



## California Interagency Council on Homelessness

# Homeless Housing, Assistance and Prevention Round 4 Application

## Application Information

**Application Due Date: 11/29/2022**

This Cognito platform is the submission portal for the Cal ICH HHAP-4 Application. You will be required to upload a full copy of the HHAP-4 Data Tables Template and enter information into the portal from specific parts of the HHAP-4 Local Homelessness Action Plan and Application Template as outlined below.

Please review the following HHAP-4 resources prior to beginning this application:

- [Homeless Housing, Assistance, and Prevention Program Statute](#)
- [HHAP-4 Local Homelessness Action Plan & Application Template](#) and
- [HHAP-4 Data Tables](#)

## Application Submission for HHAP-4 Funding

Using the [HHAP-4 Local Homelessness Action Plan & Application Template](#) as a guide, applicants must provide the following information in the applicable form section (see below) to submit a complete application for HHAP-4 funding:

1. **Part I: Landscape Analysis of Needs, Demographics, And Funding:** the information required in this section will be provided in Tables 1, 2, and 3 of the HHAP-4 Data Tables file uploaded in the *Document Upload* section.
2. **Part II: Outcome Goals and Strategies for Achieving Those Goals:** the information required in this section will be provided in Tables 4 and 5 of the HHAP-4 Data Tables file uploaded in the *Document Upload* section, **AND** copy and pasted into the fields in the *Outcome Goals and Strategies* section of this application form.
3. **Part III: Narrative Responses:** the information required in this section will be provided by entering the responses to the narrative questions within the *Narrative Responses* section of this application form. Applicants are **NOT** required to upload a separate document with the responses to these narrative questions, though applicants may do so if they wish. The responses entered into this

Cognito form will be considered the official responses to the required narrative questions.

4. **Part IV: HHAP-4 Funding Plans and Strategic Intent Narrative:** the information required in this section will be provided in Tables 6 and 7 (as applicable), of the HHAP-4 Data Tables file uploaded in the *Document Upload* section, **AND** copy and pasted into the fields in the *Funding Plan Strategic Intent* section of this application form.
5. **Evidence of meeting the requirement to agendize the application at a meeting of the governing board** will be provided as a file upload in the *Document Upload* section.

## **How to Navigate this Form**

This application form is divided into **seven sections**. The actions you must take within each section are described below.

- **Applicant Information:** In this section, indicate (1) whether you will be submitting an individual or joint application, (2) list the eligible applicant jurisdiction(s), and (3) provide information about the Administrative Entity.
- **Document Upload:** In this section, upload (1) the completed HHAP-4 Data Tables as an Excel file, (2) evidence of meeting the requirement to agendize the application at a regular meeting of the governing board where public comments may be received, and (3) any other supporting documentation you may wish to provide to support your application.
- **Part I. Landscape Analysis:** In this section, answer the questions confirming that Tables 1, 2, and 3 have been completed and included in the HHAP-4 Data Tables file uploaded in the previous section.
- **Part II. Outcome Goals and Strategies:** In this section, copy and paste your responses from Tables 4 and 5 of the completed HHAP-4 Data Tables.
- **Part III. Narrative:** In this section, enter your responses from Part III of the HHAP-4 Local Homelessness Action Plan & Application Template.
- **Part IV. HHAP-4 Funding Plan Strategic Intent Narrative:** In this section, enter your responses from Tables 6 and 7 of the completed HHAP-4 Data Tables file, and answer the narrative questions.
- **Certification:** In this section, certify that the information is accurate and submit the application.

Prior to the submission deadline, you can save your progress in this application and come back to it later by clicking the save button. This will provide you with a link to the saved application, and there will be an option to email that link to the email address(es) of your choosing.

After submitting the application, you will not be able to make changes to your responses unless directed by Cal ICH staff.

**I have reviewed the HHAP-4 statute, FAQs, and application template documents**

Yes

**I am a representative from an eligible CoC, Large City, and/or County**

Yes

## **Applicant Information**

List the eligible applicant(s) submitting this application for HHAP-4 funding below and check the corresponding box to indicate whether the applicant(s) is/are applying individually or jointly.

### **Eligible Applicant(s) and Individual or Joint Designation**

Individual

This application represents the individual application for HHAP-4 funding on behalf of the following eligible applicant jurisdiction(s):

### **Eligible Applicant Name**

Los Angeles County

## **Administrative Entity Information**

Funds awarded based on this application will be administered by the following Administrative Entity:

### **Administrative Entity**

Chief Executive Office

### **Contact Person**

Bill Taylor

### **Title**

Principal Analyst

### **Contact Person Phone Number**

(213) 247-6976

### **Contact Person Email**

btaylor@ceo.lacounty.gov

### **\*Agreement to Participate in HDIS and HMIS**

By submitting this application, we agree to participate in a statewide Homeless Data Integration System, and to enter individuals served by this funding into the local Homeless Management Information System, in accordance with local protocols.

## Document Upload

Upload the completed [HHAP-4 Data Tables](#) (in .xlsx format), evidence of meeting the requirement to agendaize the application at a regular meeting of the governing body where public comments may be received (such as a Board agenda or meeting minutes), and any other supporting documentation.

### **HHAP-4 Data Tables**

LA County HHAP4 Application Tables 3-24-23 Final Revision submitted to Cal ICH.xlsx

### **Governing Body Meeting Agenda or Minutes**

Proof that the LA County HHAP 4 Application was on the 2-7-23 LA County Board Agenda.docx

### **Optional Supporting Documents**

4-11-22 New Framework to End Homelessness in LA County- Board Approved.pdf

## **Part I. Landscape Analysis of Needs, Demographics, and Funding**

**Table 1 is fully completed and included in the HHAP-4 Data Tables file uploaded in the previous section.**

Yes

**Table 2 is fully completed and included in the HHAP-4 Data Tables file uploaded in the previous section.**

Yes

**Table 3 is fully completed and included in the HHAP-4 Data Tables file uploaded in the previous section.**

Yes

## Part II. Outcome Goals and Strategies for Achieving Those Goals

Copy and paste your responses to Tables 4 and 5 from the [HHAP-4 Data Tables](#) into the form below. All outcome goals are for the period between July 1, 2022 and June 30, 2025.

### Table 4: Outcome Goals

**Name of CoC**

CA-600 Los Angeles City & County CoC

#### 1a. Reducing the number of persons experiencing homelessness.

**Goal Statement**

By the end of the performance period, HDIS data for the LA CoC will show 81,485 total people accessing services who are experiencing homelessness annually, representing 807 more people and a 1% increase from the baseline.

**Goal Narrative**

The Los Angeles CoC continues to expand outreach, interim housing, and permanent housing programs which we predict will allow us to slightly increase the # of people experiencing homelessness annually that we can serve. There is some uncertainty around this measure because while we are expanding services we are also losing critical one time pandemic federal funding through programs like ESG-CV and Emergency Housing Vouchers that will diminish our capacity to continue some programs at the same time that we are expanding others.

<b>Baseline Data</b>	<b>Change in # of People</b>	<b>Change as % of Baseline</b>	<b>Target Annual Estimate of # of people accessing services who are experiencing homelessness</b>
80,678	807	1%	81,485

**Decrease/Increase in # of People**

Increase

#### Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

**Describe any underserved and/or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:**

Given the high rate of Black, AIAN, and Transgender people experiencing homelessness, and the spike in Hispanic/Latino homelessness including first time homelessness, we will focus on reducing this population's homelessness in the coming year. We are committed to equity and justice, and are continuing to work to ensure that services are culturally competent, trauma informed, and that we are working to serve higher percentages of overrepresented groups to try to reduce the overrepresentation of marginalized and disproportionately impacted groups.

**Describe the trackable data goal(s) related to this Outcome Goal:**

In HHAP 3 the LA CoC focused on the lack of homeless services/programs that are culturally focused on meeting the needs of the AIAN population and the transgender population. LA County is committed to work to create best practices for providers working with and serving AIAN populations as well as the transgender community, including:

\*Adding at least one training on AIAN-culturally sensitive programming to our Centralized Training Academy to improve services for AIAN people experiencing homelessness

\*Adding at least one training on transgender-culturally sensitive programming to our Centralized Training Academy to improve services and outcomes for Transgendered people experiencing homelessness

\*Implementing two AIAN-specific programs to increase AIAN access to services and exits to permanent housing

In HHAP 4 the LA CoC will add one additional goal based on the findings of the 2022 HC and System KPIs which showed that only 15% of Latinos experiencing homelessness moved from interim housing to permanent housing. The LA CoC will seek to increase this to the current system average of 17%.

## **1b. Reducing the number of persons experiencing homelessness on a daily basis**

### **Goal Statement**

By the end of the performance period, data for the LA CoC will show 36,702 total people experiencing unsheltered homelessness daily, representing 9,176 fewer people and a 20% reduction from the baseline.

### **Goal Narrative**

The Los Angeles CoC originally projected in our HHAP 3 Local Homeless Action Plan that we would not be able to decrease the # of people experiencing unsheltered homelessness daily. In September 2022 we released the 2022 Point-in-Time Count that showed 45,878 people experiencing unsheltered homelessness in the LA CoC as compared to 46,090 people experiencing unsheltered homelessness in the 2020 Point-in-Time Count. While this data is promising and the LA CoC has set an ambitious goal to reduce unsheltered homelessness by 20%, the LA CoC strongly encourages Cal ICH to not predicate HHAP 4 bonus funding for Local Homeless Action Plans and Outcome Goals using the Point-in-Time Count as a measure. The LA CoC found that the reductions in the # of people experiencing unsheltered homelessness in 2022 was likely caused by a reduction in people falling into homelessness as a result of eviction moratorium and federal rental assistance programs. Some eviction moratoriums have already expired and the remaining moratoriums will expire in 2023. Many rental assistance programs have already ended. The loss of these critical protections and programs cannot be made up by the homeless response system which will also experience a reduction in funding in 2023. Our homeless response system is committed to ambitious goals, but also realizes that we do not control the causes of homelessness.

<b>Baseline Data</b>	<b>Change in # of People</b>	<b>Change as % of Baseline</b>	<b>Target Daily Estimate of # of people experiencing unsheltered homelessness</b>
45,878	9,176	-20%	36,702

### **Decrease/Increase in # of People**

Decrease

## **Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness**

**Describe any underserved and/or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:**

Black, Hispanic/Latino, and American Indian people are overrepresented in the homeless population, and require targeted efforts in outreach and homeless programs to ensure they are served and housed.

**Describe the trackable data goal(s) related to this Outcome Goal:**

In HHAP 3 the LA CoC focused on expanding equity efforts including:

- \*Adding an equity permanent housing goal
- \*Adding an equity housing placement tool
- \*Ensuring Black and AIAN representation in lived experience boards

In HHAP 4 the LA CoC will focus on the goals above and expanding equity efforts by creating 1 Latino Homelessness Working Group.

## 2. Reducing the number of persons who become newly homeless.

## 2. Reducing the number of persons who become newly homeless.

### Goal Statement

By the end of the performance period, HDIS data for the LA CoC will show 36,248 total people become newly homeless each year, representing 366 fewer people and a 1% reduction from the baseline.

### Goal Narrative

The Los Angeles CoC saw a 19% decrease in the # of people becoming homeless between 2018 and 2020, but we recognize that there were many economic factors impacting the # of people who fall into homelessness that were negatively impacted during the COVID-19 pandemic. As stated above, LA is predicting a significant impact from expiring eviction moratoriums in 2023. Los Angeles's 2022 Point-in-Time Count showed that these impacts are being disproportionately felt by Hispanic/Latino and immigrant populations in LA.

Baseline Data	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people who become newly homeless each year
36,614	366	-1%	36,248

### Decrease/Increase in # of People

Decrease

## Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness

**Describe any underserved and/or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:**

Black and Hispanic/Latino people are overrepresented in first time homelessness. We are working to ensure that problem solving and prevention is advertised more prominently in communities where Black and Hispanic/Latino people are more heavily represented, for example Most Disadvantaged Communities.

### Describe the trackable data goal(s) related to this Outcome Goal:

In HHAP 3 the LA CoC focused on expanding problem solving and prevention including:

- \*Ensuring problem solving and prevention are utilized in Most Disadvantaged Communities
- \*Expanding problem solving to the County's Office of Diversion and Reentry and Public Defender and private organizations providing reentry service
- \* Expanding problem solving to faith-based organizations
- \* Collecting and publishing data on BIPOC tenant retention



In HHAP 4 the LA CoC will add one additional goal to expand problem solving to three community-based nonprofits providing immigrant services.

### 3. Increasing the number of people exiting homelessness into permanent housing.

### 3. Increasing the number of people exiting homelessness into permanent housing.

**Goal Statement**

By the end of the performance period, HDIS data for the LA CoC will show 9,166 total people exiting homelessness into permanent housing annually, representing 679 more people and a 8% increase from the baseline.

**Goal Narrative**

The Los Angeles CoC will achieve an 8% increase on this System Performance Measure, but also requests the ability to provide supplemental data to CallCH on permanent housing placements. This System Performance Measure does not capture the majority of the LA CoC's permanent housing placements for three reasons. 1) The LA CoC has worked closely with mainstream systems to expand the supply of permanent supportive housing in LA including significant investments in permanent supportive housing from public housing authorities, the County Department of Health Services and the County Department of Mental Health. In order to secure these investments these systems required that permanent supportive housing developers and service providers enter their performance data into data systems outside of the LA CoC's HMIS. The LA CoC is working closely with the County to create a data warehouse of County data systems and HMIS data, but this data will live outside the LA CoC's HMIS, meaning that it will not be captured by HDIS. 2) The LA CoC has worked closely with the California Policy Lab to create System Key Performance Indicators that measure rapid rehousing and permanent supportive housing placements and has found that data for permanent housing placements is more accurate when data elements not included in this System Performance Measure are included such as record of rapid rehousing rental payments. Homeless service providers are not provided the funding they need to provide 100% accurate data in HMIS and, as result, it is the responsibility of the CoC to constantly be analyzing HMIS data to see how to improve data collection including looking at all measures of permanent housing placements to measure performance. 3) Because resources for rapid rehousing and permanent supportive housing are not scaled to meet the need of people experiencing homelessness in the LA CoC, the CoC utilizes a broad range of permanent housing options to increase permanent housing placements, including strategies like problem solving, shared housing, shallow subsidy, affordable housing and mainstream voucher programs. We recognize that programs like the Emergency Housing Voucher program are not supportive housing because these vouchers are often not paired with services. As a result, we do not categorize these permanent housing placements as rapid rehousing or permanent supportive housing and they are not captured by this System Performance Measure. The LA CoC requests the opportunity to provide supplemental data on permanent housing placements to CallCH to reflect all permanent housing placements by the CoC, which was closer to 20,000 placements in 2021.

<b>Baseline Data</b>	<b>Change in # of People</b>	<b>Change as % of Baseline</b>	<b>Target Annual Estimate of # of people exiting homelessness into permanent housing</b>
8,487	679	8%	9,166

**Decrease/Increase in # of People**  
Increase

### Describe Your Related Goals for Underserved Populations and

## Populations Disproportionately Impacted by Homelessness

**Describe any underserved and/or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:**

Black, Hispanic/Latino, and American Indian people are overrepresented in the homeless population. Hispanic/Latinos are not currently accessing housing programs at a proportional rate. To correct for this, we are using equity indicators to center equity in resource allocation and prioritization.

**Describe the trackable data goal(s) related to this Outcome Goal:**

In HHAP 3 the LA CoC focused on establishing a Permanent Supportive Housing Advisory Board and soliciting feedback from permanent supportive housing providers to increase utilization of permanent supportive housing by Black and American Indian/Alaskan Native people experiencing homelessness.

In HHAP 4 the LA CoC will focus on continuing work on the goal above and add rapid rehousing programs dedicated specifically to at least 8 access centers to increase the number of BIPOC unsheltered PEH who can access permanent housing

### 4. Reducing the length of time persons remain homeless.

### 4. Reducing the length of time persons remain homeless.

#### Goal Statement

By the end of the performance period, HDIS data for the LA CoC will show 170 days as the average length of time that persons are enrolled in street outreach, emergency shelter, transitional housing, safehaven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs annually, representing 11 fewer days and a 6% reduction from the baseline.

#### Goal Narrative

The LA CoC has set a strategic goal to reduce unsheltered homelessness in Los Angeles and our critical strategy to achieve this goal is to increase permanent housing placements from interim housing and reduce the length of time that people experiencing homelessness utilize interim housing before placement into permanent housing. Implementation of this strategy is being supported by the dedication of housing navigation resources to all interim housing programs in Los Angeles County and a team of technical advisors who are supporting interim housing programs to increase their capacity to get interim housing participants document-ready for permanent housing placement. The CoC is also monitoring data quarterly to ensure that housing navigation is being assigned and is resulting in successful permanent housing placements for specific populations including Black and Hispanic/Latino interim housing participants.

Baseline Data	Change in # of Days	Change as % of Baseline	Target Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safehaven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs
181	11	-6%	170

**Decrease/Increase in # of Days**

Decrease

## Describe Your Related Goals for Underserved Populations and

## Populations Disproportionately Impacted by Homelessness

**Describe any underserved and/or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:**

Black and Hispanic/Latinos, especially those who are multi-race, have longer lengths of homelessness overall, between 184 and 217 days. Multi-race have 217, Black have 196, and Hispanic/Latino have 184 days on average. Veterans have especially long lengths of stay as well, at 251 days. We are committed to working to eliminate barriers and extended periods of homelessness for these groups, including by addressing landlord discrimination, assisting with access to income, and continuing to center equity in how we prioritize resources.

**Describe the trackable data goal(s) related to this Outcome Goal:**

In HHAP 3 the LA CoC focused on expanding equity efforts including:

- \* Reducing the number of days veterans experience homelessness by meeting with the VA 12 times per year to coordinate services

- \* Ensuring Housing Navigation connected proportionally to Black PEH to increase permanent housing outcomes for Black PEH.

- \* Tracking equity data on a quarterly basis

In HHAP 4 the LA CoC will continue the goals above and ensure that at least 500 Black and Hispanic/Latino PEH in interim housing are assisted by housing navigation to successfully move into permanent housing per year

### 5. Reducing the number of persons who return to homelessness within two years after exiting homelessness to permanent housing.

### 5. Reducing the number of persons who return to homelessness within two years after exiting homelessness to permanent housing.

#### Goal Statement

By the end of the performance period, HDIS data for the LA CoC will show 10% of people return to homelessness within 6 months after having exited homelessness to permanent housing, representing a 9% reduction from the baseline.

#### Goal Narrative

Baseline data on returns to homelessness in the LA CoC showed a 3% increase in returns to homelessness from 2018 to 2020. The LA CoC is committed to reversing this trend and ensuring that returns to homelessness do not include more than 10% of people who have exited homelessness to permanent housing. The LA CoC will focus on improving this measure for Black Indigenous People of Color in permanent housing programs. The LA CoC uses our System Key Performance Indicators to monitor this data quarterly for returns at 6 months, 12 months, and 24 months. Our data shows that there is a high rate of rapid rehousing exits to unknown destination for some populations. The LA CoC will provide technical assistance to rapid rehousing providers to ensure that no more than 5% of any racial or ethnic population in rapid rehousing programs exit to an unknown destination.

Baseline Data	Change in % of People	Change as % of Baseline	Target % of people who return to homelessness within 2 years after having exited homelessness to permanent housing
11%	1%	-9%	10%

**Decrease/Increase in # of People**  
Decrease

## **Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness**

**Describe any underserved and/or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:**

American Indian or Alaska Native, and Hawaiian/other Pacific Islander have higher rates or return to homelessness. We continue to work on how we can better support various populations to retain permanent housing.

**Describe the trackable data goal(s) related to this Outcome Goal:**

In HHAP 3 the LA CoC focused on expanding equity efforts including:

- \* Tracking and publishing data quarterly on BIPOC tenant retention in permanent housing, including the AIAN population

- \* Creating a training for case managers on tenant rights

In HHAP 4 the LA CoC will continue the goals above and will provide technical assistance to Rapid Rehousing providers to ensure that no more than 5% of Rapid Rehousing clients of any racial or ethnic population exit to unknown destinations.

## **6. Increasing successful placements from street outreach.**

## **6. Increasing successful placements from street outreach.**

### **Goal Statement**

By the end of the performance period, HDIS data for the LA CoC will show 4,563 total people served in street outreach projects exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations annually, representing 338 more people and a 8% increase from the baseline.

### **Goal Narrative**

The LA CoC is focused on increasing permanent housing placements through the assignment of housing navigation. Housing navigation supports have already been assigned to all interim housing sites and we are now working on implementing assignment of housing navigation for people experiencing unsheltered homelessness by providing housing navigation and rapid rehousing for access centers.

<b>Baseline Data</b>	<b>Change in # of People</b>	<b>Change as % of Baseline</b>	<b>Target Annual # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.</b>
4,225	338	8%	4,563

**Decrease/Increase in # of People**  
Increase

## **Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness**

**Describe any underserved and/or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by**

**data in your landscape assessment:**

Black and Hispanic/Latino populations trail slightly behind white PEH in exits from outreach to interim and permanent housing destinations. BIPOC populations will benefit from improved access and increased placements from street outreach to housing programs.

**Describe the trackable data goal(s) related to this Outcome Goal:**

In HHAP 3 the LA CoC focused on expanding equity efforts including:

- \* Removing the CES assessment for entry to Interim Housing
- \* Creating a pathway to refer PEH in outreach programs to permanent housing programs
- \* Annually produce 4 quarterly reports documenting the racial and ethnic demographics of street outreach clients who successfully access interim housing programs each quarter

In HHAP 4 the LA CoC will continue the goals above and add rapid rehousing programs dedicated specifically to at least 8 access centers to increase the number of BIPOC unsheltered PEH who can access permanent housing.

## Table 5: Strategies to Achieve Outcome Goals

### Strategy 1

**Type of Strategy**

Building the capacity of homelessness response system to utilize resources, implement best practices, and/or achieve outcomes

**Description**

Implementation of LA County Homeless Initiative's \$598.4 million proposed funding recommendations for fiscal year 2023-24, currently in draft form pending Board approval. <https://homeless.lacounty.gov/fy-2023-24-draft-budget/>

This comprehensive FY 2023-24 Funding Plan supports and increases investments across all the strategies Cal ICH listed in there application template for Table 5.

This FY 2023-24 funding plan was developed after a robust community and stakeholder engagement process (described in application narative) and includes significant increased investments in key components of LA County's New Framework to End Homelessness, including a strengthened focus on the following priorities:

- Increasing permanent housing placements
- Improving flow through the rehousing system, moving people from street to housing more effectively
- Serving people with complex challenges who face barriers exiting homelessness
- Expanding collaborative partnerships with cities and Councils of Government

**Timeframe**

To begin in FY 2022-23 with proposed mid-year adjustments to our FY 2022-23 Homeless spending plan

**Entities with Lead Responsibilities**

County Chief Executive Office Homeless Initiative; the Departments of Mental Health, Public Health, Health Services, Public Social Services, Children and Family Services, Public Defender, Probation, Sheriff, Consumer and Business Affairs, Workforce Development, Aging, and Community Services, LA County Development Authority, and the Office of Education.

**Measurable Targets**

Please see Table 4, Outcome Goals.

**Performance Measure(s) to Be Impacted (Check all that apply)**

1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

**Strategy 2****Type of Strategy**

Strengthening the quality or performance of housing and/or services programs

**Description**

Consolidate and simplify strategies critical to our countywide rehousing system with the goal of maximizing efficiency and flexibility to meet the unique needs of people experiencing homelessness in the communities in which they reside. This will be informed by the April 11, 2022 report submitted to the Los Angeles County Board of Supervisors entitled, Reassessing the Homeless Initiative Strategies: A New Framework to End Homelessness in Los Angeles County (referred to in this table as the "LA County Strategy Reassessment Report" @ <http://file.lacounty.gov/SDSInter/bos/supdocs/168669.pdf>

**Timeframe**

Begun in FY 2022-23 and will be on-going

**Entities with Lead Responsibilities**

LA County Chief Executive Office Homeless Initiative

**Measurable Targets**

Please see Table 4, Outcome Goals.

**Performance Measure(s) to Be Impacted (Check all that apply)**

1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

**Strategy 3****Type of Strategy**

Strategic uses of other sources of funding

**Description**

In robust collaboration with the County's mainstream safety net systems, implement activities with an emphasis on establishing a true "no wrong door" approach that advances equity, prioritizes at-risk

households, effectively prevents homelessness, especially first-time homelessness, and establishes clear accountability mechanisms between the County departments and the Chief Executive Office Homeless Initiative. This mainstream systems strategy will be informed by the LA County Strategy Reassessment Report @ <http://file.lacounty.gov/SDSInter/bos/supdocs/168669.pdf>

**Timeframe**

To begin in FY 2022-23

**Entities with Lead Responsibilities**

County Chief Executive Office Homeless Initiative; the Departments of Mental Health, Public Health, Health Services, Public Social Services, Children and Family Services, Public Defender, Probation, Sheriff, Consumer and Business Affairs, Workforce Development, Aging, and Community Services, LA County Development Authority, and the Office of Education.

**Measurable Targets**

Please see Table 4, Outcome Goals.

**Performance Measure(s) to Be Impacted (Check all that apply)**

1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

**Strategy 4**

**Type of Strategy**

Expanding and strengthening cross-system partnerships and/or collaborative planning

**Description**

Increase co-investment opportunities for cities and Councils of Government (COGs) and enlist city engagement in expanding the supply of interim and permanent housing. This strategy to increase the participation of cities will be informed by the LA County Strategy Reassessment Report @ <http://file.lacounty.gov/SDSInter/bos/supdocs/168669.pdf>

**Timeframe**

Begun in FY 2022-23 and will be on-going

**Entities with Lead Responsibilities**

LA County Chief Executive Office Homeless Initiative

**Measurable Targets**

Please see Table 4, Outcome Goals.

**Performance Measure(s) to Be Impacted (Check all that apply)**

1. Reducing the number of persons experiencing homelessness.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.

5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

## **Strategy 5**

### **Type of Strategy**

Other equity-focused strategies

### **Description**

Expedite implementation of the racial equity plan underdevelopment by the Chief Executive Office's Homeless Initiative and Anti-Racism, Diversity, and Inclusion (ARDI) Unit to apply a racial equity lens to all of its activities.

### **Timeframe**

Began in FY 2021-22 and will continue through FY 2022-23 and ongoing

### **Entities with Lead Responsibilities**

Chief Executive Office Homeless Initiative and ARDI Unit

### **Measurable Targets**

Please see Table 4, Outcome Goals.

### **Performance Measure(s) to Be Impacted (Check all that apply)**

1. Reducing the number of persons experiencing homelessness.
2. Reducing the number of persons who become homeless for the first time.
3. Increasing the number of people exiting homelessness into permanent housing.
4. Reducing the length of time persons remain homeless.
5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
6. Increasing successful placements from street outreach
7. Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

*Click + **Add Strategy** above to add additional strategies as needed.*



## Part III. Narrative Responses

Copy and paste your responses to Part III. Narrative Responses from the [HHAP-4 Local Homelessness Action Plan & Application Template](#) into the form below.

### Question 1

**[50220.8(b)(3)(D)]** My jurisdiction (e.g., City, County, CoC) collaborated with other overlapping jurisdictions to develop the strategies and goals related to HHAP-4

**Q1**

Yes

### Question 2

**[50220.8(b)(3)(D)]** My jurisdiction (e.g., City, County, CoC) consulted with each of the following entities to determine how HHAP-4 funds would be used:

**Public agencies (governmental entities)**

Yes

**Private sector partners (philanthropy, local businesses, CBOs, etc.)**

Yes

**Service providers (direct service providers, outreach, shelter providers, etc.)**

Yes

**Local governing boards**

Yes

**People with lived experience**

Yes

**Other**

No

**a. Please describe your most notable coordination and collaborative processes with these entities.**

The most notable and recent example of LA County's comprehensive coordination and collaborative processes is summarized below.

- In late-Spring 2022 the Homeless Initiative (HI) in partnership with LA County's Homeless Rehousing System County agencies and departments, service providers, community-based organizations, the public and other stakeholders, began developing plans to implement the New Framework to End Homelessness in Los Angeles County approved by the Board of Supervisors (the Board).
- At the same time the HI also began planning the development of draft Fiscal Year 2023-24 HI Funding Recommendations to support implementation of the New Framework. The Board directed HI to submit the draft FY 2023-24 Funding Recommendations to the Board by January 2023 for consideration.
- In September and October 2022, the HI conducted the following 18 Community Listening Sessions:
  - o 8 Service Planning Area (SPA) Sessions, one in each SPA
  - o 7 City/Councils of Government (COG) Sessions, one in each COG area
  - o 2 Sessions with People with Lived Expertise
  - o 1 Countywide Session in Spanish

- Simultaneously, from August through October 2022 the HI conducted 8 additional stakeholder planning meetings.
  - o 1 Homeless Service Provider (Executive Director) Meeting
  - o 5 Homeless Rehousing System Lead Agency planning meetings
  - o 3 HI Strategy Lead Department/Agency Meetings

After this extensive community and stakeholder engagement, on November 8, 2022, the HI shared its \$598.4 million draft funding recommendations for fiscal year 2023-24. <https://homeless.lacounty.gov/fy-2023-24-draft-budget/>

Each year, the HI conducts a community and stakeholder engagement process to develop funding recommendations for the following fiscal year. But this year HI is simultaneously transitioning implementation to the County’s New Framework to End Homelessness while also developing funding recommendations to strengthen investments and focus on the following priorities:

- Increasing permanent housing placements
- Improving flow through the rehousing system, moving people from street to housing more effectively
- Serving people with complex challenges who face barriers exiting homelessness
- Expanding collaborative partnerships with cities and Councils of Government

### Question 3

**[50220.8(b)(3)(B) and 50220.8(b)(3)(E)]** My jurisdiction (e.g., City, County, CoC) is partnering or plans to use any round of HHAP funding to increase partnership with:

**People with lived experience**

Yes

**Is this partnership formal or informal?**

Formal partnering

**Is this partnership current or planned?**

Current

**Do HHAP Funds Support This Partnership?**

No

**Social services (CalFresh, Medi-cal, CalWORKs, SSI, VA Benefits, etc.)**

Yes

**Is this partnership formal or informal?**

Formal partnering

**Is this partnership current or planned?**

Current

**Do HHAP Funds Support This Partnership?**

No

---

**Justice entities**

Yes

**Is this partnership formal or informal?**

Formal partnering

**Is this partnership current or planned?**

Current

**Do HHAP Funds Support This Partnership?**

No

---

**Workforce system**

Yes

**Is this partnership formal or informal?**

Formal partnering

**Is this partnership current or planned?**

Current

**Do HHAP Funds Support This Partnership?**

No

---

**Services for older adults**

Yes

**Is this partnership formal or informal?**

Formal partnering

**Is this partnership current or planned?**

Current

**Do HHAP Funds Support This Partnership?**

Yes

---

**Services for people with disabilities**

Yes

**Is this partnership formal or informal?**

Formal partnering

**Is this partnership current or planned?**

Current

**Do HHAP Funds Support This Partnership?**

Yes

---

**Child welfare system**

Yes

**Is this partnership formal or informal?**

Formal partnering

**Is this partnership current or planned?**

Current

**Do HHAP Funds Support This Partnership?**

No

---

**Education system**

Yes

**Is this partnership formal or informal?**

Formal partnering

**Is this partnership current or planned?**

Current

**Do HHAP Funds Support This Partnership?**

No

---

**Local Homeless Coordinated Entry System**

Yes

**Is this partnership formal or informal?**

Formal partnering

**Is this partnership current or planned?**

Current

**Do HHAP Funds Support This Partnership?**

No

---

**Other (please specify)**

No

---

**a. Please describe your most notable partnership with these groups (e.g. MOUs, shared funding, data sharing agreements, service coordination, etc.)**

The most notable and recent examples of LA County's partnerships across all of these partners is our Homeless Initiative FY 2023-24 Funding Recommendations Process and New Framework implementation planning summarized in our response to question 2a. In addition, other notable partnership activities include the following:

**People With Lived Experience of Homelessness**

Including the voice of people with lived experience has always been a priority for the LA County HI. In 2016 when the County's original Homeless Plan was created, the HI requested that LAHSA convene focus groups with persons experiencing homelessness (PEH) to provide feedback on the County's Homelessness Plan. The focus groups transitioned and became the following two bodies, composed entirely of people with lived experience of homelessness: 1) the Lived Experience Advisory Board (LEAB); and 2) the Homeless Youth Forum of Los Angeles (HYFLA). These bodies continue to provide input on a range of homeless-related issues impacting all LA County's Homeless Initiative lead departments, agencies and LAHSA pertaining to program design and implementation. Additionally, representatives from LEAB and HYFLA have had a seat at key tables guiding LA County homeless and housing funding and policy decisions.

### Social Services

The Los Angeles County HI has worked closely with the County Department of Public Social Services (DPSS) to ensure our most vulnerable populations have access to the homeless services delivery system. DPSS administers CalWORKs, General Relief, CalFresh, Medi-Cal Eligibility, and the In-Home Supportive Services programs, all of which serve significant numbers of families and individuals either experiencing homelessness or who are at-risk of homelessness. DPSS, is the largest provider of mainstream safety net benefits and services across LA County, serving monthly hundreds of thousands of families and individuals experiencing homelessness or at-risk of homelessness through dozens of publicly accessible DPSS district offices and other out-stationed settings across LA County.

The Board recently took actions directing the LA County HI to implement a New Framework to strengthen and streamline LA County's Homeless and Housing services system. One of the three pillars of the New Framework is to more closely integrate mainstream safety net systems, such as DPSS, within the County's overall efforts to prevent and address homelessness. DPSS services are already designed and scaled to serve all County residents; with such extensive reach, particularly into our most vulnerable communities, they offer an immense opportunity to intervene and stabilize households at-risk of or facing homelessness. The strategies under the Mainstream Government Systems Pillar of the New Framework seeks to establish a true no-wrong-door approach that advances equity, prioritizes at-risk households, and effectively prevents homelessness, especially first-time homelessness. All County mainstream systems will be trained to serve PEH, including through problem solving (an effort that is already underway); have the capacity to respond quickly and effectively to people experiencing a housing crisis or know how to refer appropriately; and be accountable for their role in addressing the County's homelessness crisis.

Also, given the vast overrepresentation of Black people among those experiencing homelessness, mainstream County systems, including DPSS, are uniquely positioned to be particularly attuned to the equity implications of how they structure their response to PEH and people at-risk of homelessness. Accountability is critical for this aspect of the New Framework, and therefore the LA County Board's actions include directives that County Mainstream System departments have strategic plans goals that state how they will deploy their current resources to prevent people from becoming homeless and provide services to PEH.

### Justice entities

Currently the LA County HI allocates Measure H funding across the following three justice related homeless and housing interventions: 1) Bridge Housing for those Exiting Institutions; 2) Jail In-Reach; and 3) Criminal Records Clearing Project. These interventions are administered through DHS (which also includes our County Office of Diversion and Re-entry), the DMH, DPH, Public Defender, LA County Sheriff, and LAHSA.

In FYs 2021-22 and 2022-23, the Board allocated \$37.6M and \$38.7M, respectively, in Measure H funding across the fore mentioned interventions. These three interventions complement each other and are coordinated to strengthen client outcomes. LA County also continues to enhance each intervention. For example, the LA County HI is currently working with the County Public Defender, the LA City Attorney, and the LAHSA to strengthen Bridge Housing for those Exiting Institutions so that a person who would be exiting to homelessness can instead be housed and connected to support services pre-trial; this would increase the likelihood these individuals will not fall into homelessness which, in turn, reduces rates of recidivism.

### Workforce System

The LA County HI partners with the County's Department of Economic Opportunities (DEO) on employment interventions for people experiencing homelessness. Specifically, the Board allocated \$7.1M in Measure H funding each FY 2021-22 and FY 2022-23 to the DEO support the Regional Initiative for Social Enterprises (LA:RISE) which unites the public workforce development system with employment Social Enterprises to assist people experiencing homelessness enter the workforce. In the LA:RISE

model, Social Enterprises provide homeless, formerly homeless, and individuals at risk of homelessness with Transitional Subsidized Employment paired with wraparound support and Barrier Removal Services.

#### Services for Older Adults and People with Disabilities

LA County HI collaborates with the LA County Aging and Disabilities Department and LAHSA to ensure the CDSS Home Safe program is integrated into the broader County Homeless Services System. The County's Home Safe program provides older and/or dependent adults at risk of homelessness and linked to Adult Protective Services with a range of housing services, including case management, rental payments, and rental arrears so they can maintain their current housing, or find new housing to avoid entering the homeless emergency shelter system. This close partnership allows LA County HI to align resources wherever possible to create complementary investments across the homeless rehousing system.

#### Child Welfare System

The LA County HI has collaborated with the Department of Children and Family Services (DCFS) extensively around the following: 1) helping to reunify families in situations where homelessness is the only issue preventing the reunification; and 2) preventing discharges into homelessness for Transition Age Youth. Through this work and with the Homeless Initiative's guidance, DCFS has formed a Housing Division to more effectively address housing insecurity issues for families and youth.

#### Education System

LA County HI also partnered with the Los Angeles County Office of Education and LAHSA to fund educational coordinators co-located within the Coordinated Entry System (CES) to support families and Transition Age Youth students. Additionally, the HI participates in the Higher Education and Homelessness Workgroup which is a collaboration with local community colleges and universities.

#### Coordinated Entry System

LAHSA is the lead administrator in Los Angeles County for the CES inclusive of the Los Angeles, Glendale, Pasadena, and Long Beach Continuums of Care (excluding the CES for Adults or Youth in Long Beach). In this role, LAHSA leads the ongoing implementation and improvement of CES for all populations including adults, youth, and families.

LA County interfaces with the CES in several critical ways. First, the County has representation on the body that oversees the Los Angeles County CES, the CES Policy Council. Key County departments that administer homeless programs, including the DMH, DHS, DCFS, and DPSS all participate on the CES Policy Council, which sets the policies and procedures for the CES. The County also allocates hundreds of millions of dollars annually through the Los Angeles County CES, for prevention, outreach, interim housing, permanent housing (time limited subsidies and permanent supportive housing), and a range of supportive services). LA County, LAHSA, LA City and the Glendale, Pasadena, and Long Beach CoCs work together to marshal and align resources across many CES partner organizations to support coordination between providers and improve service access for people experiencing homelessness.

The primary challenge to the CES is the need for many more permanent housing options and support services beyond what is available across the system. While CES allows for more efficient and equitable allocation of housing resources, it is not a substitute for the additional resources needed to meet demand. More housing resources are needed to meet the needs of clients within CES awaiting housing. Additionally, more funding is needed to bolster prevention and problem-solving programs that would keep clients from falling into homelessness which, in turn, places additional burden on CES resources.

## Question 4

**[50220.8(b)(3)(B) and 50220.8(b)(3)(E)]** My jurisdiction (e.g., City, County, CoC) is strengthening its **partnership, strategies, and resources** across:

**Managed care plans and resources (such as the Housing and Homelessness Incentive Program [HHIP])**

Yes

**Physical and behavioral health care systems and resources**

Yes

**Public health system and resources**

Yes

**a. Please describe your most notable coordination, planning, and/or sharing of data/information that is occurring within these partnerships.**

**Managed Care Organizations**

LA County HI is working to partner with local Managed Care Organizations, L.A. Care and Health Net, to serve as a subrecipient and lead intermediary in the implementation of two proposed funding items through the HHIP process. The two proposals include:

1. Unit Acquisition – PEH with tenant-based vouchers (federal, state, and local permanent or time limited subsidies) are having difficulty leasing up in the private sector rental market due to record high rents and very low vacancy rates for rental units in LA County. LA County HI has proposed the expansion of existing programs and the development of new opportunities that would use HHIP funds that cover the non-room-and-board costs of using tenant-based vouchers through a unit acquisition/master leasing agreement structure. Costs would include vacancy payments, property management, and/or other building costs (e.g., property taxes, building insurance). Private sector rental units would be held for extended periods of time using master agreements with landlords to increase the permanent housing stock available for PEH matched to tenant-based subsidy programs, removing many of the barriers to entry which include exclusionary practices based on things such as a potential tenants current housing status, being a voucher holder, or race/ethnicity. This initiative will support maximum utilization of tenant-based vouchers and reduce times between voucher issuance and lease up.

2. Support for PEH with ADL and IADL needs - As people experiencing homelessness continue to age, more need assistance completing activities of daily living (ADLs) and instrumental activities of daily living (IADLs). There are also many PEH with severe mental illness or cognitive impairments who are not able to care for themselves. There is limited capacity within the system to identify the best settings for these clients, and there are insufficient interim housing settings that can care for their needs. In addition, many need care and supervision in a licensed ARF or RCFE facility, rather than PSH, but may need a higher level of care and supervision than what the SSI rate covers at the facility. LA County HI has proposed building a three-prong strategy to help members experiencing homelessness with ADL needs get connected to housing and stay housed: 1) Countywide clinical assessment teams for field-based evaluation of PEH. 2) Interim housing service enrichment, which would bring new services into interim housing to be able to care immediately for PEH who need help with ADLs. 3) Placements for members in the Enriched Residential Care program, which pays an enhanced rate to ARFs / RCFEs to cover additional services (similar to the Assisted Living Waiver model).

LA County HI is also an active participant in ensuring the success of achieving the goals of HHIP metric 2.2 - Data Sharing between Medi-Cal Managed Care Plans and Continuums of Care and Homeless Management Information System. The goal of this work is to create more data connectivity between MCPs and the homeless services system so we are collectively positioned to provide better care to people experiencing homelessness, resulting in better health and housing outcomes. As part of the HHIP LA Data Subgroup, data leads from County Departments, CoCs and Managed Care Plans have developed use cases and are working to build the internal IT infrastructure to execute data sharing.

**Health Services**

In FY 2021-22 the Board allocated \$189.1M in Measure H funding to the County Department of Health Services (DHS) Housing for Health (HFH) program to support the following homelessness and housing services countywide: 1) Bridge Housing for those exiting institutions; 2) permanent supportive housing



(PSH) rental subsidies and services; 3) disability income and veterans benefits advocacy; 4) jail in-reach; 5) street outreach; and 6) emergency shelter system enhancements, operations, and services.

For FY 2022-23 the Board allocated \$185.8M to DHS HFH for the same set of countywide homeless and housing interventions listed above. HHAP funding has also been allocated in both fiscal years to expand DHS HFH permanent supportive housing rental subsidies and services to serve additional persons experiencing homelessness.

In FY 2022-23, HHAP funding has also been allocated to expand DHS-administered emergency shelter system enhancements, operations, and services. (\$15.5M in FY 2021-22 and \$46.7M in FY 2022-23).

#### Behavioral Health

In FY 2021-22 the Board allocated \$12.3M in Measure H funding to DMH to support the following homelessness and housing services countywide: 1) Bridge Housing for those exiting institutions; 2) disability income and veterans benefits advocacy; 3) permanent supportive housing (PSH) rental subsidies and services; and 4) emergency shelter system enhancements, operations, and services.

For FY 2022-23 the Board allocated \$15.3M to DMH for the same set of countywide homeless and housing interventions listed above.

#### Public Health

In FY 2021-22 the Board allocated \$12.4M in Measure H funding to the LA County DPH to support the following homelessness and housing services countywide: 1) Bridge Housing for those exiting institutions; 2) permanent supportive housing (PSH) rental subsidies and services; 3) street outreach; and 4) emergency shelter system enhancements, operations, and services.

For FY 2022-23 the Board allocated \$14.0M to DPH for the same set of countywide homeless and housing interventions listed above.

## Question 5

**[50220.8(b)(3)(F)]** Please select what actions your jurisdiction will take to ensure racial/ethnic/gender groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services:

**[50220.8(b)(3)(F)] Please select what actions your jurisdiction will take to ensure racial/ethnic/gender groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services:**

Disaggregating administrative data for use in decision making processes

Modifying procurement processes

Ensuring those with lived experience have a role in program design, strategy development, and oversight

Other, please describe:

#### Other response:

Efforts To Increase the Retention of Black People in Permanent Supportive Housing:

The Ad Hoc Committee on Black People Experiencing Homelessness made several recommendations for research including increasing the quality of housing retention services in PSH and rapid re-housing through training, data collection, and evaluation. The Ad Hoc report also highlighted the importance of involving people with lived experience, Black people, and service providers in conceptualizing, planning, and conducting research. Based on these recommendations, LA County, LAHSA and system partners worked to identify two phases for research on the topic of racial equity in PSH retention. Completed in early 2021, the first phase of research was a mixed-methods exploratory study by external researchers to better understand the potential causes of anti-Black racial inequities in PSH retention and returns to

homelessness. Key findings from phase one are the following:

- From 2010 to mid-2019, 25% of Black single adult residents returned to interim housing or street homelessness after being placed in PSH. In the same period, the return rate for white residents was 18%.
- Black residents and some PSH program managers perceived PSH as impermanent housing or a “steppingstone” to other housing options.
- Physical and mental safety were a key reason why Black PSH residents in both tenant-based and project-based housing did not see PSH as a long-term housing solution.

The phase one researchers provided recommendations under the following broad categories:

- Acknowledge perceived purposes and variation of PSH
- Improve Safety
- Address Anti-Black Racism in PSH
- Support Case Management Careers
- Recruit more Black Case Managers and Individuals with Lived Experience

These recommendations feed into an 18-month long phase two of the research work titled Increasing Black Tenant Retention in PSH Pilots. This summer a research team was selected to lead a co-design process of developing and evaluating strategies to increase retention rates among Black tenants living in PSH. The goal is to identify and pilot solutions to combat racial inequities in retention and returns to homelessness among Black tenants in PSH within the Los Angeles Continuum of Care.

American Indian/Alaska Native:

In addition, LA County and LAHSA are actively working to identify causes and solutions to the disproportionate impact of homelessness on the American Indian/Alaska Native (AIAN) population and have been researching best practices to address AIAN homelessness which includes consulting other CoC’s around the country to gain insight on how they address:

- Equitable representation on decision bodies;
- Native specific agencies within the CoC;
- Data collection efforts;
- CoC policy to protect cultural behaviors; and
- Provide trainings both internally and externally to understand how to appropriately acknowledge and engage the population.

LA County and LAHSA are working with the Mayoral Appointee for the Los Angeles City/County Native American Indian Commission in identifying best practices. This work will result in improving data collection and reporting on this population and identifying how AIAN can be represented on various leadership/governance bodies within our CoC including the CES Policy County, the Regional Homeless Advisory Council, the Homeless Count Advisory Board, as well as lived experience bodies for adults, families, and youth. The County, through the work of a consultant, is providing technical assistance to tribal entities/organizations applying for funding opportunities to create permanent supportive housing that is culturally inclusive of the AIAN community.

Los Angeles County Coordinated Entry System Triage Tool and Research & Refinement (CESTRR): CESTRR Project is a three-year effort to examine and enhance LA’s homeless services system triage tools and processes. There is an understanding that the existing tools may not be capturing the full vulnerability of populations, such as Black people and domestic violence survivors. The research team is using interdisciplinary research methods to investigate, test, evaluate and implement enhancements across three core components of our triage tools: Assessment, Administration, and Application. The goal of the CESTRR Project is to provide recommendations for how the Los Angeles CES can undertake refinements to its triage tools to advance equity, improve system flow, and increase confidence in the system to support appropriate service connections for all those experiencing homelessness. In 2022, researchers completed their initial recommendation process and project partners anticipate that pilot

projects to rest refinements will be funded and launched in 2023.

**a. Please describe the most notable specific actions the jurisdiction will take regarding equity for racial/ethnic/gender groups.**

Disaggregating administrative data for use in decision making processes:

In a recent Report Back to the Board of Supervisors, the HI outlined a critical need for system-level performance metrics that are used consistently by the County, LAHSA and cities to measure success and inform policy and programmatic changes to improve outcomes. Performance metrics, sometimes referred to as Key Performance Indicators (“KPIs”), are frequently used in government and the private sector to help managers and service providers understand whether a system is accomplishing goals and, if not, where policies or programs need to be adjusted or improved. In general, KPIs must be measurable with available data, shared across system partners, calculated using consistent and transparent business rules, and connected to a management process that reviews the data and takes action in response to issues. KPIs for homelessness services should observe all documented rehousing programs in the system, regardless of funding source; overall inflow and outflow to the homelessness services system; and how people move from one system component to the next, such as from interim housing to permanent supportive housing. Finally, KPIs should be reported at the County level and by smaller geographic units as needed. Prioritizing system-level KPIs will be essential in enabling the County to assess system functionality and the subsequent policy, programmatic and other system changes that can be made to increase impact toward end goals. System KPIs would provide more than a series of data reports; they provide the foundation for a centralized process to review these data, analyze their meaning, and then adjust policies, program design, or investments to improve performance and make progress toward goals.

In September 2022, LAHSA released the first version of system KPIs. These KPIs contain demographic characteristics including race, ethnicity, and age. In addition, a committee co-led by LA County HI staff will work with subject matter experts, including staff from the County’s Antiracism, Diversity, and Inclusion Initiative (ARDI) to develop a definition of equity that can be measured with available data. Measuring equity may require improving data quality for key demographic characteristics, including race and ethnicity.

Modifying procurement processes:

The struggle to exit homelessness goes beyond the gap in permanent housing exits; it is also shaped by the long history of systemic racism in Los Angeles County – and throughout the United States – that has disproportionately forced communities of color into poverty and homelessness, while making it more challenging to navigate systems of care. Over the course of LA County HI’s implementation and transformation of the regional homelessness rehousing system, practices have emerged to advance racial equity. The County has adopted a sweeping initiative that boldly articulates an anti-racist agenda that will guide, govern, and increase the County’s ongoing commitment to fighting racism in all its dimensions, especially racism that systemically affects Black residents. For example, LAHSA’s Ad Hoc Committee Report on Black People Experiencing Homelessness defined 67 recommendations that the LA County HI and ARDI are working to operationalize. Further, LA County HI and ARDI are working together to develop a Racial Equity Plan that aims to close the racial disparity gaps through advocacy, strategic coordination, targeted policies, and resource allocation. Distributing LA County’s homeless resources in a racially sensitive and equitable way will require the County to grapple with its own policies, practices, and biases across its service delivery network, both internally and among external partners receiving funding. On April 20, 2021, the County Board of Supervisors’ (Board) adopted the Equity in County Contracting (ECC) motion to promote an equitable and inclusive County contracting process and to increase access to over \$6 billion in procurement opportunities for small employers. In an August 2022 Board Motion, the Board directed that the County must begin urgently implementing priority ECC strategies. The Board Motion directives aimed to ensure that our systems are proactively anti-racist, allowing for current and new funding streams to reach organizations that have historically been systemically excluded from procurement opportunities. This initiative will transform the County’s procurement policies, practices, and culture.

These new practices, coupled with the County’s plan to implement the recommendations of LAHSA’s Ad

Hoc Committee on Black People Experiencing Homelessness, will serve as guiding frameworks for the implementation of efforts to distribute homeless resources in a racially sensitive and equitable way.

LA County and LAHSA continue to work on ways to disseminate information about funding opportunities to underserved and marginalized communities to promote greater awareness and participation of these communities in homeless services funding opportunities. LA County and LAHSA are examining the best ways to developing funding preferences and scoring criteria that reflect the need to identify and cultivate capacity among organizations best positioned to serve underserved communities. In addition, LA County and LAHSA continue to develop communications strategies to better cultivate relationships with faith-based institutions with roots in underserved communities.

## Question 6

**[50220.8(b)(3)(G)]** My jurisdiction (e.g., City, County, CoC) has specific strategies to prevent exits to homelessness from **institutional settings** in partnership with the following mainstream systems:

**Physical and behavioral health care systems and managed care plan organizations**

Yes, formal partnering

**Public health system**

Yes, formal partnering

**Criminal legal system and system for supporting re-entry from incarceration**

Yes, formal partnering

**Child welfare system**

Yes, formal partnering

**Affordable housing funders and providers**

Yes, formal partnering

**Income support programs**

Yes, formal partnering

**Education system**

Yes, formal partnering

**Workforce and employment systems**

Yes, formal partnering

**Other (please specify)**

No

**a. Please describe the most notable specific actions the jurisdiction will take to prevent exits to homelessness from institutional settings**

One of the most challenging aspects of preventing homelessness has been determining how best to target the limited resources available, particularly when housing insecurity and poverty are so widespread in Los Angeles County. According to the California Policy Lab's report, Predicting and Preventing Homelessness in Los Angeles, 28,000 LA County residents will experience homelessness for the first time each year and another 20,000 will fall into homelessness again after six or more months of housing stability. These individuals often utilize mainstream County services.

In late 2020 the County launched a pilot program to test a new method to predict who, among the 1.9

million users of County services, will likely become homeless. This new method equips mainstream systems with the ability to identify and target households for homelessness prevention without shuttling them to the homelessness rehousing system. This method is currently being implemented by the DHS' Housing for Health Program, in its Homeless Prevention Unit (HPU). From January through March 2022, the HPU began a significant scaling, thanks to the commitment of American Rescue Plan Act funds. Two new case management teams were brought on board, enabling the HPU to begin serving families in addition to individuals. Many HPU clients are in the midst of a housing crisis when the program first connects with them – often days away from losing their current housing. Data suggests that with HPU's intervention, 96% of HPU clients who exited the program during the last quarter retained their existing housing or relocated to new permanent housing.

Additional departments, such as DCFS, DPSS, and Probation are also considering how they may use predictive analytics in their work. Such efforts are important to ensuring that scarce prevention funds are directed to those most likely to become homeless but for the provision of these resources. These predictive analytics efforts are also part of the implementation of LA County HI's New Framework which was approved by the Board May 2022. The New Framework focuses on three key partners – (1) Rehousing System, (2) Mainstream County Government Systems, and (3) Partnerships with Cities. For each partner, five categories of action are defined: Coordinate, Prevent, Connect, House, and Stabilize. In Mainstream Government Systems, the emphasis of the strategies is to establish a true no wrong door approach that advances equity, prioritizes at-risk households, and effectively prevents homelessness, especially first-time homelessness. The strategy roots LA County HI in working to ensure all County mainstream systems are trained to serve people experiencing homelessness, including through problem solving (an effort that is already underway); develop or enhance their capacity to respond quickly and effectively to people experiencing a housing crisis or know how to refer appropriately; and be accountable for their role in addressing the County's homelessness crisis.

Additionally, on September 15, 2021, the County of Los Angeles Board of Supervisors adopted a new motion to establish the County's Office of Prevention Services and directed the Executive Director of Racial Equity to convene and chair a task force that will provide recommendations on a governance structure for a comprehensive community-based prevention services delivery system that will deliver upstream interventions to address the life course, improve the social determinants of health, improve overall well-being, and reduce racial disparities. LA County HI is working closely with the Prevention Services Task Force on this effort which is responsible for providing recommendations on a governance structure for a comprehensive community-based prevention services delivery system across County services, with the goal of delivering upstream interventions to address the social determinants of health and improve overall well-being for adults, children, youth, and families.

DCFS has several programs to help families obtain housing, including Bringing Families Home, the Family Reunification Housing Subsidy, and the Prevention and Aftercare Program. Meanwhile, its Supervised Independent Living Program helps young adults (ages 18 to 21) exiting the foster care system, giving them financial and emotional support to transition into living on their own. Additionally, LA County and LAHSA work closely with the DMH, DHS, and DPSS, to align housing programs with other programs and services offered within the CES. This includes ensuring partners are using standardized tools and processes to assess need and prioritize vulnerable individuals and households for limited housing resources and using CES referral processes to connect eligible individuals and households in CES to housing and services available through County programs.

Also, LA County and LAHSA continue to deepen partnerships with local MCOs to ensure coordination of new programming and services to eligible persons experiencing homelessness, and with local Public Housing Authorities to facilitate access to various affordable housing voucher programs, including Emergency Housing Vouchers and Housing Choice Vouchers.

Furthermore, LA County and LAHSA continue to engage with partner agencies working on both

alternatives to incarceration and the prevention of exits to homelessness from incarceration. Most recently, this work has included redesigning our bridge housing program that provides interim housing services specifically for people who are in or have exited from custody to streamline the referral process and partner with public and community-based reentry organizations to enhance supportive services that are available to participants. We intend to apply lessons learned from this new tailored program to other interim housing within the Continuum of Care.

## Question 7

**[50220.8(b)(3)(H)]** Specific and quantifiable **systems improvements** that the applicant will take to improve the delivery of housing and services to people experiencing homelessness or at risk of homelessness, including, but not limited to, the following:

**(I) Capacity building and workforce development for service providers within the jurisdiction, including removing barriers to contracting with culturally specific service providers and building the capacity of providers to administer culturally specific services.**

LAHSA as the biggest CoC in the LA County region has continued its partnership with the Careers for a Cause program and is assisting in expanding this program to two other community colleges. The program supports people with lived expertise in gaining employment in the homeless services sector. The LAHSA Capacity Building unit is also working with Santa Monica College to create a course specifically designed for workers entering the homeless services sector. LAHSA has contracted with United Way of Greater Los Angeles to provide retention bonuses to frontline workers to address the high turnover rate within service provider organizations. LAHSA's Capacity Building unit intends to provide support and trainings to BIPOC (Black Indigenous People of Color)-led agencies who are applying for LAHSA administered funding. LAHSA is also currently working to refine its funding and procurement practices through the Procurement Modernization Project. The goal of the project is to streamline processes to be able to contract for awarded funding faster, encourage and promote the entry of new service providers into the homeless delivery system in the CoC, and reduce the administrative burden experienced by service providers in applying for funding and maintaining compliance with funding source regulations. This project has been augmented with feedback provided by LAHSA's lived experience advisory boards. This project will lead to the inclusion of a variety of organizations that serve communities of color but have not previously been a formal part of the CoC, in funding opportunities to expand their existing operations and serve the communities to an even greater degree.

**(II) Strengthening the data quality of the recipient's Homeless Management Information System.**

LAHSA is the biggest CoC and Homeless Management Information System (HMIS) administrator in Los Angeles County. The Long Beach, Pasadena, and Glendale CoCs are the HMIS leads within the geographic areas they serve within LA County. LA County and LAHSA work with all four CoCs to strengthen HMIS data quality. For example, LAHSA is working to enhance data quality procedures in relation to HMIS which will include weekly, system-wide monitoring on critical data elements that support reporting System Key Performance Indicators. LAHSA's Data Management team will be working with LAHSA Program teams to review provider agency data on a regular basis to ensure that the data being entered is correct and timely. LAHSA is creating more informative dashboards for provider and stakeholder review with a focus on storytelling and key takeaways. This also includes data quality dashboards to help internal teams determine if providers need data cleaning assistance. LAHSA is working with their HMIS vendor on several system enhancements to prevent data quality issues. This includes warning messages within the interface stopping users when data is not correct, and enhancements to the usability of the interface so that users are less likely to make mistakes.

**(III) Increasing capacity for pooling and aligning housing and services funding from existing, mainstream, and new funding.**

The County is increasing its capacity for identifying and maximizing opportunities to pool and align its local, State and Federal revenues. This is critical for the long-term health of our Homeless Services System

which is largely supported with one-time funding and local Measure H funding scheduled to sunset over the next few years. LA County HI has partnered with consultants and is leading a team to work closely with County departments and agencies serving homeless populations as part of their mainstream system work to identify local, state, and federal funding they administer that could be better leveraged to increase homeless service system capacity. This budget mapping work is also intended to identify existing and potential new opportunities to better prioritize and coordinate investments to strengthen homeless programming countywide as well as increase positive client outcomes. The funding sources described in Table 3 of LA County application are the biggest allocations targeted to serve PEH, exclusively. But there are many other funding streams administered by LA County departments and agencies that also support services to which persons experiencing homelessness are eligible, but which also support other eligible populations. All potential funding is being examined, with the goal to create more options by combining and strategically braiding these different funding even more effectively. Importantly, the Board recently approved a New Framework to End Homelessness in LA County. One of the three pillars of the New Framework is Participation of Cities and COGs. Creating more co-investment opportunities with the 88 cities and 7 COGs nested in the LA County region is critical to creating more permanent housing across the region and building partnerships for long-term solutions to resolve encampment issues and more closely coordinating investments in local service delivery. The second pillar of the New Framework is mainstream government systems which is comprised of our Homeless Initiative partner County departments and agencies. As mentioned in the preceding paragraph, LA County HI is strengthening alignment with our County mainstream system departments and agencies to better maximize funding and increase coordination between staff, policies, and service delivery processes. This is critical to reduce impediments to timely client access to mainstream services to preventing or resolving homelessness. The third pillar of the New Framework is the countywide Rehousing System, streamlined and focused on increasing exits to permanent housing in a manner that compliments and maximizes the other two pillars previously described.

**(IV) Improving homeless point-in-time counts.**

The Greater Los Angeles Homeless Count provides point-in-time (PIT) count estimates of the homeless population in the Los Angeles Continuum of Care (LA CoC) geographic area. The Homeless Count is critical to the development of a comprehensive approach to addressing homelessness. LAHSA is the lead in the LA County region on this annual effort and has continued to ensure this important work is completed despite the unprecedented challenges due to the COVID-19 pandemic. Each year LA County allocates \$550K (on-going) to LAHSA to help support the Homeless PIT Count, which in part, supports improvements to LAHSA's PIT Count processes. In FY 2022-23, an additional \$200K was allocated (onetime) to help support a LAHSA partnership with the University of Southern California for Homeless Count data analysis work. This year, LAHSA worked with its partners to ensure protection for the health and safety of its volunteers, staff and people experiencing homelessness by implementing COVID-19 safety protocols. LAHSA is also dedicated to improving data collection and developing technical tools for future PIT Counts. During the 2022 Homeless Count, LAHSA launched a cell phone-based application that volunteers used to conduct the street count. This application was developed by Akido Labs in collaboration with the University of Southern California and LAHSA. For the 2023 PIT Count, LAHSA will continue to work with its partners to increase the accuracy, confidence, and efficiency of the delivery of PIT Count data.

**(V) Improving coordinated entry systems to strengthen coordinated entry systems to eliminate racial bias, to create a youth-specific coordinated entry system or youth-specific coordinated entry access points, or to improve the coordinated entry assessment tool to ensure that it contemplates the specific needs of youth experiencing homelessness.**

LA County and LAHSA, as the lead CES administrator for the LA County Region, work together to improve and strengthen the CES to eliminate racial bias and to better serve young adults. Each year LA County has provided County Measure H funding specifically to strengthen the CES. In FY 2021-22 LA County provided \$18.0M in Measure H; in FY 2022-23 LA County is providing \$20.2M in Measure H funding to support the CES. This funding, in part, supports our work to eliminate racial bias and make youth specific

improvements in CES functioning.

LAHSA is spearheading efforts to apply youth specific interventions and incorporating the voices of young adults in program evaluation. The Youth CES has utilized liaisons to DCFS and County Department of Probation programs to identify Problem Solving and Diversion options for young adults. Campus Peer Navigators, who are students with lived experience have been leveraged to conduct Problem Solving tracking for students at the community college level to identify on and off campus resources. The Campus Peer Navigators facilitate the Higher Education Homeless Workgroup (HEHW) which convenes educational stakeholders and partners to implement the strategic vision. In addition, HEHW has conducted a feedback session to inform the Youth Homelessness Demonstration Project on barriers and solutions for student homelessness. Young adults and cross system partners have advocated for greater clarification on homeless definitions and HEHW has partnered with the 'What I Need' app to generate a quiz for young adults to identify which criteria they meet and the resources available to them. LAHSA is planning to further improve the Problem-Solving Tracking Tool by adding questions on student status to have better data on students seeking housing services. LA County and LAHSA also continue to explore various funding opportunities across systems and philanthropic partners to create more transitional housing options for youth through Project HomeKey and master leasing.

A key body of work that has emerged from the Report of the Ad Hoc Committee on Black People Experiencing Homelessness, is reviewing the assessment tools used within the CES. At numerous public forums and system tables over the years, providers and advocates have raised specific concerns about the experience of vulnerable populations with the assessments or triage tools used within CES. Based on the findings and recommendations of the Ad Hoc Committee on Women & Homelessness and the Ad Hoc Committee on Black People Experiencing Homelessness, there is an understanding that these tools may not be capturing the full vulnerability of populations, such as Black people and domestic violence survivors. LAHSA has led our regional work with system partners to assemble adequate resources for more in-depth investigation. Specifically, in February 2020, a team led by researchers from the University of Southern California and University of California Los Angeles was selected as the research partner for the LA County Region's CES Triage Tool Research & Refinement (CESTTRR) Project. The CESTTRR Project is a three-year effort to examine and enhance LA's homeless services system triage tools and processes. The research team is using interdisciplinary research methods to investigate, test, evaluate and implement enhancements across three core components of the CES triage tools: Assessment, Administration, and Application. The goal of the CESTTRR Project is to provide recommendations for how the Los Angeles CES can undertake refinements to its triage tools to advance equity, improve system flow, and increase confidence in the system to support appropriate service connections for all those experiencing homelessness. CESTTRR will evaluate the tools for all three population systems: Adults, Youth, and Families with Children.

## Question 8

**\*Responses to these questions are for informational purposes only.**

**What information, guidance, technical assistance, training, and/or alignment of resources and programs** should Cal ICH and other State Agencies prioritize to support jurisdictions in progressing towards their Outcome Goals, Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness, and/or would otherwise help strengthen local partnerships, coordination, planning, and progress toward preventing and ending homelessness?

### **Information, Guidance, and Technical Assistance**

Facilitation of planning processes and collaborative approaches among cross-agency and community-level partners



## Alignment of Resources and Programs

In the space below, please describe what Cal ICH and other State Agencies should prioritize related to alignment of resources and programs, strengthening partnerships and collaborations, or any other ways that State can support communities' progress:

### Untitled

- Make HHAP a permanent program with dramatically increased, on-going funding focused on increasing permanent housing placements. \$1.0B allocated statewide one year at a time is inadequate to address the magnitude of the growing homelessness crisis.
  
- We need multi-year HHAP agreements with the State. Currently, each Round of HHAP has its own separate application, contracting, and reporting processes, which have created a several month time-lag before each year's one-time grant is released to local jurisdictions to begin expending.
  - o For example, in July 2021 the Governor approved HHAP-3 funding as part of the State budget; in May 2022 we contracted with the State and received our 20% HHAP-3 initial disbursement; today, we are still waiting to execute the separate contract with the State to receive the 80% balance of our HHAP-3 grant.
  - o Without continuity of funding, service providers (the backbone of our Rehousing System) are forced to scale up and scale back down and cannot maintain consistent staffing and service levels.
  
- Consolidate and streamline HHAP and the State's other siloed homeless funding to Counties to make all this State funding collectively more impactful. For example, the State's allocation of the four below separately funded programs each focus of specific eligible sub-populations, is very administratively burdensome at the local level. It reinforces fragmentation and administrative redundancies (e.g., procurement, contracting, data reporting, etc.) across our entire County Rehousing System. This lack of funding continuity is severely impeding our local region and our service providers from scaling-up staff and services.
  - o Encampment Resolution Grants
  - o CalWORKs Housing Support Program (CDSS)
  - o Bringing Families Home (CDSS)
  - o Home Safe (CDSS)

# Part IV. Funding Plan Strategic Intent Narrative

## Question 1

### Eligible Use 1

#### Eligible Use Category Intended to be Supported with HHAP-4

8. Interim sheltering (new and existing)

**Approximate % of TOTAL HHAP-4 ALLOCATION to be used on this Eligible Use(%)**  
27.00%

**Approximate % of TOTAL HHAP-4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)**  
0.00%

#### Activities to be Supported with HHAP-4

Interim Housing includes: 1) Stabilization Housing - Funding supports 24-hour interim housing beds with resource linkages and case management for people with more complex health and/or behavioral health conditions who need a higher level of onsite supportive services; 2) Recuperative Care - Funding supports 24-hour interim housing beds with resource linkages and case management for people with more complex health and/or behavioral health conditions who need medical oversight and a higher level of onsite supportive services.

A portion of this HHAP 4 investment in Interim Housing will be in the form of Transitional Housing for Transition Age Youth (TAY) - Funding supports Housing First, low-barrier, harm reduction-based transitional housing for TAY and is part of a crisis response program that provides safe, client-driven supportive services and access to 24-hour interim housing for young people (ages 18-24). This HHAP 4 investment will meet the 10% Youth set-aside requirement.

#### How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?

HHAP-4 funding will support the operation of existing and new interim housing beds created and/or enhanced through utilization of local Measure H funding and prior rounds of HHAP funding. Interim Housing continues to be a significant need as identified in the 2022 Point-In-Time Count.

A portion of this HHAP 4 investment will support the operation of TAY specific transitional housing because TAY is among the fastest growing sub-populations within our total homeless population.

#### How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?

Over the past year, LA County Homeless Initiative has begun a comprehensive funding analysis including the identification and strategic assessment of all Federal, State, and Local funding administered by our County Departments and homeless/housing partners. Based on our initial assessment, including the review of requirements and expenditure horizons for each of those funding sources, and service gaps identified during our New Framework implementation planning, we have begun the work with our County Department/ Agency partners to shift and braid specific funding to cover specific aspects of our total homeless/housing services system.

Within this comprehensive approach to funding we are taking, we have determined we need to invest HHAP 4 funding to cover growth in our Interim Housing and Permanent Supportive Housing portfolio.

## Table 7. Demonstrated Need

**# of available shelter  
beds**  
4,581

**# of people  
experiencing  
unsheltered  
homelessness in the  
homeless point-in-time  
count**  
45,878

**Shelter vacancy rate  
(%) in the summer  
months**  
22.00%

**Shelter vacancy rate  
(%) in the winter  
months**  
22.00%

**% of exits from  
emergency shelters to  
permanent housing  
solutions**  
18.00%

### **Describe plan to connect residents to permanent housing.**

LA County with its partners continues to strengthening systems and programs that quickly connect households experiencing homelessness to permanent housing resources. We are implementing the following to strengthen the rate (and quality of) exits to permanent housing:

- Provide outreach teams and clients with more support for housing navigation and more housing placement options.
- Provide interim housing providers and clients with more housing navigation services. In FY 2022/23 LAHSA both expanded the number of Housing Navigation slots available within the system and enhanced eligible and allowable Housing Navigation services (funding can be used for financial assistance, including application fees, security deposits, and landlord incentives). In addition, LAHSA began to prioritize Housing Navigation resources for people in interim housing. Providing Housing Navigation to interim housing clients will enhance flow through the system as interim housing clients exit more quickly to permanent housing. The draft FY 2023/24 Homeless Initiative Funding Recommendations include increased funding for Housing Navigation to increase the number of slots and to cover increasing costs of programming and service delivery.

## **Eligible Use 2**

**Eligible Use Category Intended to be Supported  
with HHAP-4**

## 6. Delivery of permanent housing

**Approximate % of TOTAL HHAP-4 ALLOCATION to be used on this Eligible Use(%)**

66.00%

**Approximate % of TOTAL HHAP-4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)**

0.00%

### **Activities to be Supported with HHAP-4**

Permanent Supportive Housing includes: 1) Intensive Case Management Services (ICMS) - Funding supports ICMS which is a wrap-around service delivery model in which case managers are assigned to support clients with every stage of the housing stabilization process. ICMS provides Permanent Supportive Housing (PSH) clients with a range of tailored services designed to meet the individual's needs including outreach and engagement; intake and assessment; housing navigation; housing stabilization and connections to emergency financial assistance to avoid evictions; linkages and referrals to inpatient, outpatient, and specialty care services; benefits establishment; vocational assistance; etc. 2) Rental Subsidies and Tenancy Support Services - Funding supports locally funded rental subsidies for a subset off PSH clients and Tenancy Support Services which includes move-in assistance, crisis intervention, health and safety visits, unit habitability inspections, support with reasonable accommodations, administration of timely rental payments, and coordination with landlords to address unit or tenancy issues.

### **How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?**

HHAP-4 funding will support the operations costs and the Intensive Case Management Services provided in our existing and new Permanent Supportive Housing units. Permanent Supportive Housing continues to be a significant need for many of the persons experiencing homelessness in LA County who have health, behavioral health, substance use disorders, and higher acuity needs.

### **How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?**

Over the past year, LA County Homeless Initiative has begun a comprehensive funding analysis including the identification and strategic assessment of all Federal, State, and Local funding administered by our County Departments and homeless/housing partners. Based on our initial assessment, including the review of requirements and expenditure horizons for each of those funding sources, and service gaps identified during our New Framework implementation planning, we have begun the work with our County Department/ Agency partners to shift and braid specific funding to cover specific aspects of our total homeless/housing services system.

Within this comprehensive approach to funding we are taking, we have determined we need to invest HHAP 4 funding to cover growth in our Permanent Supportive Housing and Interim Housing portfolios.

## **Eligible Use 3**

### **Eligible Use Category Intended to be Supported with HHAP-4**

10. Administrative (up to 7%)

**Approximate % of TOTAL HHAP-4 ALLOCATION to be used on this Eligible Use(%)**

7.00%

### **Activities to be Supported with HHAP-4**

The maximum allowable 7% is budgeted for administrative costs proportionately across the above three HHAP eligible uses.

**How is this a strategic use of HHAP-4 resources that will address needs and gaps within the homelessness response system?**

n/a

**How were these decisions to invest HHAP-4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis in Part I)?**

n/a

## Question 2

Please describe how the planned investments of HHAP-4 resources and implementation of the activities to be supported will:

**Help drive progress toward achievement of the Outcome Goals and Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness (as identified in Part II above):**

Disaggregating administrative data for use in decision making processes:

In a recent Report Back to the Board of Supervisors, the HI outlined a critical need for system-level performance metrics that are used consistently by the County, LAHSA and cities to measure success and inform policy and programmatic changes to improve outcomes. Performance metrics, sometimes referred to as Key Performance Indicators (“KPIs”), are frequently used in government and the private sector to help managers and service providers understand whether a system is accomplishing goals and, if not, where policies or programs need to be adjusted or improved. In general, KPIs must be measurable with available data, shared across system partners, calculated using consistent and transparent business rules, and connected to a management process that reviews the data and takes action in response to issues. KPIs for homelessness services should observe all documented rehousing programs in the system, regardless of funding source; overall inflow and outflow to the homelessness services system; and how people move from one system component to the next, such as from interim housing to permanent supportive housing. Finally, KPIs should be reported at the County level and by smaller geographic units as needed. Prioritizing system-level KPIs will be essential in enabling the County to assess system functionality and the subsequent policy, programmatic and other system changes that can be made to increase impact toward end goals. System KPIs would provide more than a series of data reports; they provide the foundation for a centralized process to review these data, analyze their meaning, and then adjust policies, program design, or investments to improve performance and make progress toward goals.

In September 2022, LAHSA released the first version of system KPIs. These KPIs contain demographic characteristics including race, ethnicity, and age. In addition, a committee co-led by LA County HI staff will work with subject matter experts, including staff from the County’s Antiracism, Diversity, and Inclusion Initiative (ARDI) to develop a definition of equity that can be measured with available data. Measuring equity may require improving data quality for key demographic characteristics, including race and ethnicity.

Modifying procurement processes

The struggle to exit homelessness goes beyond the gap in permanent housing exits; it is also shaped by the long history of systemic racism in Los Angeles County – and throughout the United States – that has disproportionately forced communities of color into poverty and homelessness, while making it more challenging to navigate systems of care. Over the course of LA County HI’s implementation and transformation of the regional homelessness rehousing system, practices have emerged to advance racial equity. The County has adopted a sweeping initiative that boldly articulates an anti-racist agenda that will guide, govern, and increase the County’s ongoing commitment to fighting racism in all its dimensions,

especially racism that systemically affects Black residents. For example, LAHSA's Ad Hoc Committee Report on Black People Experiencing Homelessness defined 67 recommendations that the LA County HI and ARDI are working to operationalize. Further, LA County HI and ARDI are working together to develop a Racial Equity Plan that aims to close the racial disparity gaps through advocacy, strategic coordination, targeted policies, and resource allocation. Distributing LA County's homeless resources in a racially sensitive and equitable way will require the County to grapple with its own policies, practices, and biases across its service delivery network, both internally and among external partners receiving funding. On April 20, 2021, the County Board of Supervisors' (Board) adopted the Equity in County Contracting (ECC) motion to promote an equitable and inclusive County contracting process and to increase access to over \$6 billion in procurement opportunities for small employers. In an August 2022 Board Motion, the Board directed that the County must begin urgently implementing priority ECC strategies. The Board Motion directives aimed to ensure that our systems are proactively anti-racist, allowing for current and new funding streams to reach organizations that have historically been systemically excluded from procurement opportunities. This initiative will transform the County's procurement policies, practices, and culture.

These new practices, coupled with the County's plan to implement the recommendations of LAHSA's Ad Hoc Committee on Black People Experiencing Homelessness, will serve as guiding frameworks for the implementation of efforts to distribute homeless resources in a racially sensitive and equitable way.

Ensuring those with lived experience have a role in program design, strategy development and oversight LA County and LAHSA continue to work on ways to disseminate information about funding opportunities to underserved and marginalized communities to promote greater awareness and participation of these communities in homeless services funding opportunities. LA County and LAHSA are examining the best ways to developing funding preferences and scoring criteria that reflect the need to identify and cultivate capacity among organizations best positioned to serve underserved communities. In addition, LA County and LAHSA continue to develop communications strategies to better cultivate relationships with faith-based institutions with roots in underserved communities.

#### Efforts To Increase the Retention of Black People in Permanent Supportive Housing

The Ad Hoc Committee on Black People Experiencing Homelessness made several recommendations for research including increasing the quality of housing retention services in PSH and rapid re-housing through training, data collection, and evaluation. The Ad Hoc report also highlighted the importance of involving people with lived experience, Black people, and service providers in conceptualizing, planning, and conducting research. Based on these recommendations, LA County, LAHSA and system partners worked to identify two phases for research on the topic of racial equity in PSH retention. Completed in early 2021, the first phase of research was a mixed-methods exploratory study by external researchers to better understand the potential causes of anti-Black racial inequities in PSH retention and returns to homelessness. Key findings from phase one are the following:

- From 2010 to mid-2019, 25% of Black single adult residents returned to interim housing or street homelessness after being placed in PSH. In the same period, the return rate for white residents was 18%.
- Black residents and some PSH program managers perceived PSH as impermanent housing or a "steppingstone" to other housing options.
- Physical and mental safety were a key reason why Black PSH residents in both tenant-based and project-based housing did not see PSH as a long-term housing solution.

The phase one researchers provided recommendations under the following broad categories:

- Acknowledge perceived purposes and variation of PSH
- Improve Safety
- Address Anti-Black Racism in PSH
- Support Case Management Careers

- Recruit more Black Case Managers and Individuals with Lived Experience

These recommendations feed into an 18-month long phase two of the research work titled Increasing Black Tenant Retention in PSH Pilots. This summer a research team was selected to lead a co-design process of developing and evaluating strategies to increase retention rates among Black tenants living in PSH. The goal is to identify and pilot solutions to combat racial inequities in retention and returns to homelessness among Black tenants in PSH within the Los Angeles Continuum of Care.

American Indian/Alaska Native:

In addition, LA County and LAHSA are actively working to identify causes and solutions to the disproportionate impact of homelessness on the American Indian/Alaska Native (AIAN) population and have been researching best practices to address AIAN homelessness which includes consulting other CoC's around the country to gain insight on how they address:

- Equitable representation on decision bodies;
- Native specific agencies within the CoC;
- Data collection efforts;
- CoC policy to protect cultural behaviors; and
- Provide trainings both internally and externally to understand how to appropriately acknowledge and engage the population.

LA County and LAHSA are working with the Mayoral Appointee for the Los Angeles City/County Native American Indian Commission in identifying best practices. This work will result in improving data collection and reporting on this population and identifying how AIAN can be represented on various leadership/governance bodies within our CoC including the CES Policy County, the Regional Homeless Advisory Council, the Homeless Count Advisory Board, as well as lived experience bodies for adults, families, and youth. The County, through the work of a consultant, is providing technical assistance to tribal entities/organizations applying for funding opportunities to create permanent supportive housing that is culturally inclusive of the AIAN community.

Los Angeles County Coordinated Entry System Triage Tool and Research & Refinement (CESTRR) Project is a three-year effort to examine and enhance LA's homeless services system triage tools and processes. There is an understanding that the existing tools may not be capturing the full vulnerability of populations, such as Black people and domestic violence survivors. The research team is using interdisciplinary research methods to investigate, test, evaluate and implement enhancements across three core components of our triage tools: Assessment, Administration, and Application. The goal of the CESTRR Project is to provide recommendations for how the Los Angeles CES can undertake refinements to its triage tools to advance equity, improve system flow, and increase confidence in the system to support appropriate service connections for all those experiencing homelessness. In 2022, researchers completed their initial recommendation process and project partners anticipate that pilot projects to rest refinements will be funded and launched in 2023.

**Help address racial inequities and other inequities in the jurisdiction's homelessness response system:**

Disaggregating administrative data for use in decision making processes:

In a recent Report Back to the Board of Supervisors, the HI outlined a critical need for system-level performance metrics that are used consistently by the County, LAHSA and cities to measure success and inform policy and programmatic changes to improve outcomes. Performance metrics, sometimes referred to as Key Performance Indicators ("KPIs"), are frequently used in government and the private sector to help managers and service providers understand whether a system is accomplishing goals and, if not, where policies or programs need to be adjusted or improved. In general, KPIs must be measurable with available data, shared across system partners, calculated using consistent and transparent business rules, and connected to a management process that reviews the data and takes action in response to issues. KPIs for homelessness services should observe all documented rehousing programs in the system,

regardless of funding source; overall inflow and outflow to the homelessness services system; and how people move from one system component to the next, such as from interim housing to permanent supportive housing. Finally, KPIs should be reported at the County level and by smaller geographic units as needed. Prioritizing system-level KPIs will be essential in enabling the County to assess system functionality and the subsequent policy, programmatic and other system changes that can be made to increase impact toward end goals. System KPIs would provide more than a series of data reports; they provide the foundation for a centralized process to review these data, analyze their meaning, and then adjust policies, program design, or investments to improve performance and make progress toward goals.

In September 2022, LAHSA released the first version of system KPIs. These KPIs contain demographic characteristics including race, ethnicity, and age. In addition, a committee co-led by LA County HI staff will work with subject matter experts, including staff from the County's Antiracism, Diversity, and Inclusion Initiative (ARDI) to develop a definition of equity that can be measured with available data. Measuring equity may require improving data quality for key demographic characteristics, including race and ethnicity.

#### Modifying procurement processes

The struggle to exit homelessness goes beyond the gap in permanent housing exits; it is also shaped by the long history of systemic racism in Los Angeles County – and throughout the United States – that has disproportionately forced communities of color into poverty and homelessness, while making it more challenging to navigate systems of care. Over the course of LA County HI's implementation and transformation of the regional homelessness rehousing system, practices have emerged to advance racial equity. The County has adopted a sweeping initiative that boldly articulates an anti-racist agenda that will guide, govern, and increase the County's ongoing commitment to fighting racism in all its dimensions, especially racism that systemically affects Black residents. For example, LAHSA's Ad Hoc Committee Report on Black People Experiencing Homelessness defined 67 recommendations that the LA County HI and ARDI are working to operationalize. Further, LA County HI and ARDI are working together to develop a Racial Equity Plan that aims to close the racial disparity gaps through advocacy, strategic coordination, targeted policies, and resource allocation. Distributing LA County's homeless resources in a racially sensitive and equitable way will require the County to grapple with its own policies, practices, and biases across its service delivery network, both internally and among external partners receiving funding. On April 20, 2021, the County Board of Supervisors' (Board) adopted the Equity in County Contracting (ECC) motion to promote an equitable and inclusive County contracting process and to increase access to over \$6 billion in procurement opportunities for small employers. In an August 2022 Board Motion, the Board directed that the County must begin urgently implementing priority ECC strategies. The Board Motion directives aimed to ensure that our systems are proactively anti-racist, allowing for current and new funding streams to reach organizations that have historically been systemically excluded from procurement opportunities. This initiative will transform the County's procurement policies, practices, and culture.

These new practices, coupled with the County's plan to implement the recommendations of LAHSA's Ad Hoc Committee on Black People Experiencing Homelessness, will serve as guiding frameworks for the implementation of efforts to distribute homeless resources in a racially sensitive and equitable way.

Ensuring those with lived experience have a role in program design, strategy development and oversight LA County and LAHSA continue to work on ways to disseminate information about funding opportunities to underserved and marginalized communities to promote greater awareness and participation of these communities in homeless services funding opportunities. LA County and LAHSA are examining the best ways to developing funding preferences and scoring criteria that reflect the need to identify and cultivate capacity among organizations best positioned to serve underserved communities. In addition, LA County and LAHSA continue to develop communications strategies to better cultivate relationships with faith-based institutions with roots in underserved communities.



## Efforts To Increase the Retention of Black People in Permanent Supportive Housing

The Ad Hoc Committee on Black People Experiencing Homelessness made several recommendations for research including increasing the quality of housing retention services in PSH and rapid re-housing through training, data collection, and evaluation. The Ad Hoc report also highlighted the importance of involving people with lived experience, Black people, and service providers in conceptualizing, planning, and conducting research. Based on these recommendations, LA County, LAHSA and system partners worked to identify two phases for research on the topic of racial equity in PSH retention. Completed in early 2021, the first phase of research was a mixed-methods exploratory study by external researchers to better understand the potential causes of anti-Black racial inequities in PSH retention and returns to homelessness. Key findings from phase one are the following:

- From 2010 to mid-2019, 25% of Black single adult residents returned to interim housing or street homelessness after being placed in PSH. In the same period, the return rate for white residents was 18%.
- Black residents and some PSH program managers perceived PSH as impermanent housing or a “steppingstone” to other housing options.
- Physical and mental safety were a key reason why Black PSH residents in both tenant-based and project-based housing did not see PSH as a long-term housing solution.

The phase one researchers provided recommendations under the following broad categories:

- Acknowledge perceived purposes and variation of PSH
- Improve Safety
- Address Anti-Black Racism in PSH
- Support Case Management Careers
- Recruit more Black Case Managers and Individuals with Lived Experience

These recommendations feed into an 18-month long phase two of the research work titled Increasing Black Tenant Retention in PSH Pilots. This summer a research team was selected to lead a co-design process of developing and evaluating strategies to increase retention rates among Black tenants living in PSH. The goal is to identify and pilot solutions to combat racial inequities in retention and returns to homelessness among Black tenants in PSH within the Los Angeles Continuum of Care.

### American Indian/Alaska Native:

In addition, LA County and LAHSA are actively working to identify causes and solutions to the disproportionate impact of homelessness on the American Indian/Alaska Native (AIAN) population and have been researching best practices to address AIAN homelessness which includes consulting other CoC's around the country to gain insight on how they address:

- Equitable representation on decision bodies;
- Native specific agencies within the CoC;
- Data collection efforts;
- CoC policy to protect cultural behaviors; and
- Provide trainings both internally and externally to understand how to appropriately acknowledge and engage the population.

LA County and LAHSA are working with the Mayoral Appointee for the Los Angeles City/County Native American Indian Commission in identifying best practices. This work will result in improving data collection and reporting on this population and identifying how AIAN can be represented on various leadership/governance bodies within our CoC including the CES Policy County, the Regional Homeless Advisory Council, the Homeless Count Advisory Board, as well as lived experience bodies for adults, families, and youth. The County, through the work of a consultant, is providing technical assistance to tribal entities/organizations applying for funding opportunities to create permanent supportive housing that is culturally inclusive of the AIAN community.

### Los Angeles County Coordinated Entry System Triage Tool and Research & Refinement (CESTRR)

CESTRR Project is a three-year effort to examine and enhance LA's homeless services system triage tools and processes. There is an understanding that the existing tools may not be capturing the full vulnerability of populations, such as Black people and domestic violence survivors. The research team is using interdisciplinary research methods to investigate, test, evaluate and implement enhancements across three core components of our triage tools: Assessment, Administration, and Application. The goal of the CESTRR Project is to provide recommendations for how the Los Angeles CES can undertake refinements to its triage tools to advance equity, improve system flow, and increase confidence in the system to support appropriate service connections for all those experiencing homelessness. In 2022, researchers completed their initial recommendation process and project partners anticipate that pilot projects to rest refinements will be funded and launched in 2023.

**Be aligned with health and behavioral health care strategies and resources, including resources of local Medi-Cal managed care plans:**

**Managed Care Organizations**

LA County HI is working to partner with local Managed Care Organizations, L.A. Care and Health Net, to serve as a subrecipient and lead intermediary in the implementation of two proposed funding items through the HHIP process. The two proposals include:

1. Unit Acquisition – PEH with tenant-based vouchers (federal, state, and local permanent or time limited subsidies) are having difficulty leasing up in the private sector rental market due to record high rents and very low vacancy rates for rental units in LA County. LA County HI has proposed the expansion of existing programs and the development of new opportunities that would use HHIP funds that cover the non-room-and-board costs of using tenant-based vouchers through a unit acquisition/master leasing agreement structure. Costs would include vacancy payments, property management, and/or other building costs (e.g., property taxes, building insurance). Private sector rental units would be held for extended periods of time using master agreements with landlords to increase the permanent housing stock available for PEH matched to tenant-based subsidy programs, removing many of the barriers to entry which include exclusionary practices based on things such as a potential tenants current housing status, being a voucher holder, or race/ethnicity. This initiative will support maximum utilization of tenant-based vouchers and reduce times between voucher issuance and lease up.
2. Support for PEH with ADL and IADL needs - As people experiencing homelessness continue to age, more need assistance completing activities of daily living (ADLs) and instrumental activities of daily living (IADLs). There are also many PEH with severe mental illness or cognitive impairments who are not able to care for themselves. There is limited capacity within the system to identify the best settings for these clients, and there are insufficient interim housing settings that can care for their needs. In addition, many need care and supervision in a licensed ARF or RCFE facility, rather than PSH, but may need a higher level of care and supervision than what the SSI rate covers at the facility. LA County HI has proposed building a three-prong strategy to help members experiencing homelessness with ADL needs get connected to housing and stay housed: 1) Countywide clinical assessment teams for field-based evaluation of PEH. 2) Interim housing service enrichment, which would bring new services into interim housing to be able to care immediately for PEH who need help with ADLs. 3) Placements for members in the Enriched Residential Care program, which pays an enhanced rate to ARFs / RCFEs to cover additional services (similar to the Assisted Living Waiver model).

LA County HI is also an active participant in ensuring the success of achieving the goals of HHIP metric 2.2 - Data Sharing between Medi-Cal Managed Care Plans and Continuums of Care and Homeless Management Information System. The goal of this work is to create more data connectivity between MCPs and the homeless services system so we are collectively positioned to provide better care to people experiencing homelessness, resulting in better health and housing outcomes. As part of the HHIP LA Data Subgroup, data leads from County Departments, CoCs and Managed Care Plans have developed use cases and are working to build the internal IT infrastructure to execute data sharing.

**Health Services**

In FY 2021-22 the Board allocated \$189.1M in Measure H funding to the County Department of Health

Services (DHS) Housing for Health (HFH) program to support the following homelessness and housing services countywide: 1) Bridge Housing for those exiting institutions; 2) permanent supportive housing (PSH) rental subsidies and services; 3) disability income and veterans benefits advocacy; 4) jail in-reach; 5) street outreach; and 6) emergency shelter system enhancements, operations, and services.

For FY 2022-23 the Board allocated \$185.8M to DHS HFH for the same set of countywide homeless and housing interventions listed above. HHAP funding has also been allocated in both fiscal years to expand DHS HFH permanent supportive housing rental subsidies and services to serve additional persons experiencing homelessness.

In FY 2022-23, HHAP funding has also been allocated to expand DHS-administered emergency shelter system enhancements, operations, and services. (\$15.5M in FY 2021-22 and \$46.7M in FY 2022-23).

#### Behavioral Health

In FY 2021-22 the Board allocated \$12.3M in Measure H funding to DMH to support the following homelessness and housing services countywide: 1) Bridge Housing for those exiting institutions; 2) disability income and veterans benefits advocacy; 3) permanent supportive housing (PSH) rental subsidies and services; and 4) emergency shelter system enhancements, operations, and services.

For FY 2022-23 the Board allocated \$15.3M to DMH for the same set of countywide homeless and housing interventions listed above.

#### Public Health

In FY 2021-22 the Board allocated \$12.4M in Measure H funding to the LA County DPH to support the following homelessness and housing services countywide: 1) Bridge Housing for those exiting institutions; 2) permanent supportive housing (PSH) rental subsidies and services; 3) street outreach; and 4) emergency shelter system enhancements, operations, and services.

For FY 2022-23 the Board allocated \$14.0M to DPH for the same set of countywide homeless and housing interventions listed above.

#### **Support increased exits to permanent housing among people experiencing homelessness:**

HHAP funding (as well as local Measure H funding) supports LA County's New Framework to End Homelessness which focuses on three key partners – (1) Rehousing System, (2) Mainstream County Government Systems, and (3) Partnerships with Cities. For each partner, five categories of action are defined: Coordinate, Prevent, Connect, House, and Stabilize. Increasing exits to permanent housing is one of the primary goals of the New Framework.

45% of the proposed \$598M FY 2023-24 LA County Homeless Initiative Funding Plan is dedicated to permanent housing operations and services. Smaller shares of the \$598M total would support Interim Housing, Outreach, Prevention, partnerships with Cities and Council's of Government, and other important components of the LA County Homeless Services Delivery System.

In the Rehousing System, the strategies emphasize the efforts within our current system that have been identified through the process outlined above as most impactful. Permanent housing, as identified by researchers and community members alike, is centered as the most critical strategy.

In Mainstream Government Systems, the emphasis of the strategies is to establish a true no wrong door approach that advances equity, prioritizes at-risk households, and effectively prevents homelessness, especially first-time homelessness. All County mainstream systems should be trained to serve people experiencing homelessness, including through problem solving (an effort that is already underway); develop or enhance their capacity to respond quickly and effectively to people experiencing a housing crisis or know how to refer

appropriately; and be accountable for their role in addressing the County's homelessness crisis.

Finally, in the set of strategies aiming to increase Participation of Cities, the emphasis of the strategies is on creating opportunities for co-investment that lead to an increase in cities' ability to respond at a local level to community members' greatest concerns while leveraging cities' unique capabilities to increase access to housing. These strategies build on recent efforts to provide funding and support to cities that are interested in expanding the supply of permanent and interim housing.

In addition, LA County with its partners continues to strengthening systems and programs that quickly connect households experiencing homelessness to permanent housing resources. We are implementing the following to strengthen the rate (and quality of) exits to permanent housing:

- Provide outreach teams and clients with more support for housing navigation and more housing placement options.
- Provide interim housing providers and clients with more housing navigation services. In FY 2022/23 LAHSA both expanded the number of Housing Navigation slots available within the system and enhanced eligible and allowable Housing Navigation services (funding can be used for financial assistance, including application fees, security deposits, and landlord incentives). In addition, LAHSA began to prioritize Housing Navigation resources for people in interim housing. Providing Housing Navigation to interim housing clients will enhance flow through the system as interim housing clients exit more quickly to permanent housing. The draft FY 2023/24 Homeless Initiative Funding Recommendations include increased funding for Housing Navigation to increase the number of slots and to cover increasing costs of programming and service delivery.

# Certification

I certify that all information included in this Application is true and accurate to the best of my knowledge.

Yes

**Table 1. Landscape Analysis of Needs and Demographics**

	People Experiencing Homelessness	Source and Date Timeframe of Data
<b>Population and Living Situations</b>		
<b>TOTAL # OF PEOPLE EXPERIENCING HOMELESSNESS</b>	65,111	HUD 2022 PIT Count
# of People Who are <b>Sheltered</b> (ES, TH, SH)	19,233	HUD 2022 PIT Count
# of People Who are <b>Unsheltered</b>	45,878	HUD 2022 PIT Count
<b>Household Composition</b>		
# of Households <b>without Children</b>	54,142	HUD 2022 PIT Count
# of Households with <b>At Least 1 Adult &amp; 1 Child</b>	3,421	HUD 2022 PIT Count
# of Households with <b>Only Children</b>	89	HUD 2022 PIT Count
<b>Sub-Populations and Other Characteristics</b>		
# of Adults Who are Experiencing <b>Chronic Homelessness</b>	26,985	HUD 2022 PIT Count
# of Adults Who are Experiencing <b>Significant Mental Illness</b>	14,067	HUD 2022 PIT Count
# of Adults Who are Experiencing <b>Substance Abuse</b> Disorders	15,353	HUD 2022 PIT Count
# of Adults Who are <b>Veterans</b>	3,456	HUD 2022 PIT Count
# of Adults with <b>HIV/AIDS</b>	1,337	HUD 2022 PIT Count
# of Adults Who are <b>Survivors of Domestic Violence</b>	23,092	HUD 2022 PIT Count
# of <b>Unaccompanied Youth (under 25)</b>	2,042	HUD 2022 PIT Count
# of <b>Parenting Youth (under 25)</b>	780	HUD 2022 PIT Count
# of People Who are <b>Children of Parenting Youth</b>	429	HUD 2022 PIT Count
<b>Gender Demographics</b>		
# of <b>Women/Girls</b>	20,724	HUD 2022 PIT Count
# of <b>Men/Boys</b>	42,740	HUD 2022 PIT Count
# of People Who are <b>Transgender</b>	917	HUD 2022 PIT Count
# of People Who are <b>Gender Non-Conforming</b>	730	HUD 2022 PIT Count
<b>Ethnicity and Race Demographics</b>		
# of People Who are <b>Hispanic/Latino</b>	28,940	HUD 2022 PIT Count
# of People Who are <b>Non-Hispanic/Non-Latino</b>	36,171	HUD 2022 PIT Count
# of People Who are <b>Black or African American</b>	29,814	HUD 2022 PIT Count
# of People Who are <b>Asian</b>	992	HUD 2022 PIT Count
# of People Who are <b>American Indian or Alaska Native</b>	1,461	HUD 2022 PIT Count
# of People Who are <b>Native Hawaiian or Other Pacific Islander</b>	650	HUD 2022 PIT Count
# of People Who are <b>White</b>	29,095	HUD 2022 PIT Count
# of People Who are <b>Multiple Races</b>	3,099	HUD 2022 PIT Count

*\*If data is not available, please input N/A in the cell and explain why the data is not available below:*

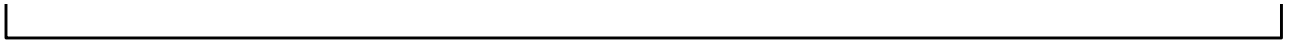


Table 2. Landscape Analysis of People Being Served

	Permanent Supportive Housing (PSH)	Rapid Rehousing (RRH)	Transitional Housing (TH)	Interim Housing or Emergency Shelter (IH / ES)	Diverts on Services and Assistance (DIV)	Homelessness Prevent on Services & Assistance (HP)	Outreach and Engagement Services (O/R)	Other: [Identify]	Source(s) and Timeframe of Data
<b>Household Composition</b>									
# of Households without Children	14,216	11,920	3,106	26,360	1,036	2,397	59,664		HMIS, 7/1/21 to 6/30/22
# of Households with At Least 1 Adult & 1 Child	1,242	4,094	269	2,539	3,600	825	409		HMIS, 7/1/21 to 6/30/22
# of Households with Only Children	24	28	18	119	1	5	828		HMIS, 7/1/21 to 6/30/22
<b>Sub Populations and Other Characteristics</b>									
# of Adults Who are Experiencing Chronic Homelessness	6,017	5,150	322	11,329	Not available (see note)	349	13,871		HMIS, 7/1/21 to 6/30/22
# of Adults Who are Experiencing Significant Mental Illness	10,195	5,954	1,404	12,060	Not available (see note)	1,003	17,714		HMIS, 7/1/21 to 6/30/22
# of Adults Who are Experiencing Substance Abuse Disorders	3,128	1,830	790	6,935	Not available (see note)	230	13,122		HMIS, 7/1/21 to 6/30/22
# of Adults Who are Veterans	2,268	2,199	1,381	911	247	424	2,050		HMIS, 7/1/21 to 6/30/22
# of Adults with HIV/AIDS	1,007	253	95	708	Not available (see note)	34	890		HMIS, 7/1/21 to 6/30/22
# of Adults Who are Survivors of Domestic Violence	2,809	4,430	643	6,898	Not available (see note)	573	7,075		HMIS, 7/1/21 to 6/30/22
# of Unaccompanied Youth (under 25)	633	986	1,057	2,450	Not available (see note)	127	8,708		HMIS, 7/1/21 to 6/30/22
# of Parenting Youth (under 25)	235	1,004	123	608	Not available (see note)	195	134		HMIS, 7/1/21 to 6/30/22
# of People Who are Children of Parenting Youth	162	678	140	426	Not available (see note)	50	83		HMIS, 7/1/21 to 6/30/22
<b>Gender Demographics</b>									
# of Women/Girls	7,563	13,048	1,191	14,571	9,618	2,915	22,265		HMIS, 7/1/21 to 6/30/22
# of Men/Boys	10,900	13,378	2,663	18,957	5,704	2,556	42,789		HMIS, 7/1/21 to 6/30/22
# of People Who are Transgender	136	119	58	313	82	12	643		HMIS, 7/1/21 to 6/30/22
# of People Who are Gender Non-Conforming	18	29	34	80	48	7	139		HMIS, 7/1/21 to 6/30/22
<b>Ethnicity and Race Demographics</b>									
# of People Who are Hispanic/Latino	5,342	10,292	1,215	12,331	5,311	2,420	23,645		HMIS, 7/1/21 to 6/30/22
# of People Who are Non-Hispanic/Non-Latino	13,180	15,723	2,578	20,836	8,738	2,898	39,108		HMIS, 7/1/21 to 6/30/22
# of People Who are Black or African American	8,684	11,455	1,791	13,536	5,856	2,083	22,045		HMIS, 7/1/21 to 6/30/22
# of People Who are Asian	359	301	65	482	169	68	816		HMIS, 7/1/21 to 6/30/22
# of People Who are American Indian or Alaska Native	342	377	81	651	212	55	1,240		HMIS, 7/1/21 to 6/30/22
# of People Who are Native Hawaiian or Other Pacific Islander	113	164	44	241	99	30	516		HMIS, 7/1/21 to 6/30/22
# of People Who are White	8,318	11,592	1,577	15,309	5,835	2,372	33,358		HMIS, 7/1/21 to 6/30/22
# of People Who are Multiple Races	497	644	127	723	278	84	1,025		HMIS, 7/1/21 to 6/30/22

Note: Diversion Services are not captured in HMIS the same way program types are, they are captured via an assessment tool in HMIS. Therefore this information is not readily available.  
 Note: Diversion Services are not divided by CoC in the LA HMIS, so these can contain clients from Pasadena and Glendale CoCs.



Table 3. Landscape Analysis of State, Federal and Local Funding

Funding Program <i>(choose from drop down options)</i>	Fiscal Year <i>(see cell that apply)</i>	Total Amount Invested into Homelessness Interventions	# of Vouchers <i>(1 applicable)</i>	Funding Source*	Intervention Types Supported with Funding <i>(select all that apply)</i>	Brief Description of Programming and Services Provided	Populations Served <i>(please x the appropriate population[s])</i>	
Measure H (local sales tax revenue dedicated to combatting homelessness)	FY 2020-2021	\$ 477,390,000	n/a	Local Agency	Permanent Supportive and Service-Enriched Housing	Outreach and Engagement	<b>ALL PEOPLE EXPERIENCING HOMELESSNESS</b> Measure H local sales tax revenue supporting the following: 1) Prevention; 2) Outreach; 3) Interim Housing; 4) Rapid Rehousing; 5) PSH; 6) Transition Age Youth Interventions; 7) Strengthening Partnerships with cities and Councils of Government; 8) Landlord Incentives; 9) Disability Benefits Advocacy; 10) Jail In-Reach; 11) Criminal Records Clearing; 12) Employment Services; 13) Coordinated Entry System Strengthening.	<b>TARGETED POPULATIONS</b> (please "x" all that apply) People Exp Chronic Homelessness Veterans Parenting Youth People Exp Severe Mental Illness People Exp HIV/ AIDS Children of Parenting Youth People Exp Substance Abuse Disorders Unaccompanied Youth Other (please enter here)
	FY 2021-2022	\$ 482,918,000	n/a		Rental Assistance	Systems Support Activities		
	FY 2022-23	\$ 466,753,000	n/a		Non-Congregate Shelter Interim Housing	Administrative Activities		
Measure H (local sales tax revenue dedicated to combatting homelessness)	FY 2023-24	\$ 524,537,000	n/a	Local Agency	Diversion and Homelessness Prevention			
Bringing Families Home (BFH) - via CDSS	FY 2021-22	\$ 30,060,753	n/a	State Agency	Rental Assistance	Administrative Activities	The following interventions for Child Welfare connected families: 1) Prevention and Diversion; 2) Rapid Rehousing. In addition, local partners are examining how this funding may be used within the Flexible Housing Subsidy Pool Model.	<b>TARGETED POPULATIONS</b> (please "x" all that apply) People Exp Chronic Homelessness Veterans Parenting Youth People Exp Severe Mental Illness People Exp HIV/ AIDS Children of Parenting Youth People Exp Substance Abuse Disorders Unaccompanied Youth Families connected to the Child Welfare System
	FY 2022-23	\$ 30,060,753	n/a		Non-Congregate Shelter Interim Housing	Systems Support Activities		
		\$ -			Diversion and Homelessness Prevention			
		\$ -			Outreach and Engagement			
Home Safe - via CDSS	FY 2021-22	\$ 26,803,564	n/a	State Agency	Rental Assistance	Administrative Activities	The following interventions for Adult Protective Services connected individuals: 1) Prevention and Diversion; 2) Rapid Rehousing. In addition, local partners are examining how this funding may be used within the Flexible Housing Subsidy Pool Model.	<b>TARGETED POPULATIONS</b> (please "x" all that apply) People Exp Chronic Homelessness Veterans Parenting Youth People Exp Severe Mental Illness People Exp HIV/ AIDS Children of Parenting Youth People Exp Substance Abuse Disorders Unaccompanied Youth Individuals connected to Adult Protective Services
	FY 2022-23	\$ 26,803,564	n/a		Diversion and Homelessness Prevention	Systems Support Activities		
		\$ -			Non-Congregate Shelter Interim Housing			
		\$ -						
Housing and Disability Advocacy Program (HDAP) - via CDSS	FY 2021-22	\$ 46,504,194	n/a	State Agency	Permanent Supportive and Service-Enriched Housing	The following interventions for individuals applying for SSI or other disability benefits: 1) Benefits advocacy; 2) Prevention and Diversion; 3) Rapid Rehousing. In addition, local partners utilize this funding within the Flexible Housing Subsidy Pool Model.	<b>ALL PEOPLE EXPERIENCING HOMELESSNESS</b>	<b>TARGETED POPULATIONS</b> (please "x" all that apply) People Exp Chronic Homelessness Veterans Parenting Youth People Exp Severe Mental Illness People Exp HIV/ AIDS Children of Parenting Youth People Exp Substance Abuse Disorders Unaccompanied Youth Individuals applying for SSI or other disability benefits
	FY 2022-23	\$ 46,504,194	n/a		Rental Assistance			
		\$ -			Diversion and Homelessness Prevention			
		\$ -						
CalWORKs Housing Support Program (HSP) - via CDSS	FY 2021-22	\$ 71,125,375	n/a	State Agency	Diversion and Homelessness Prevention	Administrative Activities	The following interventions for CalWORKs families: 1) Prevention and Diversion; 2) Rapid Rehousing. In addition, local partners are examining how this funding may be used within the Flexible Housing Subsidy Pool Model.	<b>TARGETED POPULATIONS</b> (please "x" all that apply) People Exp Chronic Homelessness Veterans Parenting Youth People Exp Severe Mental Illness People Exp HIV/ AIDS Children of Parenting Youth People Exp Substance Abuse Disorders Unaccompanied Youth CalWORKs connected Families
	FY 2022-23	\$ 71,125,375	n/a		Rental Assistance			
		\$ -			Non-Congregate Shelter/ Interim Housing			
		\$ -						
Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2020-21	\$ 64,319,071	n/a	State Agency	Permanent Supportive and Service-Enriched Housing	Diversion and Homelessness Prevention	1) PSH housing and services; 2) Interim Housing operations; 3) Transition Age Youth Interventions; 4) Operational funding for Interim Housing sited in and built by cities; 5) Operating funds for PHK properties acquired by cities; 6) Housing and Services to Women on Skid Row	<b>TARGETED POPULATIONS</b> (please "x" all that apply) People Exp Chronic Homelessness Veterans Parenting Youth People Exp Severe Mental Illness People Exp HIV/ AIDS Children of Parenting Youth People Exp Substance Abuse Disorders Unaccompanied Youth Other (please enter here)
	FY 2021-22	\$ 29,403,004	n/a		Non-Congregate Shelter/ Interim Housing			
	FY 2022-23	\$ 82,328,411	n/a		Outreach and Engagement			
	FY 2023-24	\$ 85,120,000	n/a					
HOME - American Rescue Plan Program (HOME-ARP) - via HUD	FY 2023-24	\$ 16,307,390	n/a	Federal Agency	Permanent Supportive and Service-Enriched Housing	The following are being considered priority uses for this funding: 1) Intensive Case Management Services (ICMS) and Tenancy Support Services for Emergency Housing Voucher holders in Permanent Supportive Housing; 2) Operating subsidies for PHK sites	<b>ALL PEOPLE EXPERIENCING HOMELESSNESS</b>	<b>TARGETED POPULATIONS</b> (please "x" all that apply) People Exp Chronic Homelessness Veterans Parenting Youth People Exp Severe Mental Illness People Exp HIV/ AIDS Children of Parenting Youth People Exp Substance Abuse Disorders Unaccompanied Youth Individuals with EHV's in PSH units
	FY 2024-25	\$ 16,307,390	n/a		Rental Assistance			
		\$ -						
Homekey (via HCD)	FY 2020-21	\$ 108,000,000	n/a	State Agency	Non-Congregate Shelter/ Interim Housing	State capital and operating costs for the acquisition and renovation of 24 motel/hotel properties	<b>ALL PEOPLE EXPERIENCING HOMELESSNESS</b>	<b>TARGETED POPULATIONS</b> (please "x" all that apply) People Exp Chronic Homelessness Veterans Parenting Youth People Exp Severe Mental Illness People Exp HIV/ AIDS Children of Parenting Youth People Exp Substance Abuse Disorders Unaccompanied Youth Other (please enter here)
	FY 2021-22	\$ 250,000,000	n/a		Permanent Supportive and Service-Enriched Housing			
		\$ -						
Emergency Solutions Grants - CV (ESG-CV) - via HCD	FY 2020-21	\$ 12,270,967	n/a	State Agency	Rental Assistance	Rental Assistance/Rapid Rehousing Services; HIMS Administration	<b>ALL PEOPLE EXPERIENCING HOMELESSNESS</b>	<b>TARGETED POPULATIONS</b> (please "x" all that apply) People Exp Chronic Homelessness Veterans Parenting Youth People Exp Severe Mental Illness People Exp HIV/ AIDS Children of Parenting Youth People Exp Substance Abuse Disorders Unaccompanied Youth Other (please enter here)
	FY 2021-22	\$ 12,270,967	n/a		Administrative Activities			
	FY 2022-23	\$ 12,270,967	n/a		Systems Support Activities			
		\$ -						
	FY 2020-21	\$ 23,016,681	n/a		Outreach and Engagement	Rental Assistance/Rapid Rehousing	<b>TARGETED POPULATIONS</b> (please "x" all that apply)	

Emergency Solutions Grants - CV (ESG CV) - via HUD	FY 2021-22	\$ 23,016,681	n/a	Federal Agency	Rental Assistance	Systems Support Activities	Rental Assistance/ Rapid Rehousing Services; Non-Congregate Interim Housing (PRK, Pallet Shelters); Diversion and Prevention for Individuals and Families; Street Outreach; HMIS; Administration	x	ALL PEOPLE EXPERIENCING HOMELESSNESS	People Exp <b>Chronic Homelessness</b>	Veterans	Parenting Youth
	FY 2022-23	\$ 23,016,681	n/a		Non-Congregate Shelter Interim Housing	Administrative Activities				People Exp <b>Severe Mental Illness</b>	People Exp <b>HIV/ AIDS</b>	Children of Parenting Youth
		\$ -			Diversion and Homelessness Prevention					People Exp <b>Substance Abuse Disorders</b>	Unaccompanied Youth	Other (please enter here)
Project Roomkey and Rehousing - via CDSS	FY 2021-22	\$ 34,400,173	n/a	State Agency			1) PRK lease and operating costs; 2) Rehousing for people who are exiting or have exited PRK.	x	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)		
		\$ -			Non-Congregate Shelter/ Interim Housing					People Exp <b>Chronic Homelessness</b>	Veterans	Parenting Youth
		\$ -			Rental Assistance					People Exp <b>Severe Mental Illness</b>	People Exp <b>HIV/ AIDS</b>	Children of Parenting Youth
		\$ -								People Exp <b>Substance Abuse Disorders</b>	Unaccompanied Youth	Other (please enter here)
American Rescue Plan	FY 2021-22	\$ 404,800,000	n/a	Federal Agency	Permanent Supportive and Service-Enriched Housing		Project Homekey Capital; Conversion of Interim Housing to Permanent Housing; Permanent Supportive and Interim Housing for people with complex health or behavioral health conditions; Rental subsidies for Permanent Supportive Housing; Intensive Case Management and Tenancy Support Services for Federal	x	ALL PEOPLE EXPERIENCING HOMELESSNESS	TARGETED POPULATIONS (please "x" all that apply)		
	FY 2022-23	\$ 223,850,000	n/a		Rental Assistance					People Exp <b>Chronic Homelessness</b>	Veterans	Parenting Youth
	FY 2023-24	\$ -	n/a		Non-Congregate Shelter Interim Housing					People Exp <b>Severe Mental Illness</b>	People Exp <b>HIV/ AIDS</b>	Children of Parenting Youth
		\$ -			Diversion and Homelessness Prevention					People Exp <b>Substance Abuse Disorders</b>	Unaccompanied Youth	Other (please enter here)

**Goal Statement:**

By the end of the performance period, HDIS data for the LA CoC will show **81,485** total people accessing services who are experiencing homelessness annually, representing **807 more** people and a **1% increase** from the baseline.

*\*Please be sure to copy and paste the goal statement from this application template to Cognito, and only update the fields in [brackets].*

**Goal Narrative:**

The Los Angeles CoC continues to expand outreach, interim housing, and permanent housing programs which we predict will allow us to slightly increase the # of people experiencing homelessness annually that we can serve. There is some uncertainty around this measure because while we are expanding services we are also losing critical one time pandemic federal funding through programs like ESG-CV and Emergency Housing Vouchers that will diminish our capacity to continue some programs at the same time that we are expanding others.

Baseline Data: Annual estimate of number of people accessing services who are experiencing homelessness	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people accessing services who are experiencing homelessness
<i>*Actual baseline to be provided by Cal ICH from HDIS: can use local data as placeholder in the meantime 80,678</i>	807	1%	81,485

**Underserved Populations and Populations Disproportionately Impacted by Homelessness**

**Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:**

Given the high rate of Black, AIAN, and Transgender people experiencing homelessness, and the spike in Hispanic/Latino homelessness including first time homelessness, we will focus on reducing this population's homelessness in the coming year. We are committed to equity and justice, and are continuing to work to ensure that services are culturally competent, trauma informed, and that we are working to serve higher percentages of overrepresented groups to try to reduce the overrepresentation of marginalized and disproportionately impacted groups.

**Describe the trackable data goal(s) related to this Outcome Goal:**

*Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.*

In HHAP 3 the LA CoC focused on the lack of homeless services/programs that are culturally focused on meeting the needs of the AIAN population and the transgender population. The LA CoC is committed to work to create best practices for providers working with and serving AIAN populations as well as the transgender community, including:

- \*Adding at least one training on AIAN-culturally sensitive programming to our Centralized Training Academy to improve services for AIAN people experiencing homelessness
- \*Adding at least one training on transgender-culturally sensitive programming to our Centralized Training Academy to improve services and outcomes for Transgendered people experiencing homelessness
- \*Implementing two AIAN-specific programs to increase AIAN access to services and exits to permanent housing

In HHAP 4 the LA CoC will add one additional goal based on the findings of the 2022 HC and System KPIs which showed that only 15% of Latinos experiencing homelessness moved from interim housing to permanent housing. The LA CoC will seek to increase this to the current system average of 17%.

**Outcome Goal #1b. Reducing the number of persons experiencing homelessness on a daily basis.**

**Goal Statement:**

By the end of the performance period, data for the **LA CoC** will show **36,702** total people experiencing unsheltered homelessness daily, representing **9,176 fewer** people and a **20% reduction** from the baseline.

*\*Please be sure to copy and paste the goal statement from this application template to Cognito, only updating the fields in [brackets].*

**Goal Narrative:**

The Los Angeles CoC originally projected in our HHAP 3 Local Homeless Action Plan that we would not be able to decrease the # of people experiencing unsheltered homelessness daily. In September 2022 we released the 2022 Point-in-Time Count that showed 45,878 people experiencing unsheltered homelessness in the LA CoC as compared to 46,090 people experiencing unsheltered homelessness in the 2020 Point-in-Time Count. While this data is promising and the LA CoC has set an ambitious goal to reduce unsheltered homelessness by 20%, the LA CoC strongly encourages Cal ICH to not predicate HHAP 4 bonus funding for Local Homeless Action Plans and Outcome Goals using the Point-in-Time Count as a measure. The LA CoC found that the reductions in the # of people experiencing unsheltered homelessness in 2022 was likely caused by a reduction in people falling into homelessness as a result of eviction moratorium and federal rental assistance programs. Some eviction moratoriums have already expired and the remaining moratoriums will expire in 2023. Many rental assistance programs have already ended. The loss of these critical protections and programs cannot be made up by the homeless response system which will also experience a reduction in funding in 2023. Our homeless response system is committed to ambitious goals, but also realizes that we do not control the causes of homelessness.

Baseline Data: Daily Estimate of # of people experiencing unsheltered homelessness	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Daily Estimate of # of people experiencing unsheltered homelessness
<i>*Actual baseline to be provided by Cal ICH from HDIS: can use local data as placeholder in the meantime 45,878</i>	9,176	-20%	36,702
Underserved Populations and Populations Disproportionately Impacted by Homelessness			
<b>Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:</b>	<b>Describe the trackable data goal(s) related to this Outcome Goal:</b> <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>		
Black, Hispanic/Latino, and American Indian people are overrepresented in the homeless population, and require targeted efforts in outreach and homeless programs to ensure they are served and housed.	In HHAP 3 the LA CoC focused on expanding equity efforts including: *Adding an equity permanent housing goal *Adding an equity housing placement tool *Ensuring Black and AIAN representation in lived experience boards  In HHAP 4 the LA CoC will focus on the goals above and expanding equity efforts by creating 1 Latino Homelessness Working Group		

**Outcome Goal #2. Reducing the number of persons who become newly homeless.****Goal Statement:**

By the end of the performance period, HDIS data for the **LA CoC** will show **36,248** total people become newly homeless each year, representing **366 fewer** people and a **1% reduction** from the baseline.

*\*Please be sure to copy and paste the goal statement from this application template to Cognito, only updating the fields in [brackets].*

**Goal Narrative:**

The Los Angeles CoC saw a 19% decrease in the # of people becoming homeless between 2018 and 2020, but we recognize that there were many economic factors impacting the # of people who fall into homelessness that were negatively impacted during the COVID-19 pandemic. As stated above, LA is predicting a significant impact from expiring eviction moratoriums in 2023. Los Angeles's 2022 Point-in-Time Count showed that these impacts are being disproportionately felt by hispanic/Latino and immigrant populations in LA.

Baseline Data: Annual Estimate of # of people who become newly homeless each year	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people who become newly homeless each year
<i>*Actual baseline to be provided by Cal ICH from HDIS: can use local data as placeholder in the meantime 36,614</i>	366	-1%	36,248
Underserved Populations and Populations Disproportionately Impacted by Homelessness			
Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal: <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>		
Black and Hispanic/Latino people are overrepresented in first time homelessness. We are working to ensure that problem solving and prevention is advertised more prominently in communities where Black and Hispanic/Latino people are more heavily represented, for example Most Disadvantaged Communities.	In HHAP 3 the LA CoC focused on expanding problem solving and prevention including: *Ensuring problem solving and prevention are utilized in Most Disadvantaged Communities *Expanding problem solving to the County's Office of Diversion and Reentry and Public Defender and private organizations providing reentry service * Expanding problem solving to faith-based organizations * Collecting and publishing data on BIPOC tenant retention  In HHAP 4 the LA CoC will add one additional goal to expand problem solving to three community-based nonprofits providing immigrant services		

**Outcome Goal #3. Increasing the number of people exiting homelessness into permanent housing.**
**Goal Statement:**

By the end of the performance period, HDIS data for the **LA CoC** will show **9,166** total people exiting homelessness into permanent housing annually, representing **679 more** people and a **8% increase** from the baseline.

*\*Please be sure to copy and paste the goal statement from this application template to Cognito, only updating the fields in [brackets].*

**Goal Narrative:**

The Los Angeles CoC will achieve an 8% increase on this System Performance Measure, but also requests the ability to provide supplemental data to CallCH on permanent housing placements. This System Performance Measure does not capture the majority of the LA CoC's permanent housing placements for three reasons. 1) The LA CoC has worked closely with mainstream systems to expand the supply of permanent supportive housing in LA including significant investments in permanent supportive housing from public housing authorities, the County Department of Health Services and the County Department of Mental Health. In order to secure these investments these systems required that permanent supportive housing developers and service providers enter their performance data into data systems outside of the LA CoC's HMIS. The LA CoC is working closely with the County to create a data warehouse of County data systems and HMIS data, but this data will live outside the LA CoC's HMIS, meaning that it will not be captured by HDIS. 2) The LA CoC has worked closely with the California Policy Lab to create System Key Performance Indicators that measure rapid rehousing and permanent supportive housing placements and has found that data for permanent housing placements is more accurate when data elements not included in this System Performance Measure are included such as record of rapid rehousing rental payments. Homeless service providers are not provided the funding they need to provide 100% accurate data in HMIS and, as result, it is the responsibility of the CoC to constantly be analyzing HMIS data to see how to improve data collection including looking at all measures of permanent housing placements to measure performance. 3) Because resources for rapid rehousing and permanent supportive housing are not scaled to meet the need of people experiencing homelessness in the LA CoC, the CoC utilizes a broad range of permanent housing options to increase permanent housing placements, including strategies like problem solving, shared housing, shallow subsidy, affordable housing and mainstream voucher programs. We recognize that programs like the Emergency Housing Voucher program are not supportive housing because these vouchers are often not paired with services. As a result, we do not categorize these permanent housing placements as rapid rehousing or permanent supportive housing and they are not captured by this System Performance Measure. The LA CoC requests the opportunity to provide supplemental data on permanent housing placements to CallCH to reflect all permanent housing placements by the CoC, which was closer to 20,000 placements in 2021.

Baseline Data: Annual Estimate of # of people exiting homelessness into permanent housing	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people exiting homelessness into permanent housing
<i>*Actual baseline to be provided by Cal ICH from HDIS: can use local data as placeholder in the meantime 8,487</i>	679	8%	9,166
Underserved Populations and Populations Disproportionately Impacted by Homelessness			
<b>Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:</b>	<b>Describe the trackable data goal(s) related to this Outcome Goal:</b> <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>		
Black, Hispanic/Latino, and American Indian people are overrepresented in the homeless population. Hispanic/Latinos are not currently accessing housing programs at a proportional rate. To correct for this, we are using equity indicators to center equity in resource allocation and prioritization.	In HHAP 3 the LA CoC focused on: * Establishing a Permanent Supportive Housing Advisory Board and soliciting feedback from permanent supportive housing providers to increase utilization of permanent supportive housing by Black and American Indian/Alaskan Native people experiencing homelessness. In HHAP 4 the LA CoC will focus on continuing work on the goal above and add rapid rehousing programs dedicated specifically to at least 8 access centers to increase the number of BIPOC unsheltered PEH who can access permanent housing		

**Outcome Goal #4. Reducing the length of time persons remain homeless.****Goal Statement:**

By the end of the performance period, HDIS data for the **LA CoC** will show **170** days as the average length of time that persons are enrolled in street outreach, emergency shelter, transitional housing, safehaven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs annually, representing **11 fewer days** and a **6% reduction** from the baseline.

*\*Please be sure to copy and paste the goal statement from this application template to Cognito, only updating the fields in [brackets].*

**Goal Narrative:**

The LA CoC has set a strategic goal to reduce unsheltered homelessness in Los Angeles and our critical strategy to achieve this goal is to increase permanent housing placements from interim housing and reduce the length of time that people experiencing homelessness utilize interim housing before placement into permanent housing. Implementation of this strategy is being supported by the dedication of housing navigation resources to all interim housing programs in Los Angeles County and a team of technical advisors who are supporting interim housing programs to increase their capacity to get interim housing participants document-ready for permanent housing placement. The CoC is also monitoring data quarterly to ensure that housing navigation is being assigned and is resulting in successful permanent housing placements for specific populations including Black and Hispanic/Latino interim housing participants.

Baseline Data: Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safehaven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safehaven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs
<i>*Actual baseline to be provided by Cal ICH from HDIS: can use local data as placeholder in the meantime 181</i>	11 days	-6%	170 days

**Underserved Populations and Populations Disproportionately Impacted by Homelessness**

Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:	Describe the trackable data goal(s) related to this Outcome Goal: <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>
Black and Hispanic/Latinos, especially those who are multi-race, have longer lengths of homelessness overall, between 184 and 217 days. Multi-race have 217, Black have 196, and Hispanic/Latino have 184 days on average. Veterans have especially long lengths of stay as well, at 251 days. We are committed to working to eliminate barriers and extended periods of homelessness for these groups, including by addressing landlord discrimination, assisting with access to income, and continuing to center equity in how we prioritize resources.	In HHAP 3 the LA CoC focused on expanding equity efforts including: * Reducing the number of days veterans experience homelessness by meeting with the VA 12 times per year to coordinate services * Ensuring Housing Navigation connected proportionally to Black PEH to increase permanent housing outcomes for Black PEH. * Tracking equity data on a quarterly basis In HHAP 4 the LA CoC will continue the goals above and ensure that at least 500 Black and Hispanic/Latino PEH in interim housing are assisted by housing navigation to successfully move into permanent housing per year.

**Outcome Goal #5. Reducing the number of persons who return to homelessness within 6 months after exiting homelessness to permanent housing.**

**Goal Statement:**

By the end of the performance period, HDIS data for the LA CoC will show **10%** of people return to homelessness within 6 months after having exited homelessness to permanent housing, representing a **9% reduction** from the baseline.

**Goal Narrative:**  
 Baseline data on returns to homelessness in the LA CoC showed a 3% increase in returns to homelessness from 2018 to 2020. The LA CoC is committed to reversing this trend and ensuring that returns to homelessness do not include more than 10% of people who have exited homelessness to permanent housing. The LA CoC will focus on improving this measure for Black Indigenous People of Color in permanent housing programs. The LA CoC uses our System Key Performance Indicators to monitor this data quarterly for returns at 6 months, 12 months, and 24 months. Our data shows that there is a high rate of rapid rehousing exits to unknown destination for some populations. The LA CoC will provide technical assistance to rapid rehousing providers to ensure that no more than 5% of any racial or ethnic population in rapid rehousing programs exit to an unknown destination.

Baseline Data: % of people who return to homelessness within 6 months after having exited homelessness to permanent housing	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in % of People	Change as % of Baseline	Target % of people who return to homelessness within 6 months after having exited homelessness to permanent housing
<i>*Actual baseline to be provided by Cal ICH from HDIS: can use local data as placeholder in the meantime 11%</i>	1%	-9%	10%
Underserved Populations and Populations Disproportionately Impacted by Homelessness			
<b>Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:</b>	<b>Describe the trackable data goal(s) related to this Outcome Goal:</b>		
American Indian or Alaska Native, and Hawaiian/other Pacific Islander have higher rates of return to homelessness. We continue to work on how we can better support various populations to retain permanent housing.	<i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>  In HHAP 3 the LA CoC focused on expanding equity efforts including: * Tracking and publishing data quarterly on BIPOC tenant retention in permanent housing, including the AIAN population * Creating a training for case managers on tenant rights In HHAP 4 the LA CoC will continue the goals above and will provide technical assistance to Rapid Rehousing providers to ensure that no more than 5% of Rapid Rehousing clients of any racial or ethnic population exit to unknown destinations		

Outcome Goal #6. Increasing successful placements from street outreach.			
<b>Goal Statement:</b>			
By the end of the performance period, HDIS data for the LA CoC will show <b>4,563</b> total people served in street outreach projects exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations annually, representing <b>338 more</b> people and a <b>8% increase</b> from the baseline.			
<i>*Please be sure to copy and paste the goal statement from this application template to Cognito, only updating the fields in [brackets].</i>			
<b>Goal Narrative:</b>			
The LA CoC is focused on increasing permanent housing placements through the assignment of housing navigation. Housing navigation supports have already been assigned to all interim housing sites and we are now working on implementing assignment of housing navigation for people experiencing unsheltered homelessness by providing housing navigation and rapid rehousing for access centers.			
Baseline Data: Annual # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.	Outcome Goals July 1, 2022 - June 30, 2025		
	Change in # of People	Change as % of Baseline	Target Annual Estimate of # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.



*Actual baseline to be provided by Cal ICH from HDIS: can use local data as placeholder in the meantime 4,225	338	8%	4,563
<b>Underserved Populations and Populations Disproportionately Impacted by Homelessness</b>			
<b>Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:</b>	<b>Describe the trackable data goal(s) related to this Outcome Goal:</b> <i>Note: Meeting the trackable data goals for the underserved populations is not required for eligibility for Bonus Funds.</i>		
Black and Hispanic/Latino populations trail slightly behind white PEH in exits from outreach to interim and permanent housing destinations. BIPOC populations will benefit from improved access and increased placements from street outreach to housing programs.	In HHAP 3 the LA CoC focused on expanding equity efforts including: <ul style="list-style-type: none"> <li>* Removing the CES assessment for entry to Interim Housing</li> <li>* Creating a pathway to refer PEH in outreach programs to permanent housing programs</li> <li>* Annually produce 4 quarterly reports documenting the racial and ethnic demographics of street outreach clients who successfully access interim housing programs each quarter</li> </ul> In HHAP 4 the LA CoC will continue the goals above and add rapid rehousing programs dedicated specifically to at least 8 access centers to increase the number of BIPOC unsheltered PEH who can access permanent housing		

**Table 5. Strategies to Achieve Outcome Goals**

Strategy	Performance Measure to Be Impacted (Check all that apply)
<p><b>Comprehensive LA County Proposed FY 2023-24 Homeless Initiative Funding Plan (currently in draft, pending Board approval) inclusive of local Measure H and HHAP-4.</b></p>	<p><input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.</p> <p><input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.</p> <p><input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.</p> <p><input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.</p> <p><input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.</p> <p><input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.</p>
<p><b>Description</b></p>	
<p>Implementation of LA County Homeless Initiative's \$598.4 million proposed funding recommendations for fiscal year 2023-24, currently in draft form pending Board approval. <a href="https://homeless.lacounty.gov/fy-2023-24-draft-budget/">https://homeless.lacounty.gov/fy-2023-24-draft-budget/</a></p> <p>This comprehensive FY 2023-24 Funding Plan supports and increases investments across all the strategies Cal ICH listed in there application template for Table 5.</p> <p>This FY 2023-24 funding plan was developed after a robust community and stakeholder engagement process (described in application narative) and includes significant increased investments in key components of LA County's New Framework to End Homelessness, including a strengthened focus on the following priorities:</p> <ul style="list-style-type: none"> <li>•Increasing permanent housing placements</li> <li>•Improving flow through the rehousing system, moving people from street to housing more effectively</li> <li>•Serving people with complex challenges who face barriers exiting homelessness</li> <li>•Expanding collaborative partnerships with cities and Councils of Government</li> </ul>	
<p><b>Timeframe</b></p>	
<p>To begin in FY 2022-23 with proposed mid-year adjustments to our FY 2022-23 Homeless spending plan</p>	
<p><b>Entities with Lead Responsibilities</b></p>	
<p>County Chief Executive Office Homeless Initiative; the Departments of Mental Health, Public Health, Health Services, Public Social Services, Children and Family Services, Public Defender, Probation, Sheriff, Consumer and Business Affairs, Workforce Development, Aging, and Community Services, LA County Development Authority, and the Office of Education.</p>	
<p><b>Measurable Targets</b></p>	

Please see Table 4, Outcome Goals.

Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
<p><b>Consolidate and simplify strategies critical to our countywide rehousing system with the goal of maximizing efficiency and flexibility to meet the unique needs of people experiencing homelessness in the communities in which they reside.</b></p>	<p><input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.</p> <p><input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.</p> <p><input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.</p> <p><input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.</p> <p><input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.</p> <p><input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.</p> <p><input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.</p>
<p><b>Description</b></p> <p>Consolidate and simplify strategies critical to our countywide rehousing system with the goal of maximizing efficiency and flexibility to meet the unique needs of people experiencing homelessness in the communities in which they reside. This will be informed by the April 11, 2022 report submitted to the Los Angeles County Board of Supervisors entitled, Reassessing the Homeless Initiative Strategies: A New Framework to End Homelessness in Los Angeles County (referred to in this table as the "LA County Strategy Reassessment Report" @ <a href="http://file.lacounty.gov/SDSInter/bos/supdocs/168669.pdf">http://file.lacounty.gov/SDSInter/bos/supdocs/168669.pdf</a>)</p>	
<p><b>Timeframe</b></p>	
<p>Begun in FY 2022-23 and will be on-going</p>	
<p><b>Entities with Lead Responsibilities</b></p>	
<p>LA County Chief Executive Office Homeless Initiative</p>	
<p><b>Measurable Targets</b></p>	
<p>Please see Table 4, Outcome Goals.</p>	

Strategy	Performance Measure to Be Impacted (Check all that apply)
<p><b>Establishing a true "no wrong door" service delivery system through more effective partnership with mainstream safety net systems.</b></p>	
<p><b>Description</b></p>	

In robust collaboration with the County's mainstream safety net systems, implement activities with an emphasis on establishing a true "no wrong door" approach that advances equity, prioritizes at-risk households, effectively prevents homelessness, especially first-time homelessness, and establishes clear accountability mechanisms between the County departments and the Chief Executive Office Homeless Initiative. This mainstream systems strategy will be informed by the LA County Strategy Reassessment Report @ <http://file.lacounty.gov/SDSInter/bos/supdocs/168669.pdf>

**Timeframe**

To begin in FY 2022-23

**Entities with Lead Responsibilities**

County Chief Executive Office Homeless Initiative; the Departments of Mental Health, Public Health, Health Services, Public Social Services, Children and Family Services, Public Defender, Probation, Sheriff, Consumer and Business Affairs, Workforce Development, Aging, and Community Services, LA County Development Authority, and the Office of Education.

**Measurable Targets**

Please see Table 4, Outcome Goals.

- 1. Reducing the number of persons experiencing homelessness.
- 2. Reducing the number of persons who become homeless for the first time.
- 3. Increasing the number of people exiting homelessness into permanent housing.
- 4. Reducing the length of time persons remain homeless.
- 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
- 6. Increasing successful placements from street outreach.
- Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

**Strategy**

**Increase co-investment opportunities for cities and Councils of Government (COGs) and enlist city engagement in expanding the supply of interim and permanent housing.**

**Description**

Increase co-investment opportunities for cities and Councils of Government (COGs) and enlist city engagement in expanding the supply of interim and permanent housing. This strategy to increase the participation of cities will be informed by the LA County Strategy Reassessment Report @ <http://file.lacounty.gov/SDSInter/bos/supdocs/168669.pdf>

**Timeframe**

Begun in FY 2022-23 and will be on-going

**Performance Measure to Be Impacted (Check all that apply)**

- 1. Reducing the number of persons experiencing homelessness.
- 2. Reducing the number of persons who become homeless for the first time.
- 3. Increasing the number of people exiting homelessness into permanent housing.
- 4. Reducing the length of time persons remain homeless.

<b>Entities with Lead Responsibilities</b>	
LA County Chief Executive Office Homeless Initiative	<input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
<b>Measurable Targets</b>	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Please see Table 4, Outcome Goals.	<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
<b>Expedite implementation of the racial equity plan underdevelopment by the Chief Executive Office's Homeless Initiative and Anti-Racism, Diversity, and Inclusion (ARDI).</b>	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.
<b>Description</b> Expedite implementation of the racial equity plan underdevelopment by the Chief Executive Office's Homeless Initiative and Anti-Racism, Diversity, and Inclusion (ARDI) Unit to apply a racial equity lens to all of its activities.	<input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.  <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
<b>Timeframe</b>	
Began in FY 2021-22 and will continue through FY 2022-23 and ongoing	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
<b>Entities with Lead Responsibilities</b>	
Chief Executive Office Homeless Initiative and ARDI Unit	<input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
<b>Measurable Targets</b>	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Please see Table 4, Outcome Goals.	<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
----------	--

<b>Description</b>	<input type="checkbox"/> 1. Reducing the number of persons experiencing homelessness.
	<input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
<b>Timeframe</b>	<input type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
	<input type="checkbox"/> 4. Reducing the length of time persons remain homeless.
<b>Entities with Lead Responsibilities</b>	<input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
	<input type="checkbox"/> 6. Increasing successful placements from street outreach.
<b>Measurable Targets</b>	<input type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Table 6. Funding Plan on Strategic Intent

Eligible Use Category intended to be Supported with HHAP 4	Approximate % of TOTAL HHAP 4 ALLOCATION to be based on this Eligible Use (%)	Approximate % of TOTAL HHAP 4 ALLOCATION to be used under this Eligible Use as part of the Youth Set Aside? (%)	Activities to be Supported with HHAP 4	How is a strategic use of HHAP 4 resources that addresses needs and gaps within the homelessness response system?	How were these decisions to invest HHAP 4 into these activities informed by the planned uses of other state, local, and/or federal funding sources (as documented in the Landscape Analysis Narrative)?
Interim Housing	17%	0%	Interim Housing includes: 1) Stabilization Housing - Funding supports 24-hour interim housing beds with resource linkages and case management for people with more complex health and/or behavioral health conditions who need a higher level of onsite supportive services; 2) Recuperative Care - Funding supports 24-hour interim housing beds with resource linkages and case management for people with more complex health and/or behavioral health conditions who need medical oversight and a higher level of onsite supportive services.	HHAP-4 funding will support the operation of existing and new interim housing beds created and/or enhanced through utilization of local Measure H funding and prior rounds of HHAP funding. Interim Housing continues to be a significant need as identified in the 2022 Point-in-Time Count.	Over the past year, LA County Homeless Initiative has begun a comprehensive funding analysis including the identification and strategic assessment of all Federal, State, and Local funding administered by our County Departments and homeless/housing partners. Based on our initial assessment, including the review of requirements and expenditure horizons for each of those funding sources, and service gaps identified during our New Framework implementation planning, we have begun the work with our County Department/ Agency partners to shift and broad specific funding to cover specific aspects of our total homeless/housing services system.  Within this comprehensive approach to funding we are taking, we have determined we need to invest HHAP 4 funding to cover growth in our Interim Housing and Permanent Supportive Housing portfolios.
Permanent Supportive Housing	66%	0%	Permanent Supportive Housing includes: 1) Intensive Case Management Services (ICMS) - Funding supports ICMS which is a wrap-around service delivery model in which case managers are assigned to support clients with every stage of the housing stabilization process. ICMS provides Permanent Supportive Housing (PSH) clients with a range of tailored services designed to meet the individual's needs including outreach and engagement; intake and assessment; housing navigation; housing stabilization and connections to emergency financial assistance to avoid evictions; linkages and referrals to inpatient, outpatient, and specialty care services; benefits establishment; vocational assistance, etc. 2) Rental Subsidies and Tenancy Support Services - Funding supports locally funded rental subsidies for a subset of PSH clients and Tenancy Support Services which includes move-in assistance, crisis intervention, health and safety with, unit habitability inspections, support with reasonable accommodations, administration of timely rental payments, and coordination with landlords to address unit or tenancy issues.	HHAP-4 funding will support the operations costs and the Intensive Case Management Services provided in our existing and new Permanent Supportive Housing units. Permanent Supportive Housing continues to be a significant need for many of the persons experiencing homelessness in LA County who have health, behavioral health, substance use disorders, and higher acuity needs.	Over the past year, LA County Homeless Initiative has begun a comprehensive funding analysis including the identification and strategic assessment of all Federal, State, and Local funding administered by our County Departments and homeless/housing partners. Based on our initial assessment, including the review of requirements and expenditure horizons for each of those funding sources, and service gaps identified during our New Framework implementation planning, we have begun the work with our County Department/ Agency partners to shift and broad specific funding to cover specific aspects of our total homeless/housing services system.  Within this comprehensive approach to funding we are taking, we have determined we need to invest HHAP 4 funding to cover growth in our Permanent Supportive Housing and Interim Housing portfolios.
Transitional Housing for Transition Age Youth	10%	10%	Transitional Housing for Transition Age Youth (TAY) - Funding supports Housing First, low-barrier, harm reduction-based transitional housing for TAY and is part of a crisis response program that provides safe, client-driven supportive services and access to 24-hour interim housing for young people (ages 18-24).	HHAP-4 funding will support the operation of TAY specific transitional housing because TAY is among the fastest growing sub-populations within our total homeless population.	The decision to use HHAP-4 funding to fund TAY transitional housing was made, in part based on the comprehensive funding analysis LA County is conducting as described in the preceding rows.
Administration	7%	0%	The maximum allowable 7% is budgeted for administrative costs proportionately across the above three HHAP eligible uses.	n/a	n/a
<b>Total:</b>	<b>100%</b>	<b>10%</b>			

**Table 7. Demonstrated Need**

**Complete ONLY if you selected Interim Housing/Congregate/Non-Congregate Shelter as an activity on the Funding Plans tab.**

Demonstrated Need	
# of available shelter beds	4581
# of people experiencing unsheltered homelessness in the homeless point-in-time count	45878
Shelter vacancy rate (%) in the summer months	22%
Shelter vacancy rate (%) in the winter months	22%
% of exits from emergency shelters to permanent housing solutions	18%
<b>Describe plan to connect residents to permanent housing.</b>	
<p>LA County with it's partners continues to strengthening systems and programs that quickly connect households experiencing homelessness to permanent housing resources. We are implementing the following to strengthen the rate (and quality of) exits to permanent housing:</p> <ul style="list-style-type: none"> <li>- Provide outreach teams and clients with more support for housing navigation and more housing placement options.</li> <li>- Provide interim housing providers and clients with more housing navigation services. In FY 2022/23 LAHSA both expanded the number of Housing Navigation slots available within the system and enhanced eligible and allowable Housing Navigation services (funding can be used for financial assistance, including application fees, security deposits, and landlord incentives). In addition, LAHSA began to prioritize Housing Navigation resources for people in interim housing. Providing Housing Navigation to interim housing clients will enhance flow through the system as interim housing clients exit more quickly to permanent housing. The draft FY 2023/24 Homeless Initiative Funding Recommendations include increased funding for Housing Navigation to increase the number of slots and to cover increasing costs of programming and service delivery.</li> </ul>	

From 2022 HIC  
 From 2022 Homeless Count  
 From 2022 HIC  
 From 2022 HIC  
 HMIS, 7/1/21 to 6/30/22