

0220-05151-0406

T R A N S M I T T A L

TO The City Council	DATE 12-01-22	COUNCIL FILE NO. 17-1001-S1
FROM The Homeless Strategy Committee	COUNCIL DISTRICT ALL	

At its meeting on November 22, 2022, the Homeless Strategy Committee (HSC) considered the Enhanced Comprehensive Strategy Quarterly Performance Report for the Second, Third, and Fourth Quarters 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:ECG:BRB:MP:MCF:16230049

REPORT FROM

OFFICE OF THE CITY ADMINISTRATIVE OFFICER

Date: November 17, 2022

CAO File No. 0220-05151-0395

Council File No.

Council District: All

To: Members of the Homeless Strategy Committee

From: Office of the City Administrative Officer, Homelessness Group



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Edwin Gipson II
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Subject: **Enhanced Comprehensive Homeless Strategy – Quarterly Performance Report Fiscal Year 2021-22 Second, Third, and Fourth Quarters (October 1, 2021 – June 30, 2022)**

RECOMMENDATIONS

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

SUMMARY

This is the Enhanced Comprehensive Homeless Strategy performance report for the Second, Third, and Fourth Quarters (Q2-Q4) of Fiscal Year (FY) 2021-22, approved by the Mayor and Council in March 2019 (Attachment 1).

The report highlights key accomplishments for the three quarters, October 1, 2021 – June 30, 2022, and provides updates on the Homeless Housing, Assistance, and Prevention Program (HHAP) grant, the A Bridge Home Program, and the COVID-19 Homelessness Roadmap. It also includes Q2-Q4 metrics data by strategy and headline summary.

DISCUSSION

- A Bridge Home (ABH) and COVID-19 Homelessness Roadmap (Roadmap) Implementation (Strategy 3.1 - Policy: Interim).
 - In Q2, an extension was authorized for the lease and sublease agreement for the Casa Azul ABH facility in CD 1.
 - In Q3, start up and operating funding for one (1) ABH site was approved to fund an agreement with a new service provider for the existing site. Funding was also approved to reimburse the outstanding construction costs for two (2) ABH sites.

- In Q4, funding was approved to fund ADA compliant handrails and to reimburse outstanding construction costs for one (1) ABH site.
 - As of June 30, 2022, 7,387 new Roadmap beds were open and occupiable, including 2,246 rapid rehousing/shared housing interventions implemented by the Los Angeles Homeless Services Authority (LAHSA).
- Administration of Interim Housing (IH) Interventions (Strategy 4.2 - Programs/Systems: Shelter)
 - LAHSA continued implementation of a bed availability feature in the Homeless Management Information System (HMIS) called the Bed Reservation System (BRS). The BRS has been implemented across A Bridge Home and Roadmap Interim Housing programs. LAHSA is currently assessing the capabilities and limitations of the system overall and its efficacy.
 - LAHSA continued to work with Interim Housing service providers to identify challenges in program implementation and to resolve programmatic barriers. This included meetings by component cohort (e.g., Project Homekey programs) and by individual provider. Technical assistance provided included support regarding items such as participant document collection practices, best practices in harm reduction integration, strategies to increase exits to permanent housing, and alignment with the Scopes of Required Services.
 - LAHSA provided Diversion/Problem Solving trainings to interim housing providers. Methods of training include recorded trainings available through LAHSA's Centralized Training Academy as well as individualized technical assistance and capacity building through LAHSA's Problem Solving Integration Unit.
- Launch of the CIRCLE and Street Medicine programs (Strategy 4.3 Programs/Systems: Street Outreach)
 - The Mayor's Office launched the Crisis and Incident Response through Community Led Engagement (CIRCLE) program, which responds to Los Angeles Police Department (LAPD) calls involving people experiencing homelessness. This initiative addresses the high volume of calls to LAPD for non criminal activities.
 - The Mayor's Office launched a Street Medicine program in partnership with the University of Southern California (USC) to deliver medical services to homeless residents. The program also places individuals into various types of housing and provides hygiene services at high-needs locations throughout the City. Outreach began in Q 1 on July 1, 2021, and the full program launched at the beginning of Q 2 on October 1, 2021.

- Expanded Outreach and Hygiene in Response to COVID-19 (Strategy 4.3 – Programs/Systems: Street Outreach)
 - The number of people reported by LAHSA as having received services or referrals by City-funded outreach teams decreased from 5,714 people in Q1 to 4,579 people in Q2, and then increased each quarter to 5,003 people in Q3 and 6,294 people in Q4.
 - The Bureau of Public Works (BWP)'s Mobile Pit Stop Program serviced 18 locations in Q2 - Q4 of Fiscal Year (FY) 2021-22 and served patrons for a total 947,904 uses. The BPW's Mobile Shower Program currently deploys four (4) mobile shower trailers and services 15 locations weekly. The program served patrons for a total of 10,523 uses in Q2-Q4. The BPW's Skid Row Cleaning Services Program ensures safe, clean, and accessible sidewalks and rights-of-way in the Skid Row area. This program has been performing very well and receiving positive feedback from local community members. The contractor collected 35,604 bags of trash (approximately 369 tons) and 20,884 needles. All three programs also act as workforce development services, targeting local individuals experiencing homelessness and/or formerly incarcerated individuals.
 - The Unified Homelessness Response Center (UHRC) team has been working with the Street Medicine program to provide hygiene units in areas where the teams have identified a need. In Q2, two hygiene units were placed in the areas that Street Medicine identified as having a high need.
- Proposition HHH (Prop HHH) Implementation (Strategy 4.4 - Program/Systems: Supportive Housing)
 - Nine (9) Prop HHH projects received a Temporary Certificate of Occupancy or a Certificate of Occupancy between October 1, 2021 and June 30, 2022. This represents \$93,420,468 in Prop HHH proceeds and 634 total units. 545 of the total 634 units are supportive housing units.
 - The City closed financing on 30 Prop HHH projects between October 1, 2021 and June 30, 2022. This represents \$231,410,410 in Prop HHH proceeds, and 1,950 total units, 1,558 of which are supportive housing units.
 - Construction started on 25 Prop HHH projects between October 1, 2021 and June 30, 2022. This represents \$194,615,410 in Prop HHH proceeds, and 1,640 total units, 1,266 of which are supportive housing units.

- Implementation of Universal Housing Application (Strategy 4.4 Programs/Systems: Supportive Housing)
 - Through Housing Central Command (HCC), a Universal Housing Application (UHA) was developed and began a phased-in implementation in Q2. The UHA consolidates over 15 distinct paper applications into one (1) digital application and shortens the time it takes to house people experiencing homelessness via a streamlined, automated process. Previously, the application to move-in process was taking about 150 days, and case managers routinely spent one (1) hour completing each application by hand. UHA is integrated with database systems (e.g. Homeless Management Information System (HMIS)) to autofill up to 60 percent of the application and upload existing client documents. Instant quality assurance checks ensure mistakes and inconsistencies are addressed immediately, avoiding rejected applications that reset the entire application process.
- Los Angeles Regional Initiative for Social Enterprise (LA:RISE) Progress (4.5 - Programs/Systems: Services)
 - As of June 30, 2022, a total of 971 new individuals experiencing homelessness or at risk of experiencing homelessness received subsidized transitional employment with 2021-22 program funds: 566 for City General Fund and 405 for County Measure H Fund. Additionally, a total of 135 Program Year (PY) 2020-21 carryover participants continue to receive subsidized transitional employment and other support services with PY 2021-2022 City General Funds.
 - The Economic and Workforce Development Department (EWDD) continued implementation of its LA:RISE Youth Academy serving young adults (18-24 years old) and of the LA:RISE Council District (CD) 2 and CD 10 pilot programs focused on serving residents living in Tiny Home Villages, A Bridge Home sites or at shelters or interim housing. Both of these programs have been extended for continued service during PY 2022-23.
- Extension of the Survivor First Program and Expansion of the Homelessness Prevention Programs (Strategy 4.6 Programs/Systems: Prevention/Diversion)
 - The Survivor First Program provider contracts were extended to June 2023 in order to continue to meet the demand, prevent displacement, and provide a safe haven. The program was launched in Q1 and supports survivors with flexible funds to help them attain or maintain permanent housing.
 - In FY 2021-22, the Community Investment for Families Department (CIFD) expanded the Homeless Prevention Program from eight Family Source Centers (FSCs) into all sixteen FSCs, providing maximum coverage throughout the City.

Homeless Housing, Assistance and Prevention Program

The HHAP is a one-time formula grant to provide immediate assistance to people experiencing homelessness. The first round of HHAP funds (HHAP-1) were used to support A Bridge Home (interim housing) construction and operations, prevention and diversion, rapid rehousing, outreach, hygiene facilities, and other services in Fiscal Year (FY) 2021-22. 50 percent of these funds must be obligated by May 31, 2023; and 100 percent expended by June 30, 2025.

In 2021, the City awarded additional HHAP funding in the second round (HHAP-2), these funds have been committed to support COVID-19 Homelessness Roadmap operations, continue to fund A Bridge Home operations, outreach, public health services, hygiene facilities, programs for youth experiencing homelessness or at-risk of being homeless, and other supportive services previously funded with HHAP-1.

In June 2022, the City applied for the third round of HHAP funds for an estimate of \$143.6 million. An initial disbursement of \$28,728,000 has already been received by the City and it is anticipated that the City will receive the remainder no later than December 2022.

Table 1: Status of HHAP Commitments as of June 30, 2022

Category	HHAP Committed Funds	HHAP Uncommitted Funds	HHAP-2 Committed Funds	HHAP-2 Uncommitted Funds	Total
A Bridge Home Capital & Operations	\$41,637,820	\$0	\$6,132,560	\$0	\$47,770,380
COVID-19 Homelessness Roadmap Capital & Operating Costs	\$2,152,551	\$0	\$9,172,453	\$7,439,766	\$18,764,770
Skid Row	\$8,530,642	\$0	\$4,051,249	\$0	\$12,581,891
Prevention and Shelter Diversion to Permanent Housing	\$33,203,165	\$0	\$108,820	\$0	\$33,311,985
Rental Assistance and Rapid Rehousing (includes Skid Row)	\$1,423,110	\$0	\$711,555	\$0	\$2,134,665
Street Strategy, Outreach, Public Health, and Hygiene Citywide	\$12,921,764	\$0	\$10,442,417	\$9,179,930	\$32,544,111
Youth Experiencing Homelessness or At Risk of Homelessness	\$10,587,600	\$0	\$1,182,600	\$3,263,400	\$15,033,600
Systems Support & Administrative Costs	\$5,289,890	\$1,815,957	\$3,384,959	\$505,291	\$10,996,097
Total	\$115,746,543	\$1,815,957	\$35,186,613	\$20,388,387	\$173,137,500

A Bridge Home

All ABH sites have completed construction and are operational. There are currently 26 sites operating with 2,126 beds. These sites provide much needed housing and support services for unsheltered residents in Los Angeles. As the ABH program continues, the Office of the City Administrative Officer (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 June 30, 2022, the end of the period for which this report covers, there were 7,387 new Roadmap beds open and occupiable, including 2,246 rapid rehousing/shared housing interventions implemented 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:
 - Nine (9) Proposition HHH projects with 624 units, of which 545 are PSH units, received a Temporary Certificate of Occupancy or a Certificate of Occupancy (Strategy 1.0).
 - The Department of City Planning (DCP) approved 117 second dwelling units in Q2, 104 in Q3, and 155 in Q4, for a total of 376 units (Strategy 3.3).
 - Through implementation of the Transit Oriented Community (TOC) Program, DCP approved 470 Extremely Low Income, 58 Very Low Income, and 258 Low Income restricted affordable housing units (Strategy 3.3).
- Number placed in permanent housing:
 - 4,763 households, including 322 Transition Age Youth (TAY), were moved into housing through interactions with LAHSA contractors (Strategy 4.1).¹
 - The percentage of all adults exiting from bridge housing to permanent housing was 24 percent in Q2, 10 percent in Q3, and 14 percent in Q4. (Strategy 4.2).
 - The number of domestic violence survivors who exited shelter and moved into permanent housing was 451 across the three quarters: 242 in Q2, to 119 in Q3, and 90 in Q4. (Strategy 3.4).
 - 936 total households moved into permanent housing through the Coordinated Entry System (CES) (Strategy 4.4).
- Number placed in temporary housing:
 - 3,143 unsheltered individuals moved from the street to shelter (Strategy 4.2).

¹ Prior Quarterly Reports used the sum of the “Number placed in permanent housing” metrics from Strategies 3.2, 3.4, 4.1, 4.2, 4.3, 4.7, and 4.8 for the total households placed in permanent housing. However, after further discussion with LAHSA, the CAO going forward will report the totals from just Strategy 4.1 “Number of households that have moved into housing” as this metric represents the total count of exits to permanent housing for all populations and interim housing types that are included in the ECHS.

- 2,155 individuals successfully attained crisis or bridge housing through engagement with City-funded outreach teams. (Strategy 4.3).
 - The number of people served by Safe Parking programs decreased from 5,836 in Q1 to 4,617 in Q2 and then increased to 5,024 in Q3 and 6,381 in Q4 (Strategy 4.3).
- Number who were prevented from becoming homeless or being discharged into homelessness:
 - The number of families receiving prevention services through CES in order to stabilize and maintain existing housing was 249 in Q2, 113 in Q3, and 82 in Q4, for a total of 444 families served (Strategy 4.1).
 - 176 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:
 - The number of women receiving vocational training who were employed increased each quarter from 9 in Q2, to 32 in Q3, to 88 in Q4 (Strategy 3.4).
 - 4,229 households in CES increased their income (Strategy 4.1).
 - Four (4) percent of emergency shelter participants increased their income in both Q3 and Q4, a decrease from 37.5% percent in Q2 (Strategy 4.2).
- Number who retained housing from date of placement:
 - On average, the percent of persons in CES who retained their housing for 12 months was 80 percent in Q2 and 81 percent in both Q3 and Q4.
 - The number of individuals who retained permanent housing for six months from date of placement increased from 382 in Q1 to 1,683 in Q2, and then decreased to 865 in Q3 and 798 in Q4. (Strategy 4.7).

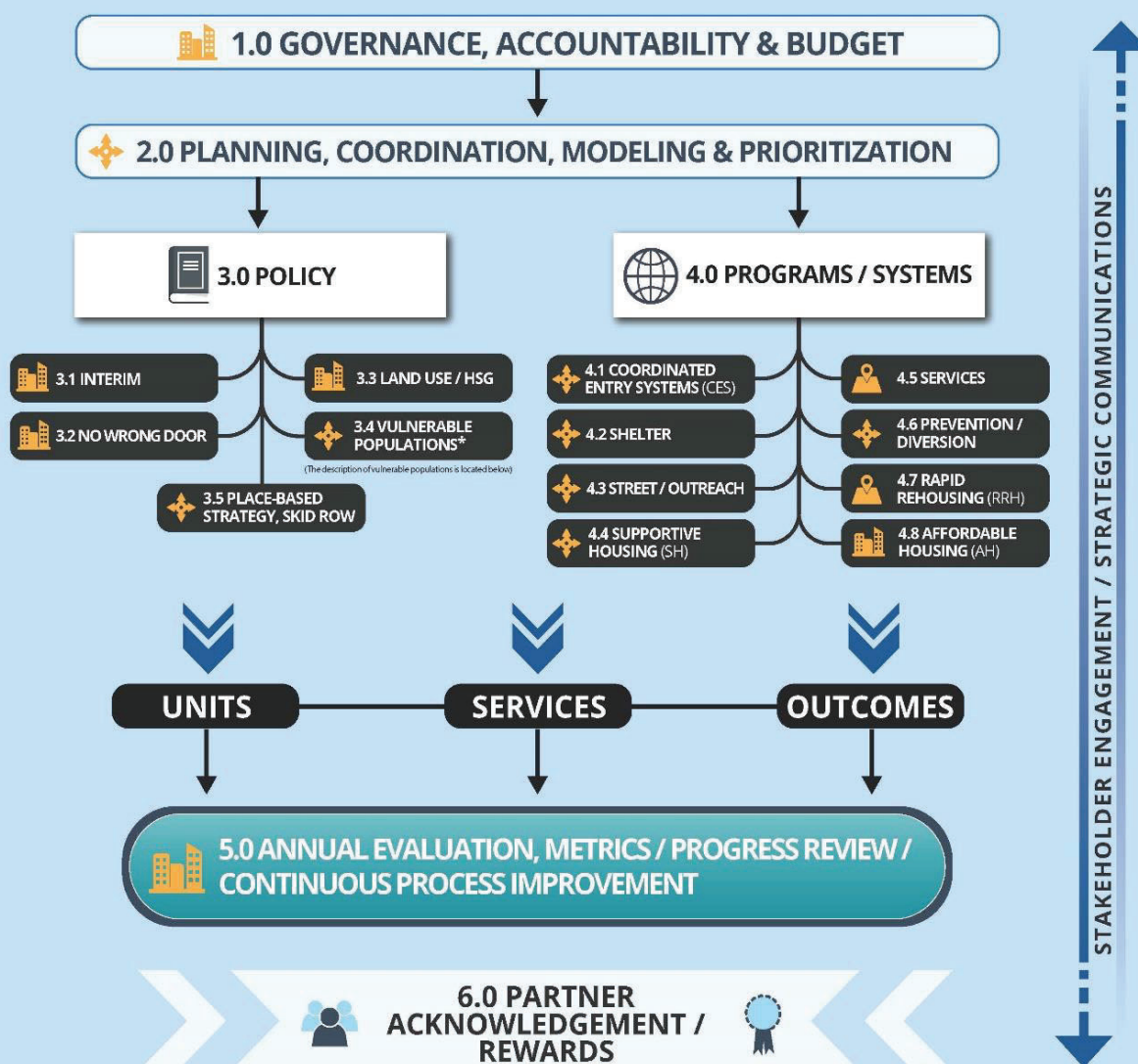
Attachments

1. Enhanced Comprehensive Homeless Strategy (ECHS) Structure
2. ECHS Second Quarter (Q2) FY 2021-22 Strategy Briefs
3. ECHS Third and Fourth Quarters (Q3-4) FY 2021-22 Strategy Briefs
4. ECHS Second, Third, and Fourth Quarters (Q2-4) FY 2021-22 Metrics - Strategy-Level Report
5. ECHS Second, Third, and Fourth Quarters (Q2-4) FY 2021-22 - Headline Summary
6. Index of Abbreviations



End Homelessness in the City of Los Angeles.

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



RESPONSIBLE ENTITY LEGEND: City County All

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

1.0 - Governance, Accountability, & Budget	
Goal: Administrative infrastructure to oversee successful execution of CHS.	
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 three (3) meetings. • The HSC forwarded two (2) reports to the Mayor and City Council for consideration.
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).
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 administered \$200 million in Federal COVID-19 Relief Funds (CRF) for homeless projects. These funds were closed out after the end of Q2. 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 for the ECHS quarterly report.
Complete?	No.
Proposed New Action Steps (if applicable)	
Lead:	
Action Steps:	

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"> The CLA, CAO, LAHSA and others have been working in partnership with the California Policy Lab to develop key performance metrics.
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"> CLA is working on a report to Council on data and metrics.
Complete?	No.

Lead:	LAHSA
Action Steps:	<ul style="list-style-type: none"> • Participate in data working group. • Provide data as needed and allowable in response to working group requests.
Quarterly Update:	<ul style="list-style-type: none"> • LAHSA has been working in partnership with the California Policy Lab to develop key performance metrics.
Complete?	No.
Proposed New Action Steps (if applicable)	
Lead:	
Action Steps:	

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.
	<ul style="list-style-type: none"> 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:	Professional development and recruitment for homeless services agencies:
	<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.
	<ul style="list-style-type: none"> In coordination with LAHSA, establish a "Training Academy" for recruiting and training new hires.
	<ul style="list-style-type: none"> Support the coordination and staffing of Regional Hiring Fairs.
	<ul style="list-style-type: none"> 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): <ul style="list-style-type: none"> In Q2, an extension was approved for the lease and sublease agreement for the Casa Azul ABH facility in CD 1. Homeless Roadmap (Roadmap): <ul style="list-style-type: none"> The CAO released one (1) funding report with recommendations for Roadmap interventions. As of December 31, 2021, 6,566 new interventions are open and occupiable, including 1,395 rapid re-housing/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"> This action step is ongoing.
Complete?	No.
Proposed New Action Steps (if applicable)	
Lead:	
Action Steps:	

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"> Los Angeles Police Department (LAPD) Divisional front desk/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 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"> • The final version of the brochure has been approved and received. The brochures continue to be distributed at public counters throughout the City. The training course 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 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 Recreation and Parks, LAPD, and the

3.2 - Policy: No Wrong Door

	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 Library has requested that the delivery of flyers and information cards to their locations be delayed until they fully open to the public. Posters and/or window decals continue to be displayed at the public counters of participating departments to indicate where materials are available. 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 the Library Department to determine when they will have fully opened to the public and are in need to 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	
<p>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.</p>	
<p>Ongoing Responsibilities</p>	
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.
<p>Action Steps:</p>	
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.

	<ul style="list-style-type: none"> • Evaluate and monitor effectiveness of Permanent Supportive Housing (PSH) ordinance and propose amendments as needed to further facilitate and streamline the development of supportive housing. • 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.
Quarterly Update:	<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 the Department's interactive housing dashboard, available online at: https://planning.lacity.org/resources/housing-reports • On November 24, 2021, the City Council adopted the 2021-2029 Housing Element Update (Update). The Update identifies new implementation programs (including the Update to the Density Bonus Ordinance) as well as a citywide Rezoning Program to expand affordable housing incentives, streamline approvals, and increase capacity for housing. • 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 Los Angeles Department of Building and Safety (LADBS) in the 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 for people experiencing homelessness. • DCP continues to implement and monitor the effectiveness of the IMC Ordinance. • DCP continues to implement and monitor the effectiveness of the PSH Ordinance. • The proposed Mello Act Ordinance is currently pending adoption by the City Council.

	<ul style="list-style-type: none"> • DCP and the Los Angeles Department of Transportation (LADOT) continued public outreach related to the draft update to the City's Transportation Demand Management (TDM) ordinance. • DCP is preparing the Final Environmental Impact Report (EIR) for the Downtown Community Plan Update. 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.
Proposed New Action Steps (if applicable)	
Lead:	
Action Steps:	

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.
	<ul style="list-style-type: none"> Ongoing evaluation of program accessibility.
	<ul style="list-style-type: none"> 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"> No update.
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"> LAHSA hired a DV-specialist to assist victim service providers (VSPs) to utilize the flexibility of problem-solving funds to divert survivors from homelessness.
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.
	<ul style="list-style-type: none"> Create master list of programs and resources with updated contacts
	<ul style="list-style-type: none"> Identify and convene stakeholders, including persons with lived experience from vulnerable populations, to address barriers and identify solutions and provide ongoing feedback.
	<ul style="list-style-type: none"> Assist with training and implementation of responsibilities for providers, program operators, and system partners
	<ul style="list-style-type: none"> 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.
	<ul style="list-style-type: none"> 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.

	<ul style="list-style-type: none"> 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 Domestic Violence Regional Coordinators (DVRC) group trained approximately 1,308 CES and VSP staff on best practices, including: CES 101, DV 101, Human Trafficking 101, Safety Planning, Violence Against Women Act (VAWA) Emergency Transfer Plan, and Emergency Housing Vouchers (EHVs). LAHSA re-procured Rapid Re-Housing (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 by the Los Angeles Homeless Services Authority (LAHSA) Ad Hoc Committee on Women's Homelessness, Downtown Women's Action Coalition, Domestic Violence Homeless Services Coalition, and Black People experiencing homelessness.
Quarterly Update:	<ul style="list-style-type: none"> Cross-training between homeless and housing programs and victim service providers continues to occur. CIFD's Survivor First program assists survivors reunify with safe, supportive friends and family.
Complete?	No.
Lead:	LAHSA/EWDD
Action Steps:	<ul style="list-style-type: none"> Identify funding opportunities to augment LAHSA funded Rapid Re-housing (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"> No update.
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.
Proposed New Action Steps (if applicable)	
Lead:	
Action Steps:	

3.5 - Policy: Placed-based Strategy, Skid Row	
<p>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.</p>	
<p>Ongoing Responsibilities</p>	
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.
<p>Action Steps:</p>	
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?	<ul style="list-style-type: none"> 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"> During the reporting period, the Department was working on the Downtown Community Plan (Plan) Final Environmental Impact Report and a number of economic studies requested by the City Planning Commission. The Plan includes a number of zoning and policy strategies tailored for and informed by the Skid Row community. These strategies first recognize Skid Row as a community and facilitate affordable housing, public parks, and community facilities.
Complete?	<ul style="list-style-type: none"> 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?	<ul style="list-style-type: none"> 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"> Monthly meetings were conducted with service providers and community coalitions to solicit feedback on solutions to address public health issues. Possible hygiene station locations were discussed.

Complete?	• No.
Lead:	Mayor
Action Steps:	• 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.
	• 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:	• Monthly meetings were conducted with service providers and community coalitions to solicit feedback on solutions to address public health issues. The Mayor's Office is meeting with County partners to address and develop programs to meet the request and needs of the community.
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"> • As a result of the CES Triage Tool Research and Refinement findings, the CES Policy Council is in the process of updating its CES prioritization and matching policies. Concurrently, LAHSA is working on interim Permanent Supportive Housing (PSH) matching procedures to support upcoming changes. • As part of updating matching procedures, LAHSA is working to create standards for Case Conferencing. • LAHSA continues to provide technical assistance and guidance to CES Matchers to support the PSH matching process. LAHSA has implemented the CES Hybrid Matching Plan Accessible Housing Program (AHP), which ensures alignment with matching ADA units to persons with need. To further improve the speed of matching turnover project-based PSH, LAHSA has created guidance for the process of seeking eligible participants countywide. • As part of improving flow of persons moving from Interim Housing to Permanent Housing, LAHSA is exploring ways that Service Planning Area (SPA) Regional Coordination can track and support flow, and improve program coordination.
Complete?	No
Proposed New Action Steps (if applicable)	
Lead:	
Action Steps:	

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. • Create a master list of shelter programs and updated contacts. • Identify provider challenges; assist with implementation of responsibilities for providers, program operators, and system partners as needed. • Develop Coordinated Entry System (CES) Key System Indicator Dashboard, and utilize the CES Regional Data Coordinators to enhance Service Planning Area (SPA) data collection. • Continue regular procurement to channels to identify additional opportunities for interim shelter. • Develop, test and publicly release bed availability application. • Implement Diversion training for all shelter operators.
Quarterly Update:	<ul style="list-style-type: none"> • October through December, LAHSA continued to work with Interim Housing service providers to identify challenges in program implementation and to resolve programmatic barriers. This included meetings by component cohort (e.g., A Bridge Home programs) and by individual provider. Technical assistance provided included support regarding items such as good neighbor policies, data collection and input, and alignment with the Scopes of Required Services. • Related to data reporting, LAHSA continued to work on enhancements to the A Bridge Home Dashboard. LAHSA continued regular procurements as needed. For this past quarter, this included procurement for the Winter Shelter and Augmented Winter Shelter Programs. To identify additional opportunities for interim housing, LAHSA released an RFI, engaged Council District Offices, and expanded the scale of motel voucher assistance available through a Countywide provider. • In addition, LAHSA is continuing to train A Bridge Home (ABH) providers on using the Bed Reservation System to document nightly bed services and providing technical assistance to the ABH program site piloting the direct referral feature of the Bed Reservation System.
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"> • BOE completed two (2) Tiny Home Villages and three (3) feasibility studies.
Complete?	No.
Lead:	GSD
Action Steps:	<ul style="list-style-type: none"> • Continue to serve as City lead on lease negotiations for the City's COVID-19 Homelessness Roadmap.
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 conduct inspections, upon request from BOE, in a timely manner.
Complete?	No.
Proposed New Action Steps (if applicable)	
Lead:	
Action Steps:	

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 Unified Homelessness Response Center (UHRC) Macro Outreach Coordination

	<p>4. Broader Coordinated Entry System (CES) and Programmatic Support for programs that serve people who are experiencing street-based homelessness</p> <p>5. Homeless Policy and Program guidance</p>
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)).

	<ul style="list-style-type: none"> 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. 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"> The Mayor's Office has partnered with LAPD to receive training for the UHRC staff and the Crisis and Incident Response through Community Led Engagement (CIRCLE) program service provider. Additional in-house training is offered by City departments as requested. In addition, the Mayor's office meets with Council Offices to develop strategies to support people experiencing homelessness (PEH).
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. The City Council districts provide priority locations, including 41.18 areas, RV operations, and school zones. The work for these areas is supported through LAHSA's Roadmap teams, Cleaning and Rapid Engagement (CARE) teams, CARE+ teams, and City-funded proactive outreach teams. City and County outreach teams participate in the coordination of outreach through weekly care coordination calls. Outreach providers are able to use this space to be strategic in covering areas to ensure PEH are supported. LAHSA's Access and Engagement (A&E) and Interim Housing (IH) departments continue to work closely to ensure that referral, matching, and placements into IH is coordinated throughout the outreach system. Additionally, LAHSA and other service providers will continue to work through our care coordination meetings to ensure that PEH being supported are matched to the appropriate housing referrals.
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 has been engaging with Department of Public Health (DPH) and Department of Health Services (DHS) to coordinate multiple outreach programs. DPH has been partnering to provide information on street based COVID-19 outbreaks to ensure the safety of CARE/CARE+ staff before going out to a designated site. DHS has been updating UHRC on multiple outreach programs that will be launching in the following months, including their mobile clinics.
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"> The Mayor's Office continues to meet with multiple partners including LAHSa, City departments, and community members to identify the needs of PEH. One of the recent initiatives to address the high volume of calls to LAPD for non criminal activities was the launch of the Crisis and Incident Response through Community Led Engagement (CIRCLE) program that responds to calls involving PEH. The CIRCLE pilot will operate for one (1) year (FY 2021-22).
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"> The Mayor's Office launched a Street Medicine program in partnership with the University of Southern California (USC) to deliver medical services to homeless residents. The program also places individuals into various types of housing and provides hygiene services at high-needs locations throughout the City. Outreach began in Quarter 1 on July 1, 2021, and the full program launched at the beginning of Quarter 2 on October 1, 2021. The UHRC team has been working with the Street Medicine program to provide hygiene units to areas the teams have identified a need for. Two hygiene units were placed in the areas that Street Medicine identified as having a high need.

	<ul style="list-style-type: none"> The Bureau of Public Works (BPW's) Mobile Pit Stop Program serviced 19 locations starting from July 1, 2021. However, the service at 1 Rose Ave. parking lot was suspended in September 2021 per CD11's request. As of today, there are 18 active locations in the program. During the second quarter of FY 2021-22, the program had provided services to patrons for 324,724 uses. The BPW's Mobile Shower Program currently deploys four (4) mobile shower trailers and services 15 locations weekly. The program provided services to patrons for a total of 3,304 uses during the second quarter of FY 2021-22. The BPW's Skid Row Cleaning Services Program ensures safe, clean, and accessible sidewalks and rights-of-way in the Skid Row area. The contractor's Skid Row Clean Team performs cleaning and litter rebate Services from 6:00 am to 3:00 pm, Monday to Sunday, seven days per week. This program has been performing very well and receiving positive feedback from local community members. As of the second quarter of FY 2021-22, the contractor collected 11,697 bags of trash (approximately 121.1 tons) and 5,962 needles. All three programs also act as workforce development services, targeting local individuals experiencing homelessness and/or formerly incarcerated individuals.
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"> The UHRC team continues to engage with community members to discuss any of their concerns and provide information on the different efforts and programs the Mayor's Office has been working to house persons experiencing homelessness. The team will continue to engage with community/neighborhood councils as requested.
Complete?	No.
Proposed New Action Steps (if applicable)	
Lead:	
Action Steps:	

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 County 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"> For the three months between October 1, 2021 and December 31, 2021, two Permanent Supportive Housing (PSH) Project-Based Voucher (PBV) projects executed Housing Assistance Payment (HAP) Contracts, totaling 90 units: NoHo Apartments (Homekey), and Emerson Apartments. During this quarter, HACLA also executed Agreement to Enter into a Housing Assistance Payments (AHAP) contracts for 12 projects, totaling 573 units: The Quincy, The Wilcox, Washington Arts Collective, 619 Westlake, Thatcher Yard, The Brine Residential, Sage Pointe, 803 E. 5th Street, The Pointe on La Brea, Lorena Plaza, Los Lirios, and Lumina.
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 October 1, 2021 and December 31, 2021, LAHD received California Tax Credit Allocation Committee (TCAC)/ California Debt Limit Allocation Committee (CDLAC) awards for seven (7) HHH PSH projects that were submitted in the September CDLAC and July TCAC rounds. The City closed financing on 13 HHH projects between October 1, 2021 and December 31, 2021. This represents \$92,671,454 in HHH proceeds, and 820 total units, 611 of which are supportive housing units. The City began construction on 12 HHH projects between October 1, 2021 and December 31, 2021. This represents \$83,399,454 in HHH proceeds, and 752 total units, 544 of which are supportive housing units. One (1) HHH project, Hartford Villa Apartment, received their Temporary Certificate of Occupancy between October 1, 2021 and December 31, 2021. This represents \$12,000,000 in HHH proceeds, and 101 total units, 100 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. • 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 continues its efforts to create a comprehensive master inventory of all existing and pipeline PSH in LA City and County. This includes regular meetings with stakeholders, reconciling information, and producing more recent inventory updates for partners. • LAHSA continues to work closely with DHS to pair ICMS with housing resources. In addition to our regular work to match PSH resources with Intensive Case Management Services (ICMS) support to people with needs, LAHSA has also worked intently with DHS to pair ICMS with Emergency Housing Vouchers for persons who have high needs and need long term supports to retain housing. • The CES Policy Council has updated its CES Prioritization and Matching policies, and LAHSA is now preparing to work with a CES Guidance Development Workgroup to craft relevant subsequent CES Guidance to implement the updated policy. This includes looking to revise the use of the CES score in prioritization/matching to PSH. • Through Housing Central Command (HCC), a Universal Housing Application (UHA) was developed and began a phased-in implementation in the last three (3) months. The UHA consolidates over 15 distinct paper applications into one (1) digital application and shortens the time it takes to house PEH via a streamlined, automated process. Previously, the application to move-in process was taking about 150 days, and case managers routinely spent one (1) hour completing each application by hand. UHA is integrated with database systems (e.g. HMIS) to autofill up to 60 percent of the application and upload existing client documents. Instant quality assurance (QA) checks ensure mistakes and inconsistencies are addressed immediately,

	avoiding rejected applications that reset the entire application process.
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 FY 2020-21, 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 Fiscal Year (FY) 2020-21. • Begin construction on at least one (1) Housing Challenge project before the end of FY2020-21, Q2.
Quarterly Update:	<ul style="list-style-type: none"> • Began construction of a third Housing Challenge project • Completed underwriting for Whittier PSH (LIHTC transaction) and the project was included in amendment to the Project Expenditure Plan (PEP). • Closed Financing on 1355 Avalon and Beacon's Landing. • Presented progress on Executive Directive 30 to the Proposition HHH Citizens Oversight Committee (COC).
Complete?	No.
Proposed New Action Steps (if applicable)	
Lead:	Mayor/LAHD
Action Steps:	<ul style="list-style-type: none"> • Close Financing on Whittier PSH. • Confirm underwriting for at least two non LIHTC transactions and add to the Project Expenditure Plan (PEP) before the end of Q3 FY 2021-22. • Begin construction on two Housing Challenge projects before the end of FY Q3 2021-22. • Have at least one Challenge developer present their innovation to the COC by the end of FY Q3 2021-22.

4.5 - Programs/Systems: Services	
<p>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.</p>	
<p>Ongoing Responsibilities</p>	
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:	CIFD
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"> • The CAO released a report recommending funding and authorities for the staffing proposals associated with the Outreach Engagement Framework adopted by the City Council on September 14, 2021. The Outreach Engagement Framework includes the Street Engagement Strategy as a component of the larger Framework. • The CAO convened system coordination efforts involving appropriate City departments, LAHSA, and other stakeholders around implementation of the Street Engagement Strategy.
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"> • LAHSA continues to support resources alignment between providers with a focus on current initiatives, such as Emergency Housing Vouchers. • LAHSA is working closely with Recovery Rehousing Providers as they work with Project Roomkey (PRK) providers, to support permanent housing placements when exiting PRK. • LAHSA continues its Regional System Implementation meetings, which create feedback loops between LAHSA and providers, and foster increased collaboration between providers and with LAHSA.

	<ul style="list-style-type: none"> LAHSA is taking learnings from U.S. Department of Housing and Urban Development (HUD) Disaster Technical Assistance about PRK demobilization, to the rest of its Interim Housing portfolio. LAHSA continues to evaluate program and system performance data. Recently, this includes work to create a dashboard featuring Emergency Housing Voucher data. LAHSA has launched a pilot with IH providers in SPA 2 to help move more people from Interim Housing to Permanent Housing. Learnings will be scaled across the County.
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"> No updates. Rapid Rehousing pilot with LAHSA was completed in prior years.
Complete?	No.
Lead:	LAHSA/CIFD
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 (DV) 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 1045 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 December 31, 2021, a total of 454 new individuals experiencing homelessness or at risk of experiencing homelessness received subsidized transitional employment with 2021-22 program funds: 291 for City General Fund and 163 for County Measure H Fund. Additionally, a total of 135 Program Year (PY) 2020-21 carryover participants continue to receive subsidized transitional employment and other support services with PY 2021-22 City General Funds.
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"> • 76 individuals, who identified as homeless or formerly homeless, applied for the Targeted Local Hire (TLH) Program between October 1, 2021 and December 31, 2021. • 13 individuals who identified as homeless or formerly homeless were hired through the TLH Program between October 1, 2021 and December 1, 2021.
Complete?	No.
Proposed New Action Steps (if applicable)	
Lead:	
Action Steps:	

4.6 - Programs/Systems: Prevention/Diversion	
<p>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.</p>	
<p>Ongoing Responsibilities</p>	
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"> • The Prevention Assistance Flyer is posted publicly in targeted communities and spaces such as laundry mats. • The LAHSA Problem-Solving Unit and Prevention Unit will present to the Lived Experience Advisory Group in February to share updates and gain insight from the board.
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"> • A 50-minute Problem-Solving web series for those with and without access to HMIS is available online. This is a prerequisite to gaining access to LAHSA's centralized Problem-Solving Assistance Funds. • All six Problem-Solving Specialist positions to be co-located at Family Source Centers across LA 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"> • No update.
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 Angeles Community Investment for Families Department (CIFD) field offices, community centers funded by the city and county). • Coordinate prevention and diversion strategies with domestic violence intake/service providers.
Quarterly Update:	<ul style="list-style-type: none"> • No update.
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 and 211 have met weekly this quarter to continue embedding diversion into the process flow at 211 LA County.
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 update.
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 update.
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 update.
Complete?	No.
Proposed New Action Steps (if applicable)	
Lead:	
Action Steps:	

4.7 - Programs/Systems: Rapid Re-housing (RRH)	
<p>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.</p>	
<p>Ongoing Responsibilities</p>	
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.
<p>Action Steps:</p>	
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"> • RRH Coordinators implemented a series of trainings for RRH providers. The trainings began in November through mid-December and occurred once a week. Training topics included: Case Management, Supervisory Support, and Landlord Engagement. • In mid-December, Rehousing teams (Rapid, Recovery and Shallow) held additional office hours/training for all rehousing providers regarding the use of lease-in-place Housing Vouchers. RRH and RRP teams reconnected with all program staff to encourage and support their continued involvement with all pending documentation to receive vouchers. To this end, staff discussed the following topics: the difference between Emergency Housing Vouchers (EHVs) and Housing Choice Vouchers, How to Request a Voucher extensions. LAHSA also announced that they will be launching an EHV portal in which providers can check the status of their program participants EHV assessment/application. • The Permanent Housing Department began their plan to transition all Time Limited Subsidies (i.e., Rapid Re-Housing, Recovery Re-Housing, Shallow Subsidy) to a slot-based management system. This will ensure that LAHSA has the ability to monitor in real time all program activities and enrollments to ensure the greatest resources in B3 are being utilized to house the greatest number of participants. Slot-based management refers to the transition to viewing the slots/beds in each program with the ability to continuous fill those slots due to turnover as opposed to contracted to serve which provides a number of households to serve per year. • RRH programs fall under the umbrella of Time Limited Subsidy programs (TLS). Along with moving towards slot-based management, the TLS team has worked on stream lining and defining the role of the Time Limited Subsidy programs which will focus on housing stability and retention services.
Complete?	No.

Proposed New Action Steps (if applicable)	
Lead:	
Action Steps:	

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.

<p>Quarterly Update:</p>	<ul style="list-style-type: none"> • The total receipts collected by the Affordable Housing Linkage Fee (AHLF) as of December 2021 is approximately \$58.5 million, which increases the tier status to Tier 3 according to the AHLF Expenditure Plan. <ul style="list-style-type: none"> ○ Funds support existing programs such as New Construction, Preservation, and Moderate Income Purchase Assistance (MIPA). ○ Additional program guidelines are being drafted and will be presented at the next AHLF Oversight Committee (OC) meeting. ○ The FY 2022-23 Expenditure Plan will be drafted and presented to the OC by October 2022 after the full fiscal year of revenue is tabulated. • Efforts to minimize tenant displacement were provided by the Coalition for Economic Survival (CES), an organization contracted by HCID to interface with tenants, property owners, landlords, or other parties to provide outreach and education to residents of expiring and at-risk affordable housing, and that assists HCID to monitor the affordable housing portfolio in an effort to prevent potential tenant displacement. • Due to the COVID-19 pandemic, face-to-face tenant outreach has been suspended to prevent the spread of the virus and to ensure the safety of tenants in at-risk buildings. CES staff has continued to contact tenants via telephone and email. Staff have also continued to provide education materials regarding Subsidy Expirations to the tenants. • During FY 2021-22 Q2, tenant outreach and education services were conducted at 17 at-risk properties consisting of 329 restricted units. • There is no Universal Waiting List for Density Bonus units update.
<p>Complete?</p>	<p>No.</p>
<p>Lead:</p>	<p>CAO</p>
<p>Action Steps:</p>	<ul style="list-style-type: none"> • Review and assess City-owned sites for affordable housing.
<p>Quarterly Update:</p>	<ul style="list-style-type: none"> • No update
<p>Complete?</p>	<p>No.</p>

Proposed New Action Steps (if applicable)	
Lead:	
Action Steps:	

1.0 - Governance, Accountability, & Budget	
Goal: Administrative infrastructure to oversee successful execution of CHS.	
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:	• Hold regular monthly meetings to oversee strategy implementation.
	• Make recommendations for strategy amendments as needed.
	• Review staff reports and recommend Council action.
	• Evaluate and recommend amendments to the Los Angeles Homeless Services Authority (LAHSA) Joint Powers Authority (JPA) agreement, if necessary, to ensure the highest and best delivery of services to homeless resident.
Quarterly Update:	• The Homeless Strategy Committee (HSC) held seven (7) meetings during the third and fourth quarters (Q3 and Q4) of Fiscal Year (FY) 2021-22.
	• The HSC forwarded three (3) reports to the Mayor and City Council for consideration.
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).
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"> In June 2022, the City applied for the third round of HHAP funds for an estimate of \$143.6 million. An initial disbursement of \$28,728,000 has already been received by the City and it is anticipated that the City will receive the remainder no later than December 2022. The City received a \$1.7 million grant from the State Encampment Resolution Fund to provide outreach to people experiencing homelessness living along the Los Angeles River in Council District 4 and provide person-centered case management services and connections to time-limited subsidies. The CAO is administering the grant funds. 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.
Proposed New Action Steps (if applicable)	
Lead:	
Action Steps:	

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"> The CLA, CAO, LAHSA and others have been working in partnership with the California Policy Lab to develop key performance metrics.
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"> CLA is working on a report to Council on data and metrics. Funding was provided in the 2022-23 Adopted Budget for Unified Homeless Response Center Data Project, a new unified platform that

	will integrate data from multiple sources to report on data, including shelter bed availability and encampment numbers, to better inform the City on the progress of its efforts.
Complete?	No.
Lead:	LAHSA
Action Steps:	<ul style="list-style-type: none"> • Participate in data working group. • Provide data as needed and allowable in response to working group requests.
Quarterly Update:	<ul style="list-style-type: none"> • LAHSA has been working in partnership with the California Policy Lab to develop key performance metrics.
Complete?	No.
Proposed New Action Steps (if applicable)	
Lead:	
Action Steps:	

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): <ul style="list-style-type: none"> In Q3, start up and operating funding for one (1) ABH site was approved to fund an agreement with a new service provider for existing site. Funding was also approved to reimburse the outstanding construction costs for two (2) ABH sites. In Q4, funding was approved to fund ADA compliant handrails and to reimburse outstanding construction costs for one (1) ABH site. Homeless Roadmap (Roadmap): <ul style="list-style-type: none"> The CAO released two (2) funding reports with recommendations for Roadmap interventions. As of March 31, 2022 (end of Q3), 7,276 new interventions were open and occupiable, including 1,915 rapid re-housing/shared housing placements overseen by the Los Angeles Homeless Services Authority (LAHSA). As of June 30, 2022 (end of Q4), 7,387 new interventions are open and occupiable, including 2,246 rapid re-housing/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"> This action step is ongoing.
Complete?	No.

Proposed New Action Steps (if applicable)	
Lead:	
Action Steps:	

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"> Los Angeles Police Department (LAPD) Divisional front desk/public lobby areas have the “No Wrong Door” materials available and displayed for the community. Adding the website link is still in progress.
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 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.
	<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"> • 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"> • The final version of brochure has been approved and received. The brochures continue to be distributed at public counters throughout the city. The Mayor's Office will provide assistance related to the development of a training for front-desk staff as needed.
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.
	<ul style="list-style-type: none"> • 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.
	<ul style="list-style-type: none"> • Work with LAHSA to evaluate utilizing Los Angeles Homeless Outreach Portal (LA-HOP) and possible data collection/reporting opportunities.
	<ul style="list-style-type: none"> • Identify ways to expand No Wrong Door concept in which City employees are trained to refer persons experiencing homelessness to CES through LA-HOP or other methods.
	<ul style="list-style-type: none"> • 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.
	<ul style="list-style-type: none"> • Work with LAHSA and the Mayor's Office to develop a training course for front-desk staff.
	<ul style="list-style-type: none"> • Continue to follow-up with Los Angeles Public Library (LAPL) to determine when they will have fully opened to the public and are in need to information cards and flyers.

	<ul style="list-style-type: none"> Periodically follow-up with LAHSA staff to confirm that the information included on the information cards and flyers is current and complete.
Quarterly Update:	<ul style="list-style-type: none"> The revised No Wrong Door flyers and information cards have been distributed to staff at Recreation and Parks, 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. Posters and/or window decals continue to be displayed at the public counters of participating departments to indicate where materials are available. A meeting is planned with the training section of the Personnel Department to have preliminary discussions about the steps that can be taken to develop and implement a training course for front-desk staff who may interact with individuals who are seeking resources.
Complete?	No.
Proposed New Action Steps (if applicable)	
Lead:	
Action Steps:	

3.3 - Policy: Land Use & Housing	
<p>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.</p>	
<p>Ongoing Responsibilities</p>	
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.
<p>Action Steps:</p>	
Lead:	DCP
Action Steps:	<ol 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> <p>8. Adopt and implement Mello Act ordinance.</p> <p>9. Adopt and implement new California Environmental Quality Act (CEQA) thresholds and complete SB 743 Transition.</p> <p>10. Revise Central City Community Plan, with targeted policies and land use strategies to meet housing needs in the Skid Row community.</p> <p>11. Create additional housing capacity through adoption of Community Plan Updates and Transit Neighborhood Plans (TNP).</p> <p>12. Analyze opportunity sites, and identify whether any further zoning changes are needed to facilitate streamlined supportive housing development on those sites.</p>
Quarterly Update:	<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 the Department's interactive housing dashboard, available online at: https://planning.lacity.org/resources/housing-reports. • On November 24, 2021, the City Council adopted the 2021-2029 Housing Element Update. The Update identifies new implementation programs (including the Update to the Density Bonus Ordinance) as well as a citywide Rezoning Program to expand affordable housing incentives, streamline approvals, and increase capacity for housing. On June 29, 2022, the Department of Housing and Community Development (HCD) certified the City's Housing Element. The Department is now undertaking efforts to launch the Rezoning Program, including Density Bonus updates. • 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 Los Angeles 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 for people experiencing homelessness. • 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 in Form and Legality review with the City Attorney. • DCP and the Los Angeles Department of Transportation (LADOT) continued public outreach related to the proposed update to the City's Transportation Demand Management (TDM) ordinance, released revised draft documents, and scheduled a public hearing for August 2022. • The Downtown Community Plan is in the adoption phase, City Planning Commission recommended approval of the Plan on September 23, 2021. It is currently pending consideration by 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. • The Rezoning Program identified in the adopted Housing Element Update will consider potential changes to facilitate development of affordable housing on publicly owned land.
Complete?	No.
Proposed New Action Steps (if applicable)	
Lead:	
Action Steps:	

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.
	<ul style="list-style-type: none"> Ongoing evaluation of program accessibility.
	<ul style="list-style-type: none"> 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"> The Community Investment for Families Department (CIFD) was awarded the Family Homeless Challenge Grant through the California Interagency Council on Homelessness in June 2022. A request for information (RFI) will be developed to strategically fund victim service providers and make the funding available to victims/survivors.
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"> No update.
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.
	<ul style="list-style-type: none"> Create master list of programs and resources with updated contacts
	<ul style="list-style-type: none"> Identify and convene stakeholders, including persons with lived experience from vulnerable populations, to address barriers and identify solutions and provide ongoing feedback.
	<ul style="list-style-type: none"> Assist with training and implementation of responsibilities for providers, program operators, and system partners
	<ul style="list-style-type: none"> 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.
	<ul style="list-style-type: none"> Identify and procure funding to support capital improvements to ensure housing (including interim housing and congregate living

	<p>facilities) are accessible for older adults, people with disabilities, persons with animals.</p> <ul style="list-style-type: none"> • 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 Los Angeles Homeless Services Authority (LAHSA) and CIFD participate in the LA County Women's Needs Assessment Steering Committee to ensure that the needs of victims/survivors in domestic violence and human trafficking shelters are included. • The U.S. Department of Housing and Urban Development (HUD) awarded the Los Angeles Continuum of Care (CoC) \$2.55 million for new Rapid Rehousing (RRH) and Joint Transitional Housing and Rapid Rehousing (TH-RRH) Component programs for survivors of domestic violence and human trafficking. • CIFD was awarded the Family Homeless Challenge Grant through the California Interagency Council on Homelessness in June 2022. An RFI will be developed to strategically fund victim service providers and make the funding available to victims/survivors.
Complete?	No.
Lead:	LAHSA/DVA
Action Steps:	<ul style="list-style-type: none"> • Advance goals and recommendations made by the Los Angeles Homeless Services Authority (LAHSA) Ad Hoc Committee on Women's Homelessness, Downtown Women's Action Coalition, Domestic Violence Homeless Services Coalition, and Black People experiencing homelessness.
Quarterly Update:	<ul style="list-style-type: none"> • Cross-training between homeless and housing programs and victim service providers continues to occur. • CIFD's Survivor First program assists survivors reunify with safe, supportive friends and family.
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"> As of June 30, 2022, a total of 971 new individuals experiencing homelessness or at risk of experiencing homelessness received subsidized transitional employment with 2021-22 program funds: 566 for City General Fund and 405 for County Measure H Fund. Additionally, a total of 135 Program Year (PY) 2020-21 carryover participants continue to receive subsidized transitional employment and other support services with PY 2021-22 City General Funds. The Economic and Workforce Development Department (EWDD) continued implementation of its LA:RISE Youth Academy serving young adults (18-24 years old) and of the LA:RISE CD 2 and CD 10 pilot programs focused on serving residents living in Tiny Home Villages, A Bridge Home sites or at shelters or interim housing. Both of these programs have been extended for continued service during PY 2022-23. EWDD and CIFI are working with local victim service providers to assess how to safely and efficiently connect victims/survivors to Workforce Development Center.
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"> LAHSA is currently procuring a comparable database for victim service providers with housing programs in the Los Angeles CoC. The vendor is expected to be identified by November 2022.
Complete?	No.
Proposed New Action Steps (if applicable)	
Lead:	CIFI
Action Steps:	<ul style="list-style-type: none"> DVA will host elections in November 2022. CIFI will need to convene with new DVA leadership to assess how to best move forward with remaining action steps.

3.5 - Policy: Placed-based Strategy, Skid Row	
<p>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.</p>	
<p>Ongoing Responsibilities</p>	
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.
<p>Action Steps:</p>	
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"> The CAO assessed one property on Skid Row for interim housing in Q4.
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"> During the reporting period, the Department was working on the Downtown Community Plan (Plan) Final Environmental Impact Report and a number of economic studies requested by the City Planning Commission. The Plan includes a number of zoning and policy strategies tailored for and informed by the Skid Row community. These strategies first recognize Skid Row as a community and facilitate affordable housing, public parks, and community facilities.
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"> Monthly meetings were conducted with service providers and community coalitions to solicit feedback on solutions to address public health issues. Possible hygiene station locations were discussed.

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. • 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"> • Monthly meetings were conducted with service providers and community coalitions to solicit feedback on solutions to address public health issues. The Mayor's Office is meeting with County partners to address and develop programs to meet the request and needs of the community.
Complete?	No.

4.1 - Programs/Systems: Coordinated Entry System (CES)	
<p>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.</p>	
<p>Ongoing Responsibilities</p>	
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.
<p>Action Steps:</p>	
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"> • LAHSA is in the process of working with the CES Policy Council to update its CES Policies to reflect principal-based policies that are higher level and applicable to various housing programs. This allows for deeper community engagement on subsequent Guidance for each program as it relates to the new policy. The Policy Council passed an updated Prioritization and Matching policy and is in the process of creating new Access and Assessment policies. LAHSA is also standing up various Guidance Development workgroups with key provider subject matter experts (SMEs) to make Guidance. In this context, LAHSA will also work with SMEs to identify the best practices for Case Conferencing, and the best use of this function in the system. • LAHSA has worked with the California Policy Lab to develop Key Performance Indicators (KPIs) for the system. These have been shared with providers and key stakeholders. LAHSA will spend the next quarter working with providers to improve data quality so the KPIs can be used to make system goals, as well as equity KPIs and goals. The community will be involved in this process as well. • LAHSA provides regular technical assistance to CES matchers to support and improve matching quality and speed. Housing Central Command continues to evaluate the performance of the match to move-in process for permanent supportive housing (PSH), as well as build out the PSH inventory to which LAHSA matches through CES. As LAHSA prepares to match Time Limited Subsidies (TLS) such as Rapid Re-Housing to people in Interim Housing, LAHSA will use federal Continuum of Care (CoC) CES Planning funds to staff new SPA-based matching positions to assist with matching TLS in the system. • In Fiscal Year 2021-2022, TCC Group partnered with LAHSA to administer CCAT assessments and host capacity listening sessions to gather feedback from providers on their needs. TCC developed a resource bank for providers to access with helpful

	<p>information regarding capacity building opportunities. This resource bank will be available for providers to access on the LAHSA website soon.</p> <ul style="list-style-type: none"> Based on TCC's findings, in the current fiscal year LAHSA is also working to offer capacity building and trainings to support agencies through the procurement process. LAHSA will offer necessary resources to expand the provider pool and assist smaller BIPOC-led organizations through the procurement process.
Complete?	No - ongoing
Proposed New Action Steps (if applicable)	
Lead:	
Action Steps:	

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. • Create a master list of shelter programs and updated contacts. • Identify provider challenges; assist with implementation of responsibilities for providers, program operators, and system partners as needed. • Develop Coordinated Entry System (CES) Key System Indicator Dashboard, and utilize the CES Regional Data Coordinators to enhance Service Planning Area (SPA) data collection. • In September 2022 LAHSA released the first quarterly data for System Key Performance Indicators including Interim Housing programs. This data is publicly available on the LAHSA website. • Continue regular procurement to channels to identify additional opportunities for interim shelter. • Develop, test and publicly release bed availability application. • Implement Diversion training for all shelter operators.
Quarterly Update:	<ul style="list-style-type: none"> • LAHSA created a master list of interim housing providers based on previous procurements and identified providers for all ABH sites. • From January through June, LAHSA continued to work with Interim Housing service providers to identify challenges in program implementation and to resolve programmatic barriers. This included meetings by component cohort (e.g., Project Homekey programs) and by individual provider. Technical assistance provided included support regarding items such as participant document collection practices, best practices in harm reduction integration, strategies to increase exits to permanent housing, and alignment with the Scopes of Required Services. • LAHSA coordinated with the City of Los Angeles to contract with service providers for new interim housing programs that opened within the City's Roadmap strategy portfolio between January and June. In addition, LAHSA continued efforts with the City to identify potential providers for new Transition Age Youth (TAY) Transitional Housing programming. • LAHSA continued implementation of a bed availability feature in the Homeless Management Information System (HMIS) called the Bed Reservation System (BRS). The BRS has been implemented across A Bridge Home and Roadmap Interim Housing programs. LAHSA is currently assessing the capabilities and limitations of the system overall and its efficacy. • Diversion/Problem Solving trainings were provided to interim housing providers. Methods of training include recorded trainings available through LAHSA's Centralized Training Academy as well

	as individualized technical assistance and capacity building through LAHSA's Problem Solving Integration Unit.
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"> During the reporting period, LAHSA continued its ongoing efforts to inspect new and existing interim housing sites to verify they are habitable, meet safety standards, and are accessible to persons with disabilities. In addition, LAHSA continues to provide technical assistance to agencies on allowing service animals and emotional support animals into interim housing and how to address issues that may arise.
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 updates.
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 updates.
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 updates.
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"> • BOE completed one (1) Tiny Home Village and one (1) Interim Housing project and designed five (5) feasibilities. Four (4) projects are in construction
Complete?	No.
Lead:	GSD
Action Steps:	<ul style="list-style-type: none"> • Continue to serve as City lead on lease negotiations for the City's COVID-19 Homelessness Roadmap.
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 conduct inspections, upon request from BOE, in a timely manner.
Complete?	No.
Proposed New Action Steps (if applicable)	
Lead:	
Action Steps:	

4.3 - Programs/Systems: Street/Outreach	
<p>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.</p>	
<p>Ongoing Responsibilities</p>	
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 Unified Homelessness Response Center (UHRC) Macro Outreach Coordination

	<p>4. Broader Coordinated Entry System (CES) and Programmatic Support for programs that serve people who are experiencing street-based homelessness</p> <p>5. Homeless Policy and Program guidance</p>
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)).

	<ul style="list-style-type: none"> 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. 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"> No update.
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 people experiencing homelessness (PEH). The City Council districts provide priority locations, including 41.18 areas, RV operations, and school zones. The work for these areas is supported through LAHSA's Roadmap teams, Cleaning and Rapid Engagement (CARE) teams, CARE+ teams, and City-funded proactive outreach teams. City and County outreach teams participate in the coordination of outreach through weekly care coordination calls. Outreach providers are able to use this space to be strategic in covering areas to ensure PEH are supported. LAHSA's Access and Engagement (A&E) and Interim Housing (IH) departments continue to work closely to ensure that referral, matching, and placements into IH is coordinated throughout the outreach system. Additionally, LAHSA and other service providers will continue to work through our care coordination meetings to ensure that PEH being supported are matched to the appropriate housing referrals.
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"> No update.
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"> No update.
Complete?	<ul style="list-style-type: none"> 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"> The Bureau of Public Works (BPW's) Mobile Pit Stop Program serviced 18 locations in the third and fourth quarters of FY 2021-22 and served patrons for a total of 278,555 uses in the third quarter and 344,625 uses in the fourth quarter. The BPW's Mobile Shower Program currently deploys four (4) mobile shower trailers and services 15 locations weekly. The program provided services to patrons for a total of 3,389 uses during the third quarter and 3,830 uses during the fourth quarter of FY 2021-22. The BPW's Skid Row Cleaning Services Program ensures safe, clean, and accessible sidewalks and rights-of-way in the Skid Row area. The contractor's Skid Row Clean Team performs cleaning and litter rebate Services from 6:00 am to 3:00 pm, Monday to Sunday, seven days per week. This program has been performing very well and receiving positive feedback from local community members. As of the third quarter of FY 2021-22, the contractor collected 10,824 bags of trash (approximately 112 tons) and 5,861 needles. As of the fourth quarter of FY 2021-22, the contractor collected 13,083 bags of trash (approximately 135.4 tons) and 9,061 needles. All three programs also act as workforce development services, targeting local individuals experiencing homelessness and/or formerly incarcerated individuals.
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"> No update.
Complete?	No.
Proposed New Action Steps (if applicable)	
Lead:	
Action Steps:	

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 County 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:	<p>Q3:</p> <ul style="list-style-type: none"> For the three months between January 1, 2022 and March 31, 2022, seven (7) Permanent Supportive Housing Project-Based Voucher (PSH-PBV) projects executed Housing Assistance Payment (HAP) Contracts, totaling 388 units: Hartford Villas, Dahlia Apartments, Rosa de Castilla, PATH Villas Montclair, Cadence, Casa de Rosas and Missouri Place. During this quarter, HACLA also executed Agreement to Enter into a Housing Assistance Payments (AHAP) contracts for 11 projects, totaling 625 units: Avalon 1355, The Iris, The Journey, Santa Monica & Vermont Apartments, Montesquieu Manor, My Angel, Rousseau Residences, Beacon Landing, Central Apartments, Vermont Manchester Family, and Vermont Manchester Senior. <p>Q4:</p> <ul style="list-style-type: none"> For the three months between April 1, 2022 and June 30, 2022, one PSH-PBV project executed a HAP Contract, totaling 34 units: Rose Apartments. During this quarter, HACLA also executed AHAP contracts for six (6) projects totaling 276 units: 4507 Main Street Apartments, 3552 E. Whittier (Whittier HHH), Southside Seniors, Oak Apartments, The Banning, and Voltaire Villas.
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"> LAHD received California Tax Credit Allocation Committee (TCAC)/California Debt Limit Allocation Committee (CDLAC) awards for nine (9) projects that were submitted in the March CDLAC/TCAC rounds. Five of these applications were HHH PSH projects. The City closed financing on 17 HHH projects. This represents \$138,738,956 in HHH proceeds, and 1,130 total units, 947 of which are supportive housing units.

	<ul style="list-style-type: none"> The City began construction on 13 HHH projects. This represents \$111,215,956 in HHH proceeds, and 888 total units, 722 of which are supportive housing units. Eight (8) HHH projects have been categorized as Ready to Occupy. This represents \$81,420,468 in HHH proceeds, and 533 total units, 445 of which are supportive housing units. <ul style="list-style-type: none"> Cadence (fka 11408 S. Central) Florence Towne (fka 410 E. Florence Avenue) Missouri Place Apartments (fka Missouri & Bundy) PATH Villas Montclair/Gramercy (New-Site 1 of 2) Rosa De Castilla Apartments Rose Apartments The Dahlia (fka South Main Street Apartments) Washington View Apartments
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. 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"> The Permanent Housing Inventory Report is currently in the design and development stages. LAHSA anticipates providing a first draft by Winter 2022. LAHSA paired high acute clients with Emergency Housing Voucher (EHV) with ICMS and is currently pairing project-based PSH sites with ICMS. A prioritization policy for all permanent supportive housing matched through CES has been completed. Prioritization policies can be found at the following link: https://www.lahsa.org/documents?id=6273-prioritization-and-matching-policy-for-the-los-angeles-coordinated-entry-system

	<ul style="list-style-type: none"> • There are no updates for universal standards, prevention utilization, and HMIS data.
Complete?	No.
Lead:	Mayor/LAHD
Action Steps:	<ul style="list-style-type: none"> • Administer the HHH Housing Challenge • Complete the 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). • Close financing on 1355 Avalon and Beacons Landing before the end of Q2-FY 2021-22. • 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. • Close Financing on Whittier PSH. • Confirm underwriting for at least two non LIHTC transactions and add to the Project Expenditure Plan (PEP) before the end of Q3 of FY 2021-22. • Begin construction on two Housing Challenge projects before the end of Q3 of FY 2021-22. • Have at least one Challenge developer present their innovation to the Proposition HHH Citizens Oversight Committee (COC) by the end of Q3 of FY 2021-22.
Quarterly Update:	<p>From January 1 to March 31, 2022:</p> <ul style="list-style-type: none"> • Construction of the third Housing Challenge project (Daylight) began. • Final approvals were received for two (2) projects, 1355 Avalon and Beacons Landing • Brilliant Corners presents its Housing Challenge Innovation (Adaptive Reuse) to the Proposition HHH Citizens Oversight Committee (COC) and updated the Committee on 1355 Avalon. <p>From April to June 2022:</p> <ul style="list-style-type: none"> • Financing closed on Whittier PSH (Mercy Housing). • Construction began on two (2) Housing Challenge projects: Beacons Landing (Abode) and 1355 Avalon (Brilliant Corners).

	<ul style="list-style-type: none"> A Transmittal was drafted to amend Memorandum of Understanding (MOU) for the Collaborative (Abode, Mercy and LA Family Housing).
Complete?	No.
Proposed New Action Steps (if applicable)	
Lead:	Mayor
Action Steps:	<p>From January 1 to March 31, 2022:</p> <ul style="list-style-type: none"> Confirm underwriting and receive final approval for non IHTC transactions for developers Restore Neighborhoods Los Angeles (RNLA) and Flyaway Homes. Begin construction on Beacons Landing (Abode Communities) and 1355 Avalon (Brilliant Corners). Close financing for Whittier PSH (Mercy Housing). <p>From April 1 to June 30, 2022:</p> <ul style="list-style-type: none"> Confirm underwriting and receive final approval for non LHITC transactions for developers RNLA and Flyaway. Begin construction on Whittier PSH (Mercy Housing). Confirm underwriting and receive final approvals for Western PSH (Abode Communities) Receive approvals to amend Memorandum of Understanding (MOU) for Challenge Awardee, the Collaborative.

4.5 - Programs/Systems: Services	
<p>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.</p>	
<p>Ongoing Responsibilities</p>	
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:	CIFD
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"> • The CAO hired a Director of Outreach and five (5) Regional Outreach Coordinators to manage the significant outreach coordination included in the Outreach Engagement Framework adopted by the City Council on September 14, 2021. • The CAO convened system coordination efforts involving appropriate City departments, LAHSA, and other stakeholders around implementation of the Street Engagement Strategy.
Complete?	<ul style="list-style-type: none"> • 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"> • As LAHSA builds out housing services pathways, it is intentionally piecing together key resources and programs to improve system flow. This includes both City and County resources. • LAHSA is working to simplify and refine various program models to create more streamlined and aligned services. For example, various Interim Housing models have been refined this program year to provide more alignment in programming and improved ease of access for participants. • LAHSA has worked with the California Policy Lab to develop Key Performance Indicators (KPIs) for the system. These will be used to evaluate system performance. • Last fiscal year, LAHSA partnered with United Way to offer retention bonuses to frontline workers who had been working

	<p>through the pandemic. Through this effort, 12 agencies were funded and able to offer qualifying staff a one-time bonus between \$500 - \$1500. This fiscal year, LAHSA is hoping to expand this work and see how retention can be increased using both retention bonuses and other benefits.</p> <ul style="list-style-type: none"> On August 1, 2022, LAHSA launched a language access line for verbal translation services. The line is available to all LAHSA subcontractors and is funded entirely through LAHSA. Providers can now get point-in-time verbal translation in over 150 languages to serve participants. LAHSA continues to increase its engagement with its lived experience advisory boards, ensuring key questions, policies, and initiatives are taken to these bodies for review and feedback. Additionally, as LAHSA builds out its system evaluation efforts, it is focused on ensuring it includes end user feedback from both providers as well as participants and persons with lived experience.
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"> No updates. The Rapid Rehousing pilot with LAHSA was completed in prior years.
Complete?	No.
Lead:	LAHSA/CIFD
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 (DV) 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"> Program Year (PY) 2021-22 Service Goal: A minimum of 1045 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 June 30, 2022, a total of 971 new individuals experiencing homelessness or at risk of experiencing homelessness received subsidized transitional employment with 2021-22 program funds - 566 for City General Fund and 405 for County Measure H Fund. Additionally, a total of 135 PY 2020-21 carryover participants continue to receive subsidized transitional employment and other support services with PY 2021-22 City General Funds.
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; this action step is ongoing.
Complete?	No.
Proposed New Action Steps (if applicable)	
Lead:	
Action Steps:	

4.6 - Programs/Systems: Prevention/Diversion	
<p>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.</p>	
<p>Ongoing Responsibilities</p>	
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"> • LAHSA revised and updated our Homeless Prevention flyer, which is publicly posted on the LAHSA website. LAHSA also keeps an updated Homeless Prevention/Diversion provider list, available to anyone who needs it.
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"> • LAHSA and CIFD continue the collaborative partnership to support co-located Problem-Solving Specialist Staff at six Family Source Center sites. Problem-Solving Specialists work directly with families to support quick and creative housing outcomes. • CIFD expanded the Homeless Prevention Program from eight to sixteen Family Source Centers (FSCs), providing maximum coverage throughout the city.
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"> • No status updates at this time.
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"> • CIFD worked with the Mayor's Homeless Initiative team and LAHD team on the Eviction Defense Fund to provide guidance and support to link constituents to FSC homeless prevention services. • The Survivors' First provider contracts were extended to June 2023 and extended to include an additional target population, human trafficking and victims of sexual assault in order to continue to meet the demand and prevent displacement and provide a safe haven.
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"> • Four Problem-Solving Specialist full time equivalency positions have been allocated to 211. The Problem-Solving Intervention is embedded into the 211 client service process flow to support diverting from the Coordinated Entry System.
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"> • The City Attorney's Office is piloting a diversion program through the Los Angeles Diversion, Outreach, and Opportunities for Recovery (LA DOOR) Program in the Rampart Division to offer qualified violators the opportunity to have their violation charges dropped, if they agree and adhere to their prescribed diversion plan.
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"> Due to staff shortages at LAPD Jail locations, COVID-19 pandemic, and the Zero Bail Reform, the jail in-reach program was placed on hold.
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 update.
Complete?	No.
Proposed New Action Steps (if applicable)	
Lead:	HACLA
Action Steps:	<ul style="list-style-type: none"> Revise “Ongoing Responsibilities” to read as follows: “Actively participate in preventing persons receiving Section 8 from entering the homeless system. HACLA requests case management assistance from sponsoring agencies in order to assist participants with complying with their lease and family obligations.”

4.7 - Programs/Systems: Rapid Re-housing (RRH)	
<p>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.</p>	
<p>Ongoing Responsibilities</p>	
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.
<p>Action Steps:</p>	
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"> • The Rapid Rehousing program has been renamed the Time Limited Subsidy (TLS) program to all the program to implement the best practices that were learned during the COVID-19 pandemic including system-level management of TLS slots and aligning TLS resources with interim housing facilities through the allocation of Housing Navigation resources to interim housing facilities. • LAHSA has created a master list of TLS programs with updated contacts. • Program enhancements to improve program outcomes have been shared with stakeholders to address challenges and gaps, and identify solutions. This includes clarifying the roles of Housing Navigators and Time Limited Subsidy Case Managers. • With these changes LAHSA has provided Technical Assistance and Guidance in several spaces to clarify the role and expectations of TLS programs. TLS providers and programs are focused on retention services once and providing program participants the tools and supports they need to maintain and sustain in their housing. • LAHSA continues to provide program supports through learning communities and various trainings. LAHSA has also created an onboarding packet, updated the TLS scope of required services, and incorporated feedback provided by our funded agencies.
Complete?	No.
Proposed New Action Steps (if applicable)	
Lead:	
Action Steps:	

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"> The total receipts collected by the Affordable Housing Linkage Fee (AHLF) as of June 30, 2022 is approximately \$76.8 million. <ul style="list-style-type: none"> The receipts collected for the balance of FY 2020-21 and FY 2021-22 (approx. \$37.5M) will be allocated up to Tier 2 according to the AHLF Expenditure Plan. Funds support existing programs such as New Construction, Preservation, and Homeownership Moderate Income Purchase Assistance (MIPA) and Low Income Purchase Assistance (LIPA).

	<ul style="list-style-type: none"> ○ As of June 30, 2022, approximately \$14.2 million in AHLF funds has been obligated to eight (8) Rental New Construction projects, which when built will result in 870 affordable units, including 305 supportive housing units. ○ As of June 30, 2022, the Homeownership MIPA Program has funded 25 moderate-income purchase assistance loans, assisting 55 household members, for a total funding amount of approximately \$1.5 million. • Additional program guidelines for Preservation and the FY 2021-22 Expenditure Plan are being drafted and will be presented at the next AHLF Oversight Committee (OC) meeting in October 2022. • Efforts to minimize tenant displacement were provided by the Coalition for Economic Survival (CES), an organization contracted by LAHD 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 that assists LAHD 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 was largely suspended to prevent the spread of the virus, and to ensure the safety of tenants in at-risk buildings. CES staff has continued to contact tenants via email, mailings, telephone, and zoom. Unless there was a more immediate emergency, CES refrained from conducting in-person outreach. ○ Due to the urgency of some of the expiring covenants and risk of a substantial rent increase, CES staff resumed conducting in-person outreach as of February 2022. • During FY 2021-22 Q3 and Q4, tenant outreach and education services was conducted at 14 at-risk properties consisting of 262 restricted units. Of these restricted units, 124 tenants were contacted and educated about their tenant rights, responsibilities and options. • There is no update for Universal Waiting list for Density Bonus 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"> • CAO was directed to assess six sites for possible affordable or supportive housing development.
Complete?	No.

Proposed New Action Steps (if applicable)	
Lead:	
Action Steps:	

New Strategy	Old Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY2021-22	Q2 FY 2021-22	Q3 FY 2021-22	Q4 FY 2021-22	Headline Metrics	Notes
1.0 - Governance, Accountability & Budget	10A - Full Funding for Affordable Housing Trust Fund	CAO/CIA/ LAHD	Permanent Housing Units Created	227	101	360	173	Expansion of supply of affordable and homeless housing	
	10A - Full Funding for Affordable Housing Trust Fund	CAO/CIA/ LAHD	Bonds issued for permanent supportive housing and facilities for persons experiencing homelessness	N/A	12	9	6	Expansion of supply of affordable and homeless housing	
	N/A	LAPD	Number of service referrals to LAHSA	N/A	0	0	0		Because LAPD's HOPE team is no longer in service, LAPD does not provide referrals.
	N/A	LAPD	Number of housing referrals to LAHSA	N/A	0	0	0		Because LAPD's HOPE team is no longer in service, LAPD does not provide referrals.
3.2 - Policy: No Wrong Door	N/A	LAPD	Number of housing referrals to other agencies	N/A	0	0	0		Because LAPD's HOPE team is no longer in service, LAPD does not provide referrals.
	N/A	LAPD	Number of service referrals to other agencies	N/A	0	0	0		Because LAPD's HOPE team is no longer in service, LAPD does not provide referrals.
	N/A	Personnel	Number of City Staff that receive "No Wrong Door" training course	0	0	0	0		Will meet with training section of the Personnel Department to discuss initial steps in developing training.
	3A - Standardize First Responder Training for Homeless	LAHSA	Number of persons placed in permanent housing through contact with HOPE Team	14	8	7	6	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 temporary housing through contact with HOPE Team	136	172	271	308	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	0	0	0		Because LAPD's HOPE team is no longer in service, LAPD does not provide referrals.
	3A - Standardize First Responder Training for Homeless	LAPD	Number of housing referrals to other agencies	N/A	0	0	0		Because LAPD's HOPE team is no longer in service, LAPD does not provide referrals.
	3A - Standardize First Responder Training for Homeless	LAPD	Number of service referrals to Los Angeles Homeless Services Authority (LAHSA)	N/A	0	0	0		Because LAPD's HOPE team is no longer in service, LAPD does not provide referrals.
	3A - Standardize First Responder Training for Homeless	LAPD	Number of service referrals to other agencies	N/A	0	0	0		Because LAPD's HOPE team is no longer in service, LAPD does not provide referrals.
	3A - Standardize First Responder Training for Homeless	LAPD	Percent of HOPE Officers with MHIT Training	N/A	N/A	N/A	N/A		LAPD's HOPE team is no longer in service.
	3A - Standardize First Responder Training for Homeless	LAPD	Number of officers Citywide having completed Mental Health Intervention Training	4,171	4,784	4,794	4,794		From 2014 to June 3, 2022 4,794 LAPD officers have received the MHIT training. This number is not broken down by yearly quarters.
	3B - Develop Encampment Engagement Protocol	BOS	Amount of hazardous materials collected (lbs) (California definition, includes human waste)	N/A	79,651	95,712	81,908		
	3B - Develop Encampment Engagement Protocol	BOS	Amount of hazardous materials collected (lbs) (Federal definition)	N/A	41,282	42,564	40,688		
	3B - Develop Encampment Engagement Protocol	BOS	Impoundments from noticed clean ups	N/A	1,685	194	187		
3.2 - Policy: No Wrong Door / 4.3 - Program Systems: Street Outreach	3B - Develop Encampment Engagement Protocol	BOS	Impoundments from un-noticed clean ups	N/A	93	39	42		
	3B - Develop Encampment Engagement Protocol	BOS	Number of encampments	N/A	1,778	957	653		

New Strategy	Old Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2021-22	Q2 FY 2021-22	Q3 FY 2021-22	Q4 FY 2021-22	Headline Metrics	Notes
3.2 - Policy: No Wrong Door / 4.5 - Programs/Systems: Services	3B - Develop Encampment Engagement Protocol	BOS		N/A	N/A	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	N/A	N/A	Number placed in permanent housing	
	3E - Integration with County Health Sobering Centers	LAHSA	Number of clients placed in temporary housing upon discharge from sobering center	N/A	N/A	N/A	N/A		
	3D - Expansion of Jail In-Reach	LAPD	Number of people discharged to temporary housing	N/A	0	0	0	Number placed in temporary housing	Because LAPD's HOPE team is no longer in service, LAPD does not provide referrals.
	3D - Expansion of Jail In-Reach	LAPD	Number of persons identified in custody experiencing homelessness	N/A	0	0	0		LAPD does not track homeless status of persons in custody.
3.2 - Policy: No Wrong Door / 4.6 - Programs/Systems: Prevention/Overseer		LAPD	Number of persons in custody entered into CES or provided a referral by a service provider	N/A	0	0	0		Due to COVID-19 and the Zero Bail program, the program was not able to provide services
	3D - Expansion of Jail In-Reach	LAPD	Number of persons in custody interviewed by a service provider	N/A	0	0	0		Due to COVID-19 and the Zero Bail program, the program was not able to provide services
	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	N/A	329 Units	732 Units	516 Units	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	N/A	117	104	155	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, restated for Extremely Low Income, Very Low Income and Low Income households	N/A	Total: 1,789 Extremely Low: 56 Very Low: 16 Low: 159	Total: 736 Extremely Low: 31 Very Low: 10 Low: 69	Total: 2,255 Extremely Low: 233 Very Low: 9 Low: 88	Expansion of supply of affordable housing	
3.3 - Policy: Land Use & Housing	N/A	DCP	Number of housing units approved through implementation of the revised Density Bonus ordinance, including the number of affordable units restricted for (Extremely) Low Income, Very Low Income, and Low Income households	N/A	N/A	N/A	N/A	Expansion of supply of affordable housing	Update not yet adopted.
	N/A	DCP	Number of supportive housing units approved through implementation of the Permanent Supportive Housing ordinance	N/A	262	157	209	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	0	0	0	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	0	0	0	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	N/A	78% faster for PHP	13.6% faster for PHP 228 Days for PHP 200 Days for Priority Housing Entitlements	28.5% faster for PHP 268 Days for PHP 200 Days for Priority Housing Entitlements		
	N/A	DCP	Average entitlement timeline for Transit Oriented Communities projects as compared to stand-alone Density Bonus projects	N/A	TOC: 171 Days Non stand-alone DB 296 Days	223.61 Days for TOC No Stand Alone DB cases	140.46 Days for TOC cases		
	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	N/A		
	N/A	DCP	Number of existing affordable units identified through Mello Act compliance determinations, upon adoption of Mello Act ordinance	N/A	N/A	N/A	N/A		The proposed Mello Act Ordinance is currently in Form and Legality review with the City Attorney.
	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	N/A	45% faster for PSH cases	40.3% faster for PSH cases 120 Days for PSH Cases 200.88 Days for DIR	60.4% faster for PSH cases 88.33 Days for PSH Cases 223.11 Days for DIR		
	N/A	DCP	Number of Community Plan Updates and Transit Neighborhood Plans completed	N/A	0	0	0		No new Community Plan Updates or Transit Neighborhood Plans were adopted in Q3-Q4 of FY 21-22.

New Strategy	Old Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY2021-22	Q2 FY 2021-22	Q3 FY 2021-22	Q4 FY 2021-22	Headline Metrics	Notes
	N/A	DCP	Additional housing capacity created through Community Plan Updates and adoption of Transit Neighborhood Plans	N/A	0	0	0		No new Community Plan Updates or Transit Neighborhood Plans were adopted in Q3-Q4 of FY21-22.
	9I - Employment Development for Homeless Individuals with Pets	EWDD	Number of individuals recruited	462	501	421	425		EWDD WIOA Adult System data is reported here and does not include LARISE
	9I - Employment Development for Homeless Individuals with Pets	EWDD	Number of participants placed in transitional jobs program and co-enrolled in WIOA	462	501	421	425		EWDD WIOA Adult System data is reported here and does not include LARISE
	9I - Employment Development for Homeless Individuals with Pets	EWDD	Number of people placed in competitive employment	11	32	102	62		EWDD WIOA Adult System data is reported here and does not include LARISE
	9I - Employment Development for Homeless Individuals with Pets	EWDD	Participants provided with retention supports after social enterprise job experience	N/A	N/A	N/A	N/A		Applicable to LARISE only
	9L - Women's Homelessness - Employment Development	EWDD/LAHSa	Number of women employed	5	9	32	88	Number who gain employment or enroll in vocational training/education	Q1 data was updated from 4 to 5.
	9L - Women's Homelessness - Employment Development	EWDD/LAHSa	Number of women enrolled experiencing homelessness who are unemployed (or who do not report earned income)	156	313	378	290		Q1 data was updated from 69 to 156.
3.4 - Policy: Vulnerable Populations	N/A	LAHSa	Number of DV survivors who seek shelter and are placed in permanent housing	48	242	119	90	Number placed in permanent housing	
	N/A	LAHSa	Number of transgender individuals served, employed and housed	0	Served: 331 Employed: 3 Housed: 11	Served: 122 Employed: 0 Housed: 2	Served: 120 Employed: 1 Housed: 10		
	N/A	LAHSa	Length of time from enrollment to housing placement measured by population (gender, DV, TAN, LGBTQ, disabled, aging, persons with pets)	Female: 245 Male: 245 Other: 48 DV: 169 TAN: 168 LGBTQ: 168 Disabled: 177 Aging: 164 Not Disabled: 265 LGBTQ: 177 Aging: 164	Female: 166.34 Male: 177.78 Other: 82 DV: 169 TAN: 168 LGBTQ: 168 Disabled: 177 Aging: 164 Not Disabled: 265 LGBTQ: 177 Aging: 164	Data Not Collected: 111 Female: 247 Male: 245 Other: 48 DV: 169 TAN: 168 LGBTQ: 168 Disabled: 177 Aging: 164 Not Disabled: 265 LGBTQ: 177 Aging: 164	Female: 324 Male: 308 Client doesn't know Gender Data Not Collected: 326 Transgender: 246 TAN: 262 Bisexual: 192 Gay: 171 Lesbian: 205 No Disability: 281 Aging: 302	By days	
3.5 - Policy: Shd Row	N/A	CAC	Number of sites assessed for housing utilization	N/A	0	0	1	Expansion of supply of affordable housing	
	N/A	CAC	Number of sites assessed for service utilization	N/A	0	0	0		
	N/A	DCP and Mayor	Number of community meetings attended	N/A	14	20	20		
4A - Strengthen CES Technology, Staffing & Standardization		LAHSa	Average length of stay in crisis/bridge housing	103	103	127	139		
4A - Strengthen CES Technology, Staffing & Standardization		LAHSa	Length of time from assessment to housing match	367	Average: 533.09 Median: 275	Average: 446 Median: 251	Average: 365 Median: 281 Maximum: 1,366 Minimum: 7		
4A - Strengthen CES Technology, Staffing & Standardization		LAHSa	Need and acuity level of persons obtaining permanent housing	9	Average: 9.03 Score 0-3: 49 Score 4-7: 402 Score 8+: 1,045	Average: 9.06 Score 0-3: 32 Score 4-7: 162 Score 8+: 403	Average: 9.13 Score 0-3: 49 Score 4-7: 208 Score 8+: 441		
4A - Strengthen CES Technology, Staffing & Standardization		LAHSa	Number of households screened and matched to a housing resource through CES	216	704	535	291		

New Strategy	Old Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY2021-22	Q2 FY 2021-22	Q3 FY 2021-22	Q4 FY 2021-22	Headline Metrics	Notes
4.1 - Programs/Systems: Coordinated Entry System (CES)	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households that have moved into housing	369	2,861	875	1,227	Number placed in permanent housing	
	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households who have increased their income by source of income	242	2,212	907	1,110	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	87%	80%	81%	81%	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)	100	108.41	126	150		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Housing retention over the following year	86%	79%	82%	82%	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)	556 days	Average: 499.96 Median: 328 Maximum: 1,827 Minimum: 25	Average: 530 Median: 444 Maximum: 1,987 Minimum: 25	Average: 376 Median: 241 Maximum: 1,869 Minimum: 2		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Length of time from housing match to actual housing move-in (days)	N/A	505	123	74		
	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	0	N/A	N/A	N/A		
	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	N/A	249	113	82	Number who are prevented from becoming homeless or being discharged into homelessness	
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of households that receive services from multiple systems	N/A	N/A	N/A	N/A		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of matches being made from one SPA to another	N/A	3,579	4,768	3,945		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of referrals being made from one population system to another	N/A	N/A	N/A	N/A		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of TAY screened and matched to a housing resource through CES	8	39	26	22		
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of TAY who have moved into housing	27	201	38	83	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	0%	0%	0%	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	0	149	0	0	Number who are prevented from becoming homeless or being discharged into homelessness	

New Strategy	Old Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY2021-22	Q2 FY 2021-22	Q3 FY 2021-22	Q4 FY 2021-22	Headline Metrics	Notes
N/A	N/A	LAHSA	Average need and acuity level of persons or households who have obtained permanent housing (acuity score)	9%	Average: 9.53 Score 0-3: 92 Score 4-7: 402 Score 8+: 1,045	Average: 9.96 Score 0-3: 32 Score 4-7: 162 Score 8+: 403	Average: 9.13 Score 0-3: 49 Score 4-7: 208 Score 8+: 441		
	N/A	LAHSA	Number of households matched to permanent supportive housing resources through CES	206	699	514	276		
	N/A	LAHSA	Number of staff from CES participating agencies that participated in CTA trainings	N/A	110	2,945	3,154		
	N/A	LAHSA	Number of CES participating agencies that applied for and were awarded a capacity building grant	N/A	N/A	0	0		
	N/A	LAHSA	Number and types of technical assistance provided to CES System Matchers	N/A	<p>One off Training/Meetings (immediate issues addressed and immediate solutions): 37</p> <p>New Matcher Trainings: 10</p> <p>TA regarding Clarify HMS Issues: 18</p> <p>TA regarding Management System Issues: 29</p> <p>TA regarding CES compliance to the new CES policies and non-CES partnering agencies</p> <p>TA regarding compliance to the new CES policies: 22</p> <p>TA regarding Tiger Team Meetings: 3</p>	<p>SPA level weekly meetings: 100</p> <p>Technical Assistance for SPA Matchers (on-site, virtual, phone, email, meetings): 105</p> <p>onboardings, elevated resources: 136</p> <p>on-site trainings including SPA Matchers: 150</p> <p>Grand Total of all efforts: 362</p>	<p>SPA level weekly meetings: 105</p> <p>Technical Assistance for SPA Matchers (on-site, virtual, phone, email, meetings): 105</p> <p>onboardings, elevated resources: 136</p> <p>on-site trainings including SPA Matchers: 109</p> <p>Grand Total of all efforts: 350</p>		
	70 - Expanding Emergency Shelter and Improving Access	LAHSA	Average length of stay in shelter	140	121.35	158	175		
	70 - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of adults exiting bridge housing to permanent housing	14%	24%	10%	14%	Number placed in permanent housing	Q2-Q4 data represents percentage of A Bridge Home clients who exited to permanent housing
	70 - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of participants that see an increase in income	4%	37.50%	4%	4%	Number who gain employment or enroll in vocational training/education	
	70 - Expanding Emergency Shelter and Improving Access	LAHSA	Percent shelter and bridge housing utilization	61%	53.14%	67%	75%		
	N/A	EWDD	Number of A Bridge Home residents who have received job readiness and employment services.	9	20	51	26		Q1 data was updated from 4 to 9. Q1: 4 ABH and 5 CD 2 Tiny Home Villages. Q2: 5 ABH and 15 CD 2 Tiny Home Villages. Q3-4: Includes ABH and SF Valley Tiny Home Villages)
4.2 - Programs/Systems: Shelter	N/A	EWDD		N/A	N/A	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	619	1,445	916	782	Number placed in temporary housing	
	N/A	LAHSA	Average length of stay in interim housing for all exits during the reporting period.	123	121	158	175		
	N/A	LAHSA	Number of persons that exited in Permanent Housing	120	325	239	195	Number placed in permanent housing	Data reported includes clients in all programs who exited to permanent housing
	N/A	LAHSA	Number of persons exiting bridge housing to permanent housing	120	20	5	10		Q2-Q4 data represents A Bridge Home clients who exited to permanent housing
	N/A	LAHSA, Mayor, CAO	Number of new sites that became operational	N/A	4	2	1		

New Strategy	Old Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY 2021-22	Q2 FY 2021-22	Q3 FY 2021-22	Q4 FY 2021-22	Headline Metrics	Notes
4.3 - Programs/Systems: Street Outreach	N/A	LAHSA, Mayor, CAO	Number of emergency beds added to system	N/A	0	0	0		
	N/A	LAHSA	Number of people engaged who are linked to a permanent housing resource by City Funded Outreach Teams	28	8	13	14	Number placed in permanent housing	
	N/A	LAHSA	Number of people provided services or attained referrals by City Funded Outreach Teams	5,714	4,579	5,003	6,294		
	N/A	LAHSA	Number of Departments participating in Street Outreach Strategy Workgroup	N/A	N/A	N/A	N/A		
	N/A	LAHSA	Number of people engaged who successfully attain crisis or bridge housing by City Funded Outreach Teams	821	872	887	786	Number placed in temporary housing	
	N/A	LAHSA	Number of people contacted by a City Funded Outreach Team	5,736	4,573	5,044	6,300		
	N/A	LAHSA	Number of people engaged by a City Funded Outreach Team	4,825	2,837	3,012	4,098		
	N/A	Mayor	Number of new, revised policies/procedures implemented	N/A	N/A	N/A	N/A		
	N/A	Mayor	Number of people trained in each department	N/A	N/A	N/A	N/A		
	N/A	Mayor	Number of Departments participating in UHRC	N/A	N/A	N/A	N/A		
	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people connected to CES and permanently housed	23	13	18	8	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	2	1	1	1		
4.4 - Programs/Systems: Supportive Housing	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people served	5,838	4,617	5,024	6,381	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	26	26	Expansion of supply of affordable and homeless housing	
	N/A	HACLA	Vouchers dedicated to permanent supportive housing	N/A	N/A	N/A	N/A		
	N/A	HACLA	Percent of vouchers dedicated to permanent supportive housing	N/A	N/A	N/A	N/A		
	N/A	LAHD/HACLA	Number of permanent supportive housing units created	483	666	520	440	Expansion of supply of affordable housing	
	N/A	LAHD/HACLA	Number of households placed into permanent housing through CES	345	361	220	365	Number placed in permanent housing	
	9A - Employ Homeless Adults by Supporting Social Enterprise	EWOD	Number of participants placed in transitional job program and co-controlled in WDA	189	265	309	103		LA-RBE City GF and Measure H data only
	9A - Employ Homeless Adults by Supporting Social Enterprise	EWOD	Number of people placed in competitive employment	6	14	19	136	Number who gain employment or enroll in vocational training/education	LA-RBE City GF and Measure H data only (direct job placements only)

New Strategy	Old Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY2021-22	Q2 FY 2021-22	Q3 FY 2021-22	Q4 FY 2021-22	Headline Metrics	Notes
4.5 - Programs/Systems/ Services	9A - Employ Homeless Adults by Supporting Social Employment Development Programs for Homeless Youth	EWDD	Number of individuals recruited	189	265	309	103		LARISE City GF and Measure H data only
	9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	EWDD/ Personnel	Number of individuals recruited	59	76	81	109		Number of individuals identifying as homeless in the City of Laramie, Wyoming through the Targeted Local Hire Program (TLH)
	9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	EWDD/ Personnel	Number of participants placed in transitional job program and co-enrolled in WIDA	189	N/A	N/A	N/A		
	9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	EWDD/ Personnel	Number of people placed in competitive employment	16	13	7	6	Number who gain employment or enroll in vocational training/education	Number of individuals identifying as homeless in the City of Laramie, Wyoming through the Targeted Local Hire Program (TLH)
	9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	EWDD/ Personnel	Participants provided with retention supports after social enterprise job experience	N/A	N/A	N/A	N/A		
	9C - Employment Development Programs for Homeless Youth	EWDD	Number of participants placed in transitional job program and co-enrolled in WIDA	80	97	163	101		LARISE and WIDA Adult & Youth Systems Data. Q1 data was updated from 53 to 60.
	9C - Employment Development Programs for Homeless Youth	EWDD	Number of people placed in competitive employment	2	7	54	78		LARISE and WIDA Adult & Youth Systems Data. Q1 data was updated from 0 to 2.
	9C - Employment Development Programs for Homeless Youth	EWDD	Participants provided with retention supports after social enterprise job experience	0	0	23	66		LARISE Programs only (LARISE City GF and Measure H and LARISE Youth Academy)
	N/A	EWDD/ LAHSA	Number of referrals made based on HMIS data	N/A	N/A	N/A	N/A		
	N/A	LAHSA	Number of trainings offered to LAHSA-contracted service providers	26	24	14	16		
	N/A	LAHSA	Number of programs targeting special and under-represented populations	N/A	N/A	N/A	N/A		
	N/A	LAHSA	Number of persons who have increased their income enrolled in LAHSA-funded programs	242	2,212	907	1,110		
	N/A	LAHSA	Number of trainings hosted for homeless service staff	33	49	69	67		
	N/A	LAPD	Total number of Naloxone kits distributed to LAPD field officers	N/A	0	0	0		
	N/A	LAPD	Total number of Naloxone trainings deployed by LAPD Officers	N/A	0	0	0		
9E - Homelessness Prevention for Former Foster Care Youth	N/A	LAPD	Lives saved by deployment of Naloxone by LAPD Officers for people experiencing homelessness	N/A	0	0	0		
	9E - Homelessness Prevention for Former Foster Care Youth	LAHSA	Number of youth housed or connected with services	481	N/A	N/A	N/A		
	N/A	LAHSA, CIFD	Number of persons at imminent risk of experiencing homelessness diverted	N/A	N/A	N/A	N/A		
	N/A	LAHSA, CIFD	Number of staff who have been trained on diversion practices	N/A	N/A	N/A	N/A		
	N/A	LAHSA, CIFD	Number of agencies that have implemented diversion practices	N/A	N/A	N/A	N/A		

New Strategy	Old Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY2021-22	Q2 FY 2021-22	Q3 FY 2021-22	Q4 FY 2021-22	Headline Metrics	Notes
4.6 - Programs/Systems: Prevention/Diversion	N/A	EWDD	Number of youth housed or connected with services	243	256	265	232		LARISE and WIOA Adult & Youth Systems Data. Q1 data was updated from 53 to 243
	N/A	LAHSA	Number of families who were able to successfully prevent imminent homelessness	N/A	52	0	0		
	N/A	LAHSA	Number of homeless people diverted	1	15	13	11		
	N/A	LAHSA	Percentage of persons that return to homelessness	0	30.0%	26%	24%		
	N/A	LAHSA	Number of referrals made based on HMIS data	N/A	N/A	N/A	N/A		
	N/A	LAHSA	Number who are prevented from becoming homeless or being discharged into homelessness	0	N/A	N/A	N/A		
	N/A	LAHSA	Number of programs targeting special and under-represented populations	N/A	N/A	N/A	N/A		
	N/A	LAHSA, LAPD	Number who are prevented from becoming homeless or being discharged into homelessness	N/A	N/A	N/A	N/A		
	7B - Expand Rapid Re-Housing	LAHSA	Days from program entry into Housing	216	177.13	265	337		
	7B - Expand Rapid Re-Housing	LAHSA	Increase in income from all sources	155	1,008	743	922	Number who gain employment or enroll in vocational training/education	
4.7 - Programs/Systems: Rapid Rehousing	7B - Expand Rapid Re-Housing	LAHSA	Number placed in Permanent Housing	149	789	391	823	Number placed in permanent housing	
	7B - Expand Rapid Re-Housing	LAHSA	Percent retaining housing after 12 months	91%	77%	80%	82%	Number who retain housing from the date of placement	
	7B - Expand Rapid Re-Housing	LAHSA	Total participants enrolled	345	2,060	712	1,034		
	N/A	LAHSA	Number of persons who retained permanent housing (for 6 months from date of placement)	362	1,683	865	798	Number who retain housing from the date of placement	
	N/A	LAHSA	Number of persons or households newly enrolled	345	2,060	712	1,034		
	N/A	LAHSA	Number of persons or households currently enrolled in RRH	2,811	15,074	9,663	9,784		
	N/A	LAHSA	Number of participants that have moved into rapid re-housing	1,687	7,775	5,700	6,171		
	N/A	LAHSA	Number of persons that exit to any destination	327	1,487	756	1,301		
	N/A	LAHSA	Number of persons who were referred to employment services	8	61	39	22		
	N/A	LAHSA	Number of persons who obtained benefits	19	182	148	195		

New Strategy	Old Strategy	Lead Agency	Strategy-Specific Metric	Q1 FY2021-22	Q2 FY 2021-22	Q3 FY 2021-22	Q4 FY 2021-22	Headline Metrics	Notes
4.8 - Programs/Systems: Affordable Housing	N/A	LAHSA	Days from RRH program entry into housing	216	177.13	265	337		
	N/A	LAHSA	Total participants enrolled in RRH	345	2,080	712	1,034		
	7D - Using Public Land for Affordable and Homeless Housing	CAC	Number of sites assessed through AHOS program	N/A	0	0	6		
	7D - Using Public Land for Affordable and Homeless Housing	CAC	Number of sites identified for affordable housing through AHOS program	N/A	0	0	0		
	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	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	48	19	70	76		
	7H - Facilitate Utilization of Federal Housing Subsidies	HACLA	Number of landlords receiving incentive payment	0	19	55	114	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	0	0	Expansion of supply of affordable and homeless housing	
	7S - Preservation of Affordability Covenants	LAHD	Number of owners outreached regarding extending affordability covenants or renewal of housing assistance contracts	0	0	0	1		
	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	28	52	83	41	Number who are prevented from becoming homeless or being discharged into homelessness	
	N/A	LAHD	Number of affordable housing units produced	82	505	117	211		
	N/A	LAHD	Number of affordable unit covenants extended	0	0	0	0		
	N/A	LAHSA	Number who are prevented from becoming homeless of being discharged into homelessness	0	31	10	3		

New Strategy	Old Strategy	Lead Agency	Strategy/Specific Metric	Q1 FY2021-22	Q2 FY2021-22	Q3 FY 2021-22	Q4 FY 2021-22	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	237	101	360	173	
	10A - Full Funding for Affordable Housing Trust Fund	CAO/CLA/ LAHD	Bonds issued for permanent supportive housing and facilities for persons experiencing homelessness	N/A	12	9	6	
	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	N/A	320 Units	732 Units	516 Units	
3.3 - Policy: Land Use & Housing	7K - Development of Second Dwelling Units Pilot Program	DCP	Number of second dwelling units approved upon adoption of City second dwelling unit ordinance	N/A	117	104	155	
	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	N/A	Total: 1,799 Extremely Low: 181 Very Low: 18 Low: 159	Total: 736 Extremely Low: 56 Very Low: 31 Low: 10	Total: 2,255 Extremely Low: 233 Very Low: 9 Low: 89	
	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	N/A	
	N/A	DCP	Number of supportive housing units approved through implementation of the Permanent Supportive Housing ordinance	N/A	262	157	209	
	N/A	DCP	Number of transitional housing units approved through implementation of the Interim Motel Conversion ordinance	N/A	0	0	0	
	N/A	DCP	Number of supportive housing units approved through implementation of the Interim Motel Conversion ordinance	N/A	0	0	0	
	N/A	CAO	Number of sites assessed for housing utilization	N/A	0	0	1	
	4E - Supportive Services Standards for Subsidized Housing	HACLA	Number of agencies providing supportive services according to HACLA's definition and quality standards	26	26	26	26	
	N/A	LAHD/HACLA	Number of permanent supportive housing units created	493	696	520	440	
	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	0	6	
4.8 - Programs/Systems: Affordable Housing	7S - Preservation of Affordability Covenants	LAHD	Number of at-risk properties and units preserved through Financial & Non-Financial Transactions	0	0	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	14	8	7	6	
3.2 - Policy: No Wrong Door / 4.5 - Programs/Systems: Services	3E - Integration with County Health Sobering Centers	LAHSA	Number of clients placed in permanent housing upon discharge from a sobering center	N/A	N/A	N/A	N/A	
3.4 - Policy: Vulnerable Populations	N/A	LAHSA	Number of DV survivors who exit shelter and are placed in permanent housing.	48	242	119	90	
4.1 - Programs/Systems: Coordinated Entry System (CES)	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households that have moved into housing	389	2,661	875	1,227	
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Number of TAY who have moved into housing	27	201	38	83	
	7O - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of adults exiting bridge housing to permanent housing	14%	24%	10%	14%	Q2-Q4 data represents percentage of A Bridge Home clients who exited to permanent housing
4.2 - Program/Systems: Shelter	N/A	LAHSA	Number of persons that exited in Permanent Housing	120	325	239	195	Data reported includes clients in all emergency/crisis shelter programs who exited to permanent housing

New Strategy	Old Strategy	Lead Agency	Strategy/Specific Metric	Q1 FY2021-22	Q2 FY2021-22	Q3 FY 2021-22	Q4 FY 2021-22	Notes
4.3 - Program/System: Street Outreach	N/A	LAHSA	Number of people engaged who are linked to a permanent housing resource by City Funded Outreach Teams	26	8	13	14	
	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people connected to CES and permanently housed	23	13	18	8	
4.4 - Program/System: Supportive Housing	N/A	LAHD/HACLA	Number of households placed into permanent housing through CES	345	361	220	355	
4.7 - Program/System: Rapid Rehousing	7B - Expand Rapid Re-Housing	LAHSA	Number placed in Permanent Housing	149	789	391	823	
4.8 - Program/System: Affordable Housing Subsidies	7H - Facilitate Utilization of Federal Housing Subsidies	HACLA	Number of landlords receiving incentive payment	0	19	55	114	
Number placed in temporary housing								
3.2 - Policy: No Wrong Door / 4.3 - Program/System: Street Outreach	3A - Standardize First Responder Training for Homeless	LAHSA	Number of persons placed in temporary housing through contact with HOPE Team	136	172	271	306	
	3B - Develop Encampment Engagement Protocol	BOS		N/A	N/A	N/A	N/A	
3.2 - Policy: No Wrong Door / 4.6 - Program/System: Prevention/Diversion	3D - Expansion of Jail In-Reach	LAPD	Number of people discharged to temporary housing	N/A	0	0	0	Because LAPD's HOPE team is no longer in service, LAPD does not provide referrals.
4.2 - Program/System: Shelter	N/A	LAHSA	Persons moved from street to shelter	619	1,445	916	782	
4.3 - Program/System: Street Outreach	N/A	LAHSA	Number of people engaged who successfully attain crisis or bridge housing by City Funded Outreach Teams	821	672	697	786	
	6B - Establish Citywide Safe Parking Program	LAHSA	Number of people served	5,836	4,617	5,024	6,381	
Number who are prevented from becoming homeless or being discharged into homelessness								
4.1 - Program/System: Coordinated Entry System (CES)	4F - Integration and Strengthening of Family and TAY	LAHSA	Number of families receiving prevention services through CES in order to stabilize and maintain existing housing	N/A	249	113	82	
	4F - Integration and Strengthening of Family and TAY	LAHSA	Percentage of families who were able to successfully prevent imminent homelessness	0%	0%	0%	0%	
	N/A	LAHSA	Number and percent of families receiving prevention services through CES in order to stabilize and maintain existing housing	0	N/A	N/A	N/A	
4.8 - Program/System: Affordable Housing	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	28	52	83	41	
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	5	9	32	88	Q1 data was updated from 4 to 5
4.1 - Program/System: Coordinated Entry System (CES)	4A - Strengthen CES Technology, Staffing & Standardization	LAHSA	Number of households who have increased their income by source of income	242	2,212	907	1,110	
4.2 - Program/System: Shelter	7O - Expanding Emergency Shelter and Improving Access	LAHSA	Percent of participants that see an increase in income	4%	37.50%	4%	4%	
	N/A	EWDD		N/A	N/A	N/A	N/A	Not tracking vocational training as direct outcome
	9A - Employ Homeless Adults by Supporting Social Enterprise	EWDD	Number of people placed in competitive employment	6	14	19	136	LA-RISE City GF and Measure H data only (direct job placements only)
4.5 - Program/System: Services	9B - City Recruitment, Training and Hiring Process for Homeless/Recently Homeless	EWDD/ Personnel	Number of people placed in competitive employment	16	13	7	6	Number of individuals identifying as homeless or formerly homeless were hired through the Targeted Local Hire Program (TLHP).
4.7 - Program/System: Rapid Rehousing	7B - Expand Rapid Re-Housing	LAHSA	Increase in income from all sources	155	1,008	743	922	

New Strategy	Old Strategy	Lead Agency	Strategy/Specific Metric	Q1 FY2021-22	Q2 FY2021-22	Q3 FY 2021-22	Q4 FY 2021-22	Notes
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	87%	80%	81%	81%	
	4F - Integration and Strengthening of Family and TAY CES	LAHSA	Housing retention over the following year	89%	76%	82%	82%	
	7B - Expand Rapid Re-Housing	LAHSA	Percent retaining housing after 12 months	91%	77%	80%	82%	
4.7 - Programs/Systems: Rapid Rehousing	N/A	LAHSA	Number of persons who retained permanent housing (for 6 months from date of placement)	382	1,683	865	798	

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