

## **Homeless Housing, Assistance and Prevention (HHAP) Application Narrative**

### **1. Summary of Homelessness in the CoC**

#### **A. HUD Longitudinal System Assessment from June 2018-June 2019**

Please see attachment 1A.

### **2. Demonstration of Regional Coordination**

#### **A. Coordinated Entry System (CES) Information**

The Los Angeles County Coordinated Entry System (CES) is organized into three population systems – Adults, Families, and Youth – which cover each of the eight geographic regions in the County, known as Service Planning Areas (SPAs). The Los Angeles Homeless Services Authority (LAHSA), the lead administrative entity for the Los Angeles Continuum of Care (LA CoC), is responsible for the overall implementation and administration of CES. LAHSA funds nonprofit organizations to serve as CES Lead Agencies for each population system in each SPA. Each CES Lead Agency is responsible for the operations and overall coordination of the population system within the SPA, including managing relationships with community partners, providing standardized services to clients, identifying resources, facilitating case conferencing, trainings, and community meetings. LAHSA's CES Division is dedicated to providing ongoing support to CES Lead Agencies and to the system at large.

The CES flow for participants consists of four phases: Access, Assessment, Prioritization, and Matching.

*Access:* Persons experiencing or at risk of homelessness can access CES housing and services via multiple referral pathways and defined Entry Points for each SPA and population system. There are four types of mobile and site-based Entry Points: Access Points, Access Centers, Outreach, and Interim Housing. All Entry Points utilize the same assessment approach, including standardized decision-making.

To ensure wide access, there are three primary referral pathways into a CES Entry Point:

- (1) Referral Partners including City and County departments, faith-based institutions, schools, and other partners;
- (2) Self-referrals, which can be made by calling into an access center or going to an access center, or by working with a CES-participating homeless services provider;
- (3) Outreach, which consists of outreach teams utilizing a progressive engagement model to connect people experiencing homelessness with both immediate basic needs while also enrolling and connecting participants to services such as housing navigation and case management.

*Assessment:* Assessment is the process by which the CES gathers information about a participant to understand and document their housing needs and vulnerabilities. The CES utilizes a phased or progressive approach to assessment; the process may take place over a series of interactions and may

include information gathered from multiple sources (e.g., Initial Access Tool, CES Survey Packet, case conferencing). The process is client-driven, dependent on participants' preferences, needs, or ability to self-resolve. Problem-Solving is continuously implemented during the assessment process.

Administration of the population-appropriate CES Survey Packet (VI-SPDAT for adults; VI-FSPDAT for families; Next Step Tool for youth; or J-SPDAT for justice-involved individuals) determines a CES participant's vulnerability. Responses across multiple domains, including health and well-being, are scored, contributing to a total score, which indicates the participant's relative vulnerability. The information from the Survey Packet is used to help connect the participant to appropriate services and housing resources. The completed CES Survey Packet is entered into HMIS. In cases when a participant refuses or is unable to self-report their condition or circumstances accurately or completely, CES uses the Full-Service Prioritization Decision Assistance Tool (Full SPDAT) to refine, clarify, and verify vulnerability.

*Prioritization:* CES uses a Prioritization Order Table to determine how participants are prioritized for permanent housing resources based on their CES Survey Packet score. For situations in which the CES Survey Packet score does not accurately reflect the vulnerability and needs of a participant, case conferencing is used for prioritization.

*Matching:* Matching is the process by which a CES participant who is prioritized for housing is referred to or "matched" to a housing intervention for which they are eligible. Information about the availability and eligibility of housing resources are centralized in the Resource Matching System, an online tool used to match housing resources through CES.

*Challenges to CES:* A number of barriers to implementing CES exist. The primary challenges to CES are that the need for services and housing resources well exceeds available housing resources that are available to clients in CES. While CES allows for a more efficient and equitable allocation of housing resources, it is not a substitute for the additional housing resources needed to meet demands. As such, more housing resources are needed not only to meet the need of clients within CES and awaiting housing. Additionally, more funding is needed to bolster further prevention and problem-solving programs that keep clients from falling into homelessness and placing additional strain on CES. New state and local funding are critical components for addressing these challenges.

## **B. Prioritization Criteria**

In alignment with 24 CFR 578.7(a)(8), Los Angeles County's Coordinated Entry System prioritizes individuals and includes policies and protections in place for vulnerable populations who are fleeing or attempting to flee domestic violence.

For prioritization of the general population of people experiencing homelessness, the process is as follows. Upon assessment using the CES Survey Packet (i.e., the VI-SPDAT for adults, the VI-FSPDAT for families, the Next Step Tool for youth, or the J-SPDAT for justice-involved individuals), CES Lead Agencies enter participants into the Community Queue, a list that resides in the Homeless Management Information System (HMIS), in accordance with the Prioritization Order Table. The priority order is based on acuity level, subpopulation (i.e., adults, families, and youth), acuity score range, length of time homeless, and, if applicable, high-risk determination from case conferencing.

Service Planning Area (SPA) Matchers and Countywide Matchers manage the Community Queue to ensure prioritized CES Participants are active in the system, the accuracy of assessment information, and to identify participants' housing preferences. In this way, SPA Matchers maintain a validated list of persons who can be matched upon the availability of a permanent housing resource.

LAHSA also maintains policies and procedures to address the needs of individuals and families who are fleeing or attempting to flee domestic violence, dating violence, sexual assault, or stalking but who are seeking shelter or services. LAHSA affirms the right of all individuals and affiliated individuals experiencing homelessness in the Los Angeles Continuum of Care (LA CoC) to access services and housing for which they are eligible by promoting safe housing environments for persons experiencing domestic violence, dating violence, sexual assault, stalking, and/or human trafficking. To ensure the provision of safe housing environments, the *Housing Protections Under the Violence Against Women Act (VAWA) in the Los Angeles Continuum of Care* policy, approved by the LAHSA Commission in January 2018, requires housing providers to establish procedures and protections for participants experiencing domestic violence, dating violence, sexual assault, or stalking in accordance with the reauthorized Violence Against Women Reauthorization Act (VAWA) of 2013 (24 CFR Part 5, Subpart L). LAHSA extends VAWA housing protections to include individuals experiencing human trafficking. All LAHSA-contracted permanent housing and transitional housing providers, regardless of funding source, must ensure safe housing environments for participants experiencing domestic violence, dating violence, sexual assault, stalking, or human trafficking.

LAHSA's *Housing Protections Under the Violence Against Women Act (VAWA) in the Los Angeles Continuum of Care* policy outlines protections for persons experiencing domestic violence, dating violence, sexual assault, stalking, or human trafficking. As such, these survivors:

- cannot be denied admission, be evicted, or have their assistance terminated because of the violence committed against them,
- must get a notice of housing rights under VAWA,
- can request that an abuser be removed from the lease and housing, where applicable,
- seek an emergency transfer to another unit in the same program or to a unit under another subsidized housing program (LAHSA is in the process of rolling out a centralized CoC-wide emergency transfer plan),
- stay in the unit, even if there is (or has been) criminal activity that is directly related to the violence,
- has a right to strict confidentiality of information, and
- can self-certify using the HUD self-certification form (if there is conflicting information, a housing provider may ask for additional information).

In addition, all LAHSA-funded programs are contractually required to abide by Housing First principles. Housing First is codified in LAHSA contracts, and guidance for abiding by Housing First principles is further defined in LAHSA-issued practice standards, program guides, and operations manuals.

### C. Coordination of Regional Needs

LAHSA, as the lead entity of the Los Angeles Continuum of Care (LA CoC) and a joint powers authority of the City and County of Angeles, meets regularly with the City of Los Angeles and the County of Los Angeles to jointly develop and execute strategies to address homelessness. According to the 2019 Point-in-Time Count, there were 58,936 people experiencing homelessness in Los Angeles County, compared to 56,257 people in the LA CoC, indicating that 95% of the county's homeless population was found in the LA CoC. Additionally, there were 36,165 people experiencing homelessness in the City of Los Angeles, accounting for 61% of the county's homeless population and 64% of the CoC's homeless population. Given this extensive overlap, there is no way to effectively address homelessness in any of these three jurisdictions without strong ongoing collaboration between all three entities.

Within the County and the CoC, funding for homeless services is allocated across eight Service Planning Areas (SPAs)—funding for homeless services is allocated based on the proportion of the CoC's homeless population residing in that SPA. Within the eight SPAs, five of the SPAs contain a portion of the City of Los Angeles. This system allows both the county and the CoC to allocate funding proportionally and in accordance with the City of Los Angeles share of the regional need. This system for funding allocation has been used for County Measure H funding, federal CoC funding, as well as Homeless Emergency Assistance Program (HEAP) funding. In addition to this existing funding allocation methodology, all three entities hold regular meetings to discuss funding and program allocations. These meetings include:

- Meetings of the Los Angeles Home for Good Policy Team, which brings together LAHSA, the City of Los Angeles, the County of Los Angeles, the United Way of Greater Los Angeles, and others, and convenes on a monthly basis;
- Meetings of the Home for Good Funders Collaborative, which brings together philanthropy, LAHSA, the City of Los Angeles, the County of Los Angeles, the United Way, and meets on a monthly basis;
- Meeting of the Los Angeles State Policy Coordinating Committee, which brings together LAHSA, City of Los Angeles, County of Los Angeles, and others to discuss state funding priorities on a monthly basis;
- Meetings of the Regional Homeless Advisory Council, which meets quarterly and has membership from all three entities, as well as other jurisdictions and partners from throughout the region.

The County of Los Angeles and LAHSA collaborated on a public input process to determine priorities for HHAP allocations. The two entities held eight public input sessions across the continuum, seeking input from providers, community members, neighbors with lived experience of homelessness, advocates, and others. A summary of those public input sessions is attached.

As noted above, the LA CoC accounts is home to about 95% of the homeless population in Los Angeles County. At present, approximately 31,500 people have been assessed by the Los Angeles County Coordinated Entry System and are awaiting a permanent housing resource. The HHAP funds will help the LA CoC meet the needs of this share of the homeless population in several different ways:

- Increasing prevention efforts across the system and coordinating with more system partners: Using HHAP funds, LAHSA will continue to expand "Problem Solving" programs, which provide

rapid resolution and prevention for people at risk of becoming or recently homeless. According to the 2019 Homeless Count data, while the Los Angeles County homeless system was able to house 133 people on average per day, approximately 150 people fell into homelessness each day. Expanding prevention efforts, therefore, is an essential component of any strategy to reduce homelessness in Los Angeles.

In addition to continuing to expand flexible funding available for these rapid resolution efforts, LAHSA will expand problem-solving training and make it available to cities throughout the continuum. This will ensure that their staff, who frequently interface with people in crisis before or shortly after they enter the homeless system, have the skills and training needed to divert people from entering the homeless system and resolve their housing crisis. A component of this program will include a prevention shallow subsidy, which will provide a small monthly rental subsidy to people at risk of homelessness to help stabilize their housing situation.

- **Extending the reach of rental subsidy efforts:** Using HHAP funding, LAHSA will be seeking to accelerate efforts that move people out of the homeless system and into permanent housing. To accomplish this, LAHSA will use a portion of HHAP funding to increase the number of people served through the Rapid Re-Housing program. Increasing Rapid Re-Housing funding is also an important component of building a coordinated system with ongoing flow through—as additional shelter beds are added through investments of system partners like the City of Los Angeles, Rapid Re-Housing complements these investments by moving people through shelter and into permanent housing.
- **Maintaining existing shelter operations:** Finally, LAHSA will be managing its share of the regional need by using HHAP to maintain shelter operations that are currently funded by the HEAP program, but which will not have a funding source when HEAP funding is expended. Approximately 75% of the homeless population in Los Angeles is unsheltered, presenting a health and safety crisis to Los Angeles that must be met with a sizable shelter inventory that can expeditiously move people off the streets and into shelter, and then follow by moving people into permanent housing.

#### **D. Creating Sustainable, Long Term Housing Solutions**

LAHSA and the LA CoC are involved in efforts to create sustainable solutions to homelessness in a number of ways, including A) Serving as the regional lead coordinating across systems and jurisdictions to create alignment around permanent housing solutions; B) Funding permanent housing solutions through Rapid Re-Housing, Permanent Supportive Housing, and other interventions; C) Engaging in policy advocacy locally to support permanent solutions.

First, as the lead entity of the LA CoC and the administrator of the region's Coordinated Entry System, LAHSA coordinates homelessness response throughout the region, working with partner jurisdictions to craft responses grounded in best practices and aligned with the end goal of permanent housing. Included in this response is LAHSA's role as the lead of Housing Central Command, which brings together housing authorities and other local partners to coordinate the deployment of Los Angeles' permanent supportive housing portfolio and ensure effective and efficient matching and complete utilization of the portfolio.

LAHSA also funds the majority of the Rapid Re-Housing in the LA CoC. Over the course of 2018, there were over 7,000 permanent housing placements in Los Angeles using Rapid Re-Housing programs, accounting for about one-third of all permanent housing placements that year. Additionally, LAHSA continues to fund and administer permanent supportive housing subsidies using funding through the U.S. Department of Housing and Urban Development’s (HUD) Continuum of Care program. Other permanent housing interventions are also funded and administered by LAHSA, including prevention programs and reunification programs.

Finally, LAHSA engages in policy advocacy at the local level and works with partner agencies to craft solutions that will increase the stock of affordable, supportive, and interim housing. LAHSA strongly supported the City of Los Angeles’ efforts to pass both its Supportive Housing Ordinance and its Interim Motel Conversation ordinance. LAHSA is engaging in similar efforts to support the County of Los Angeles, as it develops an Interim and Supportive Housing ordinance and continues its efforts to move forward with an inclusionary housing ordinance.

### **3. Resources Addressing Homelessness**

#### **A. Existing Programs and Resources**

As shown in Table 1 below, LAHSA’s current Fiscal Year 2019-2020 budget, as approved by our Commission, details all funding sources and dollar amounts. LAHSA receives funding from multiple sources, including the County of Los Angeles and the City of Los Angeles. In coordination with these jurisdictions, LAHSA develops programs to address homelessness in Los Angeles, as well as contracts with sponsoring agencies to provide the programs to the community. Through Requests for Proposals (RFP), bids are submitted for services. The RFP evaluation process examines core competencies, services, and outcomes desired to ensure that funding is distributed effectively. The service providers with which LAHSA contracts receive technical support, contracting assistance and are able to utilize LAHSA’s capacity-building resources.

**Table 1. LAHSA Fiscal Year 2019-2020 Budget**

<b>Federal</b>	
<b>Housing and Urban Development (HUD)</b>	
Continuum of Care (CoC)	28,768,178
<b>Total Federal</b>	<b>28,768,178</b>
<b>State of California</b>	
<b>The Business, Consumer Services and Housing Agency (BCSH)</b>	
CoC HEAP	40,549,903
<b>California Department of Housing and Community Development (HCD)</b>	
CESH	3,932,794
<b>Total State of California</b>	<b>44,482,697</b>

County of Los Angeles	
<b>Chief Executive Office</b>	
Homeless Strategy Initiative ( Measure H)	275,205,003
General Funds (GF)	8,023,000
Homeless Services Fund (HSF)	2,687,000
<b>Total Chief Executive Office</b>	<b>285,915,003</b>
<b>Los Angeles County Development Authority (LACDA)</b>	
Emergency Solutions Grant-County (ESG)	2,062,312
Emergency Solutions Grant-State (ESG)	1,108,250
<b>Total Community Development Commission</b>	<b>3,170,562</b>
<b>Department of Public and Social Services</b>	
Single Allocation (SA)	400,000
Housing Support Program (HSP)	10,900,000
Prevention (FI)	67,502
GR Singles (GR)	2,409,000
<b>Total Department of Public and Social Services</b>	<b>13,776,502</b>
<b>Department of Children and Family Services (DCFS)</b>	
Independent Living Program (ILP)	2,871,556
<b>Department of Workforce Development, Aging and Community Services (WDACS)</b>	
Home Safe Program (HSP)	1,023,629
<b>Total County of Los Angeles</b>	<b>306,757,252</b>

City of Los Angeles	
<b>Los Angeles Housing + Community Investment Department (HCID)</b>	
General Fund (GF)	39,117,708
Emergency Solutions Grant (ESG)	4,415,910
Community Development Block Grant (CDBG)	232,200
Homeless Emergency Assistance Program (HEAP)	14,294,962
<b>Total City of Los Angeles</b>	<b>58,060,780</b>
<b>Other</b>	
Hilton Foundation	350,000
California Community Foundation (CFG)	10,000
<b>Total Other</b>	<b>360,000</b>
<b>TOTAL ALL FUNDING SOURCES</b>	<b>438,428,907</b>

With 58,936 people experiencing homelessness according to the 2019 Homeless Count, gaps persist throughout the homeless services system. At present, there are approximately 31,500 people who have been assessed by the Coordinated Entry System and affirmed that they want to be connected to a

housing resource, but for the availability of a housing resource to match them to. There is a marked need, therefore, for more housing resources, including affordable housing, supportive housing, and rental subsidies. In addition, the population of people experiencing homelessness is largely unsheltered. Approximately 75% of the Los Angeles homeless population is unsheltered, living in vehicles, tents, or makeshift structures. There is an urgent need to increase shelter resources to address the immediate health and safety of this population. Finally, it is estimated that over the course of 2018, an additional 55,000 fell into homelessness (on top of the about 53,000 people that were homeless as of the 2018 Homeless Count). There continues to be a need to scale up homelessness prevention resources to slow inflow into the homeless system in order to make meaningful progress in reducing homelessness.

## **B. HHAP Funding Plans**

*Rental Assistance/Rapid Re-Housing - \$20,764,559*

LAHSA plans to use funding in this category for the following programs:

- Prevention Shallow Subsidy
- Roommate Housing Subsidy
- Augmenting Rapid Re-Housing Efforts

The Prevention Shallow Subsidy Program is designed to provide additional support to participants, especially those that have added vulnerabilities, such as survivors of domestic violence. The program will target participants who have received Homeless Prevention assistance through the homeless system but may need ongoing rental assistance to maintain their housing. LAHSA will partner with the California Policy Lab to match additional slots utilizing the predictive analytics model. The California Policy Lab will also conduct an analysis of Prevention Shallow Subsidy to verify its efficacy as a preventative strategy within Los Angeles County. This 240-slot pilot will provide direct rental assistance to third parties (i.e., landlords, property managers, etc.) to reduce the rent burden. Rental assistance will be 35% of a household's rent for a period of up to five years. The Prevention Shallow Subsidy Program will provide limited case management services to continually screen, assess, and refer participants to all mainstream benefits or community resources necessary to assist with housing retention and stabilization. The program will be aligned with harm reduction, housing first, and trauma-informed models where no household will be excluded due to harmful behaviors to self, such as substance abuse. Prevention Shallow Subsidy will coordinate and augment needs beyond those made available within the scope of existing prevention programs within the LA CoC.

LAHSA also plans to add a new category of housing resources available within the homeless response system called the Roommate Housing Subsidy (RHS). The RHS would connect families, individuals, and youth experiencing homelessness to shared or roommate-based housing. The RHS is designed to be a viable housing resource for those that need assistance beyond typical prevention measures, yet below more resource-intensive Rapid Re-Housing or Permanent Supportive Housing. RHS's assistance includes the use of short-term financial assistance of up to three months and light touch supportive services (1 to 50 case management). RHS will be a Housing First, Harm Reduction, and Trauma-Informed approach. It will reduce the amount of time low- to mid-acuity households experience homelessness while also expanding available housing options. RHS will be an important component of a community's response to homelessness, effectively creating a fourth housing option that is not as costly as typical rental subsidy programs yet more expedient than the construction of new affordable units.



LAHSA plans to use HHAP funds to our expansion of rental subsidies available in our homeless services system. Areas include supporting our inventory of adult Rapid Re-Housing slots with 600 dedicated slots of Rapid Re-Housing for adults. With a high-cost rental market and low vacancy rate, HHAP funds will be used to create additional permanent housing opportunities through new subsidies for program participants connected to Rapid Re-Housing. LAHSA works diligently with Rapid Re-Housing subrecipients and community partners to operate programs using best practices that include Housing First, Trauma-Informed, and Low Barrier approaches. LAHSA will continue to provide ongoing technical support and training to ensure that best practices are implemented when providing program services.

*Systems Support to Create Regional Partnerships - \$4,868,351*

Systems Support funding will be utilized for several uses:

- Refinement and Enhancement of the Coordinated Entry System
- Continued Capacity Building for the Provider Community

LAHSA plans to use a portion of HHAP funds for further CES Refinement and to design and test CES enhancements based on research leveraged through LAHSA's HUD Technical Assistance support. This component will be responsible for the coordination of implementing recommendations from CES refinement workshops and other systemwide strategic vision enhancements.

LAHSA seeks to continue its capacity building initiative to support the administrative infrastructure of non-profit homeless service providers operating in the Los Angeles County Coordinated Entry System (LA County CES) network. Assessment of LAHSA's capacity building initiative, conducted by Abt Associates, Nonprofit Finance Fund, and TCC Group found an ongoing need to support provider development required to refine and enhance overall system management and further racial equity. Building on work accomplished in the assessment and discovery phase of the initiative, future capacity building efforts will:

1. Utilize evaluation data to re-calibrate approach to focus on: Hiring/Recruitment/Burnout prevention;
2. Consolidate training activities to ensure system education and instruction is developed, implemented and owned by system partners;
3. Align capacity-building measures to support the implementation of racial equity and strategic system vision.

This capacity-building programming is intended to build provider capacity to achieve long-term goals as evidenced by aligned strategic decision-making, increases in resource adaptability, and leadership sustainability.

*Prevention and Shelter Diversion to Permanent Housing - \$11,800,826*

LAHSA plans to use HHAP funding in the Prevention and Shelter Diversion category in three ways:

- Expanding and Continuing HEAP-Funded Problem Solving
- Partnering with cities on Problem Solving

These funds will support existing Problem-Solving programming currently initiated with Homeless Emergency Aid Program (HEAP) funds. Problem-Solving seeks to prevent or quickly resolve

homelessness using creative solutions without utilizing dedicated homeless resources, decreasing lower acuity entries into the CES. In Los Angeles, Problem-Solving is being implemented across the CES. Problem-Solving staff are placed within the County of Los Angeles Department of Public Social Services, adult access centers, hospitals, and large crisis housing sites for both adults and families. This will also cover Problem-Solving assistance funds to resolve a housing crisis quickly. These positions will all practice Housing First, Harm Reduction, and Trauma-Informed. Funds will support a staffing infrastructure needed to provide Problem-Solving training to a minimum of 1,000 service staff each year. Specialized training will also be provided to staff who serve the domestic violence community.

LAHSA will also provide Problem-Solving training to staff across Los Angeles County Supervisorial District, Los Angeles City Council offices, and key offices in some of the 88 cities across Los Angeles County. By training these staff who receive a high volume of requests for assistance, LAHSA projects a decrease of referrals into the homeless response system. Training staff would familiarize them with the practice of Problem-Solving as well as Housing First, Harm Reduction, and Trauma-Informed Practices. This pilot will also provide additional Problem-Solving Assistance funds to quickly resolve a housing crisis whether the household is literally homeless or imminently at risk of homelessness.

#### *New Navigation Centers and Emergency Shelters - \$18,261,649*

This funding is requested to preserve funding for the operations of 958 units of Interim Housing (Crisis Housing and Bridge Housing) and Safe Parking, serving families, TAY, and individuals and currently funded by HEAP. Interim Housing is an intervention that provides persons experiencing homelessness with temporary housing intended to resolve their immediate experience of unsheltered homelessness, to connect participants to permanent housing opportunities in their communities, and to provide various other services designed to address their needs and barriers. The 2019 Point in Time Homeless Count estimated that there are over 44,000 persons experiencing unsheltered homelessness at any given point in time. In absence of this funding, the impact would be the potential loss of 958 critically needed units of Interim Housing and Safe Parking.

LAHSA, as the lead agency for the LA CoC, requires all Interim Housing administered and funded by LAHSA to be programmed in accordance with Housing First. LAHSA, in conjunction with the City and County of Los Angeles, has adopted a set of Minimum Service and Operation Standards for Interim Housing. These standards are grounded in the philosophy of Housing First, and as designed, are in alignment with the State of California Welfare and Institutions Code definition of Housing first. As programmed within the LA CoC, all Interim Housing programs are required to serve all participants with a Housing First approach. The Housing First philosophy as defined by LAHSA's standards is based upon the premise that stable housing is a critical determinant of health, education, employment, and other positive outcomes related to well-being. Housing First programs do not require any preconditions for admittance. Instead, the focus is on quickly moving people experiencing homelessness into permanent housing with needed services. In practice, this means that participants shall not be rejected or exited from Interim Housing due to lack of sobriety or income, or based on the presence of mental health issues, disabilities, or other psychosocial challenges.

LAHSA's Interim Housing programs shall also ensure that a Harm Reduction approach is used in serving participants. Programs using Harm Reduction strategies work with participants to reduce the negative consequences of continued use of alcohol, drugs, or non-compliance with medications rather than establishing no-tolerance policies or terminating assistance based on a participants' inability to achieve sobriety or due to medication non-compliance. Program service strategies shall include all possible

approaches to assisting participants in their efforts to reduce or minimize risky behaviors, while at the same time helping participants move into, and stabilize in, permanent housing.

In addition to implementing a Housing First model which incorporates Harm Reduction techniques, all programs shall incorporate Trauma-Informed Care into their delivery of services. Trauma-Informed Care is an organizational structure and service framework that involves understanding, recognizing, and responding to the effects of all types of trauma. Trauma-Informed Care emphasizes physical, psychological, and emotional safety for participants, families, and service providers alike, and helps participants rebuild a sense of control, personal empowerment and reduce re-traumatization. In practice, Trauma-Informed Care services account for trauma in all aspects of service delivery and prioritize the trauma survivor's safety, choice, and control. Trauma-Informed Care services create and promote a culture of nonviolence, learning, and collaboration.

#### *Infrastructure Development - \$635,000*

To support data infrastructure needs, these funds would be used to enhance the use of HMIS. One of the HMIS enhancements would be to facilitate linkages between HMIS and the Housing Central Command (HCC) on an ongoing basis. HCC is a LAHSA initiative to improve the speed and effectiveness of the homeless rehousing system to move people experiencing homelessness into Permanent Supportive Housing. Based on a crisis response model developed by the U.S. Department of Housing and Urban Development (HUD) to rapidly re-house people after natural disasters, HCC is implementing procedures to ensure that all permanent supportive housing administrators work from a centralized housing inventory list and use a streamlined process to help move people experiencing homelessness into Permanent Supportive Housing (PSH) as quickly as possible.

The funding will increase the capacity of existing systems and enhance functionalities for Community Queue (lease-ups), Qualtrics forms (survey data), HMIS (cost amounts, document uploads) and location-based tools (latitude/longitude) to expedite processes, minimize data quality errors and leverage HMIS system to its full capacity. It will also be used for HMIS data analysis training.

Enhancements to our systems and tools will be used to more effectively manage funding and analyze performance of programs adhering to Housing First, including Crisis Housing, Rapid Rehousing and Permanent Supportive Housing. These will also assist in efforts including Point-in-Time counts and matching services to permanent housing. The funding will support system capabilities dedicated to managing performance and coordinating reporting for each of the Los Angeles County Homeless Initiative's *Approved Strategies to Combat Homelessness*.

#### *Youth Set-Aside - \$5,301,683*

Youth HHAP funds for LAHSA will be paired with an \$8 million dedicated for Transition Age Youth (TAY) support from the LA County HHAP allocation. This support will sustain various expansions to housing and services for TAY funded in FY19-20 with one-time investments from Los Angeles County, along with Homeless Emergency Assistance Program (HEAP) funds. For FY21-22, LAHSA HHAP uses for TAY will include Problem-Solving personnel at the LA County Departments of Children and Family Services and Probation (DCFS/Probation Liaisons) and Access Centers. For FY22-23, LAHSA HHAP will include Rapid Re-Housing for TAY, a population where Rapid Re-Housing has been especially successful. TAY will also receive housing and services, above and beyond the TAY carve-out, funded through the Emergency Shelter, Rapid Re-Housing, Problem-Solving, and Shallow Subsidies sections above.

All components funded with the TAY carve-out portion of LAHSA HHAP are contractually required to utilize a housing-first approach and deliver services grounded in principles of positive youth development and cultural competency.

#### **4. Partners Addressing Homelessness**

##### **A. Collaborating Partner Efforts**

LAHSA will be working closely with the County of Los Angeles, the City of Los Angeles, and numerous other cities on identified HHAP projects, primarily through problem-solving programs. For problem-solving programs, LAHSA will continue efforts to use problem-solving funding to train both the City of Los Angeles and County of Los Angeles partners on diversion and prevention techniques to assist them to better connect people in crisis to appropriate resources to prevent or quickly end their homelessness. LAHSA will also be partnering with dozens of smaller cities throughout Los Angeles County to give similar problem-solving training. This continued training will also allow these city-based entities to access LAHSA's pool of flexible problem-solving funding for cases in which mediation and problem-solving alone do not resolve a client's homelessness or housing crisis.

LAHSA will be working with the County of Los Angeles on implementing a shallow subsidy program for vulnerable populations. The shallow subsidy program will be targeted at people in the Rapid Re-Housing program who may be unable to sustain their housing after the Rapid Re-Housing subsidy concludes, such as older adults. The Rapid Re-Housing program is primarily funded through the County of Los Angeles' Measure H program and as such, implementation of the shallow subsidy program will take place in consultation with county partners.

Numerous barriers exist in partnering across jurisdictions. One of the primary barriers is inconsistent capacity to administer or implement homelessness programs. This is a challenge both for non-profit homelessness providers as well as cities of varying sizes and capacities. LAHSA seeks to overcome this barrier by investing in capacity-building efforts to work with an array of partners, including non-profit providers, faith-based institutions, and local jurisdictions to strengthen their ability to deliver services. LAHSA is using a portion of HHAP funds to continue to fund capacity-building efforts to strengthen partners ability to deliver homeless services across the continuum.

#### **5. Solutions to Address Homelessness**

In efforts to improve the homeless service delivery system in Los Angeles, the County Board of Supervisors launched the Homeless Initiative in August 2015, with the objective of presenting a set of recommended strategies to the Board of Supervisors, designed to create solutions to homelessness. LAHSA has worked to actively implement a number of the Homeless Initiative's *Approved Strategies to Combat Homelessness*. Strategies that will be directly impacted by HHAP funding are detailed below. Additionally, from July 1, 2018, to June 30, 2019, the average occupancy rate was 87% for shelter programs participating in HMIS and their average housing placements rate was 23%. HHAP funds would be used to place a similar number of individuals in permanent housing successfully.

*A1 Homeless Prevention Program for Families and A5 Homeless Prevention Program for Individuals*

The proposed Prevention Shallow Subsidy Program aligns closely with strategies A1 and A5 to divert families and individuals in a housing crisis from homelessness. This pilot will provide direct rental assistance to third parties (i.e., landlords, property managers, etc.) to reduce the rent burden for 240 slots. Rental assistance will be 35% of a household's rent for a period of up to five years. The California Policy Lab will also analyze the Prevention Shallow Subsidy to verify its efficacy as a preventative strategy within Los Angeles County.

Additionally, the proposed Problem-Solving support aligns with strategies A1 and A5 to help quickly resolve a housing crisis whether the household is literally homeless or imminently at risk of homelessness. The overall objective of these strategies is to prevent 30,000 households from entering homelessness. The initial goal is to successfully divert 10% of all households seeking services.

*B3 Partner with Cities to Expand Rapid Re-Housing*

B3 aims to increase the number served in Rapid Re-Housing, enhance program services, and address the increased unit costs in a challenging rental market. HHAP funds will be used to support the following gaps currently in our system to serve the increased projected amount of program participants: 1400 Families, 505 Youth, 3030 Single Adults, 85 in Domestic Violence-Intimate Partner Violence (DV/IPV) Rapid Re-Housing programs and 1500 enrolled in Shallow Subsidy programs. The funds would also allow Rapid Re-Housing providers to enhance staffing programs and lower caseloads to provide better service delivery.

*E7 Strengthen the Coordinated Entry System*

LAHSA will use HHAP funds to support strategy E7 to strengthen the Coordinated Entry System in enhancing administrative infrastructure to effectively manage programs and provide quality services, through the provision of training and technical assistance. CES Refinement will support the design and testing of CES enhancements based on research leveraged through LAHSA's HUD Technical Assistance support. This component will be responsible for the coordination of implementing recommendations from CES refinement workshops and other systemwide strategic vision enhancements.

*E8 Enhance the Emergency Shelter System*

E8 recommendations include enhancing the emergency shelter system within Los Angeles to be open 24-hours per day, 7 days per week; enabling shelters to serve as a triaging ground to triage and assess clients for housing, health, mental health, substance abuse, and other service needs; transforming emergency shelters to Interim/Bridge Housing where participants can transition to the best-suited form of permanent housing (rapid re-rehousing or permanent supportive housing); providing housing location assistance from each shelter; and establishing low-threshold criteria for shelter eligibility, among others.

LAHSA has successfully implemented each of these elements into all of its Interim Housing programming. Presently, the County of Los Angeles primary metric to measure the success of this strategy is a permanent housing placement goal – that 25% of all persons exiting Interim Housing will successfully exit to permanent housing. Based on data submitted by LAHSA to the County of Los Angeles

for Q1 and Q2 of FY 20-21, LAHSA funded programs operating under the E8 strategy are successfully exiting 26.8% of its participants to permanent housing, performing slightly better than the system goal. Based on current performance, Interim Housing programs funded by HHAP would anticipate 958 households enrolled, turning over 2.5 times per year, to serve a total of 2,395 households. Based on current performance, LAHSA would anticipate 642 of those households successfully exiting the Interim Housing program to become permanently housed.

*E14 Enhanced Services for Transition Age Youth*

The Youth portion of LAHSA HHAP funding will be oriented towards the following metrics and service projections:

Metric 1: Number of participants served.

Projection: 1,470

Metric 2: Number of participants placed into permanent housing through Rapid Re-Housing.

Projection: 85

Metric 3: Number of participants gained access to the LA County Coordinated Entry System for Youth.

Projection: 900

Metric 4: Number of participants successfully diverted to temporary or permanent housing.

Projection: 130



**HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM (HHAP)  
ANNUAL BUDGET TEMPLATE**

**APPLICANT INFORMATION**

CoC / Large City / County Name:	COC-600	Receiving Redirected Funds? Y/N	No
Administrative Entity Name:	Los Angeles Homeless Services Authority	Total Redirected Funding	\$ -

**HHAP FUNDING EXPENDITURE PLAN\***

ELIGIBLE USE CATEGORY	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Rental Assistance and Rapid Rehousing	\$ 14,041,283.00	\$ 6,723,276.00	\$ 2,501,683.28	\$ -	\$ -	\$ 23,266,242.28
Operating Subsidies and Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Landlord Incentives	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Outreach and Coordination (including employment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Systems Support to Create Regional Partnerships	\$ 2,434,175.00	\$ 2,434,176.00	\$ -	\$ -	\$ -	\$ 4,868,351.00
Delivery of Permanent Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Prevention and Shelter Diversion to Permanent Housing	\$ 2,300,151.00	\$ 10,700,674.89	\$ -	\$ -	\$ -	\$ 13,000,825.89
New Navigation Centers and Emergency Shelters	\$ 18,261,649.00	\$ 1,600,000.00	\$ -	\$ -	\$ -	\$ 19,861,649.00
Strategic Homelessness Planning, Infrastructure Development, CES, and HMIS (up to 5%)	\$ 317,500.00	\$ 317,500.00	\$ -	\$ -	\$ -	\$ 635,000.00
Administrative (up to 7%)	\$ 2,811,649.00	\$ 1,639,093.00	\$ 188,230.87	\$ -	\$ -	\$ 4,638,972.87
<b>TOTAL FUNDING ALLOCATION</b>						\$ 66,271,041.040
	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Youth Set-Aside (at least 8%)	\$ -	\$ 2,800,000.000	\$ 2,501,683.280	\$ -	\$ -	\$ 5,301,683.280

\*Narrative should reflect details of HHAP funding plan

**COMMENTS:**

FINAL

# CITY OF LOS ANGELES

CALIFORNIA

Richard H. Llewellyn, Jr.  
CITY ADMINISTRATIVE OFFICER



ERIC GARCETTI  
MAYOR

ASSISTANT  
CITY ADMINISTRATIVE OFFICERS

PATRICIA J. HUBER  
BEN CEJA  
YOLANDA CHAVEZ

February 4, 2020

Heidi Marston  
Interim Executive Director  
Los Angeles Homeless Services Authority  
811 Wilshire Boulevard, Sixth Floor  
Los Angeles, CA 90017

Dear Ms. Marston,

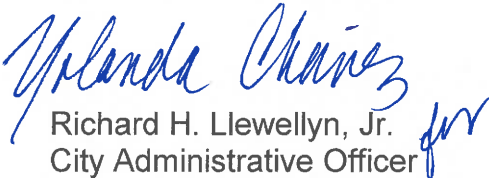
This letter serves to acknowledge that the City of Los Angeles is working in coordination and collaboration with the Los Angeles Homeless Services Authority (LAHSA) on our proposed State Homeless Housing, Assistance, and Prevention Program (HHAP) fund allocations.

According to the 2019 Greater Los Angeles Homeless Count, Los Angeles County is home to 58,936 people experiencing homelessness on any given night. In 2018, 21,631 people were housed throughout the County as a result of collaboration between the City and County of Los Angeles, LAHSA, the County's other three (3) Continuums of Care (CoCs).

In addition to our October 31, 2019 meeting of all seven HHAP applicants in the County (four (4) CoCs, two (2) cities, and the County) to discuss strategy and uses of HHAP funding, our HHAP applications address coordination to respond to the Countywide homelessness crisis.

We hope to continue to build on these efforts as we deploy HHAP funding to augment our successes and move more people out of homelessness and into permanent housing.

Sincerely,

  
Richard H. Llewellyn, Jr.  
City Administrative Officer





County of Los Angeles  
**CHIEF EXECUTIVE OFFICE**  
**OFFICE OF HOMELESSNESS**

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 493, Los Angeles, California 90012  
(213) 893-7736  
<http://homeless.lacounty.gov>

SACHI A. HAMAI  
Chief Executive Officer

PHIL ANSELL  
Director

January 31, 2020

Board of Supervisors

HILDA L. SOLIS  
First District

MARK RIDLEY-THOMAS  
Second District

SHEILA KUEHL  
Third District

JANICE HAHN  
Fourth District

KATHRYN BARGER  
Fifth District

Heidi Marston, Interim Executive Director  
Los Angeles Homeless Services Authority  
811 Wilshire Blvd., 6<sup>th</sup> Floor  
Los Angeles, CA 90017

**Homeless Housing, Assistance and Prevention (HHAP) Grant Application**  
**Letter of Support**

Dear Ms. Marston,

This letter serves to acknowledge that the County of Los Angeles is working in coordination and collaboration with the Los Angeles Continuum of Care (CoC) in the expenditure of State Homeless Housing, Assistance, and Prevention Program (HHAP) funds.

According to the 2019 Greater Los Angeles Homeless Count, Los Angeles County is home to 58,936 people experiencing homelessness on any given night. Throughout the County in 2018, the Los Angeles region was able to house 21,631 over the course of the year.

This success would not be possible without collaboration between Los Angeles County, the Los Angeles CoC, the three other CoCs in the County, and the many cities of the County. We hope to continue to build on these efforts as we deploy HHAP funding to augment our successes and move more people out of homelessness and into housing.

In addition to our October 31, 2019 and January 8, 2020 meetings with all seven HHAP applicants in Los Angeles County (four CoCs, two cities, and one County) to discuss strategy and uses of HHAP funding, we look forward to further coordination as described in our HHAP applications to address the urgent homelessness crisis that we face.

Thank you and if you have any questions, please do not hesitate to contact us.

Sincerely,

PHIL ANSELL  
Director, Los Angeles County Homeless Initiative