



California Interagency Council on Homelessness

HHAP Round 5 Application

Part 1: Regional Identification and Contracting Information

Steps to complete this section:

1. Select the CoC Region.
2. Indicate which of the Eligible Applicants are participating in this HHAP-5 application.
3. For each participating Eligible Applicant, you will also be prompted to indicate whether and how the Eligible Applicant intends to contract with the state (i.e., indicate the Administrative Entity for that eligible applicant's HHAP-5 Allocation).

Please select the Continuum of Care region

Los Angeles City & County CoC

Application Participation Guidance:

Cal ICH encourages eligible applicants to apply in collaboration with all eligible applicants in their CoC Region and submit a single Regionally Coordinated Homelessness Action Plan. Applicants may apply together and still receive funds separately.

- *Large Cities **must** apply as part of the regional application with the County and CoC.*
- *Counties **must** apply as part of a regional application with the CoC and any overlapping Large Cities.*
 - *In a multi-county CoC: Counties **are strongly encouraged to** apply in collaboration with other counties that are served by the same CoC.*
- *A CoC that serves a single county **must** apply as part of the regional application with the County and any overlapping Large Cities.*
- *A CoC that serves multiple counties **must either:***

- *Apply as part of a regional application with multiple Counties and any overlapping Large Cities; and/or*
- *Participate in the regional application of **each** overlapping County and the Large Cities therein.*

Contracting Guidance:

Each Eligible Applicant (Large City, County, and CoC) has the discretion to receive their base allocation directly or may designate an Eligible Applicant in their region to serve as their Administrative Entity. This selection will indicate to Cal ICH which Eligible Applicant will enter into contract with the state to receive and administer each Eligible Applicant's HHAP-5 allocation.

The Administrative Entity is responsible for HHAP funds and meeting the terms and conditions of the contract. Broadly speaking, this means administering funds, contracting (when necessary) with sub-recipients, and reporting on HHAP-5 dollars and activities to Cal ICH.

- *If you plan to contract with the state to receive and administer **only** your (single) HHAP-5 allocation, select: "Will enter into contract with the state to receive and administer their HHAP-5 allocation individually" under the contracting selection.*
- *If you **do not plan to contract with the state** and instead plan to identify another participating Eligible Applicant in the region to enter into contract with the state to receive and administer your HHAP-5 allocation, select: "Identify another participating Eligible Applicant in their region to enter into contract with the state to receive and administer their HHAP-5 allocation" under the contracting selection. You will then be prompted to designate the Administrative Entity from a list of eligible applicants in the region.*
- *If you plan to contract with the state to **receive and administer multiple HHAP-5 allocations** within your region, select "Will enter into contract with the state to receive and administer their HHAP-5 allocation and allocation(s) from other Eligible Applicants in the region" under the contracting selection.*

Los Angeles County Region

City of Long Beach

Long Beach Participation

Is participating in this single collaborative application with the regional partner(s) listed.

Long Beach Contracting

Will enter into contract with the state to receive and administer their HHAP-5 allocation individually.

Contact Title

City Manager

Name

Tom Modica

Email

Phone

tom.modica@longbeach.gov

(562) 570-5091

City of Los Angeles

Los Angeles Participation

Is participating in this single collaborative application with the regional partner(s) listed.

Los Angeles Contracting

Will enter into contract with the state to receive and administer their HHAP-5 allocation individually.

Contact Title

Sr. Administrative Analyst II

Name

Bindu Kannan

Email

bindu.kannan@lacity.org

Phone

(213) 574-4392

Glendale CoC

CA-612 Participation

Is participating in this single collaborative application with the regional partner(s) listed.

CA-612 Contracting

Will enter into contract with the state to receive and administer their HHAP-5 allocation individually.

Contact Title

Homeless Programs Manager

Name

Arsine Isayan

Email

arisayan@glendaleca.gov

Phone

(818) 550-4474

Long Beach CoC

CA-606 Participation

Is participating in this single collaborative application with the regional partner(s) listed.

CA-606 Contracting

Identify another participating eligible applicant in their region to enter into contract with the state to receive and administer their HHAP-5 allocation.

CA-606 Designated Administrative Entity

City of Long Beach

Contact Title

Homeless Services Bureau Manager

Name

Paul Duncan

Email

paul.duncan@longbeach.gov

Phone

(562) 570-4581

Los Angeles City & County CoC

CA-600 Participation

Is participating in this single collaborative application with the regional partner(s) listed.

CA-600 Contracting

Will enter into contract with the state to receive and administer their HHAP-5 allocation individually.

Contact Title

Chief of Staff

Name

Rachel Johnson

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rajohnson@lahsa.org

Phone

(213) 518-2170

Los Angeles County

Los Angeles County Participation

Is participating in this single collaborative application with the regional partner(s) listed.

Los Angeles County Contracting

Will enter into contract with the state to receive and administer their HHAP-5 allocation individually.

Contact Title

Special Services Assistant IV

Name

Rachael Simon

Email

rsimon@ceo.lacounty.gov

Phone

(323) 447-6402

Pasadena CoC

CA-607 Participation

Is participating in this single collaborative application with the regional partner(s) listed.

CA-607 Contracting

Will enter into contract with the state to receive and administer their HHAP-5 allocation individually.

Contact Title

Homeless Programs Coordinator Management Analyst II

Name

Jennifer O'Reilly-Jones

Email

joreillyjones@cityofpasadena.net

Phone

(626) 744-8305

Number of Contracts

6

Part 2. Regionally Coordinated Homelessness Action Plan

Participating Jurisdictions' Roles and Responsibilities

Steps to complete this section:

1. Identify and describe the specific roles and responsibilities of **each participating Eligible Applicant** in the region regarding:
 - o Outreach and site coordination;
 - o Siting and use of available land;
 - o Development of interim and permanent housing options; and
 - o Coordination and connection to the delivery of services for individuals experiencing or at risk of experiencing homelessness within the region.
2. Describe and explain how all Participating Jurisdictions are coordinating in each area.

Optional: You may also include roles and responsibilities of small jurisdictions in the region that elect to engage and collaborate on the plan.

Guidance:

*Each Eligible Applicant must identify and describe their role in the region for **each** table.*

To add additional jurisdictions, click "Add a Participating Jurisdiction" near the bottom of each table.

Outreach & Site Coordination

Participating Jurisdictions	Roles & Responsibilities
Los Angeles County	OUTREACH The LA County Board of Supervisors (Board) allocates a

significant amount of county, state, and federal funding for homeless and housing services to county departments, LAHSA, the City of Glendale CoC, the City of Long Beach CoC, the City of Pasadena CoC, and other cities throughout the county.

LA County, along with LAHSA, provides oversight of the Coordinated Outreach System, which includes the Department of Health Services' (DHS) Multi-Disciplinary Teams (MDTs), the Department of Mental Health (DMH) Homeless Outreach Mobile Engagement (HOME) Teams, and LAHSA Teams. Together they collaboratively oversee the Coordinated Outreach System. LAHSA directly staffs the system or Macro Outreach Coordinators who provide guidance to the regional Outreach Coordinators who are employed at service provider agencies across the entire county. LA County funds both coordination and outreach activities at LAHSA and LA County DHS with local Measure H funds. Most outreach services are contracted through local homeless service providers.

LA County funds outreach services for all six HHAP-5 partners, through the various outreach teams. Two of the CoCs, the City of Glendale CoC and the City of Long Beach CoC, receive funding from LA County for outreach services, including homelessness support services and navigation services. The City of Pasadena CoC does not receive direct county funding for outreach services, but it is covered by LAHSA and LA County DHS outreach teams.

ENCAMPMENT RESOLUTION

Leveraging powers under the state of emergency on homelessness declared by the Board January 2023, LA County has launched Pathway Home, a major expansion of its ongoing efforts to resolve encampments countywide, including recreational vehicles, in partnership with local jurisdictions and unincorporated communities. With Pathway Home, LA County hopes to reduce unsheltered homelessness in specific communities by helping people living on the streets come indoors, receive supportive services they need to achieve housing stability, and ultimately move into permanent housing. Pathway Home draws on lessons from previous multi-jurisdictional efforts, such as Project Roomkey during the COVID-19 pandemic, and the City of LA's Inside Safe Initiative. Under Pathway Home, LA County works with local service providers, LAHSA, and other jurisdictional partners to enhance and expedite encampment outreach, interim housing, housing navigation, rental subsidies, benefit establishment, health and behavior health services, and other supportive services. Part of that work includes the implementation of State Encampment Resolution Funds including Every Woman Housed efforts and the Skid Row Action Plan.

LA County is also an integral partner during the planning and

response phases of every City of LA Inside Safe encampment resolution and remains in partnership with the City of LA and their Inside Safe participants throughout their housing stabilization process. (See Section 2.3 for more details about the region's coordinated encampment resolution efforts).

CA 600 - LA City and County (LAHSA) OUTREACH

LAHSA plays a pivotal role in formulating and overseeing the Coordinated Outreach Strategy for the Region of LA. LAHSA works closely with its partners at LA County (LA County DHS and LA County DMH), as well as the City of LA, the City of Glendale CoC, City of Pasadena CoC, and City of Long Beach CoC, as well as smaller City-funded or small nonprofit-led outreach teams to ensure a comprehensive Coordinated Outreach Strategy that can respond to the needs of people experiencing street-based homelessness wherever they find themselves throughout LA County. To coordinate across the large geography of LA County, the Region is managed in eight "Service Planning Areas" (SPAs) that cut across city/county/CoC boundaries and organize sub-regions of the County according to geographic relevance. LAHSA staffs Regional Outreach Coordinators in each of the SPAs, who oversee coordination amongst local outreach teams. Additionally, LAHSA staffs five SPAs with "Macro Coordinators" at LAHSA who actively support each SPA's Outreach Coordination activities and who fill gaps for Regional Outreach Coordinators, as needed. The Macro Coordinators also lead critical SPA coordination activities, such as care coordination and case conferencing.

The strategic framework, designed to leverage diverse expertise and ensure comprehensive geographic coverage throughout all of LA County, including all six HHAP-5 partners, is underpinned by three fundamental approaches aimed at optimizing the efficacy of outreach resources:

1. Deployment of Distinct Outreach Modalities and Roles: LAHSA actively collaborates with all regional partners to coordinate and deploy outreach teams, both under its direct supervision and LAHSA Macro Coordinators. The multifaceted deployment involves aligning regional strategies with the overarching system vision, which is to respond to street-based homelessness including encampment resolution by focusing each system component on a targeted number of key activities and behaviors, in order to achieve system throughput from interim to permanent housing. Currently, local outreach teams coordinate across the region to ensure seamless integration and collaboration in addressing homelessness within specific communities. Outreach coordination crosses city, county, and CoC lines, and outreach teams are deployed to regions as needed. Additionally, Outreach Coordination works with teams from each CoC as well as the City and County. LAHSA will continue to work towards enhancing collaboration and coordination with its partner CoCs to ensure a

cohesive and effective approach to outreach efforts across the entire region.

2. Outreach Coordination: LAHSA's Macro Coordinators maintain a comprehensive inventory of outreach teams (funded by a variety of diverse partners), manage the By-Name List (BNL) for encampment resolutions (Inside Safe and Pathway Home), and coordinate with city and county partners for resolution activities. They also collaborate with Regional Outreach Coordinators to engage in strategic vision setting. These activities help Macro Coordinators inform and recommend changes to outreach zones in each SPA. Each SPA is divided into hubs to better ensure local coordination. These hubs meet on a weekly or bi-weekly cadence to discuss encampment transitions (movement or growth), to hear priorities of local officials, and to coordinate care for individual participants. Monthly, LAHSA, LA County DHS, and LA County DMH provide coordinated training and information sessions for all outreach teams across the county. The goal of these is to ensure that all teams have access to the same information about cross-system referrals and reviews of best practices and new resources. There is also a quarterly meeting of the leadership of the key funders for outreach, mainly LA County DHS, LAHSA, LA County DMH, LA County and City of LA. LAHSA has now also begun a quarterly convening that will be open to city officials from across the county to share their concerns and hotspots, and to plan for encampment resolution efforts.

3. Active Management of the Outreach System: LAHSA's Macro Coordinators play a pivotal role in strategizing outreach responses during emergency events such as public health outbreaks, inclement weather, and natural disasters. Additionally, they provide training and support for Regional Coordinators, ensuring adherence to best practices for Outreach Coordination. The annual Outreach Coordination bootcamp serves as a platform for knowledge exchange and skill enhancement for all Regional Outreach Coordinators.

The region's collaborative and comprehensive approach underscores the region's commitment to effectively addressing homelessness and creating a more equitable and sustainable system.

ENCAMPMENT RESOLUTION

The largest encampment resolution efforts thus far have been led by the City of LA and LA County, both in close collaboration with LAHSA. Both the City of LA and County are using the LAHSA outreach teams to manage the coordination of the outreach teams working in the impacted area, coordination of the by-name list of the participants moving out of the encampments and have contracted for the interim housing services through LAHSA.

Additionally, LAHSA has two encampment resolution projects funded through state grants that LAHSA is managing through its contracted non-profit providers. LAHSA was also awarded funds for housing navigation and permanent housing resources through the Department of Housing and Urban Development (HUD) CoC Supplemental to Address Unsheltered and Rural Homelessness (Special NOFO) competition that are being deployed across the county to support encampment resolution efforts as well as expediting flow through interim housing for previously unsheltered participants.

Across the county, there are hundreds of encampments that deserve to be prioritized for encampment resolution. Sites are selected according to: encampments whose residents are members of demographic groups that have been disproportionately impacted by homelessness and poverty, sites in communities which have been disproportionately impacted by homelessness and poverty, the size and scale of the encampment, availability of interim /permanent housing nearby, the potential for harm to residents and neighboring communities from fires, flash floods, or other hazards, and the strength of the existing relationship between outreach partners and encampment residents. Oftentimes, encampments border multiple cities, as well as unincorporated LA County, so collaboration is key to all encampment resolutions.

CA 612 - Glendale CoC

OUTREACH

The City of Glendale CoC is part of SPA 2 “San Fernando Valley” of eight (8) SPAs that comprise LA County. In this configuration, The City of Glendale CoC shares territorial borders with SPA 3 to the east and SPA 4 to the south. The population of Glendale represents 2% of the population of LA County. The City of Glendale CoC is responsible for oversight of three robust outreach teams that cover 100% of the CoC’s geographic area, with the primary goal of engaging all unsheltered homeless persons and those fleeing DV and related crimes in the community. Outreach efforts in the City of Glendale CoC aim to provide immediate assistance and link individuals to appropriate resources such as shelters, health care, mental health services, and housing assistance. Although the CoC’s outreach teams cover the entire geographic area, they focus heavily on areas with higher concentrations of homelessness where unsheltered individuals are more likely to be found. The CoC uses GIS mapping each time outreach teams conduct intakes and reviews the data quarterly to increase outreach efforts in specific areas. The CoC and its local partners meet regularly to tailor outreach and engagement, which involves partnerships with health care agencies, people with lived expertise, law enforcement, and LA County DMH licensed clinicians to reduce chronic homelessness.

In addition, the City of Glendale is part of the San Fernando Valley Councils of Government (COG). The COG meets monthly

with our local partners, which includes members from LA County. The City of Glendale CoC also works directly with LA County on the Measure H distribution of funds to the City of Glendale CoC.

ENCAMPMENT RESOLUTION

The City of Glendale is seeking to coordinate additional funding for encampment resolution, such as applying for Cal-ICH Encampment Resolution Funding (ERF).

CA 606 - Long Beach CoC & City of Long Beach

OUTREACH

The City of Long Beach CoC (Long Beach CoC & City of Long Beach) is located in SPA 8 of LA County and shares territorial borders with SPA 7 (East LA), and SPA 6 (South LA). The City of Long Beach CoC covers the entire geographic area of the City of Long Beach, including overlapping governmental land within the limits of the City of Long Beach.

The City of Long Beach CoC primarily serves single adult households for the City of Long Beach, while collaborating with LAHSA, LA County, and LA County CES SPA lead partners to coordinate and deliver services to youth and families experiencing homelessness and/or at-imminent risk of homelessness in Long Beach.

The City of Long Beach operates an outreach team which coordinates with City departments such as police, parks, and public works to conduct outreach within the CoC. The City of Long Beach also coordinates with other public/government entities (LAHSA, LA Metro, LA County Sheriff, LA County Public Works, LA County DMH, LA County DHS) outside of the City of Long Beach to ensure that outreach is well-coordinated in and across multi-jurisdictional geographies. Outreach is conducted via a wide range of approaches, including standard field-based teams, library outreach, operation of two mobile access centers, mental health outreach, police department quality of life officers, and the City of Long Beach's alternative response team focused on responses for people experiencing homelessness Restorative Engagement to Achieve Collective Health (REACH) team.

ENCAMPMENT RESOLUTION

The City of Long Beach is currently programming encampment resolution projects at two geographic areas within the City of Long Beach, funded by Rounds 1 and 2 of the State's ERF Program. Both projects are coordinated as a network of resources and services frequently utilized by persons experiencing unsheltered homelessness and delivered as an interdepartmental collaborative involving the City of Long Beach's Homeless Services Bureau, Public Works, Parks, Police, and Fire Departments.

Program implementation is led by the City of Long Beach's Homeless Services Bureau (HSB), which leads outreach and engagement to the encampments. The Interdepartmental (ITP) team includes outreach staff from the HSB including our community crisis response, the REACH team, which is a multi-disciplinary team that consists of: mental health clinician, public health nurse, and an outreach staff; the Mobile Access Center (MAC); Library outreach staff; Quality of Life officers (QOL) from the Long Beach Police Department; Public Works Clean Team; Parks department personnel; and 2 Designated Long Beach Fire Department Personnel (HEART). The REACH assesses individuals for physical and mental health concerns and connects them to shelter and housing options. The MAC supports the teams by providing a place for in-field care coordination and case management. The MAC is staffed by 2 case managers and a public health nurse. In addition to City of Long Beach staff, the encampments also receive support through the County Mobile Health Clinic once a month which allows people to meet with an MD and psychiatrist, as well as Shower of Hope, which provides access to hygiene and sanitation services on a weekly basis.

City of Los Angeles

OUTREACH

On September 14, 2021, the City of LA City Council adopted the Outreach Engagement Framework, which instructed the City of LA to develop a Citywide strategy on how its existing and new outreach efforts will coordinate to ensure that a person experiencing homelessness can secure and maintain a permanent housing placement. Currently the majority of outreach to people experiencing homelessness conducted within the City is contracted through LAHSA. LAHSA-contracted outreach provides system navigation, Homeless Engagement Teams (Generalists, CARE/CARE+), Homeless Engagement Teams (C3 Partnership) and Homeless Engagement Teams (Operation Healthy Streets). Individual Council Districts also contract directly with homeless outreach service providers to address the unique outreach needs of their respective Council districts. The City of LA will continue to collaborate with LA County to ensure that people experiencing homelessness are connected with the substance abuse and mental health services needed to maintain permanent housing.

The Outreach Engagement Framework is structured around three key types of engagement: emergency outreach, service-focused outreach, and sanitation outreach. Emergency outreach is focused on an immediate threat to the health and safety of persons experiencing homelessness, due to a natural disaster or a personal mental health crisis. Service-focused outreach on the work needed to help people obtain services that will remove barriers and lead to permanent housing. Finally, sanitation outreach concerns engagements needed during the City of LA Bureau of Sanitation's CARE+ Comprehensive Clean-up or Spot Clean-up operations, to ensure the health and safety of people

living in encampments identified as in need of sanitation services.

ENCAMPMENT RESOLUTION

The City of LA' largest encampment resolution effort is the Inside Safe strategy. Mayor Karen Bass' Inside Safe Program works closely with City Council Districts and City departments to identify priority encampments throughout the City of LA. Encampments are prioritized according to size in terms of population and the acuity of the encampment residents. Based on a housing first model, the Inside Safe Program has moved over 1,200 encampment residents directly into motel rooms. Once inside, participants are engaged by service providers to determine their individual needs to seek and secure permanent housing. The City of LA has received three ERF program fund grants for the LA River Project in Council District 4, the Ballona Wetlands Project in Council District 11 and the Skid Row Project, which is a collaborative project between the Office of Mayor Karen Bass and the LA County DHS. The LA River Project serves a network of encampments along the LA River (River) beginning East of the 405 in the neighborhood of Sherman Oaks, near the Sepulveda Basin to the Glendale Narrows on Riverside Drive and Fletcher Drive in Silver Lake. To date the project has moved 55 encampment residents into interim shelters and housed five residents in permanent placements. The Project Manager for the Ballona Wetlands Project is currently working with LAHSA to secure Rapid Rehousing (RRH) slots to move vehicular encampment residents in the Ballona Wetlands Ecological Reserve directly into RRH slots. The Skid Row Project is a close collaboration between the City of LA' Mayor's Office and LA County, focused on moving residents in the Skid Row encampments into interim housing. The project includes negotiation of a master leased property to give residents more stability than traditional shelter beds.

CA 607 - Pasadena CoC

OUTREACH

The City of Pasadena CoC is located in SPA 3 of LA County and shares borders with SPA 2 and SPA 4. The City of Pasadena CoC covers the entire geographic area of the City of Pasadena. The City of Pasadena CoC's street outreach teams conduct outreach throughout the entire geographic area and target known hotspots such as parks, churches, train stations, the emergency room and encampments to quickly identify and engage all people experiencing unsheltered homelessness to connect them to services and housing resources. Street outreach teams canvas the City of Pasadena CoC regularly looking for signs of encampments or unhoused people and approach everyone they encounter. Street outreach workers are racially and-ethnically diverse with lived experience of homelessness and emphasize non-coercive engagement techniques. Outreach logs are maintained to track engagement and food/drink is offered as an

icebreaker. Outreach is conducted more frequently to hidden areas (i.e. freeway embankments) to ensure that all people are identified and engaged. A multidisciplinary (MDT) team with a firefighter and social worker are integrated with the City of Pasadena Police Department dispatch center and respond to non-emergency calls and calls from the local hospital. Street outreach teams work closely with churches, health care, and nonprofit providers and are integrated with a publicly available online portal that allows community members to make outreach requests. If appropriate, street outreach teams will engage family members who can offer support. Street outreach teams meet monthly to discuss opportunities for continued coordination and service improvement.

ENCAMPMENT RESOLUTION

The City of Pasadena CoC's Encampment Resolution project is funded by the State's Encampment Resolution Fund Round 2. The project targets encampments on Cal Trans property, specifically the embankments of the 210 and 134 freeways. The project is a partnership between the City of Pasadena's PORT (Pasadena Outreach Response Team) team and Union Station Homeless Services, the lead service provider for SPA 3 and Pasadena for single adults and families. Both teams conduct outreach and place individuals in motels while Union Station provides Housing Navigation services.

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to ensure comprehensive outreach and site coordination to individuals experiencing and at-risk of experiencing homelessness in the region.

Regional Coordination Narrative - Outreach & Site Coordination

All participating HHAP-5 partners benefit from and take part in the LA County's Coordinated Outreach System. This system coordinates outreach workers throughout the county in their efforts to connect individuals and families experiencing unsheltered homelessness to wrap-around services, shelter, and permanent housing. The Coordinated Outreach System serves as the local regional infrastructure to improve standardization among outreach efforts, as well as to reduce gaps or redundancies in outreach sites.

LA County provides funding for the Coordinated Outreach System, including LA County DHS' Multi-Disciplinary Teams (MDTs), LA County DMH's Homeless Outreach Mobile Engagement (HOME) Teams, and LAHSA Teams. LAHSA, oversees the Coordinated Outreach System. LAHSA, in collaboration with its partners at LA County DHS and LA County DMH, plays a pivotal role in formulating the Coordinated Outreach Strategy for the region. In addition to Regional Outreach Coordinators housed at the Adult CES lead agency in each SPA, LAHSA supplements that with Macro Coordinators who actively support and fill gaps for Regional Outreach Coordinators as needed. The Macro Coordinators provide critical services such as care coordination and case conferencing.

The Region's collaborative and comprehensive approach to outreach underscores the Region's commitment to effectively addressing homelessness and creating a more equitable and sustainable system. The strategic framework is designed to leverage diverse expertise and ensure comprehensive geographic coverage throughout all of LA County, including all six HHAP-5 partners, while optimizing the efficacy of outreach resources.

LA County also collaborates with LAHSA and cities, including HHAP-5 Partners, and Councils of Government (COGs) to develop plans and funding for encampment resolution, including:

1. Outreach to individuals residing in encampments.
2. Identifying and offering interim housing.
3. Matching to resources and providing housing navigation services to offer people permanent housing.
4. Providing supportive services in both interim and permanent housing.

Encampment resolution efforts are coordinated with LAHSA, the City of LA, LA County, and local jurisdictions, including City of Glendale CoC, City of Long Beach CoC, and City of Pasadena CoC. Across the county, there are hundreds of encampments to prioritize for encampment resolution. In January 2023, LA County launched Pathway Home, a major expansion of its ongoing efforts to resolve encampments countywide, including recreational vehicles, in partnership with local jurisdictions and unincorporated communities. With Pathway Home, LA County hopes to reduce unsheltered homelessness in specific communities by helping people living on the streets come indoors, receive supportive services they need to achieve housing stability, and ultimately move into permanent housing. Sites are selected using various criteria including: encampments whose residents are members of demographic groups that have been disproportionately impacted by homelessness and poverty; sites in communities which have been disproportionately impacted by homelessness and poverty; the size and scale of the encampment; availability of interim /permanent housing nearby; the potential for harm to encampment residents and neighboring communities from fires, flash floods, or other hazards; and the strength of the existing relationship between outreach partners and encampment residents. Oftentimes, encampments border multiple cities as well as unincorporated LA County, so collaboration between jurisdictions is key to all encampment resolution.

In addition to these existing efforts, all HHAP-5 partners have committed to improving their coordination of outreach services in the Region of LA County. Specifically, the partners will maintain and leverage existing networks of communication that promote collaboration in outreach and site coordination efforts. They have committed to look at all relevant existing meetings and consider how to leverage them to promote regional solutions and to ensure collaboration on common HHAP 5 goals, expand communication around the availability of those spaces for collaboration and coordination, and assess whether there are additional partners that want to be or could be included.

The HHAP-5 partners will establish a periodic meeting, at least quarterly, to collaboratively implement the Regional Action Plan. This multi-purpose meeting space will be used by partners to peer-share and coordinate for the common HHAP-5 goals, including outreach and site coordination. LA County will convene the periodic meeting, but all HHAP partners will participate equally. Partners can share best practices related to encampment resolution and outreach services. The opportunity to peer-share may organically lead to new collaborative agreements and policies between jurisdictions.

Land Use & Development

Participating Jurisdictions	Roles & Responsibilities
Los Angeles County	<p>LA County's Chief Executive Office assesses county-owned land on an ongoing basis to determine its feasibility for use as homeless housing. In addition, LA County is establishing a land banking pilot, which will acquire properties in areas at risk of gentrification and displacement and set them aside for development of affordable housing.</p> <p>LA County's permitting departments, including the Departments of Public Works, Regional Planning, Public Health, and Fire,</p>

collaborate to expedite and streamline the production of affordable housing, including homeless housing. LA County has jurisdiction over properties located in the unincorporated areas of the county and over county-owned or leased properties within incorporated areas. As a part of the County's Declaration of State of Emergency on Homelessness, it is building out a concierge system to support affordable housing developers seeking to complete projects within the County's jurisdiction. The LA County Department of Regional Planning has also drafted, and the Board has passed, several ordinances related to homeless housing. These include an Interim and Supportive Housing Ordinance, which is meant to encourage the development of housing that is critical to ending homelessness and an Inclusionary Housing Ordinance, which requires new residential projects to set aside units for affordable housing.

CA 600 - LA City and County (LAHSA) LAHSA does not play a direct role in land use development, however, both the City of LA and LA County (though primarily the City of LA) have utilized the programmatic expertise at LAHSA to explore the best uses of land as they are considering developing shelters or other programs. In this capacity, LAHSA has provided feedback on the siting of shelters, the population to be served in specific projects, and even the architectural design of the projects to ensure appropriate consideration is given to the space needs of the participants and the service provider.

CA 612 - Glendale CoC

The City of Glendale CoC works with various City Departments, which include Planning, Community Development and the Housing Authority to complete the identification, location, and siting of programs and services for persons experiencing homelessness.

The City of Glendale also operates its own Public Housing Authority which is responsible for providing different voucher programs that provide ongoing rent subsidies to private scattered site property owners, as well as for affordable housing developments. The City of Glendale CoC also administers several Permanent Supportive Housing (PSH) Programs and Rental Assistance Programs with funding from the HUD under the CoC Program.

As part of the HOME-ARP Allocation Plan, the City of Glendale recently embarked on a collaborative effort to address the pressing issue of affordable housing and related services within the community. Through the HOME-ARP process, several critical needs emerged, including the demand for more affordable housing options. The City of Glendale made significant policy changes in the past 12 months to facilitate more affordable housing in the jurisdiction. The City of Glendale adopted a citywide Inclusionary Zoning Ordinance, which mandates the inclusion of affordable housing units in new development. The policy is aligned with the City of Glendale's Housing Element Housing Plan, which includes key priorities such as promoting

zoning flexibility to encourage a wide range of housing production and promoting the development of housing for special needs groups (i.e., individuals with disabilities, the elderly, large families, single-parent households, people experiencing or formerly homeless. City of Glendale policy encourages developers to provide affordable housing units by offering density bonuses and other financial incentives. The passage of SB 1177 authorized the creation of Burbank, Glendale, Pasadena Regional Housing Trust (BGPRHT), which was granted the authority to fund planning and construction of affordable housing projects in the region, further bolstering Glendale's commitment to affordable housing solutions. A groundbreaking ceremony took place on June 30, 2023, when the City of Glendale, in partnership with Linc Housing and National CORE, initiated the construction of 340 affordable apartments designed to accommodate families and seniors, including those who are homeless or at risk of homelessness. The development represents one of the largest new affordable housing projects in California, which included funding from a variety of sources such as Local Measure S and HOME-ARP funds.

CA 606 - Long Beach CoC & City of Long Beach

The City of Long Beach operates an internal Affordable Housing Work Group, as well as a Homeless Land and Property Team that is focused on identification of potential land that could be utilized for homeless-related services such as shelter or PSH, as well as a broader focus on increasing affordable housing within the City of Long Beach. The City of Long Beach is responsible for zoning and permitting of projects whether owned by the City of Long Beach or privately.

The City of Long Beach CoC works across and with City of Long Beach Departments to complete the identification, location, and siting of programs and services for persons experiencing homelessness. In January of 2023, the City of Long Beach issued an Emergency Proclamation to Address Homelessness. Through this proclamation, the City of Long Beach committed to a number of immediate and long-range plans to rapidly deploy additional resources, while finding long-term solutions to address the causes of homelessness within Long Beach. As part of the emergency efforts, the City of Long Beach sought to implement programming at underutilized and surplus City property to site programs. Through these efforts, the City of Long Beach was able to convert City-owned facilities into safe parking locations, a Recreational Vehicle (RV) sanitation center, as well as space to create new non-congregate sheltering resources with the development of new modular units (aka "tiny homes").

Further identification and location of property for use as homeless programming is conducted by the City of Long Beach real estate team, housed within the Economic Development Department, who takes lead for the City to identify land that the City could acquire. Over the last year, the City has successfully partnered with LA County to purchase a 26,000 square foot

warehouse and convert the warehouse to operate as a congregate shelter for homeless individuals. The City of Long Beach real estate team identified the site and brokered the sale, with funding supporting the acquisition and development provided by LA County, with the county committing to fund up to half of the costs of acquisition and construction. The site is already up and running, providing shelter and services for approximately 120 individual adults, with the services funded by LAHSA, as further show of collaboration.

The City of Long Beach also operates its own Public Housing Authority which is responsible for providing different voucher programs that provide ongoing rent subsidies to private scattered site property owners, as well as for affordable housing developments. In addition to providing rental assistance and financial assistance to persons experiencing homelessness, the Long Beach Housing Authority is partnering with the LA County Development Authority to provide project-based rental assistance in two county-owned and operated Project Homekey sites that are located within the City of Long Beach.

City of Los Angeles

In 2021, the City of LA's Office of the City Administrative Officer (CAO) developed a Property Review and Evaluation Process (PREP) to review sites for the use of homeless facility or interim housing. The process begins with a formal or informal request to the CAO's Asset Management Group to evaluate a publicly- or privately-owned property from a Council motion, the CAO Homelessness Initiatives Group, or other City Departments. The CAO's Asset Management Group begins the evaluation, guided by several factors in the Asset Evaluation Framework (AEF) previously adopted by City Council and the PREP. The outcome is the creation of a 'Property Profile' that includes information from shared databases across City departments, zoning regulations, environmental factors, ownership details, proximity to transit, and community resources. The CAO Homelessness Initiatives Group then reviews the Property Profile for size requirements and works with the appropriate controlling City department to determine the availability and feasibility of interim housing or safe parking.

If privately-owned, the City of LA General Services Department (GSD) negotiates lease terms with the owner. When the site is publicly-owned, the Homelessness Initiatives Group then recommends the property's future use to the Municipal Facilities Committee (MFC) or the controlling department's oversight board and the Housing & Homelessness Committee. The City of LA's Mayor and Council will then consider the reports and approve or decline the recommendation for funding or lease terms of the site.

Once a project is approved and funded, the responsible departments execute the lease and license agreement, implement construction, and put service contracts in place. The

CAO Homelessness Initiatives Group coordinates and tracks project implementation with the Council Office and responsible departments.

As part of the 'Feasibility Analysis' of the PREP, the Homelessness Initiatives Group staff works closely with the City of LA Bureau of Engineering (BOE) to assess sites for interim housing and LAHSA to assess the need for safe parking in the area.

CA 607 - Pasadena CoC

The City of Pasadena Department of Housing's Affordable Housing Development Division and Supportive Housing Division (the City of Pasadena's CoC) work closely together to identify potential land that could be utilized for homeless-related services, such as shelter or PSH, as well as a broader focus on increasing affordable housing within the City of Pasadena. The Department's Rental Assistance Division (Housing Authority) is responsible for providing different voucher programs that provide ongoing rent subsidies to private scattered site property owners, as well as for affordable housing developments. Further identification and location of property for use as homeless programming is conducted by the City's real estate team which is housed within the Economic Development Division of the City of Pasadena Manager's Office.

In the past five years, Pasadena has successfully sited and developed two PSH buildings and a winter shelter with a third affordable housing/PSH site in the pre-development stages. All sites are within the boundaries of the City of Pasadena CoC/City of Pasadena, and two are on City of Pasadena property. In 2023 the City of Pasadena amended its Zoning Code to allow for safe parking programs on up to 74 sites occupied by transit stations, colleges, and religious facilities in non-residential zones. The Zoning Code amendment also expanded the areas of Pasadena zoned for emergency shelters, low-barrier navigation centers, and limited emergency shelters.

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to use and develop available land to address and end homelessness in the region.

Regional Coordination Narrative - Land Use & Development

Siting and use of land is local in nature; it is based on local policies passed through the County Board of Supervisors, City Councils, local referendums, taxes, etc. The cities of Glendale, Long Beach, LA, and Pasadena each have their own local processes and procedures regarding siting and using available land to address homelessness in their particular city. LA County is responsible for land use decisions in unincorporated parts of the Region.

While most efforts are very local, coordination and collaboration between the jurisdictions does occur in different forms, for example, when they are dealing with land that is located at the intersection of jurisdictions or when a jurisdictional entity passes through another jurisdiction (e.g., CalTrans, Metro, etc.).

While local policies have the greatest impact on siting and using available land, each of the six HHAP-5 partners has effectively collaborated at some level with their HHAP-5 partners.

While the literal siting and using land available occurs at the local level, City of Glendale CoC, City of Long Beach CoC, City of LA, and City of Pasadena CoC often coordinate with LAHSA and/or LA County to determine funding for the development of land and/or what service delivery is possible for a potential development site. These conversations occur early in the process, when cities are discussing siting and land use availability and before the permitting and site acquisition process to ensure a potential site will secure necessary development funding and necessary supportive services. For example, City of LA recently coordinated with LAHSA to ensure the development plans for a safe parking project would align with the local sites' limitations. After the City of LA identifies and acquires the site, LAHSA will partner to provide insight on what service delivery is most appropriate at the site, etc.

Structures that already exist for collaboration and coordination that jurisdictions participate in the county include the county-led Affordable Housing Coordinating Committee, Cities and Councils of Governments (CoGs) meetings, the LA County Affordable Housing Solutions Agency monthly Board of Directors Meetings, and quarterly Southern California Association of Nonprofit Housing (SCANPH) Affordable Housing Meeting. In addition to regular participation in these regional convenings, all six participating partners have committed to better sharing insights with each other about siting and land use to address and end homelessness. While there may be limited on-the-ground collaborations, the regular periodic HHAP-5 partner meetings will provide opportunities for every partner to engage in peer sharing, develop best practices, and identify future collaboration opportunities. Under LA County's leadership, all HHAP partners will participate in meetings equally to produce best practices related to site acquisition and community engagement, talk about different approaches to siting, and share policy strategies that can impact and enhance further development of housing and services targeted toward preventing and ending homelessness.

Development of Interim and Permanent Housing Options

Participating Jurisdictions	Roles & Responsibilities
Los Angeles County	<p>LA County uses a variety of tools to increase the housing stock for people experiencing, or at risk or homelessness. The LA County Board declared a Shelter Crisis in 2018, which has been extended annually since then, including in November 2023. The Crisis Declaration has enabled LA County to expedite the creation of interim housing options to meet the urgent shelter needs of unhoused residents in the region. Various county-owned properties have been utilized as interim housing.</p> <p>The County has also acquired and developed other interim housing sites through the Homekey program and through the LA County DHS' Housing for Health Capital Improvement Intermediary Program. Through these efforts, the County has on its own or with development partners acquired, rehabbed/constructed, and operationalized interim housing sites that serve various populations.</p> <p>LA County's Board adopted a motion in November 2022 that dedicated \$10 million in Homeless, Housing, Assistance, and Prevention (HHAP) Round 3 funding to support interim housing operations sited by Cities and Councils of Governments (CoGs). The motion has enabled the County to provide funding for five (5)</p>

different interim housing programs across LA County, within the following jurisdictions: Culver City, Pomona, Redondo Beach, Montebello, and San Gabriel Valley CoG, with more in the pipeline.

The Board approved a comprehensive affordable housing plan in 2015 and 2017 that currently invests \$100 million every year to build and rehab low- and very low-income housing across the county. The County's LA Community Development Authority (LACDA) issues at least one Notice of Funding Availability (NOFA) annually to award developers with funding to assist the development and construction or renovation of multi-family rental housing for special needs populations. Since 2016, 160 development projects have received capital funding or rental assistance through the LACDA NOFA and over 11,000 affordable homes have been funded. The Affordable Housing Programs' Budget is a key funding source for the LACDA NOFA. For FY 2023-24, the Board has allocated \$97.705 million from the Affordable Housing Program Budget's current fiscal year funding and prior year carryover. This amount includes a gap fund for previously awarded projects requiring additional funding to complete construction.

Annually, the California Strategic Growth Council (SGC) awards Affordable Housing and Sustainable Communities (AHSC) Program funds for affordable housing and sustainable transportation to decrease vehicle miles traveled and reduce greenhouse gas emissions (GHG). To date, LA County has partnered with developers and the City of LA to receive over \$130 million in AHSC funding to develop 828 affordable housing units at seven project sites; and reduce greenhouse gas emissions by increasing public transit ridership and creating over a dozen miles of bicycle and pedestrian pathways. LA County Chief Executive Office- Homeless Initiative (CEO—HI) is working with its technical consultant, Enterprise Community Partners, to prepare competitive applications with developers for AHSC Round 8 due in spring 2024.

In addition, LA County DHS administers funding for and oversees the supportive services necessary for PSH sites to provide the needed supports to help tenants maintain their housing and access benefits.

LA County also oversees a portfolio of Homekey PSH projects. To secure state Homekey grants, the County committed \$317,382,251 in local matching funds for both capital and operating costs. Through Homekey, LA County has partnered with developers and community-based organizations to add 1,436 interim housing beds and 1,450 PSH units to the region's supply of housing for people experiencing homelessness.

LA County also supports Unit Acquisition (UA) efforts through partnerships with LA County DHS and LAHSA, in an effort to

increase private market rentals to match people experiencing homelessness with tenant-based rental assistance, such as RRH, Federal vouchers, and other local funded vouchers. The county has contracted with local Managed Care Plans, Health Net and LA Care, to support expanding existing UA programs and launching the pilot Master Lease program with LAHSA.

CA 600 - LA City and County (LAHSA) The system is most effective in driving throughput when all parts of the system – from interim to permanent components -- have a clear and targeted focus on the most essential core activities/behaviors, allowing each part of the system to excel at its most critical functions. As the countywide homeless system lead, LAHSA has begun shifting to a more hands-on approach called Active System Management (ASM). The goal of ASM is to ensure each component of the homeless response system is utilizing all existing resources and is performing as effectively as possible to support maximum throughput to permanent housing. This includes a focus on turning over interim housing resources and maximizing utilization of permanent housing resources. Implementation of ASM across all system components is currently underway and being expedited in response to the need to quickly bring people indoors and subsequently move them to permanent housing. LAHSA staff are leading coordination efforts with providers and driving client level progress of assessment completion, document collection, housing navigation assignment, and progress on a permanent housing pathway. Additionally, LAHSA is working to bring more interim housing and permanent housing options online. These include interim housing options throughout the City of LA and county, including the use of motels, and various permanent housing options available through new encampment resolution initiatives, including RRH and PSH.

Successful implementation of the rehousing effort will be dependent on the availability of permanent housing resources available to respond to the emergency. To understand the amount and ratio of each type of resource that is needed for a comprehensive, systemwide rehousing strategy, LAHSA created a funding plan to create visibility for resource needs and shared priorities for addressing gaps and moving toward a balanced system in the coming years. With an inadequately resourced or imbalanced system, LA will not be able to effectively rehouse people once placed in interim housing, which means people may get stalled in different parts of the system, or that resources in the system may be underutilized. As more interim and permanent housing resources are brought online, LAHSA continues to work to balance out the system so as to create flow through the system and house the most people possible.

LAHSA, with support from LA County, the State, and Medi-Cal managed care plans, is also actively working to significantly augment the availability of permanent housing options by advancing the Master Leasing program throughout the City of LA and LA County. The strategic objective is to master-lease 800

units by the conclusion of FY23-24, with plans to further expand this initiative in FY24-25. This expansion is geared towards broadening the spectrum of permanent housing accessible to participants engaged from encampment resolution efforts as well as those transitioning from interim housing programs. The overarching goal is to facilitate increased turnover of interim housing beds within the system by helping participants access stable, permanent housing.

LAHSA will also take on property management of these master-leased units, and directly administer rental assistance payments for participants in these units. Supporting the region-wide goal in expanding permanent housing resources, this strategic approach underscores LAHSA's dedication to fostering lasting solutions to homelessness and facilitating a more efficient and impactful Master Leasing program.

CA 612 - Glendale CoC

As part of the HOME-ARP Allocation Plan, the City of Glendale recently embarked on a collaborative effort to address the pressing issue of affordable housing and related services within the community. Through the HOME-ARP process several critical needs emerged, including the demand for more affordable housing options. The City of Glendale made significant policy changes in the past 12 months to facilitate more affordable housing in the jurisdiction. The City of Glendale adopted a citywide Inclusionary Zoning Ordinance, which mandates the inclusion of affordable housing units in new development. The policy is aligned with the City of Glendale's Housing Element Housing Plan, which includes key priorities such as promoting zoning flexibility to encourage a wide range of housing production and promoting the development of housing for special needs groups (i.e., individuals with disabilities, the elderly, large families, single-parent households, people experiencing or formerly homeless. City of Glendale policy encourages developers to provide affordable housing units by offering density bonuses and other financial incentives. The passage of SB 1177 authorized the creation of Burbank, Glendale, Pasadena Regional Housing Trust (BGPRHT), which was granted the authority to fund planning and construction of affordable housing projects in the region, further bolstering Glendale's commitment to affordable housing solutions. A groundbreaking ceremony took place on June 30, 2023, when the City of Glendale, in partnership with Linc Housing and National CORE, initiated the construction of 340 affordable apartments designed to accommodate families and seniors, including those who are homeless or at risk of homelessness. The development represents one of the largest new affordable housing projects in California, which included funding from a variety of sources such as Local Measure S and HOME-ARP funds. The City of Glendale is open to additional partnership opportunities with LA County to increase interim and permanent supportive housing programs. Currently, the City of Glendale is utilizing State funds to develop interim housing programs, however, there is a need for a more

ongoing stream of funding and partnerships to support this initiative.

Glendale has also increased the number of rapid rehousing (RRH) beds to quickly transition the unhoused while working with families and individuals to gain access to permanent housing, such as Section 8 housing vouchers and Emergency Housing Vouchers and PSH Programs awarded through the HUD.

CA 606 - Long Beach CoC & City of Long Beach

The City of Long Beach CoC is committed to developing both shelter and PSH options throughout the geographic region. The City of Long Beach CoC collaborates with county partners to acquire, fund, and develop congregate shelters, as well as collaborates with State partners to develop non-congregate shelter. The City of Long Beach CoC leverages partnerships with LA County DHS and local resources to provide PSH to individuals within the City of Long Beach CoC.

Through the CoC's annual competition, the City of Long Beach CoC has committed to fund capital for new projects, as well as fund operations for permanent housing resources in the geographic limits. Examples of successful collaboration and coordination with our regional, jurisdictional partners includes the opportunity to partner with LA County and LAHSA to site, acquire, and develop property for use as congregate shelter and to further partner on the implementation and coordination of programs and services. The City of Long Beach's ABC shelter (Atlantic Bridge Community), located in North Long Beach, was a project conceived by the City, with the City proposing to create the project through a competitive solicitation funded by the county (funded with Measure H funds), and administered by LAHSA. The City of Long Beach successfully requested and received capital funding through a 2017 Capital RFP. The City of Long Beach's proposal was selected, received capital funding for acquisition and development. The City of Long Beach worked expeditiously to complete the project, which has been up and running, providing 125 beds of Crisis and Bridge Housing since 2020. The site and program continues to be fully operational, which operates through partnership with LA County and LAHSA, with funds for the services and operations made available with county Measure H funds, administered via contract with LAHSA.

Through similar efforts in 2023, the City of Long Beach and LA County were able to rapidly plan and coordinate for the identification, acquisition, and conversion of a warehouse, located at 702 W. Anaheim in the City of Long Beach, into a second congregate shelter, providing an additional 100+ beds of Crisis and Bridge Housing. In early 2023, the City of Long Beach and LA County released homelessness emergency declarations. Per the County's emergency declaration, LA County committed to identifying departmental liaisons who will work with City counterparts to enhance efforts with outreach teams to assess and connect unsheltered individuals experiencing homelessness

to county departmental services they are eligible for with the goal of getting people into housing and to establishing teams who will work directly with interim housing providers to ensure that clients in interim housing are assessed and connected to county departmental services that they are eligible for, including providing services onsite as needed to ensure service connection. Due to this alignment of priorities, the City of Long Beach and LA County were able to successfully partner on this project, with LA County committing to provide up to half of the costs of acquisition and development. An agreement with the County to provide funds, made available with Measure H dollars, was rapidly executed. The City of Long Beach real estate team successfully brokered the deal to acquire the site. The City of Long Beach then partnered with LAHSA to transfer program participants and program operations to the new location, with services beginning late April 2023.

In addition to these efforts, the City of Long Beach has been able to successfully partner with the State and County to acquire, develop, and implement Project Homekey sites. The City of Long Beach was able to successfully obtain Project Homekey funding from the California Department of Housing and Community Development to acquire and develop three projects within the City of Long Beach. Of these, one project is fully operational, with a former Best Western currently operating as non-congregate interim housing, operated by the City of Long Beach and First to Serve, a non-profit partner. A second site is under construction, with plans to open as additional non-congregate interim housing in 2025, to be operated by First to Serve. A third site, to be operated as modular units (“tiny homes”) is still in early stages of development, as the City of Long Beach has had to work to resolve land use issues with a number of community members and partners.

Beyond those Project Homekey projects owned and operated by the City, the City of Long Beach is also working to partner with LA County on the funding and operation of Project Homekey sites that are now converting from non-congregate shelter to permanent supportive housing. The County owns two Homekey sites that operate in the City of Long Beach, with the LA County Development Authority serving as the owner/landlord/property manager of these sites. As permanent housing programs, participants will be identified from Long Beach Coordinated Entry (CE), with case management and supportive services provided by LA County DHS, and rental subsidy provided by the City of Long Beach Housing Authority who has committed to provide the rental subsidies by way of project-based vouchers for the two sites.

The City of Long Beach also has a Community Development Department, which serves as the Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) administrator for the City of Long Beach. The City of Long Beach

CoC partners with Development Services to coordinate the allocation, distribution, and programming of those funds, as well as supporting Development Services with coordination, development, completion, and submission of the Consolidated Plan, Housing Element, as well as partnering to support and fund the development of affordable housing including supportive housing projects.

City of Los Angeles

The development of interim and permanent housing in the City of LA uses a whole of government approach; the various elements of development are the responsibility of multiple departments and agencies within the City of LA. The main focus is to streamline our permitting process in particular to permitting PSH and affordable housing to attract developers. The increased development will increase the supply of PSH and affordable housing in the City of LA.

1. The financing of interim housing is coordinated through the CAO with funds from local, state, and federal sources. The financing of permanent housing is coordinated through the Housing Department (LAHD) with local, state, and federal sources. In addition to LAHD, the Housing Authority of The City of LA (HACLA), a HUD Local Public Housing Agency (PHA), provides Project Based Vouchers (PBV) and various portable tenant-based vouchers to help fund the development of permanent housing.
2. The entitling and permitting of interim and permanent housing for the homeless is the responsibility of the Department of City Planning (DCP) and Department of Building and Safety (DBS). Both departments have specialized units dedicated to assisting developers of interim and permanent housing navigate local and state requirements throughout the development process to ensure that their architectural and engineering plans comply with the law, building code, and livable and safe design standards.
3. The Bureau of Engineering (BOE) within the Department of Public Works (DPW) has a specialized unit that manages the design and construction of interim housing funded by the City of LA.
4. During construction, DBS is the principal department responsible for conducting inspections when called for to ensure that the building complies with the approved plans.
5. Additional departments listed below play a role in the permitting and inspection of interim and permanent housing for the homeless to ensure that it is safe, accessible, and livable:
 - a. Department of Water and Power (DWP): DWP is a municipal utility company responsible for ensuring development projects have water and power infrastructure to service the residents.
 - b. LA Fire Department (LAFD): LAFD has a specialized unit that plan checks and inspects interim and permanent housing to ensure that developments comply with the fire code and can be safely occupied.
 - c. LA Housing Department (LAHD): LAHD's Accessible Housing Program (AcHP) is a unit of engineering plan checkers and

inspectors that ensure developments are accessible to people with disabilities and comply with fair housing laws.

d. DPW: Multiple bureaus within DPW ensure that construction in the public right of way and private property designed to improve the environmental impact and accessibility of the development are permitted and inspected.

6. During the entirety of the interim and permanent housing development process, the Mayor's Office and CAO have staff that help coordinate intradepartmental responsibilities.

CA 607 - Pasadena CoC

Affordable housing development, the CoC, and the Pasadena Housing Authority all operate out of the City of Pasadena Department of Housing which allows for efficient and productive collaboration in the development of interim and permanent housing resources. In the past six months, the City of Pasadena CoC celebrated the opening of The Salvation Army Hope Center, a new 65-unit PSH development for single adults exiting chronic homelessness. The City of Pasadena contributed \$2 million of City Inclusionary and state Housing Successor funds to the project, in addition to project-based Housing Choice and VASH vouchers. The LA County Development Authority (LACDA) as well as the LA County 5th Supervisorial District also contributed funding to the project. Heritage Square South, a 69-unit PSH building for seniors, will open in Spring 2024. For this project the City of Pasadena contributed the land, \$6.9 million of Housing Successor funds, as well as project-based Housing Choice Vouchers. The City of Pasadena has also recently supported a 6-unit permanent housing project for Transition Aged Youth with \$1.3 million and \$1 million of City Inclusionary and federal HOME dollars respectively. The City of Pasadena contributed \$1.2 million of City Inclusionary and \$200k of state Housing Successor funds to the purchase of a single-family home, which will be converted to a 20-unit transitional housing project for families. Additionally, \$4.75 million of Local Housing Trust dollars have been committed to a 100-unit senior housing project, which includes 49 units of PSH. After a three-year hiatus during the pandemic, the CoC reopened its winter shelter at a new site this year primarily utilizing City of Pasadena General Funds. The LA County Board is providing funding for capital improvements.

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to develop adequate interim and permanent housing options to address and end homelessness in the region.

Regional Coordination Narrative - Shelter, Interim, and PH Options

The development of interim and permanent housing options relies on local policies and procedures that are not uniform across the six participating HHAP-5 partners. There are, however, several coordinated efforts across the LA region to increase housing and shelter options for individuals and families experiencing homelessness, which allow for collaboration and coordination between the partners. First, LAHSA is advancing its Master Leasing program throughout the county with collaboration from LA County, the state, and Medi-Cal managed care plans. The expansion supports the region-wide goal of broadening the spectrum of accessible and affordable permanent housing options in the region. The Master Leasing program is available for all CoCs in the region and should facilitate increased turnover of interim housing

beds within the system by helping participants access stable, permanent housing solutions.

Coordination and collaboration throughout the county for the development of interim and permanent housing options often occurs at the funding level. For example, the County Board adopted a motion in November 2022 that dedicated \$10 million in Homeless, Housing, Assistance, and Prevention (HHAP) Round 3 funding to support interim housing operations sited by Cities and Councils of Governments (CoGs).

The LACDA issues at least one NOFA annually to award funding to affordable housing developers anywhere in the county to assist the development and construction or renovation of multi-family rental housing for special needs populations, including persons experiencing homelessness. The annual LACDA NOFA is available for developers in any of the jurisdictions within LA County and is funded by LA County's affordable housing program budget, which the county invests \$100 million into every year. Since 1998, LACDA has awarded projects for affordable housing development in each of the 4 HHAP-5 city partner jurisdictions:

- Three projects in the City of Glendale were funded.
- Nine projects in the City of Long Beach were funded.
- 221 projects in the City of LA were funded.
- Twelve projects in the City of Pasadena were funded.

As funding allows, LA County also works closely with jurisdictions (outside of the LACDA NOFA) to fill funding gaps in the development of interim and permanent housing options in their local communities. For example, the City of Long Beach and LA County recently partnered together to convert a warehouse into congregate shelter. The City of Long Beach identified the site and brokered the sale, and the County committed funding up to half of the costs of acquisition and construction.

Project Homekey efforts across the County have also offered opportunities to collaborate and coordinate by adding interim housing beds and PSH units to the region's supply of housing. The County partners with housing developers on Homekey, who acquire and rehabilitate the sites for County projects. LA County has Homekey projects across the Region including in the City of LA and the City of Long Beach, which requires close collaboration between the County and these respective cities to bring Homekey sites online. The Homekey sites serve participants throughout the county with a focus on the SPA where they are located. All cities benefit from Project Homekey sites, especially those that are proximate to them. During Homekey Round 2, the County made available HHAP funds to support cities applying to the state for Homekey funding for permanent housing. During Homekey Round 3, the County invited cities, including those with CoCs, to apply jointly with the County for funding from the state, with the County contributing the capital and operating local matching funds.

Opportunities for HHAP-5 partners to engage regularly with one another on the development of interim and permanent housing solutions currently exist through the countywide Affordable Housing Coordinating Committee, Monthly PSH Funders Meeting, bi-weekly Housing Authorities and Partners Meeting, and Cities and Councils of Governments (CoGs) meetings. The HHAP-5 partners will also meet at least quarterly as a group to create a regular vehicle for deeper collaboration and coordination across the region. During those meetings, there will be additional opportunities for the partners to identify best practices, regional funding resources, and opportunities to collaborate when seeking funding for and developing interim and permanent housing.

Coordination of & Connection to Service Delivery

Participating Jurisdictions	Roles & Responsibilities
Los Angeles County	LA County has a unique role and setup of responsibilities among the six HHAP-5 partners as the geographic jurisdiction in which

all the others are nested. LA County's role and responsibilities coordinating and connection to services include the following: 1) Providing County Departments' mainstream social services— e.g., physical and behavioral health care systems, public social services—safety net services, Child Protective and Adult Protective Services; and 2) LA County Board allocates a significant amount of county, state, and federal funding for homeless and housing services to each of the four CoCs and County Departments that provide services for each of the other HHAP-5 partners. In that role, LA County takes very seriously its responsibility to create rigorously transparent and inclusive public processes to decide how to coordinate and utilize County-administered homeless, housing, and support services resources across the entire LA County region. For example, the Board annually allocates over \$450M in Measure H funding (from a 1/4 cent County sales tax dedicated to combating homelessness) to many Homeless Initiative lead County departments and agencies, the four CoCs, and dozens of cities and Councils of Government (COGs), which in turn partner with hundreds of service providers across LA County. In this way, the LA County Government itself is a significant funder and supporter of homeless and housing efforts across all the other jurisdictions within the LA County Region. The County funds LAHSA to oversee and facilitate the CES in the LA CoC. CES was established to connect people experiencing a housing crisis to resources and housing in the most efficient and equitable way and is the structure of ensuring homeless services and providers work in a consistent manner in the rehousing system. Homelessness is a regional crisis, and LA County has always considered it a top priority to strengthen its collaboration with diverse stakeholders, including the 88 cities that fall within its boundaries, as well as Councils of Governments (COGs), which are Joint Powers Authorities that provide cooperative planning, coordination, and technical assistance on issues of mutual concern that cross jurisdictional lines. A key component of the LA County Homeless Initiative is the Local Jurisdiction Coordination & Supports Team. By fostering collaboration with local jurisdictions and co-investing in proven regional and local solutions while integrating racial equity practices, this team expands and enhances programs and services that are addressing homelessness countywide. This team administers and manages LA County's Local Solutions Fund; enhances regional communication, cooperation, and coordination including through quarterly regional convenings, issues resolution and advisory guidance on aligning, layering, and coordinating programs, and emergency management; collaborates with local jurisdictions on Pathway Home, the County's Encampment Resolution program funded by Measure H to reduce unsheltered homelessness; and collaborates with the City of LA as an integral partner during the planning and response phases of every Inside Safe operation, and remains in partnership with the City of LA and their Inside Safe participants throughout their housing stabilization process. As regional leaders addressing

homelessness, LA County convenes daily case conferencing calls, or “air traffic control” meetings, with LA County DHS, LA County DMH, and LAHSA, to discuss participant cases and determine the most appropriate placement type based on the participants needs. This can be either for new housing referrals sent to an inappropriate funder or participants currently in an interim housing setting who require a higher or lower level of support. In its regional leadership role, on April 11, 2022, the LA County Chief Executive Office issued a report entitled, “A New Framework to End Homelessness in LA County,” (New Framework) which included recommendations to improve and modify the County’s strategies to address homelessness. On May 3, 2022, the Board adopted the New Framework, which focuses on three key system partners: (1) Rehousing System, (2) Mainstream County Government Systems, and (3) Partnerships with Cities. For each partner, there are five categories of actions: Coordinate, Prevent, Connect, House, and Stabilize. The Framework embraces emerging practices to advance racial equity across policymaking, planning, funding, and implementation, and includes a commitment to ongoing advancement of equity through implementation practices. The New Framework expands LA County’s purview to examine prevention more intentionally and have a larger role in connecting clients to mainstream services by collaborating with County departments and other key partners. The New Framework also focuses on creating a homeless response system that focuses on flow-through by increasing an emphasis on permanent housing availability to move people through the system to permanent solutions more quickly.

CA 600 - LA City and County (LAHSA) In December of 1993, the Board and the LA Mayor and City Council created LAHSA as an independent Joint Powers Authority. LAHSA is the lead agency in the LA CoC, which is the regional planning body that coordinates housing and services for homeless families and individuals in LA County. LAHSA coordinates and manages over \$800 million annually in federal, state, county, and city funds for programs that provide shelter, housing, and services to people experiencing homelessness. LAHSA serves as the lead coordinating entity for the CoCs of LA, Glendale, Pasadena, and Long Beach (excluding Long Beach’s Adult system which operates independently.) In 2011, LA launched one of the earliest versions of the CES in the nation. The goal was to bring together diverse resources provided by various funders to ensure that no matter where a household was experiencing homelessness in the city or county, they could be connected to services and housing. The CES Policy Council was originally sponsored by the LA Regional Homelessness Advisory Council, a regional entity comprised of key stakeholders from LA City and County, non-profit service providers, and people with lived expertise of homelessness, and, in 2019, was formally designated as the CES Policy Oversight Entity by the LA CoC through the adoption of the LA CoC Governance Charter. The Charter authorizes the CES Policy Council to support alignment

of access, assessment, prioritization, and matching throughout the LA CES, which encompasses four CoCs. These policies seek to ensure that individuals experiencing homelessness are served consistently throughout the system, regardless of their characteristics or geography. In addition to fulfilling HUD requirements, the CES Policy Council was established based on local recognition that truly moving the needle on ending homelessness requires proactive alignment of principles across the entire region, which includes many jurisdictions (four CoCs and 88 cities) and funders (federal, state, local, and philanthropic). As a coordinating body that is broader than any one organization or funder, the CES Policy Council serves to facilitate strategic alignment and to meaningfully engage homelessness services stakeholders to inform effective system strategy. The CES Policy Council does not make funding decisions. In accordance with its role as a Joint Powers Authority, LAHSA aims to enhance the coordination and delivery of services to those at-risk of or experiencing homelessness. LAHSA hosts outreach coordination meetings through each SPA and sub-SPA region. At minimum meetings are 1x per month however the average is every other week for SPA-wide. There are also monthly zone-specific case conferencing meetings for clients. There is more coordination that happens with MDTs separately for special projects such as weather/emergency response, encampment resolution, joint outreach at priority hotspots, etc. LAHSA meets with LA County twice a week for high level or urgent issues that impact the outreach system DHS as well. LAHSA hosts Active System Management meetings to support flowthrough from interim housing to housing navigation, and from housing navigation to RRH. Additionally, LAHSA leads lease up calls for new PSH buildings as they come online. All these meetings happen minimally once a month, however some may occur multiple times a week. These efforts are targeted at client level movement throughout the system and are designed to help providers focus on key activities that promote maximum housing placements. LAHSA also leads leadership meetings for CES leadership for the adult, family, and youth systems, as well as victim service providers. These meetings are focused on coordination amongst partners as the system continues to be refined and improved. LAHSA has identified key goals to address homelessness through strategic interventions. One critical focus is to enhance problem-solving interventions by increasing investment and utilization. This includes expanding the number of community partners trained in providing problem-solving interventions, with a specific emphasis on involving non-traditional partners like faith-based organizations. LAHSA aims to extend the use of problem-solving interventions across interim housing, engaging with entities within the justice system and at least five faith-based organizations in the upcoming fiscal year. HHAP dollars have been pivotal in helping to expand problem solving across the jurisdiction, and LAHSA will continue this work across the region through HHAP 5, including partners connected to sister CoCs, City of LA, and LA County. Additionally, LAHSA

will develop a comprehensive training series to deepen partners' understanding of problem-solving strategies. Another pivotal goal is the optimization of housing navigation staff deployment. LAHSA is working to assign housing navigation staff to serve individuals in interim housing programs throughout the County. This will ensure participants have a more efficient transition from interim to permanent housing. Monitoring housing navigation and RRH utilization monthly will be a key strategy to ensure swift and equitable service provision. LAHSA also plans to issue guidance and procedures for programs collaborating closely to increase housing placements. LAHSA will also continue to operationalize the use of housing navigation and RRH programs in a slot-based method aimed to drive efficacy in service provision, ultimately maximizing permanent housing outcomes. This work is being overseen for the entire Region, including all LAHSA-funded interim housing, as well as some programs funded directly by cities or local jurisdictions - with the goal of creating throughput for programs in each SPA. Since the launch of RRH programming for adults in 2016, RRH-funded providers that provided access to this program for clients in their other programs (such as outreach, interim housing, and access centers), as well as to other providers in the area. However, in that there was no codified or standardized referral process, RRH programs operated differently, and access to all other agencies/clients in the region was not guaranteed. Since 2022, LAHSA has been working with providers to create streamlined access to RRH. This includes creating service slots that can be used to manage program capacity and enrollment, and that can be matched to through a centralized referral function. This ensures this resource can serve programs and clients across the region. Interim housing programs funded by the City and County of LA are served through housing navigation staff, which then connect clients to open RRH slots in the SPA. Master Leasing is a regional approach in that LAHSA is seeking to bring units online in each of the SPAs across the county. These units are acquired where there is opportunity, however they are not used for one particular program, group, or city, but instead are viewed as a resource for a variety of target programs/populations across the SPA. While Master Leased units are funded through LA County, these units benefit programs throughout the SPAs, which can include encampment resolution programs of either the City or County of LA. Similarly, target programs in the SPAs can be prioritized across jurisdictions. Furthermore, LAHSA sets goals to optimize housing transfers and prioritization processes. This involves implementing a standardized assessment process to identify households in need of transfer to another housing program. A prioritization process will be established to ensure housing stability. This will entail the ongoing tracking of data, including equity metrics, to guarantee proportional access. Equity goals for housing placements in the homeless service system will be developed, and the existing suite of equity tools will be expanded by implementing at least one new tool/framework for permanent housing placements. LAHSA also leads various

workgroups committed to bringing about more equity for various populations in the homeless services systems. Additionally, LAHSA participates in various workgroups led by the County's Anti-Racism, Diversity, and Inclusion Initiative. These strategic initiatives underscore LAHSA's commitment to addressing homelessness comprehensively and promoting equitable and sustainable solutions. Lastly, to maintain a fully staffed and effective system of care, LAHSA has created avenues for providers to receive workforce and organizational capacity building support. LAHSA's Capacity Building team aids providers in sourcing skilled and qualified candidates for critical vacancies within the rehousing system. Through the organization of regional job fairs and one on one recruitment support, LAHSA works to customize its engagement of prospective workers to the unique needs of the provider and style of care needed within homeless services programs. LAHSA is also leading workforce development with partners such as Careers for a Cause, Santa Monica City College, the University of Southern California, and others to create a pipeline of workers – many with lived experience of homelessness – into the sector.

CA 612 - Glendale CoC

The City of Glendale Community Services & Parks Dept/Homeless Services Sections serves as the lead agency for the City of Glendale CoC. The City of Glendale CoC collaborates with diverse groups such as organizations with racial justice focus, mainstream health care providers, local hospitals, domestic violence, veterans and youth service providers, faith-based organizations, funders, advocates, public housing agencies, school district, local law enforcement, and other members that play a critical role in helping prevent and end homelessness. The City of Glendale CoC has designated a Board of Directors, CoC Committee, and CES Sub-Committees who help with the strategic planning and implementation of not only HHAP funds, but State and Federal to maximize program funds that align with the State and Federal Strategic plan to end and prevent homelessness. The City of Glendale CoC also participates in cross collaborative meetings with other CoC's and cities regarding homeless system planning and delivery, such as the San Fernando Valley COG, Southern California CoC Alliance and LA Homeless Management Information System (HMIS) Collaborative, which allows the LA, Glendale, Long Beach, and Pasadena CoC's to share HMIS data across CoCs. The City of Glendale CoC is also working closely with LAHSA on a Regional CES Council to develop Regional CES Policies and Procedures. This regional collaboration strengthens the City of Glendale CoC and helps develop prioritization and matching criteria that is in compliance with Regional CES Systems. The City of Glendale CoC would like to continue developing a sophisticated system of programs that work in tandem to help reduce homelessness and prevent exits to homelessness by increasing access to countywide resources and partnership opportunities including partnerships with Managed Care Plans.

CA 606 - Long Beach CoC & City of Long Beach

The administrative entity for the City of Long Beach CoC is the City of Long Beach Department of Health and Human Services. The Long Beach CES serves the entire 52-square mile jurisdiction of the City/CoC of Long Beach. Partnerships are active with the LA, Pasadena, & Glendale CoCs & the County CEO office of LA to ensure coverage & coordination as people move throughout the County of LA over the multiple CoCs within the county. In addition to the planning and coordination efforts of the City of Long Beach CoC and CES, the City of Long Beach and City of Long Beach CoC also partner to further engage community members and stakeholders, formally, through the Homeless Services Advisory Committee. The City of Long Beach CoC encourages public participation and heavily relies on communication and coordination with the Homeless Services Advisory Committee (HSAC), which serves to operate as a liaison between each of Long Beach's council districts and the Homeless Services Bureau. The HSAC committee is tasked with relaying information to their elected representatives and regularly reporting on the City of Long Beach CoC's performance/outcomes. This creates a feedback loop directly between the City of Long Beach CoC, City of Long Beach leadership, and Long Beach constituents. Staff further engage with faith-based collaboratives, business improvement districts, business associations, neighborhood associations, legislative entities, regional planning efforts including Southern California CoC Leaders Collaborative, West Coast Mayor's Alliance, UFA Collaborative, and the California Business, Consumer Services and Housing Agency to incorporate best practice models. The City of Long Beach CoC and interdepartmental City staff collaboratively prepare the City's Consolidated Plan (CP) & Annual Action Plans, which includes planning and coordination for the development, implementation, distribution, operation, and management of annual allocation of CDBG, HOME and ESG funds. For the FY 2023-2027 Consolidated Plan, the City of Long Beach solicited community input via community meetings, the City of Long Beach CoC general membership, HSAC meetings, focus groups with people with lived experience and council district forums. The City of Long Beach CoC provides data for the Consolidated Plan including Annual Point-in-Time Homeless Count data, Housing Inventory Count utilization, HMIS coverage, system performance (including project level for funded programs under ESG), and recommendations for improved performance. These planning and coordination efforts support the City of Long Beach and City of Long Beach CoC to successfully conceptualize, design, implement, and arrange for services for persons experiencing, or at-risk of homelessness within Long Beach. Further coordination and collaboration efforts are undertaken to ensure seamless delivery of services, including cross-system collaboration to address the needs of at-risk and homeless youth via the Youth Services Network (YSN); a collaborative of stakeholders dedicated to the well-being of youth in LB through partnership, advocacy and resource sharing. Strategies for at-risk & youth experiencing homelessness include

identifying gaps in services, wraparound supports, employment, educational supports, provision of Transitional Housing, family strengthening strategies and reunification services. Long Beach Unified School District LEA homeless liaisons regularly attend CoC meetings & are represented on the CoC Board. LEA liaisons are active participants in identifying ways to strengthen cross-system supports for homeless students and have specific services and programs for homeless students within the school district. The City of Long Beach CoC collaborates with the Long Beach Unified School District (LBUSD) and early childhood education (ECE) providers to coordinate educational and support services for youth and children who are experiencing homelessness. LBUSD and ECE providers are active participants in the City of Long Beach CoC meetings, including a monthly collaborative at the Villages at Cabrillo, the Youth Services Network, the CoC General Membership and CoC Board meetings and sub committees. LBUSD's Bethune Transitional Center provides health/mental health screenings, social development activities, & supports like school supplies, uniforms & transportation. LBUSD & ECE train City of Long Beach CoC partners in an effort to increase awareness of the educational resources available to families and youth who are homeless. City of Long Beach CoC staff provide school liaisons training on CE process. In addition to relationships with the public school system the CoC has formal relationships and engagement with the local community college and university. The City of Long Beach CoC, additionally, has formal & informal partnerships with Survivor Service Providers (SPs). The City of Long Beach CoC engages providers within its annual review of CE policies & written standards for programs. Policies are aligned with VAWA requirements to ensure both safety & choice. Policies & procedures include: screening & access to services within DV & general services, documentation requirements, emergency/safety transfers & how SP service recipients can access permanent housing resources through Long Beach CE. City of Long Beach CoC staff also provide training to regional SPAs on CoC system services & collaboratively discuss how to enhance access to & through the system for survivors. City of Long Beach CoC staff also ensure alignment to county policies & that we receive input from County, LAHSA, and DV coordinators - most specifically with Rainbow Services, the SPA 8 lead for domestic violence (DV) services and service coordination. City of Long Beach CoC protocols prioritize safety & trauma-informed, victim-centered services. CoC staff are trained to link people with DV services and all programs serving survivors, regardless of funding source, adhere to Housing First, including voluntary services & recognizing survivors' trauma from being controlled by their abusers. The City of Long Beach CoC has a long history of coordinating with the local PHA which includes the adoption of a Homeless Preference within its Administrative Plan, set-aside Housing Choice vouchers and utilization of the CE for all homeless project-based housing projects. Measure H and California state funding supports housing navigation to assist

clients in interim housing and rapid re-housing programs to quickly exit into permanent housing. Housing navigation prioritizes households with severe needs to successfully secure housing. The City of Long Beach is partnering with the Department of Health Services to provide intensive case management services (ICMS) to households who are matched to Housing Choice Vouchers and Project Based Vouchers to support the housing navigation process & ensure housing retention.

City of Los Angeles

The City of LA's Mayor's Office of Community Safety (MOCS) connects relevant City departments, LAHSA, and other governmental agencies to deploy City of LA resources to address homelessness, including City-funded outreach teams such as CARE and CARE+ teams. The City of LA has several supplemental contracts for outreach services directly between the City and service providers, which are coordinated variously by City departments and the Council Offices. The Office of the CAO assists City of LA Council Districts by coordinating operations to address recreational vehicle (RV) encampments. The CAO's Regional Outreach Coordinators play a pivotal role in organizing the various City Departments involved to successfully execute an RV operation. During a RV operation a variety of services are offered including interim housing options and referral to needed services through LAHSA.

CA 607 - Pasadena CoC

The City of Pasadena Department of Housing serves as the lead agency for the City of Pasadena CoC. The City of Pasadena CoC collaborates with diverse groups such as organizations with racial justice focus, mainstream health care providers, local hospitals, domestic violence, veterans and youth service providers, faith-based organizations, funders, advocates, public housing agencies, school district, local law enforcement, and other members that play a critical role in helping prevent and end homelessness. The City of Pasadena CoC has a designated Board of Directors and several committees including the Faith Community Committee, Healthcare Committee and the Street Outreach Collaborative which help with the strategic planning and implementation of homeless services across the City of Pasadena CoC. The City of Pasadena CoC also participates in cross collaborative meetings with other CoCs and cities regarding homeless system planning and delivery, such as the San Gabriel Valley COG, San Gabriel Valley Consortium on Homelessness, the Southern California CoC Alliance and the LA HMIS Collaborative, which allows the LA, Glendale, Long Beach, and Pasadena CoCs to share HMIS data across Continuums. Along with the three other CoCs in the region, the City of Pasadena CoC is a member of the Greater LA Coordinated Entry System and has a seat on the LA CES Policy Council, the CES' governing body which develops regional CES Policies and Procedures.

Given the individual roles and responsibilities identified above, describe how all participating jurisdictions

are or will begin to coordinate to provide the full array of services, shelter, and permanent housing solutions to people experiencing and at-risk of experiencing homelessness in the region.

Regional Coordination Narrative - Coordination & Connection to Service Delivery

The LA County CES is the backbone of regional collaboration and coordination for all six participating HHAP-5 partners. The regional CES equitably and efficiently distributes available housing and supportive services to people experiencing homelessness across all of LA. The four CoCs in the LA Region participate in the CES. LAHSA is the CES lead agency. Since 2014, LA's CES has facilitated services and housing across all eight SPAs in the county. LAHSA, collaborating CoCs, and cities use standardized regional approaches to assess people's needs, to ensure people experiencing homelessness access services, and to prioritize people for finite resources, supportive services, and housing.

LAHSA convenes a monthly CES Policy Council with regional representation of service providers and agencies to refine CES policies and recommend system improvements. All four CoCs participate in the CES Policy Council. LAHSA also convenes Regional System Implementation meetings to regularly connect with provider management and front-line staff. The Regional System Implementation meetings enable the region as a whole to identify gaps and bottlenecks in service delivery.

Along with deep and regular collaboration and coordination in CES across the county, the partners in HHAP-5 are working together to strengthen prevention and diversion services for LA county residents. LAHSA and LA County are working to create clear referral pathways to prevention services throughout the region with the support of City of Glendale CoC, City of Long Beach CoC, the City of LA, and City of Pasadena CoC (and LA County funding streams). All six HHAP-5 partners are leveraging their resources to implement problem-solving, which can reduce homelessness, especially first-time homelessness. Additionally, in July 2023, the County launched the Prevention and Promotion Systems Governing Committee (PPSGC) with the goal of establishing a strong prevention infrastructure that employs a well-coordinated model to support individuals and families, holistically and equitably. The PPSGC also called for a system of care that works upstream and a transparent process for public input and accountability. In February and March, the PPSGC hosted a series of listening sessions targeting diverse stakeholders, sectors and jurisdictions to increase their awareness on the County prevention strategies, obtain their insight on pressing issues and strategies that need to be implemented, and mobilize them to take part in preventing homelessness.

For subpopulations disproportionately represented in the overall homeless system of care, efforts across the jurisdictions are underway to address racial, ethnic, and gender inequities. LA County plans to conduct a high-level analysis of systemwide performance outcomes to highlight key areas for improvement and determine where the entire region needs to strengthen services for groups disproportionately impacted by homelessness. LA County has established a new framework for embedding equity in Homeless Initiative funded programs, services, and housing, which will advance racial equity across service delivery in the county. This framework has supported many efforts led by LAHSA's Equity department, like the continual advancement of the CES Triage Tool Research and Refinement (CESTRR) which has corrected some bias by implementing and evaluating a more equitable assessment tool and process. LAHSA and LA County intend to work closely with the Black and Latinx/e Homeless Working Groups to identify ways that all six HHAP-5 partners can reduce inequities in LA's homeless system of care. At the local level, each of the jurisdictions has identified ways in which they will focus their resources to address specific inequities in their local systems.

LA County leads efforts to maximize access to mainstream benefits. All six participating HHAP-5 partners collaborate in some way with LA County to ensure individuals experiencing homelessness receive wrap-around services from federal and state mainstream benefits programs, like CalWorks, CalFresh, In-Home Supportive Services, and Medi-Cal. The County's Department of Public Social Services (LA County DPSS) is the largest provider of mainstream benefits across the Region, serving thousands of people experiencing homelessness monthly. LA County DPSS offices and out-stationed settings help people experiencing

homelessness access and enroll in benefits.

As a large county with multiple CoCs and hundreds of service provider organizations, there are ample opportunities already in place for collaboration and coordination. In addition to CES, there are regular convenings that LAHSA hosts for the lead agencies of each of the eight SPAs which HHAP-5 partners often participate in. Many, if not all HHAP-5 partners, attend COG meetings, including COG Homeless Taskforce Meetings and COG Homeless Committee Meetings. The six HHAP-5 partners are welcome and often attend the Regional System Implementation meetings that cover CES for youth, families, single adults, etc. Additional meetings include the LAHSA Homeless and Higher Education Workgroup, the Homeless Initiative Quarterly Regional Convenings, Augmented Winter Shelter Meetings when bad weather is anticipated, and Pathway Home Service Connection Events in which County departments and other agencies provide a one-stop-shop for people to access essential programs and services they may need or want, including physical and mental health care, substance use disorder treatment, benefits enrollment, and more at Pathway Home and Inside Safe interim housing sites. All HHAP partners have committed to enhancing service delivery coordination through these existing networks of communication that promote regional collaboration.

The HHAP-5 partners also committed to establish a regular meeting between just the HHAP partners to provide a forum for them to implement the Regional Action Plan and coordinate more effectively throughout the region. The multi-purpose meeting will be facilitated by LA County and used to offer opportunities for peer-sharing, to coordinate around the common HHAP-5 goals, including service delivery, and to regularly revisit HHAP-5 Key Actions. The participating partners will regularly be able to collaborate around methods for measuring success as well as identify gaps and needs in the region as they arise.

System Performance Measures & Improvement Plan

Steps to complete this section:

1. Identify the most recent system performance measures for the region.
2. Describe the key action(s) the region intends to take to improve each system performance measure.

Guidance:

Cal ICH shall provide each region with system performance measures by CoC, with the exception of the LA region, which will receive data from all four CoCs within LA County. Applicants must enter that data in the corresponding measures fields in the application. Applicants should not adjust the data provided even if the geographic region of the data does not perfectly align with the participating applicant geography of this application.

*The application must include **at least one** key action for **each** system performance measure. All columns must be filled out for each action.*

For "Funding Type" select one of the options. If you select the blank field, you may type in a unique funding source type.

To add additional actions or racial equity measures, click the appropriate "Add" buttons near the bottom of

each table.

Note: While Cal ICH expects most of the disparities listed to be based on race or ethnicity, applicants may identify other populations that are also overrepresented among people experiencing homelessness in the region.

Definitions:

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the specific system performance measure. This can be a policy, program, partnership, target measure, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.
- **Collaborating Entity/ies** may include a group, organization, or jurisdiction within your region working to address or improve the system performance measure. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.
- **Timeframe** should include a target date for completion of the key action.
- **Success Measurement Methods** may include a systematic approach or tool used to assess the effectiveness and impact of the key action on the system performance measure. This can be quantitative measures, qualitative feedback, or any combination that provides insight into the progress and outcomes pertaining to the key action. Provide a clear description of how you plan to track and report on the success of your key action.

SPM 1a: Number of people accessing services who are experiencing homelessness.

SPM 1a
102,360

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
1. Update outreach coordination maps to ensure geographic coverage and access to services throughout the	County Measure H	Local	LAHSA	City of Glendale CoC, City of Long Beach CoC, City of LA, City of Pasadena	9/30/2027	Outreach coordination maps are updated to reflect coverage and access throughout all jurisdictions in the region.

jurisdictions.				CoC, LA County DMH, LA County DHS		(LAHSA)
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2. Support regional outreach teams and coordinators who engage and connect unsheltered people experiencing homelessness (PEH) to needed resources and services with the ultimate goal of connecting them with permanent housing.	County Measure H, GCP-additional homeless services, City HHAP 4-5	Local, State	LAHSA & LA County DHS	LA County CEO-Homeless Initiative (CEO-HI (Funder/Strategic Partner), City of LA (Funder/Strategic Partner), LA County DMH, City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC, Service Providers, Other	9/30/2027	Track the number of individuals contacted, number of individuals engaged, number of individuals who attained referrals, number of individuals placed in interim housing, number of individuals placed in permanent housing (LA County).
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3. Support Multi-Disciplinary Teams (MDTs) who engage and connect unsheltered People Experiencing Homelessness (PEH) with complex health and/or behavioral health conditions to needed resources and services. MDTs include a health	County Measure H	Local	LA County DHS	LAHSA, Homeless Service Providers, LA County CEO-HI, City of LA, City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC	9/30/2027	Track the number of individuals contacted, number of individuals engaged, number of individuals who attained referrals, number of individuals placed in interim housing, number of individuals placed in permanent housing (LA
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specialist, mental health specialist, substance use specialist, peer with lived experience, and a generalist. County).

<p>4. Implement Pathway Home, an expansion of the County's ongoing efforts to resolve encampments countywide, including recreational vehicles, in partnership with local jurisdictions and unincorporated communities with the goal of reducing unsheltered homelessness in specific communities by helping people living on the streets come indoors, receive supportive services they need to achieve housing stability, and ultimately move into permanent housing.</p>	<p>County Measure H, Encampment Resolution Funding-3 (ERF) (if awarded)</p>	<p>Local, State</p>	<p>LA County CEO-HI</p>	<p>LA County DHS, Other County Departments, LAHSA, Homeless Service Providers, Local Jurisdictions and Unincorporated Communities, Affordable Housing Developers</p>	<p>9/30/2027</p>	<p>Track the number of encampment resolutions that have occurred, number of people placed in interim housing, and number of people placed in permanent housing (LA County).</p>
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<p>5. Support the implementation and continuous quality improvement of the Coordinated Entry System (CES) infrastructure.</p>	<p>County Measure H</p>	<p>Local</p>	<p>LAHSA</p>	<p>LA County CEO-HI (Funder/Strategic Partner), LA County DHS, LA County DMH</p>	<p>9/30/2027</p>	<p>Review 2023 and 2024 System Key Performance Indicators to determine if additional support for implementation</p>
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This includes coordination by population and region-specific areas and matching clients to housing resources.

and continuous quality improvement has resulted in improvements in CES that impacted outcomes. (LAHSA)

6. Support the co-location of Youth CES staff at community college campuses to assist students at-risk of homelessness with accessing mainstream or CES resources to end their housing crisis

County Measure H

Local

LAHSA

LA County CEO-HI (Funder/Strategic Partner), Community Colleges, Local Service Providers

9/30/2027

Track to ensure youth CES staff are on site at all community college campuses.

Track the number of youth served on community college campuses and prevented from becoming homeless or had homelessness resolved. (LAHSA)

7. Sustain the increase of DHS Multi-Disciplinary Teams (MDT's) from 26 to 42, and the increase of the LA County DMH Homeless Outreach and Mobile Engagement (HOME) teams from 9 to 18 that occurred in 2023, including an increase from 22 to 34 MDTs and 5.5 to 10 HOME teams

County Measure H, Mental Health Services Act (MHSA)

Local, State

LA County DHS
LA County DMH

LAHSA, Homeless Service Providers, LA County CEO-HI, City of LA, City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC

9/30/2027

Track the number of people served by the increased MDT and HOME teams.

dedicated to conducting outreach exclusively in the City of LA.

<p>8. Move the City of Long Beach CoC's Coordinated Entry System (CES) data into the local Homeless Management Information System (HMIS) (Clarity).</p>	<p>Department of Housing and Urban Development (HUD) CoC funding, HHAP-5</p>	<p>Federal, State</p>	<p>City of Long Beach</p>	<p>LAHSA</p>	<p>6/30/2028</p>	<p>Confirm that the migration of the CES data is complete and in use by all Long Beach Coordinated Entry System operations.</p> <p>Evaluate the efficiency of service delivery after change through a thorough CES Evaluation</p>
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<p>9. Increase Permanent Housing resources in the City of Pasadena, including low barrier Permanent Housing (PH) stock and rental assistance subsidies, including Permanent Supportive Housing (PSH) and Rapid Rehousing (RRH).</p>	<p>HUD rental subsidies, City of Pasadena Affordable Housing Fund, Burbank-Glendale-Pasadena Regional Housing Trust, HHAP 2, 4 & 5</p>	<p>Federal, State, Local</p>	<p>City of Pasadena Housing Department</p>	<p>Additional Agencies/ Departments participating in Built for Zero System Improvement Plan Phase 1 include Pasadena Public Health Department (PPHD), Pasadena Outreach Response Team (PORT), The FID Group (dba Friends In Deed), Housing Works</p>	<p>6/30/2028</p>	<p>Track the permanent housing stock on the annual CoC Housing Inventory Count and any reduction in the City of Pasadena CoC's annualized homeless count</p>
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10. Increase co-investment opportunities for cities and Councils of Government (COGs) for interim housing operations.	County Measure H, HHAP 3	Local, State	LA County CEO-HI	All Cities and Councils of Governments (COGs) within the County	9/30/2027	Track the increase in the number of sites and amount of investments dedicated to operating costs at City or Council of Government operated interim housing sites (LA County).
11. Support LA County DHS and LA County Sheriff's Department in collaborative jail in-reach and post-release case management to individuals in LA County jail facilities who are experiencing homelessness.	County Measure H	Local	LA County DHS	LA County Sheriff's Department, LA County Department of Military and Veterans Affairs, LA County Jails	9/30/2027	Track number of clients who received in-reach services, and number of clients connected to interim and permanent housing upon exit (LA County).
12. Reduce the number of people experiencing homelessness in the City of Glendale CoC by the end of the performance period.	HHAP 1-5, County Measure H, Glendale CoC, Emergency Solutions Grant (ESG), and local Measure S	Local, State, Federal, County	City of Glendale CoC	Youth and Family CES Lead, Local Service Providers, Faith-based Organizations, School Districts, Hospitals	9/30/2027	Measure the number of individuals experiencing homelessness by the end of the performance period utilizing the Point-in-Time Count (PIT) and HMIS.
13. Participate in the Built for Zero Systems Improvement Project.	Kaiser Permanente, HUD, County Measure H	Other, Federal, Local	City of Pasadena CoC	Union Station Homeless Services, Community Solutions	9/30/2027	Compare the number of chronically homeless individuals and veterans on By-Name List (BNL) before and after

						project.
14. Increase access to food security and provide rapid resolution specialists to support City efforts to offer problem-solving services to City residents.	HHAP 4-5, ERF, and City GCP	State	City of LA	LAHSA, Service Providers	6/30/2028	Track the services provided that offer meals services, including on-site meal preparation costs, catered services and grocery or food cards.
15. Update outreach coordination maps to expand geographic coverage and access for the City of Glendale CoC.	HHAP 5	State	City of Glendale	LAHSA, Glendale PD CORE, Ascencia, Home Again LA		Outreach coordination maps are updated to reflect coverage and access within the City of Glendale CoC.
16. Undertake planning activities to advance and track progress in Pasadena CoC's Homelessness Plan and Regionally Coordinated Homelessness Action Plan	HHAP 3 - 5, CoC Planning and HMIS	Federal, State, Local	City of Pasadena CoC		6/30/2028	Develop tracker to measure progress on annual homelessness, inflows into homelessness, shelter bed inventory, access and outcomes for marginalized groups (Black and Latinx), and the number of people permanently housed.
17. Strengthen the homeless response workforce by bolstering recruitment and retention through job fairs and retention	HHAP-5	State	LAHSA	Community Based Providers, United Way	6/30/2028	Track the increase in the number of job fairs conducted. Track the number of staff receiving retention

bonuses.						bonuses.
						Qualitative study of the impact of retention bonuses on employees and agencies.
18. Collaborate with community colleges to facilitate education and certification programs tailored for the homelessness services field.	HHAP-5	State	LAHSA	Community Colleges, Community Based Providers	6/30/2028	<p>Number of presentations to community colleges on developing education and certification programs.</p> <p>Number of community colleges with a formal plan to create an education or certification program.</p> <p>Number of students who complete initial certification program.</p>
19. Collaborate with community organizations to offer paid internships and intern supervision.	HHAP-5	State	LAHSA	Community Colleges, Community Based Providers, United Way, CSH	6/30/2028	<p>Number of community based providers offering paid internships.</p> <p>Number of people participating in paid internship programs.</p>
20. Support City of Glendale CoC outreach teams and coordinators who engage and connect unsheltered	HHAP 5, Measure H, Local Measure S, ESG	Federal, State, Local	City of Glendale	Ascencia, Glendale Police Dept. Community Outreach Resource & Engageme	6/30/2028	On a quarterly basis, track the number of individuals engaged in outreach, and track the number of

people experiencing homelessness (PEH) to needed resources and services with the ultimate goal of connecting them with permanent housing

nt Team (C.O.R.E), DMH, Home Again LA

attained referrals and placements into Interim Housing and PH as a result of outreach.

SPM 7.1a: Racial and ethnic disparities among those accessing services who are experiencing homelessness.

Racial/Ethnic Group	Measure
Black or African American	37,332
Hispanic/Latin(o)(a)(x)	38,042
American Indian, Alaskan Native, or Indigenous (AIAN)	1,703

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
1. Continue to track demographics by race and ethnicity of those accessing outreach services on a quarterly basis	HUD CoC, County Measure H, County General Fund, Federal and State ESG, City General Fund	Federal, State, Local	LAHSA, LA County, City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC	City of LA	6/30/2029	Use BNL, CES, and/or HMIS data from all CoCs in the region.
2. Implement recommendations to reduce racial disparities in and among people experiencing	CoC HHAP 1-5, County Measure H, Hilton	State, Local	LAHSA, LA County, CEO-HI, LA County, Anti-Racism, Diversity	City of LA, City of Glendale CoC, City of Long Beach CoC, City	6/30/2028	To be determined by recommendations from the Black People Experiencing Homelessness

homelessness from the Black People Experiencing Homelessness and Latinx homelessness workgroups

and Inclusion (ARDI) Initiative

of Pasadena CoC, Other Partners

and the Latinx Experiencing Homelessness workgroups (LAHSA) - recommendations to be finalized in September 2024

3. Contract with equity consultant to create System Equity Evaluation Framework, including goals and key policy/program changes to advance equity	Hilton	Local	LAHSA	LA County, City of LA, City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC, Service Providers	6/30/2029	Equity framework has been adopted by the CES and any policy changes have been adopted by the CES. (LAHSA)
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4. Reduce the African American and Latino population experiencing homelessness in the City of Glendale	HHAP 1-5, County Measure H, CoC, ESG, and Local Measure S	Local, State, Federal	City of Glendale CoC	Ascencia, Home Again LA	6/30/2028	Track the reduction in the overall number of individuals accessing homeless services, specifically targeting a decrease in the Black and Latino population. Identify baseline demographic composition data from all project types (Emergency Shelter (ES), Street Outreach (SO), Supportive Services Only (SSO), Transitional Housing (TH),
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RRH, PSH) by key demographics, including by race and ethnicity and compare to demographic data after efforts have been implemented.

<p>5. Increase accessibility to services in the City of Long Beach for Latinx population experiencing homelessness. Engage bilingual staff to conduct outreach, direct services, and partner engagement in order to increase interim housing placement and retention.</p>	<p>CoC, ESG, HHAP 1-5, Measure H</p>	<p>Federal, State, Local</p>	<p>City of Long Beach</p>	<p>City of Long Beach CoC subrecipients</p>	<p>9/30/2025</p>	<p>Measure the number of Latinx populations accessing services and compare to baseline</p>
<p>6. Provide and maintain diverse interim housing offerings under the City of LA's Homelessness Roadmap.</p>	<p>LA County Roadmap Funds</p>	<p>Local</p>	<p>City of LA</p>	<p>City of LA Housing Department, LAHSA</p>	<p>6/30/2025</p>	<p>Track any increase in the number of diverse interim housing options offered in the City of LA</p>
<p>7. Utilize various data sources & assessment methods to determine if racial disparities are present in the City of Pasadena CoC.</p>	<p>CoC HMIS and Planning Grants</p>	<p>Federal</p>	<p>City of Pasadena CoC</p>	<p>City of Pasadena Housing Department, Department of Information Technology</p>	<p>12/31/2028</p>	<p>Compare demographic composition data from all project types (ES, SO, SSO, TH, RRH, PSH) by layering key demographic indicators to</p>

						identify disparities. Employ Stella P to enhance analysis.
8. Improve accessibility of services for Hispanic/Latino population experiencing homelessness. Engage bilingual staff to conduct outreach, direct services, and partner engagement.	CoC Planning	Federal	City of Pasadena CoC	City of Pasadena	12/31/2028	Measure the number of Hispanic/Latino/e/x individuals accessing services and compare to baseline.
9. Co-locate services and collaborate with system partners (e.g. health care & education providers) to engage harder-to reach individuals.	CoC Planning	Federal	City of Pasadena CoC	Potential collaborators include ChapCare (Federally Qualified Health Center (FQHC)), Huntington Hospital, Pasadena Public Health Department, Pasadena Unified School District, and Faith-based Organizations	12/31/2028	Measure the number of Hispanic/Latino/e/x individuals accessing services and compare to baseline.
10. Create and implement training on new Coordinated Entry System Triage Tool Research & Refinement	Hilton	Local	LAHSA	City of Glendale CoC, City of Pasadena CoC, Service Providers	12/31/2026	Measure the number of clients assessed including demographics.

(CESTRR)
assessment tool

11. Create a Spanish version of the new CESTRR assessment tool	Hilton	Local	LAHSA	City of Glendale CoC, City of Pasadena CoC, Service Providers	12/31/2025	Track the creation of a Spanish language tool.
12. Continue to track demographics in the City of Glendale by race and ethnicity of those accessing outreach services on a quarterly basis	HHAP-5	State	City of Glendale CoC	LAHSA	6/30/2028	Use BNL, CES, and/or HMIS data to track data by race and ethnicity of those accessing outreach services on a quarterly basis.

SPM 1b: Number of people experiencing unsheltered homelessness on a single night (unsheltered PIT count)

SPM 1b
45,548

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
1. Expand problem solving throughout the region.	CoC HHAP 3 and 5, County Measure H, Long Beach CoC, ESG, City of Long Beach	Federal, State, Local	Los Angeles Homeless Services Authority (LAHSA)	Los Angeles (LA) County (Funder/Strategic Partner), City of Glendale Continuum of Care (CoC), City of Long Beach CoC,	9/30/2027	Tracking participation in a training series for problem solving Partners through internal tracking systems (LAHSA) Tracking the number of organizations

				City of LA City of Pasadena CoC		associated with the region who are using problem solving across the region through internal tracking systems (LAHSA) Tracking the number of entities within the justice system and faith-based community engaged in partnership for problem-solving through internal tracking systems (LAHSA)
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2. Implement Pathway Home, an expansion of the County's ongoing efforts to resolve encampments countywide, including recreational vehicles, in partnership with local jurisdictions and unincorporated communities with the goal of reducing unsheltered homelessness in specific communities by helping people living on the streets come indoors, receive supportive services they	County Measure H, Encampment Resolution Funding-3 (ERF) (if awarded)	Local, State	LA County CEO-HI	LA County DHS, Other County Departments, LAHSA, Homeless Service Providers, Local Jurisdictions and Unincorporated Communities, Affordable Housing Developers	9/30/2027	Track the number of encampment resolutions that have occurred, number of people placed in interim housing, and number of people placed in permanent housing (LA County).
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need to achieve housing stability, and ultimately move into permanent housing.

<p>3. Continue supporting the Every Woman Housed Plan, which provides outreach, housing, and supportive services, including ICMS, to women and families in the Skid Row area and the Skid Row Action Plan, which provides increased interim and permanent housing, safe services, 24/7 low barrier health and behavioral health services.</p>	<p>County Measure H, Encampment Resolution Funds, HHAP 3</p>	<p>Local, State</p>	<p>LA County, LA County DHS, LAHSA</p>	<p>Homeless Service Providers, Other County Departments, City of LA</p>	<p>9/30/2027</p>	<p>Tracking the number of people served by each program and the services and housing they were connected to.</p>
<p>4. Support Inside Safe, the City of LA's Encampment Resolution program, through the planning and response phases of every operation. This partnership includes LA County representation during many of the City of LA's planning and operational</p>	<p>County Measure H</p>	<p>Local</p>	<p>LA County CEO-HI</p>	<p>LA City, Other County Departments, LAHSA</p>	<p>9/30/2027</p>	<p>Track participation in Inside Safe operations, Track connections to mainstream county services/benefits</p>

meetings; and aligning County-operated and contracted resources to support the City of LA, including outreach teams, interim and permanent housing resources, and LA County department services.

<p>5. Increase Interim Housing rates to account for rising costs (salaries and insurance) of operations and to ensure sufficient staffing for case management services</p>	<p>CoC HHAP 3-5, County HHAP 1-4, State Encampment Resolution Funds, County Measure H, County General Fund, Federal and State ESG, County Department of Public Supportive Services (DPSS), LA County Justice, Care, and Opportunities Department (JCOD), City of LA General Fund, and LA City Roadmap</p>	<p>Federal, State, Local</p>	<p>LAHSA</p>	<p>City of LA, LA County CEO-HI (Funder/Strategic Partner)</p>	<p>9/30/2027</p>	<p>Use HMIS data to measure increased average occupancy across sites funded with HHAP and increased percentage of participants who are document ready. (LAHSA)</p>
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<p>6. Support short-term housing and/or emergency beds for all populations with supportive services such as problem-solving, resource referrals, and</p>	<p>County Measure H, CoC HHAP 3-5, County HHAP 1-5</p>	<p>Local, State</p>	<p>LAHSA</p>	<p>LA County DHS, Homeless Service Providers, Local Jurisdictions</p>	<p>9/30/2027</p>	<p>Use HMIS data to track the number of individuals newly enrolled in the program, active in the program, and exited the program to permanent housing (LA</p>
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case management. Programs serve special populations which may include transition-aged youth (TAY,) women, older adults, individuals experiencing domestic/intimate partner violence, and others.

County)

<p>7. Support stabilization housing, which provides 24-hour interim housing (IH) beds, including transitional housing programs (THP) for TAY, with resource linkages and case management for people with complex health and/or behavioral health conditions who require a higher level of onsite supportive services and recuperative care, which provides the same services but with medical oversight.</p>	<p>County Measure H, County HHAP 1-5, City of LA HHAP 3-5</p>	<p>Local, State</p>	<p>LA County DHS</p>	<p>LAHSA, Homeless Service Providers, Local Jurisdictions</p>	<p>9/30/2027</p>	<p>Track the number of individuals newly enrolled in the program, active in the program, and exited the program to permanent housing (LA County)</p> <p>Track the number of youth (TAY) newly enrolled in the transitional housing program (THP), active in the THP, and exited the program to permanent housing</p>
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<p>8. Increase shelter occupancy and</p>	<p>HHAP 1-5, CESH, ESG-CV, CDBG-CV</p>	<p>State, Federal</p>	<p>City of Long Beach CoC</p>	<p>LA County CEO-HI</p>	<p>6/30/2028</p>	<p>Compare the number of beds available in</p>
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utilization with non-congregate shelter in the City of Long Beach.

shelters before and after the increase.

9. Provide and maintain diverse interim housing offerings under the City of LA's Homelessness Roadmap.	County Roadmap Funds	Local	City of LA	City of LA, Housing Department, LAHSA	6/30/2025	Track the diversity and number of interim housing options offered in the City of LA as well as any increase in either.
10. Decrease the number of people experiencing unsheltered homelessness in the City of Glendale	HHAP 1-5, County Measure H, CoC, ESG, and Local Measure S	Local, State, Federal	City of Glendale CoC	Glendale Police, Outreach Core & Ascencia	9/30/2027	Use future PIT counts to compare unsheltered homelessness to show reductions.
11. Establish more partnerships with street medicine teams in the City of Pasadena, including mobile psychiatry, to improve access to critical physical and mental health services	Housing and Homelessness Incentive Program (HHIP)	State	City of Pasadena CoC	LA County DMH, LA County DHS, Pasadena Public Health Department	6/30/2026	Compare the number of partnerships with street medicine teams before and after the establishment of new partnerships.
12. Sustain existing interim housing capacity for the City of Pasadena families and adults through motel vouchers	HHAP 4 and 5, ERF, County Measure H, City General Fund	State, Local	City of Pasadena CoC	City of Pasadena, Union Station Homeless Services, Sycamores, Friends In Deed	9/30/2027	Compare number of households receiving motel vouchers before and after increase.
13. Sustain interim housing capacity for the	HHAP 3-5	State	City of Pasadena CoC	Sycamores	6/30/2028	Compare number of youth households

City of Pasadena for youth through motel vouchers						receiving motel vouchers before and after increase.
14. Increase access to food security and provide rapid resolution specialists to support City efforts to offer problem-solving services to City residents.	HHAP 4-5, ERF, City GCP-Additional Homeless Services	State, Local	City of LA	LAHSA, Service Providers	6/30/2028	Track the services provided that offer meals services, including on-site meal preparation costs, catered services and grocery or food cards.
15. Continue funding for outreach and hygiene services for the City of LA's Homeless Engagement Teams, Multidisciplinary teams, and other homeless outreach programs.	City HHAP 4-5, County HHAP-5, City-GCP additional homeless services	State, Local	City of LA	LAHSA, LA County, USC, Nonprofit Service Providers	6/30/2028	Track access to interim and permanent housing and the number of people served with outreach and hygiene services throughout the City of LA.
16. Support interim housing for transition aged youth (TAY) with supportive services such as resource referrals and case management.	County HHAP 1-5, County Measure H, General City Fund	State, Local	LAHSA	LA County (Funder/Strategic Partner); City of LA (Funder)	6/30/2028	Utilize HMIS to track the number of beds available in youth interim housing.
17. Continue to fund outreach health-related services to help coordinate medical and mental health appointments,	City HHAP 4-5, City-GCP additional homeless services	State, Local	City of LA	LAHSA, LA County, Service Providers	6/30/2028	Track the number of individuals contacted, number of individuals engaged, number of

obtain benefits and medical insurance, and make referrals to community-based services through service contracts.

individuals who attained referrals, number of individuals placed in interim housing, number of health-related supportive services.

SPM 7.1b: Racial and ethnic disparities among those experiencing unsheltered homelessness on a single night

Racial/Ethnic Group	Measure
Non-Hispanic/Non-Latin(o)(a)(x)	26,481
Hispanic/Latin(o)(a)(x)	22,067
White	21,887
Black, African American, or African	21,320
American Indian, Alaska Native, or Indigenous	1,179
Asian or Asian American	810
Native Hawaiian or Other Pacific Islander	567
Multiple Races	2,785

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
1. Implement recommendations to reduce racial disparities in and among people experiencing homelessness from the Black People Experiencing	CoC HHAP 1-5, County HHAP 1-5, County Measure H, Hilton	State, Local	LAHSA, LA County CEO-HI LA County Anti-Racism, Diversity, and Inclusion (ARDI) Initiative	City of LA, City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC, Other Partners	9/30/2027	To be determined by recommendations from the Black People Experiencing Homelessness and the Latinx Experiencing Homelessness workgroups

Homelessness and Latinx homelessness workgroups						(LAHSA) - recommendations to be finalized in September 2024
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2. Create equity evaluation framework and identify key policy changes to reduce homelessness (See SPM 1b Key Action 1 for details)	Hilton	Local	LAHSA	LA County, City of LA, City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC, Service Providers	9/30/2027	Equity framework has been adopted by the CES and any policy changes have been adopted by the CES. (LAHSA)
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3. Continue to track demographics by race and ethnicity comparing annual PIT counts for unsheltered homelessness	County Measure H, County General Fund, City General Fund, Hilton	Local	LAHSA	LA County, City of LA, City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC	6/30/2027	Compare the racial and ethnic demographics available in PIT counts
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4. Reduce the daily count of Latinx single adults experiencing unsheltered homelessness in the City of Glendale CoC	HHAP 1-5, County Measure H, CoC, ESG, and Local Measure S	Local, State, Federal	City of Glendale CoC	CoC Partner Organizations, Home Again LA, Ascencia, Armenian Relief Society, YWCA of Glendale and Pasadena, Catholic Charities, Salvation Army, Glendale Police,	6/30/2028	Review disaggregated PIT data by race and ethnicity to track the change in the demographics for unsheltered Latinos and any corresponding rise in the representation of this population within shelters.
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Community Outreach Resources and Engagement (C.O.R.E.) Team

<p>5. Update equity evaluation framework and identify key policy changes for the City of Long Beach CoC in order to minimize exits to homelessness for justice-involved persons and increase access to and accessibility of interim housing for persons who identify as non-binary, gender queer, gender nonconforming.</p>	<p>CoC, City of Long Beach General Funds</p>	<p>Federal, Local</p>	<p>City of Long Beach CoC</p>	<p>County of Los Angeles</p>	<p>6/30/2025</p>	<p>An equity framework has been adopted by the Long Beach City Council and any policy changes have been adopted by the City of Long Beach CoC. Utilize City Homeless Strategic Planning process to identify opportunities for new or updated policies and/or updates to the equity framework addressing City. Measure baseline and compare after policy changes have been adopted.</p>
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<p>6. Continue the work of the City of LA's Civil + Human Rights and Equity Department (CHRED) is to strengthen diversity, equity, and accountability for the City.</p>	<p>General City of LA Fund</p>	<p>Local</p>	<p>City of LA</p>	<p>LAHSA and LA County CEO-HI</p>	<p>6/30/2026</p>	<p>Track data to ensure reduction in representation of Black Angelinos experiencing homelessness.</p>
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7. Conduct outreach throughout the City of Pasadena CoC's entire geographic area, staffed by individuals who are racially/ethnically diverse workers w/ lived experience & emphasize non-coercive engagement techniques	Emergency Solutions Grant, HHAP 3 & 5	Federal, State	City of Pasadena CoC	Local Non-profit Service Providers	6/30/2028	Identify the baseline of the number of diverse populations accepting assistance from street outreach teams and then compare to the number who accept shelter after efforts to diversify staffing has taken place.
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SPM 2: Number of people accessing services who are experiencing homelessness for the first time.

SPM 2
50,314

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
1. Increase Prevention & Diversion Services to reduce first time homelessness of youth in the City of Glendale CoC	HHAP 1-5, County Measure H, CoC, ESG, and local Measure S	Local, State, Federal	City of Glendale CoC	Home Again LA, Catholic of Charities	9/30/2027	Use Annual Performance Report (APR) and Homeless Data Integration System (HDIS) data to track the reduction in homelessness for youth. Track exits to permanent housing and returns to homelessness for youth.
2. Increase	County	Federal,	City of Long	City of Long	6/30/2028	Track and

Prevention & Diversion services to reduce first time homelessness in the City of Long Beach CoC	Measure H, ESG, HHAP1, 4 & 5	State	Beach Development Services	Beach CoC		analyze APR and HDIS data. Track the number of new entries into Long Beach HMIS and measure increase/decrease in the number of first time homeless in the system before and after program implementation.
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3. Maintain existing interim units and increase permanent housing units in the City of LA.	City General Funds, HHAP 5	Local, State	City of LA	City of LA Depts of Housing, City Planning, Public Works and Building and Safety	6/30/2026	Track to identify the increased number of sites. Compare the timing of permitting process before the effort compared to after.
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4. Expand problem solving throughout the region.	CoC HHAP 3 & 5, County Measure H	State, Local	LAHSA	Los Angeles (LA) County (Funder/Strategic Partner), City of Glendale CoC, City of Long Beach CoC, City of LA, City of Pasadena CoC, LA County DMH, LA County DHS	9/30/2027	Tracking participation in a training series for problem-solving partners through internal tracking systems Tracking the number of organizations associated with the region who are using problem solving across the region through internal tracking systems Tracking the number of
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entities within the justice system and faith-based community engaged in partnership for problem-solving through internal tracking systems

5. Expand problem solving throughout the region for youth, including community college campuses.	CoC HHAP-5, County Measure H	State, Local	LAHSA	City of Glendale CoC, City of Long Beach CoC, City of LA, City of Pasadena CoC, LA County DMH, LA County DHS	9/30/2027	<p>Tracking participation in a training series for problem-solving partners serving youth through internal tracking systems</p> <p>Tracking the number of organizations serving youth associated with the region who are using problem solving across the region through internal tracking systems</p> <p>Tracking the number of entities serving youth within the justice system and faith-based community engaged in partnership for problem-solving through internal tracking systems</p>
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SPM 7.2: Racial and ethnic disparities in the number of people accessing services who are experiencing homelessness for the first time

Racial/Ethnic Group	Measure
Black or African American	17,048
Hispanic/Latin(o)(a)(x)	19,347
American Indian, Alaskan Native, or Indigenous (AIAN)	806

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
1. Implement recommendations to reduce racial disparities in and among people experiencing homelessness from the Black People Experiencing Homelessness and Latinx homelessness workgroups	CoC HHAP 1-5, County HHAP 1-5, County Measure H, Hilton	State, Local	LAHSA, LA County CEO-HI, LA County Anti-Racism, Diversity, and Inclusion (ARDI) Initiative	City of LA, City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC, Other Partners	6/30/2028	To be determined by recommendations from the Black People Experiencing Homelessness and the Latinx Experiencing Homelessness workgroups (LAHSA) - recommendations to be finalized in September 2024
2. Create equity evaluation framework and identify key policy changes to reduce homelessness	Hilton	Local	LAHSA	LA County, City of LA, City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC, Service Providers	6/30/2029	Equity framework has been adopted by the CES and any policy changes have been adopted by the CES. (LAHSA)
3. Affirmatively market eviction prevention programs,	HHAP 1-5, County Measure H, CoC, ESG, and	Local, State, Federal	City of Glendale CoC	Home Again LA, Armenian Relief	9/30/2027	Use APR and HDIS data to track reductions in the number of

including for youth, within the City of Glendale CoC to the Latino population	local Measure S			Society, Catholic of Charities		Latino people becoming homeless for the first time.
4. Expedite the Implementation of recommendations of equity evaluation and framework for the City of Long Beach CoC	CoC, City of Long Beach General Funds	Federal, Local	City of Long Beach CoC	City of Long Beach Manager's Office	6/30/2028	Ensure Equity Framework has been adopted by the Long Beach City Council and any policy changes have been adopted by the CoC.
5. Continue the work of the Racial Equity Group within the City of LA's City Administrative Officer (CAO) to address racial equity Citywide	HHAP 1-5, ERF, City-GCP Additional Homeless Services	State, Local	City of LA	LAHSA	6/30/2028	Analyze how grant funds are applied to address racial equity in service delivery
6. Ensure effective and culturally relevant outreach of the City of Pasadena CoC's Homelessness Prevention programs to Hispanic and Latino communities through partnerships with other systems that have established and trusted engagement pathways.	Family Homelessness Challenge Grant, HHAP 3 & 5, Emergency Solutions Grant	State, Federal	City of Pasadena CoC	Pasadena Unified School District, Pasadena Public Health Department	6/30/2028	Compare demographics of households experiencing homelessness for the first time (PIT data) before and after connecting homelessness prevention providers with system partners.

SPM 3: Number of people exiting homelessness into permanent housing.

SPM 3
17,894

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
1. Expand problem solving throughout the region	CoC HHAP 3 & 5, County Measure H	State, Local	Los Angeles Homeless Services Authority (LAHSA)	Los Angeles (LA) County (Funder/Strategic Partner), City of Glendale Continuum of Care (CoC), City of Long Beach CoC, City of LA, City of Pasadena CoC	9/30/2027	Tracking participation in a training series for problem-solving partners through internal tracking systems Tracking the number of organizations associated with the region who are using problem solving across the region through internal tracking systems Tracking the number of entities within the justice system and faith-based community engaged in partnership for problem-solving through internal tracking systems
2. Continue to apply for new	(Admin) HUD CoC, HUD	Federal, State, Local	LAHSA	Community Providers	9/30/2027	Identify funding sources that

<p>housing opportunities (such as Continuum of Care Supplemental to Address Unsheltered and Rural Homelessness (Special NOFO)) to expand the quantity of housing subsidies</p>	<p>(Special NOFO), HUD Youth Homelessness Demonstration Project (YHDP), CoC HHAP 1-5, State Encampment Resolution Funds, County Measure H, County General Fund, County HHIP, Federal and State ESG, LA County DPSS, County Housing Support Program (HSP), City General Fund</p>	<p>LAHSA or other jurisdictions are eligible for, applying, and being awarded additional resources to increase the availability of housing subsidies. (LAHSA)</p> <p>Maintain an updated regional funding plan to keep track of all resources, subsidies, etc.</p>
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<p>3. Prioritize those in Interim Housing, including transitional housing, for Rapid Rehousing (RRH) to promote more housing placements and less exits to homelessness</p>	<p>CoC HHAP, State Encampment Resolution Funds, County Measure H, County General Fund, Federal and State ESG, County DPSS, County Justice Care and Opportunities Department, City of LA General Fund, City of LA Roadmap, CoC HHAP 1-5, City HHAP 4-5, County HHAP 1-5</p>	<p>Federal, State, Local</p>	<p>LAHSA</p>	<p>LA County CEO-HI (Funder/Strategic Partner), City of LA</p>	<p>9/30/2027</p>	<p>Utilize HMIS to track the number of Interim Housing participants who exit to permanent housing with rental assistance through RRH</p>
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<p>4. Enhance permanent housing exits through prioritization of Rapid</p>	<p>HHAP 1-5, County Measure H, CoC, ESG, and Local Measure S</p>	<p>Federal, State, Local</p>	<p>City of Glendale CoC</p>	<p>Home Again, LA Armenian Relief Society, Door of</p>	<p>6/30/2026</p>	<p>Use quarterly data reports generated by HMIS to evaluate the effectiveness of</p>
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Rehousing (RRH) in RFPs and increased program model implementation

Hope

Rapid Rehousing programs and other interventions aimed at increasing exits to permanent housing
Use HMIS data to track returns to homelessness and exits to permanent housing for RRH participants

5. Increase supply of affordable housing in the City of Pasadena CoC	City of Pasadena Inclusionary Housing Funds, Housing Successor Funds, Local Housing Trust, Permanent Local Housing Allocation, HOME	Federal, State, Local	City of Pasadena Housing Department , Housing Production Division	City of Pasadena Housing Dept., Affordable Housing Developers, Burbank, Glendale, Pasadena, Regional Housing Trust	6/30/2028	Measure the amount of affordable housing units that are in the community.
6. Expand the RRH program	County Measure H, CoC HHAP 1-5, City HHAP 4-5, County HHAP 1 and 3, ERF-2, General City of LA Fund	State, Local	LAHSA	LA County CEO-HI (Funder/Strategic Partner), City of LA, City of LA Housing Department , Property Owners, Homeless Service Providers	9/30/2027	Utilize HMIS to measure the amount of time-limited subsidy slots, track the number of new enrollees and number of clients who secured permanent housing upon exiting the program (LAHSA)
7. Support the Shallow Subsidy program	County Measure H	Local	LAHSA	LA County CEO-HI (Funder/Strategic	9/30/2027	Measure the amount of shallow subsidies that

financial assistance program				Partner)		are allotted and used in the region (LAHSA)
8. Expand rental subsidies for individuals who are homeless or at risk of homelessness who are receiving General Relief benefits and pursuing Supplemental Security Income (SSI).	County Measure H, County General Fund	Local	LA County DPSS	City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC	9/30/2027	Measure the increase in the number of individuals served by the expanded number of rental subsidies.
9. Expand unit acquisition strategies including Master Leasing	County Measure H, Housing and Homelessness Incentive Program (HHIP)	Local, State	LAHSA and LA County DHS	Homeless Service Providers, Affordable Housing Owners and/or Property Managers of Multi-family Buildings, Landlords, Affordable Housing Developers	9/30/2027	Measure the increase in readily available permanent housing stock by tracking the number of units acquired, time to lease up units, and utilization of tenant-based rental resources within Master Leased Units
10. Support the Intensive Case Management Services (ICMS) program.	County Measure H, HHAP 1-5, CalAIM	Local, State	LA County DHS	LA Care, Health Net FQHCs, Homeless Service Providers, City of Long Beach CoC	9/30/2027	Track the number of people enrolled in ICMS, number of people placed in housing, and number of people who retained their housing after 12 months reporting on retention (LA County)

11. Advocate for an increase in HUD's project-based cap from 30% to 50%.	N/A (policy advocacy)	N/A	City of Pasadena CoC, LA County, City of LA, LAHSA	California Association of Housing Authorities	6/30/2028	N/A (policy advocacy)
12. Modify development processes in the City of Pasadena CoC to streamline and simplify the processing of entitlement permits, design review, building permits, and funding of affordable housing projects.	City of Pasadena General Fund	Local	City of Pasadena CoC	Pasadena City Council, Pasadena City Planning & Community Development Department, Pasadena Planning Commission	6/30/2029	City of Pasadena policies have changed, and development process is expedited.
13. Provide additional incentives in the City of Pasadena CoC to encourage affordable housing construction	General Fund	Local	City of Pasadena CoC	Pasadena City Council, Pasadena City Planning & Community Development Department and Department of Housing	6/30/2029	City of Pasadena policies are in place with incentives encouraging affordable housing construction Ensure the new policies are effectively encouraging more affordable housing developers to build in the City of Pasadena CoC.
14. Enhance permanent housing exits through expansion of RRH in the City of Long Beach	HHAP 1, 3 & 4, County Measure H, CoC, ESG, and ERF-2	Local, State, Federal, and County	City Long Beach CoC	Long Beach Homeless Services Bureau, Long Beach CoC, City of Long Beach	9/30/2027	Use data reports to evaluate the effectiveness of Rapid Rehousing programs and other

CoC				Community Development, Homeless Service Providers		interventions aimed at increasing exits to permanent housing
15. Continue to apply for new housing opportunities through the City of Long Beach CoC to expand the quantity of housing subsidies.	HUD CoC (Admin), HUD (Special NOFO), HHAP 5, State Encampment Resolution Funds, County Measure H, Federal ESG	Federal, State, Local	City of Long Beach CoC	Long Beach Homeless Services, Long Beach CoC, City of Long Beach Housing Authority, City of Long Beach Development Services, Homeless Service Providers	9/30/2027	Identify funding sources that City of Long Beach Homeless Services Bureau (and/or other City bureaus or departments) may be eligible for, applying, and being awarded additional resources to increase the availability of housing subsidies.
16. Increase supply of affordable housing in the City of Long Beach CoC	Permanent Local Housing Allocation, HOME, Housing Choice Voucher, HOPWA, VASH	Federal, State, Local	City of Long Beach CoC	City of Long Beach Housing Authority, City of Long Beach Community Development, Long Beach Homeless Services, Developers, Non-profit Service Providers	6/30/2028	Measure the amount of affordable housing units that are in the community.
17. Expand rental subsidies for individuals and families in the City of Glendale	HHAP-5, County Measure H, Local Measure S	State, Local	City of Glendale	LAHSA, Home Again, Catholic Charities, YWCA of Glendale/Pasadena,	6/30/2028	Measure the increase in the number of individuals by the expanded # of rental subsidies in the City of

				Ascencia, Armenian Relief Society		Glendale.
18. Increase services, including treatment centers, wellness centers, and hygiene programs, at the City of LA's existing Interim Housing sites.	HHAP 4-5, City GCP-additional homeless services	State, Local	City of LA	LAHSA, Interim Housing Providers	6/30/2028	Track the number of people receiving these services while in IH and their movement to RRH or permanent housing.
19. Increase funding for existing emergency shelter programs (pop-up shelters and motel vouchers in extreme weather conditions) and provide services to establish linkages to permanent housing.	HHAP-5	State	City of LA	LAHSA, Emergency Shelter and Interim Housing Providers	6/30/2028	Track the increase in the number of people able to move from unsheltered to sheltered status because of these additional resources.
20. Continue to fund housing navigation.	City HHAP 4-5, City-GCP additional homeless services	State, Local	City of LA	LAHSA, LA County, Service Providers	6/30/2028	Track the number of individuals contacted, number of individuals engaged, number of individuals who attained referrals, number of individuals placed in interim housing, and number of individuals placed in

permanent housing through increased navigation.

21. Prioritize youth in interim housing, including transitional housing programs (THP) for TAY, for Rapid Rehousing (RRH) to promote more housing placements and less exits to homelessness	CoC, County HHAP 1-5, State ERF, County Measure H, County General Fund, Federal and State ESG, County DPSS, County Justice Care and Opportunities Department, City of LA General Fund, City of LA Roadmap, City of LA HHAP 5	Federal, State, Local	LAHSA	LA County CEO-HI (Funder/Strategic Partner), City of LA	6/30/2028	Utilize HMIS to track the number of people TAY moving from interim housing to RRH and exiting the program to permanent housing with rental assistance from RRH. Track the number of youth (TAY) newly enrolled in the transitional housing program (THP) and active in the THP.
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22. Support the operation of RRH programs in the City of Pasadena, including covering move-in expenses and providing landlord incentives. Expansion of RRH through rental subsidies, move-in expenses, supportive services, landlord incentives, and housing retention services.	HHAP 2, 4, and 5, CoC, Measure H	Federal, State, Local	City of Pasadena CoC	Union Station Homeless Services, Volunteers of America LA	9/30/2027	Use data reports to evaluate the effectiveness of RRH programs aimed at increasing exits to PH.
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SPM 7.3: Racial and ethnic disparities in the number of people exiting homelessness into permanent housing.

Racial/Ethnic Group	Measure
Black or African American	7,839
Hispanic/Latin(o)(a)(x)	6,566
American Indian, Alaskan Native, or Indigenous (AIAN)	268

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
1. Implement recommendations to reduce racial disparities in and among people experiencing homelessness from the Black People Experiencing Homelessness and Latinx homelessness workgroups	CoC HHAP 1-5, County HHAP 1-5, County Measure H, Hilton	State, Local	LAHSA, LA County CEO-HI, LA County Anti-Racism, Diversity and Inclusion (ARDI) Initiative	City of LA, City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC, Other Partners	6/30/2029	To be determined by recommendations from the Black People Experiencing Homelessness and the Latinx Experiencing Homelessness workgroups (LAHSA) - recommendations to be finalized in September 2024
2. Create equity evaluation framework and identify key policy changes to reduce homelessness	Hilton	Local	LAHSA	LA County, City of LA, City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC, Service Providers	6/30/2029	Equity framework has been adopted by the CES and any policy changes have been adopted by the CES. (LAHSA)

3. Track housing retention rates by race and ethnicity	HUD CoC, County Measure H, County General Fund, Federal and State ESG, City General Fund	Federal, State, Local	LAHSA	LA County CEO-HI , City of LA, City of Long Beach CoC	9/30/2027	Measure baseline of housing retention by race and ethnicity demographics and then compare over time.
4. Increase exits to permanent housing for Black or African Americans in the City of Glendale CoC through partnerships and utilizing landlord incentives.	HHAP 4, County Measure H, CoC, ESG, and local Measure S	Local, State, Federal, County	City of Glendale CoC	Home Again LA Armenian Relief Society, Door of Hope	6/30/2026	Assess level of landlord community partnerships and cooperation with providers for Black single adults and families. Compare baseline data on demographic composition for exits to permanent housing for Black or African Americans and compare to data after efforts are undertaken
5. Increase exits to permanent housing in the City of Long Beach CoC for persons over-represented in the Point-in-Time Homeless Count (Black/African Americans, American Indians/Native Americans, and Native Hawaiians/Pacific Islanders) in	HHAP 1, 3 - 5, County Measure H, CoC, ESG	Local, State, Federal	City of Long Beach CoC	City of Long Beach Community Development, City of Long Beach Housing Authority, LAHSA	6/30/2029	Assess and compare baseline data on demographic composition for permanent housing placements and exits for overrepresented racial groups and compare to data after efforts are undertaken

the City of Long Beach through increased utilization of landlord incentives

<p>6. Increase exits to permanent housing in the City of Long Beach CoC for persons over-represented in the Point-in-Time Homeless Count (Black/African Americans, American Indians/Native Americans, and Native Hawaiians/Pacific Islanders) in the City of Long Beach through community and landlord outreach and engagement</p>	<p>HHAP 1, County Measure H, CoC, ESG</p>	<p>State, Local, Federal</p>	<p>City of Long Beach CoC</p>	<p>City of Long Beach Community Development, City of Long Beach Housing Authority</p>	<p>9/30/2027</p>	<p>Assess and compare baseline data on demographic composition for permanent housing placements and exits for overrepresented racial groups and compare to data after efforts are undertaken</p>
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<p>7. Strengthen support in the City of Long Beach CoC for persons over-represented in the Point-in-Time Homeless Count (Black/African Americans, American Indians/Native Americans, and Native Hawaiians/Pacific Islanders) in the City of Long Beach facing</p>	<p>HHAP 1 & 3, County Measure H, CoC, ESG, HOME, CDBG</p>	<p>Federal, State, Local</p>	<p>City of Long Beach CoC</p>	<p>City of Long Beach Community Development, City of Long Beach Housing Authority</p>	<p>9/30/2027</p>	<p>Compare annual PIT counts and HMIS data by demographic group before and after implementation of additional supports, Compare rates for placements and exits in permanent housing programs by demographic group</p>
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discrimination in the private housing market by creating education materials on tenant protections, developing a housing resource toolkit, and strengthening housing navigation supports

8. Continue the work of the City of LA's Racial Equity Group within the CAO to address the increased length of stay that Black Angelinos experience

HHAP 1-5, ERF, City-GCP additional homeless services

State, Local City of LA

City of LA Depts - LAHD, CHRED

6/30/2028

Conduct analysis to Identify the top five barriers to placement in permanent housing.

9. Strengthen support in the City of Pasadena CoC for Black people facing discrimination in the private housing market by creating education materials on tenant protections, developing a housing resource toolkit, and strengthening housing navigation supports

CoC Planning, HHAP 3, 4, and 5

Federal, State

City of Pasadena CoC

Housing Rights Center, non-profit homeless service providers

6/30/2028

Compare annual count and PIT counts by demographic group before and after implementation of additional supports,

Compare lease up rates in permanent housing programs by demographic group

SPM 4: Average length of time that people experienced

homelessness while accessing services

SPM 4

182

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
1. Increase federal, state, and local funding for permanent housing subsidies and housing navigation slots to increase flow through interim housing, to increase the number of clients who can be served annually with each interim housing bed	County Measure H, HUD CoC, HUD SNOFO, LA CoC HHAP 1-5, City of Long Beach CoC HHAP 1-5, LA County HHAP 1-5, ERF, Federal ESG, Permanent Local Housing Allocation, HOME, Housing Choice Voucher, HOPWA, VASH	Federal, State	LA County DHS LAHSA, City of Long Beach CoC	Brilliant Corners, Other County Departments, Property Owners, Nonprofit Developers	9/30/2027	Utilize HMIS to track number of people served by local subsidies (LA County) Utilize HMIS to measure baseline of interim housing turnover rate and then compare data after the key action is in place. (LAHSA)
2. Expand unit acquisition strategies including Master Leasing	CoC HHIP, County Measure H	State, Local	LAHSA, LA County DHS	Los Angeles (LA) County (Funder/Strategic Partner), City of Glendale Continuum of Care (CoC), City of Long Beach CoC, City of LA, City of Pasadena CoC	9/30/2027	Tracking participation in a training series for problem-solving partners (LAHSA) Tracking the number of organizations associated with the region who are using problem solving across the region. (LAHSA) Tracking the

number of entities within the justice system and faith-based community engaged in partnership for problem-solving (LAHSA)

<p>3. Use RRH for encampment resolution efforts to promote quicker housing placements than through PSH, and transfer to PSH later, if needed</p>	<p>HUD Special NOFO, CoC HHAP 1-5, State Encampment Resolution Funds, County Measure H, City of LA HHAP 1-5 and Roadmap</p>	<p>Federal, State, Local</p>	<p>LAHSA, City of LA</p>	<p>LA County CEO-HI (Funder/Strategic Partner)</p>	<p>9/30/2027</p>	<p>Utilize HMIS to track the number of people moving from encampment resolution to RRH.</p>
						<p>Utilize HMIS to track length of time since engagement of those who came to RRH from encampment resolution efforts.</p>
						<p>Utilize HMIS to track PSH transfers from RRH for those who came to RRH from encampment resolution efforts.</p>

<p>4. Continue to develop PSH to decrease the wait time of people experiencing homeless in interim beds</p>	<p>General City of LA Fund (Prop HHH), HHAP 5</p>	<p>Local</p>	<p>City of LA</p>	<p>City of LA - Department of City Planning, Building and Safety</p>	<p>6/30/2027</p>	<p>Tracking the number of new PSH beds in the City of LA</p>
						<p>Tracking wait times for people in interim housing who are awaiting PSH referrals and placement</p>

5. Implement document collection in interim housing, including transitional housing programs (THP) for TAY, to promote quicker housing placements	CoC HHAP 3-5, County HHAP 1-5, State Encampment Resolution Funds, County Measure H, County General Fund, Federal and State ESG, County DPSS, County JCOD, City General Fund, City of LA Roadmap and HHAP	State, Local	LAHSA	LA County CEO-HI, City of LA, City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC	9/30/2027	Use HMIS to track the upload of ID and Social Security Documents and to compare the length of time to permanent housing placements each FY to track the impact of document collection on system flow (LAHSA)
6. Support housing navigation including assisting people experiencing homelessness with identifying, viewing, and inspecting units; reviewing and negotiating lease terms; financial assistance for application fees, transportation costs, and security deposits; as well as landlord incentives	County Measure H	Local	LAHSA, LA County DHS	Other County Departments	9/30/2027	Measure length of time enrolled in housing navigation program towards goal of quicker slot turnover as clients are successfully assisted to move to PH. (LAHSA)
7. Reduce length of time homeless by increasing landlord engagement efforts in the City of Glendale CoC	HHAP 1-5, County Measure H, CoC, ESG, and Local Measure S	Local, State, Federal	City of Glendale CoC	Home Again LA, Armenian Relief Society, Door of Hope, Ascencia	6/30/2026	Review regularly scheduled reports to track progress, supplemented by ongoing monitoring of partnership numbers.

8. Use RRH in the City of Long Beach CoC for encampment resolution efforts to promote quicker housing placements than through PSH, and transfer to PSH later, if needed	HUD Special NOFO, CoC HHAP 3 and 4, State Encampment Resolution Funds, County Measure H	Federal, State, Local	City of Long Beach CoC	City of Long Beach Homeless Services Bureau, Long Beach CoC, City of Long Beach Housing Authority	6/30/2028	Track the number of people moving from encampment resolution to RRH. (City of Long Beach CoC) Track length of time since engagement of those who came to RRH from encampment resolution efforts. (City of Long Beach CoC) Track PSH transfers from RHH for those who came to RRH from encampment resolution efforts. (City of Long Beach CoC)
9. Continue to develop PSH in the City of Long Beach CoC to decrease the wait time of people experiencing homeless in interim beds	HOME, Permanent Local Housing Allocation, Housing Choice Voucher, CoC	Federal, State	City of Long Beach CoC	City of Long Beach Community Development, City of Long Beach Housing Authority	6/30/2029	Measure and track baseline of PSH inventory based on HIC data
10. Maximize and optimize system throughputs and permanent housing placements in the City of Long Beach CoC	HHAP 5, Measure H, ESG, CoC	Federal, State, Local	City of Long Beach CoC	City of Long Beach Homeless Services Bureau, Long Beach CoC, Community Developme	6/30/2027	Rapid Rehousing exits and returns to homelessness and compare after policy changes and HMIS enhancements

through standardization of RRH programs, including the establishment of moving-on and lease-in-place practices

nt, City of Long Beach Housing Authority

have been implemented

11. Built for Zero Systems Improvement Project in the City of Pasadena CoC	Kaiser Permanente Grant, HUD, County Measure H	Federal, Local	City of Pasadena CoC	Union Station Homeless Services, Pasadena Public Health Department, Pasadena Outreach Response Team (PORT), Friends In Deed, Housing Works, Pasadena Housing Department	6/30/2029	Increase monthly shelter exits/permanent housing placements. Reduce time spent on by-name list for an overall reduction in numbers on the by-name list.
12. Increasing Permanent Housing resources in the City of Pasadena CoC	HUD Rental Subsidies, City of Pasadena Affordable Housing Fund, Burbank-Glendale-Pasadena Regional Housing Trust	Federal, Local	City of Pasadena Housing Department	Burbank-Glendale-Pasadena Regional Housing Trust, Affordable Housing Developers	6/30/2029	Increase in Housing Inventory Count; reduction in our annualized homeless count
13. Continue to fund housing navigation.	City HHAP 4-5, City-GCP additional homeless services	State, Local	City of LA	LAHSA, LA County, Service Providers	6/30/2028	Track the number of individuals contacted, number of individuals engaged, number of individuals who attained referrals,

						number of individuals placed in interim housing, and number of individuals placed in permanent housing through increased navigation.
14. Continue to fund outreach health-related services to help coordinate medical and mental health appointments, obtain benefits and medical insurance, and make referrals to community-based services through service contracts.	City HHAP 4-5, City-GCP additional homeless services	State, Local	City of LA	LAHSA, LA County, Service Providers	6/30/2028	Track the number of individuals contacted, number of individuals engaged, number of individuals who attained referrals, number of individuals placed in interim housing, number of health-related supportive services.
15. Reduce unsheltered homelessness among Transition Age Youth, to be accomplished via provision of Youth Interim Housing made available through the City of Long Beach Youth Navigation Center.	HHAP 1-5	State	City of Long Beach CoC	LAHSA, Homeless Youth Forum of Los Angeles, Los Angeles County CEO- HI, Los Angeles County Department of Children and Family Services	6/30/2028	Assess and compare baseline data on demographic composition of unsheltered count and compare to data after efforts are undertaken.
16. Engage with the City of Los Angeles Youth	Youth set aside funds from HHAP 1,	State	City of LA, LAHSA	City of Los Angeles Depts;	6/30/2028	Track the number of youth moving from

<p>Development Dept to address the unique needs of homeless youth. Support the City's existing youth interim site to expand services that move on to rapid rehousing</p>	<p>HHAP4 and HHAP-5</p>	<p>Youth Development Dept and the City of Los Angeles Community Investment for Families.</p>	<p>interim housing to RRH and all referrals providing for education and job placement assistance.</p> <p>Track youth homeless engagement from outreach to interim housing and rapid rehousing placements utilizing HMIS.</p>
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SPM 7.4: Racial and ethnic disparities in the average length of time that people experienced homelessness while accessing services.

Racial/Ethnic Group	Measure
Black or African American	201
Hispanic/Latin(o)(a)(x)	187
American Indian, Alaskan Native, or Indigenous (AIAN)	205

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
1. Implement recommendations to reduce racial disparities in and among people experiencing homelessness from the Black People Experiencing Homelessness and Latinx homelessness	CoC HHAP 1-5, County HHAP 1-5, County Measure H, Hilton	State, Local	LAHSA, LA County CEO-HI, LA County Anti-Racism, Diversity, and Inclusion (ARDI) Initiative	City of LA, City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC, Other Partners	6/30/2029	To be determined by recommendations from the Black People Experiencing Homelessness and the Latinx Experiencing Homelessness workgroups (LAHSA) - recommendations to be

workgroups						finalized in September 2024
2. Create equity evaluation framework and identify key policy changes to reduce homelessness	Hilton	Local	LAHSA	LA County, City of LA, City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC, Service Providers	6/30/2029	Equity framework has been adopted by the CES and any policy changes have been adopted by the CES. (LAHSA)
3. Track length of time in interim housing and length of time in the PSH housing process by race and ethnicity on a quarterly basis	HUD CoC, County Measure H, County General Fund, Federal and State ESG, City General Fund	Federal, State, Local	LAHSA	LA County DHS, LA County DMH, City of LA, City of Long Beach CoC	6/30/2029	Measure baseline of length of time in interim housing and length of time in PSH housing process by race and ethnicity demographics and then compare to after the key action is in place. (LAHSA)
4. Reduce length of time homeless for Black or African Americans in the City of Glendale CoC by increasing landlord engagement efforts	HHAP 1-5, County Measure H, CoC, ESG, and Local Measure S	Local, State, Federal	City of Glendale CoC	Home Again, LA Armenian Relief Society, Door of Hope, Ascencia	9/30/2027	Review regularly scheduled reports specifically for Black or African American individuals to track progress, supplemented by ongoing monitoring of partnership numbers.
5. Update equity evaluation framework and	CoC, City of Long Beach General Funds, ESG, Measure	Federal, State, Local	City of Long Beach CoC	County of Los Angeles	6/30/2028	An equity framework has been adopted by the Long

<p>identify key policy changes for the City of Long Beach CoC in order to minimize exits to homelessness for justice-involved persons and increase access to and accessibility of interim housing for persons who identify as non-binary, gender queer, gender nonconforming.</p>	<p>H, HHAP 1-5</p>		<p>Beach City Council and any policy changes have been adopted by the City of Long Beach CoC. Utilize City Homeless Strategic Planning process to identify opportunities for new or updated policies and/or updates to the equity framework.</p> <p>Measure baseline and compare after policy changes have been adopted.</p>
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<p>6. Continue the work of the City of LA's Racial Equity Group to address the increased length of stay that Black Angelinos experience</p>	<p>HHAP 1-5, ERF, City-GCP additional homeless services</p>	<p>State, Local City of LA</p>	<p>City of LA Depts- LAHD, CHRED</p>	<p>6/30/2028</p>	<p>Track the number of days waiting in interim housing for permanent placement for Black Angelinos.</p> <p>Conduct analysis to identify the top five barriers to placement in permanent housing.</p>
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<p>7. Conduct robust analysis in the City of Pasadena CoC using HMIS & Stella-P to identify people w/ the longest LOTH & layer</p>	<p>CoC HMIS and Planning Grants</p>	<p>Federal</p>	<p>City of Pasadena CoC</p>	<p>City of Pasadena Housing Department and Department of Information Technology</p>	<p>6/30/2025</p>	<p>Identify specific racial and ethnic disparities in average length of time homeless.</p>
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racial equity data to better serve priority populations (i.e. BIPOC communities).

SPM 5: Percent of people who return to homelessness within 6 months of exiting homelessness response system to permanent housing.

SPM 5
7.00%

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
1. Support the Intensive Case Management Services (ICMS) program	County Measure H, HHAP 1-5, CalAIM	Local, State	LA County DHS	LA Care, Health Net, FQHCs, Homeless Service Providers, City of Long Beach CoC	9/30/2027	Track the number of people enrolled in ICMS, number of people placed in housing, and number of people who retained their housing after 12 months reporting on retention (LA County)
2. Increase investments in employment services to assist clients in maintaining or accessing housing.	County Measure H	Local	LAHSA, LA County Department of Economic Opportunity (DEO)	REDF, LA:RISE, Employment Social Enterprises, American Job Centers of California, LA County DPSS	9/30/2027	Track number of people enrolled in subsidized employment and number of people who secured unsubsidized employment (County) Measure data to

determine if greater investments in employment services to assist clients is decreasing exits to homelessness (LAHSA)

3. Support Countywide Benefits Entitlements Services Team (CBEST) program	County Measure H, HDAP, CSBG-HR	Local, State, Federal	LA County DPSS, LA County DHS	LA County DMH, LA County Department of Military and Veterans Affairs (MVA)	9/30/2027	Track number of clients enrolled in CBEST, number of applications submitted, and number of applications approved (LA County).
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4. Support legal services for clients that includes assistance with eviction prevention, landlord dispute resolution, credit resolution advocacy, criminal record expungement, and other legal services that related to housing retention and stabilization, as well as resolving legal barriers that impact a person's ability to access permanent housing, social service benefits, and stable employment.	ARPA, Measure H, Affordable Housing Trust, and Other Sources	Federal, State, Local	LAHSA and LA County CEO-HI	LA County Department of Consumer and Business Affairs (DCBA), Children and Family Services (DCFS), Public Defender (PD), Other County Departments, Neighborhood Legal Services of LA County, Legal Aid Foundation of LA, and Other Community-Based Agencies	9/30/2027	Track the number of people served and cases/issues resolved
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5. Extend length of time for RRH enrollments, including youth, when needed to avoid exits to homelessness	HUD Special NOFO, HUD YHDP, CoC HHAP, State Encampment Resolution Funds, County Measure H, County DPSS, Federal and State ESG, City of LA HHAP 4-5, CoC HHAP 1-5	Federal, State, Local	LAHSA	LA County CEO-HI (Funder/Colaborator), City of LA	9/30/2027	Utilize HMIS to track requests and authorizations to extend RRH assistance beyond 24 months. We will then use HMIS data to track the impact on returns to homelessness during the program year. Utilize HMIS to measure data to determine if extending RRH can be connected to decreased returns to homelessness
6. Implement transfers from RRH to PSH to promote housing retention	HUD CoC, HUD Special NOFO	Federal	LAHSA	LA County CEO-HI (Funder/Colaborator), LA County DHS, City of LA, Community Providers	9/30/2027	Measure data to determine if individuals transferred from RRH to PSH is decreasing returns to homelessness (LAHSA)
7. Promote transfers to Shallow Subsidy programs to support housing retention	County Measure H	Local	LAHSA	LA County CEO-HI (Funder/Colaborator), Community Providers	6/30/2025	Measure data to determine if transfers to Shallow Subsidy programs are decreasing exits to homelessness (LAHSA)
8. Reduce recidivism in the City of Glendale CoC through the expansion of supportive	HHIP, COC, HHAP 1-5	State, Federal	City of Glendale CoC	Home Again, LA Armenian Relief Society, Door of	6/30/2028	Review regularly scheduled reports to track progress, supplemented

services and post-lease support				Hope, Ascencia		by CoC workgroup meetings
9. Fully Establish linkages to needed services (psychiatric, substance abuse, and financial benefit) to maintain permanent housing once secured.	General City of LA Fund, HHAP 1-5	State	City of LA	LA County DHS and University of Southern California (USC) (MDT and Street Medicine)	6/30/2028	Track any increase in the number of sustained permanent housing units.
10. Expand implementation of re-entry supports to provide upstream services to individuals and youth and help identify safe and stable housing.	HHAP-5, CoC, HOME-ARP, LA County General Fund	Federal, State, Local	City of Long Beach CoC	County of Los Angeles	6/30/2028	Compare the number of persons supported by re-entry personnel before and after increase.
11. Support the complex needs of City of Long Beach PSH participants through Intensive Case Management and tenancy support services (ICMS) program	Long Beach HHAP-2-5, HUD Special NOFO, HOME-ARP	Federal, State	City of Long Beach CoC	Service Providers, LA County DHS, MCPs	6/30/2028	Track the number of people enrolled in ICMS for PSH programs. Track the number of participants receiving ICMS who retain their housing. Track the number of participants who successfully obtain housing through ICMS.
12. Continue to	HHAP-5	State	LAHSA	Community	6/30/2028	Utilize HMIS to

support
LAHSA's free
Representative
Payee program.

Based
Providers

track the
number of
people served
in the
Representative
Payee program.

SPM 7.5: Racial and ethnic disparities in the percent of people who return to homelessness within 6 months of exiting homelessness response system to permanent housing.

Racial/Ethnic Group	Measure
Black or African American	8.00%
Hispanic/Latin(o)(a)(x)	7.00%
American Indian, Alaskan Native, or Indigenous (AIAN)	9.00%

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
1. Track returns to homelessness by race and ethnicity on a quarterly basis	HUD CoC, County Measure H, County General Fund, Federal and State ESG, City General Fund	Federal, State, Local	LAHSA, City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC	LA County, City of Long Beach, City of LA, CES Lead Entities for All 4 CoCs	6/30/2029	Undertake data analysis using HMIS, HDIS, etc. to compare returns to homelessness for all 4 CoCs (LAHSA)
2. Reduce recidivism for Black or African Americans in the City of Glendale CoC through increasing wraparound services	HHIP, CoC, HHAP 1-5	State, Federal	City of Glendale CoC	Home Again, LA Armenian Relief Society, Door of Hope, Ascencia	6/30/2028	Review regularly scheduled reports to track progress, supplemented by CoC workgroup meetings
3. Track housing	CoC	Federal	City of Long	Bit Focus	6/30/2028	Housing outcomes will

retention by race and ethnicity in the City of Long Beach CoC	Beach CoC				be compared to general homeless population to identify disparities	
4. Work across the City of LA depts, CAO and CHRED to identify why Black homeless Angelinos are returning to homelessness at a higher rate than the overall percentage by identifying gaps in service supports that are needed to maintain permanent housing.	HHAP 1-5	State	City of LA	LAHSA	6/30/2028	Track returns to homelessness for Black Angelinos.
5. Improve housing retention support to households in the City of Pasadena CoC that may be facing discrimination in the private housing market by providing education and resources on the Fair Housing Act and other relevant laws and regulations.	CoC Planning Grant, CDBG	Federal	City of Pasadena CoC	Housing Rights Center	6/30/2028	Compare data before and after an increased number of agencies providing education and resources on Fair Housing Act law and regulations and the number of households successfully retaining housing

SPM 6: Number of people with successful placements from street outreach projects.

SPM 6

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
1. Fund regional outreach teams and coordinators who engage and connect unsheltered people experiencing homelessness to needed resources and services with the ultimate goal of connecting them with permanent housing	County Measure H, GCP-additional homeless services, City HHAP 4-5 , County HHAP 1 & 3	Local, State	LAHSA & LA County DHS	LA County CEO-Homeless Initiative (CEO-HI (Funder/Strategic Partner), City of LA (Funder/Strategic Partner), LA County DMH, City of Glendale CoC, City of Long Beach CoC, City of Pasadena CoC, Service Providers, Other	9/30/2027	Track the number of individuals contacted, number of individuals engaged, number of individuals who attained referrals, number of individuals placed in interim housing, number of individuals placed in permanent housing (LA County).
2. Support Multi-Disciplinary Teams (MDTs) who engage and connect unsheltered people experiencing homelessness with complex health and/or behavioral health conditions to	County Measure H	Local	LA County DHS	LAHSA, Homeless Service Providers, LA County CEO-HI, City of LA, City of Glendale CoC, City of Long Beach CoC, City of Pasadena	9/30/2027	Track the number of individuals contacted, number of individuals engaged, number of individuals who attained referrals, number of individuals placed in interim housing,

needed resources and services. MDTs include a health specialist, mental health specialist, substance use specialist, peer with lived experience, and a generalist

CoC

number of individuals placed in permanent housing (LA County).

3. Promote referrals from access centers to RRH programs	CoC HHAP 3 and 5, County HHAP 1, City of LA General Fund, City of LA HHAP 4-5	State, Local	LAHSA	LA County CEO-HI (Strategic Partner), City of LA, Community Providers	6/30/2028	Track data in HMIS to monitor the increase in referrals from access centers to RRH programs.
4. Implement encampment resolution to move people from street to interim and permanent housing	HUD Special NOFO, State Encampment Resolution Funds, County Measure H, City of LA General Fund, City of LA HHAP-5	Federal, State, Local	LAHSA, LA County CEO-HI , City of LA	LA County DHS, Homeless Service Providers, Local Jurisdiction Providers	9/30/2027	Track HMIS data from SO to monitor the impact of encampment resolution efforts on participation in interim and permanent housing. (LAHSA)
5. Expand unit acquisition strategies including Master Leasing	County Measure H, Housing and Homelessness Incentive Program (HHIP)	Local, State	LAHSA and LA County DHS	Homeless Service Providers, Affordable Housing Owners and/or Property Managers of Multi-family Buildings, Landlords, Affordable Housing Developers	9/30/2027	Measure the increase in readily available permanent housing stock by tracking the number of units acquired, time to lease up units, and utilization of tenant-based rental resources within Master Leased Units
6. Maintain existing A	HHAP 1-5, General City of	Federal, State	City of LA	LA County	6/30/2028	Track additional interim sites

<p>Bridge Home sites to provide low barrier interim housing options with connections to mainstream services</p>	<p>LA Fund, Emergency Shelter Grant (ESG)</p>					<p>including those currently under construction.</p>
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<p>7. Support the development of new homeless veteran resource centers in partnership with cities to enhance and expand connecting veterans experiencing homelessness to housing and services</p>	<p>County Measure H</p>	<p>Local</p>	<p>LA County Department of Military and Veterans Affairs (MVA)</p>	<p>LAHSA & All County Departments</p>	<p>9/30/2027</p>	<p>New resource centers are opened in the County and providing housing and services to veterans.</p>
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<p>8. Implement a targeted strategy in the City of Glendale CoC to increase successful placements focusing on prioritizing RRH and Housing First approaches</p>	<p>HHAP 1-5, County Measure H, CoC, ESG, and Local Measure S</p>	<p>Local, State, Federal</p>	<p>City of Glendale CoC</p>	<p>Home Again LA, Ascencia, Glendale PD, Outreach, CORE</p>	<p>6/30/2028</p>	<p>Review regularly scheduled reports will track progress, supplemented by ongoing monitoring of partnership numbers</p>
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<p>9. Increase participation in CoC case conferences in the City of Long Beach CoC to increase collaboration and coordination with System partners, as well as maximize</p>	<p>CoC, City of Long Beach General Funds, Hilton, HHAP 3-5</p>	<p>Federal, State, Local</p>	<p>City of Long Beach CoC</p>	<p>PATH, MHALA, Heritage Clinic, Harbor Interfaith Services, Long Beach VA</p>	<p>6/30/2028</p>	<p>Track the number of participants at case conference. The City of Long Beach to assess and compare baseline data on number of resources known to our</p>
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connections to housing and throughputs to housing

system to quantify changes in number of resources to be matched to through case conferencing as result of increased participation in case conferencing.

City of Long Beach to assess and compare baseline data on match to move-in timeline to quantify changes in number of days to successfully move-in as result of increased participation in case conferencing.

City of Long Beach currently tracks Coordinated Entry case conferencing partners. City will track the number of partners regularly engaged in our weekly case conferencing meetings to measure for increased number of participants and increased

						number of meetings participated in.
10. Work in tandem with physical and mental health care providers in the City of Pasadena CoC to accelerate housing placements and streamline referral processes	HHIP	State	City of Pasadena CoC	ChapCare (Local FQHC), Huntington Hospital, local substance use treatment providers, local mental health providers; CoC Healthcare Committee	6/30/2028	Track to see if people experiencing homelessness who are Medi-Cal members are receiving housing-related services through CalAIM Community Supports. Track the number of street medicine teams that are working with CoC providers.
11. Include cross-system leadership in CoC Committees in the City of Pasadena CoC	CoC Planning Grant	Federal	City of Pasadena CoC	Managed Care Plan, Enhanced Care Management (ECM) Providers, Community Supports Providers, FQHCs, Probation, CalFresh, CalWORKs	6/30/2028	Measure the number of board seats and committee members who are representatives from cross-systems.
12. Include System partners at regular service provider meetings in the City of Pasadena CoC	CoC Planning Grant	Federal	City of Pasadena CoC	Managed Care Plan, ECM Providers, Community Supports Providers, FQHCs, Probation, CalFresh, CalWORKs	6/30/2028	Measure the number of cross-system partners who participate in service provider meetings.
13. Identify	CoC Planning	Federal	City of	Union	6/30/2028	Measure the

opportunities to co-locate services with system partners in the City of Pasadena CoC	Grant		Pasadena CoC	Station Homeless Services, Pasadena Public Health Department, CHAP Care (FQHC), Huntington Hospital, LA County DPSS		number of opportunities where cross-system partners and homeless service providers can co-locate and provide services.
14. Enter into data-sharing agreements with cross-sector partners in the City of Pasadena CoC	CoC HMIS Grant, CoC Planning Grant, Kaiser Permanent Grant	Federal, State	City of Pasadena CoC	Managed Care Plans, U.S. Dept. of Veterans Affairs	6/30/2025	Measure the number of cross-system partner data sharing agreements that are in place.

SPM 7.6: Racial and ethnic disparities in the number of people with successful placements from street outreach projects.

Racial/Ethnic Group	Measure
Black or African American	1,265
Hispanic/Latin(o)(a)(x)	1,577
American Indian, Alaskan Native, or Indigenous (AIAN)	97

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
1. Track demographic data by race and ethnicity of Encampment Resolution efforts including permanent housing	HUD CoC, State Encampment Resolution Funds, County Measure H, County General Fund, Federal and State ESG,	Federal, State, Local	LAHSA	LA County CEO-HI (Funder/Collaborator), City of LA, Community Providers	6/30/2029	Measure baseline of encampment resolution efforts by race and ethnicity demographic, including permanent

placements	City of LA General Fund					housing placements, and then compare (LAHSA)
2. Increase successful exits to emergency shelter, safe haven, transitional housing, or permanent housing destinations for Black or African Americans in the City of Glendale CoC by standardizing our Coordinated Entry alongside community engagement and advocacy	HHAP 1-5, County Measure H, CoC, ESG, and Local Measure S	Local, State, Federal	City of Glendale CoC	Home Again LA, Ascencia, Glendale Police Department , Outreach CORE	9/30/2027	Review regularly scheduled reports to track progress, supplemented by ongoing monitoring of partnership numbers.
3. Review the City of LA's homeless services procurement process to ensure that service providers who have expertise in applying racial equity to homeless services provision are prioritized.	HHAP 1-5, ERF	State	City of LA	LAHSA	6/30/2028	Implement and evaluate to gauge service provider staff's readiness and training in regard to providing culturally sensitive services.
4. Increase successful exits from Street Outreach to permanent housing destinations in the City of	County Measure H, HHAP 3 & 5, Emergency Solutions Grant	Local, Federal	City of Pasadena CoC	Local Non-profit Service Providers (Union Station Homeless Services,	6/30/2028	Compare successful exits by racial and ethnic group before and after strengthening of housing navigation

Pasadena CoC for Black or African Americans by strengthening navigation supports which may include in-person advocacy for participants when they apply for housing, transportation assistance for apartment viewings, financial literacy support (including credit repair and flexible funding to address individual needs), assistance reviewing lease agreements, and assistance in practicing responses to common questions from landlords.

Friends In Deed); Pasadena Public Health Department s, Pasadena Outreach Response Team

services.

Equity Improvement Plan

Steps to Complete this Section:

1. Identify and describe the key actions the region will take to ensure racial and gender equity in:
 - Service delivery;
 - Housing placements;
 - Housing retention; and
 - Identify any changes to procurement or other means to affirm equitable access to housing and services for groups overrepresented among residents experiencing homelessness.

2. Identify if place-based encampment resolution is occurring in the region and if so, the CoC must describe and provide evidence of collaboration with the cities or counties providing encampment resolution services that addresses how people served through encampment resolution have or will be prioritized for permanent housing within the Coordinated Entry System.

Optional: upload any evidence the region would like to provide regarding collaboration and/or prioritization as it relates to question 2.

Guidance:

Of the four tables below, the first three must include at a minimum one key action to address racial equity and one key action to address gender equity. The fourth and final table must include at least one key action.

To add additional actions, click "Add an Action" at the bottom of the table.

Definitions:

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the inequity. This can be a policy, program, partnership, target metric, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.
- **Collaborating Entity/ies** may include a group, organization, or jurisdiction within your region working to address or improve the inequity. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.

Key Actions the Region Will Take to Ensure Racial and Gender Equity in Service Delivery

Key Action	Lead Entity	Collaborating Entity/ies
Conduct a review of LA County policies and practices to ensure that equity is prioritized and embedded at every level of operations and in the way the county does its work	LA County CEO - Homeless Initiative (CEO-HI) and Antiracism Diversity and Inclusion (ARDI) Divisions	Other LA County Departments
Conduct a high-level analysis of systemwide performance outcomes to highlight key areas for improvement and identify where the region needs to strengthen services for groups disproportionately impacted by homelessness	LA County CEO-HI and LA County ARDI Divisions	Other County Departments, Coordinated Entry System for LA City & County CoC, City of Glendale CoC, City of Long Beach CoC, and City of Pasadena CoC
Create a venue including LA County department leads, decision-makers,	LA County CEO-HI and LA County ARDI Divisions	Other LA County Departments

stakeholders, and others to facilitate the adoption of the Equity Framework across the county, ensure alignment, increase coordination, and encourage accountability through convenings, trainings, and other activities

Develop a series of public-facing dashboards that include racially disaggregated data and other community-centered tools to enhance transparency and accountability, and keep communities updated on the progress being made on homelessness

LA County CEO-HI and LA County ARDI Divisions

Other LA County Departments, LAHSA

Prioritize existing resources and identify additional funding as necessary to ensure provider staff are trained on implicit bias, structural and institutional racism, and cultural competency

LA County CEO-HI and LA County ARDI Divisions

Other LA County Departments, LAHSA, Service providers

Create equity goals for the homeless response system

LA Homeless Services Authority (LAHSA)

LA County CEO-HI and LA County ARDI Divisions and Other LA County Departments

Ensure continued Black and American Indian and Alaska Native (AIAN) representation in lived experience boards

LAHSA

LA City/County Native American Indian Commission, CES Policy Council, Regional Homeless Advisory Council, Homeless County Advisory Board, Lived Experience Advisory Board, Homeless Youth Forum of LA

Contract with equity consultant to create System Equity Evaluation framework, including goals and key policy/program changes to advance equity

LAHSA

LA County CEO-HI, LA County (Department of Mental Health (DMH), LA County Department of Health Services (DHS), City of LA, Local Service Providers

Increase participation of People with Lived-Expertise on the Continuum of Care (CoC) Board

City of Glendale CoC

City of Glendale CoC Board

Continue annual racial equity assessments to identify potential disparities within the homeless response system

City of Glendale CoC

City of Glendale, CoC Providers, CoC Board, CoC Committee

Ensure all City of Long Beach CoC's policies and procedures are consulted with the Lived Experience Advisory Board before enacting	City of Long Beach CoC	City of Long Beach CoC Lived Experience Advisory Board
Encourage staff hiring that reflects client demographics, including Spanish speakers, in order to conduct effective and culturally relevant outreach w/ Hispanic and Latino communities	City of Pasadena CoC	City of Pasadena
Incorporate gender into ongoing racial equity assessments to identify potential gender inequities	City of Pasadena CoC	City of Pasadena
Use the California Racial Equity Action Lab Technical Assistance (CA-REAL TA) to implement racial equity strategies outlined in City of Pasadena's Homelessness Plan to achieve parity in lease-up/retention rates for Black participants & parity in access for Hispanic/Latino participants	City of Pasadena CoC	City of Pasadena, Pasadena Unified School District, Pasadena Public Health Department, Housing Rights Center, Union Station Homeless Services, The Salvation Army, Sycamores
Given persistent and growing overrepresentation of Black and Latin/x individuals and families experiencing homelessness in City of LA, the City will work in collaboration with LAHSA to examine current data and identify service gaps and opportunities by June 1, 2024	City of LA	LAHSA

Key Actions the Region Will Take to Ensure Racial and Gender Equity in Housing Placements

Key Action	Lead Entity	Collaborating Entity/ies
Implement new assessment tools including Housing Acuity Index for transfers from Rapid Re-housing (RRH) to Permanent Supportive Housing (PSH), and new Coordinated Entry System (CES) assessment tool created by CES Triage Tool Research and Refinement (CESTRR) project	LAHSA	CESTRR project, CoC Board and Members
Continue to produce four quarterly reports documenting the racial, ethnic and gender demographics of street outreach clients who successfully access interim housing programs each quarter	LAHSA	LA County CEO-HI, LA County DHS, Street Outreach Teams, CES Lead Interim Housing Providers
Implement a transparent and standardized process that prioritizes individuals based on	City of Glendale CoC	CES Lead, Home Again LA, Ascencia, Armenian

need rather than demographic factors through revised assessment tools		Relief Society Glendale Youth Alliance Glendale, Police Outreach YWCA, Door of Hope, Salvation Army
Ensure all CoC policies and procedures are developed in consultation with the Lived Experience Advisory Board before enacting	City of Long Beach CoC	City of Long Beach CoC Lived Experience Advisory Board, CoC Board and Members
Share space with system partners to improve accessibility for people who face barriers to access services, such as transportation or language barriers	City of Pasadena CoC	Pasadena Unified School District Pasadena City College, Local Health Care Providers, Local Victim Service Providers
Create educational materials on tenant protections for landlords and tenants; develop a housing resource toolkit that supports case managers; strengthen housing navigation supports for Black people; and advocate for “Fair Chance to Housing” protections to ensure ongoing housing retention support	City of Pasadena CoC	City of Pasadena, Housing Rights Center
Incorporate gender into ongoing racial equity assessments to identify potential gender inequities	City of Pasadena CoC	City of Pasadena
CoC staff are participating in a TA series led by CA-REAL, which provides tailored assistance to implement projects that reduce disparities. The CoC is utilizing the CA-REAL TA to implement the racial equity strategies outlined in our Homelessness Plan to achieve parity in lease-up/retention rates for Black participants & parity in access for Hispanic/Latino participants	City of Pasadena CoC	City of Pasadena, Pasadena Unified School District, Pasadena Public Health Department, Housing Rights Center, Union Station Homeless Services, The Salvation Army, Sycamores
Share data findings with service providers to gain additional insights and to discuss gaps and opportunities to advance racial equity	City of LA	LAHSA and Service Providers

Key Actions the Region Will Take to Ensure Racial and Gender Equity in Housing Retention

Key Action	Lead Entity	Collaborating Entity/ies
Develop and implement an action plan to improve retention rates among Black tenants in time-limited subsidy and permanent supportive housing programs	LA County CEO-HI	LAHSA, County Departments, Service Providers, Housing Developers, People with

		Lived Experience
Continue to track and publish quarterly data on Black, Indigenous, People of Color (BIPOC) tenant retention in permanent housing, including the AIAN population	LAHSA	CES Lead
On a quarterly basis, track transfers from RRH to PSH programs to support housing retention	LAHSA	LA County CEO-HI, Service Providers Housing Developers
Ensure provision of ongoing case management and supportive services, as needed by individuals and families that are successfully housed, as part of City of Glendale's contracting process with homeless providers	City of Glendale CoC	City of Glendale CoC Providers, CoC Board, City of Glendale
Review moving on and termination policies annually to identify any potential inequities	City of Long Beach CoC	CoC Funded Providers
Create educational materials on tenant protections for landlords and tenants; develop a housing resource toolkit that supports case managers; strengthen housing navigation supports for Black people; and advocate for "Fair Chance to Housing" protections to ensure ongoing housing retention support	City of Pasadena CoC	Housing Rights Center
Incorporate gender into ongoing racial equity assessments to identify potential gender inequities	City of Pasadena CoC	City of Pasadena
The CoC is utilizing the CA-REAL TA to implement the racial equity strategies outlined in our Homelessness Plan to achieve parity in lease-up/retention rates for Black participants & parity in access for Hispanic/Latino participants	City of Pasadena CoC	City of Pasadena, Pasadena Unified School District, Pasadena Public Health Department, Housing Rights Center, Union Station Homeless Services, The Salvation Army, Sycamores
Collaboratively develop a plan to improve services and address racial and gender disparities in the homeless response system	City of LA	LAHSA and Service Providers

Key Actions the Region Will Take to Change Procurement or Other Means to Affirm Equitable Access to Housing and Services for Overrepresented Groups Among People Experiencing Homelessness in the Region

Key Action	Lead Entity	Collaborating Entity/ies
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Work within and across County departments to implement recommendations from the Ad Hoc Committee on Black People Experiencing Homelessness, the American Indian/Alaska Native Workgroup (AIANWG), and the forthcoming Latinos Experiencing Homelessness recommendations	LA County CEO-HI and LA County ARDI Divisions	Ad Hoc Committee on Black People with Lived Experience, AIANWG, Latinos Experiencing Homelessness
Provide funding to the Chief Executive Office's ARDI Unit to support the implementation of the Black People Experiencing Homelessness (BPEH) recommendations	LA County CEO-HI and LA County ARDI Divisions	Other LA County Departments, LAHSA BPEH, City of LA, People with Lived Experience, All Countywide Partners
Ensure the County has the staff, resources, and support necessary to foster relationships with tribal entities recognized by the State of California Native American Heritage Commission and native-serving agencies	LA County CEO-HI and LA County ARDI Divisions	AIANWG, LA County Departments
An equity-based allocation policy workgroup will identify equity concepts and data opportunities to create a policy that informs how to incorporate equitable allocation and procurement planning. Share with governing body and the public	LAHSA	Upcoming Equity-based Allocation Policy Workgroup
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. Examine the best ways to develop funding preferences and scoring criteria that reflect the need to identify and cultivate capacity among organizations best positioned to serve underserved communities	LA County CEO-HI and LAHSA	Service Providers, People with Lived Experience, Faith Based Partners
Continue to develop communications strategies to better cultivate relationships with faith-based institutions with roots in underserved communities	LA County CEO-HI and LAHSA	Faith Based Partners, Service Providers, People with Lived Experience
Incorporate racial and gender equity as part of procurement processes to ensure all proposals from agencies will advance racial equity at every level of programming. Agencies must address disproportionality in access to services, service provisions, and outcomes	City of Glendale CoC	All potential sub-recipients/providers
Include member of Lived Experience Advisory Board in Request for Proposal (RFP) panels for	City of Pasadena CoC	Lived Experience

the City Long Beach CoC		Advisory Board
Establish an Equity Committee to guide the CoC's assessment and reform process	City of Pasadena CoC	City of Pasadena
The City of LA has implemented a procurement process that gives additional consideration from bidders who are certified minority enterprises. In addition, proposals that incorporate experience from staff with lived experience are also given additional consideration	City of LA	LAHSA
Increase rehousing system contracts and technical assistance to AIAN-serving organizations	LA County CEO-HI	LAHSA and Other LA County Departments

Is place-based encampment resolution occurring within the region?

Yes

The CoC must describe and provide evidence of collaboration with the cities or counties providing encampment resolution services that addresses how people served through encampment resolution have or will be prioritized for permanent housing within the Coordinated Entry System.

Narrative for place-based encampment resolution

Leveraging powers under the state of emergency on homelessness declared by the Board of Supervisors in January 2023, LA County has launched Pathway Home, a major expansion of its ongoing efforts to resolve encampments countywide, including recreational vehicles, in partnership with local jurisdictions and unincorporated communities. With Pathway Home, LA County hopes to reduce unsheltered homelessness in specific communities by helping people living on the streets come indoors, receive supportive services they need to achieve housing stability, and ultimately move into permanent housing. Pathway Home draws on lessons from previous multi-jurisdictional encampment resolution efforts, such as Project Roomkey during the COVID-19 pandemic, and the City of LA's Inside Safe Initiative.

LA County is mobilizing and coordinating an all-hands-on-deck approach that offers people a diverse suite of wraparound services to end their homelessness. Each operation will be different, reflecting the capacity and resources of various partners, as well as the unique needs and challenges of the people living in each encampment.

With Pathway Home, LA County will continue to work with LAHSA, local service providers, and other jurisdictional partners to expand, enhance, and expedite:

- The number of specialized outreach teams from the LA County Departments of Mental Health, Health Services, Public Health, and other agencies – as well as from our trusted partners and community organizations – to work intensively with people with a variety of physical and behavioral health needs.
- A diverse array of interim housing at non-congregate hotels and available shelters that people can move into immediately while being matched to rental subsidies, benefits, and other assistance to secure permanent housing. The County will also continue efforts to expand the number of permanent housing units, such as acquiring and refurbishing motels and hotels under Homekey.
- Supportive services that clients both want and need at interim and permanent housing sites, which can

include physical and behavioral health care, substance use disorder treatment, and efforts to ensure they are receiving their entitled benefits for health care and subsidized housing.

Under Pathway Home, LA County is using local Measure H funding to increase the permanent housing pathways available to participants, helping them move from interim to permanent housing.

Examples of specific efforts from HHAP-5 jurisdictional providers include:

- The City of Long Beach has been part of the state Encampment Resolution Funding (ERF) Program through both rounds and is a recipient of HUD CoC Supplemental to Address Unsheltered and Rural Homelessness (Special NOFO) for unsheltered homelessness. They have targeted specific encampments, with their efforts a collaboration between the City of Long Beach, LA County, and the State since their encampments run through joint/border areas, such as the LA River, LA Metro, and other state properties.
- The City of LA conducts district by district encampment resolution, Through the CAO's office, the City of LA has established a citywide approach that includes an outreach group that has developed effective, well-thought-out approach to vehicle/RV encampments. The City of LA has also collaborated with CalTrans to address encampments on state property located in the City of LA.
- Within the City of Pasadena CoC, the Pasadena Public Health Department's PORT (Pasadena Outreach Response Team) staff and the CoC's lead agency, Union Station Homeless Services, collaborate with CalTrans on resolution of encampments on freeway embankments. Encampment participants receive housing navigation services and are prioritized through existing Coordinated Entry System prioritization criteria.

Optional Upload: Evidence of Collaboration and/or Prioritization

Plan to Reduce the Number of People Experiencing Homelessness Upon Exiting an Institutional Setting

Steps to Complete this Section:

1. Identify and describe the key actions **each participating Eligible Applicant** will take to reduce the number of people falling into homelessness as they exit institutional settings including:
 - Jails
 - Prisons
 - Hospitals:
 - Other Institutional Settings (such as foster care, behavioral health facilities, etc. as applicable in the region)

Guidance:

At a minimum, if an institutional setting is present in an Eligible Applicant's jurisdiction, the Eligible Applicant must identify their role.

To add additional actions, click "Add an Action" at the bottom of the table.

If an institution is not present in a jurisdiction, type N/A.

Definitions:

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the specific performance measure. This can be a policy, program, partnership, target measure, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.
- **Collaborating Entity** may include a group, organization, or jurisdiction within your region working to address or improve the performance measure. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Jail

Key Action	Lead Entity	Collaborating Entity/ies
Fund jail in-reach and post-release case management to individuals in Los Angeles (LA) County jail facilities who were homeless at the time of incarceration or are at risk of experiencing homelessness upon release. Services are provided by case managers from community-based organizations and LA County Department of Health Services (DHS) Clinical Social Workers, and include assessment, linkages to community services, and continued case management in the community after release.	LA County DHS	LA County Sheriff's Department (LASD), LA County Department of Military and Veteran Affairs (MVA), LA County Jails
Partner with County Public Defender, LA City Attorney, and LAHSA to strengthen Bridge Housing for those exiting jails to increase the likelihood individuals will not fall into homelessness which, in turn, reduces rates of recidivism.	LA County Public Defender (PD), LA Homeless Services Authority (LAHSA), LA City Attorney	LA County Jails, LA County Probation Department, Homeless Service Providers
The LA County Public Defender's Criminal Record Clearing Project provides legal services to help people experiencing or at risk of homelessness resolve outstanding infractions and associated warrants, which are often barriers to housing,	LA County Public Defender (PD)	LA City Attorney's Office

employment, education, and legal immigration.

Continue to support the County's Office of Diversion & Reentry (ODR), which supports people exiting jail with permanent housing, case management & community-based treatment, demonstrating success in preventing homelessness.

LA County DHS - Office of Diversion and Reentry (DHS-ODR)

Nonprofit Service Providers

Reduce the number of people exiting to homelessness from jail by supporting dedicated interim housing for people who are recently released or will be released from jail within 60 days. These dedicated interim housing beds provide a safe, low-barrier, Housing First, housing-focused, and supportive twenty-four (24) hour temporary residents with the goal of reducing homelessness and recidivism.

LAHSA, LA County DHS

LA County Public Defender (PD), LA City Attorney, LA County Justice Care and Opportunity (JCOD), Project180, Non-Contracted and Contracted Agencies that Work with the Justice-Involved Population

Utilize a program that offers legal-aid services to those being released from jail (and other parts of the criminal legal system). The program can assist participants to secure permanent housing, employment, record clearing, unlawful detainers, etc., to eliminate barriers to housing.

LAHSA

Inner City Law Center, Neighborhood Legal Services of LA County

To more effectively assist people at risk of homelessness after release from incarceration, the Continuum of Care (CoC) will collaborate closely with reentry and probation providers. This collaborative effort will focus on enhancing transition planning procedures and ensuring seamless connections to services.

City of Pasadena CoC

Pasadena City Attorney's Office, Flintridge Center

The City of LA's Homeless Engagement and Response Team (HEART) program works directly with the LA City Attorney's and District Attorney's Offices to help individuals experiencing homelessness resolve eligible traffic and pedestrian infractions and related warrants and fines by engaging with relevant services. HEART works with the

City of LA

LA City Attorney's Office, LA County District Attorney's Office

County Homeless Court Program to help individuals resolve minor criminal infraction citations, such as having an open container or unlicensed driving. HEART aims to address the needs of unhoused individuals through restorative services (housing, mental health, public assistance, job development, substance abuse rehabilitation, etc.) rather than punishment. As a program under the LA City Attorney's Outreach and Restorative Justice Division, HEART is one of several programs seeking to address the root causes of criminal behavior and achieve incarceration reduction.

The City of Long Beach Homeless Court (Program) is a collaboration between the City of Long Beach Prosecutor's Office, the Long Beach Health Department, the Superior Court of California (Court), local law enforcement, and community-based organizations, funded by LA County, offering strengths-based, client-centered supports and services for homeless and housing- insecure Program participants. The Program's focus is to delay or avoid criminal prosecution proceedings for people experiencing homelessness (PEH) with resolvable outstanding misdemeanor criminal warrants, provided that the individuals make progress towards attaining housing solutions. For those who attain their housing goals, charges may be altogether dropped, depending on the individual's unique situation. This Program will encourage PEH with a criminal background to accept services with a goal to transition to permanent housing.

Outstanding warrants impede a defendant's eligibility to access social services and find permanent housing and employment. The Program helps resolve legal barriers which are just one of the many challenges PEH face as they work toward self-sufficiency.

City of Long Beach CoC

City of Long Beach
Prosecutor's Office,
Superior Court of
California, County Board
of Supervisors, LA
County CEO-HI

The Program, a voluntary program for participants, allows PEH to have opportunities to have certain charges dismissed, their fines and penalties suspended, or their outstanding warrants related to quality-of-life offenses (charges not involving victims or violence), which are often associated with their homeless status, recalled.

Homeless Court participants are supported by the Homeless Services Bureau, engaging clients and assisting them with housing, employment, public benefits assistance, substance abuse treatment, mental health, and record clearing and expungement services.

The City of Long Beach has implemented a Problem-Solving/Family Reunification model, called Homeward Bound, which provides transportation services for persons experiencing homelessness, to reconnect with supportive family outside of the City of Long Beach. Funded by the Mayor’s Fund for the Homeless, this has been a successful program for households who are not able to stabilize in the City Long Beach without support from family or friends. Homeward Bound participants are frequently identified in coordination and partnership with Long Beach PD, who make referrals to the Homeless Services Bureau, who coordinate and facilitate placements and referrals and manage payments. Additional funds can also be used to offer incentives to family members to accept persons back into their homes.

City of Long Beach CoC

City of Long Beach Police Department, City of Long Beach Mayor’s Office

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Prison

Key Action	Lead Entity	Collaborating Entity/ies
Continue to dedicate interim housing for people who are recently released or will be released from prison within	LAHSA	Justice, Care, and Opportunities Department

60 days of a referral for beds. These beds provide a safe, low-barrier, Housing First, housing-focused, and supportive twenty-four (24) hour temporary residence to adults experiencing homelessness who are either exiting from prison or in custody within the criminal legal system.

(JCOD)

Reduce the number of people exiting prison to homelessness by collaborating with organizations such as Justice Care and Opportunity (JCOD), Project180, Public Defenders Office, and non-contracted and contracted agencies that work in the justice population and do in-reach to ensure coordination and referrals to beds for people who have exited to institutions recently.

LAHSA

LA County DHS-ODR, LA County Sheriff's Department (LASD), LA County Probation Department Justice Care and Opportunity (JCOD), Project180, Public Defenders Office Service Providers

Utilize a program that offers legal-aid services to those being released from jail (and other parts of the criminal legal system). The program can assist participants to secure permanent housing, employment, record clearing, unlawful detainers, etc., so as to eliminate barriers to housing.

LAHSA

Inner City Law Center

Partner with the Verdugo Jobs Center to offer employment opportunities under the Prison to Employment Initiative to those exiting prisons to increase the likelihood individuals will not fall into homelessness which, in turn, reduces rates of recidivism. The Program provides workforce services, such as skill training, work experience, job search and case management to applicants who are referred by probation or parole officers.

City of Glendale CoC

Verdugo Jobs Center, LA County, California Workforce Development Board

Strengthen the connection between existing prevention services and reentry and probation providers. Ensuring effective reintegration into the community is paramount for people leaving the criminal justice system. To more effectively assist people at risk of homelessness after release from incarceration, the CoC will collaborate closely with reentry

City of Pasadena CoC

Pasadena City Attorney's Office, Flintridge Center

and probation providers. This collaborative effort will focus on enhancing transition planning procedures and ensuring seamless connections to services.

Funded through the California Department of Transportation, the City of LA's New Roads to Second Chances program provides formerly incarcerated Angelenos with training, support, and jobs maintaining and cleaning this City's roads. To date, New Roads has served more than 1,200 individuals on probation or parole with the resources necessary to support their successful re-entry following incarceration. In addition to job training and employment, participants receive wraparound, comprehensive supportive services necessary to successfully navigate the challenges of reentry, most notably securing housing and employment to achieve financial stability.

City of LA

New Roads to Second, Chances Program, Probation

Project imPACT – Project imPACT assists formerly incarcerated individuals with employment services reinforced with behavioral health, legal, peer-based supports, and housing support services. The program is focused on helping eliminate barriers to employment for people on parole or probation, with the related goal of helping people find and maintain long-term housing stability.

City of LA

Probation

With support of HHAP-3 funds, the City of Long Beach will further expand implementation of re-entry supports as part of City goals to provide upstream services for families and youth and in reducing the disproportionality of negative outcomes for the Black, Indigenous, People of Color (BIPOC) community, who are overrepresented in the City of Long Beach Point in Time Count. The City of Long Beach is aware of the disparities the BIPOC population experiences when becoming homeless for the first time and working with upstream systems,

City of Long Beach CoC

LA County Sheriff, LA County Department of Public Health (DPH), LA County DMH, LA County Probation Department

such as Parole and Probation, to effectively target homeless prevention and interventions, the City of Long Beach will have the capability to minimize inequities and reduce the number of persons exiting prison into homelessness.

City of Long Beach Homeless Services has staffed Re-Entry personnel and established an MOU with Long Beach Police Department (LBPD) to identify persons exiting prisons and provide services necessary to support those persons with obtaining and maintaining safe and stable housing. The City of Long Beach's Reentry Coordinator provides mental health, behavioral health, and referrals to case management services for persons experiencing homelessness who are exiting, or who have exited, criminal justice institutions. The Reentry Coordinator participates in collaborative efforts with various interdepartmental and non-profit partners within the realm of reentry service navigation.

The Reentry Coordinator works closely with the LBPD Jail Division staff, LA County Sheriff, and Departments of Public Health, Mental Health, and Probation, to provide ongoing support and resources for priority inmates pending discharge to the City of Long Beach, with special emphasis in identifying and supporting persons experiencing homelessness (PEH).

The collaboration among the Homeless Services Bureau's Reentry Coordinator and service providers throughout the City of Long Beach and County works to eliminate fragmentation, duplication, and/or gaps in service linkages and care. The Re-Entry team works to reduce recidivism of dually impacted individuals experiencing homelessness in the City of Long Beach, through the provision of mental

health; linkages to services; provision of case coordination across diverse governmental and social service providers to ensure wraparound services to clients. City of Long Beach Re-Entry services further seek to prevent generational patterns of incarceration and trauma by identifying associated family members, particularly children, who may benefit from mental health or other social services and offer those linkages as appropriate.

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Hospital

Key Action	Lead Entity	Collaborating Entity/ies
Support Bridge Housing for those exiting health care institutions, including partnering with Department of Mental Health (DMH) to integrate Bridge Housing into the local HMIS for all of the partner CoCs.	LA County DHS and DMH	LA County CEO-HI, LAHSA, City of LA, City of Pasadena CoC, City of Glendale CoC, City of Long Beach CoC, Hospitals, Community Supports providers, Health Care Institutions, Service Providers
Continue to partner with local Managed Care Plans (MCPs) to increase the number of referrals to Enhanced Care Management (ECM) and Community Supports (CS) for Medi-Cal members exiting hospitals, especially the post-hospitalization short-term housing Community Support, intended for people discharged from hospitals.	LA County DHS	LA County CEO-HI, LAHSA, City of LA, City of Pasadena CoC, City of Glendale CoC, City of Long Beach CoC, Hospitals, Community Supports providers, Health Care Institutions, Service Providers
Continue to expand problem solving (diversion) services to those exiting hospitals.	LAHSA	Local hospitals
Secure additional funding to hire additional hospital liaisons in order to improve the current discharge planning process between the CoC, its providers and the local hospitals. Gain access to countywide resources to strengthen partnerships between LA County DMH/LA County DHS and local hospitals for ongoing support	City of Glendale CoC	Glendale Memorial, Glendale Adventist LA County DHS, LA County DMH, LA Care/Health Net, Ascencia

upon discharge. Increase access/partnership opportunities with managed care plans to develop local recuperative care programs.

The CoC will work to support hospitals (i.e. Huntington Hospital) in improving their discharge planning processes. This includes working with hospital staff to evaluate patients' desires for placement prior to discharge and assisting them in making appropriate arrangements for post-hospital care. By collaborating with hospitals, the CoC can better serve people at risk of homelessness and ensure that they receive the support they need to maintain stable housing.

City of Pasadena CoC

Huntington Hospital

Continue to fund nursing staff to assist hospital discharge planners connect with the proper system resources, including recuperative care, enhanced residential care, and substance use disorder treatment centers. Long Beach Homeless Bureau, as part of the City of Long Beach's Restorative Engagement to Achieve Collective Health (REACH) team multi-disciplinary teams, which are staffed with Registered Nurses. As part of this team's scope of work, the REACH Team RNs provide assistance with addressing emergent needs of persons experiencing unsheltered homelessness, while also conducting in-reach to hospitals and in-patient treatment settings. This includes working with hospital staff to evaluate patients' desires for placement prior to discharge and assisting them in making appropriate arrangements for post-hospital care. By collaborating with hospitals, the CoC can better serve people at risk of homelessness and ensure that they receive the support they need to maintain stable housing.

City of Long Beach CoC

LBPd, Long Beach Fire Department, Long Beach Memorial Hospital

Continue to support the Transitions of Care program to avoid unnecessary hospital readmission and support people experiencing homelessness

LA County DHS

LA County DMH, LA County CEO-HI, LAHSA, City of LA, City of Pasadena CoC, City of

who are exiting hospitals with housing stabilization.

Glendale CoC, City of Long Beach CoC, Hospitals, Community Supports providers, Health Care Institutions, Service Providers

Continue to provide services through the Enriched Residential Care program, which partners with hospitals to support people experiencing homelessness who need placement in Adult Residential Care Facilities (ARCF) and Residential Care Facilities for the Elderly (RCFE).

LA County DHS

LA County DMH, LA County CEO-HI, LAHSA, City of LA, City of Pasadena CoC, City of Glendale CoC, City of Long Beach CoC, Hospitals, Community Supports providers, Health Care Institutions, Service Providers

Continue to expand Assisted Living Waivers at ARCFs and RCFEs to increase capacity for this housing option available for people experiencing homelessness upon exiting hospitals.

LA County DHS

LA County DMH, LA County CEO-HI, LAHSA, City of LA, City of Pasadena CoC, City of Glendale CoC, City of Long Beach CoC, Hospitals, Community Supports providers, Health Care Institutions, Service Providers

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting Other Institutional Settings (such as foster care, behavioral health facilities, etc. as applicable in the region)

Institutional Setting	Key Action	Lead Entity	Collaborating Entity/ies
Behavioral Health	Support Bridge Housing for those exiting behavioral health institutions	LA County Department of Mental Health (DMH)	Behavioral Health Care Providers, Service Providers
Child Welfare	Help families obtain housing, through programs such as Bringing Families Home, the Family Reunification Housing Subsidy, and the Prevention and Aftercare Program.	LA County Department of Children and Family Services (DCFS)	LA County CEO-HI, LA County Development Authority, Penny Lane Centers, The Help Group, SPIRITT Family Services, and Other Providers
Child Welfare	Partner closely with the Department of Children and Family Services (DCFS) to	LAHSA	LA County Department of Children and Family

	support families and youth exiting DCFS programs to housed settings through strategic partnership of problem solving, funded staff charged with coordinating referrals and services, and specially designated housing resources for these populations.		Services (DCFS)
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Child Welfare	Targeted Transitional Housing for Transition Age Youth – Youth transitioning out of the child welfare system are at high risk for homelessness. To address the housing needs of this population, the City of LA has utilized HHAP program funding to increase the number of beds available to Transition-Aged Youth (TAY) through the City of LA’s Project- Based Transitional Housing program.	City of LA	LA County DCFS
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Child Welfare	<p>Collaborate with the County, LAHSA, and a network of providers to implement the Youth Homelessness System Improvement (YHSI) Grant and establish a Youth Leadership Team to support County, LAHSA, City of Long Beach, and other partners with cross system leadership, planning, partnerships, and policymaking to support improved coordination with the foster care system and improve discharge planning.</p> <p>The YHSI Leadership Team will help prevent homelessness among youth transitioning out of the foster care system by supporting the City of Long Beach CoC and its partners to develop collaborative relationships with foster care providers to ensure youth transitioning out</p>	City of Long Beach Homeless Services	LA County CEO-HI, LAHSA, LA County DCFS, LA County DMH, Shelter Partnership, Housing Justice Collaborative, LA LGBT Center
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of the foster care system have access to safe, stable, and affordable housing.

The CoC will also work to identify resources such as U.S Department of Housing & Urban Development (HUD) vouchers for foster youth and family reunification funds to ensure targeted services are available for emancipated youth.

Child Welfare	Targeted Interim Housing for Transition Age Youth – Youth transitioning out of the child welfare system are at high risk for homelessness. To address the housing needs of this population, the City of Long Beach is utilizing HHAP program resources to fund the capital, operations, and services of the City of Long Beach’s new 12-unit Navigation Center, which will serve as the City’s first interim housing project for Transition Age Youth.	City of Long Beach	April Parker Foundation
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Plan to Utilize Local, State, and Federal Funds to End Homelessness

Steps to Complete this Section:

1. The plan must include the total amount of available funding, the amount prioritized for permanent housing solutions, and an explanation of how **each participating applicant** is utilizing local, state, and federal funding programs to end homelessness. These programs must include, but are not limited to:
 - o The Homekey Program,
 - o The No Place Like Home Program
 - o The Multifamily Housing Program
 - o The Housing for a Healthy California Program

- The Homeless Housing, Assistance, and Prevention Program
- Building Homes and Jobs Act
- The California Emergency Solutions Grants Program
- The National Housing Trust Fund established pursuant to the Housing and Economic Recovery Act of 2008
- HOME Investment Partnerships Act
- Parolee or probation programs that are intended to prevent homelessness upon release.

Guidance:

*All of the above programs **must** be included and fully explained in the table. Where the region has multiple awards for the same program that are administered by different entities, those may be listed on separate lines. For example, in a region with one county and one CoC who receive their HHAP awards separately, each Eligible Applicant may enter their HHAP awards in separate lines. Simply click "Add Funding Program, then select the program from the drop down list.*

If one of the ten required programs is not present in a region, type N/A under Local Fund Administrator.

In addition to the listed programs, participating Eligible Applicants should add any other funds and programs that are being utilized to address and end homelessness in the region. Simply click "Add Funding Program" then select the blank field and you may type in the name of the funding program.

To add additional funding programs, click "Add Funding Program" at the bottom of the table.

Definitions:

1. **Local Fund Administrator:** The entity responsible for administering the given funding source.
2. **Description of How Funds are/will be Utilized to End Homelessness in the Region:** Comprehensive summary of how the funding program will be utilized in the region. Applicants should highlight whether, how, and to what extent the funds are being used for permanent housing.
3. **Funding Amount:** Amount of known dollars secured or available to spend within the HHAP-5 grant timeframe (FY 23-24 through FY 27-28)
4. **Timeframe of Use:** The date range the local fund administrator anticipates expending the identified program funds.

Funding Landscape

Funding Program	Funding Type	Local Fund Administrator	Description of How Funds are/will be Utilized to End Homelessness in the Region	Funding Amount	Amount Prioritized for permanent Housing Solutions	Timeframe of Use
The Homekey	State	City of Los	State funds utilized for interim and permanent	\$98,679,31	\$40,032,31	11/1/2023 -

Program		Angeles (LA) Housing Department	housing units for people experiencing homelessness or at risk of homelessness	9.00	9.00	6/30/2026
The Homekey Program	State	City of Long Beach	State funds utilized for interim and permanent housing units for people experiencing homelessness or at risk of homelessness	\$3,032,253.00	\$0.00	07/01/2023 - 06/30/2026
The Homekey Program	State	LA County	State funds utilized for interim and permanent housing units for people experiencing homelessness or at risk of homelessness	\$376,246,200.00	\$298,355,826.00	12/15/2020 - 06/30/2026
The No Place Like Home Program	State	LA County Development Authority as an agent of the County	Capital funding for multifamily affordable housing. NPLH funds units that house individuals living with a mental illness who are homeless or at risk of homelessness.	\$84,254,900.00	\$84,254,900.00	Funds have to be committed by June 2024.
The Multifamily Housing Program	State	N/A	Although the County does not administer these funds, MHP funds are often leveraged by developers awarded LA County Development Authority (LACDA) NOFA funding.			N/A
The Housing for a Healthy California Program	State	N/A	Although the County does not administer these funds, HHC funds are often leveraged by developers awarded LACDA NOFA funding.			N/A
The Homeless Housing, Assistance, and Prevention Program	State	LA County	LA County is utilizing available HHAP Rounds 1, 3, 4, and 5 (i.e., HHAP not yet expended) to support permanent	\$34,100,000.00	\$12,125,211.00	Through 6/2028

supportive housing, interim housing operations, outreach, and transitional housing for youth.

Note: Total funding for HHAPs 1-4 Remaining Funding as of February 2024 is \$34,140, 256. Amount prioritized for Permanent Housing (PH) solutions in HHAPs 1-4 remaining funding as of February 2024 is \$12,125,211.

The funding amount does not include HHAP 5 as it has not yet been awarded.

The Homeless Housing, Assistance, and Prevention Program	State	LAHSA	LAHSA is utilizing available HHAP Rounds 1, 2, 3, 4, and 5 (i.e., HHAP not yet expended) to support administrative costs; time limited subsidies and housing navigation for permanent housing (rapid re-housing) through rental assistance/security deposits and case management; emergency shelter (crisis housing); prevention; and outreach and engagement (street outreach/mobile showers); support for the Homeless Management Information System; and support for Coordinated Entry System (housing location/landlord engagement).	\$114,492,025.00	\$72,690,710.00	Through 6/2028
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Note: Total funding for HHAPs 1-4 Remaining Funding as of December 2023 is \$114,492,025. Amount prioritized for

Permanent Housing (PH) solutions in HHAPs 1-4 remaining funding as of December 2023 is \$72,690,710.

The funding amount does not include HHAP 5 as it has not yet been awarded.

The Homeless Housing, Assistance, and Prevention Program	State	City of Pasadena CoC	City of Pasadena is utilizing available HHAP Rounds 1, 3, 4, and 5 (i.e., HHAP not yet expended) to support street outreach and coordination; prevention and diversion; new Navigation Centers and emergency shelters, rapid re-housing; services coordination; systems support; interim sheltering; administrative costs.	\$1,635,535.04	\$506,720.43	Through 6/2028
			Note: Total funding for HHAPs 1-4 Remaining Funding as of December 2023 is \$1,635,535.04. Amount prioritized for Permanent Housing (PH) solutions in HHAPs 1-4 remaining funding as of December 2023 is \$506,720.43.			
			The funding amount does not include HHAP 5 as it has not yet been awarded.			

The Homeless Housing, Assistance, and Prevention Program	State	City of LA	City of LA is utilizing available HHAP Rounds 1, 3, 4, and 5 (i.e., HHAP not yet expended) to support. HHAP funds are used for the operating costs of the City of LA's various interim housing interventions, including	\$251,938,911.30	\$46,857,475.00	Through 6/2028
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the A Bridge Home Program (ABH), City of LA COVID-19 Homelessness Roadmap (Roadmap) interventions and ongoing hygiene, outreach, prevention, supportive services and administrative costs.

Note: Total funding for HHAPs 1-4 Remaining Funding as of December 2023 is \$251,938,911.30. Amount prioritized for Permanent Housing (PH) solutions in HHAPs 1-4 remaining funding as of December 2023 is \$46,857,475.00.

The funding amount does not include HHAP 5 as it has not yet been awarded.

The Homeless Housing, Assistance, and Prevention Program	State	City of Long Beach CoC	The City of Long Beach CoC is utilizing available HHAP Rounds 1, 3, 4, and 5 (i.e., HHAP not yet expended) to support rapid re-housing, delivery of permanent housing and innovative solutions (Intensive Case Management services), new navigation center, prevention and shelter diversion (prevention and safe parking), operating subsidies (Homekey, motel voucher program, and youth shelter), outreach and coordination, systems support (employment program), services coordination (re-entry services) activities, HMIS and administrative costs.	\$24,034,200.28	\$6,425,316.00	Through 6/2028
Note: Total funding for						

HHAPs 1-4 Remaining Funding as of December 2023 is \$24,034,200.28. Amount prioritized for Permanent Housing (PH) solutions in HHAPs 1-4 remaining funding as of December 2023 is \$6,425,316.00.

The funding amount does not include HHAP 5 as it has not yet been awarded.

The Homeless Housing, Assistance, and Prevention Program	State	City of Glendale CoC	City of Glendale CoC has received 4 rounds of HHAP funds, has implemented the following programs: rapid re-housing, homeless prevention, operating subsidies, outreach and coordination including housing navigation and used HHAP for administrative costs.	\$862,784.79	\$574,421.53	Through 6/2028
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Note: Total funding for HHAPs 1-4 Remaining Funding as of December 2023 is \$862,784.79. Amount prioritized for Permanent Housing (PH) solutions in HHAPs 1-4 remaining funding as of December 2023 is \$574,421.53.

The funding amount does not include HHAP 5 as it has not yet been awarded.

Continuum of Care Program (CoC)	Federal	City of Glendale CoC	The CoC Program is intended to promote strategic, community-wide coordination of resources toward the goal of ending homelessness. Funding will be utilized for existing rapid re-housing,	\$2,930,721.00	\$2,709,077.00	FY 2024-2025
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			permanent supportive housing, rental assistance programs, HMIS administration and CoC Planning.			
Continuum of Care Program (CoC)	Federal	City of Long Beach CoC	The CoC Program is intended to promote strategic, community-wide coordination of resources toward the goal of ending homelessness. Funding will be utilized for existing rapid re-housing, permanent supportive housing, rental assistance programs, Homeless Management Information System (HMIS) administration and CoC Planning.	\$10,250,815.00	\$6,416,775.00	FY 2024-2025
Continuum of Care Program (CoC)	Federal	City of Pasadena CoC	The CoC Program is intended to promote strategic, community-wide coordination of resources toward the goal of ending homelessness. Funding will be utilized for rapid re-housing, permanent supportive housing, Coordinated Entry, HMIS administration and CoC Planning.	\$5,197,008.00	\$4,721,360.00	FY 2024-2025
Continuum of Care Program (CoC)	Federal	LAHSA	The CoC Program is intended to promote strategic, community-wide coordination of resources toward the goal of ending homelessness. Funding will be utilized for rapid re-housing, permanent supportive housing, Coordinated Entry, HMIS administration and CoC Planning.	\$44,017,463.00	\$29,410,729.00	FY 2024-2025
Continuum of Care Program (CoC)	Federal	LA County	HUD's CoC Program grants to LACDA are	\$36,865,188.00	\$36,865,188.00	FY 2024-2025

		Development Authority	used for Permanent Supportive Housing (rent subsidies)			
Continuum of Care Program (CoC)	Federal	Housing Authority City of LA (HACLA)	HUD's CoC Program grants to HACLA are used for Permanent Supportive Housing (rent subsidies)	\$67,358,931.00	\$67,358,931.00	FY 2024-2025
Continuum of Care Program (CoC) Special NOFO Unsheltered Homeless Assistance	Federal	LAHSA	HUD's Special CoC NOFO Unsheltered Homeless Assistance award to LA will be used for a comprehensive approach to transitioning people from unsheltered settings and interim housing to permanent housing, including investments in homeless outreach, short- and long-term rental assistance, case management, and housing navigation. There are three direct recipients of this award (i.e., LAHSA, HACLA, and LACDA). LAHSA directly receives \$33,056,244 of the total award.	\$60,000,000.00	\$46,412,000.00	Through 9/30/26 (3-year term)
Building Homes and Jobs Act	State	LA County Development Authority as agent of LA County	The Building Homes and Jobs Act (SB 2, 2017) funded the Permanent Local Housing Allocation (PLHA) formula allocations provides funding to help cities and counties implement plans to increase the affordable housing stock. Examples of eligible activities under this Program include the development, acquisition, rehabilitation, and preservation of	\$56,471,485.00	\$56,471,485.00	Through 6/30/2030

multifamily rental and owner-occupied housing, and eligible activities under rental assistance to people who are homeless or at-risk of homelessness.

Building Homes and Jobs Act	State	City of Long Beach	Permanent Local Housing Allocation funding received from California Department of Housing and Community Development (HCD) for affordable rental housing development for low-income renters	\$5,078,616.00	\$4,824,685.00	Through 6/30/2030
Building Homes and Jobs Act	State	City of LA	Permanent Local Housing Allocation funding received from HCD for affordable rental housing development for low-income renters	\$3,800,000.00	\$3,800,000.00	Through 6/30/2035
Building Homes and Jobs Act	State	City of Glendale	Permanent Local Housing Allocation funding received from HCD for affordable rental housing development for low-income renters	\$95,000.00	\$95,000.00	Through 6/30/2024
Building Homes and Jobs Act	State	City of Pasadena CoC	Permanent Local Housing Allocation funding received from HCD for affordable rental housing development for low-income renters. City of Pasadena CoC uses it for permanent supportive housing, operative reserves, short term rental assistance, and safe parking.	\$280,821.00	\$280,821.00	Through 6/30/2024
The California Emergency Solutions Grants Program	Federal	LA County Development Authority as an agent	The ESG program provides funding to engage homeless individuals; improve the number and quality of emergency shelters for homeless individuals and families; help operate	\$2,958,288.00	\$1,524,433.00	FY 2024-2025

		of LA County	shelters; provide essential services to shelter residents, rapidly rehouse homeless individuals and families, and prevent families/individuals from becoming homeless.			
The California Emergency Solutions Grants Program	Federal	City of LA Housing Department (LAHD)	The ESG program provides funding to engage homeless individuals; improve the number and quality of emergency shelters for homeless individuals and families; help operate shelters; provide essential services to shelter residents, rapidly rehouse homeless individuals and families, and prevent families/individuals from becoming homeless.	\$7,819,386.00	\$2,329,804.00	7/1/2022 - 6/30/2024
The California Emergency Solutions Grants Program	State	City of Glendale	The ESG program provides funding to engage homeless individuals; improve the number and quality of emergency shelters for homeless individuals and families; help operate shelters; provide essential services to shelter residents, rapidly rehouse homeless individuals and families, and prevent families/individuals from becoming homeless.	\$150,000.00	\$0.00	FY 2024-2025
The California Emergency Solutions Grants Program	State	City of Long Beach	The ESG program provides funding to engage homeless individuals; improve the number and quality of emergency shelters for homeless individuals and families; help operate shelters; provide essential services to	\$678,581.00	\$272,258.00	7/1/2024 - 9/30/2025

shelter residents, rapidly rehouse homeless individuals and families, and prevent families/individuals from becoming homeless.

The California Emergency Solutions Grants Program	State	City of Pasadena CoC	The ESG program provides funding to engage homeless individuals; improve the number and quality of emergency shelters for homeless individuals and families; help operate shelters; provide essential services to shelter residents, rapidly rehouse homeless individuals and families, and prevent families/individuals from becoming homeless.	\$187,132.00	\$57,330.00	FY 2024-2025
The California Emergency Solutions Grants Program - California 2019	State	City of Pasadena CoC	California Grant 2019 for Systems Support	\$213,675.98	\$0.00	Through 3/11/2025
The National Housing Trust Fund established pursuant to the Housing and Economic Recovery Act of 2008	Federal	N/A	Although LA County does not administer these funds, NHTF funds are often leveraged by developers awarded LA County Development Authority NOFA funding.			N/A
HOME Investment Partnerships Act	Federal	City of LA Housing Department	This funding was used to support the Affordable Housing Managed Pipeline (AHMP). During the 2022-2023 program year, the City of LA completed construction on 273 federally-funded multi-family units, of which 122 units served homeless households. This is only a fraction of the 1,908 total units ready for occupancy during 2022-23, 1,451 of	\$38,443,736.00	\$14,400,000.00	7/1/2023 - 6/30/2024

which served homeless households – 1,635 of these units were funded without the use of federal funds.

HOME Investment Partnerships Act	Federal	LA County Development Authority as an agent of LA County	This funding is used to support capital funding for multifamily affordable housing and grants and forgivable loans for first time homebuyers.	\$9,690,600.00	\$9,690,600.00	HOME funds have to be committed within 2 years and expended within 5 years.
HOME Investment Partnerships Act	Federal	City of Long Beach	This funding is used for building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people. The City of Long Beach allocates HOME resources towards acquisition, homebuyer assistance, homeowner rehabilitation, multifamily rental new construction, multifamily rental rehabilitation, and new construction for ownership TBRA.	\$5,711,830.00	\$5,711,830.00	7/1/2024 - 9/30/2025
HOME Investment Partnerships Act	Federal	City of Pasadena CoC	Tenant Based Rental Assistance, conversion and expansion of a single-family residence into a transitional housing facility for 20 families. Note: HOME-ARP is \$2,500,000 and HOME is \$800,000. Amount prioritized for PH solutions for HOME-ARP is \$2,500,000 and for HOME is \$300,000.	\$3,300,000.00	\$2,800,000.00	Through FY 2028

HOME - American Federal City of A one-time allocation of \$8,675,333. \$4,227,213. 7/1/2023 -

Rescue Plan	I	Long Beach	funding from HUD to support the Long Beach Recovery Act. HOME ARP funds have been allocated to support programs and services for persons experiencing, or at-risk of homelessness, within the City of Long Beach. Activities include purchase and set up a site for 50 modular, non-congregate shelter units; operate two mobile outreach stations— increased staffing capacity of six outreach workers, four case managers, and partner agency representatives; and provision of Intensive Case Management Services to support persons matched to Emergency Housing Vouchers and Stability Vouchers.	00	00	9/30/2030
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Measure J Care First Community Investment Funding and LA Probation Dept County General Fund	Federal	LA County	LA County offers local rental subsidies for scattered site and project based permanent supportive housing, as well as enriched residential care; interim housing for youth referred from probation department; and interim housing for participants referred from Jail Closure Implementation Team partners. Note: \$82,600,000 is Measure J Care First Community Investment funding and \$3,880,000 is Probation Department County General Fund.	\$86,480,000.00	\$64,000,000.00	Through 2028
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Measure H Funding	Local	LA County	Measure H is a LA countywide quarter-cent	\$728,173,000.00	\$253,883,000.00	FY 2024-2025;
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6/30/2025

sales tax in place from 2017 through 2027 which generates revenue dedicated to combating homelessness. Funds support the County and partner efforts to implement a comprehensive service delivery framework and includes coordination, prevention services, outreach, interim and permanent housing, and stabilization services for people experiencing or at-risk of homelessness. One primary goal is to increase the supply of permanent supportive housing, where the most vulnerable people experiencing homelessness can receive intensive case management services, mental health services, and substance use disorder services. Measure H supports investments in partnership with cities and Councils of Government to foster local solutions to increase the availability of housing throughout all regions of the county.

Note: \$728,173,000 represents the total amount of Measure H funding available with \$253,883,000 prioritized for PH solutions. This is inclusive of allocations to the following administrative entities for FY 2024-25: City of Glendale CoC, LAHSA City of Los Angeles, City of Long Beach CoC and City of Pasadena CoC.

This amount is not cumulative.

LA County General Fund	Local	LAHSA	LA County General Fund provides funding for admin; emergency shelter (crisis housing); prevention; and outreach and engagement (street outreach); and support for the Homeless Management Information System, Homeless Count and Coordinated Entry System.	\$11,199,479.00	\$0.00	FY 2024-2025
			Note: \$11,199,479 is as of February 2024.			

LA City General Fund	Local	LAHSA	City of LA General Fund provides funding for admin; time limited subsidies and housing navigation for permanent housing (rapid re-housing), through rental assistance/security deposits and case management; emergency shelter (crisis housing/bridge housing/transitional housing); outreach and engagement (street outreach & coordination/mobile showers); and supports the Homeless Management Information System, Homeless Count and the Coordinated Entry System (capacity building/regional coordination).	\$118,153,015.00	\$2,587,201.00	FY 2024-2025
			Note: The \$118,153,015 is an estimated amount. The actual amount will be determined by the City of Los Angeles budget process			

CalWORKS Housing Support Program (HSP) via California Dept of Social Services (CDSS)	State	LA County	LA County Department of Public Social Services (DPSS) in partnership with LAHSA and homeless services providers utilize CalWORKs HSP funds to support prevention, emergency shelter, time-limited subsidies (rapid re-housing), case management, housing navigation, rental assistance/security deposits, and support services to families connected to the CalWORKs Program who are experiencing homelessness or at-risk of homelessness.	\$110,000,000.00	\$73,200,000.00	6/30/2025
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Note: \$110 million has been allocated to LA County and available as of the start of FY 2023-24. This amount represents the total amount of CalWORKs Housing Support Program (HSP) funding available and includes the funding allocated to LAHSA. These numbers are not cumulative.

Encampment Resolution Funds (ERF) via California Interagency Council on Homelessness (Cal ICH)	State	LA County	Competitive ERF grant awards are used to support the following: direct Services and housing options (outreach & engagement, crisis services, interim housing, permanent housing); capacity building (systems partnerships, service coordination, workforce development); sustainable outcomes (activities to ensure sustained outcomes for	\$59,438,734.00	\$16,655,446.00	6/30/2026
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people served and encampment remains resolved after initial interventions); and administrative costs (up to 5%).

Encampment Resolution Funds (ERF) via California Interagency Council on Homelessness (Cal ICH)	State	LAHSA	Competitive ERF grant awards are used to support the following: direct Services and housing options (outreach & engagement, crisis services, interim housing, permanent housing); capacity building (systems partnerships, service coordination, workforce development); sustainable outcomes (activities to ensure sustained outcomes for people served and encampment remains resolved after initial interventions); and administrative costs (up to 5%).	\$25,646,75 2.00	\$13,579,40 2.00	FY 2022 - 2025
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Encampment Resolution Funds (ERF) via California Interagency Council on Homelessness (Cal ICH)	State	City of Long Beach CoC	Competitive ERF grant awards are used to support the following: direct Services and housing options (outreach & engagement, crisis services, interim housing, permanent housing); capacity building (systems partnerships, service coordination, workforce development); sustainable outcomes (activities to ensure sustained outcomes for people served and encampment remains resolved after initial interventions); and administrative costs (up	\$5,330,545. 00	\$900,000.0 0	7/1/2024 - 3/31/2027
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to 5%).

Encampment Resolution Funds (ERF) via California Interagency Council on Homelessness (Cal ICH)	State	City of LA	Competitive ERF grant awards are used to support the following: direct Services and housing options (outreach & engagement, crisis services, interim housing, permanent housing); capacity building (systems partnerships, service coordination, workforce development); sustainable outcomes (activities to ensure sustained outcomes for people served and encampment remains resolved after initial interventions); and administrative costs (up to 5%).	\$4,175,714.75	\$0.00	Through 6/30/2026
Encampment Resolution Funds (ERF) via California Interagency Council on Homelessness (Cal ICH)	State	City of Pasadena CoC	Competitive ERF grant awards are used to support the following: direct Services and housing options (outreach & engagement, crisis services, interim housing, permanent housing); capacity building (systems partnerships, service coordination, workforce development); sustainable outcomes (activities to ensure sustained outcomes for people served and encampment remains resolved after initial interventions); and administrative costs (up to 5%).	\$2,029,962.47	\$60,000.00	Through 6/30/2026
Home Safe via CDSS	State	LA County	LA County DPSS in partnership with Department of Health	\$26,800,000.00	\$25,200,000.00	The current expenditure deadline is

Services (DHS) and LAHSA and homeless services providers utilize Home Safe funds to support prevention, time-limited subsidies, case management, housing navigation, rental assistance/security deposits, and support services to adults connected to the Adult Protective Services Program who are experiencing homelessness or at-risk of homelessness.

Note: \$26,800,000 represents the total amount of Home Safe funding available and includes the funding allocated to LAHSA. These numbers are not cumulative.

June 30, 2025

Bringing Families Home via CDSS	State	LA County	LA County Department of Children and Family Services (DCFS) in partnership with LACDA and homeless services providers utilize Bringing Families Home funds to support prevention, time-limited subsidies, case management, housing navigation, rental assistance/security deposits, and support services to families connected to the County Child Welfare System who are experiencing homelessness or at-risk of homelessness.	\$30,700,000.00	\$30,700,000.00	Expenditure Deadline: 6/30/2025
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Housing and Disability Advocacy Program (HDAP)	State	LA County	LA County DPSS in partnership with LA County DHS and homeless services providers utilize HDAP funding to assist people	\$30,000,000.00	\$6,000,000.00	The current expenditure deadline is June 30, 2025
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experiencing or at-risk of homelessness who are likely eligible for disability benefits by providing advocacy for disability benefits as well as housing supports including but not limited to: interim shelter assistance, rental assistance, housing navigation, case management, security deposits, utility payments, moving costs, legal services, and credit repair.

Mental Health Services Act (MHS) and Medi-Cal Revenues	State	LA County DMH	LA County DMH uses MHSA funding to pay for services, including Full-Service Partnerships and services that include housing navigation and ongoing support in permanent supportive housing, for people experiencing or transitioning from homelessness, as well as interim housing and services in other settings. Some MHSA-funded services leverage additional funding through Medi-Cal reimbursement.	\$204,000,000.00	\$25,000,000.00	Ongoing
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Behavioral Health Bridge Housing (BHBH)	State	LA County DMH and Department of Public Health (DPH)	LA County has accepted Behavioral Health Bridge Housing allocations that will be used by LA County DMH and LA County DPH to increase bridge housing (interim housing) beds and services for people with serious behavioral health conditions experiencing homelessness	\$321,189,238.00		FY 2023-24 to FY 2026-27
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Community Care Expansion (CCE)	State	LA County	CCE Preservation funds can be used for	\$97,549,144.00	\$41,988,170.00	March 31, 2029
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Preservation

DMH operating subsidies and capital projects in existing licensed residential care facilities that serve prioritized population (applicants or recipients of Supplemental Security Income (SSI) or Cash CAPI) including people experiencing or at risk of homelessness. Occupancy in licensed residential care is not time-limited so it may be a permanent housing option.

Note: \$41,988,170 is for Operating Subsidy Program (OSP) and \$55,560,974 is for capital projects

Medi-Cal Managed Care Plans: CalAIM Community Supports and Enhanced Care Management	State	LA County DHS	Medi-Cal managed care plans (MCPs) contract with the LA County DHS to fund a portion of the costs associated with multidisciplinary outreach teams, housing navigation and tenancy sustaining services (including Intensive Case Management Services (ICMS)), some personal care services, and recuperative care / medical respite, as authorized for Enhanced Care Management (ECM) and Community Supports (pursuant to CalAIM)	\$50,000,00 0.00	\$47,500,00 0.00	Ongoing
American Rescue Plan Act (ARPA) Fiscal Recovery Fund	Federal	LA County	Of the \$539.7M LA County committed from its total federal ARPA Fiscal Recovery Funding (Tranche 2) for Housing for People Experiencing Homelessness, \$392M	\$392,000,0 00.00	\$360,500,0 00.00	12/31/2026

funding remains available including investments in Homekey projects, conversion of interim housing to permanent housing, rental subsidies and Intensive Case Management Services (ICMS)/ tenancy support for federal vouchers, homelessness prevention, and interim housing

Rapid Access Housing Project	Local	LAHSA	Funding provided by LA County Public Defender (MacArthur Grant) provides funding for emergency shelter (bridge housing).	\$115,000.00	\$0.00	FY 2024-2025
City of LA HHAP & City Roadmap (County Service Commitment Funds)	Local	LAHSA	Funding provided by City of LA provides ongoing funding for admin; time limited subsidies and housing navigation for permanent housing (rapid re-housing), through rental assistance/security deposits and case management; emergency shelter (crisis housing/bridge housing/safe parking); outreach and engagement (mobile showers); and support for housing location/landlord engagement; and Coordinated Entry System (regional coordination).	\$241,633,139.00	\$14,870,939.00	FY 2024-2025
County Safe Parking MOU (Net County Cost (NCC))	Local	LAHSA	Net County Costs provide funding for Safe Parking operations. The amount listed is not inclusive of all NCC dollars given to LAHSA.	\$1,100,000.00	\$0.00	FY 2022-2025

			That is reflected in the other funding sources.			
Hilton Foundation (various grants)	Local	LAHSA	Hilton Foundation and California Community Foundation private grants provide supplemental funding for admin, Homeless Count activities, leadership & sustainability development and funding for emergency shelter (safe parking).	\$1,419,000.00	\$0.00	FY 2021-2026
LA County Housing and Homelessness Incentive Program (HHIP)	State	LA County	LA County in partnership with Medi-Cal managed care plans (MCPs) have committed Housing and Homeless Incentive Program (HHIP) funding for unit acquisition and activities of daily living support. Unit acquisition funding is being used to help secure housing units in the private rental market to serve people experiencing homelessness who have tenant-based rental vouchers, by funding security deposits, vacancy loss, property management fees, maintenance, pest control, and security. Activities of Daily Living (ADL) is being used to increase access to, and supports in, housing for people experiencing homelessness who need daily, ongoing assistance with ADLs or other care and supervision to remain stably housed. \$113,500,00 represents the total amount of HHIP funding available and includes the funding allocated to LAHSA. These numbers are not	\$113,500,000.00	\$67,450,000.00	Total FY 2023-2024 through FY 2027-2028

cumulative.						
Cal ICH Family Homelessness Challenge Grant (FHC)	State	City of Pasadena CoC	Homelessness prevention programming: rental arrears and rental assistance	\$322,105.50	\$322,105.50	FY 2026
Local Inclusionary Fund	Local	City of Pasadena CoC	20-unit transitional housing project for unhoused persons and families	\$1,200,000.00	\$0.00	FY 2025
Local Housing Trust (State)	State	City of Pasadena CoC	100-unit senior housing project with 49 units of permanent supportive housing.	\$4,750,000.00	\$4,750,000.00	FY 2028
Housing Successor	State	City of Pasadena CoC	20-unit transitional housing project for unhoused persons and families	\$200,000.00	\$0.00	FY 2025

Total \$ Available to prevent and end homelessness:	Total Prioritized for Permanent Housing Solutions:
\$4,026,555,567.11	\$1,911,348,681.46

Plan to Connect People Experiencing Homelessness to All Eligible Benefit Programs

Steps to Complete this Section:

1. Explain how the region is connecting, or will connect, individuals to wrap-around services from all eligible federal, state, and local benefit programs, including, but not limited to, housing and homelessness services and supports that are integrated with the broader social services systems and supports. Benefit Programs include, but are not limited to:
 - o CalWORKs
 - o CalFresh
 - o Supplemental Security Income/State Supplemental Program (SSI/SSP) and disability benefits advocacy;
 - o In-home supportive services;

- Adult protective services;
- Child welfare;
- Child care; and
- Medi-Cal benefits through Managed Care Plans

Guidance:

All of the above benefit programs *must* be included and fully explained in the table. In addition to these benefit programs, participating eligible applicants should add other benefit programs that provide wrap-around services in the region.

To add additional benefit programs, click "Add Benefit Program" at the bottom of the table. If you select the blank field and you may type in the name of the benefit program.

Definitions:

- **Connection Strategy/ies means methods and actions that support client access and/or enrollment in eligible benefit programs. This may be a method or action that supports connection between a benefit program and clients, between benefits programs, and/or between benefits programs and the homeless services system, so long as the method or action **supports client access and/or enrollment in the eligible benefit program.****
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the benefit program.
- **Collaborating Entity** may include a group, organization, or jurisdiction within your region working to provide the benefit. This can be another participating jurisdiction, a system partner, or any organization actively participating in providing the benefit.

Benefit Programs

Benefit Program	Connection Strategy/ies	Lead Entity	Collaborating Entity/ies
CalWORKs	LA County's (County) Chief Executive Office-Homeless Initiative (CEO-HI) will continue to work closely with the County Department of Public Social Services (DPSS) to ensure the region's people experiencing homelessness (PEH) have access to mainstream benefits programs. County DPSS administers the CalWORKs program	LA County DPSS	LA County CEO-HI, LAHSA, City of LA, City of Pasadena CoC, City of Glendale CoC, City of Long Beach CoC, Hospitals, Community Supports providers, Homeless Service Providers

countywide among all CoCs, along with other programs including the Housing Support Program (HSP) and Homeless Assistance (HA) program, which are integral to the County's efforts to provide housing stability to families experiencing homelessness. HSP offers intensive case management, housing navigation, rental assistance, and ongoing support to secure and maintain permanent housing. HA provides temporary housing assistance, including payments for shelter and transitional housing.

DPSS, as the largest provider of mainstream safety net benefits and services across the County, is monthly serving hundreds of thousands of families and individuals experiencing homelessness or at-risk of homelessness, including those connected to HHAP-funded programming, readily providing access and enrollment through their dozens of publicly accessible district offices and other out-stationed settings. There are several referral pathways to ensure that CalWORKs families experiencing homelessness or at-risk of homelessness are connected to the appropriate resources. This includes, but is not

limited to:

- **Staff Co-Location:**
DPSS staff are co-located within the family Coordinated Entry System. DPSS staff co-location helps to support homeless service providers in connecting eligible CalWORKs families to the appropriate resources and services which can include HSP and HA.

- **211 County Access Line: Families**
experiencing or at risk of homelessness who are in need of services after hours have the ability to contact 211, the County's centralized 24/7 access and referral line to County services and resources including DPSS CalWORKs.

- **Street Outreach:**
Service providers who conduct street outreach engage with unsheltered people experiencing homelessness to provide immediate support and make referrals to mainstream benefits including CalWORKs programming, when eligible. In order to provide coordinated support for people experiencing homelessness across the CoCs, service providers utilize HMIS to track the referrals made and attained. In partnership with LAHSA, the County has improved best practices for client referrals by offering

	<p>service provider trainings and standardizing referral processes across County mainstream benefits.</p>		
CalFresh	<p>LA County CEO-HI will continue to work closely with LA County DPSS to ensure individuals experiencing homelessness have access to CalFresh (See CalWORKs Connection Strategy - LA County CEO-HI (Lead) for more details).</p>	LA County DPSS	<p>LA County CEO-HI, LAHSA, City of LA, City of Pasadena CoC, City of Glendale CoC, City of Long Beach CoC, Hospitals, Community Supports providers, Homeless Service Providers</p>
Supplemental Security Income/State Supplemental Program (SSI/SSP) and disability benefits advocacy	<p>LA County DHS has collaborated with the LA County DPSS and several community-based organizations and service providers to provide DHS County Benefits Entitlement Services Team (CBEST) services to DPSS General Relief (GR) clients and other eligible participants across the County.</p> <p>CBEST is a comprehensive program comprised of benefit advocates, clinicians, and legal partners that assist individuals who are homeless or at risk of homelessness obtain sustainable income through programs such as: Supplemental Security Income (SSI), Social Security Disability Insurance (SSDI), Cash Assistance Program for Immigrants (CAPI), early/full retirement, survivor's benefits, veteran's benefits and appeals support for</p>	LA County Department of Health Services (DHS)	<p>LA County CEO-HI, LAHSA, City of LA, City of Pasadena CoC, City of Glendale CoC, City of Long Beach CoC, Hospitals, Community Supports providers, Homeless Service Providers</p>

SSI/SSDI cases.

The Housing and Disability Advocacy Program (HDAP) is another DHS program that works in coordination with CBEST to serve disabled individuals experiencing homelessness apply for disability benefit programs, while also providing housing supports. Housing-related financial assistance and wraparound supportive services provided by HDAP include but are not limited to interim shelter assistance, rental assistance, housing navigation, case management, security deposits, utility payments, moving costs, legal services, and credit repair. HDAP follows a Housing First model and uses evidence-based housing interventions, including Rapid Rehousing and Permanent Supportive Housing.

LA County DPSS has made improvements to their referral process for GR participants which includes an automated and streamlined pathway for CBEST/HDAP assessments and in which frontline staff are readily able to identify and refer eligible participants. All other non-GR participant referrals are directly sent to DHS. Furthermore, referrals are also

streamlined through the Coordinated Entry System (CES), where frontline staff are trained to identify and refer eligible participants.

In an effort to increase awareness of mainstream services and to strengthen County-provider partnerships, LA County CEO-HI released “A Guide to Accessing Mainstream Services” in 2023 which serves as a resource for homeless service providers on how to access and navigate available County mainstream services, including CBEST and SSI/SSP for people experiencing homelessness.

LA County CEO-HI also hosted a series of trainings with homeless services providers this year to provide information on accessing and navigating mainstream services, including CBEST and HDAP. These training focused on learning how to determine if participants are currently receiving mainstream services, best practices for client referrals, how to bring services onsite, and who to contact for additional information.

In-home supportive services

LA County CEO-HI will continue to work closely with LA County DPSS to ensure individuals experiencing homelessness have access to IHSS. (See

LA County CEO-HI

LA County DPSS, IHSS program and General Relief Opportunities for Work (GROW) Program, Project Roomkey sites, Project Homekey sites

CalWORKs Connection Strategy - LA County CEO-HI (Lead) for more details)

LA County DHS, LA County DMH, LA County Department of Public Health (DPH), HealthNet, LA Care and Plan Partners

LA County CEO-HI will continue to leverage California Housing and Homelessness Incentive Program (HHIP) funding to increase access to and supports in housing for people experiencing homelessness with activities of daily living (ADL) needs through the following strategies to assess for IHSS needs and provide supports until IHSS benefits can be secured:

Enhanced Care Assessment Teams - Four teams of skilled assessors, including licensed clinicians, to assess the ADL needs of people experiencing homelessness and refer them to appropriate services.

Caregiving Services in Interim Housing - Provide short to medium-term personal caregiving services to people experiencing homelessness in interim housing and assist clients with accessing ongoing personal caregiving services including CalAIM Personal Care and Homemaker Services Community Supports and In Home Supportive Services.

Adult protective services

LA County Aging & Disabilities Department

LA County DHS, LAHSA, LA County Aging &

Multipurpose Senior Centers, City of Los

(AD), LAHSA, and LA County DHS have established partnerships to ensure the California Department of Social Services (CDSS) Home Safe program is integrated into the broader LA County homeless services system. LA County's Home Safe program provides older and/or dependent adults at risk of or experiencing homelessness and linked to APS 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. It also connects those in the homeless system of care to APS for access and enrollment as needed. This close partnership allows LA County CEO-HI to align resources wherever possible to create complementary investments across the homeless rehousing system.

Disabilities (AD)

Angeles (LA), Enriched Residential Care Providers, Homeless Service Providers

Child welfare

LA County CEO-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 2) preventing discharges into homelessness for

LA County DCFS

LA County CEO-HI, LAHSA, City of LA, City of Pasadena CoC, City of Glendale CoC, City of Long Beach CoC, Hospitals, Community Supports providers, Homeless Service Providers

Transition Age Youth. Through this work and with the CEO-HI's guidance, LA County DCFS has formed the Supportive Housing Division to more effectively address housing insecurity issues for families and youth by streamlining the housing services process.

Some examples of DCFS programs that the County is leveraging to support families in situations where homelessness is the only issue preventing the reunification include, but is not limited to the below programs:

- The Family Reunification Housing Subsidy program provides rapid re-housing and case management services to families in the child welfare system where the parents' homelessness is the sole barrier to the return of the children.

- The Bringing Families Home (BFH) program, provides rapid-rehousing and case management services to families in the child welfare system who are currently experiencing homelessness. The program provides direct financial assistance and supportive services to families in the Family Maintenance Program within LA County DCFS and aims to assist

families to locate housing and prevent children from entering or re-entering into foster care.

LA County DCFS also works to help prevent discharges into homelessness for transitional aged youth including, but not limited to the following programs:

- The Transitional Housing Program-Plus is a transitional housing program for former foster TAY youth that provides safe independent living housing and support services like the development of life skills needed to live independently to support the diversion of youth discharging into homelessness.

- LA County CEO-HI also funds case management and housing navigation services for TAY participating in the Supervised Independent Living Program (SILP). SILP is a flexible foster care placement that offers the opportunity for highly independent living experiences designed to bridge the gap between foster care and independent adulthood.

The aforementioned programs and services help to reduce the inflow of children and families involved in the child

welfare system experiencing or at risk of homelessness into the rehousing system by providing resources connected to housing stability. These programs are available countywide and utilized across all CoCs.

Child care	The City of Long Beach will use MAC, MSC, Outreach, and/or REACH program to make referrals through either a case manager, mental health worker, or public health nurse to ensure people receive access to childcare services.	City of Long Beach CoC	MAC, MSC, Outreach, REACH Program
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Medi-Cal benefits through Managed Care Plans

LA County DPSS administers Medi-Cal Eligibility along with other programs. LA County CEO-HI will continue to work closely with LA County DPSS to ensure individuals experiencing homelessness have access to Medi-Cal MCPs (See CalWORKs Connection Strategy - LA County CEO-HI (Lead) for more details).

LA County CEO-HI

County Departments, HealthNet, LA Care and plan partners, Enhanced Care Management (ECM) providers, Community Supports (CS) providers, LAHSA, LA County DHS, LA County DMH, LA County DPH

LA County CEO-HI is an active participant in ensuring the success of achieving the goals of HHIP metric 2.2 - Data Sharing between Medi-Cal MCPs and CoCs and Homeless Management Information System (HMIS). 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 MCPs had use cases and are working to build the internal IT infrastructure to execute data sharing.

LA County CEO-HI will continue to leverage HHIP funding to increase access to and supports in housing for people experiencing homelessness with ADL needs through the following strategies:

- Enhanced Care Assessment Teams - Four teams of skilled assessors, including licensed clinicians, to assess the ADL needs of people experiencing homelessness and refer them to appropriate services.
- Caregiving Services in Interim Housing - Provide short to medium-term personal caregiving services to people experiencing homelessness in interim housing and assist clients with accessing ongoing personal caregiving services including CalAIM Personal Care and Homemaker Services, CS, and IHSS. The MCPs also invested in adding Enriched Residential Care beds

through this same HHIP investment to support more clients requiring the highest levels of care.

CalWORKs

The City of Glendale Continuum of Care (CoC) continues to collaborate with local and mainstream service providers to promote integration between the public service systems to maximize resources. The CoC service providers inform program participants of and provide connections to mainstream resources, including CalWORKs, through case management services on-site or providing transportation services.

City of Glendale CoC

LA County DPSS

The City of Glendale CoC continues to attend regular meetings through LA County DPSS to stay up to date with new programs and services being offered. This information is then shared with the CoC Committee and participants in the program. At the local LA County DPSS office, staff facilitate enrollment for CalWORKs, along with other programs.

CalWORKs

The City of Pasadena CoC provides an annual training series for homeless service providers to ensure they are up to date on the most streamlined ways to connect clients to mainstream benefits. Most recently, the CoC offered CalWORKs

City of Pasadena CoC

LA County DPSS

training sessions on 8/9/23 and 8/16/23. Resource sharing is also a regular part of bi-weekly Coordinated Entry System (CES) meetings, CoC committee meetings, and more often as needed.

CalFresh	<p>The City of Glendale CoC continues to provide connections to CalFresh through case management services on-site or providing transportation services.</p> <p>The City of Glendale CoC continues to attend regular meetings through LA County DPSS to stay up to date with new programs and services being offered through CalFresh.</p> <p>(See CalWORKs Connection Strategy - City of Glendale CoC (Lead) for more details)</p>	City of Glendale CoC	LA County DPSS
CalFresh	<p>The City of Long Beach CoC will use the Mobile Access Center (MAC), Multi-Service Center (MSC), Outreach, and/or Restorative Engagement to Achieve Collective Health (REACH) program to make referrals to CalFresh through either a case manager, mental health worker, or public health nurse provide access to services and benefit enrollment.</p>	City of Long Beach CoC	REACH Program, MAC, MSC, LA County DPSS
CalFresh	<p>The City of Pasadena CoC provides an annual training series for homeless service</p>	City of Pasadena CoC	LA County DPSS

	<p>providers to ensure they are up to date on CalFresh. (See CalWORKs Connection Strategy - City of Pasadena CoC (Lead) for more details)</p>		
<p>Supplemental Security Income/State Supplemental Program (SSI/SSP) and disability benefits advocacy</p>	<p>The City of Glendale CoC continues to provide connections to SSI through case management services on-site or providing transportation services.</p> <p>The City of Glendale CoC continues to attend regular meetings through LA County DPSS to stay up to date with new programs and services being offered.</p> <p>(See CalWORKs Connection Strategy (Lead) City of Glendale CoC for more details)</p>	<p>City of Glendale CoC</p>	<p>LA County DPSS</p>
<p>Supplemental Security Income/State Supplemental Program (SSI/SSP) and disability benefits advocacy</p>	<p>The City of Pasadena CoC provides an annual training series for homeless service providers to ensure they are up to date on SSI (See CalWORKs Connection Strategy - City of Pasadena Lead) for more details). In 2023 the training series included presentations by the Foothill Workforce Development Board Employment program, LA County DHS/LA County DPSS substance use treatment & CBEST programs. CBEST provides advocacy, case management services, & linkages to health, mental health & substance abuse</p>	<p>City of Pasadena CoC</p>	<p>LA County DPSS, Foothill Workforce Development Board, LA County DHS</p>

services. A countywide tax revenue (Measure H) funds the regional CBEST program which dedicates staff to assisting clients w/ applying for either veterans' benefits, SSI, SSDI or CAPI. The CoC works with providers to promote SSI/SSDI Outreach, Access, and Recovery (SOAR) certification among project staff using the CBEST program and/or referrals to Substance Abuse and Mental Health Services Administration's (SAMHSA) 20-hour SOAR online training courses. Many service providers require staff to attend training related to benefits advocacy/complete SOAR Certification courses no less than annually.

In-home supportive services

LAHSA will continue to work closely with the LA County DPSS to connect and coordinate IHSS for clients in permanent supportive housing (PSH), Project Homekey, and Pathway Home sites to support client access and enrollment.

LAHSA

LA County DPSS, LA County DHS, LA County DMH

LAHSA will more closely integrate mainstream safety net systems, including the LA County DPSS, which administers IHSS, to improve efforts to address and prevent homelessness. Train County mainstream systems staff to serve people experiencing or at risk of homelessness,

including through problem solving.

Adult protective services	The City of Long Beach CoC will use MAC, MSC, Outreach, and/or REACH program to make referrals to adult protective services when appropriate through either a case manager, mental health worker, or public health nurse to ensure people receive access to services.	City of Long Beach CoC	MAC, MSC, Outreach, REACH Program
Adult protective services	<p>The City of LA Department of Aging operates multi-purpose centers that serve as centers in which older adults can obtain referrals for homelessness related services throughout LA County.</p> <p>The City of LA Department of Disability helps with locating or obtaining durable and non-durable medical equipment for homeless individuals, which provides a connection point for older adults who may need access and connection to adult protective services.</p>	City of LA	City of LA Department of Aging, LAHSA, City of LA Department on Disability
Child welfare	The City of Long Beach CoC will use MAC, MSC, Outreach, and/or REACH program to make referrals as needed to child welfare through either a case manager, mental health worker, or public health nurse and to ensure people receive access to services that will help stabilize families to	City of Long Beach CoC	MAC, MSC, Outreach, REACH Program

support reunification.

Medi-Cal benefits through Managed Care Plans

The LA County DPH was awarded HHIP grant funds from LA Care and Health Net to support encampment resolution efforts. These dollars include support to assist with the enrollment and re-enrollment of members into Medi-Cal.

LA County DPH

HealthNet, LA Care and Plan Partners

Medi-Cal benefits through Managed Care Plans

LA County DHS will continue to seek and leverage new opportunities through CalAIM to leverage Medi-Cal resources toward housing-related services, including Enhanced Care Management and Community Supports, for people experiencing homelessness who are Medi-Cal members.

LA County DHS

LA County CEO-HI, LAHSA, City of LA, City of Pasadena CoC, City of Glendale CoC, City of Long Beach CoC, Hospitals, Community Supports providers, Homeless Service Providers, HealthNet, LA Care and Plan Partners, Homeless service providers, ECM providers, CS providers, Other County Departments

Recently, DHS has partnered with two MCPs to launch a Skid Row Care Collaborative in the community with the densest concentration of unsheltered homelessness in the County and is working to replicate this model in a second community. Care Collaboratives expand access to primary, specialty and urgent care for people experiencing homelessness through partnerships between DHS and Federally Qualified Health Centers. They also increase enrollment in Enhanced Care Management and Community Supports. DHS has also worked closely with MCPs to

expand field medicine in Los Angeles. DHS provides field medicine through a fleet of mobile clinics that provide comprehensive care for unsheltered PEH across the County.

LA County will build off our existing practices where the County contracts directly with our local MCPs to administer housing-related CS for all Medi-Cal members in the coordinated entry system who are eligible for housing navigation, tenancy supporting services, housing deposits, post-hospitalization short-term housing, and other related supports. Services are provided by homeless service providers, while the County administers the contract with the MCPs.

Medi-Cal benefits through Managed Care Plans

Ensure LAHSA's Healthcare Integration Coordinator and Older Adults Coordinator work closely with local health care and MCPs. The Healthcare Integration Coordinator partners with Hospitals and Hospital Liaison providers to address service gaps and best practices. Our Older Adults Coordinator leads the integration of SCAN Health Plan among homeless services providers by providing education, awareness, coordination and linkage to SCAN, so homeless service

LAHSA

HealthNet, LA Care and Plan Partners, Hospitals, Hospital liaisons

partners are better equipped to refer their most vulnerable older adults experiencing homelessness to SCAN support.

<p>Medi-Cal benefits through Managed Care Plans</p>	<p>The City of Glendale CoC is currently working with service providers to increase access to health care services. Local Hospitals coordinate with The City of Glendale CoC's Lead Agency's Hospital Liaisons to enroll clients and veterans are connected through the Veterans Administration (VA) office.</p>	<p>City of Glendale CoC</p>	<p>VA Office and Local Hospitals</p>
	<p>The City of Glendale CoC was able to secure funds through the State Department of Health Care Services (DHCS) under HHIP. HHIP funds are being utilized through a partnership between the CoC, LA Care, and Health Net MCPs to increase support for clients in PSH programs. The partnership will help lift funding and health care management limitations to allow PSH programs to place more chronically homeless individuals that are currently in need. Services will include the following: intensive case management; housing sustainability-tenancy services, housing navigation, connection to medical resources, and the expansion of data collection/management.</p>		<p>State DHCS, HealthNet, LA Care and Plan Partners</p>

Medi-Cal benefits

The City of Pasadena

City of Pasadena CoC

Health Care

through Managed Care Plans

CoC promotes collaboration between homeless service providers and local health care providers Huntington Hospital and CHAP Care (Federally Qualified Health Center (FQHC)) through bimonthly Healthcare Committee meetings to support the integration of health care and homeless services. Local health care/benefits providers visit sites that serve homeless clients and actively work to assist them with enrolling in health insurance. Project staff collaborate with health care experts and local administrators of benefit programs to ensure full understanding of benefits and assist participants with the navigation process to reduce barriers to utilization. Service providers also partner with health care organizations and MCPs directly (i.e. LA Care, Anthem, Healthnet, LA County DHS, LA County DMH) to assist clients with getting connected to services.

Organizations, Huntington Hospital, CHAP Care (FQHC), HealthNet, LA Care and Plan Partners, LA County DHS, LA County DMH

Education System

The LA County Office of Education (LACOE) has education coordinators in each Service Planning Area, co-located within CES, to support students at risk of or experiencing homelessness to receive necessary supports to succeed in school, including enrolling in school, accessing academic records,

LA County LACOE

LAHSA, LA County CEO-HI, LA Unified School District's Homeless Education Office, McKinney-Vento Liaisons, Other School Districts in the County

	engaging in educational planning, and enrolling in post-secondary education where applicable.		
Education System	LAHSA will continue convening the LAHSA Higher Education and Homelessness Workgroup, a collaboration with local community colleges and universities to address student homelessness and basic needs insecurity by strengthening LA County's higher education systems and community resources by focusing on: 1) improved data collection, sharing and analysis; 2) advocacy to increase resources and reduce barriers to student supports; and 3) strengthen institutional and community organizational response by facilitating interorganizational learning and collaboration.	LAHSA	Higher Education and Homelessness Workgroup, LA County CEO-HI
Education System	The City of Glendale CoC partners with Glendale Unified School District (GUSD) Student Wellness Services Department. which offers programs for homeless and foster youth to break down barriers to school enrollment and create academic stability for students. The district ensures immediate enrollment in the free & reduced lunch program, assists families with before and after school	City of Glendale CoC	GUSD Student Wellness Department, Glendale Housing Authority

	<p>care programs, and facilitates communication and problem-solving solutions between families and the City of Glendale CoC. The City of Glendale CoC would like to expand our partnership between GUSD and the Glendale Housing Authority to designate Housing Choice Vouchers (HCV) vouchers to homeless families.</p>		
Education System	<p>The City of Long Beach CoC uses MAC, MSC Outreach, and/or REACH program to make referrals to educational resources through either a case manager, mental health worker, or public health nurse to ensure people receive access to services.</p>	City of Long Beach CoC	MAC, MSC, REACH Program
Justice-Involved System	<p>LA County CEO-HI allocates Measure H funding, and provides strategic partnership, 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.</p>	LA County DHS, LA County Sheriff's Department (LASD)	LA County DMH, LA County DPH, LA County Public Defender (PD), LAHSA, LA City Attorney's Office
Justice-Involved System	<p>LAHSA will ensure that LAHSA's Justice Systems Coordinator maintains and further develops the partnership with the County's Office of Diversion and Reentry (ODR). The Coordinator will participate in events and collaboration with</p>	LAHSA	County Office of Diversion and Re-Entry Neighborhood Legal Services of LA County LA Regional Reentry Partnership

community organizations such as the LA Regional Reentry Partnership (LAARP) and the Neighborhood Legal Services of LA County (NLSLA). LAHSA's Justice System Coordinator will attend reentry related events to gather resources, provide education on homelessness, and share information about resources available from LAHSA

Justice-Involved System	The City of Long Beach CoC will use MAC, MSC, Outreach, and/or REACH program to make referrals through either a case manager, mental health worker, or public health nurse to ensure people receive access to services.	City of Long Beach CoC	MAC, MSC, REACH Program
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Justice-Involved System	The City of LA's Homeless Engagement and Response Team (HEART) program works directly with the LA City Attorney's and District Attorney's Offices to help individuals experiencing homelessness resolve eligible traffic and pedestrian infractions and related warrants and fines by engaging with relevant services. HEART works with the County Homeless Court Program to help individuals resolve minor criminal infraction citations, such as having an open container or unlicensed driving. HEART aims to address the needs of unhoused individuals through	City of LA	Restorative Justice Projects, City of LA HEART Team, City of LA's City Attorney's Office, City of LA's District Attorney's Office, LA County Homeless Court Program, LA District Attorney, LAPD, LA County PD
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restorative services (housing, mental health, public assistance, job development, substance abuse rehabilitation, etc.) rather than punishment. As a program under the LA City Attorney's Outreach and Restorative Justice Division, HEART is one of several programs seeking to address the root causes of criminal behavior and achieve incarceration reduction.

Workforce System	<p>The LA County CEO-HI partners with the LA County's Department of Economic Opportunities (DEO) on employment interventions for people experiencing homelessness. Specifically, in FY 24-25 there will be an increase in funding to the DEO to support the Regional Initiative for Social Enterprises (LA: RISE) which unites the public workforce development system with employment. In the LA: RISE model, Social Enterprises assist people experiencing homelessness enter the workforce, providing homeless, formerly homeless, and individuals at risk of homelessness with Transitional Subsidized Employment paired with wraparound support and Barrier Removal Services.</p> <p>The LA County CEO-HI also partners with LAHSA to support employment specialists</p>	LA County DEO, LAHSA	LA County CEO-HI, LA: RISE, Employment Social Enterprises, American Job Centers of California, LA County DPSS
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who provide employment services to people experiencing homelessness and employment liaisons who provide regional-level coordination with public workforce development entities and employers.

Workforce System

LAHSA's Employment Coordinator will continue to connect with DEO American Job Centers of California and DPSS' Skills & Training to Achieve Readiness for Tomorrow (START) - for General Relief clients, and the Greater Avenues for Independence Program (GAIN) for CalWORKs families. The program aims to strengthen and build client capacity towards employment in the homeless service delivery system.

LAHSA

DEO American Job Centers of California, LA County DPSS, START, DPSS GAIN

Workforce System

The City of Glendale CoC collaborates with the Verdugo Workforce Development Board to offer employment services and training to all participants in the CoC Programs in order to increase income from employment and offer opportunities to clients to increase overall household income. Trained employment case managers from CoC agencies work closely with established job developers such as Glendale Youth Alliance and Workforce Innovation & Opportunity Act (WIOA) programs to prepare clients for the

City of Glendale CoC

Verdugo Workforce Development, Glendale Youth Alliance, WIOA Programs, Labor Ready, Goodwill

workforce, including resume assistance and interviewing skills while WIOA, Labor Ready, and Goodwill refer homeless clients to job opportunities.

Workforce System	The City of Long Beach will use MAC, MSC, Outreach, and/or REACH program to make referrals through either a case manager, mental health worker, or public health nurse to ensure people receive access to services.	City of Long Beach CoC	MAC, MSC, REACH Program
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Public Health	LAHSA's Healthcare and Older Adults Coordinators host calls with LAHSA providers and DHS and LA County Department of Workforce and Aging (WDACS) to link Adult Protective Services connected older adults and dependent adults who need a higher level of care, to a highly supportive permanent housing destination, such as Home Safe DHS Enriched Residential Care. LAHSA's Veteran Systems Coordinator works closely with the Greater LA Veterans Health Administration (VHA). The coordinator supports countywide facilitation of Service Planning Area (SPA) case conferencing to maintain an updated Veteran By-Name List.	LAHSA	LA County DHS, LA County Department of Workforce and Aging (WDACS), Department of Veterans Affairs (VA), LA County CEO-HI
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Public Health	Funded in part by Measure H funding through the LA County CEO-HI, the LA County DPH's Countywide	LA County DPH	LAHSA, Cities in LA County, LA County CEO-HI, Homeless Service Providers
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Outreach Public Health Nurses (PHN) program provides systems-level care coordination and limited clinical services. PHNs assess the existing public health needs in their region, strategize with local people experiencing homelessness, stakeholders, and service providers to incorporate public health best practices in communicable and chronic disease screening, reporting, and referrals. Also, PHNs implement initiatives among people experiencing homelessness, such as Narcan distribution and hands only CPR (HOCPR), as well as lead clinical public health interventions such as testing, vaccinations, and outbreak investigations.

Funded in part by Measure H funding through the LA County CEO-HI, the LA County DPH - Environmental Health conducts assessments of homeless encampments, identifies environmental health hazards, and provides technical assistance to outreach teams and other agencies serving people experiencing homelessness.

Funded in part by Measure H funding through the LA County CEO-HI, the LA County DPH oversees a mobile

vaccine and testing team to coordinate low-barrier access to vaccination, screening, and harm reduction services for people experiencing homelessness throughout LA County.

Public Health	<p>The City of Glendale CoC is in the process of developing a monthly Local Housing and Health Committee, which will include participation from housing providers, local hospitals, Housing Authority, faith-based organizations, and other mainstream service providers. The CoC has also secured funding from LA County DHS- Housing for Health health care support through Intensive Case Management Services (ICMS). CoC Service providers are SOAR-trained and facilitate enrollments. In addition, with the passage of AB210, the LA County Multi-disciplinary personnel will be able to share data with LA County DMH, LA County DPH, LA County DPSS, WDACS, LA County DHS to improve coordination of housing and supportive services and increase continuity in care.</p>	City of Glendale CoC	<p>LA County Development Authority, LA County CEO-HI, LA County DMH, LA County DHS, LA County DPH, LA County DPSS, LA County AD</p>
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Public Health	<p>The City of Long Beach CoC uses MAC, MSC, Outreach, and/or REACH program to make referrals through either a case manager, mental health worker, or public health nurse to</p>	City of Long Beach CoC	<p>MAC, MSC, REACH program</p>
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ensure people receive access to services.

Public Health

The City of Pasadena CoC works closely with the Pasadena Public Health Department (PPHD) to prevent infectious disease outbreaks and promote health among people experiencing homelessness. During the 2023 and 2024 Point-in-Time Homeless Counts, the City of Pasadena CoC worked with the PPHD and Huntington Hospital to create two vaccine “strike teams” that administered COVID-19 and flu vaccines as well as distributed naloxone to unsheltered residents. The CoC also facilitates meetings between the PPHD and homeless services program leadership responsible for direct service provision to provide updates, tailored recommendations and resource mobilization for infectious disease prevention. Service providers are also connected with the LA County DHS and LA County PHD to promote resource sharing.

City of Pasadena CoC

PPHD

The CoC also distributes written protocols informed by public health staff for encampment cleanups, quarantine/isolation, cleaning/disinfection, symptom screening/case reporting, ensuring staff/client safety and

responding to potential outbreaks. Outreach teams are also trained to recognize symptoms of infectious disease and initiate appropriate response procedures.

Additional ongoing collaborative strategies between the CoC and PPHD include:

- 1) Standing quarterly meetings between CoC and PPHD staff (including an epidemiologist & the Director) to remain abreast of current best practices/resources/funding available for disease prevention;
- 2) Continued funding for weekly mobile showers at a local church;
- 3) Co-location of vaccine clinics (COVID, Mpox , flu) at trusted locations/community events where people experiencing homelessness are known to frequent (e.g. meal programs, shower sites, drop-in centers, shelters and PSH sites)
- 4) Embedding testing and vaccine distribution within street outreach teams;
- 5) Sharing data related to homelessness and health, including demographics and health conditions;
- 6) Facilitating the implementation of proactive prevention strategies, e.g. engaging street outreach teams for mosquito abatement near encampments to prevent the spread of

West Nile virus.

Behavioral Health	LAHSA's Veteran Systems Coordinator works closely with the Department of Mental Health's Veteran Peer Access Network (VPAN) to provide VPAN service providers access to the Family Service Prioritization Decision Assistance Tool (F-SPDAT) and connecting VPAN with other Veteran Community providers, clients and VA housing resources to SPA-level veteran case conferencing through the Veteran By-Name List.	LAHSA LA County DMH	LA County Department of Military and Veterans Affairs (MVA), VA, Veterans Service Providers
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Behavioral Health	The LA County DHS will continue to support the County Multidisciplinary Teams (MDTs), outreach teams comprised of a health specialist, mental health specialist, substance use specialist, peer with lived experience, and a generalist. Through case management and individualized treatment planning, the teams work intensively with unsheltered people experiencing homelessness with complex health and/or behavioral health conditions to a broad range of supports, including psychiatric services, psychotherapy, medical services, substance abuse counseling, case management, court advocacy, transportation, and housing coordination.	LA County DHS	LAHSA, Homeless Service Providers, LA County CEO-HI, City of Glendale CoC, City of Long Beach CoC, City of LA, City of Pasadena CoC
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Behavioral Health	<p>LA County DMH Housing Supportive Services Program (HSSP) provides field-based/on-site mental health services to individuals countywide who have a serious mental illness and are living in PSH to promote housing stability and retention and enable them to meet their recovery goals.</p>	LA County DMH	Homeless Service Providers, Housing Providers, Other County Departments
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Behavioral Health	<p>Funded in part by Measure H through the LA County CEO-HI, LA County DPH Client Engagement and Navigation Services (CENS) program in which substance use disorder counselors provide services to clients living in project and tenant-based PSH.</p> <p>Funded in part by Measure H through the LA County CEO-HI, the LA County DPH Recovery Bridge Housing program, which provides interim housing to clients co-enrolled in a substance use disorder treatment program.</p>	LA County DPH	<p>Homeless Service Providers, Housing Providers, LA County CEO-HI, Other County Departments</p> <p>Substance Use Providers, Homeless Service Providers, LA County CEO-HI</p>
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Behavioral Health	<p>The City of Glendale CoC continues to provide connections to behavioral health services through case management services on-site or providing transportation services.</p> <p>The City of Glendale CoC attends regular meetings through LA County DPSS to stay up to date with new programs and services</p>	City of Glendale CoC	LA County DPSS, Social Security Administration, Ascencia, HealthNet, LA Care and Plan Partners, Home Again LA, Armenian Relief Society YWCA of Glendale and Pasadena
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being offered.

(See CalWORKs Connection Strategy (Lead) City of Glendale CoC for more details)

Behavioral Health	The City of Long Beach CoC will use MAC, MSC, Outreach, and/or REACH program to make referrals through either a case manager, mental health worker, or public health nurse to ensure people receive access to services.	City of Long Beach CoC	MAC, MSC, REACH Program
Department of Disability	City of LA Department of Disability provides assistance with locating or obtaining durable and non-durable medical equipment for homeless individuals.	City of LA	Private Companies and Non-profits Donations
Child care	LA County DPSS provides several childcare programs to support CalWORKS eligible families who are experiencing or at risk of experiencing homelessness. These programs include but are not limited to: Greater Avenues for Independence (GAIN): The GAIN program provides employment-related services to CalWORKs participants to help them find employment, stay employed, and move to higher-paying jobs, which will ultimately lead to self-sufficiency and independence. To support removing barriers to employment, GAIN offers assistance	LA County DPSS	LA County CEO-HI, LAHSA, City of LA, City of Pasadena CoC, City of Glendale CoC, City of Long Beach CoC, Hospitals, Community Supports providers, Homeless Service Providers

childcare.

Cal-Learn: Cal-Learn is a program for CalWORKs participants under 19 years old, who are pregnant or parenting, and have not earned a high school diploma or equivalent. Program participants receive intensive case management, which can include childcare and other supportive services to encourage them to stay in school.

Additionally, homeless service providers across the CoCs have received training on LA County childcare resources available to families experiencing or at risk of experiencing homelessness and have established relationships with LA County's departmental staff who administer those childcare resources.

Memorandum of Understanding (MOU)

Upload the Memorandum of Understanding (MOU) that reflects the Regionally Coordinated Homelessness Action Plan submitted under this application.

Optional: Upload any additional supporting documentation the region would like to provide.

Memorandum of Understanding (MOU)

LA Region HHAP 5 Fully Executed MOU.pdf

Supporting Documentation (Optional)

Application Process Certification:

By checking the box below, I certify that that all participating eligible applicants met the statutory public meeting process requirements in developing the Regionally Coordinated Homelessness Action Plan in compliance with HSC section 50233(d)-(e) and all of the following is true:

- All Eligible Applicants electing to collaborate to complete the Regionally Coordinated Homelessness Action Plan have engaged in a public stakeholder process that included at least three public meetings before the plan was completed.

Meeting Dates

Meeting Dates

10/6/2023

10/12/2023

10/16/2023

10/18/2024

10/24/2023

10/25/2023

10/27/2023

10/30/2023

11/1/2023

11/2/2023

11/3/2023

11/6/2023

11/8/2023

11/9/2024

2/21/2024

2/23/2024

2/29/2024

3/7/2024

- All of the following groups were invited and encouraged to engage in the public stakeholder process:

Stakeholder engagement

Stakeholders	Description of how Stakeholders were invited and encouraged to engage in the public stakeholder process
<p>People with lived experience of homelessness</p>	<p>Together the HHAP-5 partners agreed to leverage the LA County Chief Executive Office - Homeless Initiative (CEO-HI) annual stakeholder engagement process, which covers the entire region, including all five other HHAP-5 partners, as the primary opportunity to illicit feedback, as outlined below. The other five HHAP-5 Applicants also held supplemental jurisdiction-focused listening sessions, as necessary.</p> <p>LA County CEO-HI held a series of community listening sessions to strengthen strategies for addressing and preventing homelessness and to inform LA County’s annual funding recommendations for homeless services and housing for fiscal year 2024-2025, inclusive of HHAP funding and therefore the HHAP-5 funding application process. During these listening sessions, LA County solicited feedback from diverse stakeholders and partners to ensure our updated strategies and budget are responsive to the unique needs and priorities of communities countywide. Last year, the goal was to understand LA County Chief Executive Office, Homeless Initiative (CEO-HI) funding in relation to other homeless and housing funding sources and to continue to work together so that LA County could spend the most restrictive funds first braided with more nimble resources to improve the rehousing system.</p> <p>People with lived experience were invited by LA County CEO-HI liaisons that know about people with lived experience advisory boards via Los Angeles Homeless Services Authority (LAHSA) to attend listening sessions for people with lived experience of homelessness on October 6, 2023, October 12, 2023 (for Youth), October 16, 2023, and February 29, 2024. Additionally, LA County invited these stakeholders through multiple avenues including via emails, social media, direct outreach by LA County liaisons, and in existing meeting spaces.</p>

During these listening sessions, LA County provided attendees with a summary of feedback received the prior year and how the County responded, followed by breakout sessions intended to solicit feedback from a diverse group of stakeholders to ensure funding strategies and budgets are responsive to the unique needs and priorities of communities countywide.

LA County also recently held four specific Prevention & Promotion Systems Governing Committee (PPSGC) Listening Sessions aimed to accomplish the following three goals:

1. Brief the community on LA County's current and future efforts to prevent homelessness.
2. Obtain community's insight on potential population-level outcomes and immediate/short-term/mid-term issues that should be addressed and strategies that can be implemented via cross-departmental, jurisdictional and sectoral collaboration and co-investments (financial and in-kind).
3. Engage and mobilize diverse stakeholders for advocacy and strategy implementation.

One of the four listening sessions that occurred on February 29, 2024, was specifically related to the engagement of people with lived experience. This session aimed to obtain knowledge and expertise of people with lived experience to ensure that programs and policies effectively meet the needs of the targeted population, identify unintended negative consequences, and generate integrative solutions.

Youth with lived experience of homelessness

In addition to the sessions listed above, there was a specific listening session for youth with lived experience on October 12, 2023. Youth with lived experience were invited by LA County CEO-HI liaisons that know about people with lived experience advisory boards via LAHSA. Additionally, LA County invited these stakeholders through multiple avenues including via emails, social media, direct outreach by LA County liaisons, and in existing meeting spaces.

During these listening sessions, LA County provided attendees with a summary of feedback received the prior year and how the County responded, followed by breakout sessions intended to solicit feedback from a diverse group of stakeholders to ensure funding strategies and

budgets are responsive to the unique needs and priorities of communities countywide.

Persons of populations overrepresented in homelessness

In addition to the sessions listed above, persons of populations overrepresented in homelessness were invited to attend the 8 Listening Sessions specific to their Service Planning Area (SPA) which occurred between October 18, 2023, and November 9, 2023. An additional Spanish speakers' session was included to ensure Latinx/e individuals who do not speak English are included in these discussions. LA County invited these stakeholders through multiple avenues including via emails, social media, direct outreach by LA County liaisons, and in existing meeting spaces.

During these listening sessions, LA County provided attendees with a summary of feedback received the prior year and how the County responded, followed by breakout sessions intended to solicit feedback from a diverse group of stakeholders to ensure funding strategies and budgets are responsive to the unique needs and priorities of communities countywide.

Local department leaders and staff from qualifying smaller jurisdictions, including child welfare, health care, behavioral health, justice, and education system leaders

In addition to the sessions listed above, local department leaders including child welfare, health care, behavioral health, justice, and education system leaders were invited to attend the 8 Listening Sessions specific to their Service Planning Area (SPA) which occurred between October 18, 2023, and November 9, 2023. LA County invited these stakeholders through multiple avenues including via emails, social media, direct outreach by LA County liaisons, and in existing meeting spaces.

For Cities and Council on Governments (COGs) which included small jurisdictions LA County conducted separate listening sessions on October 24, 2023, through October 27, 2023.

During these listening sessions, LA County provided attendees with a summary of feedback received the prior year and how the County responded, followed by breakout sessions intended to solicit feedback from a diverse group of stakeholders to ensure funding strategies and budgets are responsive to the unique needs and priorities of communities countywide.

LA County also hosted a Prevention and Promotion

Systems Governing Committee Listening Session targeting municipalities including but not limited to cities, public housing authorities, COGs, and cities associations. Session goals included increasing government partners' awareness of county mainstream and prevention programs, obtaining their insight on pressing issues and strategies that should be implemented, and mobilizing them for multi-sectoral and jurisdictional strategy implementation.

Homeless service and housing providers operating within the region

In addition to the sessions listed above, Homeless Service Providers and housing providers throughout the region were invited to attend the 8 Service Planning Area (SPA) listening sessions which occurred between October 18, 2023, and November 9, 2023. Additionally, there was a specific session held on October 24, 2023, exclusively for homeless services and housing providers. LA County invited these stakeholders through multiple avenues including via emails, social media, direct outreach by LA County liaisons, and in existing meeting spaces.

During these listening sessions, LA County provided attendees with a summary of feedback received the prior year and how the County responded, followed by breakout sessions intended to solicit feedback from a diverse group of stakeholders to ensure funding strategies and budgets are responsive to the unique needs and priorities of communities countywide.

Medi-Cal Managed Care Plans contracted with the State Department of Health Care Services in the region

In addition to the sessions listed above, Medi-Cal MCPs contracted with the State DHCS were invited to attend the 8 Service Planning Area (SPA) listening sessions which occurred between October 18, 2023, and November 9, 2023. LA County invited these stakeholders through multiple avenues including via emails, social media, direct outreach by LA County liaisons, and in existing meeting spaces.

During these listening sessions, LA County provided attendees with a summary of feedback received the prior year and how the County responded, followed by breakout sessions intended to solicit feedback from a diverse group of stakeholders to ensure funding strategies and budgets are responsive to the unique needs and priorities of communities countywide.

Street medicine providers and other service providers directly assisting people experiencing homelessness or at risk of homelessness

In addition to the sessions listed above, providers serving people at risk of or experiencing homelessness, including street medicine providers, were invited to attend the 8 Service Planning Area (SPA) listening sessions which occurred between October 18, 2023, and November 9, 2023. LA County invited these stakeholders (or providers) through multiple avenues including via emails, social media, direct outreach by LA County liaisons, and in existing meeting spaces.

During these listening sessions, LA County provided attendees with a summary of feedback received the prior year and how the County responded, followed by breakout sessions intended to solicit feedback from a diverse group of stakeholders to ensure funding strategies and budgets are responsive to the unique needs and priorities of communities countywide.

I certify under penalty of perjury that all of the information in the above section is true and accurate to the best of my knowledge.

Open

Part 3: Funding Plan

Steps to complete this section:

1. Identify all Eligible Use Categories the Administrative Entity anticipates using.
2. Provide the **dollar amount** budgeted per eligible use category. Again, this must account for 100 percent of the HHAP-5 Allocation(s) the Administrative Entity will be responsible for administering.
3. Where applicable, provide the **dollar amount** that will be designated under the Youth Set-Aside from the selected eligible use categories. **Reminder: the youth set-aside must total at least 10% of all monies received.**
4. Provide a brief description of activities HHAP-5 funds will support in each selected eligible use category.
5. Provide an explanation of how the activities therein align with the state's HHAP-5 priorities to:
 - sustain existing investments towards long-term housing stability and supportive services and
 - prioritize permanent housing solutions.
6. Indicate whether the budget proposes to support **ANY** new interim housing solutions outside of the youth set-aside.
7. Indicate whether the budget proposes to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted
 - If the Administrative Entity answers “yes” to either 6 or 7, they will be asked to demonstrate dedicated, sufficient resources from other funding sources for long-term housing stability and permanent housing solutions. This entails summarizing total available dollars for

preventing and ending homelessness in the region, including the percentage of these resources dedicated to permanent and interim housing solutions, providing the status of five policy actions for each eligible applicant in the region, and demonstrating the need for additional shelter.

Guidance:

*Each Administrative Entity must submit a **single** Funding Plan that accounts for the entire HHAP-5 Allocation(s) which the Administrative Entity will be responsible for administering. This includes:*

- 100 percent of the HHAP-5 Base allocation(s);
- 100 percent of the HHAP-5 Planning allocation(s); and
- 100 percent of the Initial Supplemental Funding allocation(s).

The youth set-aside must total at least 10% of all monies received.

Administrative costs may not exceed 7% of all monies received.

Up to 1% of all monies received may be budgeted for costs related to the Homeless Management Information System (HMIS). Related costs include HMIS licenses, training, system operating costs, and costs associated with carrying out related activities. Upon agreement between the grantee and the Homeless Management Information System lead entity, the grantee shall transfer the authorized amount of funds directly to the HMIS lead entity.

To add another funding plan for an additional Administrative Entity, click "Add Funding Plan" near the bottom of the page. You will be prompted to provide a specific number of funding plans (1 per Administrative Entity) based on the participation and contracting selections from Part 1: Regional Identification and Contracting Information.

Funding Plans from Administrative Entity/ies in Los Angeles City & County CoC Participating in this Application

Administrative Entity 1

Which Administrative Entity is submitting the below budget?

Los Angeles County

Funding Plan - Los Angeles County

Eligible Use Category	HHAP-5 Dollars Budgeted	If applicable, Dollars budgeted for the Youth Set-Aside	Activities These Funds will Support	How are these Activities Aligned with the State's Priorities?
Rapid Rehousing	\$0.00			
Prevention and Shelter Diversion				

Delivery of Permanent Housing and Innovative Housing Solutions

\$87,645,600.00 \$0.00

Intensive Case Management Services (ICMS)

Intensive Case Management Services (ICMS) are supportive services paired with long-term rental subsidies within Permanent Supportive Housing (PSH) sites. ICMS is provided to participants who have experienced chronic homelessness and have disabilities, chronic medical conditions, and/or behavioral health conditions. ICMS case managers coordinate personalized services based on assessments of clients' strengths, needs and goals. ICMS often involves crisis intervention and referrals to mental and physical health care services leading to housing stability. Services also include eviction prevention, connection to disability

benefits, assistance with life skills, job skills, and volunteer, educational and vocational opportunities. ICMS efforts funded and/or implemented by the County of LA are described in the identified Key Actions under Section 2.2: SPM 3 #10, SPM 4 #1, SPM 5 #1. Additionally, the delivery of permanent housing outcomes will be improved through advancements in racial equity outcomes supported by the identified Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1, SPM 7.2 #1, SPM 7.3 #1, & SPM 7.4 #1). ICMS will enable the County to sustain existing investments and increase in PSH units/subsidies in FY 2024-25, which aligns with the State's HHAP-5 goals to prioritize permanent

housing solutions and sustain existing investments toward long-term sustainability.

Operating Subsidies-Permanent Housing

Operating Subsidies-Interim Sheltering

Interim Sheltering \$9,738,400.00 \$9,738,400.00

Transitional Housing for Special Populations - Transition Age Youth (TAY)

The Transitional Housing Program (THP) for Transitional Aged Youth (TAY) is a Housing First, Low Barrier, Harm Reduction-based, Crisis Response program that provides up to 36 months of safe, client-centered supportive services and access to a 24-hour residence for TAY experiencing homelessness. THP for TAY may operate in site-based facilities or in scattered site apartments. The program supports participants by quickly finding permanent housing based

on their unique strengths, needs, preferences, and financial resources. In addition, THP services connect TAY to resources that can help them improve their safety and well-being and achieve their housing stability goals. These specialized TAY programs are designed to alleviate the risks associated with youth homelessness, support healthy development, foster the skills needed to successfully transition to adulthood, and promote long-term housing stability while also providing connections to employment, education, healthcare, and mental healthcare.

THP for TAY funded and/or implemented by County of LA are described in the identified Key Actions under Section 2.2: SPM 1.b #6, SPM 1.b #7, SPM 1.b

#16, SPM 3
#21, SPM 4 #5.
Additionally,
interim housing
outcomes will
be improved
through
advancements
in racial equity
outcomes
supported by
the identified
Key Action
under Section
2.2 (SPM 7.1a
#2, SPM 7.1b
#1, SPM 7.2
#1, SPM 7.3
#1, & SPM 7.4
#1). THP for
TAY aligns with
the State's
HHAP-5 goals
to prioritize
permanent
housing
solutions and
sustain existing
investments
toward long-
term
sustainability.
Transitional
Housing for
TAY supports
existing
programs and
meets the
State's 10%
Youth Set-
Aside and
aligns with the
State's priority
to sustain
existing
investments
towards long-
term
sustainability of
housing.

Improvements to
Existing Emergency

Shelter

Street Outreach

Services
Coordination

Systems Support

HMIS

Administrative
Costs

Total HHAP-5 Dollars Budgeted: \$97,384,000.00	Total HHAP-5 Youth Set-Aside Dollars Budgeted: \$9,738,400.00
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Youth Set-Aside Minimum
\$9,738,400.00

HMIS Maximum
\$973,840.00

Administrative Maximum
\$6,816,880.00

Does this budget propose to support any new interim housing solutions outside of the youth set-aside?
No

Does this budget propose to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted?
No

Administrative Entity 2

Which Administrative Entity is submitting the below budget?
CA 600 - LA City and County (LAHSA)

Funding Plan - CA 600 - LA City and County (LAHSA)

Eligible Use Category	HHAP-5 Dollars Budgeted	If applicable, Dollars budgeted for the Youth Set-Aside	Activities These Funds will Support	How are these Activities Aligned with the State's Priorities?
Rapid Rehousing	\$40,690,526.57	\$3,563,026.64	LAHSA's Time Limited Subsidy (TLS) program, formally known as Rapid Rehousing	The Time Limited Subsidies program prioritizes

program, will serve to connect families, individuals, and youth experiencing homelessness to permanent housing through a tailored package of assistance that includes housing identification, rental and move-in assistance, and stabilization case management and services. Funding for Time Limited Subsidies contracts follows a slot-based model, where a slot may fund both rental assistance and case management services. The contracts with local service providers allow for flexibility for providers to utilize funds solely for services if rental assistance is not needed for participants. TLS programs will help homeless families, individuals, youth, and persons fleeing/attempting to flee domestic violence, intimate partner violence, and/or human trafficking solve the practical and immediate challenges of obtaining permanent housing while reducing the amount of time they experience homelessness, avoiding a near-permanent housing solutions by offering rental assistance, supportive services, and other essential resources to facilitate permanent housing solutions. By leveraging additional resources like EHV's, LAHSA streamlines pathways to permanent housing, enhancing throughput from Interim Housing to Permanent Housing and ultimately reducing unsheltered homelessness by optimizing system flow and turnover of beds. Efforts to support TLS are described in the identified Key Actions under Section 2.2: SPM 3 #2, SPM 3 #3, SPM 3 #6, SPM 3 #21, SPM 4 #1, SPM 4 #3, SPM 5 #5, & SPM 6 #3. Additionally, RRH outcomes will be improved by advancements in racial equity outcomes supported

term return to homelessness, and linking to community resources that enable them to achieve housing stability in the long-term. Due to the need for emergency shelter and limited beds, it is essential to provide access to permanent housing to those in emergency shelter. HHAP will continue funding the expansion of the time limited subsidy program, for 1,273 slots. The ability to successfully connect those in an emergency shelter bed with permanent housing allows a single shelter bed to serve multiple unsheltered people throughout the year. This maximizes the emergency shelter system through creating necessary turnover in beds and the ability to permanently house individuals through a subsidy for 24 months.

through the identified Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1, SPM 7.2 #1, SPM 7.3 #1, & SPM 7.4 #1). TLS indicates how LAHSA will leverage HHAP-5 funding to create opportunities for people to become stably housed, consistent with the State's HHAP-5 goals to prioritize permanent housing solutions and sustain existing investments toward long-term sustainability of housing and supportive services.

Prevention and Shelter Diversion

\$12,528,179.00 \$2,290,000.00

LAHSA's Problem Solving program assists participants facing imminent risk of homelessness with retaining or securing permanent housing, providing an immediate solution to participants from

Problem Solving provides ongoing support towards long-term sustainability of housing and supportive services, decreasing

<p>becoming unsheltered and increasing the total number of unsheltered persons. Preventing an episode of homelessness for low-income, at-risk households is achieved by assessing the household's current housing crisis, and providing various forms of individualized, client-driven assistance. Some of the individualized, client-driven assistance that participants facing imminent risk of homelessness need are short-term financial assistance, such as providing security deposits, rental arrears and/or rental assistance. LAHSA's Problem Solving program also assists low-income youth and youth at-risk of homelessness with the activities outlined above.</p>	<p>inflow into the homeless services system by facilitating resolutions to housing crises, preventing new episodes of homelessness. The Key Actions identified by LAHSA for Prevention and Shelter Diversion under Section 2.2 include: SPM 1.b #1, SPM 2 #4, SPM 2 #5, & SPM 3 #1. These actions indicate how problem-solving will enable people who can benefit and retain stable housing, consistent with the State's goal for HHAP-5 to prioritize permanent housing solutions. Additionally, problem solving outcomes will be improved by advancements in racial equity outcomes supported through the identified Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1, SPM 7.2 #1, SPM 7.3 #1, & SPM 7.4 #1).</p>
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Delivery of
Permanent Housing
and Innovative
Housing Solutions

Operating
Subsidies-
Permanent Housing

Operating
Subsidies-Interim
Sheltering

Interim Sheltering	\$25,436,655.17	\$2,808,593.09	<p>LAHSA's Interim Housing budget covers a variety of programs for persons experiencing homelessness. Crisis Housing is a short-term 24-hour emergency shelter that can be accessed by any and all adults experiencing homelessness. Crisis housing provides problem solving, resource referrals, and case management services to support participants into permanent housing. Bridge Housing operates similarly to crisis housing, however, with the addition of CES acuity score prioritization for participants to target referrals and placements; and a requirement for access to clinical services, as well as Housing Navigation Services to be provided, to better serve high acuity</p>	<p>Interim Housing provides ongoing support toward long-term sustainability of housing and supportive services by offering immediate interventions for the unsheltered. LAHSA prioritizes housing navigation services for high-acuity shelter participants and long-term stayers, aiming to expedite housing placements from interim housing and increase overall efficiency in the system, thereby enhancing access to both interim housing beds and navigation services for individuals experiencing</p>
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persons who may present with multiple barriers to housing. Safe Parking provides a safe and secure parking environment with access to hygiene, sanitation, and supportive services for households experiencing homelessness who are living in their vehicles. The Emergency Shelter System works to address and reduce the unsheltered population by providing participants with safe, low-barrier, supportive, 24-hour temporary housing with case management and supportive services, as well as resource referrals and linkages for medical and mental health services.

HHAP funding supports the continued and ongoing operation of emergency shelter beds previously created and/or enhanced through utilization of one-time HEAP, and rounds 1 & 2 of HHAP funding. HHAP-5 funding will support the operation of approximately 968 emergency shelter

unsheltered homelessness. The Key Actions for Interim Housing identified by LAHSA under Section 2.2 include: SPM 1.b #5, SPM 1.b #6, SPM1.b #16, SPM 3 #3, SPM 3 #21, SPM 4 #5. These Key Actions indicate how LAHSA will leverage HHAP-5 funding to create opportunities for people to become stably housed, consistent with the State's HHAP-5 goals to prioritize permanent housing solutions and sustain existing investments toward long-term sustainability of housing and supportive services. Additionally, interim housing outcomes will be improved by advancements in racial equity outcomes supported through the identified Key Action under Section 2.2 (SPM 7.1a #2,

beds, 110 Safe Parking spaces, as well as technical assistance for operators of interim housing and transitional housing programs for youth.

SPM 7.1b #1, SPM 7.2 #1, SPM 7.3 #1, & SPM 7.4 #1).

Improvements to Existing Emergency Shelter

Street Outreach

Services Coordination

\$9,096,093.00 \$1,594,127.00

Access Centers (or Day Shelters) are site-based facilities that carry out core screening and access functions for the Los Angeles Continuum of Care and Los Angeles County Coordinated Entry System, creating an access point that offers problem-solving, emergency service and supportive service referrals, and case management to unsheltered individuals and families to quickly connect participants with these services to keep the unsheltered population from growing. Access Centers offer case management services, which support participants with moving forward in accessing permanent housing through a referral or match to a housing resource and/or

Access Centers serve as point of access for unsheltered persons and those at imminent risk of homelessness to receive initial assessments for services, resources, and referrals, and to engage in problem-solving conversations. The Key Actions for Service Coordination identified by LAHSA under Section 2.2 include: SPM 1.b #6, SPM 3 #2, SPM 4 #5, SPM 5 #12, & SPM 6 #3. The Key Actions indicate how LAHSA will leverage HHAP-5 funding to create opportunities for people to become stably

program (such as RRH (Rapid Re Housing), Permanent Supportive Housing, Youth Transitional Housing, affordable housing, etc.). This may include but is not limited to support with completing housing applications, accompaniment to housing appointments and/or leasing appointments, accessing County and/or other mainstream services, and other support associated with the housing placement process. Part of this service includes the developing a Housing & Services Plan (HSP) for each participant receiving Case Management services in coordination with the participant. The HSP is the roadmap of services that are to be provided, actions that need to be taken (by both staff and the participant) and referrals that need to be made to attain a housing goal. The HSP must focus on actively working towards permanent housing and will outline the community-based services which participants must be

housed, consistent with the State's HHAP-5 goals to prioritize permanent housing solutions and sustain existing investments toward long-term sustainability of housing and supportive services. Additionally, Access Centers' outcomes will be improved by advancements in racial equity outcomes supported through the identified Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1, SPM 7.2 #1, SPM 7.3 #1, & SPM 7.4 #1).

linked with to promote their long-term housing stability. Participants receive referrals for supportive services either co-located in the Access Center or located outside of the Access Center to community-based services related to health, mental health, substance use, mainstream benefits, and others as appropriate.

A portion of LAHSA's HHAP set-aside for Youth will be allocated to support Access Centers for Youth, which serve as the primary point of access for youth experiencing homelessness to be connected to homelessness resources and services.

Systems Support

\$7,626,990.80 \$0.00

LAHSA aims to enhance the infrastructure of the homelessness services system and advance accessibility and outcomes within the region by bolstering recruitment and retention efforts among the homelessness response workforce. This will be achieved through the organization of

LAHSA's infrastructure investments provide long-term sustainability of housing and supportive services by bolstering the homelessness response workforce through education, recruitment, and retention.

job fairs in areas with heightened hiring demands, providing hiring assistance to community-based providers, and offering retention bonuses to workers in this sector. Furthermore, LAHSA will collaborate with community colleges to facilitate education and certification programs tailored for the homelessness services field, while also introducing paid internships and promoting career pathways within the sector.

Moreover, LAHSA also provides a free Representative Payee program that will bolster the infrastructure of homelessness services by providing crucial money management support to Social Security Administration (SSA) beneficiaries grappling with homelessness or its aftermath. LAHSA's Representative Payee Program covers charges for eligible participants, thereby removing financial barriers that could impede

Additionally, the investments support community-based providers in removing financial barriers to providing representative payee services. The Key Actions for Systems Support identified by LAHSA as reflected in Section 2.2 include: SPM 1.a #17, SPM 1.a #18, SPM 1.a #19, & SPM 5 #12. By enhancing the infrastructure and advancing accessibility and outcomes within the region through recruitment and retention efforts, LAHSA will be well equipped to assist and ensure that all related projects being funded through HHAP-5 are well-staffed and implemented to support the State's HHAP-5 goals to sustain existing investments toward long-term sustainability of housing and

access to essential payee services. Operating as a fee reimbursement initiative, the program aims to eradicate cost obstacles that might deter individuals from utilizing necessary representative payee services. By providing this critical financial support, the program enhances the capacity of homelessness service providers to ensure vulnerable individuals have the resources necessary to stabilize their lives within the homelessness services infrastructure.

supportive services and prioritize permanent housing solutions. Additionally, LAHSA's infrastructure will be improved by advancements in racial equity outcomes supported through the identified Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1, SPM 7.2 #1, SPM 7.3 #1, & SPM 7.4 #1).

HMIS

Administrative Costs

\$7,179,022.70

Administration and Operations funds pay for LAHSA staff who conduct the following functions, in order to effectively and efficiently plan, develop, implement, administer, manage, support, oversee, and analyze the HHAP program, ensuring all grant requirements are met: Executive, Human Resources, Communications, Finance, Equity, Data Management, Contracts &

This provides ongoing support towards long-term sustainability of housing and supportive services. Historically, the homelessness response system in Los Angeles County has lacked sufficient funding for vital support infrastructure, including staffing and non-personnel

Procurement,
Monitoring &
Compliance,
Information
Technology,
Systems and
Planning

LAHSA staff award contracts each year for rapid re-housing, crisis housing, and supportive services; administer more than 100 provider relationships that provide funding for homeless programs and services; develop programs by leveraging multiple funding sources to create full-service programs and care systems that ensure the LA Continuum of Care follows the HEARTH Act; review and process service provider requests for payment.

investments in areas like financial management, IT services, and human resources. Until recently, much of LAHSA's administrative work relied on manual processes, hindering efficiency. Leveraging HHAP 5 admin dollars, LAHSA aims to continue modernizing its financial and data infrastructure using cloud-based technology, allowing for seamless communication across platforms. This upgrade enhances operational efficiency, reduces overhead costs, and facilitates quicker reporting of financial and performance data to state and other funding partners, ultimately freeing up resources for serving people experiencing homelessness.

These activities support the State's HHAP-5 goals to sustain existing investments toward long-term sustainability of housing and supportive services and prioritize permanent housing solutions.

Total HHAP-5 Dollars Budgeted: \$102,557,467.24	Total HHAP-5 Youth Set-Aside Dollars Budgeted: \$10,255,746.73
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Youth Set-Aside Minimum
\$10,255,746.72

HMIS Maximum
\$1,025,574.67

Administrative Maximum
\$7,179,022.71

Does this budget propose to support any new interim housing solutions outside of the youth set-aside?

No

Does this budget propose to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted?

No

Administrative Entity 3

Which Administrative Entity is submitting the below budget?
CA 612 - Glendale CoC

Funding Plan - CA 612 - Glendale CoC

Eligible Use Category	HHAP-5 Dollars Budgeted	If applicable, Dollars budgeted for the Youth Set-Aside	Activities These Funds will Support	How are these Activities Aligned with the State's Priorities?
Rapid Rehousing	\$192,738.73	\$0.00	These activities provide ongoing	Funding for RRH will

support towards long-term sustainability of housing and supportive services by offering rental assistance and corresponding supportive services.

provide continued support for City of Glendale programs that provide rapid rehousing to people experiencing homelessness to assist them in accessing permanent housing quickly. With rental assistance and corresponding supportive services, the Key Actions identified by the City of Glendale under Section 2.2 include: SPM 1.a #12, SPM 7.1a #4, SPM 1.b #10, SPM 7.1b #4, SPM 3 #4, SPM 3 #17, SPM 4 #4, SPM 4 #7, SPM 5 #8, SPM 7.5 #2, SPM 6 #8, & SPM 7.6 #2. These Key Actions indicate how the City will leverage HHAP-5 funding to create opportunities for people in Glendale to become stably housed, consistent with the State's HHAP-5 goals to prioritize permanent housing solutions and

Prevention and Shelter Diversion	\$28,040.81 \$28,040.81	These activities provide ongoing support towards long-term sustainability of housing and supportive services for homeless/at-risk youth. The funding from HHAP-5 will be solely used for serving youth.	<p>sustain existing investments toward long-term sustainability of housing and supportive services. Additionally, RRH outcomes will be improved by advancements in racial equity outcomes supported through the identified Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1, SPM 7.2 #1, SPM 7.3 #1, & SPM 7.4 #1).</p> <p>Funding for prevention and shelter diversion will allow the City of Glendale to divert youth at risk of or experiencing homelessness from becoming formally homeless. The Key Actions identified by the City of Glendale under Section 2.2 include: SPM 2 #1 & SPM 7.2 #3. These Key Actions indicate how the City will enable youth who can benefit from prevention and</p>
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diversion to retain stable housing, consistent with the State's goal for HHAP-5 to prioritize permanent housing solutions. Additionally, prevention and shelter diversion outcomes will be improved by advancements in racial equity outcomes supported through the identified Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1, SPM 7.2 #1, SPM 7.3 #1, & SPM 7.4 #1).

Delivery of Permanent Housing and Innovative Housing Solutions

Operating Subsidies-Permanent Housing

Operating Subsidies-Interim Sheltering

Interim Sheltering

Improvements to Existing Emergency Shelter

Street Outreach

\$40,000.00 \$0.00

Housing Focused Outreach to assist persons experiencing

Housing-focused outreach will enable the City

homelessness to access permanent housing and services in the City of Glendale CoC.

of Glendale to bring people out of situations that are not meant for human habitation and better position them to be able to successfully transition to stable housing as evidenced in the City's Key Actions in Section 2.2: SPM 1.a #15, SPM 1.a #20, & SPM 7.1a #12. These Key Actions are consistent with the State's HHAP-5 goals to prioritize permanent housing solutions and sustain existing investments toward long-term sustainability of housing and supportive services. Additionally, housing-focused outreach outcomes will be improved by advancements in racial equity outcomes supported through the identified Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1, SPM 7.2 #1,

SPM 7.3 #1, &
SPM 7.4 #1).

Services
Coordination

Systems Support

HMIS

Administrative
Costs

\$19,628.56

Administrative
activities to support
HHAP-5 program
work.

These activities
support the
State's HHAP-5
goals to sustain
existing
investments
toward long-
term
sustainability of
housing and
supportive
services and
prioritize
permanent
housing
solutions.

Total HHAP-5 Dollars Budgeted: \$280,408.10	Total HHAP-5 Youth Set-Aside Dollars Budgeted: \$28,040.81
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Youth Set-Aside Minimum
\$28,040.81

HMIS Maximum
\$2,804.08

Administrative Maximum
\$19,628.57

Does this budget propose to support any new interim housing solutions outside of the youth set-aside?

No

Does this budget propose to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted?

No

Administrative Entity 4

Which Administrative Entity is submitting the below budget?

CA 606 - Long Beach CoC & City of Long Beach

Funding Plan - CA 606 - Long Beach CoC & City of Long Beach

Eligible Use Category	HHAP-5 Dollars Budgeted	If applicable, Dollars budgeted for the Youth Set-Aside	Activities These Funds will Support	How are these Activities Aligned with the State's Priorities?
Rapid Rehousing				
Prevention and Shelter Diversion	\$119,011.34	\$0.00	<p>Increase Prevention and Diversion services and expand problem solving to assist low-income participants who are at imminent risk of becoming homeless to secure and/or retain permanent housing. Homeless Prevention is assistance aimed at helping rent-burdened, low-income participants resolve a crisis that would otherwise lead to a loss of housing. Homeless Prevention involves an assessment of the household's current housing crisis, along with the provision of various forms of individualized and client-driven assistance, including short-term financial assistance (to include rental assistance arrears, utility assistance and arrears; etc.); housing-conflict resolution and mediation with landlords and/or property managers; budgeting; housing</p>	<p>Funding to increase prevention and diversion services and expand problem-solving will allow the City of Long Beach to divert people at risk of or experiencing homelessness from becoming formally homeless. The Key Actions identified by the City of Long Beach for Prevention and Shelter Diversion are under Section 2.2 and include: SPM 7.1a #5, SPM 1.b #1, SPM 7.1b #5, SPM 2 #2, SPM 7.3 #5, & SPM 7.4 #5. These actions indicate how the City will enable people who can benefit from prevention and diversion to retain stable housing, consistent with the State's goal for HHAP-5 to</p>

search and connection and relocation assistance, for those who are unable to retain their unit; housing stabilization planning; legal assistance; and other services required by the household.

prioritize permanent housing solutions. Additionally, prevention and diversion services and problem-solving outcomes will be improved by advancements in racial equity outcomes supported through the identified Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1, SPM 7.2 #1, SPM 7.3 #1, & SPM 7.4 #1). The City will also identify opportunities to assess and update policy and to improve coordination with County and system partners in order to prevent first-time episodes of homelessness, and to prevent episodes of homelessness for persons exiting local and County jails.

<p>Delivery of Permanent Housing and Innovative Housing Solutions</p>	<p>\$5,970,443.15 \$0.00</p>	<p>ICMS will support the expansion Permanent Housing through supportive services and housing subsidies. Improve services for</p>	<p>The City of Long Beach's case conferencing, landlord engagement, and services</p>
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people in City of Long Beach PH programs through case conferencing, landlord engagement, and Intensive Case Management and tenancy support services (ICMS) program. Persons served by this project are experiencing homelessness and have chronic illness and/or physical disability or are high utilizers of Long Beach Health and Human Services' programs and resources. ICMS are designed to be flexible to meet the complex needs of people experiencing homelessness. These services assist clients in achieving and maintaining their health, mental health, and housing stability.

ICMS participants are identified, prioritized, referred, and matched through Long Beach Coordinated Entry. HHAP-5 funding will support both the provision of ICMS services, as well as support Long Beach Coordinated Entry with maximizing utilization of ICMS services, and successful housing placements through

through ICMS, for people with chronic illnesses and/or physical disabilities or for people who are high utilizers of the City's Health and Human Services programs, will enable the City to sustain existing investments and increase permanent housing. Supported through the Key Actions identified by the City of Long Beach under Section 2.2, they include: SPM 3 #14, SPM 3 #15, SPM 5 #11, & SPM 6 #9. These efforts align with the State's HHAP-5 goals to prioritize permanent housing solutions and sustain existing investments toward long-term sustainability. Additionally, delivery of permanent housing outcomes will be improved by advancements in racial equity

			enhanced case conferencing.	outcomes supported through the identified Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1, SPM 7.2 #1, SPM 7.3 #1, & SPM 7.4 #1).
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Operating Subsidies-Permanent Housing

Operating Subsidies-Interim Sheltering

Interim Sheltering	\$7,473,488.05	\$1,500,443.29	<p>HHAP-5 funding for Interim Housing is allocated to support and fortify ongoing operations; increase access to and accessibility of; reduce barriers to entry and barriers to participation; and to improve the quality of services for two existing City of Long Beach Interim Housing projects – a Project Homekey non-congregate interim housing program. Additionally, \$1,500,443.29 will be used to support a low-barrier Navigation Center for homeless Transition Age Youth (TAY).</p> <p>Both Project Homekey and the low-barrier Navigation Center Project provide safe,</p>	<p>The City of Long Beach programs of transitional housing for youth are designed to alleviate the risks associated with youth homelessness, support healthy development, foster the skills needed to successfully transition to adulthood, and promote long-term housing stability via Transitional Housing Programs (THPs). The City's use of funding for two existing programs. THPs are supported through the Key Actions</p>
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Low-barrier, Housing First, and supportive twenty-four (24) hour residence to persons experiencing homelessness, while they are assessed and connected to a broad range of housing resources and in an effort to resolve their homelessness situation as quickly as possible.

identified by the City of Long Beach CoC under Section 2.2 and include: SPM 7.1a #5, SPM 1.b #8, SPM 7.1b #5, SPM 7.3 #5, SPM 4 #15, & SPM, 7.4 #5. These actions align with the State's HHAP-5 goals to prioritize permanent housing solutions and sustain existing investments toward long-term sustainability. Additionally, interim housing outcomes will be improved by advancements in racial equity outcomes supported through the identified Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1, SPM 7.2 #1, SPM 7.3 #1, & SPM 7.4 #1). Interim Housing for TAY supports existing programs and meets the State's 10% Youth Set-Aside and aligns with the State's priorities.

Improvements to Existing Emergency Shelter

Street Outreach

Services Coordination	\$77,200.00	<p>HHAP-5 funds are allocated in support of wrap-around services and Re-Entry Services. Long Beach Homeless Services partners with Long Beach Police and LA County Probation (who has staff co-located at the City's Multi-Service Center) to provide outreach, jail in-reach and identify eligible participants. Homeless Services provides screening, assessment, intake, and case management to support persons experiencing homelessness with justice involvement, ensuring individuals are connected to and engaged in legal services, employment services, mental health, and substance abuse treatment services.</p>	<p>Wrap-around services and re-entry services will provide continued funding for housing to provide screening, assessment, intake, and case management to support people experiencing homelessness with justice involvement. These services being implemented by the City of Long Beach are described in the identified Key Actions in Section 2.2 and include: SPM 5 #10 & SPM 6 #9. Additionally, services coordination outcomes will be improved by advancements in racial equity outcomes supported through the identified Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1, SPM 7.2 #1, SPM 7.3 #1, & SPM 7.4 #1).</p>
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With this support, the City will be better positioned to coordinate with system partners (i.e., mainstream County departments) to better plan for, arrange, and triage service for justice-involved persons and persons exiting institutions. This coordination of care will reduce exits to homelessness for justice-involved persons and support the City to quickly prepare justice-involved people to successfully transition to stable housing, consistent with the State's HHAP-5 goal to sustain existing investments toward long-term sustainability of housing and supportive services.

Systems Support

\$163,935.72

HHAP-5 funds allocated here are in support of the City's regional planning, data collection, collaboration, and application

Support for the City's regional planning, data collection, collaboration, and application processes, the

processes and will support the City with successfully coordinating and implementing Key Actions with County, LAHSA, and system partners.

City of Long Beach will be well equipped to assist and ensure that all related projects being funded through HHAP-5 are implemented and continue to operate, as evidenced in the City's Key Actions under Section 2.2 and include: SPM 1.a #8 & SPM 4 #10. Additionally, systems support outcomes will be improved by advancements in racial equity outcomes supported through the identified Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1, SPM 7.2 #1, SPM 7.3 #1, & SPM 7.4 #1). With this support, the City will have the systems support need to pursue the State's HHAP-5 goals to sustain existing investments toward long-term sustainability of housing and supportive services and

prioritize permanent housing solutions.

HMIS

\$150,044.30

HHAP-5 funding for HMIS directly enables the coordination, implementation, training, and partnership of all participating homeless services agencies to eliminate duplication of services, expedite participant's immediate needs, and streamline housing placements.

These activities support the State's HHAP-5 goals to sustain existing investments toward long-term sustainability of housing and supportive services and prioritize permanent housing solutions.

The Long Beach HMIS (LB HMIS) is administered by the Continuum of Care(CoC) lead agency, the City of Long Beach Homeless Services Bureau (HSB).

This software is used by agencies including but not limited to homeless service providers, housing agencies, healthcare providers, and governments. Agencies use the LBHMIS to capture participant data and data provisions of housing and services for individuals and families who are at risk of homelessness or are currently

experiencing homelessness. The system being implemented in LB HMIS is Clarity Human Services by Bitfocus, a web-based software system that uses a single participant record for all programs within the Long Beach Continuum of Care, which allows agencies to accurately track and coordinate services. The HMIS technology improves service delivery, provides system performance, and supports the evaluation of service effectiveness. By gathering and analyzing data on the individuals and families who experience homelessness over time, the CoC can work to increase performance and outcomes, which is a direct benefit for the agencies utilizing the system.

Funding for HMIS will further support system management and system improvements, via creation and implementation of HMIS enhancements, including the buildout of a

Community Queue for Prevention and Rapid Rehousing, which will support Long Beach CES with streamlining and optimizing the prioritization, referral, and matching of additional system resources.

Administrative Costs	\$1,050,310.29	HHAP-5 funds allocated here are in support of the City’s administration of HHAP funding and programming. Funds support the City’s costs for personnel overseeing contract, grant, and financial management of HHAP funds, as well as the associated overhead expenses for those staff (space costs, travel, training, technology, equipment, etc.)	These activities support the State’s HHAP-5 goals to sustain existing investments toward long-term sustainability of housing and supportive services and prioritize permanent housing solutions.
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Total HHAP-5 Dollars Budgeted:	Total HHAP-5 Youth Set-Aside Dollars Budgeted:
\$15,004,432.85	\$1,500,443.29

Youth Set-Aside Minimum
\$1,500,443.28

HMIS Maximum
\$150,044.33

Administrative Maximum
\$1,050,310.30

Does this budget propose to support any new interim housing solutions outside of the youth set-aside?
No

Does this budget propose to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted?

No

Administrative Entity 5

Which Administrative Entity is submitting the below budget?

City of Los Angeles

Funding Plan - City of Los Angeles

Eligible Use Category	HHAP-5 Dollars Budgeted	If applicable, Dollars budgeted for the Youth Set-Aside	Activities These Funds will Support	How are these Activities Aligned with the State's Priorities?
Rapid Rehousing	\$28,408,935.00	\$16,433,550.00	Time-Limited Subsidies (TLS) formally known as Rapid Rehousing to be used while permanent supportive housing is constructed. Collaborate with the City of Los Angeles' Youth Development Department to design programs using HHAP 4 and 5 youth set aside funds to meet the specific needs of homeless youth. The programs will focus on education and job placement for homeless youth in addition to providing interim and permanent housing options.	Funding for RRH will provide continued support for programs that provide time limited subsidies to people experiencing homelessness to assist them in accessing permanent housing quickly including through access centers and for a limited amount of time. With time-limited subsidies and corresponding supportive services (supported by other funding streams), the Key Actions identified by the City of LA under Section 2.2 including: SPM 2 #3, SPM 3 #3, SPM 3 #21, SPM 4 #3, SPM 4 #16,

Prevention and Shelter Diversion	\$392,003.00	Assistance with food security and funding of Rapid Resolution Specialists. Continue to support service providers to provide meals at	SPM 5 #5, & SPM 6 #3 , indicate how the City will leverage HHAP-5 funding to create opportunities for people in LA to become stably housed, consistent with the State's HHAP-5 goals to prioritize permanent housing solutions and sustain existing investments toward long-term sustainability of housing and supportive services. Additionally, TLS outcomes will be improved through advancements in racial equity outcomes supported by the identified Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1, SPM 7.2 #1, SPM 7.3 #1, & SPM 7.4 #1).
Funding for Prevention and Shelter Diversion will allow the City of LA to support rapid resolution			

program locations. In instances where meal preparation is not a viable option, service providers will continue to receive funding to provide meals through catering services or grocery or food cards.

specialists who are trained to divert people at risk of or experiencing homelessness from becoming homeless. The City's assistance with food security will enable provider partners to help clients access food benefits and free up other household resources to be used toward stable housing. The Prevention and Shelter Diversion Key Actions being implemented by the City of LA under Section 2.2 include: SPM 1a #14 & SPM 1b #14. These efforts indicate how the rapid resolution specialists and food security assistance will enable people who can benefit to retain stable housing, consistent with the State's goal for HHAP-5 to prioritize permanent housing solutions. Additionally, Prevention and Shelter

Diversion outcomes will be improved through advancements in racial equity outcomes supported by the identified Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1, SPM 7.2 #1, SPM 7.3 #1, & SPM 7.4 #1).

Delivery of Permanent Housing and Innovative Housing Solutions

Operating Subsidies-Permanent Housing

Operating Subsidies-Interim Sheltering

\$99,438,494.00

Services at City's existing Interim Housing Sites

Operating subsidies will cover supportive services at Interim Housing sites. The services will include several treatment and wellness centers, as well as hygiene programs across the City that provide supportive services to people experiencing homelessness while they are awaiting permanent housing placement.

Operating subsidies for interim housing being executed by the City of LA are described in the identified Key Actions under Section 2.2. and include: SPM 7.1a #6, SPM 1b #9, SPM 2 #3, SPM 6 #4, & SPM 6 #6. With these services in place, people living in Interim Housing Sites will be better positioned to successfully transition to permanent housing, consistent with the State's HHAP-5 goal to sustain existing investments toward long-term sustainability of housing and supportive services. Additionally, Operating Subsidies for Interim Housing outcomes will be improved by advancements in racial equity outcomes supported through the identified Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1,

Interim Sheltering

\$843,745.00

Existing Emergency Shelter Program (pop-up shelters and motel vouchers for extreme weather condition shelters). Placing unhoused Angelenos into interim housing during extreme weather conditions provide an opportunity for engagement. People placed during an emergency operation shall receive connections to housing navigation supports to connect to permanent housing.

SPM 7.2 #1, SPM 7.3 #1, & SPM 7.4 #1).

Support for the City of LA's existing Emergency Shelter program (specifically pop-up shelters and motel vouchers to be used for extreme weather conditions), will provide continued funding used to supplement existing Motel Voucher programs, and services for shelters. The City of LA's Key Actions for interim housing efforts are described in Section 2.2 and include: SPM 2 #3, SPM 3 #19, SPM 4 #4, SPM 6 #4, & SPM 6 #6. With this support, the City will be able to bring people out of situations that are not meant for human habitation and better position them to be able to successfully transition to stable housing, consistent with the State's

HHAP-5 goals to sustain existing investments toward long-term sustainability of housing and supportive services and prioritize permanent housing solutions. Additionally, Interim Housing outcomes will be improved through advancements in racial equity outcomes supported by the identified Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1, SPM 7.2 #1, SPM 7.3 #1, & SPM 7.4 #1).

Improvements to Existing Emergency Shelter

Street Outreach \$20,259,503.00

Outreach and Hygiene Services. HHAP 4 and 5 funding will focus on increasing housing navigation services so that people, regardless of waiting in an interim site or are unsheltered are document ready to move into permanent housing when a permanent option becomes

Outreach and hygiene services will provide continued funding for Homeless Engagement Teams, Multidisciplinary Teams, and other homeless outreach programs the City has funded across City

available. Along with document readiness clients shall also be well established with medical and mental health services if needed.

Council Districts. The outreach and hygiene service efforts funded and implemented by City of LA are described in the identified Key Actions in Section 2.2 and include SPM 1b #15, SPM 1b #17, SPM 7.2 #5, SPM 7.3 #8, SPM 4 #14, & SPM 6 #4. With this support, the City will be able to bring people out of situations that are not meant for human habitation and better position them to be able to successfully transition to stable housing, consistent with the State's HHAP-5 goal to sustain existing investments toward long-term sustainability of housing and supportive services. Additionally, outreach and hygiene service outcomes will be improved through advancements in racial equity outcomes supported by

Services
Coordination

\$3,489,334.00

Helping to coordinate medical and mental health appointments, obtaining benefits and medical insurance through service contracts. Making referrals to community-based services through service contracts.

the identified Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1, SPM 7.2 #1, SPM 7.3 #1, & SPM 7.4 #1).

Supporting service providers to hire additional housing navigation and clinically licensed staff with the focus on coordination with medical and health appointments, obtaining benefits and medical insurance, and making referrals to community-based services will provide continued funding for housing navigation services and health-related services to provide support to people experiencing homelessness and transitioning to permanent housing. The City of LA's Key Actions for services coordination in Section 2.2 include: SPM

1b #17, SPM 3 #18, SPM 3 #20, SPM 4 #13, SPM 4 #14, SPM 5 #9, SPM 7.5 #4, & SPM 7.6 #4. With this support, the City will better and more quickly prepare people to successfully transition to stable housing, consistent with the State's HHAP-5 goal to sustain existing investments toward long-term sustainability of housing and supportive services. Additionally, service coordination outcomes will be improved through advancements in racial equity outcomes supported by the identified Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1, SPM 7.2 #1, SPM 7.3 #1, & SPM 7.4 #1).

Systems Support

\$8,870,059.00

Ensure adequate staffing through either direct hires or supporting existing LAHSA teams to have readily

By incorporating regional data into housing needs the City will be well

available and up to date data, to incorporate regional data into the City's housing assessment needs. Develop a regional needs assessment. Continue the work of the Racial Equity Group within the City of LA's City Administrative Office (CAO) to address racial equity Citywide Fund HMIS. HHAP-5 regional planning and application process.

equipped to assist and ensure that all related projects being funded through HHAP-5 are implemented and continue to operate, evidenced in the City of LA's Key Actions in Section 2.2 including: SPM 7.2 #5, SPM 7.3 #8, & 7.4 #6. With this support, the City will have the systems support need to pursue the State's HHAP-5 goals to sustain existing investments toward long-term sustainability of housing and supportive services and prioritize permanent housing solutions. Additionally, systems support outcomes will be improved through advancements in racial equity outcomes supported by the identified Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1, SPM 7.2

#1, SPM 7.3
#1, & SPM 7.4
#1).

HMIS

Administrative
Costs

\$2,633,427.00

Grant administration

Administrative costs will provide funding to the City of LA for positions to help administer the grant funds and reporting requirements. These activities support the State's HHAP-5 goals to sustain existing investments toward long-term sustainability of housing and supportive services and prioritize permanent housing solutions.

**Total HHAP-5
Dollars Budgeted:
\$164,335,500.00**

**Total HHAP-5
Youth Set-Aside
Dollars Budgeted:
\$16,433,550.00**

Youth Set-Aside Minimum

\$16,433,550.00

HMIS Maximum

\$1,643,355.00

Administrative Maximum

\$11,503,485.00

Does this budget propose to support any new interim housing solutions outside of the youth set-aside?

No

Does this budget propose to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted?

No

Administrative Entity 6

Which Administrative Entity is submitting the below budget?

CA 607 - Pasadena CoC

Funding Plan - CA 607 - Pasadena CoC

Eligible Use Category	HHAP-5 Dollars Budgeted	If applicable, Dollars budgeted for the Youth Set-Aside	Activities These Funds will Support	How are these Activities Aligned with the State's Priorities?
Rapid Rehousing	\$200,000.00	\$0.00	Expansion of RRH rental subsidies, move-in expenses, landlord incentives, and housing retention services.	Expanding the City of Pasadena's RRH rental subsidies, move-in expenses, landlord incentives, and housing retention services will provide continued funding for programs that provide support to people experiencing homelessness to assist them in accessing permanent housing quickly. The Key Actions for RRH efforts identified by the City of Pasadena under Section 2.2 include: SPM 1.a #9 & SPM 3 #22. These Key Actions indicate how the City will leverage HHAP-5 funding to

create opportunities for people in Pasadena to become stably housed, consistent with the State's HHAP-5 goals to prioritize permanent housing solutions and sustain existing investments toward long-term sustainability of housing and supportive services. Additionally, RRH outcomes will be improved through advancements in racial equity outcomes supported by the identified Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1, SPM 7.2 #1, SPM 7.3 #1, & SPM 7.4 #1).

Prevention and Shelter Diversion

Delivery of Permanent Housing and Innovative Housing Solutions

Operating Subsidies- Permanent Housing

Operating

Subsidies-Interim
Sheltering

Interim Sheltering

\$208,651.51 \$79,952.26

Support non-congregate interim housing with motel vouchers for adults, families, and youth in the City of Pasadena CoC. Provide funding for motel vouchers for adults and families (\$128,651.51) and youth (Youth Set Aside –\$79,952.26) in the City of Pasadena CoC.

The City of Pasadena will support non-congregate interim housing with motel vouchers for adults, families, and youth in the City in order to provide a stable environment that will increase likelihood of successful transitions to permanent housing. This work is supported through the Key Actions identified by the City of Pasadena under Section 2.2 and include: SPM 1.b #12 & SPM 1.b #13. Additionally, interim housing outcomes will be improved through advancements in racial equity outcomes supported by the identified Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1, SPM 7.2 #1, SPM 7.3 #1, & SPM 7.4 #1). These activities align with the State's

HHAP-5 goals to prioritize permanent housing solutions and sustain existing investments toward long-term sustainability.

Improvements to Existing Emergency Shelter

Street Outreach \$175,000.00 \$0.00

Outreach to entire City of Pasadena CoC geographic area. Provide services for people experiencing unsheltered homelessness to help them transition to interim and permanent housing with services attached, housing navigation, harm reduction services.

Outreach conducted with a Housing First and Harm Reduction approach throughout the entirety of the City of Pasadena's geographic area will help people experiencing unsheltered homelessness transition to interim and permanent housing with services attached. The City's outreach efforts are described in the identified Key Actions in Section 2.2 and include: SPM 7.1b #7 & SPM 7.6 #4. Outreach funded and implemented will enable the City to bring people out of situations that

are not meant for human habitation and better position them to be able to successfully transition to stable housing, consistent with the State's HHAP-5 goal to sustain existing investments toward long-term sustainability of housing and supportive services. Additionally, outreach outcomes will be improved through advancements in racial equity outcomes supported by the identified Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1, SPM 7.2 #1, SPM 7.3 #1, & SPM 7.4 #1).

Services
Coordination

Systems Support \$159,904.52 \$0.00

Incorporate regional data into local housing needs assessment, collaborate on regional housing strategies, planning activities to advance and track progress in Pasadena CoC Homelessness Plan and Regionally

By incorporating regional data into local housing needs assessments, assessing regional needs, and regional planning with HHAP-5 partners, the

Coordinated Homelessness Action Plan.

City of Pasadena will be well equipped to drive progress toward goals outlined in the CoC's Homelessness Plan and the Regionally Coordinated Homelessness Action Plan, as evidenced in the City of Pasadena's Key Actions in Section 2.2: SPM 1.a #16, SPM 7.2 #6, and SPM 7.3 #9. With this support, the City will have the systems support needed to pursue the State's HHAP-5 goals to sustain existing investments toward long-term sustainability of housing and supportive services and prioritize permanent housing solutions. Additionally, systems support outcomes will be improved through advancements in racial equity outcomes supported by the identified

Key Action under Section 2.2 (SPM 7.1a #2, SPM 7.1b #1, SPM 7.2 #1, SPM 7.3 #1, & SPM 7.4 #1).

HMIS

Administrative Costs	\$55,966.57	Grant administration.	These activities support the State's HHAP-5 goals to sustain existing investments toward long-term sustainability of housing and supportive services and prioritize permanent housing solutions.
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Total HHAP-5 Dollars Budgeted:	Total HHAP-5 Youth Set-Aside Dollars Budgeted:
\$799,522.60	\$79,952.26

Youth Set-Aside Minimum
\$79,952.26

HMIS Maximum
\$7,995.23

Administrative Maximum
\$55,966.58

Does this budget propose to support any new interim housing solutions outside of the youth set-aside?
No

Does this budget propose to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted?
No

Certification

Participating Eligible Applicant 1

Participating Eligible Applicant

Los Angeles County

Certification Los Angeles County

On behalf of the above entered participating eligible applicant, I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name

Danielle Zapata

Phone

(213) 948-2837

Email

dzapata@ceo.lacounty.gov

Participating Eligible Applicant 2

Participating Eligible Applicant

CA 600 - LA City and County (LAHSA)

Certification CA 600 - LA City and County (LAHSA)

On behalf of the above entered participating eligible applicant, I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name

Rachel Johnson

Phone

(213) 518-2170

Email

rajohnson@lahsa.org

Participating Eligible Applicant 3

Participating Eligible Applicant

City of Los Angeles

Certification City of Los Angeles

On behalf of the above entered participating eligible applicant, I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name

Bindu Kannan

Phone

(213) 574-4392

Email

bindu.kannan@lacity.org

Participating Eligible Applicant 4

Participating Eligible Applicant

CA 612 - Glendale CoC

Certification CA 612 - Glendale CoC

On behalf of the above entered participating eligible applicant, I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name

Arsine Isayan

Phone

(818) 550-4474

Email

arisayan@glendaleca.gov

Participating Eligible Applicant 5**Participating Eligible Applicant**

CA 606 - Long Beach CoC

Certification CA 606 - Long Beach CoC

On behalf of the above entered participating eligible applicant, I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name

Paul Duncan

Phone

(562) 570-4581

Email

paul.duncan@longbeach.gov

Participating Eligible Applicant 6**Participating Eligible Applicant**

CA 607 - Pasadena CoC

Certification CA 607 - Pasadena CoC

On behalf of the above entered participating eligible applicant, I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name

Jennifer O'Reilly-Jones

Phone

(626) 744-8305

Email

joreillyjones@cityofpasadena.net

Participating Eligible Applicant 7**Participating Eligible Applicant**

City of Long Beach

Certification City of Long Beach

On behalf of the above entered participating eligible applicant, I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name

Tom Modica

Phone

(562) 570-5091

Email

tom.modica@longbeach.gov

MEMORANDUM OF UNDERSTANDING
Regionally Coordinated Homeless Action Plan Commitment

THIS MEMORANDUM OF UNDERSTANDING (MOU) is made and entered into by and between the Los Angeles County Chief Executive Office - Homeless Initiative, (hereinafter referred to as "CEO-HI"), the Los Angeles Homeless Services Authority (hereinafter referred to as LAHSA), the City of Glendale, the City of Long Beach, the City of Los Angeles, and the City of Pasadena, collectively referred to as the "Parties."

RECITALS

WHEREAS, on September 29, 2023, the California Interagency Council on Homelessness (Cal ICH) announced the availability of the Regionally Coordinated Homeless Housing, Assistance and Prevention Program (HHAP) Round 5 (HHAP-5) grant funding;

WHEREAS, the California legislature appropriated \$1 billion to fund HHAP-5, which makes available \$760 million of the \$1 billion appropriated to eligible cities, counties, and Continuums of Care (CoCs) for the HHAP-5 base allocations and \$9.5 million for planning allocations;

WHEREAS, the Los Angeles region faces challenges in creating a cohesive regional strategy that meets unique local needs across its geographic area. The Los Angeles region spans multiple jurisdictions, and includes the County of Los Angeles, City of Los Angeles, City of Glendale, City of Long Beach, and City of Pasadena, in addition to a number of rural communities, unincorporated areas, and four CoCs. CoCs are local planning bodies that work to coordinate housing and services for homeless individuals and families. LAHSA is a Joint Powers Authority formed by the County of Los Angeles and the City of Los Angeles and is the lead agency for the Los Angeles CoC. The cities of Glendale, Long Beach, and Pasadena each contain a distinct CoC within their jurisdictions covering that specific area;

WHEREAS, the Cal ICH Notice of Funding Availability (NOFA) identifies the Los Angeles CoC, the Glendale CoC, the Long Beach CoC, the Pasadena CoC, the County of Los Angeles, the City of Los Angeles, and the City of Long Beach as eligible applicants for the HHAP-5 grant funding. Cal ICH requires all eligible applicants to apply jointly as part of a "region." Region is further defined in the NOFA as the geographic area served by a county, including all cities and all CoCs within it;

WHEREAS, the HHAP-5 grant funding application requires the submission of a Regionally Coordinated Homeless Action Plan (RCHAP), amongst other documents, including this MOU;

WHEREAS, the RCHAP is to be developed by the Parties, with input from community and regional partners committed to ending homelessness in the Region;

WHEREAS, the RCHAP must be submitted with the HHAP-5 application and in accordance with the HHAP-5 NOFA; and this MOU must be signed by each of the Parties wherein they commit to participate in and comply with the RCHAP; and

WHEREAS, it is the intent of the Parties hereto that this MOU be in conformity with all applicable federal, state, and local laws and specifically meet the regulatory requirements of HHAP-5,

NOW, THEREFORE, the Parties mutually agree as follows:

ARTICLE I

A. Definitions: The following definitions shall apply to this Article;

“Collaborating Entity(ies)” shall mean any or all of the HHAP-5 Applicants, as the context provides.

“HHAP-5 Applicants” shall mean the County of Los Angeles, LAHSA, the City of Glendale, the City of Long Beach, the City of Los Angeles, and the City of Pasadena.

“Lead Entity” shall mean the entity that is responsible for implementation and oversight of the activities of the specific program or strategy in the RCHAP.

B. Commitments: The Parties acknowledge and hereby commit to participate and comply with the actions, roles, and responsibilities in the RCHAP, which is incorporated by reference herein and made a part of this MOU as Addendum I. The Parties' commitments to the RCHAP, including all amendments or updates thereto, are summarized below.

1. The Parties' roles and responsibilities within the Region of Los Angeles County, as specified in Section 2.1 in Addendum I, RCHAP, for outreach and site coordination, siting and use of available public land, the development of interim and permanent housing options, and coordinating, connecting, and delivering services to individuals experiencing homelessness or at risk of experiencing homelessness are summarized below:
 - a. LAHSA, as Lead Entity, shall lead the Coordinated Outreach System, with HHAP-5 Applicants as Collaborating Entities.
 - b. The City of Los Angeles, as Lead Entity, shall lead encampment resolution within the City of Los Angeles.
 - c. County of Los Angeles (County), as Lead Entity, shall lead encampment resolution efforts in the County's unincorporated areas and 87 other cities (excluding the City of Los Angeles).
 - i. LAHSA, as Lead Entity, shall lead collaboration efforts in encampment resolution for both the City of Los Angeles and County.
 - ii. All Parties are Collaborating Entities in encampment resolution for their respective jurisdictions.

- d. LAHSA, as Lead Entity, shall lead the regionwide Coordinated Entry System (CES), with HHAP-5 Applicants, as Collaborating Entities, through participation in CES, as well as the CES Policy Council.
 - e. The City of Glendale, City of Long Beach, City of Los Angeles, City of Pasadena, and the County (for the unincorporated areas), as Lead Entities and shall lead the siting and use of available public land within their jurisdictions. County and LAHSA shall be Collaborating Entities in these efforts.
 - f. Each HHAP-5 Applicant is the Lead Entity and shall lead the development of interim and permanent housing in its respective area of the Region of Los Angeles County, with County providing funding opportunities and strategic guidance to all jurisdictions, and housing development leadership in unincorporated areas of the Region of Los Angeles.
 - i. County and LAHSA, as Collaborating Entities, shall provide supportive services in housing development efforts.
 - ii. County and LAHSA are Lead Entities and shall lead programs aiming to secure private market rental units for vouchers holders, including the advancement of a Master Leasing Program through LAHSA.
 - g. Each HHAP-5 Applicant, as the Lead Entity, shall lead efforts to coordinate and connect on delivery services in collaboration with its local service providers.
 - i. County, as Lead Entity, shall lead efforts to allocate local Measure H funding throughout the Region of Los Angeles County and to connect individuals at risk of or experiencing homelessness to County services for which they are eligible, with all HHAP-5 Applicants as Collaborating Entities.
 - ii. LAHSA, as Lead Entity, shall lead the problem-solving efforts, optimization of housing navigation for the Region of Los Angeles County, and workforce and organizational capacity efforts, with all HHAP-5 Applicants as Collaborating Entities.
2. The Parties' roles and responsibilities for Key Actions as specified in Section 2.2 in Addendum I, RCHAP to improve the System Performance Measures (SPMs) are summarized below:
- a. All HHAP-5 Applicants, as Lead Entities, shall lead efforts to track each of the SPMs by race and ethnicity for each of the participating CoCs.
 - b. County and LAHSA, as Lead Entities, shall co-lead implementation of the regional outreach teams. LAHSA, as Lead Entity, shall update outreach coordination maps.
 - c. LAHSA, as Lead Entity, shall lead the shallow subsidy program. County is the Collaborating Entity.

- d. LAHSA, as Lead Entity, shall lead document collection in interim housing, with the remaining HHAP-5 Applicants as the Collaborating Entities.
 - e. LAHSA, as Lead Entity, shall lead development of an equity evaluation framework and the remaining HHAP-5 Applicants shall be the Collaborating Entities.
 - f. LAHSA and County, as Lead Entities, shall co-lead efforts to increase rental subsidies for individuals who are homeless or at risk of homelessness and the remaining HHAP-5 Applicants shall be the Collaborating Entities.
 - g. For specific Key Actions to reduce SPMs across the entire Region of Los Angeles County, each HHAP-5 Applicant is Lead Entity for Key Action Steps for its jurisdiction, with County and/or LAHSA as Collaborating Entities.
3. The Parties' roles and responsibilities for Key Actions as specified in Section 2.3 in Addendum I, RCHAP to ensure racial and gender equity in service delivery, housing placements, housing retention, and any other means to affirm equitable access to housing and services for racial and ethnic groups overrepresented among residents experiencing homelessness are summarized below:
- a. County and LAHSA, as Lead Entities, shall lead efforts to ensure racial and gender equity for services and housing.
 - i. County and LAHSA, as Lead Entities, together shall lead regional efforts to implement recommendations from the Black People Experiencing Homelessness and Latinx homelessness workgroups.
 - ii. County and LAHSA, as Lead Entities, together shall lead efforts to disseminate information about funding opportunities to underserved communities and examine best ways to develop funding preferences and scoring criteria.
 - iii. County, as Lead Entity, shall lead development and implementation of an action plan to improve Black tenants' retention rates in time-limited subsidies and Permanent Supportive Housing programs, with LAHSA as the Collaborating Entity.
 - iv. County, as Lead Entity, shall also lead efforts to increase the number of people with lived experience who are Black/Latinx/American Indian & Alaska Native (AIAN) working in the homeless services sector, with LAHSA as a Collaborating Entity.
 - v. County, as Lead Entity, also leads the County CEO's Anti-Racism, Diversity, and Inclusion (ARDI) Unit to support implementation of Black People Experiencing Homelessness recommendations, with LAHSA and the City of Los Angeles as Collaborating Entities.

- vi. LAHSA, as Lead Entity, shall lead the effort to implement new CES assessment tools that will rely on all HHAP-5 Applicants as Collaborating Entities.
- b. The City of Glendale, City of Long Beach, City of Los Angeles, and City of Pasadena, as Lead Entities, shall lead work to ensure racial and gender equity in services and housing in their local jurisdictions. Examples from two of the jurisdictions, City of Los Angeles and City of Pasadena, include:
 - i. The City of Los Angeles, as Lead Entity, shall lead its community's continued efforts to implement a procurement process that gives additional consideration to bidders from certified minority enterprises, with LAHSA and County as Collaborating Entities.
 - ii. The City of Pasadena, as Lead Entity, shall lead efforts in its community to incorporate gender into ongoing racial equity assessments to identify potential gender inequities.
4. The Parties' roles and responsibilities for Key Actions as specified in Section 2.4 in Addendum I, RCHAP, to reduce homelessness among individuals exiting institutional settings, including but not limited to jails, prisons, hospitals, and any other institutions such as foster care, behavioral health facilities, etc. as applicable in the region are summarized below:
- a. County and LAHSA, as Lead Entities, shall co-lead efforts to dedicate interim housing for people who are recently released or will be released from jail within 60 days with the goal of reducing homelessness and recidivism.
 - b. The City of Los Angeles, as Lead Entity, shall lead efforts to reduce recidivism and help individuals experiencing homelessness resolve minor criminal infractions in the City of Los Angeles, in collaboration with County as a Collaborating Entity. County is Lead Entity for work on criminal record clearing countywide.
 - c. LAHSA, as Lead Entity, shall lead efforts to partner with the County Department of Children and Family Services (DCFS) to support families and youth exiting programs through problem-solving, with County as Collaborating Entity.
 - d. The City of Los Angeles, as Lead Entity, shall lead efforts to increase available transitional age youth (TAY) beds through project-based transitional housing, with County as a Collaborating Entity.
5. The Parties' roles and responsibilities for Key Actions as specified in Section 2.5 in Addendum I, RCHAP, in the utilization of local, state, and federal funding programs to end homelessness are summarized below:
- a. County, as Lead Entity, shall allocate funding to HHAP-5 Applicants from the following funding sources contingent on County Board of Supervisors' approval of the funds:

Measure H Funding (through the Measure H funding term period, June 2027) and County General Fund. Each of the HHAP-5 Applicants leads the utilization of the funding for those specific funding sources once monies have been distributed.

- b. For all other funding sources, LAHSA, City of Glendale, City of Long Beach, City of Los Angeles, City of Pasadena, and County (for unincorporated areas), as Lead Entities, shall lead the utilization of local, state, and federal funding programs for each of their respective jurisdictions.
6. The Parties' roles and responsibilities for Key Actions as specified in Section 2.6 in Addendum I, RCHAP, to connect individuals to wrap-around services from all eligible federal, state, and local benefit programs are summarized below:
 - a. County, as Lead Entity, shall lead the work connecting to mainstream benefits in the Region of Los Angeles County, with the remaining HHAP-5 Applicants as Collaborating Entities.
 - b. LAHSA, City of Glendale, City of Long Beach, and City of Pasadena, as Continuums of Care (CoCs), are Collaborating Entities with the County on efforts in their own local communities to connect people experiencing or at risk of homelessness to benefits, often in collaboration with other County partners. Examples from two of the jurisdictions, City of Glendale and City of Long Beach, include:
 - i. The City of Glendale has funding to lead work more deeply with health care partners in its community to increase support for clients in permanent supportive housing through the Housing and Homeless Incentive Program (HHIP) in partnership with its Medi-Cal managed care plan partners.
 - ii. The City of Long Beach CoC leads efforts in collaboration with local providers and County to use Mobile Access Center (MAC), Multi-Service Center (MSC), Outreach, and/or REACH program to make referrals in its community to mainstream benefits and provide access to services and benefit enrollment.
7. County's CEO-HI will lead the convening of a new, regular HHAP-5 Applicant meeting and all HHAP-5 Applicants will collaborate – at least quarterly.
8. HHAP-5 Applicants shall attend existing meetings/venues on specific subject matters relating to homelessness that HHAP-5 Applicants collaborate in, as applicable (for example, CES Policy Council).

ARTICLE II

Term: This MOU shall become effective on March 27, 2024, and shall terminate on June 30, 2028, unless extended, in whole or in part by all Parties, as provided in this MOU.

ARTICLE III

Fiscal: There shall be no remuneration between the Parties related to the execution and implementation of the terms of this MOU.

ARTICLE IV

Changes to MOU: This MOU may be amended, including amendments that incorporate future HHAP-5 requirements that may be requested by the funder, by mutual consent of the Parties hereto. Said amendments shall become effective only when in writing and fully executed by duly authorized officers of the Parties hereto.

ARTICLE V

Authorized Signatures: The Parties to this MOU represent that the undersigned individuals executing this MOU on their respective behalf are fully authorized to do so by law or other appropriate instrument and to bind upon said Parties to the obligations set forth herein.

ARTICLE VI

Electronic Signatures: Each Party agrees that the electronic signatures, whether digital or encrypted, of the Parties included in this MOU, are intended to authenticate this writing and to have the same force and effect as manual signatures. Electronic Signature means any electronic visual symbol or signature attached to or logically associated with a record and executed and adopted by a Party with the intent to sign such record, including facsimile or email electronic signatures, pursuant to the California Uniform Electronic Transactions Act (Cal. Civ. Code §§ 1633.1 to 1633.17) as amended from time to time.

IN WITNESS WHEREOF, the Parties hereto have executed this MOU on the dates indicated below.

LOS ANGELES COUNTY Chief Executive Office

By: 

Dated: 3/13/2024

IN WITNESS WHEREOF, the Parties hereto have executed this MOU on the dates indicated below.

LOS ANGELES HOMELESS SERVICES AUTHORITY

By: *Va Lucia Adams Kellum*

Dated: 03/22/2024

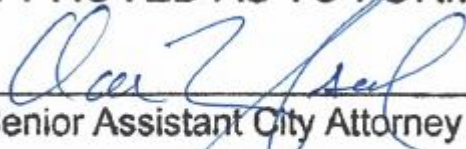
IN WITNESS WHEREOF, the Parties hereto have executed this MOU on the dates indicated below.

CITY OF GLENDALE

By: _____

Dated: _____

APPROVED AS TO FORM



Senior Assistant City Attorney

DATE 3/18/2024

IN WITNESS WHEREOF, the Parties hereto have executed this MOU on the dates indicated below.

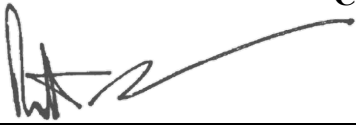
CITY OF LONG BEACH

By: 

Dated: 3/19/24

IN WITNESS WHEREOF, the Parties hereto have executed this MOU on the dates indicated below.


CITY OF LOS ANGELES

By:  _____

Dated: March 14, 2024

IN WITNESS WHEREOF, the Parties hereto have executed this MOU on the dates indicated below.

CITY OF PASADENA

By: 
Nicholas Rodriguez (Mar 13, 2024 10:01 PDT)

Dated: 03/13/2024