

0220-05151-0329

T R A N S M I T T A L

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| TO The City Council | DATE 03-03-22 | COUNCIL FILE NO. 20-1524 |
| FROM The Homeless Strategy Committee | COUNCIL DISTRICT ALL | |

At its meeting on March 3, 2022, the Homeless Strategy Committee (HSC) considered the CAO report on the Homeless Housing, Assistance, and Prevention Round 2 Grant Program Supplemental Racial Equity Goal.

The report is hereby transmitted to the Homelessness and Poverty Committee with the following recommendation:

1. In support of the City's Homeless Housing, Assistance, and Prevention Round 2 grant allocation, establish the citywide racial equity goal to: Improve coordination among the principal homelessness response system actors in Los Angeles – Los Angeles City, Los Angeles County, and the Los Angeles Homeless Services Authority – for effective operationalization of the recommendations put forth in the final report of the LAHSA Ad Hoc Committee on Black People Experiencing Homelessness.



Matthew W. Szabo
City Administrative Officer

MWS:PJH:BB:MW:16220156

REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: March 3, 2022

CAO File No. 0220-05151-0328
Council File No. 20-1524
Council District: All

To: Members of the Homeless Strategy Committee

From: Office of the City Administrative Officer, Homelessness Group

Reference: C.F. 20-1524

Subject: Homeless Housing, Assistance, and Prevention Round 2 Grant Program
Supplemental Racial Equity Goal

RECOMMENDATION

That the Homeless Strategy Committee forward the report to the City Council with the following recommendation:

1. In support of the City's Homeless Housing, Assistance, and Prevention Round 2 grant allocation, establish the citywide racial equity goal to: Improve coordination among the principal homelessness response system actors in Los Angeles – Los Angeles City, Los Angeles County, and the Los Angeles Homeless Services Authority – for effective operationalization of the recommendations put forth in the final report of the LAHSA Ad Hoc Committee on Black People Experiencing Homelessness.

SUMMARY

On January 22, 2021, the City Administrative Officer (CAO) applied for the State of California Homeless Housing, Assistance, and Prevention Program Round 2 (HHAP-2) funding for the City. The HHAP-2 program is a \$300 million block grant program designed to provide jurisdictions with one-time grant funds to support regional coordination and expand or develop local capacity to address immediate homelessness challenges. This second round of HHAP was authorized by Assembly Bill (AB) 83 and signed into law by Governor Gavin Newsom on June 29, 2020.

The City received a HHAP-2 allocation of \$55,575,000, the majority of which has been programmed to support ongoing operational costs of the Homelessness Roadmap and the City's A Bridge Home (ABH) program, as well as for additional parts of the City's homelessness response, including street strategies, outreach, public health, and hygiene in Skid Row and citywide. The City, along with all HHAP-2 grantees, is required to submit a clear, measurable performance goal on addressing racial disparities in its homelessness response system.

At the end of January 2022, the CAO received a notification from the California Interagency Council on Homelessness (Cal ICH), offering technical assistance in order to refine its racial equity goal that was included in the CAO's initial HHAP-2 application. The City was not alone in being offered technical assistance. Since HHAP-2 was the first time this goal was required of grant recipients, there were many grantees across the State who were identified as needing to further refine their initial goal. The State incurred some delays in bringing on a contractor to provide this technical assistance which, unfortunately, led to a very compressed timeline in which the CAO needed to submit its revised goal. The updated goal was initially due by the end of January 2022; however, the State extended the deadline to February 28, 2022. The City was allowed to submit a draft goal pending approval by the City Council and Mayor.

Cal ICH engaged the Technical Assistance Collaborative (TAC) as a contractual partner to provide technical assistance to HHAP-2 grantees for developing these goals. Representatives from the CAO and Office of the Chief Legislative Analyst (CLA) attended a short series of meetings in January and February coordinated by TAC to work on goal-setting. Also present in these meetings were representatives from the City's Civil + Human Rights and Equity Department (CHRED), LAHSA, and the County Chief Executive Office (CEO) Homeless Initiative.

The Los Angeles region—including the City, County, and LAHSA—has made significant investments to address racial equity in homelessness efforts, including the creation of the County CEO's Anti-Racism, Diversity, and Inclusion (ARDI) Initiative, the City's CHRED, and LAHSA's Ad Hoc Committee on Black People Experiencing Homelessness (Ad Hoc Committee). LAHSA established the Ad Hoc Committee in April 2018 in order to examine factors contributing to the overrepresentation of Black people among the homeless population, and to develop recommendations to more effectively meet the needs of Black people experiencing homelessness. The Ad Hoc Committee produced a comprehensive 115-page report that included 67 recommendations to advance equity and eliminate disparities across Los Angeles County (Attachment 1). This report is the foundation for a significant amount of the region's racial equity work.

Given all the racial equity work happening in the City and across the region, TAC did not believe it was necessary for the City to identify extensive goals as a part of this process. Accordingly, the City's goal is focused on the need for alignment and coordination across all the partner agencies, and was in fact developed in coordination with our regional partners.

The CAO submitted the following draft racial equity goal to the State:

- Improve coordination among the principal homelessness response system actors in Los Angeles – Los Angeles City, Los Angeles County, and the Los Angeles Homeless Services Authority – for effective operationalization of the recommendations put forth in the final report of the LAHSA Ad Hoc Committee on Black People Experiencing Homelessness.

As a part of its work to operationalize and implement the recommendations of the Ad Hoc Committee, the ARDI Initiative is in the process of establishing a Steering Committee comprising representatives from the City, LAHSA, the County, and people with lived experience. The Steering Committee will be tasked with developing an action plan to prioritize and monitor implementation recommendation contained in the Ad Hoc Committee's Report. This Steering Committee will be fully established by June 2022 and will meet on a monthly basis for a period up to three years. At this time, City representatives from the CHRED have been appointed to the Steering Committee.

As previously noted, and in accordance with guidance from the State, the CAO submitted its draft racial equity goal on February 28th. The State is aware the goal may change, based on input from the Council or Mayor, or as HHAP-2 funds are expended and the City works to expand upon its existing racial equity work, in homelessness and other areas of operation and services.

FISCAL IMPACT STATEMENT

There is no impact to the General Fund or to HHAP-2 funds as a result of the recommendations in this report.

FINANCIAL POLICIES STATEMENT

The recommendations in this report comply with the City's Financial Policies.

Attachment 1. Recommendations of the Ad Hoc Committee on Black People Experiencing Homelessness

Overarching

| RECOMMENDATION | TYPE / TIME FRAME | LAHSA | CITY | COUNTY | PROVIDERS |
|--|-------------------------------|-------|------|--------|-----------|
| <p>1. Develop and launch a racial equity initiative at LAHSA to further its commitment to advance racial equity within its workforce and within the homeless crisis response system.</p> | Cross-system coordination | S | X | | |
| <p>2. Establish a countywide racial equity initiative to provide enhanced coordination and oversight for existing and emerging efforts to advance racial equity across systems and county departments, in order to holistically address intersections across systems of care.</p> | Cross-system coordination | M | | X | |
| <p>3. Conduct a racial equity analysis on LAHSA, provider, City, and County contracting requirements, hiring practices, and job requirements to:</p> <ul style="list-style-type: none"> • Identify strategies to make contracting requirements more equitable and to encourage and support smaller organizations in the contracting process, including the use of joint venture models (in lieu of sub-contractor models). • Identify any existing barriers for Black people and/or people with lived experience (e.g., language requirements, degree requirements, etc.). • Develop a plan and process to increase the recruitment and hiring of Black people and people with lived experience. • Promote racial diversity at all organizational levels, including leadership, management, boards, and commissions. • Analyze job classifications and pay scales of the homeless service workforce across gender and race. • Ensure that lived experience is a desired and valued qualification in hiring processes. • Ensure that management staff is appropriately trained in cultural competency to effectively manage staff with high vulnerabilities and experiences of trauma. • Create opportunities for education and mentorship to support the development of Black people in staff and board leadership. | Funding / hiring and training | M | X | X | X |

Recommendations Continue

| RECOMMENDATION | TYPE / TIME FRAME | LAHSA | CITY | COUNTY | PROVIDERS |
|--|---------------------|-------|------|--------|-----------|
| <p>4. Continue and enhance efforts to create, provide, and require ongoing trainings (using experienced trainers, including Black trainers and people with lived experience) for relevant provider, LAHSA, city, and county staff in:</p> <ul style="list-style-type: none"> • cultural competency • trauma-informed care • implicit bias • institutional racism • the history of racism and discrimination, specifically against Black people, its economic impact, and the resulting trauma for Black people with lived experience • the needs of diverse homeless populations, especially Black LGBTQ individuals • case management approaches to engage people experiencing homelessness by understanding each person’s unique situation and particular needs and interests, and by focusing on a human resiliency model | Hiring and training | M | X | X | X |
| <p>5. Involve people with lived experience, Black people, and service providers in conceptualizing, planning, and conducting research, including by engaging people who have been unsuccessful in accessing appropriate housing and services to understand barriers; participants who have had successful outcomes to determine success factors; and participants who have returned to homelessness to understand causes.</p> | Data and research | M | X | X | X |
| <p>6. Advocate for funding and engage researchers to use a racial equity lens to conduct quantitative and qualitative research (including partnered and community-based research that is driven by and engages community members) into the factors that contribute to:</p> <ul style="list-style-type: none"> • Black people in Los Angeles County experiencing homelessness at disproportionately high rates • Black people avoiding homelessness • high rates of returns to homelessness among Black people housed through CES • Black people housed through CES remaining housed | Data and research | M | X | X | X |

Recommendations Continue

| RECOMMENDATION | TYPE / TIME FRAME | LAHSA | CITY | COUNTY | PROVIDERS |
|--|---------------------|-------|------|--------|-----------|
| <p>7. While upholding data privacy standards, enhance data collection practices to improve the quality of homeless services system data and ensure that there are sufficient, useful, and available data and metrics on homelessness and system involvement among Black people (especially focusing on the criminal justice and child welfare systems). Efforts should include:</p> <ul style="list-style-type: none"> • advocating for additional data collection and/or improved data-sharing partnerships between relevant systems of care, as needed • ensuring frontline staff have sufficient time, training, and support to enter complete and accurate data • clearly demonstrating the link between robust data collection and improved services by sharing results of ongoing data analysis and evaluation | Data and research | M | X | X | X |
| <p>8. Enact a civil and human rights ordinance in the City and County to provide for the development of civil rights policies and mechanisms for investigation of and enforcement against discriminatory practices in housing and employment.</p> | Policy and advocacy | L | X | X | |
| <p>9. Reconvene the Ad Hoc Committee on Black People Experiencing Homelessness on a biannual basis to review progress of the implementation and execution of recommendations.</p> | Policy and advocacy | S/M/L | X | | |

Cost of Living and Lack of Employment Opportunities

| RECOMMENDATION | TYPE / TIME FRAME | LAHSA | CITY | COUNTY | PROVIDERS |
|---|--|-------|------|--------|-----------|
| <p>10. Continue to enhance and expand existing fair hiring practices to reduce barriers to employment, including legislation to restrict the use of criminal history records (such as the California Fair Chance Act and City of Los Angeles' Fair Chance Initiative for Hiring Ordinance). Ensure legislation is accompanied by funding and a provision for credible community partnerships to support implementation (through measures such as public awareness campaigns, education, lessor/lessee trainings, and enforcement).</p> | Funding/ policy and advocacy | L | X | X | |
| <p>11. Establish and expand upon existing local hiring preferences for capital development projects (including affordable and supportive housing development, considering cost implications and potential impacts on the total number of units funded) that include the training and hiring of people experiencing homelessness.</p> | Policy and advocacy | L | X | X | |
| <p>12. Establish a process to collect employment data related to people experiencing homelessness to include: employment status (full-time, part-time, seasonal, day laborer), industry type, name of employer, wage, length of employment, and location. Use data to better understand trends and industry sector patterns and explore opportunities to involve employers in public-private partnerships to address housing and employment needs for Black people experiencing homelessness.</p> | Data and research | M | X | X | |
| <p>13. With input from community organizations with successful program models, advocate for and fund the establishment of a cross-agency community partnership that provides a holistic approach to addressing employment barriers—including employment training and placement, mental health services, leadership training to advocate for workers' rights, and mentorship opportunities.</p> | Funding/ cross-system coordination | L | X | X | |
| <p>14. Ensure that living-wage workforce development programs and employment training programs are aligned with major growth sectors in the Los Angeles region, adequately funded, accessible to people experiencing homelessness (e.g., proximate locations, transportation and childcare assistance, low-barrier eligibility requirements, compensated through stipends, etc.), and offer services tailored to Black people experiencing homelessness—particularly Black youth. Program development should include a broad range of opportunities, including entrepreneurial and small business opportunities.</p> | Funding/ programs and services | L | X | X | |
| <p>15. Advocate for reform of state and federal benefit programs to prevent loss of subsidies while people are working to increase income through workforce development programs.</p> | Policy and advocacy | M | X | X | |

Criminal Justice System Involvement and Re-entry

| RECOMMENDATION | TYPE / TIME FRAME | LAHSA | CITY | COUNTY | PROVIDERS |
|--|-------------------------------------|-------|------|--------|-----------|
| <p>16. Conduct a global landscape analysis within City and County government to identify existing and potential relationships as well as current efforts related to criminal justice reform and services to those transitioning to community. This analysis should be conducted in collaboration with re-entry service providers and include a review of Los Angeles County’s ODR, Project LEAD, and Jail In-Reach program, among other initiatives currently in place.</p> | Cross-system coordination | S | X | X | X |
| <p>17. Advocate for reform of state and federal benefit programs to remove barriers to accessing public benefits and financial aid for those exiting incarceration.</p> | Policy and advocacy | L | X | X | X |
| <p>18. Fund and build capacity for programs that support people who have been incarcerated and who are experiencing homelessness or are at risk of experiencing homelessness by:</p> <ul style="list-style-type: none"> • hiring Black people who have been incarcerated and/or have lived experience of homelessness • utilizing effective wrap-around service models • employing trauma-informed care training and practices | Funding | M | X | X | X |
| <p>19. When making policy and funding decisions, support the development and growth of community-rooted programs, providers, and networks owned and/or led by formerly incarcerated individuals to guide successful re-entry.</p> | Programs and services | M | X | X | X |
| <p>20. Assess current service provider practices and explore the most equitable and culturally competent ways to assess, triage, and ask what people need in order to ensure that justice-involved Black people experiencing homelessness are connected to the most appropriate housing and services.</p> | Programs and services | M | X | | |
| <p>21. Through improved system coordination and targeted funding, ensure youth re-entering society after juvenile justice system involvement are provided with adequate supportive services and access to resources to support their successful transition.</p> | Funding / cross-system coordination | M | X | X | X |

Recommendations Continue

TIMEFRAME: short-term (S); medium-term (M); long-term (L)

| RECOMMENDATION | TYPE / TIME FRAME | LAHSA | CITY | COUNTY | PROVIDERS |
|--|---------------------------|-------|------|--------|-----------|
| <p>22. Based on the results of the global landscape analysis, consider establishing and/or enhancing existing cross-system partnerships, including by</p> <ul style="list-style-type: none"> strengthening working relationships between law enforcement, criminal justice, re-entry, homeless service, and housing providers championing the criminal justice system to be homeless- and housing-informed and operate with an anti-racist lens creating opportunities for collaboration between homeless service providers, re-entry agencies, economic development organizations, community colleges, and unions to provide educational programs, job trainings, and apprenticeships and to create a hiring pipeline for formerly incarcerated individuals with lived experience of homelessness | Cross-system coordination | M | X | X | X |
| <p>23. Based on the results of the global landscape analysis, consider advancing efforts to enhance funding, such as:</p> <ul style="list-style-type: none"> conducting a system-wide fiscal, cost, and racial equity analysis of criminal justice investments, with the goal of redirecting high-cost system expenditures (e.g., criminal justice system spending) to housing and service investments to help those exiting long-term incarceration, formerly incarcerated individuals, and people with lived experience of homelessness thrive in the community engaging the philanthropic community to leverage funding and strengthen new and existing partnerships, specifically to support formerly incarcerated individuals and/or re-entry efforts coordinating with appropriate agencies to target and leverage any housing dollars to support those living with criminal history and those exiting long-term incarceration | Funding | M | X | X | X |

Recommendations Continue

| RECOMMENDATION | TYPE / TIME FRAME | LAHSA | CITY | COUNTY | PROVIDERS |
|--|-----------------------|-------|------|--------|-----------|
| <p>24. Based on the results of the global landscape analysis, consider advocating for policy changes, such as:</p> <ul style="list-style-type: none"> • preventing nonviolent arrests from being used to remove individuals experiencing homelessness from City- and County-controlled housing placement lists • expanding allowances for removal of past convictions from individuals’ records • expanding access to occupational licensing for long-term career opportunities (e.g., fire fighters, social workers, IT and coding, etc.) • establishing a law enforcement policy that diverts all homelessness-related bookings to services rather than jail (in jurisdictions where this is not already the case) | Policy and advocacy | M | X | X | X |
| <p>25. Based on the results of the global landscape analysis, consider implementing enhancements to programs and services aimed at better supporting those exiting incarceration, such as:</p> <ul style="list-style-type: none"> • broadening and deepening the scope and scale of criminal justice diversion programs provided by ODR • increasing the network of reception/transition hubs with culturally relevant services • ensuring rental and housing search/stability assistance is readily available for those exiting from incarceration • expanding funding for the existing re-entry navigator programs to provide peer-to-peer mentorship, guidance, and support for re-entry populations in accessing housing, employment, healthcare, and education services • expanding the use of restorative justice programs | Programs and services | M | X | X | X |

Foster Care and Child Welfare System Involvement

| CATEGORY | RECOMMENDATION | TYPE / TIME FRAME | LAHSA | CITY | COUNTY | PROVIDERS | |
|---------------------------------------|---|---|-------|------|--------|-----------|---|
| GENERAL | 26. Enhance education and coordination between the child welfare system and homeless services system, to improve access to services for families and youth. | Cross-system coordination | M | X | X | X | X |
| | 27. Coordinate and work with DCFS, homeless service providers, parent advocates, parent defender advocates, and other relevant partner agencies to leverage resources and maximize services, expertise, and outcomes. | Cross-system coordination | L | X | X | X | X |
| | 28. Strengthen connections and collaboration with the faith-based community in order to understand what resources and services currently exist (including an understanding of resources by geography and faith affiliation) and to identify ways to coordinate and offer linkages for families and youth seeking faith-based services. | Cross-system coordination/ programs and services | L | | X | X | |
| FAMILY PRESERVATION AND REUNIFICATION | 29. Identify strategies to increase the capacity of community-based supports—particularly mental health and behavioral health services—to strengthen families and enhance family stability (including for foster care and kinship care families, as well as families not connected to the child welfare system). | Cross-system coordination/ programs and services | L | X | X | X | |
| | 30. Conduct research to identify interrupters of intergenerational cycles of homelessness and develop appropriate coaching strategies to model desired healthy behaviors and essential life skills. | Data and research/ programs and services | L | X | X | X | |
| | 31. Ensure that family reunification programs and services are reflective of low-barrier principles, with an emphasis on providing housing assistance with limited requirements or barriers to entry. | Programs and services | L | | | X | |

Recommendations Continue

| CATEGORY | RECOMMENDATION | TYPE / TIME FRAME | LAHSA | CITY | COUNTY | PROVIDERS |
|---------------------------------------|--|--|-------|------|--------|-----------|
| FAMILY PRESERVATION AND REUNIFICATION | 32. Enhance the Homeless Initiative Strategy B6 (Family Reunification Housing Subsidy) to include broader supports, such as co-locating CES agency staff at the dependency courthouse (Edmund D. Edelman Children’s Courthouse) to support families whose children have been detained and those who are attending with open DCFS cases, to prevent detention of children. | Cross-system coordination/ programs and services | M | X | | X |
| | 33. Increase investments in family preservation initiatives and expand supports to include housing specialists and rental assistance for parents involved in the child welfare system for the purpose of keeping families together or helping those parents displaced because of child welfare involvement and court orders mandating family separation. | Funding | M | | | X |
| | 34. Enhance DCFS support systems for families involved in the child welfare system, with an increased focus on providing services to families at the outset of child welfare involvement to address the traumas of system involvement and potential family separation. | Cross-system coordination | L | | | X |
| | 35. Reinstate and restore funding for the Rights of Passage program as an effective model for preparing youth for successful transition to adulthood. | Funding/ programs and services | M | | | X |
| | 36. Expand the use of “cultural brokers” and/or peer navigators to support families in navigating the child welfare system. | Programs and services | L | | | X |
| | 37. Increase the number of Black foster care families by offering incentives and supports. | Programs and services | L | | | X |
| | 38. Increase targeted investments in appropriate supports for current and former foster care youth, including permanent housing and higher education and/or vocational program scholarships. | Funding | L | | X | X |

Recommendations Continue

PART III

Recommendations

FOSTER CARE AND CHILD WELFARE SYSTEM INVOLVEMENT CONTINUED

| CATEGORY | RECOMMENDATION | TYPE / TIME FRAME | LAHSA | CITY | COUNTY | PROVIDERS |
|---------------------------------------|--|---------------------------|-------|------|--------|-----------|
| FAMILY PRESERVATION AND REUNIFICATION | 39. Improve system coordination and ensure transition planning commences with sufficient time to achieve best outcomes for youth exiting foster care. | Cross-system coordination | M | X | X | X |
| | 40. Broaden the extended foster care program to include youth up to age 24 to provide comprehensive, person-centered services including housing, education, and employment. | Programs and services | M | X | X | |
| | 41. Advocate for a change in federal policy to extend eligibility for independent living programs to age 24. | Policy and advocacy | L | X | X | X |
| | 42. Explore ways DCFS can assess for housing stability at the outset of engagement and continually and use a problem-solving approach to assist youth in accessing safe and stable housing. | Programs and services | L | | X | |
| | 43. Identify available DCFS resources that can be utilized to support housing stability for youth exiting foster care. | Funding | M | | X | |

TIMEFRAME: *short-term (S); medium-term (M); long-term (L)*

Coordinated Entry System Access and Assessment

| CATEGORY | RECOMMENDATION | TYPE / TIME FRAME | LAHSA | CITY | COUNTY | PROVIDERS | |
|--------------------|--|------------------------------------|-------|------|--------|-----------|---|
| GENERAL | 44. Provide training to decision-making bodies (including the CES Policy Council) on implicit bias, and ensure that, in all phases of decision-making and prior to implementation of any policies or protocols, these bodies consider racial equity and the impacts of broad decisions on vulnerable populations. In particular, as CES prioritization and matching policies are implemented, evaluate for impact on Black people experiencing homelessness. | Policy and advocacy | M | X | X | X | X |
| | 45. Utilizing a human-centered systems design approach, develop a roadmap for Black community members to understand how to connect to services within CES. | Programs and services | S | X | X | X | X |
| EARLY INTERVENTION | 46. Examine opportunities to train mainstream systems of care (Mental Health, Public Social Services, Children and Family Services, Health Services) so that there can be greater opportunities to help clients involved with these mainstream systems to avoid the homeless services system and connect them instead to appropriate, culturally-sensitive services before they become homeless. | Cross-system coordination | M | X | X | X | |
| | 47. Partner with traditional and nontraditional sites frequented by Black people that function as points of prevention and early intervention (beauty/barber shops, churches, community colleges), and use these partnerships as opportunities to inform and educate about available services and to engage. | Cross-system coordination | M | X | X | X | X |
| | 48. Use a racial equity analysis to determine how to strengthen and expand homelessness prevention programs that include and benefit Black individuals and families with children. | Programs and services | S | X | X | X | |
| GENERAL | 49. Provide funding/resources (potentially including the Department of Mental Health's (DMH) Mental Health Services Act (MHSA) Prevention and Early Intervention funding) and training directly to faith institutions and nontraditional sites (beauty/barber shops, community colleges) that are already interacting with people experiencing homelessness, to enable these entities to directly provide targeted services in coordination with CES and mainstream systems. Consider ways to add elements of outreach/in-reach to connect these sites intentionally to the larger systems of care. | Funding/ cross-system coordination | M | X | X | X | |

Recommendations Continue

TIMEFRAME: short-term (S); medium-term (M); long-term (L)

PART III

Recommendations

COORDINATED ENTRY SYSTEM ACCESS AND ASSESSMENT CONTINUED

| CATEGORY | RECOMMENDATION | TYPE / TIME FRAME | LAHSA | CITY | COUNTY | PROVIDERS |
|--------------------|--|--------------------------------------|-------|------|--------|-----------|
| EARLY INTERVENTION | 50. Designate funding to provide outreach teams and an expanded network of traditional and nontraditional sites access to one-time financial/housing assistance that can prevent homelessness further upstream by serving those whose needs are less acute and who may not otherwise access support through the homeless services system. | Funding/ programs and services | M | X | X | X |
| | 51. Examine the key factors contributing to the success of the DHS multi-disciplinary team outreach model (shown to be a promising practice with a robust structure and flexibility that is ideally suited to help clients in a trauma-informed, culturally competent manner) and identify ways to incorporate these factors into all outreach teams, as appropriate. | Programs and services | M | X | X | X |
| INTERIM HOUSING | 52. Using a racial equity lens, examine the funding structure and services structure of interim housing programs and consider increasing the bed rate to allow for a higher level of case management support and standard of care and more culturally-relevant services (considering the trade-off that this may reduce the total number of beds funded). Some service providers have suggested that \$60/bed for LAHSA-funded 24/7 interim housing operations would help enhance services and would provide more resources to connect clients to stable housing. Consider the impacts of funding and programmatic decisions on Black people accessing interim housing. | Funding/ programs and services | L | X | X | X |
| | 53. Create more culturally competent, trauma-informed interim housing across the entire county (ensuring geographic distribution). | Funding/ programs and services | S | X | X | X |
| | 54. Analyze data to understand the characteristics, experiences, and outcomes of those accessing interim housing, including: characteristics of those referred to the different types of interim housing (DHS, DMH, Substance Abuse Prevention and Control (SAPC), LAHSA, private), how long Black people are staying in the different types of interim housing, the characteristics of long-term stayers vs. those more quickly exiting interim housing, destinations to which people are exiting, characteristics of those returning, where are they returning and why. This analysis should also identify any gaps in resources to help people more quickly exit to stable housing and should result in targeted interventions for both long-term stayers and participants who frequently move from shelter to shelter (and/or return to shelter). | Data and research | M | X | X | X |

Recommendations Continue

TIMEFRAME: short-term (S); medium-term (M); long-term (L)

PART III

Recommendations

COORDINATED ENTRY SYSTEM ACCESS AND ASSESSMENT CONTINUED

| CATEGORY | RECOMMENDATION | TYPE / TIME FRAME | LAHSA | CITY | COUNTY | PROVIDERS |
|------------|---|-----------------------|-------|------|--------|-----------|
| ASSESSMENT | <p>55. Conduct rigorous and robust data analysis to examine and evaluate the efficacy and appropriateness of the existing CES Triage Tools (VI-SPDAT, VI-FSPDAT, and Next Step Tool) for capturing the vulnerabilities of Black participants experiencing homelessness and connecting Black participants to appropriate housing and services to end their homelessness. The analysis should examine the design of the tool, cultural appropriateness of the questions, and cultural humility with which it is administered, and should include an analysis of how Black participants score and what services they are prioritized for compared to participants with similar characteristics in other race and ethnic groups.</p> | Data and research | M | X | | X |
| | <p>56. Based on the results of the CES Triage Tool analysis, consider identifying supplemental tools (post-CES Triage Tool) that could help providers gather all information necessary to identify and link participants to the most appropriate housing and service interventions and effectively manage caseloads.</p> | Programs and services | M | X | | |
| | <p>57. Analyze data to examine the effectiveness of the CES assessment process, including how long it takes to assess people, how often people are assessed, the length of time between assessment and enrollment into housing and services, and how long Black people (of different acuties) stay on the streets.</p> | Data and research | M | X | | |

TIMEFRAME: *short-term (S); medium-term (M); long-term (L)*

Permanent Housing and Retention

| CATEGORY | RECOMMENDATION | TYPE / TIME FRAME | LAHSA | CITY | COUNTY | PROVIDERS | |
|-----------------------|---|---|-------|------|--------|-----------|---|
| TENANT PROTECTIONS | <p>58. Continue to expand tenant protections at the local level and advocate for changes at the state and federal level where applicable to ensure more robust protections within the private market as well as within public housing and voucher programs, including:</p> <ul style="list-style-type: none"> • efforts to remove barriers to eligibility and expand access to public housing • protections to preserve and enhance the rights of tenants living in public housing • protections against Section 8 and other housing subsidy discrimination, • expansion of source of income discrimination protection • expansion of just cause eviction requirements to all residential rental housing • prohibition of criminal background checks in tenant screening • broader rent control measures • right to counsel and financial assistance for eviction proceedings • stronger protections against landlord retaliation | Policy and advocacy | M/L | | X | X | |
| | <p>59. Enhance funding for Fair Housing investigations and enforcement (to include Section 8 and other sources of income discrimination) and for ongoing education about tenants’ rights.</p> | Funding | L | | X | X | |
| CES PERMANENT HOUSING | <p>60. Increase the quality of housing retention services in PSH and RRH through training, data collection, and evaluation.</p> | Data and research / programs and services | L | X | | X | X |
| | <p>61. Ensure that RRH programs provide the maximum support needed to adequately prepare and support people through their transition to independent housing stability.</p> | Programs and services | M | X | | X | X |
| | <p>62. Continue efforts to strengthen housing location and landlord engagement practices to support permanent housing programs (both within CES and other public and affordable housing programs).</p> | Programs and services | L | X | X | X | |

Recommendations Continue

TIMEFRAME: short-term (S); medium-term (M); long-term (L)

PART III

Recommendations

PERMANENT HOUSING AND RETENTION CONTINUED

| CATEGORY | RECOMMENDATION | TYPE / TIME FRAME | LAHSA | CITY | COUNTY | PROVIDERS | |
|--------------------|--|---|-------|------|--------|-----------|--|
| HOMEOWNERSHIP | 63. Implement targeted efforts to support homeownership and other wealth-building initiatives, including by linking Family Support Service Programs to homeownership programs (e.g. funded by federal HOME Program, Southern California Homeownership Financing Authority, or California Mortgage Credit Certificate programs), and by linking participants to homebuyer and financial literacy education. Advocate to protect existing federal and state resources and infrastructure to support this. | Cross-system coordination/ policy and advocacy | L | | X | X | |
| | 64. Implement targeted efforts (particularly to seniors) to prevent loss of home-ownership, including education around financial literacy and investment, education to protect against scams, and access to resources to prevent foreclosure. Advocate to protect existing federal and state resources and infrastructure to support this. | Cross-system coordination/ policy and advocacy | L | | X | X | |
| AFFORDABLE HOUSING | 65. Continue to advocate for policies (e.g. inclusionary zoning) and enhanced funding to support further affordable housing development, to address the deficit in supply of affordable housing. Apply a racial equity lens to ensure thoughtful and strategic investment that considers the needs of disenfranchised communities. | Funding/ policy and advocacy | L | | X | X | |
| | 66. Continue, fund, and prioritize efforts to establish a centralized system for accessing affordable housing and engage key community partners—both traditional and non-traditional (e.g., faith-based organizations, local libraries, shelters, etc.)—to disseminate information and enhance the cultural sensitivity and effectiveness of information dissemination about available affordable housing, particularly within Black communities. | Funding/ cross-system coordination | M | | X | X | |
| | 67. Expand current efforts to ensure accountability and transparency around the disbursement of affordable housing funding by providing clear, complete, user-friendly information to the community (through both traditional and non-traditional communication strategies, including web-based and non-web-based platforms, and working with key community partners for information dissemination). | Funding/ cross-system coordination | M | | X | X | |

TIMEFRAME: short-term (S); medium-term (M); long-term (L)