

0220-05151-0317

TRANSMITTAL

TO The City Council	DATE 02-03-22	COUNCIL FILE NO. 17-1001
FROM The Homeless Strategy Committee	COUNCIL DISTRICT ALL	

At its meeting on February 3, 2022 meeting, the Homeless Strategy Committee (HSC) considered the Enhanced Comprehensive Homeless Strategy Quarterly Performance Report for the First Quarter of Fiscal Year 2021-22.

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



Matthew W. Szabo
City Administrative Officer

MWS:PJH:BB:MP:16220142

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: February 1, 2022

CAO File No. 0220-05151-0317

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 2021-22 First Quarter (July 1, 2021 – September 30, 2021)**

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 First Quarter of Fiscal Year 2021-22, approved by the Mayor and Council in March 2019 (Attachment 1).

The report highlights key accomplishments for the first quarter, July 1, 2021 - September 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 Q1 metrics data by strategy and headline summary.

DISCUSSION

Key Accomplishments – Q1 of FY 2021-22 (July 1, 2021 – September 30, 2021)

The Quarter 1 (Q1) updates for each strategy are provided in Attachments 2. Key accomplishments in Q1 are discussed below.

- A Bridge Home (ABH) and COVID-19 Homelessness Roadmap (Roadmap) Implementation (Strategy 3.1 - Policy: Interim).
 - The El Puente ABH operations were extended for an additional three (3) years in Q1.
 - As September 30, 2021 8,780 total new beds have been approved as part of the Roadmap. Of these interventions, up to 6,382 new beds were open and occupiable, including 1,154 rapid rehousing/shared housing interventions implemented by the Los Angeles Homeless Services Authority (LAHSA).

- Launch of the Survivor First Program (Strategy 3.4 – Policy: Vulnerable Populations)
 - In Q1 the City officially launched The Survivor First (SF) Program, a \$5 million dollar program to support survivors with flexible funds to help them attain or maintain permanent housing.
 - Contracts with nine (9) non-profits have been executed to implement the program. This City contracted with a research partner, The National Alliance for Safe Housing to evaluate the successes and challenges of the program.
- Administration of Interim Housing (IH) Interventions (Strategy 4.2 - Programs/Systems: Shelter)
 - LAHSA hosted an Interim Housing Fiscal Year 2021-22 Kick-Off that addressed all IH components. There was also a Host Home Learning Community in August 2021. Regular trainings regarding Incident Reporting and Grievance processes continue to be provided.
 - LAHSA continues to provide training and technical assistance to IH providers, both to enhance service delivery and to address performance challenges. This technical assistance includes regularly scheduled calls and ad hoc calls to discuss emerging issues.
- Expanded Outreach and Hygiene in Response to COVID-19 (Strategy 4.3 – Programs/Systems: Street Outreach)
 - Additional storage at Interim Housing sites are needed to support people experiencing homelessness moving into IH sites, prior to permanent housing. Coordination efforts are ongoing to address these concerns.
- Proposition HHH (Prop HHH) Implementation (Strategy 4.4 - Program/Systems: Supportive Housing)
 - Three (3) Prop HHH projects received their Temporary Certificate of Occupancy between July 1, 2021 and September 30, 2021. This represents \$25,860,000 in Prop HHH proceeds and 237 total units. 118 of the total 237 units are supportive housing units.
 - The City closed financing on five (5) Prop HHH projects between July 1, 2021 and September 30, 2021. This represents \$62,404,091 in Prop HHH proceeds, and 492 total units, 449 of which are supportive housing units.
 - Construction has started at seven (7) Prop HHH projects between July 1, 2021 and September 30, 2021. This represents \$70,655,773 in Prop HHH proceeds, and 589 total units, 544 of which are supportive housing units.
- Los Angeles Regional Initiative for Social Enterprise (LA:RISE) Progress Despite COVID-19 (4.5 - Programs/Systems: Services)
 - As of September 30, 2021, a total of 189 new participants received subsidized transitional employment. Of the 189 participants, 128 received subsidized transitional employment using City General Fund and additional 61 participants through County Measure H.

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 September 30, 2021, the grant earned a total of \$1,683,358.99 in interest, met this expenditure deadline of September 30, 2021. The City Administrative Officer (CAO) will provide a final HEAP report outlining the City's accomplishments with these funds by March 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 September 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 1 describes the status of the HHAP commitments through September 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 1. Status of HHAP Commitments through September 30, 2021

Funding Category		Amount	Amount Committed	Balance Uncommitted
1	A Bridge Home Capital	\$ 25,570,535	\$ 25,570,535	\$ 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%)	\$ 7,115,847	\$ 6,445,423	\$670,424
Total		\$ 117,562,500	\$ 116,892,076	\$ 745,284

*\$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 September 13, 2021, the City executed a grant agreement with the State of California for the \$55,575,000 Homeless Housing, Assistance and Prevention Program Round 2 grant (HHAP-2). 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

All ABH sites have completed construction and are operational. These sites provide much needed housing and support services for unsheltered residents in Los Angeles. The El Puente ABH site, with 45 beds, extended its operations for an additional three (3) years in Q1. As the ABH program continues, the CAO will continue to monitor and evaluate the lease and license agreements of ABH sites.

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 September 30, 2021, 6,382 new interventions were reported as open and occupiable, including 1,154 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 3 provides strategy-level data for the metrics and Attachment 4 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:
 - Three (3) HHH projects with 237 total units, of which 118 are PSH units, received their Temporary Certificate of Occupancy (Strategy 1.0).
 - 493 permanent supportive housing units were created in Q1. HACLA reported a total of 26 agencies that are providing supportive services based on their definition and quality standards (Strategy 4.4).
- Number placed in permanent housing:
 - 798 households, including 27 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, 14 percent exited to permanent housing in Q1 (Strategy 4.2).
 - 48 domestic violence survivors exited shelter and moved into permanent housing (Strategy 3.4).
 - 345 total households moved into permanent housing through the CES, an increase of 59 from the fourth quarter (Q4) of FY 2020-21 (Strategy 4.4).
- Number placed in temporary housing:
 - 619 unsheltered individuals moved from the street to shelter (Strategy 4.2).
 - 821 individuals successfully attained crisis or bridge housing through engagement with City-funded outreach teams, an increase of 466 from Q4 of FY 20-21 (Strategy 4.3).
- Number who were prevented from becoming homeless or being discharged into homelessness:
 - In Q1, the number of tenants decreased from 106 to 28 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:
 - 4 women who received vocational training were employed (Strategy 3.4).
 - 242 households in CES increased their income (Strategy 4.1).
 - Four (4) percent of emergency shelter participants increased their income in Q1 (Strategy 4.2).
- Number who retained housing from date of placement:
 - On average, 87 percent of persons in CES retained their housing for 12 months. This is an increase of two (2) percent from Q4 in FY 20-21 (Strategy 4.1).
 - The number of individuals who retained permanent housing for six months from date of placement decreased from approximately 1,122 in Q4 FY 20-21 to 382 (Strategy 4.7).

The Department of City Planning reports metrics on a semiannual basis and will provide metrics in the Enhanced CHS Second Quarterly Progress Report for FY 21-22.

Attachments

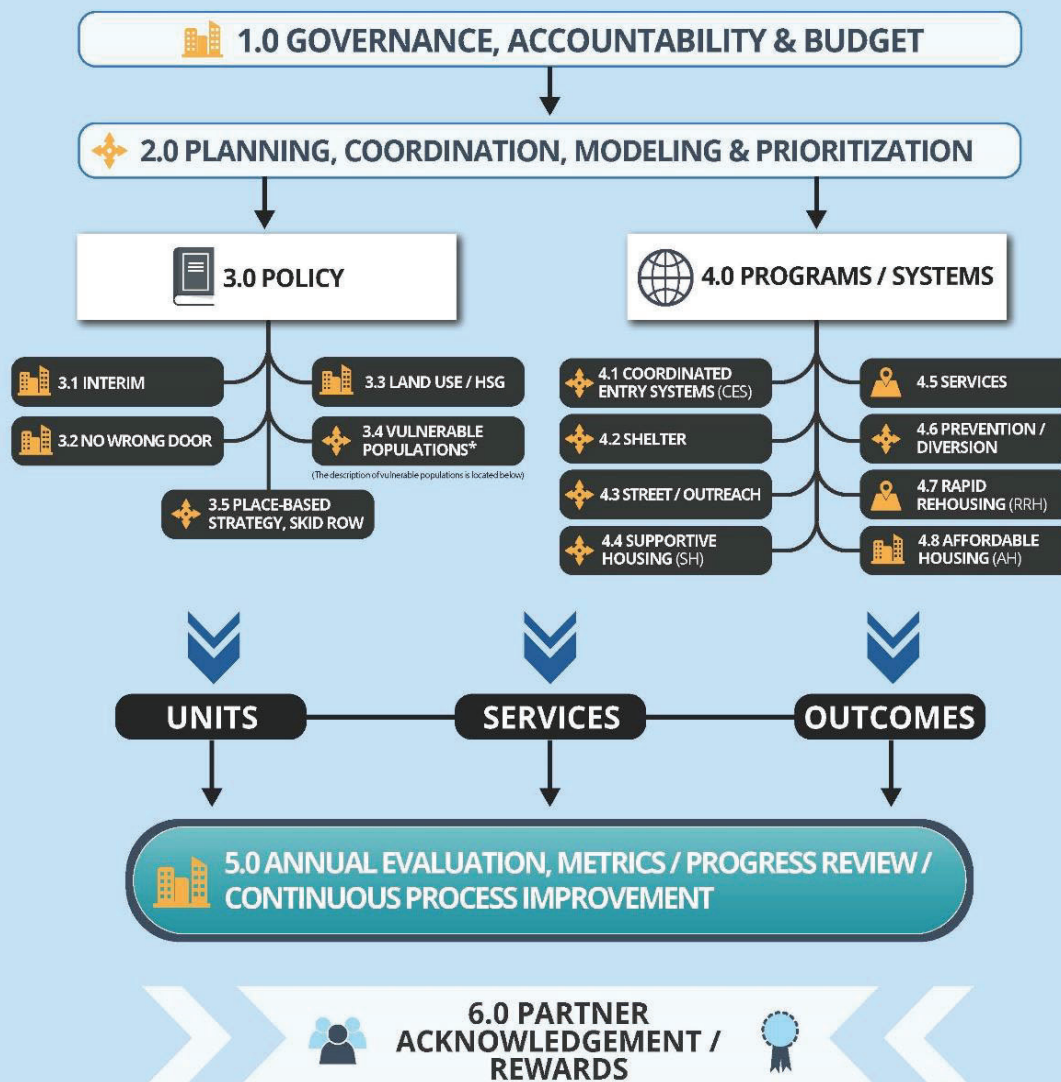
1. Enhanced Comprehensive Homeless Strategy Structure
2. Enhanced Comprehensive Homeless Strategy First Quarter (Q1) FY 2021-22 Strategy Briefs
3. Enhanced Comprehensive Homeless Strategy First Quarter (Q1) FY 2021-22 Metrics - Strategy-Level Report
4. Enhanced Comprehensive Homeless Strategy First Quarter (Q1) FY 2021-22 - Headline Summary
5. Index of Abbreviations

MWS:PJH:BB:MP:16220142



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.

1.0 - Governance, Accountability, & Budget	
Goal: Administrative infrastructure to oversee successful execution of Comprehensive Homeless Strategy.	
Ongoing Responsibilities	
Lead:	HSC
Responsibilities:	Oversight and recommendations to Mayor and City Council
Lead:	CAO/CLA/Mayor
Responsibilities:	Accountability and departmental support
Lead:	CAO
Responsibilities:	Department and external stakeholder engagement
Lead:	LAHSA
Responsibilities:	Data collection and sharing
Action Steps	
Lead:	HSC
Action Steps:	<ul style="list-style-type: none"> ● Hold regular monthly meetings to oversee strategy implementation.
	<ul style="list-style-type: none"> ● Make recommendations for strategy amendments as needed.
	<ul style="list-style-type: none"> ● Review staff reports and recommend Council action.
	<ul style="list-style-type: none"> ● 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 resident.
Quarterly Update:	<ul style="list-style-type: none"> ● The Homeless Strategy Committee (HSC) held one meeting ● Demonstration on LAHSA's Centralized Homeless Data Dashboard was presented to HSC. ● One quarterly funding report was presented to HSC. ● At this time, no amendments are recommended to the strategy or the LAHSA JPA.
Complete?	No.

Lead:	CAO
Action Steps:	<ul style="list-style-type: none"> Establish a schedule of meetings to share information, accomplishments, challenges and support needs of City Departments. Establish Lived Experience Working Group and ensure ongoing engagement. Schedule meetings with leads as needed based on quarterly performance reporting.
	<ul style="list-style-type: none"> Work with other governance leads to identify topics for monthly Homeless Strategy Committee (HSC) meetings.
	<ul style="list-style-type: none"> 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).
Quarterly Update:	<ul style="list-style-type: none"> The CAO maintains a schedule of HSC meetings and agenda items to ensure consistent review of the Enhanced Comprehensive Homeless Strategy (ECHS). With the development of the Community Investment for Families Department (CIFD), CAO collaborated with CIFD and the Los Angeles Housing Department (LAHD) to update strategy lead and support roles accordingly.
Complete?	No.
Lead:	CAO/Mayor/CLA
Action Steps:	<ul style="list-style-type: none"> Establish Department and external stakeholder engagement communications plan. Advocate for additional homeless funding from the State and Federal Government and philanthropic organizations.
Quarterly Update:	<ul style="list-style-type: none"> The CAO is administering \$200 million in Federal COVID-19 Relief Funds (CRF) for homeless projects. Funding advocacy is ongoing.
Complete?	No.
Lead:	CAO/LAHSa
Action Steps:	<ul style="list-style-type: none"> Periodically evaluate the need for available funding for services, affordable housing, and permanent supportive housing.
Quarterly Update:	<ul style="list-style-type: none"> The evaluation of the need for funding for services, affordable housing and supportive housing is ongoing.

Complete?	No.
Lead:	CAO/CLA
Action Steps:	<ul style="list-style-type: none"> 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.
Quarterly Update:	<ul style="list-style-type: none"> No update.
Complete?	No.
Lead:	CLA
Action Steps:	<ul style="list-style-type: none"> 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.
Quarterly Update:	<ul style="list-style-type: none"> No update.
Complete?	No.
Lead:	LAHSA
Action Steps:	<ul style="list-style-type: none"> Provide data on homeless system performance and report to City Homeless Coordinator and HSC are requested.
Quarterly Update:	<ul style="list-style-type: none"> LAHSA provided metrics data for the ECHS quarterly report.
Complete?	No.

2.0 - Planning, Coordination, Modeling & Prioritization	
Goal: Utilize available data to identify milestones and priorities for Enhanced Comprehensive Homeless Strategy (ECHS) implementation.	
Ongoing Responsibilities:	
Lead:	HSC
Action Steps:	<ul style="list-style-type: none"> Review data analysis findings and make recommendations to the Mayor and City Council.
Lead:	CAO/CLA/LAHSA/Mayor
Action Steps:	<ul style="list-style-type: none"> 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. 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.
Action Steps:	
Lead:	HSC
Action Steps:	<ul style="list-style-type: none"> 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. 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.
Quarterly Update:	<ul style="list-style-type: none"> No update.
Complete?	No.
Lead:	CLA/Mayor
Action Steps:	<ul style="list-style-type: none"> Participate in data working group.
Quarterly Update:	<ul style="list-style-type: none"> No update.

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

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

Lead:	CAO
Action Steps:	A Bridge Home (ABH):
	<ul style="list-style-type: none"> Identify capital and operations funding for the final ABH sites under construction and feasibility review.
	Homeless Roadmap (Roadmap):
	<ul style="list-style-type: none"> Oversee the implementation of the Homeless Roadmap.
Quarterly Update:	<ul style="list-style-type: none"> A Bridge Home (ABH): The El Puente ABH operations were extended for an additional three (3) years in Q1. Homeless Roadmap (Roadmap): <ul style="list-style-type: none"> The CAO released one (1) funding report with recommendations for Roadmap interventions As of September 30, 2021, 6,382 new interventions are open and occupiable, including 1,154 rapid rehousing/shared housing placements overseen by the Los Angeles Homeless Services Authority (LAHSA).
Complete?	No.
Lead:	All
Action Steps:	<ul style="list-style-type: none"> Meet as needed to assess the need for additional interim strategies or recommend designating existing interim strategies as completed.
Quarterly Update:	<ul style="list-style-type: none"> No updates.
Complete?	No.

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

Lead:	LAPD/RAP/Mayor
Responsibilities:	<ul style="list-style-type: none"> Identify department buildings as “No Wrong Door” facilities and implement “No Wrong Door” strategy.
Action Steps:	
Lead:	HSC
Action Steps:	<ul style="list-style-type: none"> Assist Personnel in marketing "No Wrong Door" informational campaign to other City departments and possibly outside agencies like the County of LA.
Quarterly Update:	<ul style="list-style-type: none"> No update.
Complete?	No.
Lead:	BOS/LAPD
Action Steps:	<ul style="list-style-type: none"> Identify buildings or facilities that have public counter where "No Wrong Door" informational campaign can be implemented.
	<ul style="list-style-type: none"> Once identified, work with the Personnel Department (Personnel) on obtaining materials for a successful implementation.
	<ul style="list-style-type: none"> Add "No Wrong Door" website link to department website.
Quarterly Update:	<ul style="list-style-type: none"> The Los Angeles Police Department (LAPD) Divisional public lobby areas have the “No Wrong Door” materials available and displayed for the community. Adding the website link is still in progress, as the Department is in the middle of a redesign migration of the website server.
Complete?	No.
Lead:	LAHSA
Action Steps:	<ul style="list-style-type: none"> Provide expertise in refinement and development of informational materials that are effective in connecting homeless with right resources.
	<ul style="list-style-type: none"> 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.
Quarterly Update:	<ul style="list-style-type: none"> LAHSA continues to provide assistance when necessary by providing expertise during the process of revising the No Wrong Door materials. In addition, LAHSA will continue to assist with the development of messaging around access to homelessness resources.
Complete?	No.

Lead:	Mayor
Action Steps:	<ul style="list-style-type: none"> • Work with the Personnel to develop a training course for front-desk staff. • Identify buildings or facilities that have public counter where "No Wrong Door" informational campaign can be implemented. • Approve the final version of the brochure and distribute hard copies of the brochure and business card after they are provided.
Quarterly Update:	<ul style="list-style-type: none"> • Final version of brochure has been approved. Brochures continue to be distributed at public counters throughout the city. Training is currently on hold.
Complete?	No.
Lead:	Personnel
Action Steps:	<ul style="list-style-type: none"> • Work with LAHSA to revise and refine existing "No Wrong Door" informational materials in order to incorporate current entry points for homeless outreach. • Will work with each participating City Department to implement their "No Wrong Door" informational campaign by providing access to materials, such as brochures, posters, or decals. • Work with LAHSA to evaluate utilizing Los Angeles Homeless Outreach Portal (LA-HOP) and possible data collection/reporting opportunities. • Identify ways to expand No Wrong Door concept in which City employees are trained to refer persons experiencing homelessness to the Coordinated Entry System (CES) through LA-HOP or other methods. • Work with stakeholders to develop an eLearning course for City employees related to "No Wrong Door" with the objective of understanding the underlying issues of homelessness, promoting awareness of strategies to reduce homelessness, the available resources for homeless individuals, and ways to assist the homeless. • Work with LAHSA and the Mayor's Office to develop a training course for front-desk staff.
Quarterly Update:	<ul style="list-style-type: none"> • The revised "No Wrong Door" flyers and information cards have been distributed to staff at the Department of Recreation and Parks (RAP), 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. The

	Los Angeles Public Library (LAPL) has requested that the delivery of flyers and information cards to their locations be delayed until they are fully open to the public. Posters and window decals continue to be displayed at the public counters of participating departments. The training project is still on hold by the Mayor's Office due to budgetary constraints.
Complete?	No.
Proposed New Action Steps (if applicable)	
Lead:	Personnel
Action Steps:	<ul style="list-style-type: none"> • Continue to follow-up with LAPL to determine when they will have fully opened to the public and are in need of information cards and flyers. • Periodically follow-up with LAHSA staff to confirm that the information included on the information cards and flyers is current and complete.

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

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

Action Steps:

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

	<p>to further facilitate and streamline the development of supportive housing.</p> <ul style="list-style-type: none"> • Adopt and implement Mello Act ordinance. • Adopt and implement new California Environmental Quality Act (CEQA) thresholds and complete SB 743 Transition. • Revise Central City Community Plan, with targeted policies and land use strategies to meet housing needs in the Skid Row community. • Create additional housing capacity through adoption of Community Plan Updates and Transit Neighborhood Plans (TNP). • Analyze opportunity sites, and identify whether any further zoning changes are needed to facilitate streamlined supportive housing development on those sites.
<p>Quarterly Update:</p>	<ul style="list-style-type: none"> • The Department of City Planning (DCP) continues to monitor and report regularly on affordable housing production, including quarterly updates to DCP's interactive housing dashboard, available online at: https://planning.lacity.org/resources/housing-reports • During Quarter 1 (Q1), DCP released a revised draft of the City's Housing Element Update, including additional information regarding the plan's Rezoning Program. The update identifies new implementation programs (including updates to the Density Bonus Ordinance) as well as a citywide Rezoning Program to expand affordable housing incentives, streamline approvals, and increase capacity for housing. • 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. • DCP continues to assist the Department of Building and Safety (LADBS) in implementation of new state ADU regulations and the City's recently adopted ADU ordinance. • DCP continues to coordinate with relevant departments and agencies to monitor potential barriers to the development of shelters. • DCP continues to implement and monitor the effectiveness of the IMC Ordinance. • DCP continues to implement and monitor the effectiveness of the PSH Ordinance.

	<ul style="list-style-type: none">• The proposed Mello Act Ordinance is currently pending consideration by the City Council.• DCP and the Department of Transportation (LADOT) continues public outreach related to the update to the City's Transportation Demand Management (TDM) ordinance.• During Q1, the Downtown Community Plan update was recommended for approval by the City Planning Commission. It is currently pending consideration by the City Council.• DCP continues work to update sixteen Community Plans and several additional TNPs, including: Regional Connector, Purple Line, Orange Line and the Slauson Corridor. The Hollywood Community Plan and Downtown Community Plan Updates are currently pending consideration by the City Council.• Opportunity Sites: No status update for this quarter.
Complete?	No.

3.4 - Policy: Vulnerable Populations

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

Ongoing Responsibilities

Lead:	All
Responsibilities:	<ul style="list-style-type: none"> Pursue policy development that lead toward minimizing homelessness for these vulnerable populations.
Lead:	Domestic Violence Alliance (DVA)
Responsibilities:	<ul style="list-style-type: none"> 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.
Lead:	EWDD
Responsibilities:	<ul style="list-style-type: none"> 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.
Lead:	CIFD
Responsibilities:	<ul style="list-style-type: none"> Asset management and needs assessment(s) to evaluate accessibility/aging in place for aging persons and persons with disabilities.
Lead:	LAHSA/CIFD
Responsibilities:	<ul style="list-style-type: none"> Ongoing evaluation of homeless programs and service accessibility for vulnerable-population identified in this strategy.
Lead:	LAHSA
Responsibilities:	<ul style="list-style-type: none"> Ongoing evaluation of program and service accessibility for persons with animals (pets and service) animals. Ongoing evaluation of program accessibility. Ongoing engagement with County partners.

Action Steps:	
Lead:	DVA/CIFD
Action Steps:	<ul style="list-style-type: none"> Develop and implement a citywide policy of serving survivors of domestic violence and explore how to best deploy flexible funding targeted at DV survivors.
Quarterly Update:	<ul style="list-style-type: none"> In Quarter 1 (Q1) the City officially launched The Survivor First (SF) Program, a 5 million dollar program which supports survivors with flexible funds to help them attain or maintain permanent housing. Contracts with nine (9) non-profits have been executed to implement the SF program. Additionally, the City contracted with a research partner, The National Alliance for Safe Housing to evaluate the successes and challenges of the program.
Complete?	No.
Lead:	LAHSA
Action Steps:	<ul style="list-style-type: none"> 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.
Quarterly Update:	<ul style="list-style-type: none"> The Los Angeles Homeless Services Authority (LAHSA) continues to support survivor-serving organizations to effectively and efficiently connect survivors to Emergency Housing Vouchers (EHV).
Complete?	No.
Lead:	LAHSA/CIFD
Action Steps:	<ul style="list-style-type: none"> Develop a plan and timeline - identify and prioritize areas of need and urgency. Create master list of programs and resources with updated contacts. Identify and convene stakeholders, including persons with lived experience from vulnerable populations, to address barriers and identify solutions and provide ongoing feedback. Assist with training and implementation of responsibilities for providers, program operators, and system partners. Gaps analysis to assess for and identify needs to improve accessibility of programs and services to ensure full inclusion for vulnerable and/or underserved persons.

	<ul style="list-style-type: none"> Identify and procure funding to support program and service enhancements to ensure programs and services are accessible for vulnerable populations. Identify and procure funding to support capital improvements to ensure housing (including interim housing and congregate living facilities) are accessible for older adults, people with disabilities, persons with animals. Develop and implement best practices training for providers and system partners on providing quality, culturally relevant and culturally sensitive services for vulnerable and underserved populations. Provide trauma and resiliency informed care training to all newly funded DV shelters.
Quarterly Update:	<ul style="list-style-type: none"> The Community Investment for Families Department (CIFD) has increased its budget by 144 percent over the prior year to address the immediate needs exacerbated by the COVID-19 pandemic. <ul style="list-style-type: none"> CIFD worked with the DVA and non-profit providers including those with lived experience to develop the SF program. An evaluator was procured to do a gaps/success analysis of the SF program. CIFD coordinated an Americans with Disabilities Act (ADA) assessment of all the DV shelters and provided them with an analysis and recommendations to make their facilities accessible. <ul style="list-style-type: none"> CIFD continues to work with the agencies to support them in applying for Consolidated Plan funding to do the necessary upgrades for accessibility. The Domestic Violence Regional Coordinator (DVRC) group trained by Los Angeles Homeless Services Authority (LAHSA) continues to support survivor-serving organizations to effectively and efficiently connect survivors to Emergency Housing Vouchers. Approximately 1,308 Coordinated Entry System (CES) and Victim Service Provider (VSP) staff were trained on best practices, including: CES 101, DV 101, Human Trafficking 101, Safety Planning, Violence Against Women Act Emergency Transfer Plan, and EHV's. LAHSA reprocured Rapid Rehousing (RRH) funding to provide more RRH slots for survivors of domestic violence and human trafficking.
Complete?	No.
Lead:	LAHSA/DVA
Action Steps:	<ul style="list-style-type: none"> Advance goals and recommendations made LAHSA Ad Hoc Committee on Women's Homelessness, Downtown Women's

	Action Coalition, Domestic Violence Homeless Services Coalition, and Black People experiencing homelessness.
Quarterly Update:	<ul style="list-style-type: none"> CIFD participated in a study that analyzed the prevalence of Unaccompanied Homeless Woman and the specific resources available to them.
Complete?	No.
Lead:	LAHSA/EWDD
Action Steps:	<ul style="list-style-type: none"> 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.
Quarterly Update:	<ul style="list-style-type: none"> LAHSA released a Request for Proposals (RFP) to reprocur underspent Continuum of Care (CoC) funds (approximately \$3 million) to provide additional Joint Transitional Housing and Rapid Rehousing (TH-RRH) Component Programs and standalone RRH programs for survivors of domestic violence, human trafficking, and sexual assault. The Emergency Rental Assistance Program (ERAS) served over 20,000 Households with emergency rental assistance during the COVID-19 pandemic. Basic Income Guaranteed Los Angeles Economic Assistance Pilot (BIG LEAP) will provide approximately 3,000 individuals with \$1,000 per month for 12 months.
Complete?	No.
Lead:	ASD
Action Steps:	<ul style="list-style-type: none"> Ensure compliance citywide policy on serving homeless people with pets.
Quarterly Update:	<ul style="list-style-type: none"> No update.
Complete?	No.
Lead:	All
Action Steps:	<ul style="list-style-type: none"> Create data-sharing working group to look at gaps in data.
Quarterly Update:	<ul style="list-style-type: none"> No update.
Complete?	No.

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

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

Action Steps:

Lead:	CAO
Action Steps:	<ul style="list-style-type: none"> Conduct assessment of properties and physical site for various housing and service interventions. Identify placement(s) for storage programming.
Quarterly Update:	<ul style="list-style-type: none"> No update.

Complete?	No.
Lead:	DCP
Action Steps:	<ul style="list-style-type: none"> • Increase access to hygiene resources (showers, bathrooms, drinking water). • Revise Central City Community Plan, with targeted policies and land use strategies to meet housing needs in the Skid Row community.
Quarterly Update:	<ul style="list-style-type: none"> • No update.
Complete?	No.
Lead:	HSC
Action Steps:	<ul style="list-style-type: none"> • Identify immediate and long term interventions to address public health issues in Skid Row. • Present Key findings and replicable best practices to Mayor and Council.
Quarterly Update:	<ul style="list-style-type: none"> • No update.
Complete?	No.
Lead:	Mayor/CD 14/HSC
Action Steps:	<ul style="list-style-type: none"> • Identify immediate and long term interventions to address public health issues in Skid Row. • Design and implement stakeholder engagement plan. • Solicit feedback and suggestions through existing stakeholders and organizing efforts.
Quarterly Update:	<ul style="list-style-type: none"> • No update.
Complete?	No.
Lead:	Mayor
Action Steps:	<ul style="list-style-type: none"> • Conduct baseline assessment of existing services and programs that serve persons experiencing homelessness. • Through an equity lens, identify needs of especially vulnerable populations (women, older adults, families, people of color). • Meet regularly with other strategy leads to identify relevant overlap with Skid Row area and ensure strategic alignment.

	<ul style="list-style-type: none"> • Partner with County Health Agency to identify opportunities for partnership on addressing public health needs. • Through an equity lens identify needs of underrepresented populations. • Meet with City departments and review relevant data on emergency responses deployed in Skid Row area.
Quarterly Update:	<ul style="list-style-type: none"> • No update.
Complete?	No.

4.1 - Programs/Systems: Coordinated Entry System (CES)

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

Ongoing Responsibilities

Lead:	LAHSA
Responsibilities:	<ul style="list-style-type: none"> • Developing procedures, tools, and trainings needed to effectively implement Coordinated Entry System Policies. • Build the capacity of existing and new CES participating agencies by developing and implementing training and capacity building for participating agency staff. • Improve access, system connection, and collaboration across populations and systems to support people experiencing or at risk of homelessness accessing CES (i.e. Adults, Families with children, Transition Aged Youth (TAY), Vets, domestic violence (DV). • Enhance matching infrastructure to ensure timely and efficient placement into housing matched through CES. • Improve data collection and quality of key system indicators for tracking homelessness. • Strengthen regional coordination activities to ensure a consistent and coordinated regional response to homelessness.

Action Steps:

Lead:	LAHSA
Action Steps:	<ul style="list-style-type: none"> • Develop procedures for CES Policies addressing Access, Assessment, Prioritization, Matching and Evaluation. • Develop capacity building and training opportunities for CES agencies, enhance training on CES Triage Tools, etc. Evaluate CES participating agencies with the 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. • 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.

	<ul style="list-style-type: none"> • Develop CES Key System Indicator Dashboard, and utilize the CES Regional Data Coordinators to enhance Service Planning Area (SPA) data collection. • 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. • 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.
Quarterly Update:	<ul style="list-style-type: none"> • The CES Policy Council continues to set high-level CES principles for matching and prioritization, including COVID-19 Permanent Supportive Housing (PSH) Prioritization Policy, its Emergency Housing Voucher (EHV) Prioritization and Matching Policy, and introduced a new policy allowing for transfers between housing programs. Correlating guidance and procedures are currently being formed through community engagement with providers and other key stakeholders, like the Los Angeles Homeless Services Authority (LAHSA) lived expertise boards. • LAHSA continues to provide technical assistance and guidance to CES Matchers to support the PSH matching process. Additionally, the LAHSA Matching team has expanded to support matching for EHV. LAHSA continues to lead the Housing Central Command, which has shifted focus to supporting Single Room Occupancy (SRO) and Veteran's Project Based PSH. • LAHSA is working with its partners at the County's Department of Health Services and the Department of Mental Health to expand Interim Housing Air Traffic Control and build an Air Traffic Control for Permanent Housing. The function of this structure is to leverage cross-agency collaboration to facilitate best interim and permanent housing placements.
Complete?	No.

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

Responsibilities:	<ul style="list-style-type: none"> • Ensure that all City Departments are coordinated. • Provide political leadership for new interim housing projects and ensure accountability for City Departments. • Review potential locations to ensure new facilities are sited where there is the greatest need. • Identify City resources for the siting of new shelter facilities, reduce barriers to creating and implementing shelter facilities.
Lead:	BOE
Responsibilities:	<ul style="list-style-type: none"> • 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.
Lead:	DBS
Responsibilities:	<ul style="list-style-type: none"> • Ensure that health and safety building codes are met for new interim housing facilities. • Issue permits for construction, then provide Certificate of Occupancy. • Coordinate with planning/fire and other agencies before a permit is issued.
Lead:	GSD
Responsibilities:	<ul style="list-style-type: none"> • Identify properties within the City portfolio for interim shelter use, including management of real estate and maintenance. • Procurement of materials. • Coordinate with BOE for construction. • Lease negotiation and attestation.
Lead:	LAFD
Responsibilities:	<ul style="list-style-type: none"> • Coordinate with the Department of Building and Safety (DBS) regarding code compliance, with specific reviews for fire safety.
Action Steps:	
Lead:	LAHSA

Action Steps:	<ul style="list-style-type: none"> • Use previous procurement vehicles (pre-qualified list) to identify providers for all A Bridge Home (ABH) sites.
	<ul style="list-style-type: none"> • Create a master list of shelter programs and updated contacts.
	<ul style="list-style-type: none"> • Identify provider challenges; assist with implementation of responsibilities for providers, program operators, and system partners as needed.
	<ul style="list-style-type: none"> • Develop Coordinated Entry System (CES) Key System Indicator Dashboard, and utilize the CES Regional Data Coordinators to enhance Service Planning Area (SPA) data collection.
	<ul style="list-style-type: none"> • Continue regular procurement to channels to identify additional opportunities for interim shelter.
	<ul style="list-style-type: none"> • Develop, test and publicly release bed availability application.
	<ul style="list-style-type: none"> • Implement Diversion training for all shelter operators.
Quarterly Update:	<ul style="list-style-type: none"> • The Los Angeles Homeless Services Authority (LAHSA) hosted an Interim Housing Fiscal Year 2021-22 Kick-Off for Interim Housing (IH) that addressed all IH components. There was also a Host Home Learning Community in August 2021. Regular trainings continue to be provided for Incident Reporting and Grievance processes. • LAHSA continues to provide training and technical assistance to IH providers, both to enhance service delivery and to address performance challenges. This technical assistance includes regularly scheduled calls and ad hoc calls to discuss emerging issues. • There are currently active dashboards for A Bridge Home (ABH), Winter Shelter Program, Safe Parking, Tiny Home Villages, and Project Roomkey. • LAHSA continues to increase utilization of the Bed Reservation System for Project Homekey. LAHSA pilots the utilization of the Bed Reservation System for ABH. The integration of all ABH programs into the Bed Reservation System is anticipated to be completed by the end of January 2022.
Complete?	No.
Lead:	LAHSA/LAHD
Action Steps:	<ul style="list-style-type: none"> • Identify needs to improve accessibility of shelters to ensure full inclusion for persons with disabilities (service animals, language access ADA/ADAA, etc.).
Quarterly Update:	<ul style="list-style-type: none"> • No update.
Complete?	No.

Lead:	LAHSA/Mayor
Action Steps:	<ul style="list-style-type: none"> • Create a shelter/interim housing communications plan.
Quarterly Update:	<ul style="list-style-type: none"> • No update.
Complete?	No.
Lead:	LAHSA/Mayor/Council
Action Steps:	<ul style="list-style-type: none"> • Identify and convene stake holders to address barriers and identify solutions for issues related to land use, zoning, permitting of shelters.
Quarterly Update:	<ul style="list-style-type: none"> • No update.
Complete?	No.
Lead:	Mayor
Action Steps:	<ul style="list-style-type: none"> • Call to City Departments to prioritize interim shelter strategy.
Quarterly Update:	<ul style="list-style-type: none"> • No update.
Complete?	No.
Lead:	BOE/DBS
Action Steps:	<ul style="list-style-type: none"> • Complete design and construction of shelter sites.
Quarterly Update:	<ul style="list-style-type: none"> • In Quarter 1, the Bureau of Engineering (BOE) coordinated with Council Offices on the design and implementation of a new temporary shelter concept, Pallet Shelters, as a part of the City's COVID-19 Homelessness Roadmap (Roadmap).
Complete?	No.
Lead:	GSD
Action Steps:	<ul style="list-style-type: none"> • Continue to serve as City lead on lease negotiations for the Roadmap projects.
Quarterly Update:	<ul style="list-style-type: none"> • The General Services Department - Real Estate Services (GSDRES) coordinated with landlords, BOE, the Office of the City Administrative Officer (CAO), Council Offices, and service providers to negotiate and execute leases for Roadmap sites.
Complete?	No.
Lead:	DBS/LAFD

Action Steps:	<ul style="list-style-type: none">• Conduct inspections, issue appropriate certification for interim shelter sites.
Quarterly Update:	<ul style="list-style-type: none">• The Department of Building and Safety and the Los Angeles Fire Department conducts inspections, upon request from BOE, in a timely manner.
Complete?	No.

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

Lead:	BOS/LAPD
Responsibilities:	<ul style="list-style-type: none"> The Los Angeles Police Department (LAPD) officers work with the Los Angeles Homeless Services Authority (LAHSA) and Bureau of Sanitation (BOS) to provide homeless outreach via Homeless Outreach and Proactive Engagement (HOPE) Project and other outreach and provides staff for Unified Homelessness Response Center (UHRC). LAPD participates in community meetings and coordinates with LAHSA on needs of people experiencing street based homelessness. LAPD implemented Narcan for opioid response and provides Mental Health Intervention, de-escalation, bias, diversity training for all officers and provides a specialized Skid Row unit to better support needs in the area.
Lead:	LAFD
Responsibilities:	<ul style="list-style-type: none"> 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.
Lead:	LAHSA
Responsibilities:	<ul style="list-style-type: none"> 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"> Homeless outreach services via its Homeless Engagement Teams (HET) generalists and HET HOPE project team members Participation at the UHRC Macro Outreach Coordination Broader Coordinated Entry System (CES) and Programmatic Support for programs that serve people who are experiencing street-based homelessness

	5. Homeless Policy and Program guidance
Lead:	LAHSA/Mayor
Responsibilities:	<ul style="list-style-type: none"> Engage County partners who provide funding, thought leadership, program level coordination and strategic partnership to match quality services with other resources.
Lead:	Mayor
Responsibilities:	<ul style="list-style-type: none"> 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 to bring people indoors. The UHRC provides a space for a more timely and effective response to street-based homelessness, leading with services and grounded in a unified incident command structure. In addition to implementing A Bridge Home (ABH) outreach, engagement, and clean-up protocols, the UHRC leads the City's street-based homelessness strategies with all partners in the UHRC, including LAHSA, as well as with external partners in the County and CES, and with guidance from the UHRC Policy Group.
Lead:	RAP
Responsibilities:	<ul style="list-style-type: none"> Coordinate with LAHSA and UHRC to provide services to encampments located in parks and provides resources at public facing counters.
Action Steps:	
Lead:	All
Action Steps:	<ul style="list-style-type: none"> Determine frequency of Street/Outreach workgroup meetings. Set timelines and milestones. Ongoing review and revision of action steps/project management. Develop training and cross training opportunities for those entities working directly with people experiencing homelessness, prioritizing key departments (e.g., BOS, LAPD, Recreation and Parks (RAP)). 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.

	<ul style="list-style-type: none"> 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.
Quarterly Update:	<ul style="list-style-type: none"> Meetings occur twice a week for outreach coordination are in progress with Department of Mental Health, Department of Health Services, and LAHSA. Weekly care coordination meetings take place, where LAPD, Caltrans, and Council Offices can attend. Review of milestones for each need to be agreed upon to ensure information is captured correctly. Trainings around Outreach are being developed to include City Officials, LAPD, BOS, and City hired Outreach Coordinators to ensure best practices are followed when engaged in outreach activities. There are discussions with the City Administrative Officer (CAO) and Chief Legislative Analyst (CLA) offices on the timeline, format, and participants for the training. The Homeless Initiative office, CAO, BOS, Mayor's office, and LAHSA are discussing coordination of outreach efforts for City and County teams providing support to People Experiencing Homelessness (PEH). Ongoing conversations are needed. The Los Angeles Fire Department (LAFD) continues to provide vaccination and testing clinics on a daily basis across City jurisdictions to PEH, with LAHSA outreach teams providing support. With the presence of COVID, the vaccination and testing clinics provide ongoing support for PEH. LAHSA's Lived Experience Advisory Board (LEAB) has provided feedback on policy affecting the homeless population and will continue to do so. CAO, CLA, City Attorney's office and LAHSA continue to work at advocating for policies and strategies that will drive solutions for PEH, including housing, mental health and substance abuse services, and other supportive services.
Complete?	No.
Lead:	LAHSA
Action Steps:	<ul style="list-style-type: none"> Continue to provide street-based outreach coordination both at UHRC and within the broader County context. Continue connection and coordination between the Street Outreach teams with the new ABH sites, safe parking and other interim housing opportunities.

Quarterly Update:	<ul style="list-style-type: none"> City outreach teams continue to provide outreach support to PEH. Outreach is directed through Council Offices' priorities; supported by Covid-19 Homelessness Roadmap and Comprehensive Cleaning and Rapid Engagement (CARE/CARE+) teams. Coordination of the outreach services are completed through weekly care coordination calls with other service providers. Both City and County outreach teams participate in care coordination meetings and resources are shared among meeting participants. Outreach teams develop a strategic approach to cover all areas being supported. LAHSA's Access and Engagement (A&E) and Interim Housing (IH) departments work closely to ensure that referral, matching, and placements into IH is coordinated throughout the outreach system. As new housing sites continue to open, LAHSA works with service providers, the Mayor's office, and Council Offices on catchment areas for participant prioritization.
Complete?	No.
Lead:	Mayor
Action Steps:	<ul style="list-style-type: none"> Identify critical City Departments and their key representative(s) and mandate their participation in the Street Outreach Strategy Workgroup.
Quarterly Update:	<ul style="list-style-type: none"> The Mayor's Office is working to expand and develop systems across City Departments, LAHSA, and Council Offices when an Encampment to Home location is identified. A system where LAHSA outreach occurs first and interim housing placements occur in conjunction with a clean-up operation was developed in Quarter 1.
Complete?	No.
Lead:	Mayor/LAHSA
Action Steps:	<ul style="list-style-type: none"> Identify other service gaps and identify their respective potential solutions, including those that impact vulnerable subpopulations.
Quarterly Update:	<ul style="list-style-type: none"> Limited housing resources are present and solution-oriented conversations continue. Resources (Safe Parking and Shared Housing) for PEH continue to be identified during meetings with LAHSA, Mayor's office, Service Providers, and Council Offices.
Complete?	No.
Lead:	Mayor/BOS/LAHSA/Mayor/LAPD/City Attorney

Action Steps:	<ul style="list-style-type: none"> Expand hygiene, sanitation and storage options for people living on the streets. Increase diversion opportunities for people experiencing street-based homelessness.
Quarterly Update:	<ul style="list-style-type: none"> There is a need to provide additional storage site at Interim Housing sites to support the needs of PEH moving into those sites, prior to permanent housing. Work is being done to implement this as needed. Funding for problem solving has been identified to help divert individuals out of homelessness. Providers within the Coordinated Entry System can utilize problem solving funds to provide short term support. Discussions around Training for City personnel relating to referrals to the problem-solving resources have taken place to help the connection take place more quickly. Additional discussions are needed to map out this resource and referral process.
Complete?	No.
Lead:	Mayor/LAHSa/LAPD/BOS
Action Steps:	<ul style="list-style-type: none"> Expand work with broader community (e.g., residents) around challenges and opportunities in our work to address street based homelessness.
Quarterly Update:	<ul style="list-style-type: none"> Meetings with the Mayor/LAHSa/LAPD/BOS to identify the challenges and successes with all groups when supporting those experiencing homelessness will continue and provide recommendations for solutions. Identify additional stakeholders, such as neighborhood council groups, to provide training and education on the work being done and what solutions are currently working.
Complete?	No.

4.4 - Programs/Systems: Supportive Housing

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

Ongoing Responsibilities

Lead:	LAHD
Responsibilities:	<ul style="list-style-type: none"> • Administer the Proposition HHH Supportive Housing Loan Program (Prop HHH). • Ensure Prop HHH-funded supportive housing units are leased using the Coordinated Entry system (CES).
Lead:	HACLA
Responsibilities:	<ul style="list-style-type: none"> • Administer the Housing Choice Voucher program. • Participate in working groups for the development of the universal standards for Permanent Supportive Housing (PSH). • 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 City of Los Angeles (HACLA) to develop the universal application forms.
Lead:	LAHSA
Responsibilities:	<ul style="list-style-type: none"> • Partner with other strategy leads to ensure the CES can be used to efficiently and effectively identify tenants for new PSH units. • Coordinate with HACLA and the Los Angeles County Development Authority (LACDA) to identify opportunities to streamline the voucher application and lease up processes.
Lead:	Mayor/LAHD
Responsibilities:	<ul style="list-style-type: none"> • 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.

Action Steps:

Lead:	HACLA
Action Steps:	<ul style="list-style-type: none"> 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.
Quarterly Update:	<ul style="list-style-type: none"> Two (2) PSH- Project Based Voucher (PBV) projects totaling 105 units had Housing Assistance Payment contracts executed: McCadden Campus Senior Housing, and SP7. HACLA also executed Agreement to Enter into Housing Assistance Payments contracts for four projects totaling 125 units: Marian Place, NoHo 5050, Solaris Apartments, and La Guadalupe. The projects listed below are estimated to complete construction in 2022 and 2023.
Complete?	No.
Lead:	LAHD
Action Steps:	<ul style="list-style-type: none"> Annually review and update existing Prop HHH Program guidelines to ensure maximum amount of production of affordable supportive housing.
Quarterly Update:	<ul style="list-style-type: none"> Between July 1, 2021 and September 30, 2021, the Los Angeles Housing Department (LAHD) received Tax Credit Allocation Committee/California Debit Limit Allocation Committee (TCAC/CDLAC) awards for nine (9) Prop HHH PSH projects that were submitted in the May CDLAC and June TCAC rounds. The City closed financing on five (5) HHH projects between July 1, 2021 and September 30, 2021. This represents \$62,404,091 in HHH proceeds, and 492 total units, 449 of which are supportive housing units. The City began construction on seven (7) Prop HHH projects between July 1, 2021 and September 30, 2021. This represents \$70,655,773 in Prop HHH proceeds, and 589 total units, 544 of which are supportive housing units. Three (3) Prop HHH projects Emerson Apartments, McCadden Campus Senior, and SP7 received their Temporary Certificate of Occupancy between July 1, 2021 and September 30, 2021. This represents \$25,860,000 in Prop HHH proceeds, and 237 total units, 118 of which are supportive housing units.
Complete?	No.
Lead:	LAHSA
Action Steps:	<ul style="list-style-type: none"> Create a master inventory of all existing and pipeline PSH in LA City and County.

	<ul style="list-style-type: none"> • In collaboration with the DHS, pair new Intensive Case Management Services (ICMS) with new and existing PSH in the City and County. • Implement a prioritization policy for all permanent supportive housing matched through CES. • Develop universal standards for PSH with HACLA, LACDA, DMH, DHS, and other community stakeholders. • Analyze prevention funding utilization by PSH providers to better coordinate services and identify opportunities for improvement. • Analyze Homeless Management Information System (HMIS) data to identify contract compliance improvements and improve the quality of case management services.
Quarterly Update:	<ul style="list-style-type: none"> • LAHSA Inventory Team has staffed up with three inventory specialists (two (2) project-based; one (1) tenant-based) and is in the process of hiring a Manager of Permanent Housing Inventory.
Complete?	No.
Lead:	Mayor/LAHD
Action Steps:	<ul style="list-style-type: none"> • Administer the HHH Housing Challenge • Complete underwriting for at least three (3) Housing Challenge projects before the end of Fiscal Year (FY) 2020-21, Quarter 1 (Q1). • 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 FY 2020-21. • Begin construction on at least one (1) Housing Challenge project before the end of FY 2020-21, Quarter 2 (Q2).
Quarterly Update:	<ul style="list-style-type: none"> • Began construction of a third Housing Challenge project • 1355 Avalon and Beacons Landing project (financed with LIHTC) completed underwriting and entered the Project Expenditure Plan. • LAHD staff presented two non LIHTC transactions to its internal loan commitment for review.
Complete?	No.
Proposed New Action Steps (if applicable)	
Lead:	Mayor/LAHD
Action Steps:	<ul style="list-style-type: none"> • Closed financing on 1355 Avalon and Beacons Landing before the end of Q2-FY 2021-22.

	<ul style="list-style-type: none">• Confirm underwriting for at least two (2) non LIHTC transactions (RNLA) and add to the Project Expenditure Plan (PEP) before the end of Q2 of FY 2021-22 and confirm capital stack for Flyaway transactions.• Begin construction on at least one Housing Challenge project before the end of FY 2021-22, Q2.
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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

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

Action Steps:

Lead:	CAO
Action Steps:	<ul style="list-style-type: none"> • Invite appropriate City and County departments to participate in policy and system coordination efforts.
Quarterly Update:	<ul style="list-style-type: none"> • No update.
Complete?	No.
Lead:	LAHSA
Action Steps:	<ul style="list-style-type: none"> • Strengthen collaborative efforts between services agencies, with a focus on City/County resource and policy alignment.
	<ul style="list-style-type: none"> • Maintain inventory of services for LA CoC, provide training and technical assistance as needed.
	<ul style="list-style-type: none"> • Review data and evaluate programs.
	<ul style="list-style-type: none"> • Identify and execute key strategies to improve retention, training and resource development and technical assistance for service providers and staff.
	<ul style="list-style-type: none"> • Create and foster intra-organizational sharing of best practices, strategies, success stories and innovative concepts between services providers and planning areas.
	<ul style="list-style-type: none"> • Incorporate a stronger connectivity and support through engagement of persons with lived experience in every level of the service system.
Quarterly Update:	<ul style="list-style-type: none"> • The Los Angeles Homeless Services Authority (LAHSA) continues to support resources between providers with a focus on current initiatives, such as Emergency Housing Vouchers (EHV). LAHSA is working closely with Recovery Rehousing providers as they work with Project Roomkey (PRK) providers, to support permanent housing placements when exiting PRK. Additionally, LAHSA has launched the Regional System Implementation meetings, which are new monthly meetings to create feedback between LAHSA and providers, and foster increased collaboration between providers and with LAHSA. • LAHSA is also working with the U.S. Department of Housing and Urban Development Disaster Technical Assistance to build off the learnings from PRK demobilization and is taking this robust, hands on-effort to the next level with onsite meetings, daily huddles, additional accountability measures, and open houses streamlined unit acquisition strategies. • LAHSA continues to evaluate program and system performance data. Recently, this includes work to create a dashboard featuring EHV data.

	<ul style="list-style-type: none"> LAHSA is working closely with Interim Housing providers in Service Planning Area (SPA) 2, preparing to launch a pilot to support permanent housing exits from interim housing. In this context, LAHSA will be providing trainings on multiple best practices and topics, including harm reduction, critical time intervention, and other interim housing best practices. The intention is to scale learnings to support permanent housing exits from interim housing.
Complete?	No.
Lead:	LAHSA/EWDD
Action Steps:	<ul style="list-style-type: none"> Increase the number of persons connected to employment opportunities paying a living wage. Implement and expand pilot to support employment in rapid rehousing.
Quarterly Update:	<ul style="list-style-type: none"> Rapid Rehousing pilot with LAHSA was completed in prior years.
Complete?	No.
Lead:	LAHSA/LAHD
Action Steps:	<ul style="list-style-type: none"> Conduct a support needs survey for Homeless Service Staff. Develop and implement Program Transfer policies and procedures in order to ensure participants are able to quickly access and receive services in the environment and/or system of care best suited to meet their needs, i.e. - stepping up/stepping down persons between Interim Housing to Recuperative Care, between domestic violence programs and mainstream programs, etc.
Quarterly Update:	<ul style="list-style-type: none"> No update.
Complete?	No.
Lead:	EWDD
Action Steps:	<ul style="list-style-type: none"> Continue and expand Los Angeles Regional Initiative for Social Enterprise (LA:RISE) and other high-impact employment programs.
Quarterly Update:	<ul style="list-style-type: none"> A minimum of 1,045 individuals experiencing or at-risk of experiencing homelessness will be placed in transitional, subsidized employment utilizing County Measure H and City General Funds. As of September 30, 2021, a total of 189 new

	participants received subsidized transitional employment, 128 for City General Fund and 61 for County Measure H.
Complete?	No.
Lead:	EWDD/Personnel
Action Steps:	<ul style="list-style-type: none"> • 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.
Quarterly Update:	<ul style="list-style-type: none"> • No update.
Complete?	No.

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

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

Action Steps:	
Lead:	LAHSA
Action Steps:	<ul style="list-style-type: none"> • Work with Lived Experience Advisory Group to explore opportunities to create formerly homeless support groups to prevent returns to homelessness. • Create and keep current a Prevention/Diversion provider list (intra agency), and Prevention Assistance Flyer (public). • Convene stakeholders to establish data sharing plan for data analysis.
Quarterly Update:	<ul style="list-style-type: none"> • Prevention Assistance Flyer is posted publicly in targeted communities and spaces such as laundry mats.
Complete?	No.
Lead:	LAHSA/CIFD
Action Steps:	<ul style="list-style-type: none"> • Conduct and make available training on prevention and diversion at every level of the homeless assistance system. • Increase diversion staffing at common city entry points.
Quarterly Update:	<ul style="list-style-type: none"> • 50-minute Problem-Solving web series for individuals with and without access to the Homeless Management Information System is available online. This is a prerequisite to gaining access to LAHSA's centralized Problem-Solving Assistance Funds. • All six (6) Problem-Solving Specialist positions located at Family Source Centers across the City are filled and actively on site.
Complete?	No.
Lead:	LAHSA/Mayor
Action Steps:	<ul style="list-style-type: none"> • Utilize research and data to improve outcomes and target resources.
Quarterly Update:	<ul style="list-style-type: none"> • LAHSA Problem-Solving Unit has requested a report to identify the recidivism rates of household's who have achieved a Problem-Solving outcome to help improve the intervention and available resources.
Complete?	No.
Lead:	CIFD
Action Steps:	<ul style="list-style-type: none"> • Cross-train other city departments for who to call when serving persons who are homeless or at risk (Aging/Parks/libraries, Los

	<p>Angeles Community Investment for Families Department (CIFD) field offices, community centers funded by the city and county).</p> <ul style="list-style-type: none"> • Coordinate prevention and diversion strategies with domestic violence intake/service providers.
Quarterly Update:	<ul style="list-style-type: none"> • LAHSA Problem-Solving Unit hosted a live virtual Problem-Solving training on how to implement diversion strategies with households fleeing domestic violence/intimate partner violence (DV/IPV) for 100 victim services providers.
Complete?	No.
Lead:	LAHSA
Action Steps:	<ul style="list-style-type: none"> • Increase capacity of 211 for afterhours information on diversion strategies. • Create a small pool of diversion assistance funds that can be accessed to rapidly resolve a housing crisis. • Identify and implement strategies to help people in need outside of working hours by creating more access points and co-locating Coordinated Entry System (CES) staff to conduct basic triage. • Coordinate homelessness prevention funding with County. • Establish and implement data sharing strategy, policy, and procedure between homeless services and institutional partners.
Quarterly Update:	<ul style="list-style-type: none"> • LAHSA Problem-Solving Unit funded four (4) Full Time Equivalency (FTE) Problem-Solving Specialists at 211 LA County. • LAHSA and 211 have met weekly this quarter to set up diversion implementation process flow at 211 LA County and to identify how to triage households for Problem-Solving outcomes. • 211 hired Problem-Solving Specialists and have been onboarding them to their role. • LAHSA and 211 scheduled a live Problem-Solving training for the four funded FTE, select 211 staff and management.
Complete?	No.
Lead:	LAPD
Action Steps:	<ul style="list-style-type: none"> • Work with courts to expand prevention and diversion programs.
Quarterly Update:	<ul style="list-style-type: none"> • No updates.
Complete?	No.

Lead:	LAPD/Mayor
Action Steps:	<ul style="list-style-type: none"> • Continue/expand successful jail in-reach program.
Quarterly Update:	<ul style="list-style-type: none"> • No updates.
Complete?	No.
Lead:	All
Action Steps:	<ul style="list-style-type: none"> • Meet quarterly and continue to assess strategy and update goals and action items as needed.
Quarterly Update:	<ul style="list-style-type: none"> • No updates.
Complete?	No.

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

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

Ongoing Responsibilities

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

Action Steps:

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

	<ul style="list-style-type: none"> • Create a master list of RRH programs and updated contacts. • Identify and convene stakeholders to address challenges and identify solutions. • Assist with implementation of responsibilities for service providers, RRH program operators, and system partners.
Quarterly Update:	<ul style="list-style-type: none"> • Both Rapid and Recovery Re-Housing have been working closely and collaboratively with providers to connect their program participants to permanent housing. Several trainings have been made available to Re-Housing providers. These trainings have been in collaboration with the U.S. Department of Housing and Urban Development Technical Assistance, RRH Technical Assistance, LAHSA Re-Housing, and Public Housing Authorities. The trainings include: <ul style="list-style-type: none"> ○ Office Hours with Public Housing Authorities (HACLA and the Los Angeles County Development Authority) regarding Emergency and Housing Choice Vouchers ○ Trainings regarding the following topics: Unit acquisition, working with landlords, case management, staffing and staff retention, etc. • RRH team in collaboration with City departments, LAHSA-funded RRH provider and All People's worked together to connect 15 displaced households to permanent housing resources. • Street to Subsidy pilot program administered by The Salvation Army has been continuing to work with household who are homeless and not connected to a permanent housing resource to connect these program participants directly to a shallow subsidy. This program is targeted to serve 115 households during the program year.
Complete?	No.
Proposed New Action Steps (if applicable)	
Lead:	LAHSA
Action Steps:	Working on ensuring that access to RRH resources are fair and equitable by moving RRH programs to a slot-based management system.

4.8 - Programs/Systems: Affordable Housing

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

Ongoing Responsibilities

Lead:	LAHD
Responsibilities:	<ul style="list-style-type: none"> Administer the Affordable Housing Managed Pipeline (AHMP) to finance new affordable units Citywide. Identify at-risk properties to target the City's preservation efforts. Assist property owners' awareness in complying with the State Notification requirements at covenant expiration or termination of rental subsidies.
Lead:	CAO
Responsibilities:	<ul style="list-style-type: none"> Identify potential City-owned sites for affordable housing.

Action Steps:

Lead:	LAHD
Action Steps:	<ul style="list-style-type: none"> Prepare and implement Linkage Fee Expenditure Plan. Minimize Tenant Displacement with At-Risk Affordable Housing Tenant Outreach and Education Services (AAHTOES). Establish working group to develop Universal Waiting list for Density Bonus units. Engage 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.
Quarterly Update:	<ul style="list-style-type: none"> On July 7, 2021, Mayor and City Council approved the proposed Affordable Housing Linkage Fee (AHLF) Expenditure Plan for FY2020-21 set forth by the AHLF Oversight Committee (OC). <ul style="list-style-type: none"> Total AHLF receipts as of March 2021 is approximately \$32.6M. The approved Expenditure Plan included Tier 2 revenue allocations providing funding for (but is not limited to) new construction, preservation, the City's Homeownership – Moderate Income Purchase Assistance Program (MIPA), and 15 percent for staffing and the new housing development software system.

	<ul style="list-style-type: none"> ○ Program guidelines via resolution, which included required technical corrections, were approved as well.
	<ul style="list-style-type: none"> • Efforts to minimize tenant displacement was provided by the Coalition for Economic Survival, an organization contracted by the City 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 the City to monitor the affordable housing portfolio in an effort to prevent potential tenant displacement.
	<ul style="list-style-type: none"> • 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. Coalition for Economic Survival staff have continued to contact tenants via telephone and email. Additionally, staff has continued to provide education materials regarding Subsidy Expirations to the tenants. <ul style="list-style-type: none"> • During Fiscal Year 2021-22 First Quarter (Q1), tenant outreach and education services was conducted at 20 at-risk properties consisting of 504 restricted units.
Complete?	No.
Lead:	CAO
Action Steps:	<ul style="list-style-type: none"> • Review and assess City-owned sites for affordable housing.
Quarterly Update:	<ul style="list-style-type: none"> • No sites were reviewed in Q1.
Complete?	No.

New Strategy	Old Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2020-21	Q1 FY2021-22	Headline Metrics	Notes
1.0 - Governance, Accountability & Budget	10A - Full Funding for Affordable Housing Trust Fund	CAO/CLA/LAHD	Permanent Housing Units Created	191	237	Expansion of supply of affordable and homeless housing	
	10A - Full Funding for Affordable Housing Trust Fund	CAO/CLA/LAHD	Bonds issued for permanent supportive housing and facilities for persons experiencing homelessness	155	N/A	Expansion of supply of affordable and homeless housing	
3.2 - Policy: No Wrong Door	N/A	LAPD	Number of service referrals to LAHSA	N/A	N/A		On hold
	N/A	LAPD	Number of housing referrals to LAHSA	N/A	N/A		On hold
	N/A	LAPD	Number of housing referrals to other agencies	N/A	N/A		
	N/A	LAPD	Number of service referrals to other agencies	N/A	N/A		
	N/A	Personnel	Number of City Staff that receive "No Wrong Door" training course	0	0		
	3A - Standardize First Responder Training for Homeless	LAHSA	Number of persons placed in permanent housing through contact with HOPE Team	13	14	Number placed in permanent housing	
	3A - Standardize First Responder Training for Homeless	LAHSA	Number of persons placed in temporary housing through contact with HOPE Team	172	136	Number placed in temporary housing	
	3A - Standardize First Responder Training for Homeless	LAPD	Number of housing referrals to Los Angeles Homeless Services Authority (LAHSA)	N/A	N/A		On hold
	3A - Standardize First Responder Training for Homeless	LAPD	Number of housing referrals to other agencies	N/A	N/A		On hold
	3A - Standardize First Responder Training for Homeless	LAPD	Number of service referrals to Los Angeles Homeless Services Authority (LAHSA)	N/A	N/A		On hold
3.2 - Policy: No Wrong Door / 4.3 - Program/Systems: Street Outreach	3A - Standardize First Responder Training for Homeless	LAPD	Number of service referrals to other agencies	N/A	N/A		
	3A - Standardize First Responder Training for Homeless	LAPD	Percent of HOPE Officers with MHIT Training	N/A	N/A		HOPE Team is no longer active
	3A - Standardize First Responder Training for Homeless	LAPD	Number of officers Citywide having completed Mental Health Intervention Training	4,430	4,171		
	3B - Develop Encampment Engagement Protocol	BOS	Amount of hazardous materials collected (lbs) (California definition, includes human waste)	65,209	N/A		
	3B - Develop Encampment Engagement Protocol	BOS	Amount of hazardous materials collected (lbs) (Federal definition)	21,453	N/A		
	3B - Develop Encampment Engagement Protocol	BOS	Impoundments from noticed clean ups	165	N/A		
	3B - Develop Encampment Engagement Protocol	BOS	Impoundments from un-noticed clean ups	49	N/A		
	3B - Develop Encampment Engagement Protocol	BOS	Number of encampments	214	N/A		
	3B - Develop Encampment Engagement Protocol	BOS		N/A	N/A	Number placed in temporary housing	
	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	Number placed in permanent housing	
3.2 - Policy: No Wrong Door / 4.5 - Program/Systems: Services	3E - Integration with County Health Sobering Centers	LAHSA	Number of clients placed in temporary housing upon discharge from sobering center	N/A	N/A		
	3D - Expansion of Jail In-Reach	LAPD	Number of people discharged to temporary housing	N/A	N/A	Number placed in temporary housing	Program on hold due to Covid-19.
	3D - Expansion of Jail In-Reach	LAPD	Number of persons identified in custody experiencing homelessness	N/A	N/A		Program on hold due to Covid-19.
	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		Program on hold due to Covid-19.

New Strategy	Old Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2020-21	Q1 FY2021-22	Headline Metrics	Notes
	3D - Expansion of Jail In-Reach	LAPD	Number of persons in custody interviewed by a service provider	N/A	N/A		Program on hold due to Covid-19.
	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	Total: 331 Affordable: 37 Homeless: 0	N/A	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	138 approved by DCP in the quarter Applications for second dwelling units submitted to DBS: 1,780	N/A	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: 1,080. ELI: 118; VLI:10; Low:20	N/A	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	Expansion of supply of affordable housing	
	N/A	DCP	Number of supportive housing units approved through implementation of the Permanent Supportive Housing ordinance	Total units approved through PSHT: 119	N/A	Expansion of supply of affordable housing	
	N/A	DCP	Number of transitional housing units approved through implementation of the Interim Motel Conversion ordinance	N/A	N/A	Expansion of supply of affordable housing	
	N/A	DCP	Number of supportive housing units approved through implementation of the Interim Motel Conversion ordinance	N/A	N/A	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	94% Faster	N/A		
	N/A	DCP	Average entitlement timeline for Transit Oriented Communities projects as compared to stand-alone Density Bonus projects	No data	N/A		
	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	DCP	Number of existing affordable units identified through Mello Act compliance determinations upon adoption of Mello Act ordinance	There were no affordable units added through projects which required Mello Act review	N/A		
	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	56% faster	N/A		
	N/A	DCP	Number of Community Plan Updates and Transit Neighborhood Plans completed	0	N/A		
	N/A	DCP	Additional housing capacity created through Community Plan Updates and adoption of Transit Neighborhood Plans	0	N/A		
	9I - Employment Development for Homeless Individuals with Pets	EWDD	Number of individuals recruited	125	452		Represents data from EWDD's WIOA Adult & Dislocated Worker Workforce Development System only
	9I - Employment Development for Homeless Individuals with Pets	EWDD	Number of participants placed in transitional jobs program and co-enrolled in WIOA	125	452		This metric should read: Number of participants engaged in employment services and enrolled in WIOA
	9I - Employment Development for Homeless Individuals with Pets	EWDD	Number of people placed in competitive employment	49	11		
	9I - Employment Development for Homeless Individuals with Pets	EWDD	Participants provided with retention supports after social enterprise job experience	49	N/A		Applicable to LA-RISE only
	9L - Women's Homelessness - Employment Development	EWDD/ LAHSA	Number of women employed	15	4	Number who gain employment or enroll in vocational training/education	
	9L - Women's Homelessness - Employment Development	EWDD/ LAHSA	Number of women enrolled experiencing homelessness who are unemployed (or who do not report earned income)	386	69		
3.4 - Policy: Vulnerable Populations							

3.3 - Policy: Land Use & Housing

New Strategy	Old Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2020-21	Q1 FY 2021-22	Headline Metrics	Notes
N/A	N/A	LAHSA	Number of DV survivors who exit shelter and are placed in permanent housing.	219	48	Number placed in permanent housing	
	N/A	LAHSA	Number of transgender individuals served, employed and housed	Served: 445 Employed: 10 Housed: 23	0		
N/A	N/A	LAHSA	Length of time from enrollment to housing placement measured by population (gender, DV, TAY, LGBTQ, disabled, ageing, persons with pets)	Female: 277 Male: 251 Other: 220 TransGender F/M: 229 TAY: 169 Bisexual: 88 Gay: 70 Lesbian: 373 Unknown: 576 DV : 236 Tay: 267	Female-245 Male-206 Other-48 DV-199 TAY-169 Bisexual-88 Gay-70 Lesbian-373 Not Disabled-265 Disabled-1177 Ageing-164	By days	
3.5 - Policy: Skid Row	N/A	CAO	Number of sites assessed for housing utilization	10	N/A	Expansion of supply of affordable housing	
	N/A	CAO	Number of sites assessed for service utilization	0	N/A		
	N/A	DCP and Mayor	Number of community meetings attended	13	N/A		
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Average length of stay in crisis/bridge housing	Ave (Stayers Only) - 242 Ave (Exits only) - 178 Ave (Both) - 216	103		
4.1 - Programs/Systems: Coordinated Entry System (CES)	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Length of time from assessment to housing match	Ave: 437 Median: 323 Range: 4-1966	397		
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Need and acuity level of persons obtaining permanent housing	Average: 9.49 Score 0-3 : 115 Score 4-7 : 422 Score 8+ : 979	9		
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households screened and matched to a housing resource through CES	507	216		
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households that have moved into housing	2,739	389	Number placed in permanent housing	
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households who have increased their income by source of income	3,186	242	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	83%	87%	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)	103	100		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Housing retention over the following year	84%	89%	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: 406 Median: 369 Range: 10-1706	556 days		
	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		
4.1 - Programs/Systems: Coordinated Entry System (CES)	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	3	0		
	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	151	N/A	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		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of matches being made from one SPA to another	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		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA					

New Strategy	Old Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2020-21	Q1 FY2021-22	Headline Metrics	Notes
4.2 - Program/Systems: Shelter	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of TAY screened and matched to a housing resource through CES	50	8		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of TAY who have moved into housing	275	27	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	68%	0%	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	151	0	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: 9.49 Score Q3: 115 Score Q1: 7.422 Score 8+ : 979	9%		
	N/A	LAHSA	Number of households matched to permanent supportive housing resources through CES	505	206		
	N/A	LAHSA	Number of staff from CES participating agencies that participated in CTA trainings	1,667	N/A		
	N/A	LAHSA	Number of CES participating agencies that applied for and were awarded a capacity building grant	CES Lead3 CES Access Point12	N/A		
	N/A	LAHSA	Number and types of technical assistance provided to CES System Matchers	156	N/A		
	7O - Expanding Emergency Shelter and Improving Access	LAHSA	Average length of stay in shelter	112	140		
	7O - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of adults exiting bridge housing to permanent housing	26%	14%	Number placed in permanent housing	
	7O - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of participants that see an increase in income	4%	4%	Number who gain employment or enroll in vocational training/education	
	7O - Expanding Emergency Shelter and Improving Access	LAHSA	Percent shelter and bridge housing utilization	51%	61%		
	N/A	EWDD	Number of A Bridge Home residents who have received job readiness and employment services.	0	4		Via LA-RISE program
	N/A	EWDD		N/A	N/A	Number who gain employment or enroll in vocational training/education	Not tracking vocational training as direct outcome
	N/A	LAHSA	Persons moved from street to shelter	1,646	619	Number placed in temporary housing	
	N/A	LAHSA	Average length of stay in interim housing for all exits during the reporting period.	89	123		
	N/A	LAHSA	Number of persons that exited in Permanent Housing	729	120	Number placed in permanent housing	
	N/A	LAHSA	Number of persons exiting bridge housing to permanent housing	719	120		
	N/A	LAHSA, Mayor, CAO	Number of new sites that become operational	22	N/A		
	N/A	LAHSA, Mayor, CAO	Number of emergency beds added to system	1,389	N/A		
	N/A	LAHSA	Number of people engaged who are linked to a permanent housing resource by City Funded Outreach Teams	1	28	Number placed in permanent housing	
	N/A	LAHSA	Number of people provided services or attained referrals by City Funded Outreach Teams	2,991	5,714		
	N/A	LAHSA	Number of Departments participating in Street/Outreach Strategy Workgroup	N/A	N/A		
	N/A	LAHSA	Number of people engaged who successfully attain crisis or bridge housing by City Funded Outreach Teams	355	821	Number placed in temporary housing	

New Strategy	Old Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2020-21	Q1 FY 2021-22	Headline Metrics	Notes
4.3 - Program/Systems: Street Outreach	N/A	LAHSA	Number of people contacted by a City Funded Outreach Team	3,001	5,736		
	N/A	LAHSA	Number of people engaged by a City Funded Outreach Team	2,034	4,825		
	N/A	Mayor	Number of new, revised policies/procedures implemented	2	N/A		
	N/A	Mayor	Number of people trained in each department	0	N/A		
	N/A	Mayor	Number of Departments participating in UHRC	27	N/A		
	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people connected to CES and permanently housed	15	23	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	139	2		
	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people served	479	5,836	Number placed in temporary 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	Expansion of supply of affordable and homeless housing	
	N/A	HACLA	Vouchers dedicated to permanent supportive housing	22,821	N/A		
4.4 - Programs/Systems: Supportive Housing	N/A	HACLA	Percent of vouchers dedicated to permanent supportive housing	40.1%	N/A		
	N/A	LAHD/HACLA	Number of permanent supportive housing units created	0	493	Expansion of supply of affordable housing	
	N/A	LAHD/HACLA	Number of households placed into permanent housing through CES	286	345	Number placed in permanent housing	
	9A - Employ Homeless Adults by Supporting Social Enterprise	EWDD	Number of participants placed in transitional jobs program and co-enrolled in WIOA	38	189		
	9A - Employ Homeless Adults by Supporting Social Enterprise	EWDD	Number of people placed in competitive employment	7	6	Number who gain employment or enroll in vocational training/education	
	9A - Employ Homeless Adults by Supporting Social Enterprise, 9C - Employment Development Programs for Homeless Youth	EWDD	Number of individuals recruited	38	189		
	9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	EWDD/ Personnel	Number of individuals recruited	0	59		# TLH applications received from July 1, 2021 to September 30, 2021, with applicant identifying as homeless/formerly homeless.
	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	189		
	9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	EWDD/ Personnel	Number of people placed in competitive employment	5	16	Number who gain employment or enroll in vocational training/education	# TLHs from July 1, 2021 to September 30, 2021, identifying as homeless or formerly homeless.
	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		
4.5 - Programs/Systems: Services	9C - Employment Development Programs for Homeless Youth	EWDD	Number of participants placed in transitional jobs program and co-enrolled in WIOA	38	53		
	9C - Employment Development Programs for Homeless Youth	EWDD	Number of people placed in competitive employment	0	0		
	9C - Employment Development Programs for Homeless Youth	EWDD	Participants provided with retention supports after social enterprise job experience	7	0		
	N/A	EWDD, LAHSA	Number of referrals made based on HMIS data	3,033	N/A		
	N/A	LAHSA	Number of trainings offered to LAHSA-contracted service providers	27	26		
	N/A	LAHSA	Number of programs targeting special and under-represented populations	N/A	N/A		

New Strategy	Old Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2020-21	Q1 FY2021-22	Headline Metrics	Notes
4.6 - Programs/Systems: Prevention/Diversion	N/A	LAHSA	Number of persons who have increased their income enrolled in LAHSA-funded programs	3,186	242		
	N/A	LAHSA	Number of trainings hosted for homeless service staff	13	33		
	N/A	LAPD	Total number of Naloxone kits distributed to LAPD field officers	4,660	N/A		
	N/A	LAPD	Total number of Naloxone treatments deployed by LAPD Officers	28	N/A		
	N/A	LAPD	Lives saved by deployment of Naloxone by LAPD Officers for people experiencing homelessness	25	N/A		
	9E - Homelessness Prevention for Former Foster Care Youth	LAHSA	Number of youth housed or connected with services	38	481		
	N/A	LAHSA, CIFD	Number of persons at imminent risk of experiencing homelessness diverted	148	N/A		
	N/A	LAHSA, CIFD	Number of staff who have been trained on diversion practices	203	N/A		
	N/A	LAHSA, CIFD	Number of agencies that have implemented diversion practices	43	N/A		
	N/A	EWDD	Number of youth housed or connected with services	163	53		
	N/A	LAHSA	Number of families who were able to successfully prevent imminent homelessness	51	N/A		
	N/A	LAHSA	Number of homeless people diverted	65	1		
	N/A	LAHSA	Percentage of persons that return to homelessness	7%	0		
	N/A	LAHSA	Number of referrals made based on HMS data	N/A	N/A		
4.7 - Programs/Systems: Rapid Rehousing	N/A	LAHSA	Number who are prevented from becoming homeless or being discharged into homelessness	N/A	0		
	N/A	LAHSA	Number of programs targeting special and under-represented populations	1	N/A		
	N/A	LAHSA, LAPD	Number who are prevented from becoming homeless or being discharged into homelessness	65	N/A		
	7B - Expand Rapid Re-Housing	LAHSA	Days from program entry into Housing	231	216		
	7B - Expand Rapid Re-Housing	LAHSA	Increase in income from all sources	911	155	Number who gain employment or enroll in vocational training/education	
	7B - Expand Rapid Re-Housing	LAHSA	Number placed in Permanent Housing	886	149	Number placed in permanent housing	
	7B - Expand Rapid Re-Housing	LAHSA	Percent retaining housing after 12 months	80%	91%	Number who retain housing from the date of placement	
	7B - Expand Rapid Re-Housing	LAHSA	Total participants enrolled	2,142	345		
	N/A	LAHSA	Number of persons who retained permanent housing (for 6 months from date of placement)	1,122	382	Number who retain housing from the date of placement	
	N/A	LAHSA	Number of persons or households newly enrolled	2,142	345		
	N/A	LAHSA	Number of persons or households currently enrolled in RRH	13,035	2,811		
	N/A	LAHSA	Number of participants that have moved into rapid re-housing	5,918	1,887		

New Strategy	Old Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2020-21	Q1 FY2021-22	Headline Metrics	Notes
4.8 - Programs/Systems: Affordable Housing	N/A	LAHSA	Number of persons that exit to any destination	1,509	327		
	N/A	LAHSA	Number of persons who were referred to employment services	42	8		
	N/A	LAHSA	Number of persons who obtained benefits	130	19		
	N/A	LAHSA	Days from RRH program entry into housing	N/A	216		
	N/A	LAHSA	Total participants enrolled in RRH	2,142	345		
	7D - Using Public Land for Affordable and Homeless Housing	CAO	Number of sites assessed through AHOS program	6	N/A		
	7D - Using Public Land for Affordable and Homeless Housing	CAO	Number of sites identified for affordable housing through AHOS program	0	N/A		
	7D - Using Public Land for Affordable and Homeless Housing	LAHD	Number of sites identified for affordable housing development through LAHD process (excludes AHOS Program)	0	0	Expansion of supply of affordable and homeless housing	
	7H - Facilitate Utilization of Federal Housing Subsidies	HACLA	Number of Landlord Housing Incentive Payment (HIP) Inquiries	45	48		
	7H - Facilitate Utilization of Federal Housing Subsidies	HACLA	Number of landlords receiving incentive payment	17	0	Number placed in permanent housing	
	7S - Preservation of Affordability Covenants	LAHD	Number of at-risk properties and units preserved through Financial & Non-Financial Transactions	0	0	Expansion of supply of affordable and homeless housing	
	7S - Preservation of Affordability Covenants	LAHD	Number of owners outreach regarding extending affordability covenants or renewal of housing assistance contracts	0	0		
	7S - Preservation of Affordability Covenants	LAHD	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	106	28	Number who are prevented from becoming homeless or being discharged into homelessness	
	N/A	LAHD	Number of affordable housing units produced	15	82		
	N/A	LAHD	Number of affordable unit covenants extended	0	0		
	N/A	LAHSA	Number who are prevented from becoming homeless of being discharged into homelessness	314	0		

New Strategy	Old Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2020-21	Q1 FY2021-22	Notes
Expansion of supply of affordable housing						
1.0 - Governance, Accountability & Budget	10A - Full Funding for Affordable Housing Trust Fund	CAO/CLA/ LAHD	Permanent Housing Units Created	191	237	
	10A - Full Funding for Affordable Housing Trust Fund	CAO/CLA/ LAHD	Bonds issued for permanent supportive housing and facilities for persons experiencing homelessness	155	N/A	
	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	Total: 331 Affordable: 37 Homeless: 0	N/A	
	7K - Development of Second Dwelling Units Pilot Program	DCP	Number of second dwelling units approved upon adoption of City second dwelling unit ordinance	138 approved by DCP in this quarter. 1,780 applications for second dwelling units submitted to DBS.	N/A	
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: 1,080. ELI: 118; VLI:10; Low:20	N/A	
	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	DCP	Number of supportive housing units approved through implementation of the Permanent Supportive Housing ordinance	Total units approved through PSH: 119	N/A	
	N/A	DCP	Number of transitional housing units approved through implementation of the Interim Motel Conversion ordinance	N/A	N/A	
3.5 - Policy: Skid Row	N/A	DCP	Number of supportive housing units approved through implementation of the Interim Motel Conversion ordinance	N/A	N/A	
	N/A	CAO	Number of sites assessed for housing utilization	10	N/A	
	4E - Supportive Services Standards for Subsidized Housing	HACLA	Number of agencies providing supportive services according to HACLA's definition and quality standards	26	26	
	N/A	LAHD/HACLA	Number of permanent supportive housing units created	0	483	
4.4 - Programs/Systems: Supportive Housing	7D - Using Public Land for Affordable and Homeless Housing	LAHD	Number of sites identified for affordable housing development through LAHD process (excludes AHOS Program)	0	0	
	7S - Preservation of Affordability Covenants	LAHD	Number of at-risk properties and units preserved through Financial & Non-Financial Transactions	0	0	
Number placed in permanent housing						
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	13	14	
	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	
3.4 - Policy: Vulnerable Populations	N/A	LAHSA	Number of DV survivors who exit shelter and are placed in permanent housing.	219	48	
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households that have moved into housing	2,739	389	
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	275	27	

New Strategy	Old Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2020-21	Q1 FY2021-22	Notes
4.2 - Program/Systems: Shelter	70 - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of adults exiting bridge housing to permanent housing	26%	14%	
	N/A	LAHSA	Number of persons that exited In Permanent Housing	729	120	
	N/A	LAHSA	Number of people engaged who are linked to a permanent housing resource by City Funded Outreach Teams	1	28	
4.3 - Program/Systems: Street Outreach		LAHSA	Number of people connected to CES and permanently housed	15	23	
4.4 - Programs/Systems: Supportive Housing		LAHD/HACLA	Number of households placed into permanent housing through CES	286	345	
4.7 - Programs/Systems: Rapid Rehousing		LAHSA	Number placed in Permanent Housing	886	149	
4.8 - Programs/Systems: Affordable Housing Subsidies		HACLA	Number of landlords receiving incentive payment	17	0	
Number placed in temporary housing						
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	172	136	
	3B - Develop Encampment Engagement Protocol	BOS		N/A	N/A	
	3D - Expansion of Jail In-Reach	LAPD	Number of people discharged to temporary housing	N/A	N/A	Program on hold due to Covid-19.
4.2 - Program/Systems: Shelter		LAHSA	Persons moved from street to shelter	1,646	619	
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	355	821	
		LAHSA	Number of people served	479	5,836	
Number who are prevented from becoming homeless or being discharged into homelessness						
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	151	N/A	
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Percentage of families who were able to successfully prevent imminent homelessness	68%	0%	
	N/A	LAHSA	Number and percent of families receiving prevention services through CES in order to stabilize and maintain existing housing.	151	0	
	7S - Preservation of Affordability Covenants	LAHD	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	106	28	
4.8 - Programs/Systems: Affordable Housing						
Number who gain employment or enroll in vocational training/education						
3.4 - Policy: Vulnerable Populations	9L - Women's Homelessness - Employment Development	EWDD/ LAHSA	Number of women employed	15	4	
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	3,186	242	
4.2 - Program/Systems: Shelter	70 - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of participants that see an increase in income	4%	4%	
	N/A	EWDD		N/A	N/A	Not tracking vocational training as direct outcome

New Strategy	Old Strategy	Lead Agency	Strategy-Specific Metric	Q4 FY 2020-21	Q1 FY2021-22	Notes
4.5 - Programs/Systems: Services	9A - Employ Homeless Adults by Supporting Social Enterprise	EWDD	Number of people placed in competitive employment	7	6	
	9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	EWDD/ Personnel	Number of people placed in competitive employment	5	16	# TLH hires from July 1, 2021 to September 30, 2021, identifying as homeless or formerly homeless.
	7B - Expand Rapid Re-Housing	LAHSA	Increase in income from all sources	911	155	
Number who retain housing from the date of placement						
4.1 - Programs/Systems: Coordinated Entry System (CES)	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Percentage of persons that retain housing for 12 months	83%	87%	
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Housing retention over the following year	84%	89%	
	7B - Expand Rapid Re-Housing	LAHSA	Percent retaining housing after 12 months	80%	91%	
4.7 - Programs/Systems: Rapid Rehousing	N/A	LAHSA	Number of persons who retained permanent housing (for 6 months from date of placement)	1,122	382	

Abbreviation	Full Name
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
CIFD	Community Investment for Families Department
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

Abbreviation	Full Name
DPH	Los Angeles County Department of Public Health
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
EHV	Emergency Housing Vouchers
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
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

Abbreviation	Full Name
JPA	Joint Powers Authority
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
LAHD	Los Angeles Housing 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

Abbreviation	Full Name
PSH	Permanent Supportive Housing
RAP	The Department of Recreation and Parks
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