



# Update on Homeless Initiative

SPA 8 Homeless Coalition Meeting

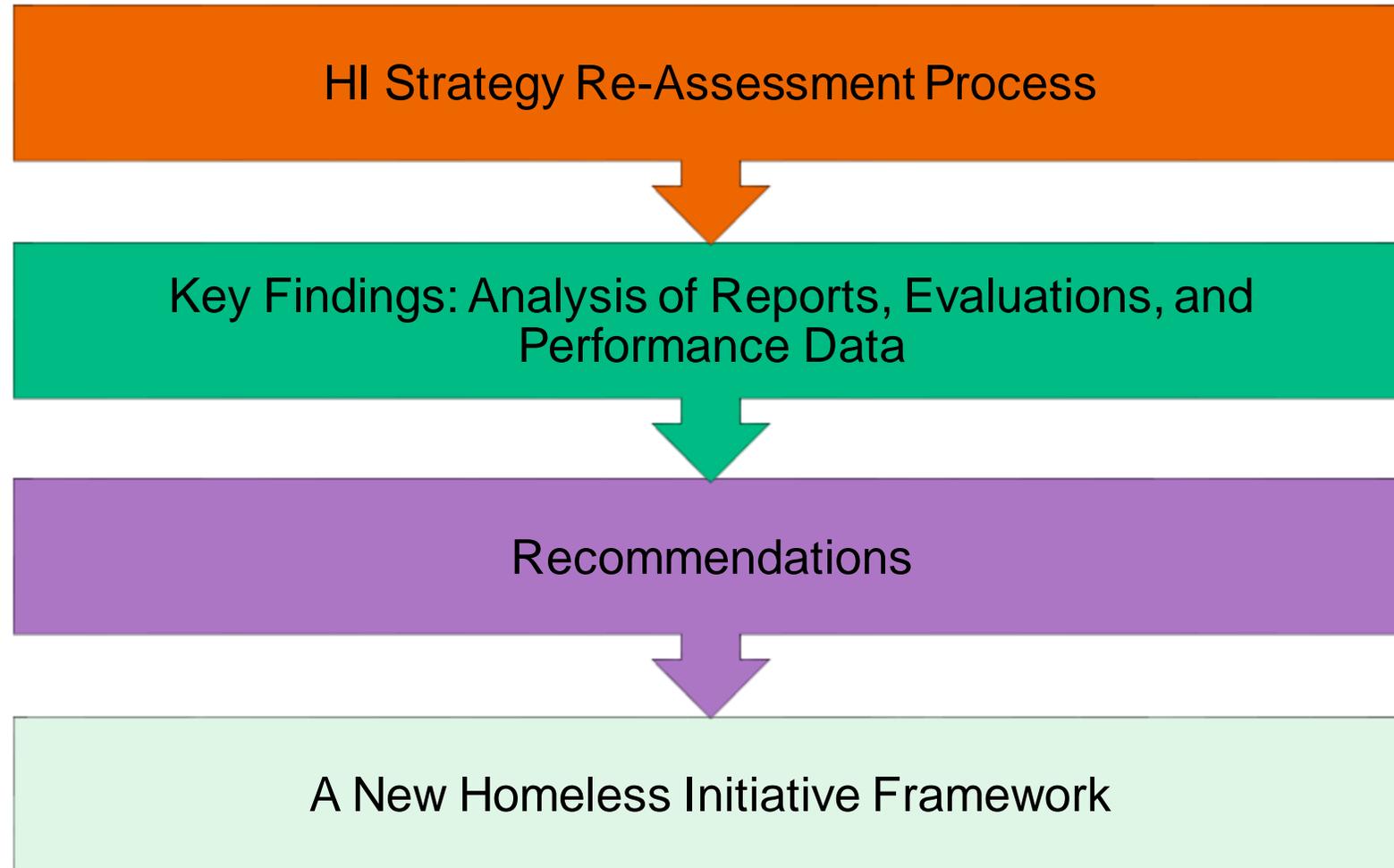
July 27, 2022



# NEW HOMELESS INITIATIVE FRAMEWORK

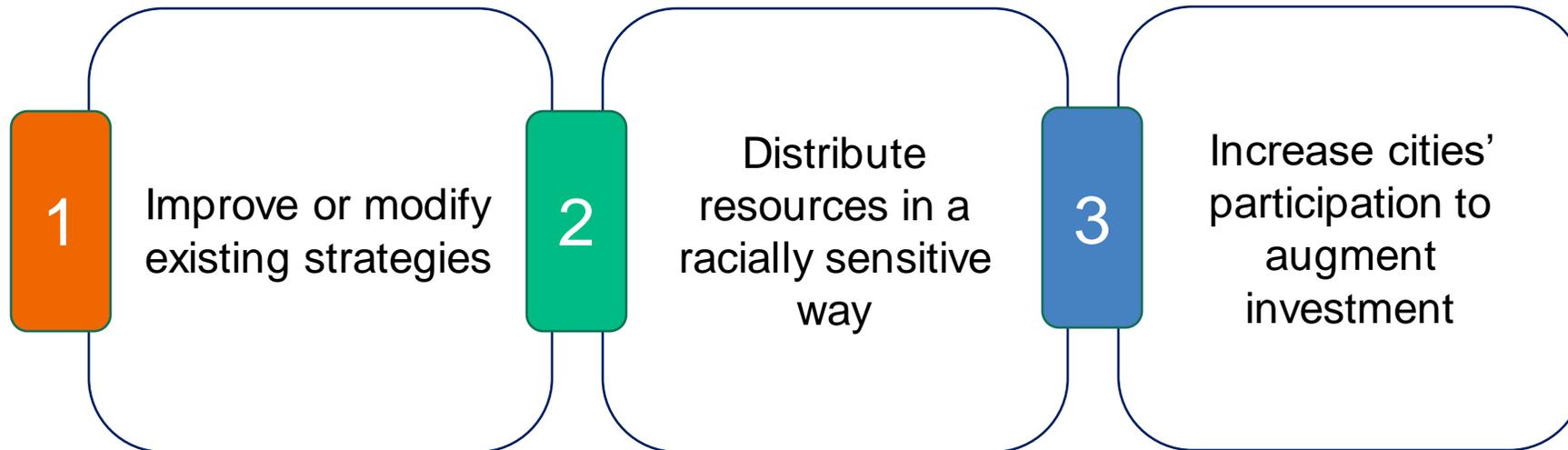
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# Overview



# HI Strategy Re-Assessment Process

The Board of Supervisors asked the CEO-Homeless Initiative to report back with recommendations on how to:



# Key Findings: Analysis of Reports, Evaluations, and Performance Data

July 2017 – December 2021  
(FIRST 4 YEARS + 1 QTR OF MEASURE H)



**78,101**  
People placed in  
permanent housing



**104,681**  
People placed in  
interim housing



**20,067**  
People prevented from  
becoming homeless

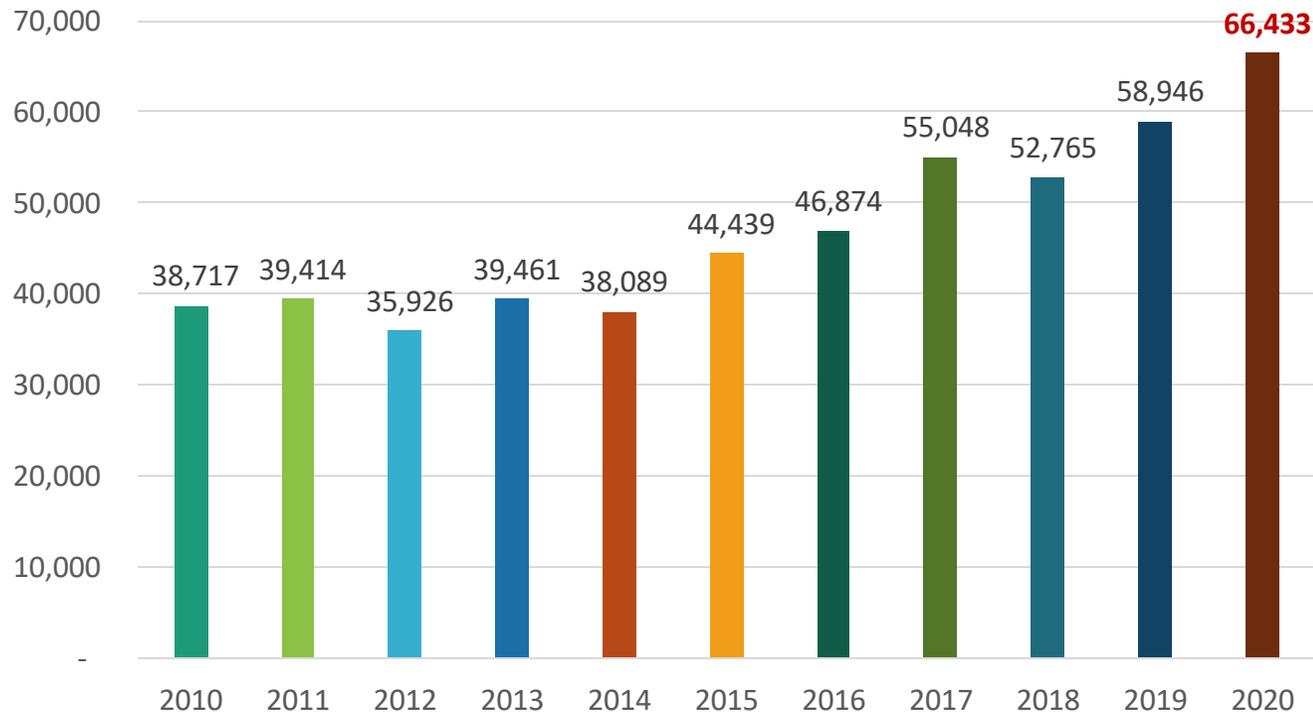


**34,738**  
People increased income  
from employment/benefits

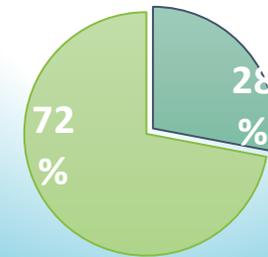
**Measure H** completely or partially funded: **41%** of permanent housing placements (**31,898 people**)  
**54%** of interim housing placements (**56,453 people**)

# Key Findings: Analysis of Reports, Evaluations, and Performance Data

## GREATER LOS ANGELES HOMELESS COUNT

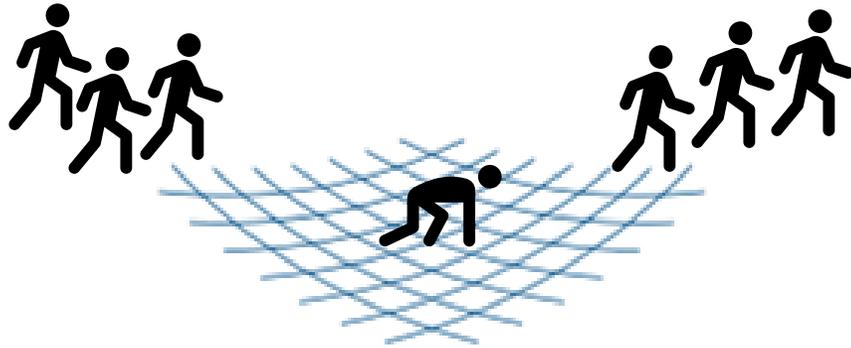


Despite growing investments and significantly increased housing placements, the homeless census continues to increase in Los Angeles County.

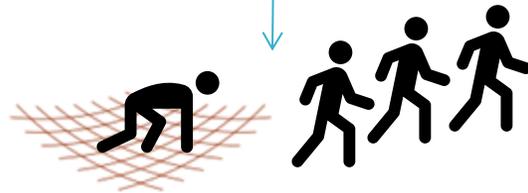


Sheltered

# Key Findings: Analysis of Reports, Evaluations, and Performance Data



**Mainstream Government Systems** provide the first and largest safety net, serving all vulnerable and low income LA County residents.



The **Homeless Rehousing System** is a *system of last resort* and attempts to divert or rehouse people out of homelessness.



Those who remain are **persistently underserved** and need an intensive rehousing intervention.

However, due to lack of **system flow**, many are stuck in interim housing or on the streets for an extended period.

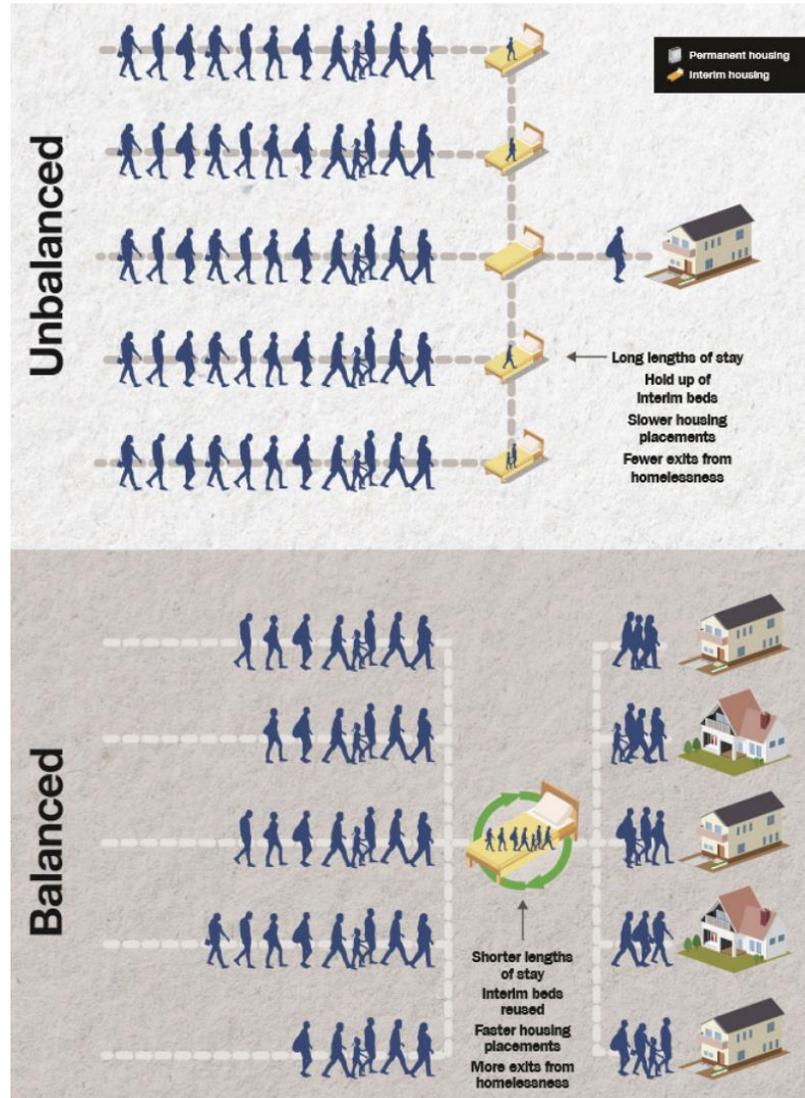
# Key Findings: Analysis of Reports, Evaluations, and Performance Data

## System trends reported in the 4th Annual Homeless Initiative Evaluation

- Most newly homeless people are assisted effectively, but some fall into persistent homelessness, struggling to have their needs met.
- **Persistently underserved homeless** individuals are those who received homeless services for 6 or more months in the previous 12 months.
- The number of persistently underserved homeless people **more than doubled** between 2017 and 2019, going from 16,000 to **35,500**.



# Key Findings: Analysis of Reports, Evaluations, and Performance Data



## The Exit Gap

- Our system has an **exit gap** – a gap between the number of people who need permanent housing and those who receive it.
- The supply of **interim housing** rose **57%** over the last three years to 25,000 beds.
- But we need more exits to **permanent housing**.
- A balanced system has 5 housing exits for every 1 shelter bed.
- Ours has only about 1 exit for every 1 shelter bed.

## Key Findings: Analysis of Reports, Evaluations, and Performance Data

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- With the County's significant investment in the **expansion of permanent supportive housing, exceeding 10,000 slots by FY 2024-25**, we can reduce the exit gap, and ultimately the homeless count.
- To do this, **we must intensively target the persistently underserved homeless population** for housing placements.
- The strategy re-assessment recommendations propose a framework that will strengthen the homeless rehousing system's ability to do this, while bolstering the ability of mainstream safety net systems and cities to prevent and address homelessness throughout the County.

# Recommendations

## ➤ Equip Homeless Rehousing System to Respond to Persistently Underserved PEH

- HI strategies and investments should primarily focus on activities that equip the homeless rehousing system to respond, at scale, to the persistently underserved PEH subgroup.
- Consistent funding should be provided for critical infrastructure, operations, and interventions.
- Some funding flexibility should be retained to shift tactics and supporting activities to meet emerging needs.



## Recommendations

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- **Consolidate Rehousing System Strategies:** HI strategies for the homeless rehousing system should be consolidated to reflect categories of essential investments, offering clarity of purpose and impact, streamlining program models and practice standards, and creating administrative ease across funders and providers.
- **Fully Leverage Mainstream Systems:** HI strategies should fully leverage mainstream government services to deliver a safety net for those who can reasonably avoid or escape homelessness, thus slowing inflow and positioning the homeless rehousing system to target its capacity to persistently underserved PEH.

# Recommendations

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- **Embrace a No Wrong Door Approach to Homelessness Prevention:** HI strategies for the mainstream government service systems should embrace a no wrong door approach within the County, drive coordination and standardization of homelessness prevention practices among County departments, and encourage the use of predictive analytics and prioritization to implement homeless prevention efforts at a scale that reduces annual inflow into homelessness.
- **Co-Invest with Cities:** HI strategies should include specific approaches that define how cities can co-invest in key strategies that accelerate and amplify impact locally and across the region, especially with regard to housing.

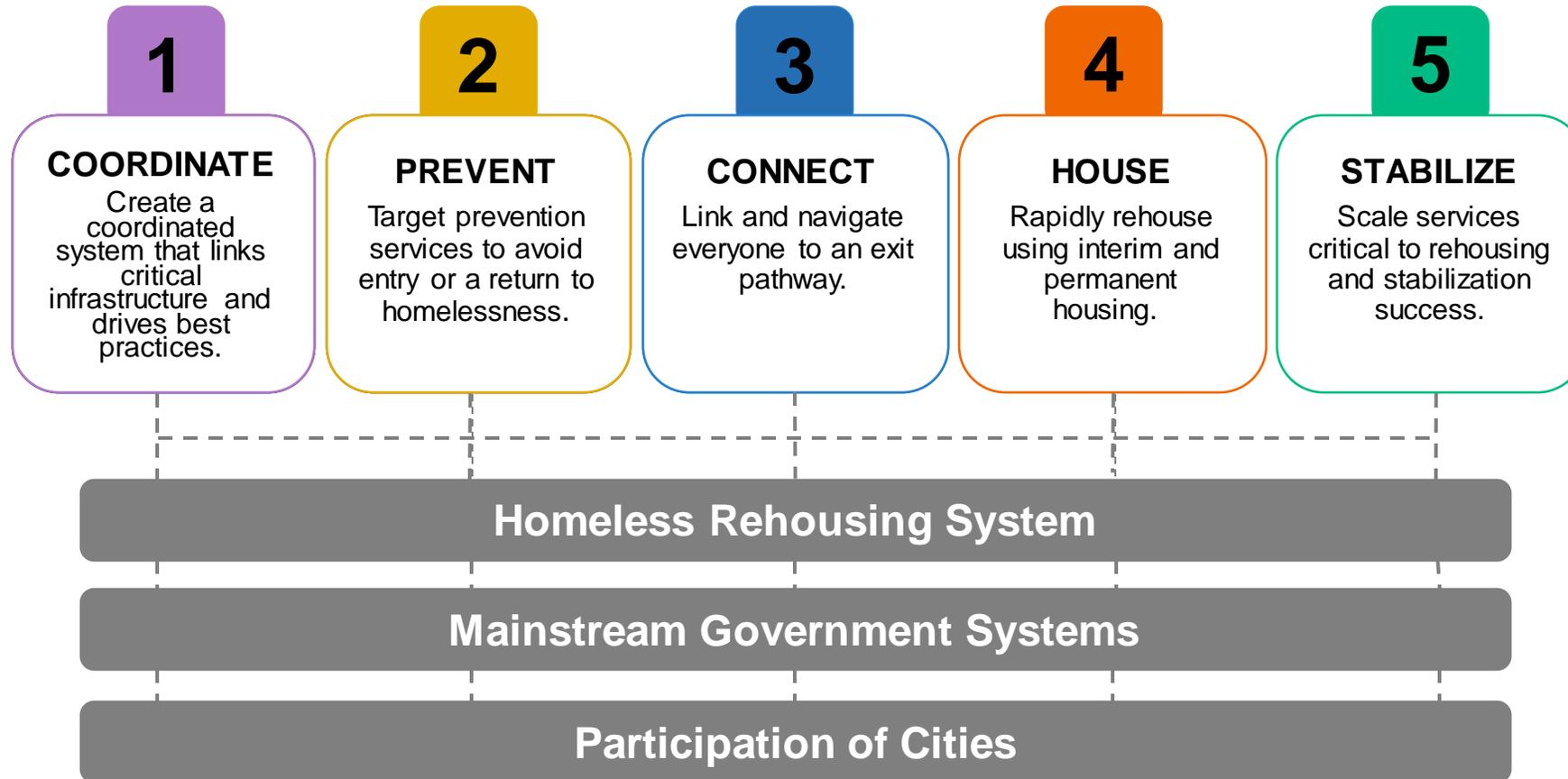
# Recommendations

- **Infuse Practices to Advance Racial Equity:** The HI strategies framework should embrace emerging practices to advance racial equity across policymaking, planning, funding, and implementation, and demonstrate a commitment to ongoing advancement of equity through its implementation practices.



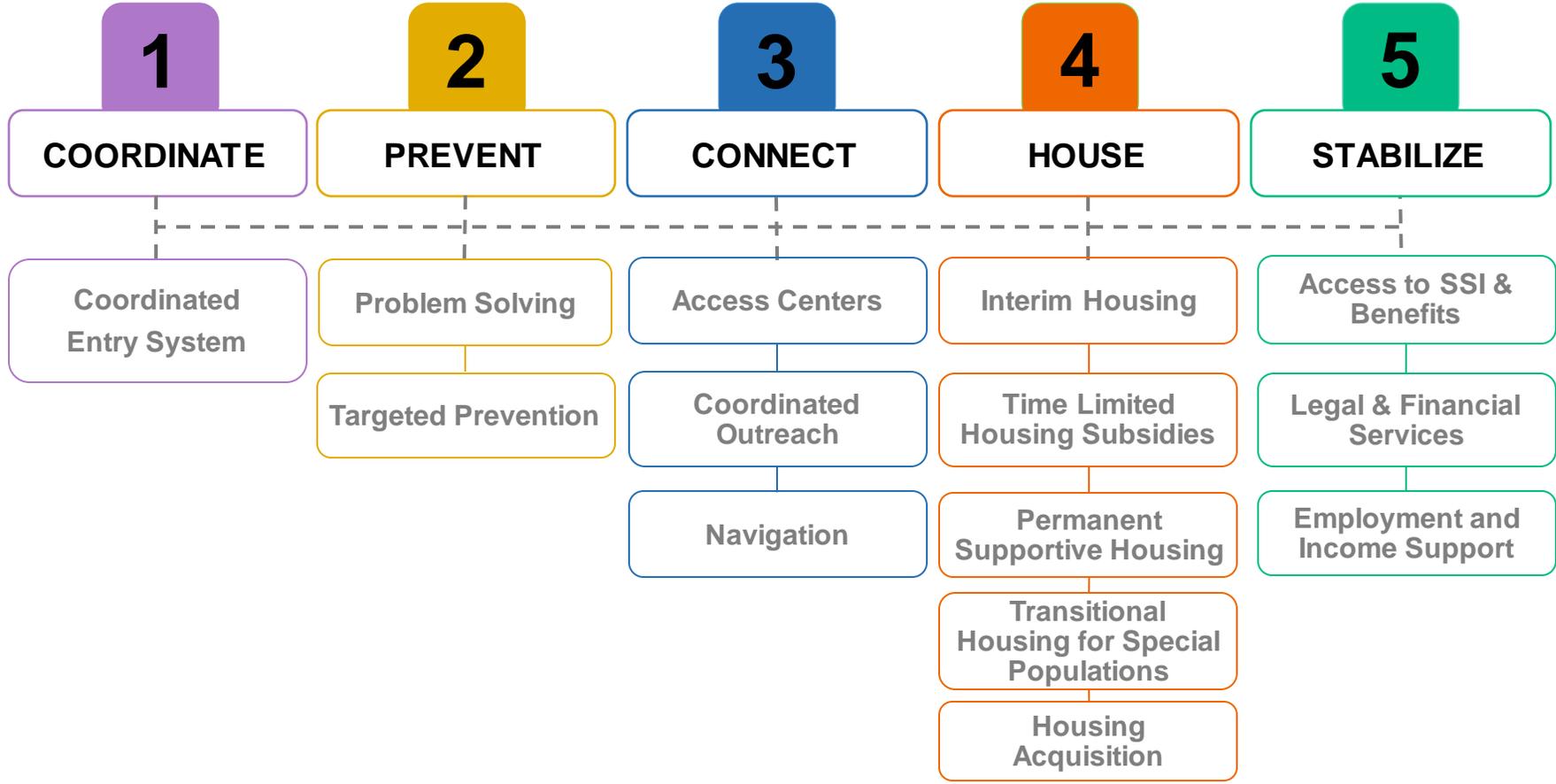
# HOMELESS INITIATIVE NEW FRAMEWORK

## All Hands On Deck Approach



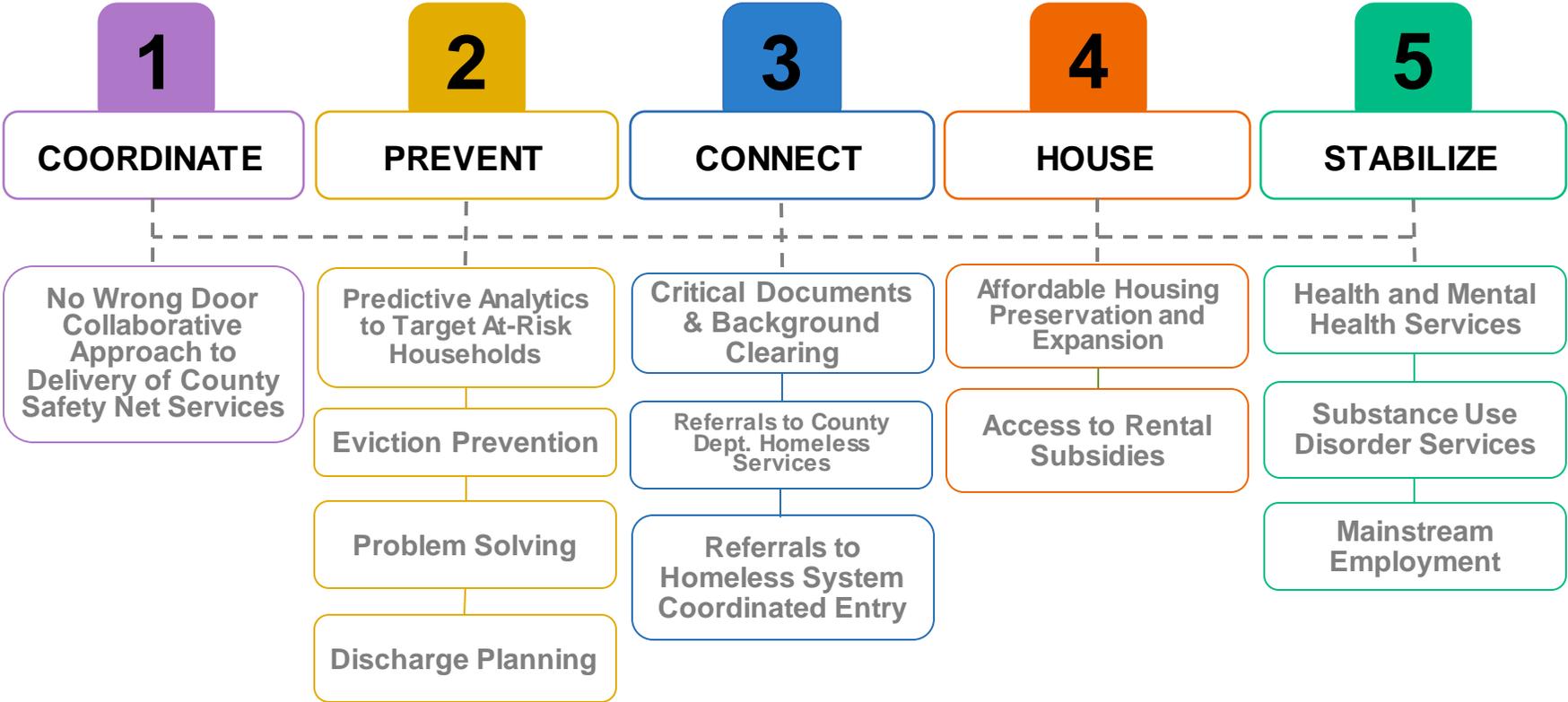
# NEW FRAMEWORK: HOMELESS REHOUSING SYSTEM

Increase Exits from Homelessness



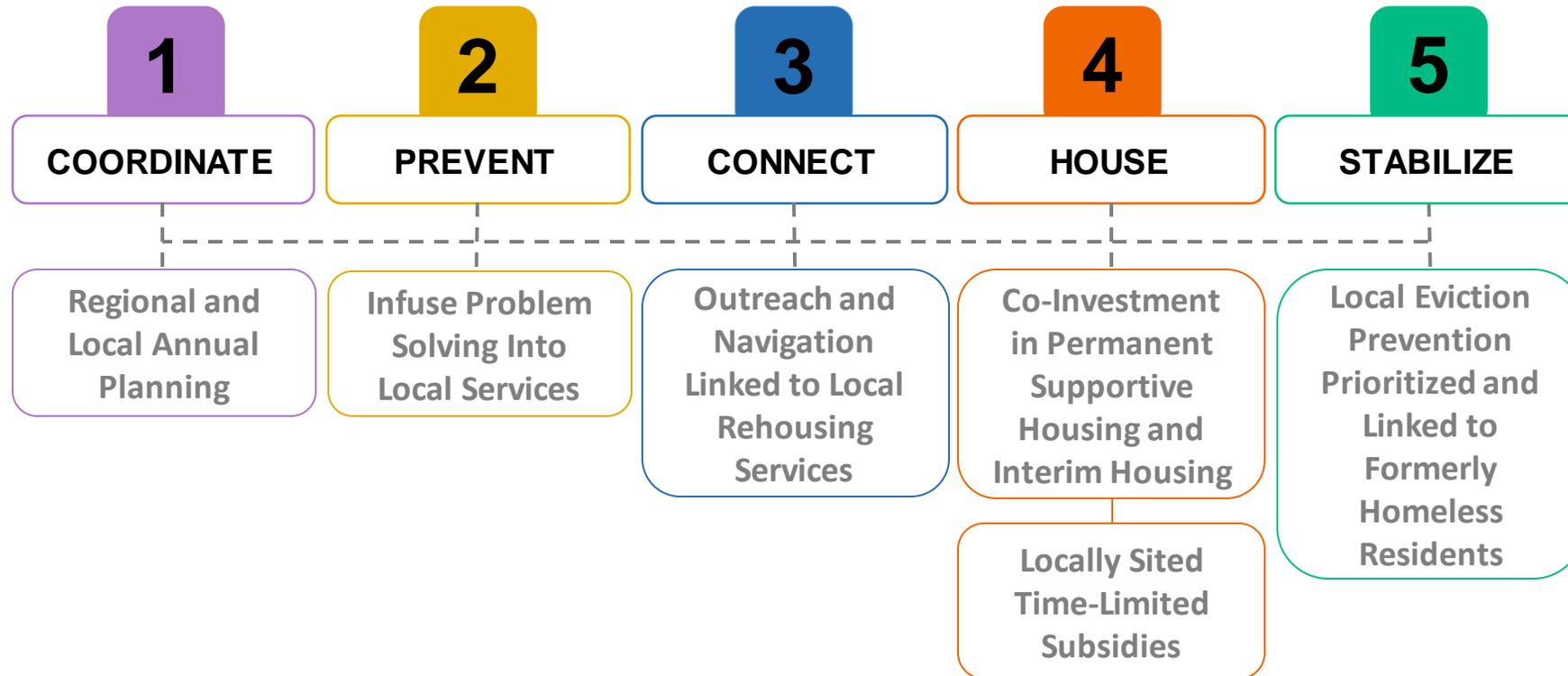
# NEW FRAMEWORK: MAINSTREAM SYSTEMS

## Prevent and Resolve Homelessness



# NEW FRAMEWORK: PARTICIPATION OF CITIES

## Focus on Shared Investment



# SUPPORTING ACTIVITIES

## to Effectively Administer and Evaluate



Practices to  
advance equity



Inclusion of individuals  
with lived expertise  
at all levels of system  
decision-making



System  
planning and  
implementation  
coordination



Enhanced data  
sharing and  
tracking



Quality  
improvement and  
standardization of  
practice



Training and  
capacity building



Advocacy in  
policymaking  
and funding



Research and  
evaluation

# THE NEW HOMELESS INITIATIVE FRAMEWORK

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- **Preserves** the critical infrastructure of the homeless rehousing system, including programs administered by LAHSA and some County Departments, concentrating on the core strategies that are most impactful in serving the most vulnerable. Re-emphasizes the need to collaborate with partners to implement racial equity practices.
- **Delineates** the activities that must permeate all our mainstream systems in order to “catch” County residents before they fall into homelessness, or just after.
- **Identifies** the most impactful ways for the County to collaborate with cities to meet local needs and increase housing.

# Fiscal Year 2022-23 Budget Highlights and Alignment with New Framework

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## HOMELESS REHOUSING SYSTEM

- **Increased investment in permanent housing:**
  - Housing acquisition services through the Resident and Property Support Service (RPSS) program and the Flexible Housing Subsidy Pool.
  - Permanent supportive housing services to assist over 7,000 new individuals and families into housing.
- **Increased investment in interim housing:**
  - 400 new beds targeting higher acuity clients, including first site with 24/7 admissions.
- **Increased investment in housing navigation:**
  - Reduce caseloads to serve clients more effectively and move more clients into housing.
  - Increase flexibility in how funds can be used to meet the unique needs of clients.

# Fiscal Year 2022-23 Budget and Alignment with New Framework

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## MAINSTREAM GOVERNMENT SYSTEMS

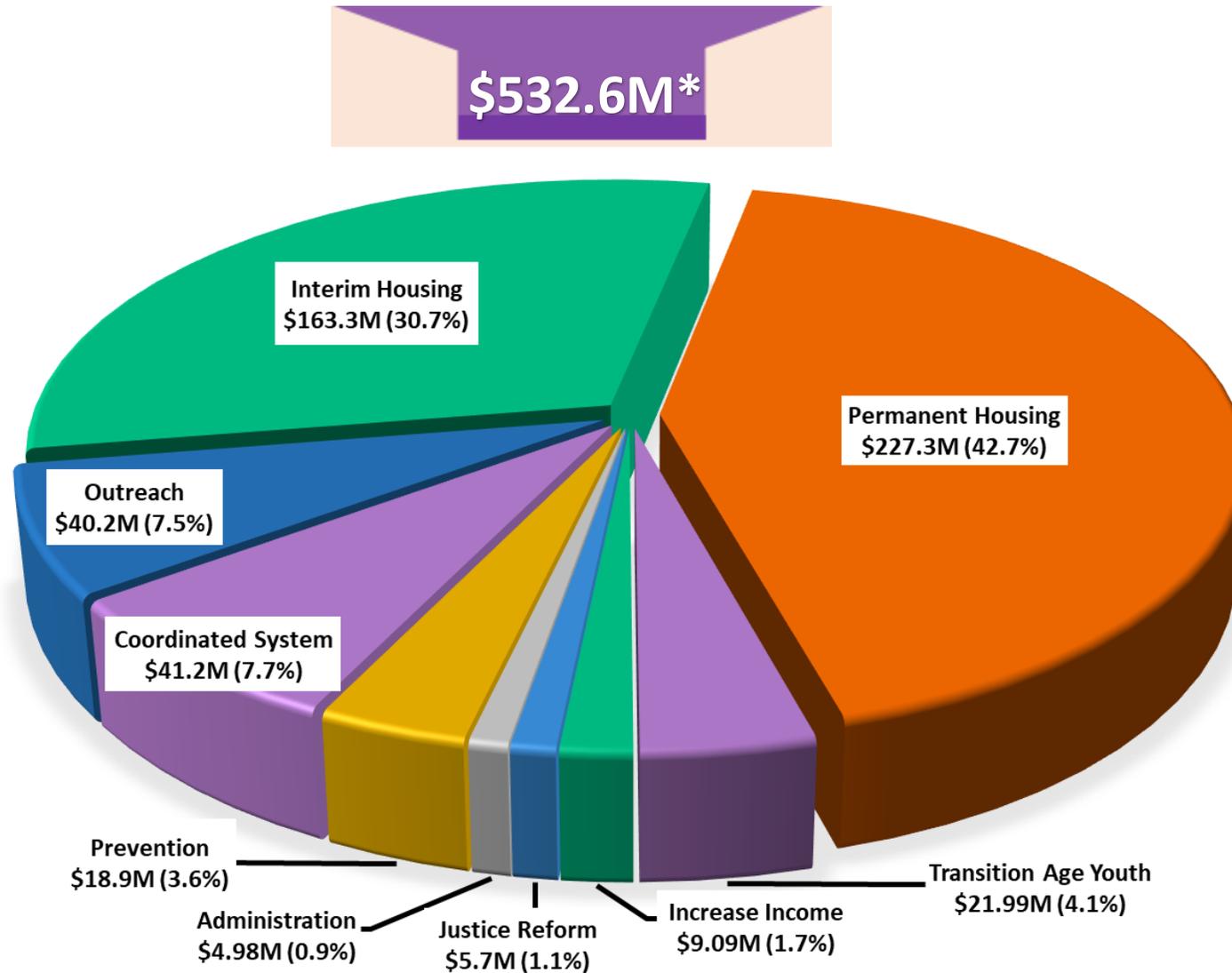
- Launch a collaborative process with County departments to fully leverage mainstream systems to address homelessness and to create a more seamless and integrated system of care and services for people experiencing homelessness.
- Undertake analysis of all homeless related funding streams coming into County departments with the goal of maximizing state and federal funding, leveraging and braiding funding for maximum impact, and aligning funding to meet client needs.
- Increase partnership with County departments to prevent homelessness including using predictive analytics to identify our clients who are more likely to be experiencing a housing crisis and help them to avert homelessness.

# FY 2022-23 Homeless Initiative Funding

## Recommendations Approved by the Board on May 17, 2022, the Board:

- \$532.6M to fund Homeless Initiative strategies (\$466,753,000 Measure H and \$65,860,000 Homeless Housing, Assistance and Prevention Program (HHAP) Round 3 funding)
- FY 2021-22 one-time Measure H carryover funding in the amount of \$22,562,000 and all HHAP Round 2 carryover
- Carryover of Measure H funding included in agreements with local jurisdictions
- Multi-year agreements with local jurisdictions
- Re-assessment of funding allocation methodology for Glendale, Long Beach, and Pasadena Continuums of Care

# FY 2022-23 Funding Allocations by Service Category



\*Measure H - \$466.75M  
\*State HHAP - \$65.86M

# FY 2023-24 Funding Process and Alignment Implementation of New Measure H Framework

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**Additionally, on May 17, 2022, the Board directed the CEO-HI to:**

- Implement the FY 2023-24 HI funding recommendation process immediately and provide a report back in 60 days on the status, including a description of the process and timeline that will be used to develop the funding recommendations;
- Submit the proposed FY 2023-24 HI funding recommendations to the Board in January 2023 including an analysis of any programs or services that will be impacted by the funding recommendations and the recommended transition plan for those programs or services; and
- Submit recommendations to the Board in January 2023 for midyear budget adjustments to FY 2022-23 strategies to align with the New Framework and the proposed FY 2023-24 funding recommendations.



# BLUE RIBBON COMMISSION ON HOMELESSNESS RECOMMENDATIONS

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# Blue Ribbon Commission on Homelessness: Background

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1. On July 27, 2021, the Board established the BRCH.
2. BRCH was tasked to:
  - Research/analyze various homelessness governance reports.
  - Provide feedback regarding the most relevant and effective models, with the intention of implementing reform to help solve the homelessness crisis in LA County.
  - Provide recommendations for a new governance model that is appropriate for LA County – incorporating the diverse needs of the region, 88 cities, and the Unincorporated Communities.
  - Provide a report that reflects the various legal and legislative issues that are impacting homelessness policy.
  - Provide recommendations that seek to enhance accountability, transparency, and inclusivity.
  - Provide recommendations on how local jurisdictions could be incorporated into an effective governance structure to address the homelessness crisis.

# Blue Ribbon Commission on Homelessness: Composition

BRCH was composed of twelve positions:

- 5 members appointed by the Board, with one member appointed by each Supervisor;
- 1 member nominated by the Mayor of Los Angeles\*;
- 3 members nominated by the Los Angeles City Council President\*;
- 1 member nominated by the Contract Cities Association; and
- 2 members nominated by the Councils of Government



BRCH began meeting on September 8, 2021. Conducted 20 meetings over six months. 280 individuals or groups participated through meetings, presentations and interviews.

\* City of Los Angeles opted not to make appointments to the BRCH.

# Blue Ribbon Commission on Homelessness: Recommendations and Board Motion

The BRCH adopted the final [Homelessness Governance Report](#) on March 30, 2022.

On [May 3, 2022](#), the Board adopted BRCH’s recommendations and directed the CEO to work in consultation with subject matter experts to submit quarterly status reports on the following:

BRCH Recommendation	Board Motion
1. Create a County entity and identify a leader with responsible charge, accountability and authority over homelessness.	Provide a recommendation for the structure of the county entity for homelessness matters within the County. Convene workgroups to develop goals, policy, and implementation plans across systems.
2. Establish a multi-year local solutions within Measure H fund available for local jurisdictions.	Also develop a method for tracking all County-administered homeless funding at a city level. Align County Dept. and agencies’ goals and metrics.

# Blue Ribbon Commission on Homelessness: Recommendations and Board Motion continued

BRCH Recommendation	Board Motion
3. Streamline LAHSA by re-focusing its primary role as the Rehousing lead of the LA Continuum of Care (CoC).	Report back on the feasibility of transitioning certain LAHSA-administered Measure H strategies to the County entity. Consider appointing County Dept./Division heads, individuals with lived experience or city representatives to the LAHSA Commission.
4. Consolidate LAHSA Commission, CoC Board, and CES Policy Council into a single decision-making entity.	Also analyze the appropriate size and composition and associated legal implications.
5. Improve LAHSA's operations by embedding an "Ops Team" to maximize LAHSA's internal effectiveness.	Develop policies defining decision-making responsibilities of the Commission, Executive Director and governance boards (90-day report for the Commission's review and approval). Report back on the feasibility of establishing an Operations Team.

## Blue Ribbon Commission on Homelessness: Recommendations and Board Motions continued

BRCH Recommendation	Board Motion
<p>6. Require data sharing between cities, the County, and LAHSA. Define and implement metrics of success, track equity goals, and establish tools for accountability.</p>	<p>Develop policies and tools to govern inter-agency data access. Submit for LAHSA Commission’s review/approval within 90 days. Provide a centralized data governance to determine whether County clients are enrolled in homelessness services across all County data systems. Revise metrics and tools for accountability for County-administered homeless programs and align funding allocations. Submit annual reports on County-administered homeless programs.</p>
<p>7. Establish an executive-level action team to drive reforms, discuss issues of common interest, and facilitate data development and sharing.</p>	<p>Encourage philanthropy to convene a small group of executives representing LA County, its 88 cities, the State, and other relevant stakeholders. Encourage, within 30 days of its formation, this Team to discuss setting interim goals to expedite homeless solutions for Board’s consideration. Establish a unified ask for the State assistance in expediting these solutions.</p>

# Blue Ribbon Commission on Homelessness: Board Motion and Implementation Status

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## Board Motion continued:

1. Department of Human Resources and subject matter experts to provide the Board with options and strategies for recruiting the most qualified candidate to serve as the County leader of the county entity; and
2. Directors of DCFS, DHS, DMH, DPH, DPSS and LACDA to attend and assume voting authority of CES Policy Council meetings until such time that the LAHSA Commission, CoC Board, and CES Policy Council are consolidated into a single body. Report back on steps needed to ensure that the head of the Homeless Initiative or County entity also occupies a seat on the CES Policy Council.

**Implementation Status** – In the early stage of interpretation and planning in order to organize how Board directives will be implemented including identifying lead Departments. There will be a robust internal and external engagement process. 1<sup>st</sup> quarterly report will be submitted in early August 2022.



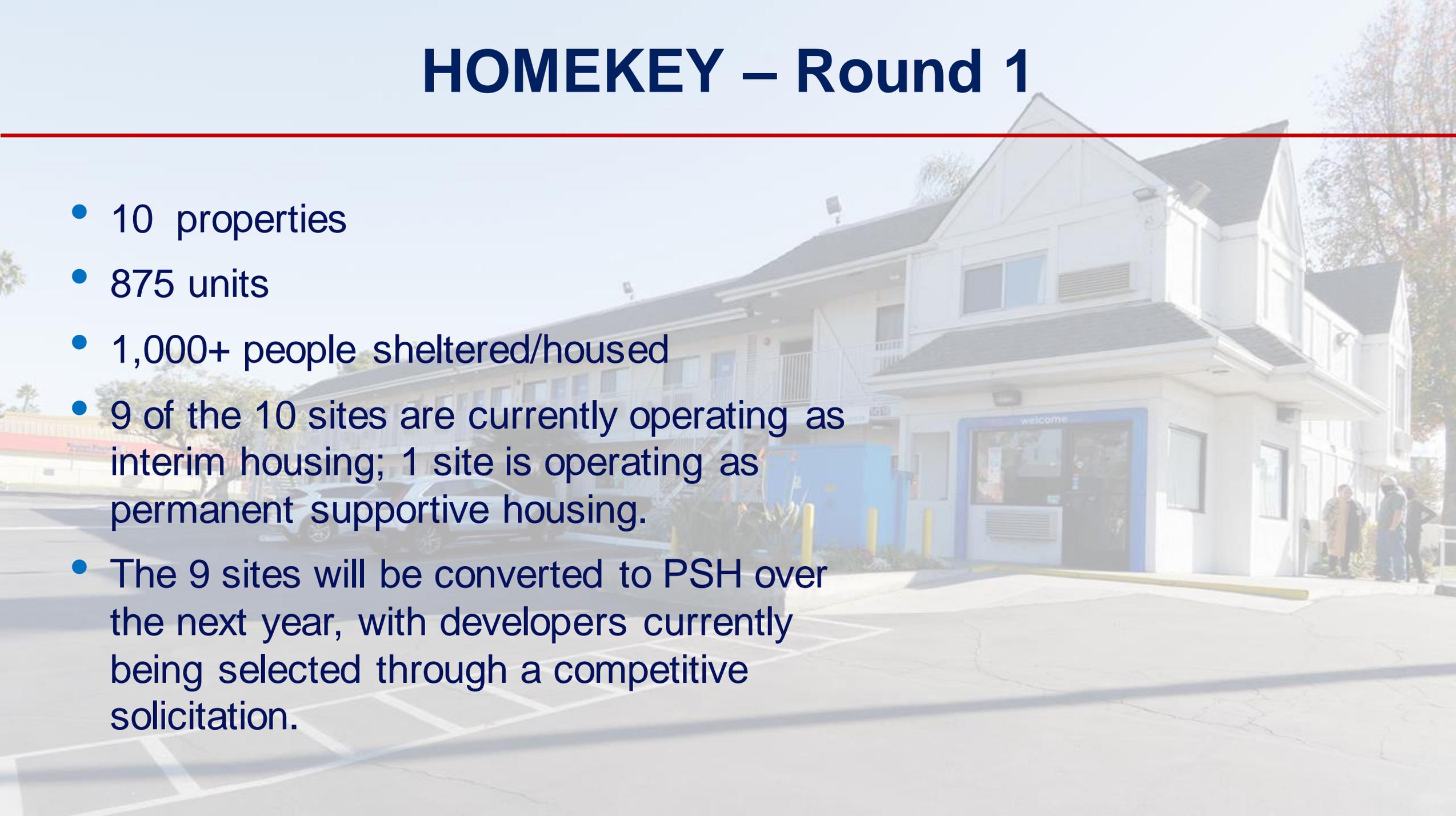
# PROJECT HOMEKEY

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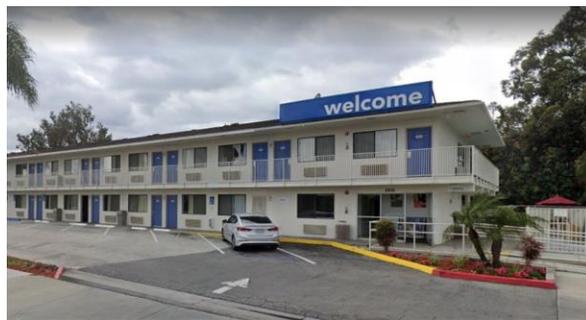
# HOMEKEY – Round 1

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- 10 properties
- 875 units
- 1,000+ people sheltered/housed
- 9 of the 10 sites are currently operating as interim housing; 1 site is operating as permanent supportive housing.
- The 9 sites will be converted to PSH over the next year, with developers currently being selected through a competitive solicitation.



# HOMEKEY – Round 1 continued



PROJECT HOMEKEY SITES	# Units
Homekey Baldwin Park	75
Homekey Hacienda Heights	156
Homekey Harbor City	57
Homekey Long Beach	43
Homekey Norwalk	56
Homekey Whittier	99
Homekey Compton East	41
Homekey Compton West	104
Homekey Long Beach West	135
Homekey Commerce	81
<b>Total</b>	<b>847</b>

SPA 8 sites: Long Beach, Long Beach West, and Harbor City.

# HOMEKEY – Round 2

## 14 properties (720 units)

- PSH: 5 sites (299 units)
- Interim Housing (Families): 6 sites (291 units)
- Interim Housing (TAY): 2 sites (69 units)
- Interim Housing (Veterans): 1 site (61 units)

## SPA 8 sites:

- Sea Rock Inn – 53 units (Gardena)
- LAX Suites – 48 units (Inglewood)
- Pacific Coast Inn – 21 units (Redondo Beach)

All SPA 8 sites will be PSH and are expected to complete renovations by March 2023 and operate soon after.



THANK  
YOU