systems: Supportive Housing

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

#### Ongoing Responsibilities

<b>Lead:</b>	HCID
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Administer the Proposition HHH Supportive Housing Loan Program (Prop HHH).</li> <li>• Ensure Prop HHH-funded supportive housing units are leased using the Coordinated Entry system (CES).</li> </ul>
<b>Lead:</b>	HACLA
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Administer the Housing Choice Voucher program.</li> <li>• Participate in working groups for the development of the universal standards for Permanent Supportive Housing (PSH).</li> <li>• Partner with LAHSA, the County Department of Health Services (DHS), Department of Mental Health (DMH), and Housing Authority of the County of Los Angeles (HACLA) to develop the universal application forms.</li> </ul>
<b>Lead:</b>	LAHSA
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Partner with other strategy leads to ensure the CES can be used to efficiently and effectively identify tenants for new PSH units.</li> <li>• Coordinate with HACLA and the Los Angeles County Development Authority (LACDA) to identify opportunities to streamline the voucher application and lease up processes.</li> </ul>
<b>Lead:</b>	Mayor/HCID
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Lead by Mayor's Housing Crisis Solutions Team, \$120M reserved for a competitive Prop HHH pilot program. Program will fund innovative production and/ or financial models. Typologies encouraged are long-term vacant Single Resident Occupancy's (SRO), supportive shared housing models, small- scale scattered site developments.</li> </ul>

#### Action Steps:

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<b>Lead:</b>	HACLA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Continue cross-sector collaborations and improve data sharing with partnering agencies. Provide quarterly reporting on HACLA's vouchers dedicated to PSH as well as PSH utilization data.</li> </ul>
<b>Quarterly Update:</b>	<p>Q3:</p> <ul style="list-style-type: none"> <li>Three PSH-PBV projects with 123 units executed HAP Contracts: Parthenia Place Apartments (Project Homekey), Orchid Apartments (Project Homekey), and FLOR 401 Lofts.</li> <li>HACLA also executed AHAP contracts for 7 project with 359 units: PATH Villas Hollywood, Sherman Oaks Senior Housing, Bryson II, Mariposa Lily, Serenity Apartments, West Terrace, and Talisa Apartments. The projects listed are estimated to complete construction in 2022 and 2023.</li> </ul> <p>Q4:</p> <ul style="list-style-type: none"> <li>Six PSH-PBV projects with g 197 units executed HAP Contracts: Metamorphosis on Foothill, McCadden Plaza Youth Housing, Florence Mills Apartments, 649 Lofts, Rise Apartments, and Western Avenue Apartments</li> <li>HACLA also executed AHAP contracts for 12 projects with 793: Ambrose Apartments, Depot at Hyde Park, Sun King Apartments, La Veranda, 11010 SMB, Asante Apartments, Main Street Apartments, Lake House, Weingart Tower A 134 Upper, Weingart Tower A 144 Lower, 6th &amp; San Julian Apartments, Palm Vista Apartments. The projects listed are estimated to complete construction in 2022 and 2023.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	HCID
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Annually review and update existing Prop HHH Program guidelines to ensure maximum amount of production of affordable supportive housing.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>The Housing and Community Investment Department (HCID) executed HHH commitment letters for two (2) projects, including letters for Central Apartments and Barry Apartments.</li> <li>HCID received Tax Credit Allocation Committee/California Debt Limit Allocation Committee (TCAC/CDLAC) awards for 11 projects that were submitted in the February CDLAC and March TCAC rounds. The City also closed financing on 17 HHH projects. This represents \$137,034,938 in HHH proceeds, and 991 total units, 884 of which are supportive housing units.</li> </ul>

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	<ul style="list-style-type: none"> <li>The City began construction on fourteen (14) HHH projects. This represents \$121,212,167 in HHH proceeds, and 877 total units, 735 of which are supportive housing units.</li> <li>Seven (7) HHH projects including RISE Apartments, McCadden Plaza Youth Housing, Metamorphosis on Foothill, Gramercy Place Apartments, Western Avenue Apartments, Casa de Rosas, and The Pointe on Vermont received their Temporary Certificate of Occupancy. This represents \$55,258,331 in HHH proceeds, and 315 total units, 252 of which are supportive housing units.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Create a master inventory of all existing and pipeline PSH in LA City and County.</li> <li>In collaboration with the DHS, pair new Intensive Case Management Services (ICMS) with new and existing PSH in the City and County.</li> <li>Implement a prioritization policy for all permanent supportive housing matched through CES.</li> <li>Develop universal standards for PSH with HACLA, LACDA, DMH, DHS, and other community stakeholders.</li> <li>Analyze prevention funding utilization by PSH providers to better coordinate services and identify opportunities for improvement.</li> <li>Analyze Homeless Management Information System (HMIS) data to identify contract compliance improvements and improve the quality of case management services.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>The Universal Housing Application (UHA) has launched its preliminary phase. It was successfully rolled out and is being tested throughout the county with various partners. Weekly meetings are being held to identify and fix any bugs. Preliminary conversations with the PHAs to incorporate their housing applications into the UHA strives to meet the goal to launch the PHA section in the fall.</li> <li>LAHSA staff visited 9 different sites through this time and provided hundreds of services. From our data, over 50 percent of the documents that have been uploaded into HIMS have been done so by a Document Specialist. We have trained a Document Specialist to fill out the Emergency Housing Vouchers (EHV) applications and make sure that anyone not connected to a housing subsidy at PRK sites will have an application submitted.</li> </ul>

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	<ul style="list-style-type: none"> <li>A series of trainings have been set up by LAHSA and LACDA regarding EHV applications for providers to attend and get more information and support for their submitted applications.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	Mayor/HCID
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Administer the HHH Housing Challenge</li> <li>Complete underwriting for at least three (3) Housing Challenge projects before the end of FY 2020-21, Q1.</li> <li>Secure conditional commitments for at least one (1) project for each Housing Challenge developer team that utilizes Low Income Housing Tax Credits (LIHTC) before the end of Fiscal Year (FY) 2020-21.</li> <li>Begin construction on at least one (1) Housing Challenge project before the end of FY2020-21, Q2.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>Conditional commitments provided to 1/4 LIHTCs developer teams for one of their respective projects.</li> <li>1 project (financed with LIHTCs) completed underwriting and entered the Project Expenditure Plan (PEP).</li> <li>On track to begin construction of a third Housing Challenge project before the end of calendar Q4.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Proposed New Action Steps (if applicable)</b>	
<b>Lead:</b>	Mayor
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Secure conditional commitments for at least one project for each Housing Challenge developer team that utilizes LIHTCs before the end of FY20/21.</li> <li>Complete underwriting for at least three Housing Challenge projects before the end of FY 20/21.</li> <li>Begin construction on at least one Housing Challenge project before the end of FY20/21, Q2.</li> </ul>

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#### 4.5 - Programs/Systems: Services

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

#### Ongoing Responsibilities

<b>Lead:</b>	LAHSA
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Strengthen collaborative efforts between services agencies, with a focus on City/County resource and policy alignment.</li> <li>• Maintain inventory of services for the Los Angeles Continuum of Care (LA CoC), provide training and technical assistance as needed.</li> <li>• Review data and evaluate programs.</li> <li>• Identify and execute key strategies to improve retention, training and resource development and technical assistance for service providers and staff.</li> <li>• Create and foster intra-organizational sharing of best practices, strategies, success stories and innovative concepts between services providers and planning areas.</li> <li>• Incorporate a stronger connectivity and support through engagement of persons with lived experience in every level of the service system.</li> </ul>
<b>Lead:</b>	EWDD
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Coordinate with City and County to provide high quality employment services to people experiencing homelessness.</li> </ul>
<b>Lead:</b>	HCID
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Ensure high quality services are connected to special population programs, including HIV/AIDS and domestic violence.</li> </ul>
<b>Lead:</b>	LAHSA/Mayor
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Coordinate with County partners providing thought leadership, funding and strategic partnership to match quality services with other resources.</li> </ul>

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<b>Action Steps:</b>	
<b>Lead:</b>	CAO
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Invite appropriate City and County departments to participate in policy and system coordination efforts.</li> </ul>
<b>Quarterly Update:</b>	No update.
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Strengthen collaborative efforts between services agencies, with a focus on City/County resource and policy alignment.</li> </ul>
	<ul style="list-style-type: none"> <li>• Maintain inventory of services for LA CoC, provide training and technical assistance as needed.</li> </ul>
	<ul style="list-style-type: none"> <li>• Review data and evaluate programs.</li> </ul>
	<ul style="list-style-type: none"> <li>• Identify and execute key strategies to improve retention, training and resource development and technical assistance for service providers and staff.</li> </ul>
	<ul style="list-style-type: none"> <li>• Create and foster intra-organizational sharing of best practices, strategies, success stories and innovative concepts between services providers and planning areas.</li> </ul>
	<ul style="list-style-type: none"> <li>• Incorporate a stronger connectivity and support through engagement of persons with lived experience in every level of the service system.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• The Los Angeles Homeless Services Authority (LAHSA) has recently hosted a number of trainings focused on ensuring broad access to Emergency Housing Vouchers (EHV) for service agencies across the County, including Victim Service Providers and smaller agencies not funded by LAHSA.</li> <li>• In light of staffing challenges across agencies Countywide, LAHSA is looking into ways it can support staffing including increased training as well as hiring and training staff that can then be hired by other agencies.</li> <li>• LAHSA is also updating the membership of its lived experience advisory board for both adults as well as for youth.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA/EWDD



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<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Increase the number of persons connected to employment opportunities paying a living wage.</li> <li>• Implement and expand pilot to support employment in rapid rehousing.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• The Rapid Rehousing pilot project was completed and successfully linked the Los Angeles Regional Initiative for Social Enterprise (LA: RISE) with rapid rehousing sites across the City.</li> <li>• During the months of April-June 2021, LA: RISE providers supported LAHSA's Housing Readiness Fairs held at various Project RoomKey sites to link participants to the LA: RISE services and/or other employment services.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA/HCID
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Conduct a support needs survey for Homeless Service Staff.</li> <li>• Develop and implement Program Transfer policies and procedures in order to ensure participants are able to quickly access and receive services in the environment and/or system of care best suited to meet their needs, i.e. - stepping up/stepping down persons between Interim Housing to Recuperative Care, between Domestic Violence (DV) programs and mainstream programs, etc.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• LAHSA recently created a transfer policy for permanent housing programs. This includes rapid re-housing type programs as well as permanent supportive housing and housing vouchers, and applies within and across population systems (i.e., family to youth or youth to adult).</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	EWDD
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Continue and expand Los Angeles Regional Initiative for Social Enterprise (LA:RISE) and other high-impact employment programs.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• As of June 30, 2021, a total of 719 participants received subsidized transitional employment with 2020-21 funds, 537 for City General Fund and 182 for County Measure H. Additionally, a total of 37 LA: RISE A Bridge Home and 10 Project Rook Key participants received transitional employment, work readiness workshops, needs assessments, and job search and placement assistance.</li> </ul>

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<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	EWDD/Personnel
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Increase employment through expansion of City's targeted local hire, work with personnel to analyze the current effectiveness of the City's local hire program.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• No update.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Proposed New Action Steps (if applicable)</b>	
<b>Lead:</b>	
<b>Action Steps:</b>	

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#### 4.6 - Programs/Systems: Prevention/Diversion

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

#### Ongoing Responsibilities

<b>Lead:</b>	LAHSA
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Overall implementation of diversion/problem solving practices throughout the system.</li> <li>• Build strong relationships with various providers including legal, justice and homeless services.</li> <li>• Invest in and implement diversion as a best practice at all levels of homeless service delivery system through training.</li> <li>• Provide fiscal management, technical guidance and data analytics to continuously improve the practice.</li> <li>• Engage with the County to coordinate strategies and participation of relevant departments (Department of Health Services (DHS), the Department of Children and Family Services (DCFS), Sheriff Department )</li> </ul>
<b>Lead:</b>	HCID
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Monitor impact and technical assistance to providers.</li> <li>• Provide support and capacity building through training and financial capability work for contractors.</li> </ul>
<b>Lead:</b>	LAPD
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Provide program and technical leadership for jail in-reach efforts.</li> </ul>
<b>Lead:</b>	Mayor
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Increase community support and neighborhood stabilization efforts to minimize and prevent future risk of homelessness.</li> </ul>
<b>Lead:</b>	HACLA
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Actively participate in preventing persons receiving Section 8 from entering the homeless system.</li> </ul>

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<b>Action Steps:</b>	
<b>Lead:</b>	LAHSA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Work with Lived Experience Advisory Group to explore opportunities to create formerly homeless support groups to prevent returns to homelessness.</li> </ul>
	<ul style="list-style-type: none"> <li>• Create and keep current a Prevention/Diversion provider list (intra agency), and Prevention Assistance Flyer (public).</li> </ul>
	<ul style="list-style-type: none"> <li>• Convene stakeholders to establish data sharing plan for data analysis.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• Prevention and legal services meet bi-weekly to streamline services and case conference.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA/HCID
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Conduct and make available training on prevention and diversion at every level of the homeless assistance system.</li> </ul>
	<ul style="list-style-type: none"> <li>• Increase diversion staffing at common city entry points.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• Problem-Solving Specialists to be co-located at Family Source Centers are all hired and on site or receiving referrals for households in need of services.</li> <li>• 50-minute Problem-Solving web series for non-HMIS users provided to all Family Source Center leadership to share with staff. This web training is the pre-requisite to accessing Problem-Solving Assistance Funds.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA/Mayor
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Utilize research and data to improve outcomes and target resources.</li> </ul>
<b>Quarterly Update:</b>	No update.
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	HCID
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Cross-train other city departments for who to call when serving persons who are homeless or at risk (Aging/Parks/libraries, Los</li> </ul>

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	<p>Angeles Housing and Community Investment Department (HCID) field offices, community centers funded by the City and County).</p> <ul style="list-style-type: none"> <li>• Coordinate prevention and diversion strategies with domestic violence intake/service providers.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• 50-minute Problem-Solving web series for non-HMIS users was provided to all Family Source Center leadership to share with collaborative partners. This web training is the pre-requisite to accessing Problem-Solving Assistance Funds.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAHSA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Increase capacity of 211 for after-hours information on diversion strategies.</li> <li>• Create a small pool of diversion assistance funds that can be accessed to rapidly resolve a housing crisis.</li> <li>• Identify and implement strategies to help people in need outside of working hours by creating more access points and co-locating Coordinated Entry System (CES) staff to conduct basic triage.</li> <li>• Coordinate homelessness prevention funding with County.</li> <li>• Establish and implement data sharing strategy, policy, and procedure between homeless services and institutional partners.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• Problem-Solving intervention approaches embedded throughout the 211 triage assessment.</li> <li>• LAHSA has planned to allocate funding for four Problem-Solving Specialists to work at 211 for FY21-22.</li> <li>• Problem-Solving Conversation Tracking Tool is being embedded in 211 data collection system to support more consistent documenting.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAPD
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Work with courts to expand prevention and diversion programs.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• No update.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	LAPD/Mayor

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<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Continue/expand successful jail in-reach program.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>No update.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	All
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Meet quarterly and continue to assess strategy and update goals and action items as needed.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>No update.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Proposed New Action Steps (if applicable)</b>	
<b>Lead:</b>	
<b>Action Steps:</b>	

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

**Goal:** Expand Rapid Rhousing (RRH) efforts through strengthening coordination with LAHSA and Los Angeles County, developing policies to support innovative approaches and practices, increasing capacity to serve homeless persons/households, and enhancing access to RRH services.

#### Ongoing Responsibilities

<b>Lead:</b>	LAHSA
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Strengthen collaboration efforts with supporting agencies and RRH programs by identifying and creating new partnerships.</li> <li>• Identify and maintain inventory of all known and available RRH programs and resources operating within the Los Angeles Continuum of Care (LA CoC) regardless of funding source or population served.</li> <li>• Sound fiscal administration to ensure providers and participants have access to timely and fully subsidized rental assistance and other financial assistance when needed.</li> <li>• Program development to determine and update appropriate supportive services (e.g. case management and financial assistance) are available for all RRH programs and their participants.</li> <li>• Provide RRH program staff with on-going Technical Assistance and Program Guidance on service delivery by identifying best practices and providing training for RRH program staff.</li> <li>• Coordinate Landlord/Property Management Recruitment and Engagement activities to ensure consistency across the LA CoC.</li> <li>• Match participants to RRH resources through the LA County Coordinated Entry System (CES).</li> <li>• Strengthen coordination efforts with the Housing Authority of the City of Los Angeles (HACLA) and other City/County departments in order to facilitate program transfers to Permanent Supportive Housing (PSH) and other forms of subsidized permanent housing with intensive supportive services.</li> </ul>

#### Action Steps:

<b>Lead:</b>	LAHSA
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Develop plan and timeline of implementation regarding responsibilities of various collaborative departments.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Create a master list of RRH programs and updated contacts.</li> <li>• Identify and convene stakeholders to address challenges and identify solutions.</li> <li>• Assist with implementation of responsibilities for service providers, RRH program operators, and system partners.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• RRH team continues to update RRH provider master list of providers. Many providers have new staff overseeing their RRH programs.</li> <li>• The RRH LAHSA team continues to expand with two additional coordinators and one to be hired to assist providers with technical assistance and guidance.</li> <li>• LAHSA teams are developing, creating, and providing joint trainings with the RRH and RRP providers on housing Evidenced Based- and best practices. The first series of trainings will occur in August 2021. The first set of trainings are geared towards services provider Program Managers/Supervisors to discuss staff burn out and retention.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Proposed New Action Steps (if applicable)</b>	
<b>Lead:</b>	<b>LAHSA</b>
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Match participants to RRH resources through the LA County Coordinated Entry System (CES).</li> <li>• LAHSA PH Department is working with the assistance of the Systems team and Technical Assistance in developing a process to match program participants to RRH. Preliminary Discussions started and process development began.</li> </ul>



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4.8 - Programs/Systems: Affordable Housing	
<b>Goal:</b> Support initiatives and policies that identify, develop, and preserve affordable housing.	
<b>Ongoing Responsibilities</b>	
<b>Lead:</b>	HCID
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Administer the Affordable Housing Managed Pipeline (AHMP) to finance new affordable units Citywide.</li> <li>Identify at-risk properties to target the City's preservation efforts.</li> <li>Assist property owners' awareness in complying with the State Notification requirements at covenant expiration or termination of rental subsidies.</li> </ul>
<b>Lead:</b>	CAO
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>Identify potential City-owned sites for affordable housing.</li> </ul>
<b>Action Steps:</b>	
<b>Lead:</b>	HCID
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>Prepare and implement Linkage Fee Expenditure Plan.</li> <li>Minimize Tenant Displacement with At-Risk Affordable Housing Tenant Outreach and Education Services (AAHTOES).</li> <li>Establish working group to develop Universal Waiting list for Density Bonus units.</li> <li>Engage the Housing Authority of the City of Los Angeles (HACLA) and the Los Angeles Homeless Services Authority (LAHSA) to include ongoing responsibilities and action steps for these departments.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>The total receipts collected by the Affordable Housing Linkage Fee (AHLF) as of March 2021 was approximately \$32.6M which retains Tier 2 status according to the AHLF Expenditure Plan.</li> <li>Funds will support existing programs such as New Construction, Preservation, and Moderate Income Purchase Assistance (MIPA).</li> <li>The AHLF Oversight Committee (OC) meeting was held on May 26, 2021 to discuss the AHLF Expenditure Plan for FY2020-21, AHLF-supported Program Guidelines and technical corrections.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Efforts to minimize tenant displacement was provided by the Coalition for Economic Survival (CES), an organization contracted by the Housing and Community Investment Department (HCID) to interface with tenants, property owners, landlords, or other parties to provide outreach and education to residents of expiring and at-risk affordable housing, and assists HCID to monitor the affordable housing portfolio in an effort to prevent potential tenant displacement.</li> <li>• During fiscal year FY 2020-21 Q3 and Q4, tenant outreach and education services was conducted at 18 at-risk properties consisting of 324 restricted units.</li> <li>• Due to the COVID-19 Pandemic, face-to-face tenant outreach has been suspended to prevent the spread of the virus, and to ensure the safety of tenants in at-risk buildings. CES Staff has continued to contact tenants via mail, telephone and email. Staff has also continued to provide education materials regarding Subsidy Expirations to the tenants.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Lead:</b>	CAO
<b>Action Steps:</b>	<ul style="list-style-type: none"> <li>• Review and assess City-owned sites for affordable housing.</li> </ul>
<b>Quarterly Update:</b>	<ul style="list-style-type: none"> <li>• No (0) sites assessed in Q3.</li> <li>• Six (6) sites assessed in Q4.</li> </ul>
<b>Complete?</b>	<b>No.</b>
<b>Proposed New Action Steps (if applicable)</b>	
<b>Lead:</b>	
<b>Action Steps:</b>	

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q2 FY 2020-21	Q3 FY 2020-21	Q4 FY 2020-21	Headline Metrics	Notes
1.0 - Governance, Accountability & Budget	10A - Full Funding for Affordable Housing Trust Fund	CAO/CLA/HCID	Permanent Housing Units Created	162	124	191	Expansion of supply of affordable and homeless housing	Permanent Total Housing Units Created
	10A - Full Funding for Affordable Housing Trust Fund	CAO/CLA/HCID	Bonds issued for permanent supportive housing and facilities for persons experiencing homelessness	133	97	155	Expansion of supply of affordable and homeless housing	Permanent Supportive Housing Units Created
3.2 - Policy: No Wrong Door	N/A	LAPD	Number of service referrals to LAHSA	75	N/A	N/A		Los Angeles Police Department (LAPD) Homeless Outreach and Proactive Engagement (HOPE) units were disbanded on January 13, 2021.
	N/A	LAPD	Number of housing referrals to LAHSA	150	N/A	N/A		
	N/A	LAPD	Number of housing referrals to other agencies	37	N/A	N/A		
	N/A	LAPD	Number of service referrals to other agencies	87	N/A	N/A		
	N/A	Personnel	Number of City Staff that receive "No Wrong Door" training course	0	0	0		Training is currently on hold due to budgetary constraints.
3.2 - Policy: No Wrong Door / 4.3 - Program/Systems: Street Outreach	3B - Develop Encampment Engagement Protocol	BOS	Amount of hazardous materials collected (lbs) (California definition, includes human waste)	52,930	34,852	65,209		
	3B - Develop Encampment Engagement Protocol	BOS	Amount of hazardous materials collected (lbs) (Federal definition)	29,013	5,665	21,453		
	3B - Develop Encampment Engagement Protocol	BOS	Impoundments from noticed clean ups	1,251	317	165		
	3B - Develop Encampment Engagement Protocol	BOS	Impoundments from un-noticed clean ups	18	137	49		
	3B - Develop Encampment Engagement Protocol	BOS	Number of encampments	1,269	454	214		Number of tents impounded by CARE and CARE+ operations. The numbers decreased because of the suspension of LAMC 56.11 enforcement and cleanups.
	3B - Develop Encampment Engagement Protocol	BOS	Number placed in temporary housing	N/A	N/A	N/A	Number placed in temporary housing	
	3A - Standardize First Responder Training for Homeless	LAHSA	Number of persons placed in permanent housing through contact with HOPE Team	3	8	13	Number placed in permanent housing	Note that HOPE Team HMIS setup would not capture those participants who are first contacted by HOPE, then connected/enrolled in IH or RRH and then placed in PH
	3A - Standardize First Responder Training for Homeless	LAHSA	Number of persons placed in temporary housing through contact with HOPE Team	15	65	172	Number placed in temporary housing	
	3A - Standardize First Responder Training for Homeless	LAPD	Number of housing referrals to Los Angeles Homeless Services Authority (LAHSA)	87	N/A	N/A		Los Angeles Police Department (LAPD) Homeless Outreach and Proactive Engagement (HOPE) units were disbanded on January 13, 2021, and personnel returned to patrol. This included 46 Police Officers and four Sergeants.
	3A - Standardize First Responder Training for Homeless	LAPD	Number of housing referrals to other agencies	100	N/A	N/A		
	3A - Standardize First Responder Training for Homeless	LAPD	Number of service referrals to Los Angeles Homeless Services Authority (LAHSA)	4,034	N/A	N/A		
	3A - Standardize First Responder Training for Homeless	LAPD	Number of service referrals to other agencies	4,569	N/A	N/A		
	3A - Standardize First Responder Training for Homeless	LAPD	Percent of HOPE Officers with MHIT Training	28	100	N/A		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q2 FY 2020-21	Q3 FY 2020-21	Q4 FY 2020-21	Headline Metrics	Notes
	3A - Standardize First Responder Training for Homeless	LAPD	Number of officers Citywide having completed Mental Health Intervention Training	25	4,253	4,430		
3.2 - Policy: No Wrong Door / 4.5 - Programs/Systems: Services	3E - Integration with County Health Sobering Centers	LAHSA	Number of clients placed in permanent housing upon discharge from a sobering center	N/A	N/A	N/A	Number placed in permanent housing	
	3E - Integration with County Health Sobering Centers	LAHSA	Number of clients placed in temporary housing upon discharge from sobering center	N/A	N/A	N/A		
3.2 - Policy: No Wrong Door / 4.6 - Programs/Systems: Prevention/Diversion	3D - Expansion of Jail In-Reach	LAPD	Number of people discharged to temporary housing	N/A	N/A	N/A	Number placed into temporary housing	This effort has stalled due to COVID-19 and funding shortfalls.
	3D - Expansion of Jail In-Reach	LAPD	Number of persons identified in custody experiencing homelessness	N/A	N/A	N/A		
	3D - Expansion of Jail In-Reach	LAPD	Number of persons in custody entered into CES or provided a referral by a service provider	N/A	N/A	N/A		
	3D - Expansion of Jail In-Reach	LAPD	Number of persons in custody interviewed by a service provider	N/A	N/A	N/A		
3.3 - Policy: Land Use & Housing	7G - Implement Existing & Recommend New CEQA Zoning Reforms	DCP	Number of projects that take advantage of the various CEQA streamlining measures, including the number of total units, affordable housing units and homeless housing units	No projects meeting these criteria were approved in this quarter	Total: 153 Affordable: 151 Homeless: 97	Total: 331 Affordable: 37 Homeless: 0	Expansion of supply of affordable and homeless housing	
	7K - Development of Second Dwelling Units Pilot Program	DCP	Number of second dwelling units approved upon adoption of City second dwelling unit ordinance	93 approved by DCP in this quarter. 1,673 second dwelling applications submitted via DBS	106 approved by DCP in this quarter. 1,477 applications for second dwellings submitted to DBS	138 approved by DCP in this quarter. 1,780 applications for second dwelling units submitted to DBS.	Expansion of supply of affordable and homeless housing	
	N/A	DCP	Number of housing units approved through implementation of the Transit Oriented Community (TOC) Program, including the number of affordable units restricted for Extremely Low Income, Very Low Income and Low Income Households.	Total TOC Approved: 1,241. ELI: 112; VLI: 11; Low: 160 Market Rate: 958	Total TOC Approved: 1,952; ELI: 156; VLI:33; Low Income: 173. Market Rate: 1,590	Total TOC Approved: 1,080. ELI: 118; VLI:10; Low:20	Expansion of supply of affordable housing	
	N/A	DCP	Number of housing units approved through implementation of the revised Density Bonus ordinance, including the number of affordable units restricted for Extremely Low Income, Very Low Income, and Low Income households.	N/A	N/A	N/A	Expansion of supply of affordable housing	Update not yet adopted.
	N/A	DCP	Number of supportive housing units approved through implementation of the Permanent Supportive Housing ordinance.	Total Units Approved through PSH: 40	Total Units Approved through PSH: 352	Total units approved through PSH: 119	Expansion of supply of affordable housing	
	N/A	DCP	Number of transitional housing units approved through implementation of the Interim Motel Conversion ordinance.	No data.	No data.	No data.	Expansion of supply of affordable housing	

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q2 FY 2020-21	Q3 FY 2020-21	Q4 FY 2020-21	Headline Metrics	Notes
	N/A	DCP	Number of supportive housing units approved through implementation of the Interim Motel Conversion ordinance.	No data.	No data.	No data.	Expansion of supply of affordable housing	
	N/A	DCP	Average entitlement timeline for Priority Housing Projects (20% or more affordable units) as compared to all housing projects	27% Faster	70% Faster	94% Faster		
	N/A	DCP	Average entitlement timeline for Transit Oriented Communities projects as compared to stand-alone Density Bonus projects	57% faster	73% slower	No data		
	N/A	DCP	Number of housing units that do not require Site Plan Review upon adoption of revised Site Plan Review ordinance	N/A	N/A	N/A		Update not yet adopted.
	N/A	DCP	Number of existing affordable units identified through Mello Act compliance determinations, upon adoption of Mello Act ordinance	2 affordable units were added through projects that required Mello Act compliance determinations	8 affordable units were added through projects which required Mello Act review	There were no affordable units added through projects which required Mello Act review		This metric should be revised to be "Number of affordable units added through Mello Act compliance determinations, upon adoption of the Mello Act ordinance."
	N/A	DCP	Average entitlement timeline for projects using the Permanent Supportive Housing Ordinance as compared to all housing projects for which a Director's determination is made.	no discretionary PSH suffix cases	75% faster	58% faster		
	N/A	DCP	Number of Community Plan Updates and Transit Neighborhood Plans completed	None	None	None		No new Community Plan Updates or Transit Neighborhood Plans were adopted in Q3 and Q4 of FY20-21
	N/A	DCP	Additional housing capacity created through Community Plan Updates and adoption of Transit Neighborhood Plans.	None	None	None		
3.4 - Policy: Vulnerable Populations	9I - Employment Development for Homeless Individuals with Pets	EWDD	Number of individuals recruited	450	238	125		
	9I - Employment Development for Homeless Individuals with Pets	EWDD	Number of participants placed in transitional jobs program and co-enrolled in WIOA	450	238	125		
	9I - Employment Development for Homeless Individuals with Pets	EWDD	Number of people placed in competitive employment	22	22	49		
	9I - Employment Development for Homeless Individuals with Pets	EWDD	Participants provided with retention supports after social enterprise job experience	N/A	22	49		
	9L - Women's Homelessness - Employment Development	EWDD/LAHS	Number of women employed	0	56	15	Number who gain employment or enroll in vocational training/education	
	9L - Women's Homelessness - Employment Development	EWDD/LAHS	Number of women enrolled experiencing homelessness who are unemployed (or who do not report earned income)	70	402	386		
	N/A	LAHSA	Number of DV survivors who exit shelter and are placed in permanent housing.	161	190	219	Number placed in permanent housing	

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q2 FY 2020-21	Q3 FY 2020-21	Q4 FY 2020-21	Headline Metrics	Notes
	N/A	LAHSA	Number of transgender individuals served, employed and housed	Served: 533 Employed: 8 Housed: 14	Served: 398 Employed: 11 Housed: 17	Served: 445 Employed: 10 Housed: 23		
	N/A	LAHSA	Length of time from enrollment to housing placement measured by population (gender, DV, TAY, LGBTQ, disabled, ageing, persons with pets)	Female: 246 Male: 231 Other: 113 TransGender F/M: 234 TransGender m/F : 83 Unknown: 194 DV : 234 Tay: 195	Female: 279 Male: 292 Other: 360 TransGender F/M: 257 TransGender m/F : 90 Unknown: 182 DV : 225 Tay: 264	Female: 277 Male: 251 Other: 220 TransGender F/M: 229 TransGender m/F : 152 Unknown: 576 DV : 236 Tay: 267		
3.5 - Policy: Skid Row	N/A	CAO	Number of sites assessed for housing utilization	10	10	10	Expansion of supply of affordable housing	
	N/A	CAO	Number of sites assessed for service utilization	0	0	0		
	N/A	DCP and Mayor	Number of community meetings attended	No data.	13	13		
4.1 - Programs/Systems: Coordinated Entry System (CES)	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Average length of stay in crisis/bridge housing	Ave (Stayers Only) - 211; Ave (Exits only) - 132; Ave (Both) - 184	Ave (Stayers Only) - 228 Ave (Exits only) - 148 Ave (Both) - 206	Ave (Stayers Only) - 242 Ave (Exits only) - 178 Ave (Both) - 216		
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Length of time from assessment to housing match	Ave: 330; Median: 219; Range: 1 - 1685	Ave: 370 Median: 287 Range: 0-1744	Ave: 437 Median: 323 Range: 4-1966		
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Need and acuity level of persons obtaining permanent housing	Average: 9.76 Score 0-3 : 7% Score 4-7 : 25% Score 8+ : 68%	Average: 9.17 Score 0-3 : 137 Score 4-7 : 433 Score 8+ : 927	Average: 9.49 Score 0-3 : 115 Score 4-7 : 422 Score 8+ : 979		
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households screened and matched to a housing resource through CES	345	302	507		
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households that have moved into housing	2,067	2,777	2,739	Number placed in permanent housing	
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households who have increased their income by source of income	2,517	3,069	3,186	Number who gain employment or enroll in vocational training/education	
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Percentage of persons that retain housing for 12 months	84%	89%	83%	Number who retain housing from the date of placement	
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Average length of stay in crisis/bridge housing (days)	Ave (Stayers Only) - 211; Ave (Exits only) - 132; Ave (Both) - 184	110	103		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Housing retention over the following year	87%	92%	84%	Number who retain housing from the date of placement	
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Length of time from assessment to housing match (days)	Ave: 231; Median: 209	Ave: 312 Median: 225 Range: 1-1310	Ave: 406 Median: 369 Range: 10-1706		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Length of time from housing match to actual housing move-in (days)	N/A	N/A	N/A		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q2 FY 2020-21	Q3 FY 2020-21	Q4 FY 2020-21	Headline Metrics	Notes
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of families receiving diversion services that do not end up accessing homeless services through diversion efforts	4	3	3		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of families receiving prevention services through CES in order to stabilize and maintain existing housing	134	138	151	Number who are prevented from becoming homeless or being discharged into homelessness	
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of households that receive services from multiple systems	N/A	N/A	N/A		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of matches being made from one SPA to another	N/A	N/A	N/A		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of referrals being made from one population system to another	N/A	N/A	N/A		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of TAY screened and matched to a housing resource through CES	18	31	50		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of TAY who have moved into housing	231	298	275	Number placed in permanent housing	
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Percentage of families who were able to successfully prevent imminent homelessness	94%	55%	68%	Number who are prevented from becoming homeless or being discharged into homelessness	
	N/A	LAHSA	Number and percent of families receiving prevention services through CES in order to stabilize and maintain existing housing.	134	138 (4%)	151	Number who are prevented from becoming homeless or being discharged into homelessness	
	N/A	LAHSA	Average need and acuity level of persons or households who have obtained permanent housing (acuity score)	Average: 9.76 Score 0-3 : 7% Score 4-7 : 25% Score 8+ : 68%	Average: 9.17 Score 0-3 : 137 Score 4-7 : 433 Score 8+ : 927	Average: 9.49 Score 0-3 : 115 Score 4-7 : 422 Score 8+ : 979		
	N/A	LAHSA	Number of households matched to permanent supportive housing resources through CES	344	302	505		
	N/A	LAHSA	Number of staff from CES participating agencies that participated in CTA trainings	1,322	1,903	1,667		
	N/A	LAHSA	Number of CES participating agencies that applied for and were awarded a capacity building grant	0	0	CES Lead3 CES Access Point12		



Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q2 FY 2020-21	Q3 FY 2020-21	Q4 FY 2020-21	Headline Metrics	Notes
	N/A	LAHSA	Number and types of technical assistance provided to CES System Matchers	218	291	156		Breakdown for Q4: • Trainings/Meetings: 33 • New Matcher Onboarding Trainings: 7 • TA regarding Clarity HMIS issues: 5 • TA regarding Resource Management System issues: 16 • TA regarding CES partnering agencies and non-CES partnering agencies compliance to the matching system: 3 • Tiger Team Meetings: 2  Lease Up calls: 42 SPA Matcher meetings: 48
4.2 - Program/Systems: Shelter	N/A	EWDD	Number of A Bridge Home residents who have received job readiness and employment services.	30	7	0		
	70 - Expanding Emergency Shelter and Improving Access	LAHSA	Average length of stay in shelter	Ave (Stayers Only) - 301; Ave (Exits only) - 166; Ave (Both) - 263	115	112		
	70 - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of adults exiting bridge housing to permanent housing	17%	26%	26%	Number placed in permanent housing	
	70 - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of participants that see an increase in income	5%	5%	4%	Number who gain employment or enroll in vocational training/education	
	70 - Expanding Emergency Shelter and Improving Access	LAHSA	Percent shelter and bridge housing utilization	41.0%	51.3%	51.0%		This number is likely much higher because it was calculated against Pre-COVID-19 level shelter bed inventory, or before sites were decompressed per Public Health guidelines.
	N/A	LAHSA	Persons moved from street to shelter	611	1,001	1,646	Number placed in temporary housing	
	N/A	LAHSA	Average length of stay in interim housing for all exits during the reporting period.	141	94	89		
	N/A	LAHSA	Number of persons that exited to Permanent Housing	919	745	719	Number placed in permanent housing	
	N/A	LAHSA	Number of persons exiting bridge housing to permanent housing	103	745	719		
	N/A	LAHSA, Mayor, CAO	Number of new sites that become operational	7	21	22		
	N/A	LAHSA, Mayor, CAO	Number of emergency beds added to system	331	1,430	1,389		
4.3 - Program/Systems: Street Outreach	N/A	LAHSA	Number of people engaged who are linked to a permanent housing resource by City Funded Outreach Teams	34	7	1	Number placed in permanent housing	
	N/A	LAHSA	Number of people provided services or attained referrals by City Funded Outreach Teams	2,044	2,211	2,991		



Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q2 FY 2020-21	Q3 FY 2020-21	Q4 FY 2020-21	Headline Metrics	Notes
	N/A	LAHSA	Number of Departments participating in Street/Outreach Strategy Workgroup	N/A	N/A	N/A		
	N/A	LAHSA	Number of people engaged who successfully attain crisis or bridge housing by City Funded Outreach Teams	149	229	355	Number placed in temporary housing	
	N/A	LAHSA	Number of people contacted by a City Funded Outreach Team	3,249	2,217	3,001		
	N/A	LAHSA	Number of people engaged by a City Funded Outreach Team	2,285	1,086	2,034		
	N/A	Mayor	Number of new, revised policies/procedures implemented	0	0	2		
	N/A	Mayor	Number of people trained in each department	0	0	0		
	N/A	Mayor	Number of Departments participating in UHRC	27	27	27		
	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people connected to CES and permanently housed	12	12	15	Number placed in permanent housing	
	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people connected to CES as measured by a new VI-SPDAT survey through the parking program	47	101	139		
	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people served	274	404	479	Number placed in temporary housing	
4.4 - Programs/Systems: Supportive Housing	4E - Supportive Services Standards for Subsidized Housing	HACLA	Number of agencies providing supportive services according to HACLA's definition and quality standards	26	26	26	Expansion of supply of affordable and homeless housing	
	N/A	HACLA	Vouchers dedicated to permanent supportive housing	22,821	22,821	22,821		
	N/A	HACLA	Percent of vouchers dedicated to permanent supportive housing	40.10%	40.10%	40.10%		
	N/A	HCID/HACLA	Number of permanent supportive housing units created	0	0	0	Expansion of supply of affordable housing	HCID anticipates that the first supportive units produced on City-owned land (without financing from the AHMP, HHH, or Bonds) will occur in Q1 of FY 21-22. The 4th Street Project will produce 8 units of supportive housing
	N/A	HCID/HACLA	Number of households placed into permanent housing through CES	265	322	286	Expansion of supply of affordable housing	
4.5 - Programs/Systems: Services	9A - Employ Homeless Adults by Supporting Social Enterprise, 9C - Employment Development Programs for Homeless Youth	EWDD	Number of individuals recruited	223	50	38		
	9A - Employ Homeless Adults by Supporting Social Enterprise	EWDD	Number of participants placed in transitional jobs program and co-enrolled in WIOA	223	50	38		
	9A - Employ Homeless Adults by Supporting Social Enterprise	EWDD	Number of people placed in competitive employment	12	0	7	Number who gain employment or enroll in vocational training/education	
	9C - Employment Development Programs for Homeless Youth	EWDD	Number of participants placed in transitional jobs program and co-enrolled in WIOA	77	50	38		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q2 FY 2020-21	Q3 FY 2020-21	Q4 FY 2020-21	Headline Metrics	Notes
	9C - Employment Development Programs for Homeless Youth	EWDD	Number of people placed in competitive employment	0	0	0		
	9C - Employment Development Programs for Homeless Youth	EWDD	Participants provided with retention supports after social enterprise job experience	0	0	7		
	N/A	EWDD, LAHSA	Number of referrals made based on HMIS data	2,453	1,827	3,033		Number of referrals made based on HMIS data for Bridge and ABH programs.
	9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	EWDD/ Personnel	Number of individuals recruited	20	13	0		
	9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	EWDD/ Personnel	Number of participants placed in transitional jobs program and co-enrolled in WIOA	N/A	N/A	N/A		EWDD and Personnel are reviewing these metrics internally to modify and plan goals that align with performance data that is already being tracked. As of FY 2020-21 Q2, EWDD is excluded from this metric.
	9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	EWDD/ Personnel	Number of people placed in competitive employment	4	4	5	Number who gain employment or enroll in vocational training/education	
	9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	EWDD/ Personnel	Participants provided with retention supports after social enterprise job experience	N/A	N/A	N/A		EWDD and Personnel are reviewing these metrics internally to modify and plan goals that align with performance data that is already being tracked. As of FY 2020-21 Q2, EWDD is excluded from this metric.
	N/A	LAHSA	Number of trainings offered to LAHSA-contracted service providers	7 HMIS Trainings	4 HMIS Trainings	27 HMIS Trainings		Not comprehensive across all LAHSA departments, only highlights Data Management Department.
	N/A	LAHSA	Number of programs targeting special and under-represented populations	N/A	N/A	N/A		
	N/A	LAHSA	Number of persons who have increased their income enrolled in LAHSA-funded programs	2,526	3,069	3,186		
	N/A	LAHSA	Number of trainings hosted for homeless service staff	67	80	13		
4.6 - Programs/Systems: Prevention/Diversion	N/A	LAPD	Total number of Naloxone kits distributed to LAPD field officers	150	4,660	4,660		
	N/A	LAPD	Total number of Naloxone treatments deployed by LAPD Officers	37	28	28		
	N/A	LAPD	Lives saved by deployment of Naloxone by LAPD Officers for people experiencing homelessness.	75	25	25		
	N/A	EWDD	Number of youth housed or connected with services	77	50	38		
	N/A	LAHSA, HCID	Number of persons at imminent risk of experiencing homelessness diverted	61	72	148		

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q2 FY 2020-21	Q3 FY 2020-21	Q4 FY 2020-21	Headline Metrics	Notes
	N/A	LAHSA, HCID	Number of staff who have been trained on diversion practices	474	86	203		
	N/A	LAHSA, HCID	Number of agencies that have implemented diversion practices	37	43	43		
	9E - Homelessness Prevention for Former Foster Care Youth	LAHSA	Number of youth housed or connected with services	130	147	163		
	N/A	LAHSA	Number of families who were able to successfully prevent imminent homelessness	48	60	51		
	N/A	LAHSA	Number of homeless people diverted	63	80	65		
	N/A	LAHSA	Percentage of persons that return to homelessness	17%	9%	7%		This is the percentage of single adults who enrolled in the Diversion Program and exited to "other" or "place not meant for human habitation."
	N/A	LAHSA, LAPD	Number who are prevented from becoming homeless or being discharged into homelessness	63	80	65		
4.7 - Programs/Systems: Rapid Rehousing	7B - Expand Rapid Re-Housing	LAHSA	Days from program entry into Housing	205	235	231		
	7B - Expand Rapid Re-Housing	LAHSA	Increase in income from all sources	718	846	911	Number who gain employment or enroll in vocational training/education	
	7B - Expand Rapid Re-Housing	LAHSA	Number placed in Permanent Housing	Persons: 962; Households: 386	910	886	Number placed in permanent housing	
	7B - Expand Rapid Re-Housing	LAHSA	Percent retaining housing after 12 months	99%	92%	80%	Number who retain housing from the date of placement	
	7B - Expand Rapid Re-Housing	LAHSA	Total participants enrolled	Persons: 9,011; Households: 4,451	2,206	2,142		All persons or households that were actively enrolled in RRH at any time during the reporting period.
	N/A	LAHSA	Number of persons who retained permanent housing (for 6 months from date of placement)	N/A	954	1,122	Number placed in permanent housing	Unable to confirm exact number; can only estimate percentage based on those who return to homelessness (included in other metrics).
	N/A	LAHSA	Number of persons or households newly enrolled	Persons: 156; Households: 142	1,984	2,142		
	N/A	LAHSA	Number of persons or households currently enrolled in RRH	Persons: 7,997; Households: 3,963	12,540	13,035		
	N/A	LAHSA	Number of participants that have moved into rapid re-housing	Persons: 792; Households: 484	5,542	5,918		
	N/A	LAHSA	Number of persons that exit to any destination	Persons: 1,324; Households: 580	1,513	1,509		
	N/A	LAHSA	Number of persons who were referred to employment services	14	69	42		
	N/A	LAHSA	Number of persons who obtained benefits	10	139	130		
	N/A	LAHSA	Days from RRH program entry into housing	205	235			
	N/A	LAHSA	Total participants enrolled in RRH	Persons: 9,011; Households: 4,451	2,206	2,142		All persons/households that were actively enrolled in RRH at any time during the reporting period

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q2 FY 2020-21	Q3 FY 2020-21	Q4 FY 2020-21	Headline Metrics	Notes
4.8 - Programs/Systems: Affordable Housing	7D - Using Public Land for Affordable and Homeless Housing	CAO	Number of sites assessed through AHOS program	0	0	6		
	7D - Using Public Land for Affordable and Homeless Housing	CAO	Number of sites identified for affordable housing through AHOS program	0	0	0		
	7H - Facilitate Utilization of Federal Housing Subsidies	HACLA	Number of Landlord Housing Incentive Payment (HIP) inquiries	11	52	45		HACLA metrics for 4.8 are related to each other. While HACLA may receive inquiries, it may not issue payment to all. In addition, some inquiries may be made in one quarter and paid on the next.
	7H - Facilitate Utilization of Federal Housing Subsidies	HACLA	Number of landlords receiving incentive payment	78	28	17	Number placed in permanent housing	
	7D - Using Public Land for Affordable and Homeless Housing	HCID	Number of sites identified for affordable housing development through HCID process (excludes AHOS Program)	0	0	0	Expansion of supply of affordable and homeless housing	In Q1 FY 2020-2021, City Council authorized HCID to use funds to acquire Tax-Defaulted Property from the Los Angeles County Treasurer and Tax Collector (TTC). However, the deeds have not been recorded; it is anticipated to have the deeds recorded FY 2021-2022 Q2.
	7S - Preservation of Affordability Covenants	HCID	Number of at-risk properties and units preserved through Financial & Non-Financial Transactions	0	0	0	Expansion of supply of affordable and homeless housing	
	7S - Preservation of Affordability Covenants	HCID	Number of owners outreached regarding extending affordability covenants or renewal of housing assistance contracts	0	0	0		
	7S - Preservation of Affordability Covenants	HCID	Number of tenants living in at-risk properties educated about their tenant rights, responsibilities and options when an affordability covenant and/or rental assistance contract is at-risk of expiration or termination	122	218	106	Number who are prevented from becoming homeless or being discharged into homelessness	
	N/A	HCID	Number of affordable housing units produced	741	27	15		
	N/A	HCID	Number of affordable unit covenants extended	0	0	0		
	N/A	LAHSA	Number who are prevented from becoming homeless of being discharged into homelessness	544	322	314		Number of single adults in prevention programs that exited to permanent housing.

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q2 FY 2020-21	Q3 FY 2020-21	Q4 FY 2020-21	Notes
<b>Expansion of supply of affordable and homeless housing</b>							
1.0 - Governance, Accountability & Budget	10A - Full Funding for Affordable Housing Trust Fund	CAO/CLA/HCID	Permanent Housing Units Created	162	124	191	Permanent Total Housing Units Created
1.0 - Governance, Accountability & Budget	10A - Full Funding for Affordable Housing Trust Fund	CAO/CLA/HCID	Bonds issued for permanent supportive housing and facilities for persons experiencing homelessness	133	97	155	Permanent Supportive Housing Units Created
3.3 - Policy: Land Use & Housing	7G - Implement Existing & Recommend New CEQA Zoning Reforms	DCP	Number of projects that take advantage of the various CEQA streamlining measures, including the number of total units, affordable housing units and homeless housing units	No projects meeting these criteria were approved in this quarter	Total: 153 Affordable: 151 Homeless: 97	Total: 331 Affordable: 37 Homeless: 0	
3.3 - Policy: Land Use & Housing	7K - Development of Second Dwelling Units Pilot Program	DCP	Number of second dwelling units approved upon adoption of City second dwelling unit ordinance	93 approved by DCP in this quarter. 1,673 second dwelling applications submitted via DBS	106 approved by DCP in this quarter. 1,477 applications for second dwellings submitted to DBS	138 approved by DCP in this quarter. 1,780 applications for second dwelling units submitted to DBS.	
3.3 - Policy: Land Use & Housing	N/A	DCP	Number of housing units approved through implementation of the Transit Oriented Community (TOC) Program, including the number of affordable units restricted for Extremely Low Income, Very Low Income and Low Income Households.	Total TOC Approved: 1,241. ELI: 112; VLI: 11; Low: 160 Market Rate: 958	Total TOC Approved: 1,952; ELI: 156; VLI:33; Low Income: 173. Market Rate: 1,590	Total TOC Approved: 1,080. ELI: 118; VLI:10; Low:20	
3.3 - Policy: Land Use & Housing	N/A	DCP	Number of housing units approved through implementation of the revised Density Bonus ordinance, including the number of affordable units restricted for Extremely Low Income, Very Low Income, and Low Income households.	N/A	N/A	N/A	Update not yet adopted.
3.3 - Policy: Land Use & Housing	N/A	DCP	Number of supportive housing units approved through implementation of the Permanent Supportive Housing ordinance.	Total Units Approved through PSH: 40	Total Units Approved through PSH: 352	Total units approved through PSH: 119	
3.3 - Policy: Land Use & Housing	N/A	DCP	Number of transitional housing units approved through implementation of the Interim Motel Conversion ordinance.	No data	No data	No data	
3.3 - Policy: Land Use & Housing	N/A	DCP	Number of supportive housing units approved through implementation of the Interim Motel Conversion ordinance.	No data	No data	No data	

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q2 FY 2020-21	Q3 FY 2020-21	Q4 FY 2020-21	Notes
3.5 - Policy: Skid Row	N/A	CAO	Number of sites assessed for housing utilization	10	10	10	
4.4 - Programs/Systems: Supportive Housing	4E - Supportive Services Standards for Subsidized Housing	HACLA	Number of agencies providing supportive services according to HACLA's definition and quality standards	26	26	26	
4.4 - Programs/Systems: Supportive Housing	N/A	HCID/HACLA	Number of permanent supportive housing units created	0	0	0	HCID anticipates that the first supportive units produced on City-owned land (without financing from the AHMP, HHH, or Bonds) will occur in Q1 of FY 21-22. The 4th Street Project will produce 8 units of supportive housing
4.8 - Programs/Systems: Affordable Housing	7D - Using Public Land for Affordable and Homeless Housing	HCID	Number of sites identified for affordable housing development through HCID process (excludes AHOS Program)	0	0	0	In Q1 FY 2020-2021, City Council authorized HCID to use funds to acquire Tax-Defaulted Property from the Los Angeles County Treasurer and Tax Collector (TTC). However, the deeds have not been recorded; it is anticipated to have the deeds recorded FY 2021-2022 Q2.
4.8 - Programs/Systems: Affordable Housing	7S - Preservation of Affordability Covenants	HCID	Number of at-risk properties and units preserved through Financial & Non-Financial Transactions	0	0	0	
<b>Number placed in permanent housing</b>							
3.2 - Policy: No Wrong Door / 4.3 - Program/Systems: Street Outreach	3A - Standardize First Responder Training for Homeless	LAHSA	Number of persons placed in permanent housing through contact with HOPE Team	3	8	13	Note that HOPE Team HMIS setup would not capture those participants who are first contacted by HOPE, then connected/enrolled in IH or RRH and then placed in PH
3.2 - Policy: No Wrong Door / 4.5 - Programs/Systems: Services	3E - Integration with County Health Sobering Centers	LAHSA	Number of clients placed in permanent housing upon discharge from a sobering center	N/A	N/A	N/A	
3.4 - Policy: Vulnerable Populations	N/A	LAHSA	Number of DV survivors who exit shelter and are placed in permanent housing.	161	190	219	
4.1 - Programs/Systems: Coordinated Entry System (CES)	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households that have moved into housing	2,067	2,777	2,739	
4.1 - Programs/Systems: Coordinated Entry System (CES)	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of TAY who have moved into housing	231	298	275	
4.2 - Program/Systems: Shelter	7O - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of adults exiting bridge housing to permanent housing	17%	26%	26%	
4.2 - Program/Systems: Shelter	N/A	LAHSA	Number of persons that exited to Permanent Housing	919	745	719	

Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q2 FY 2020-21	Q3 FY 2020-21	Q4 FY 2020-21	Notes
4.3 - Program/Systems: Street Outreach	N/A	LAHSA	Number of people engaged who are linked to a permanent housing resource by City Funded Outreach Teams	34	7	1	
4.3 - Program/Systems: Street Outreach	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people connected to CES and permanently housed	12	12	15	
4.4 - Programs/Systems: Supportive Housing	N/A	HCID/HACLA	Number of households placed into permanent housing through CES	265	322	286	
4.7 - Programs/Systems: Rapid Rehousing	7B - Expand Rapid Re-Housing	LAHSA	Number placed in Permanent Housing	Persons: 962; Households: 386	910	886	
4.7 - Programs/Systems: Rapid Rehousing	N/A	LAHSA	Number of persons who retained permanent housing (for 6 months from date of placement)	N/A	954	1,122	Unable to confirm exact number; can only estimate percentage based on those who return to homelessness (included in other metrics).
4.8 - Programs/Systems: Affordable Housing	7H - Facilitate Utilization of Federal Housing Subsidies	HACLA	Number of landlords receiving incentive payment	78	28	17	
<b>Number placed in temporary housing</b>							
3.2 - Policy: No Wrong Door / 4.3 - Program/Systems: Street Outreach	3A - Standardize First Responder Training for Homeless	LAHSA	Number of persons placed in temporary housing through contact with HOPE Team	15	65	172	
3.2 - Policy: No Wrong Door / 4.6 - Programs/Systems: Prevention/Diversion	3D - Expansion of Jail In-Reach	LAPD	Number of people discharged to temporary housing	N/A	N/A	N/A	This effort has stalled due to COVID-19 and funding shortfalls.
4.2 - Program/Systems: Shelter	N/A	LAHSA	Persons moved from street to shelter	611	1,001	1,646	
4.3 - Program/Systems: Street Outreach	N/A	LAHSA	Number of people engaged who successfully attain crisis or bridge housing by City Funded Outreach Teams	149	229	355	
4.3 - Program/Systems: Street Outreach	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people served	274	404	479	
<b>Number who are prevented from becoming homeless or being discharged into homelessness</b>							
4.1 - Programs/Systems: Coordinated Entry System (CES)	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of families receiving prevention services through CES in order to stabilize and maintain existing housing	134	138	151	
4.1 - Programs/Systems: Coordinated Entry System (CES)	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Percentage of families who were able to successfully prevent imminent homelessness	94%	55%	68%	
4.8 - Programs/Systems: Affordable Housing	7S - Preservation of Affordability Covenants	HCID	Number of tenants living in at-risk properties educated about their tenant rights, responsibilities and options when an affordability covenant and/or rental assistance contract is at-risk of expiration or termination	122	218	106	



Enhanced Strategy	Original Strategy	Lead Agency	Strategy-Specific Metric	Q2 FY 2020-21	Q3 FY 2020-21	Q4 FY 2020-21	Notes
<b>Number who gain employment or enroll in vocational training/education</b>							
3.4 - Policy: Vulnerable Populations	9L - Women's Homelessness - Employment Development	EWDD/ LAHSA	Number of women employed	0	56	15	
4.1 - Programs/Systems: Coordinated Entry System (CES)	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households who have increased their income by source of income	2,517	3,069	3,186	
4.2 - Program/Systems: Shelter	7O - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of participants that see an increase in income	5%	5%	4%	
4.5 - Programs/Systems: Services	9A - Employ Homeless Adults by Supporting Social Enterprise	EWDD	Number of people placed in competitive employment	12	0	7	
4.5 - Programs/Systems: Services	9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	EWDD/ Personnel	Number of people placed in competitive employment	4	4	5	
4.7 - Programs/Systems: Rapid Rehousing	7B - Expand Rapid Re-Housing	LAHSA	Increase in income from all sources	718	846	911	
<b>Number who retain housing from the date of placement</b>							
4.1 - Programs/Systems: Coordinated Entry System (CES)	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Percentage of persons that retain housing for 12 months	84%	89%	83%	
4.1 - Programs/Systems: Coordinated Entry System (CES)	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Housing retention over the following year	87%	92%	84%	
4.7 - Programs/Systems: Rapid Rehousing	7B - Expand Rapid Re-Housing	LAHSA	Percent retaining housing after 12 months	99%	92%	80%	
4.7 - Programs/Systems: Rapid Rehousing	N/A	LAHSA	Number of persons who retained permanent housing (for 6 months from date of placement)	N/A	954	1,122	Unable to confirm exact number; can only estimate percentage based on those who return to homelessness (included in other metrics).



<b>Abbreviation</b>	<b>Full Name</b>
AAHTOES	At-Risk Affordable Housing Tenant Outreach and Education Services
ABH	A Bridge Home
AcHP	Accessible Housing Program
ACM	Active Contract Management
ADA	Americans with Disabilities Act
ADU	Accessory Dwelling Unit
AHAP	Housing Assistance Payments Contract
AHLF	Affordable Housing Linkage Fee
AHMP	Affordable Housing Managed Pipeline
AHOS	Affordable Housing Opportunity Sites Initiative
AMG	Asset Management Group
AOC	Administrative Oversight Committee
ASD	Department of Animal Services
BOE	Los Angeles Bureau of Engineering
BOS	Los Angeles Bureau of Sanitation
BPW	Board of Public Works
CAO	City Administrative Officer
CARE	Cleaning and Rapid Engagement
CBO	Community-Based Organization
CCAT	Core Capacity Assessment Tool
CD	Council District
CDC	Centers of Disease Control and Prevention
CDLAC	California Debt Limit Allocation Committee
CEO	Center for Employment Opportunities
CEQA	California Environmental Quality Act
CES	Coordinated Entry System
CES	Coalition for Economic Survival
CH	Chronically Homeless
CHAMP	Comprehensive Health and Accompaniment Management Platform
CLA	Chief Legislative Analyst
CoC	Continuum of Care
CPC	City Planning Commission
CRA/LA	Community Redevelopment Agency Los Angeles
CSD	Custody Services Division
CSH	Corporation for Supportive Housing
CTA	Centralized Training Academy
CTI	Critical Time Intervention
CWMDM	Countywide Master Data Management
DBS	Los Angeles Department of Building and Safety
DCFS	Los Angeles County Department of Children and Family Services
DCP	Los Angeles Department of City Planning
DDA	Disposition and Development Agreement
DHS	Los Angeles County Department of Health Services
DMH	Los Angeles County Department of Mental Health
DOD	Los Angeles Department on Disability
DPH	Los Angeles County Department of Public Health

<b>Abbreviation</b>	<b>Full Name</b>
DPSS	Los Angeles County Department of Public Social Services
DV	Domestic Violence
DV/HTSO	Domestic Violence/Human Trafficking Shelter Operations
DVA	Domestic Violence Alliance
DVHS	Domestic Violence & Homeless Services Coalition
DV-IPV	Intimate Partner Violence
DVRC	Domestic Violence Resource Center
DWC	Downtown Women's Center
DWP	Los Angeles Department of Water and Power
EIR	Environmental Impact Report
ELI	Extremely Low Income
ELP	Enterprise Linkages Project
EMS	Emergency Management System
ENAs	Exclusive Negotiating Agreements
ETP	Emergency Transfer Plan
EWDD	Los Angeles Economic and Workforce Development Department
FHP	Flexible Housing Program
FMR	Fair Market Rent
FSC	FamilySource Centers
FUP	Family Unification Program
GARE	Government Alliance on Race and Equity
GSD	Los Angeles General Services Department
HACLA	Housing Authority of the City of Los Angeles
HACLB	Housing Authority of the City of Long Beach
HACoLA	Housing Authority of the County of Los Angeles
HAP	Housing Assistance Payment
HCID	Los Angeles Housing and Community Investment Department
HEAP	Homeless Emergency Aid Program
HET	Homeless Engagement Teams
HHAP	Homeless Housing, Assistance, and Prevention Program
HHCLA	Homeless Healthcare Los Angeles
HIMS	Housing Information Management System
HIP	Homeless Incentive Program
HITF	Housing Impact Trust Fund
HMIS	Homeless Management Information System
HOPE	Homeless Outreach and Proactive Engagement
HOPICS	Homeless Outreach Program Integrated Care Systems
HOPWA	Housing Opportunities for Persons with AIDS
HSC	Homeless Strategy Committee
HUD	Department of Housing and Urban Development
HUD-VASH	HUD-Veterans Affairs Supportive Housing
HYFLA	Homeless Youth Forum of Los Angeles
ICLC	Inner City Law Center
ICMS	Intensive Case Management Services
IMC	Interim Motel Conversion
JPA	Joint Powers Authority

<b>Abbreviation</b>	<b>Full Name</b>
J-SPDAT	Service Prioritization Decision Assistance Tool (Justice involved)
LA:RISE	Los Angeles Regional Initiative for Social Enterprise
LACDA	Los Angeles County Development Authority
LACPA	Los Angeles County Psychological Association
LADOT	Los Angeles Department of Transportation
LAFD	Los Angeles Fire Department
LA-HOP	Los Angeles Homeless Outreach Portal
LAHSA	Los Angeles Homeless Services Authority
LAMC	Los Angeles Municipal Code
LAPD	Los Angeles Police Department
LASAN	Los Angeles Bureau of Sanitation
LASC	Los Angeles Superior Court
LASD	Los Angeles County Sheriff's Department
LAUSD	Los Angeles Unified School District
LC	Learning Community
LEAB	Lived Experience Advisory Board
LI	Low Income
LIHTC	Low Income Housing Tax Credit
MEU	Mental Evaluation Unit
MFC	Municipal Facilities Committee
MHIT	Mental Health Intervention Training
MIPA	Moderate Income Purchase Assistance Program
MOU	Memorandum of Understanding
NEW	New Economics for Women
NOFA	Notice of Funding Availability
NPHD	Non-Profit Housing Developers
NTP	Notice to Proceed
OPA	Owners Participation Agreement
OPLA	Own a Piece of Los Angeles
P3	Performance Partnership Pilot
PATH	People Assisting the Homeless
PBV	Project Based Voucher
PEH	People Experiencing Homeless
PEHP	Lawyers Preventing and Ending Homelessness Program
PEP	Project Expenditure Plan
PHA	Public Housing Authority
PLUM	Planning and Land Use Management Committee
PRC	California Public Resources Code
PRK	The Project Roomkey Interim Housing
Prop HHH	Proposition HHH
Prop HHH AOC	Proposition HHH Administrative Oversight Committee
Prop HHH COC	Proposition HHH Citizen Oversight Committee
PS	Problem Solving
PSA	Pupil Service and Attendance
PSH	Permanent Supportive Housing
RAP	The Department of Recreation and Parks

<b>Abbreviation</b>	<b>Full Name</b>
REDF	Robert's Enterprise Development Fund
RESET	Resources Enhancement Services Enforcement Team
RFI	Request for Information
RFP	Request for Proposals
RFQ	Request for Quotation
RHAC	Regional Homeless Advisory Council
RMS	Resource Management System
RRH	Rapid Re-Housing
SCAG	Southern California Association of Governments (SCAG)
SHLF	Supportive Housing Loan Fund
SIF PFS	Social Innovation Fund Pay for Success
SLO	Senior Lead Officer
SPA	Service Planning Area
SPR	Site Plan Review
SRO	Single Room Occupancy
SRS	Scopes of Required Services
SSG HOPICS	Special Services for Groups Homeless Outreach Program Integrated Care Systems
SSI	Supplemental Security Income
TA	Technical Assistance
TAY	Transition Age Youth
TCC	The Core Capacity
TCI	Trauma Informed Care
TLHP	Targeted Local Hire Program
TNP	Transit Neighborhood Plans
TOC	Transit Oriented Communities
UHRC	Unified Homelessness Response Center
US DOL	United States Department of Labor
VASH	Veterans Affairs Supportive Housing
VAWA	Violence Against Women Act
VHFHSZ	Very High Fire Hazard Severity Zone
VLI	Very Low Income
WDACS	Los Angeles County Workforce Development, Aging, and Community Services
WLCAC	Watts Labor Community Action Center
WSP	Winter Shelter Program
YCES	Coordinated Entry System for Youth
YFR	Youth Family Reconnection
YHDP	Youth Homelessness Demonstration Program
YRP	Youth Reconnection Program