AGENDA AND NOTICE OF A PUBLIC MEETING OF
THE POLICY & PLANNING COMMITTEE
COMMISSION COMMITTEE CHAIR: Irene Muro
COMMITTEE MEMBERS: Booker Pearson, Mitch Kamin, Kelvin Sauls (Alt)

Friday, February 21, 2020
9:00 a.m.

Location:
Los Angeles Homeless Services Authority
811 Wilshire Boulevard, 5th Floor
Los Angeles, CA 90017

AGENDA NO. ITEM AND DESCRIPTION PRESENTER PAGE

Call to Order/Roll Call/Establishment of Quorum

Agenda Items - The public will have an opportunity to speak to any agenda item when the item is called and before action is taken. A Request to Speak Form must be submitted to the Secretary prior to the completion of the agenda item. The Chair will determine the order of speaking and unless the Chair grants more or less time, the speaker's limit is two (2) minutes on each agenda item, subject to the total 20-minute period.

1.0 Review and approve minutes of the meeting of the Policy & Planning Committee held Friday, January 17, 2020. Nathaniel VerGow 2

2.0 Acting Director's Report. Nathaniel VerGow

3.0 Review and approve LAHSA comment on the Department of Housing and Urban Development (HUD) proposed Affirmatively Furthering Fair Housing Rule and authorize for signature by Commission Chair and Interim Executive Director. Samantha Vethavanam 5

4.0 Review and approve LAHSA letter of support for HR4936, federal grant program for shelter, and authorize for signature by Commission Chair and Interim Executive Director. Samantha Vethavanam 9

5.0 Update on 2020 State Legislative Priorities. Alex Visotzky

6.0 Update on 2020 U.S. Census. Traci Kawaguchi 12

7.0 Report on CES Refinement Pre-Implementation Workshops. Marina Genchev 19

8.0 Presentation on Homeless Services System Components Primer. Nick Weinmeister 27

9.0 Public Participation
Each Public Participant speaker is limited to two (2) minutes and may address any topic within the Commission's jurisdiction. A Request to Speak Form must be filled out and submitted to the Secretary prior to the beginning of Public Participation. Subject to the total 20-minute period, each Public Participation speaker is limited to two (2) minutes.

Adjournment

Packets of materials on agenda items are available to the public during normal business hours at 811 Wilshire Boulevard, 6th Floor, Los Angeles, CA 90017. For further information, you may call 213-683-3333. Upon request, sign language interpreters, materials in alternative formats and other accommodations are available to the public for LAHSA meetings. All requests for reasonable accommodations must be made at least three working days (72 Hours) in advance of the scheduled meeting date. For additional information, contact LAHSA at (213) 683-3333 or TTY (213) 553-8488.
The Los Angeles Homeless Services Authority Commission Policy and Planning Committee meeting held at 811 Wilshire Blvd, 5th Floor, Los Angeles, California, was called to order at 9:07 a.m. by Commissioner Kamin.

Attendance
LAHSA Commissioners Present:
  Mitch Kamin
  Sarah Dusseault (Alternate)

LAHSA Commissioners Absent:
  Irene Muro, Chair
  Booker Pearson, Vice Chair

LAHSA Staff:
  Heidi Marston, Interim Executive Director
  Nathaniel VerGow, Acting Director, Policy & Systems
  Lisa Flores, Executive Assistant, Executive Department
  Erin Cox, Manager Policy, Policy & Systems Department
  Jose Delgado, Director, Governmental Affairs Department
  Traci Kawaguchi, Analyst, Legislative, Policy & Systems Department
  William Lehman, Sr. Manager, Systems Integration, Policy & Systems
  Stina Rosenquist, Analyst, Policy, Policy & Systems Department
  Alex Visotzky, Manager, Legislative Affairs, Policy & Systems Department

Call to Order/Roll Call/Establishment of Quorum
Commissioner Kamin called the meeting to order. Roll was called and quorum was established at 9:07 a.m.

1.0 Review and approve minutes of the special meeting of the Policy & Planning Committee held December 13, 2019.

Motion: Commissioner Dusseault moved and Commissioner Kamin seconded approval of the minutes as presented.

Public Speaker(s): There were no public speakers.

Action: The motion passed unanimously.

2.0 Acting Director’s Report.
Nathaniel VerGow, Acting Director, Policy & Systems, gave the report:

- Nathaniel VerGow, Acting Director of Policy & Systems, is filling in for Ms. Meredith Berkson while she is on leave and gave a report including an update on the homeless count and volunteers; Veterans; training videos are updated and up and running; County proclamation dedicated for the Homeless Count; PSH Central Command, HACLA and LACDA electronic applications; disability certifications verification; birth certificates available at local registrar offices; supportive housing sites; new Director position; CES refinement workshops.
- Commissioner Dusseault requested an update of CES refinement workshops be sent to full commission.
- Domestic Violence Community and program, transitional rehousing kick-off, state legislative updates and budget proposals, federal level and NOFA awards updates, lived experience advisory groups, and homeless count, HAYLA Refinement workshops.
• Commissioner Kamin requested that the director’s report be included in the packet for their review.

Public Speaker(s): There were no public speakers.

3.0 Review and approve the 2020 LAHSA Guiding Policy Principles.
Alex Visotzky, Manager, Legislative Affairs, Policy & Systems Department, gave the report:

• Staff requested approval of the 2020 LAHSA Guiding Policy Principles as described in the documents provided.
• Commissioners suggested changes to the letter and moved approval.

Motion: Commissioner Dusseault moved and Commissioner Kamin seconded approval of the 2020 LAHSA Guiding Policy Principles as amended.

Public Speaker(s): There were no public speakers.

Action: The motion passed unanimously.

Items were heard out of order.

5.0 Review and approve Homeless Housing, Assistance, and Prevention (HHAP) Program Expenditure Plan.
Alex Visotzky, Manager, Legislative Affairs, Policy & Systems Department, gave the report:

• Staff requested approval of the Homeless Housing, Assistance, and Prevention (HHAPP) Program Expenditure Plan as described in the documents provided.
• Commissioner Dusseault requested a more in-depth expenditure report.
• Heidi Marston, Interim Executive Director talked about LAHSA’s recommendations for HHAP funding and Emily Andrade, Director of Procurement and Performance Department presented on the proposed HHAP expenditure plan; there was discussion about the proposed prevention and diversion program.
• William Lehman, Sr. Manager, Systems Integration, shared information on the TAY locations and interim youth housing; navigation centers and County and City of LA innovation program.
• Commissioner Kamin raised questions about the administrative cost; there was discussion about the administrative cost.

Motion: Commissioner Dusseault moved and Commissioner Kamin seconded approval of the Homeless Housing, Assistance, and Prevention (HHAP) Program Expenditure Plan as amended.

Public Speaker(s): There were no public speakers.

Action: The motion passed unanimously.

4.0 Review and approve Letters of Support for State Legislation: SCA-1 regarding Repealing Article 34 of the California Constitution; AB 1279 regarding Housing Development in High-Resource Areas; and AB 362 regarding Substance Use and Overdose Prevention.
Traci Kawaguchi, Analyst, Legislative, Policy & Systems Department, gave the report:

• Staff requested approval of the Letters of Support for State Legislation: SCA-1 regarding Repealing Article 34 of the California Constitution; AB 1279 regarding Housing Development in High-Resource Areas; and AB 362 regarding Substance Use and Overdose Prevention as described in the documents provided.

Motion: Commissioner Dusseault moved and Commissioner Kamin seconded approval of the Letters of Support for State Legislation: SCA-1 regarding Repealing Article 34 of the California Constitution; AB 1279 regarding Housing Development in High-Resource Areas; and AB 362 regarding Substance Use and Overdose Prevention.

Public Speaker(s): There were no public speakers.

Action: The motion passed unanimously.

6.0 Presentation and discussion on the Policy Resource Library Overview.
Erin Cox, Manager Policy, Policy & Systems Department, gave the report:
• Staff presented on the Policy Resource Library Overview as described in the provided documents.
• Commissioner Dusseault shared her concerns about the policy guidance, fundamentals and political position; there was discussion about the policy overview.

Public Speaker(s): There were no public speakers.

7.0 Presentation on Housing First Primer.
Stina Rosenquist, Analyst, Policy, Policy & Systems Department, gave the report:

• Staff presented on the Housing First Primer as described in the provided documents.
• Commissioner Dusseault raised her concerns about the use of the application; there was discussion about the core principle and participant choice.
• Commissioner Kamin requested that this housing first primer be sent to full Commission for informational and background.

Public Speaker(s): There were no public speakers.

8.0 Public Participation

Public Speaker(s): There were no public speakers.

Adjournment:

The meeting adjourned at 10:44 a.m.
February 28, 2020

Mr. Paul Compton
Regulations Division, Office of General Counsel
U.S. Department of Housing and Urban Development
451 7th Street SW, Room 10276
Washington, D.C. 20410-0500

RE: Docket No. FR 6123-P-02: Affirmatively Furthering Fair Housing

Dear Mr. Compton:

On behalf of the Los Angeles Continuum of Care (LA CoC), the Los Angeles Homeless Services Authority (LAHSA) submits our response to the request for comment regarding Affirmatively Furthering Fair Housing as issued in the January 14, 2020 Federal Register (Docket No. FR-6123-P-02).

LAHSA is a joint-powers authority of the City and County of Los Angeles and serves as the lead agency in the LA CoC. LAHSA is responsible for funding a significant portion of the interim and permanent housing, and supportive services for people experiencing homelessness in Los Angeles County. LAHSA opposes the U.S. Department of Housing and Urban Development’s (HUD) proposed changes to the current Affirmatively Furthering Fair Housing (AFFH) regulations, as they may weaken the rule and adversely impact protected classes, especially those with a heightened risk of homelessness.

To truly affirmatively further fair housing is to take actionable steps towards reversing decades of discrimination and segregation, which takes time and effort. Accordingly, HUD should not make changes that would allow jurisdictions to conduct only perfunctory AFFH actions while neglecting the intention of the Fair Housing Act to meaningfully move toward more inclusive communities.

New AFFH Certification

The most significant proposed change to AFFH is the removal of the Assessment of Fair Housing (AFH) and the reworking of the AFFH certification as a replacement. The proposed revised certification is largely formed around the idea that increasing the supply of affordable housing alone will further fair housing. HUD is dismissing the importance of AFFH in recognizing historic patterns of segregation and deep-rooted inequities that persist regardless of current housing supply.

For example, after World War II, the G.I. Bill provided no-down and low-interest mortgages for returning veterans; however, these same benefits did not always extend to Black/African American veterans. Additionally, Black/African Americans were frequently denied mortgages as well as the ability to live in neighborhoods close to their jobs. Decades later, during the housing boom leading up to 2008, Black/African American and Hispanic homeowners were consistently targeted by mortgage lenders and steered towards unfavorable subprime loans, ultimately resulting in disproportionate rates of foreclosure and loss of wealth during the

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2 Ibid.
foreclosure crisis. HUD has proposed rule changes that ignore this history of racism in our country and will only serve to deepen the inequities in our housing market.

By excluding obstacles from the new certification related to community resistance of development, lack of awareness of fair housing rights, displacement due to new development, and inadequate access to opportunity for minority households, HUD is failing to recognize that housing practices do not exist on a level playing field but are laden with histories of discrimination. HUD also explains that they will consider “changes to zoning laws to be a useful and appropriate tool to further fair housing choice.” While certain zoning laws and regulations can pose a barrier to affordable housing, zoning changes without regard for needed tenant protections or unequal access to opportunity can exacerbate existing disparities.

Data
The current rule also requires HUD-provided data, local data, and local knowledge from community participation to be used in the fair housing analysis required by the AFH. However, under the proposed rule, HUD would not prescribe any standardized modes of analysis or data to use in the certification. HUD instead indicates that use of “practical experiences and local insights of the program participant” based off of ordinary housing-related operations would be sufficient.

Jurisdictions should be allowed to include experiential and other data as they see fit, but this should only be in supplement to the standard, objective data sets defined by HUD. A data-driven approach is essential to recognizing patterns of discrimination, identifying racially and ethnically concentrated areas of poverty, and evaluating fair housing progress.

Public Participation
HUD has also proposed to eliminate the AFFH rule’s current public participation process, which requires a public hearing and written comment period for community members. The new certification instead will be developed without any public input or knowledge and all reference to a public participation process will be eliminated. It will aim to incorporate public feedback given during the Consolidated Plan process – a completely separate process which focuses on affordable housing and community development and includes multiple streams of comment on competing housing priorities.

Public comment on AFFH should focus solely on fair housing and the requisite impediments. Community participation that is broad, easily accessible, and inclusive of the most impacted is an indispensable element when discussing fair housing. For example, LAHSA recently convened an Ad Hoc Committee on Black People Experiencing Homelessness, which addressed the disproportionately high number of Black/African American individuals experiencing homelessness in Los Angeles County. As part of the Committee, listening sessions were held throughout the County in which community members came and shared their experiences. Without this level of community participation, the subsequent report from the Committee would have missed key insights and experiences that can only be gleaned through real community participation.

New HUD Evaluation Process of AFFH
Additionally, the standards needed to show that a jurisdiction is AFFH-compliant have been significantly reduced in the proposed rule. The current rule requires a number of elements to be included in the AFH,

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3 Ibid.
including a summary of a jurisdictions’ fair housing issues, including lawsuits, enforcement, and settlements; analysis of the data, including segregation patterns and trends, concentrated areas of poverty, and disparate access to opportunity; fair housing goals; strategies and actions to implement those goals; robust community participation; and a summary of progress achieved since last AFH.

In the proposed changes, however, the new evaluation process will be based on nine factors, two of which relate to fair housing choice with the rest relating to housing supply, housing affordability, and housing quality. As indicated in the previous section, jurisdictions with low housing cost burdens, low vacancy rates, or excessive housing supply do not necessarily have fairer housing practices.

Additionally, HUD indicates that under the proposed changes, jurisdictions can be considered outstanding AFFH performers as long as they are free from adversely adjudicated fair housing complaints brought on by HUD or the U.S. Department of Justice from the previous five years. This is a low benchmark given that most complaints are settled out of court and are brought on by nonprofit organizations. In 2018, 75% of all national fair housing complaints were brought on by nonprofits. As indicated in the previous section, jurisdictions with low housing cost burdens, low vacancy rates, or excessive housing supply do not necessarily have fairer housing practices.

An evaluation of a jurisdiction’s progress towards AFFH should include any fair housing claims, no matter who brought them or how they were adjudicated. There have been numerous studies that demonstrate that segregation and discriminatory practices persist due in part to the fact that AFFH regulations have never been fully enforced by the federal government. Placing major emphasis only on barriers such as housing supply, regulatory barriers, and zoning will not fulfill the goals of AFFH or the Fair Housing Act.

**PHA Participation**

The current rule requires public housing authorities (PHA) to fulfill their responsibility in conducting an AFH by collaborating with other jurisdictions or by submitting their own, and to then affirmatively further fair housing by taking “meaningful actions” to work toward the goals identified. The proposed rule, however, would eliminate any mention of taking “meaningful actions” and would accept consultation with jurisdictions during the Consolidated Plan process as sufficient in lieu of submitting a certification.

PHAs play an extremely important role in the provision of fair housing services and should be required to develop and submit their own AFFH goals and actions. For example, voucher rates, criminal background check policies, implementation of Fair Market Rents, and public housing demolition decisions all fall under the power of a PHA and would have a significant effect on access to housing.

**Definition of AFFH**

Finally, HUD is also proposing to change the definition of “affirmatively furthering fair housing” by completely rewriting the current one, which is a robust and comprehensive summary of what AFFH represents. The proposed definition, as stated in the proposed rule, removes words like “meaningful actions” and “compliance,” indicating a more permissive approach. It also diminishes the meaning and spirit behind the regulation by removing words like disparities, opportunity, segregation, race, ethnicity, and

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8 Ibid.

9 Ibid.

10 24 CFR § 903.7(o)1 2016.
and civil rights. This proposed change represents a visual departure from affirmative actions to create a more equitable housing market and uplift the civil rights of our most marginalized communities.

Discrimination in housing leads to persistent segregation, which in turn results in health, education, and economic disparities. Ultimately, these disparities result in fewer comparable opportunities and insufficient financial stability to fall back on in cases of emergency, making one more susceptible to homelessness. Our history of discrimination has manifested itself in homelessness data – in 2017, Black/African American individuals made up 9% of the general population in Los Angeles County but 40% of the population experiencing homelessness.11 Other categories of protected classes experience disproportionate rates of homelessness as well – senior homelessness in the LA CoC increased by 8% in 201912 and lesbian, gay, bisexual, transgender, and queer (LGBTQ) individuals comprised up to 40% of the youth experiencing homelessness yet only 10% of the general youth population.13

HUD justifies these proposed changes by lamenting that “simplifying AFFH requirements would aid program participants in meeting their statutory civil rights obligations.”14 AFFH is a crucial aspect of housing law and is necessary to fulfill the intended goals of the Fair Housing Act – to rectify the insidious history of discriminatory practices in our country.

While we appreciate the Administration working towards alleviating administrative burdens for local and state jurisdictions, scaling back and weakening AFFH regulations will result in more detrimental and costly outcomes for vulnerable protected classes. We urge HUD to withdraw this proposed rule change and we look forward to working together in the future on ways to create more equitable housing for all.

Sincerely,

Sarah Dusseault
Chair
LAHSA Commission

Heidi Marston
Interim Executive Director
LAHSA

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13 National Coalition for the Homeless. (June 2017). “LGBTQ Homelessness.”
# Legislative Recommendation Summary

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<tr>
<th><strong>Date of Analysis</strong></th>
<th>2/19/2020</th>
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<tr>
<td><strong>Bill Number</strong></td>
<td>H.R.4936</td>
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<tr>
<td><strong>Author</strong></td>
<td>Grace Napolitano (CD 32: Parts of the San Gabriel Valley including West Covina and El Monte)</td>
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| **Los Angeles Delegation** | • Adam Schiff (CD 28: West Hollywood; Pasadena)  
|                       | • Gilbert Cisneros (CD 39: South San Gabriel Valley; parts of Orange and San Bernardino Counties) |
| **Bill Status**      | Currently in the House Financial Services Committee |
| **Staff Recommendation** | SUPPORT |
| **Bill Summary**     | H.R.4936 would establish a new grant program through HUD to fund the construction, rehabilitation, repurposing, and operation of interim housing for people experiencing homelessness. |
| **Argument for Support/Opposition** | SUPPORT:  
H.R.4936 recognizes the urgent need for additional interim housing due to the disproportionately high number of individuals experiencing unsheltered homelessness, especially in Los Angeles County. Additionally, the bill requires the implementation of trauma-informed care and a Housing First approach, supportive services, and the accommodation of service animals and pets in the provision of the interim housing funded by the grant. It also recognizes the role of the local CoC and ensures that lead entities are kept informed. As a result, H.R.4936 promotes the creation of additional interim housing in a thoughtful way. |
| **County Position**  | No position. |
| **City Position**    | No position. |
| **Notable Support/Opposition** | SUPPORT:  
There has been no documented support. |
|                       | OPPOSITION:  
There has been no documented opposition. |
February 28, 2020

The Honorable Maxine Waters
Chair, House Financial Services Committee
2221 Rayburn House Office Building
Washington, D.C. 20515

RE: Support for H.R.4936 – G. Napolitano (CA-32)

Dear Chair Waters,

On behalf of the Los Angeles Continuum of Care (LA CoC), the Los Angeles Homeless Services Authority (LAHSA) writes in support of H.R.4936, which would establish a grant program within the U.S. Department of Housing and Urban Development (HUD) for the acquisition, construction, rehabilitation, repurposing, and operation of property to be used as interim housing for individuals experiencing homelessness.

LAHSA is a joint powers authority of the City and County of Los Angeles and serves as the lead agency in the LA CoC. LAHSA is responsible for funding a significant portion of the interim housing, permanent housing, and supportive services for individuals and families experiencing homelessness in Los Angeles County and works to ensure safe and stable housing for all. As such, we support this legislation as it provides a needed response to the growing population of people experiencing unsheltered homelessness.

On any given night in 2019, there were over 44,000 individuals experiencing unsheltered homelessness throughout Los Angeles County – a number which represents 75% of the total population experiencing homelessness.\(^1\) Not only are unsheltered individuals more vulnerable to violence but they face life-threatening weather conditions as well, particularly during the hot summer and cold winter months. Additionally, mortality rates for people experiencing homelessness in Los Angeles County were 2.3 times higher than for the general population and have been steadily increasing over the past five years.\(^2\) There is an urgent need for additional interim housing.

While interim housing is not a permanent solution to ending or reducing homelessness, it is a critical component of an effective homeless services system that provides immediate respite for a vulnerable person while they connect to services to facilitate their placement in permanent housing. The grant program under H.R.4936 would require the interim housing created to be paired with services such as mental health, employment, substance use, and wellness programs. The bill also requires any services conducted in these interim housing programs to employ trauma-informed principles, a Housing First approach, and provide connections to permanent housing.

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\(^1\) Los Angeles Homeless Services Authority. (2019). *Greater Los Angeles Homeless Count Results.*

Housing First is an evidence-based practice essential to homelessness programs as its goal is to help people find and maintain housing first, without requiring enrollment in services as a pre-requisite. Housing First assists people experiencing homelessness to access housing faster and remain stably housed longer. Clients in programs using a Housing First model report increased perceived levels of autonomy, choice, and control, and report improved physical and behavioral health outcomes and reduced use of crisis services such as hospitals and jails. Similarly, trauma-informed principles are also necessary to ensure effective care for people experiencing homelessness who have likely undergone severe trauma from living on the streets. Trauma-informed care is an approach that understands and responds to the impact of trauma and creates a safe space for all, and is associated with better program outcomes. H.R.4936 also emphasizes the importance of connecting to permanent housing and recognizes that interim housing serves as a bridge to a more stable and long-term solution.

The bill also requires grant applicants to submit certain assurances to HUD, including the accommodation of service animals and pets at interim housing facilities and the ability to keep the lead entity of the local CoC informed of the programs created under the grant. According to a number of listening sessions held by the County of Los Angeles regarding the creation of a pet-friendly housing ordinance, people experiencing homelessness find that no-pet policies pose a significant barrier to entering housing; pets provide a deep source of comfort and companionship.

Additionally, coordination of care is extremely important for individuals and families experiencing homelessness who may have a difficult time navigating complex systems and keeping track of past or current service use. Keeping the local CoC informed about the progress of any interim housing programs in the area can allow for the proper prioritization of clients and connections to relevant housing programs and services. However, best practices for homelessness require the use of the Coordinated Entry System (CES) in order to facilitate a collaborative, streamlined response to getting individuals experiencing homelessness into housing and connected to services. We would strongly urge the author amend the bill to require connections to CES as a condition of grant funding.

We support H.R.4936 as it would provide safety and shelter to thousands of our most vulnerable residents experiencing homelessness across Los Angeles County. We welcome any further opportunity to comment on the necessity of this legislation and we thank you for your consideration.

Sincerely,

Sarah Dusseault
Chair
LAHSA Commission

Heidi Marston
Interim Executive Director
LAHSA

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4 Ibid.
U.S. Census – 2020 Homeless Engagement

February 21, 2020
Policy and Planning Committee
Traci Kawaguchi, Legislative Affairs Analyst
Agenda

- 2020 U.S. Census
- Census Strategies for Homelessness/Timeline
- LAHSA Engagement Efforts
- Next Steps
• Starting mid-March 2020, the U.S. Census Bureau will begin mailing out invitations to residences; self-reporting period ends July 31, 2020.

• Census Day is **April 1, 2020**.

• First-time Census questionnaires can be completed online.
  
  o Persons without a permanent address or unique identifier can self-identify and report a housing location on the Census form.

• Los Angeles County is the hardest-to-count county in the United States.
Census Strategies for Homelessness

Service Based Enumeration (SBE)

- **Targeted Areas:** emergency and transitional housing, food banks, feeding programs, outdoor locations/encampments
- **March 30 - April 1, 2020**

Enumeration at Transitory Locations (ETL)

- **Targeted Areas:** hotels/motels, safe parking sites
- **April 9 – May 4, 2020**

General Self Reporting

- **March 12 – July 31, 2020**
- **Online, by phone, at mobile Census kiosks**
Census Timeline

Fall 2019/Winter 2020:
Address Canvassing and Collection

March 2020:
First Round of Mailings Sent Out;
Census Reporting Period Begins

April 9 – May 4, 2020:
Enumeration at Transitory Locations

February – March 2020:
Advance Contact operations for site coordinators; outdoor address canvassing

March 30 – April 1, 2020:
Service Based Enumeration (shelters, meal sites, outdoor sites/TNSOL)

July 31, 2020:
Census Self-Reporting Ends
# LAHSA Engagement Efforts

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| Summer/Fall 2019 | • Initial convenings with the County of Los Angeles, the Mayor’s Office, and the Los Angeles Regional Census Office.  
                     • Advocated for increased staffing resources and operational flexibility for Los Angeles County, including extended survey window for SBE and cultural facilitators. |
| Winter 2020      | • Supported address collection for SBE/ETL, with inventory lists interim housing sites, community meal programs, food banks, and pre-identified outdoor locations  
                     • Co-hosted a mapping session with the Regional Census office and their seven area offices in Los Angeles. Nearly 25 outreach staff across eight Service Planning Areas (SPAs) in attendance. |
| February 2020    | • Spreading the word at February SPA Quarterly meetings, including advance notice of SBE/ETL operations and call for engagement opportunities.  
                     • Supporting local partners and Census Bureau with identifying community events for mobile Census stations and additional opportunities to encourage self-response |
Next Steps

Supporting Census Bureau with TNSOL count

- Informing outreach teams of upcoming Census operations and messaging to take to the field in advance of the outdoor “count.”
- Exploring temporary hiring of LAHSA outreach staff as Census enumerators for the Service Based Enumeration.

Facilitating Outreach and Education efforts

- Continue to build awareness of upcoming 2020 Census operations and survey options for people experiencing homelessness.
- Connecting the Census Bureau and other partners with community events and homeless engagement opportunities to bring Census closer to where people are.
CES Refinement Process

Map the Current Process

Develop a Refined System Vision

Define the Needed Refinements

Develop Workplans and an Implementation Infrastructure

Begin Phased Implementation
CES Refinement Pre-Implementation Workshops

- 3 days of workshops
- Adult, Youth, and Family
- Approximately 140 participants
- CES infrastructure staff, CES staff supervisors, system partners (e.g. DPSS, DMH, etc.), provider staff, people with lived experience, and LAHSA staff

**Workshop Objectives:**
- Review and refine system vision
- Review and more clearly define refinement strategies
- Prioritize strategies for phased implementation
- Identify existing committees, taskforces, and workgroups to support implementation
Updates to System Visions

Adult System Vision Refinements
➢ Incorporated access to problem solving/crisis housing in the lower service need pathway

Family System Vision Refinements
➢ Incorporated access to problem solving/crisis housing in the lower service need pathway

Youth System Vision Refinements
➢ Incorporated Youth Transitional Housing
➢ Incorporated access to crisis housing in the moderate service need pathway
Prioritized Refinement Strategies

- Ensure intentionally located and resourced, population specific Access Centers in every SPA.
- Refine the assessment process to include phased assessment and to achieve more consistency.
- Build out a real-time inventory management system.
- Refine the function of dedicated Housing Navigation to reduce time to housed and increase utilization.
- Massive expansion of a more robust Problem Solving/Diversion pathway to support increased system exits.
CES Refinement Socialization Sessions

**Session Structure**

- One session per SPA
- All populations
- CES infrastructure staff, CES staff supervisors, system partners (e.g. DPSS, DMH, etc.), provider staff, people with lived experience, other external partners (e.g. community centers, privately funded providers, health centers, etc.)

**Session Objectives**

- Review CES Refinement Process
- Review Common Themes and Recommendations
- Identify ways to engage in the CES Refinement Process

**Session Progress:**

- SPA 1-Completed
- SPA 2-Completed
- SPA 3-Scheduled
- SPA 4-Scheduled
- SPA 5-Completed
- SPA 6-Completed
- SPA 7-Completed
- SPA 8-Completed
Next Steps & Community Engagement

Socializing Sessions (February):
- Complete first round of sessions

Implementation & Experimentation (Beginning March-April):
- Development of an Implementation Infrastructure
  - Identify Project Management Leads to guide implementation and experimentation
  - Organize workgroups made up of relevant stakeholders to drive the work of implementation
- Begin Phased Implementation
  - Prioritize refinement strategies
  - Assign major tasks to appropriate workgroups
  - Develop and implement workplans
Questions?
Components of an Optimal Homeless Services System

Overview

The fundamental objective of an optimal homeless services system is to permanently re-house those who experience homelessness. Each of the core components of the system – including problem-solving, outreach, interim housing (IH), transitional housing (TH), rapid re-housing (RRH), and permanent supportive housing (PSH) – works together to support this goal. In an optimal system, components are balanced, such that the appropriate interventions are right-sized to serve the people who need them, and maximal efficiency is achieved to move people through the homeless services system and into stable housing as quickly as possible. Each intervention should be equipped to help end participants’ experience of homelessness by meeting them where they are at, delivering services they need, and supporting them with appropriate housing resources.

This optimal system calls for a 1:5 ratio of interim housing to permanent supportive housing slots, with concomitant outreach, prevention, and rapid re-housing programs to ensure a balance between components that will minimize bottlenecks in any one part of the system and maximize the number of permanent housing placements. By having sufficient available permanent housing stock, the system is able to assist and place a high volume of people (often residing in interim housing) into permanent housing and support them in achieving long-term housing stability. As participants are able to move out of interim housing and into long-term homes, many more unhoused residents are then able to seek shelter and access CES services to support connections to permanent housing.

Core Components

Prevention and Problem-Solving

An estimated 150 people fall into homelessness every day in Los Angeles County, primarily driven by the affordable housing crisis. To enable the optimal homeless services system, it is imperative to minimize inflow into homelessness, which otherwise prevents increased housing placements from resulting in visible progress toward reducing homelessness. Problem-solving attempts to reduce the number of households that experience homelessness and/or reduce the length of time that people remain homeless by exploring safe and creative solutions to quickly resolve the household’s crisis, outside of the homeless services system. Problem-solving is accompanied with “light-touch” service supports such as conflict and landlord mediation, tenant legal services, and short-term financial assistance, as needed. Persons experiencing or at-risk of experiencing homelessness may avoid lengthy, traumatic periods of homelessness by working with provider staff to quickly identify a safe place to live and being connected to social or economic supports to help them avoid future instances of homelessness. This not only benefits the participants served, but also reduces stress on the “front door” of the homeless services system.
Outreach

Outreach is invaluable in caring for and connecting with neighbors living on the streets. Outreach workers lay the groundwork for participants to be safe, healthy, and able to connect with CES, its housing navigation, and its permanent housing. The homeless services system leads two types of outreach efforts.

- Health and Safety Support: This first type of outreach recognizes the current reality of unsheltered homelessness and focuses on helping people to mitigate the hazards of living outside by providing health and safety support. Through this outreach, unsheltered residents are informed of relevant local policies, kept apprised of upcoming street clean-ups, and connected to health partners who provide vaccinations and access to harm reduction programs.

- Housing-Focused: This outreach seeks to locate, identify, and build relationships with persons experiencing unsheltered homelessness. Outreach workers’ efforts are focused to provide immediate support, build rapport with participants, link participants to services, and make connections with housing navigation resources. This engagement, trust-building, assessment, and referral work lays the foundation for identifying a participant’s short and long-term needs and getting them off the streets and into a safer environment.

Interim Housing (IH)

Interim housing can play a critical role in stabilizing unhoused residents, ensuring safety, providing access to CES services, and facilitating connections to permanent housing exits. IH is meant to be a place of temporary refuge which allows participants to get off the streets and out of a harmful environment. While in this setting, participants are able to access stabilizing resources like showers, food, case management, and housing navigation. IH case managers can then act as the main point of contact for a participant as they are connected to outside supportive services and potentially referred into permanent housing placements.

Transitional Housing (TH)

Transitional housing is a population-specific intervention that is used in Los Angeles to support transition-age youth or participants fleeing domestic violence (DV), with a central goal of stabilization. TH affords participants a chance to escape traumatic or unstable environments while accessing supportive services which can help them plan and prepare for independent living. After working with staff and supportive service providers, participants can move into permanent housing, a shared housing resource with an appropriate roommate, or potentially be reunified with family.

Rapid Re-Housing (RRH)

Rapid re-housing is a flexible, permanent housing intervention designed to quickly house participants using market-based rental units. RRH provides short-term financial assistance, case management, and connection to other services to support participants in achieving long-term housing stability. This resource is particularly valuable to the optimal system because it can be an appropriate housing intervention for a wide variety of participants – including those with mid- and high acuity, where
appropriate – and because it enables flexible solutions such as shared housing. RRH enables providers to work with landlords and utilize existing, market-rate rental units to house participants and prepare them for independent living after financial assistance ends.

**Permanent Supportive Housing (PSH)**

Permanent supportive housing is the most service-rich intervention within the homeless services system, designed to meet the needs of the highest-acuity participants with the longest-term histories of homelessness. PSH combines affordable housing assistance that is not time-limited with wraparound supportive services. PSH resources are particularly essential for the Los Angeles homeless services system, given the considerable population of persons who have experienced long episodes of homelessness who also have substantial physical and/or mental health needs. Maintaining an adequate supply of PSH within an optimal system is critical to creating system flow out of shorter-term housing interventions and to ensuring that those with high service needs are able achieve and maintain long-term housing stability.
System Components

Prepared for Policy and Planning Committee
February 21, 2020

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Purpose

This **System Components Primer** seeks to:

- Outline the core components of an optimal homeless services system
- Explain the role each component plays in supporting the system’s primary objective of permanently re-housing participants
An Optimal, Balanced System
Prevention and Problem-Solving

• Seeks to manage inflow into homelessness and system “front door”
• Conversations to explore safe and creative solutions to quickly resolve the household’s crisis outside the homeless services system
• Offers “light-touch” service supports such as landlord mediation, tenant legal services, or short-term financial assistance
Outreach

• **Health and safety support:**
  • Helps unsheltered residents mitigate the hazards of living outside
  • Informs participants of relevant local policies, prepares for upcoming clean-ups, and works with health partners to provide vaccinations and access to harm reduction programs

• **Housing-focused outreach:**
  • Assists in locating, identifying, building relationships, and connecting persons experiencing homelessness to Coordinated Entry System (CES) resources
Interim Housing

• Offers a place of temporary refuge to get people off the street and out of a harmful environment

• Provides services to stabilize participants and facilitate connections to other supportive services and permanent housing resources through CES
Transitional Housing

• Helps to stabilize participants during a period of substantial transition
• Used for transition age youth and participants fleeing domestic violence
• Resource-rich environment helps participant to attain stability and prepare for independent living in permanent housing
Rapid Re-Housing

• Flexible permanent housing resource designed to quickly house participants using market-based rental units
• Provides short-term financial assistance, case management, and connection to other services to support participants in achieving long-term housing stability
Permanent Supportive Housing

• Service-rich permanent housing intervention designed to meet the needs of the highest-acuity participants
• Particularly appropriate for those with long histories of homelessness and substantial physical and/or mental health needs
• Combines affordable housing assistance that is not time-limited with wraparound supportive services